

**San Joaquin County
Comprehensive Economic
Development Strategy
Report**

November 3, 2010

San Joaquin County Board of Supervisors

**Workforce Investment Board
&
CEDS Task Force**

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I. Introduction

This document provides a Comprehensive Economic Development Strategy (CEDS) for San Joaquin County, California. This CEDS is a complete update of the previous countywide CEDS prepared in 2003. The updated document has been formatted in accordance with the current CEDS guidelines and requirements published by the U.S. Department of Commerce, Economic Development Administration (EDA).

The CEDS update process has included the following:

- Substantial community and private sector involvement via the CEDS Task Force, the San Joaquin County Business Retention Committee (BRC), and the San Joaquin County Workforce Investment Board (WIB).
- Incorporation of relevant research and strategic recommendations from an extensive economic development strategic planning process completed in the county in 2005 and 2006 (a process which also included a substantial public outreach component). The integration of this material into the current CEDS update has involved a review of progress made to date on the strategies outlined in the 2005/2006 plan, and a refinement of the strategies based on current priorities and opportunities.
- Compilation of current economic and demographic data, allowing for a comprehensive update of the conditions and trends documented in the 2003 CEDS and the 2005/2006 strategic planning effort.
- Reviews of relevant planning documents and current work programs of the San Joaquin Partnership (the countywide economic development corporation) and the San Joaquin Council of Governments (the countywide metropolitan planning organization).
- Extensive coordination with the individual municipalities and other institutional partners in the county to develop an integrated set of goals, objectives and strategies for economic development in San Joaquin County.
- Coordination with the municipalities and other institution partners to identify and rank CEDS projects (for purposes of this CEDS, for the internal prioritization of projects) involving planned investments in key infrastructure and other projects related to the CEDS goals.
- Preparation of an updated industry cluster analysis to assist the CEDS Task Force in identifying target industries to be the focus of CEDS implementation.
- Development of a CEDS Plan of Action based on the preceding steps.

- Development of monitoring program and related performance measures to track implementation of the CEDS, and to provide a basis for refining the goals, objectives and strategies over time.

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

As noted above, a critical element of the CEDS is a list of planned infrastructure projects and other investments that will advance economic development in the county pursuant to the CEDS Plan of Action. The listed projects are potential candidates for EDA funding. A substantial effort within the CEDS update process has been devoted to establishing an evaluation matrix by which individual entities can rank the candidate projects based on the EDA's current finding priorities and criteria.

II. Executive Summary

Demographic data for San Joaquin County reveal that there are wide differences among County communities, while overall the County has indicators of economic stress, compared to the state and nation, in figures pertaining to educational attainment of the workforce, incomes, and unemployment. San Joaquin County has been a high-growth area. From 2000 to 2010 the County population increased by 23%, compared to 14% for all of California.

While the process of economic development follows many general principles, local conditions greatly affect the overall strategic approach to how economic development is conducted. Every location has its unique complexities, as does San Joaquin County. For example, a range of issues identified for discussion purposes at the outset of this CEDS update process fell under the following three headings:

- Historic context: Baseline conditions arising from the County's past;
- Changing influence of location: Pressures exerted on the County due largely to the expansion of adjacent, larger urban areas; and
- Results: The problems and opportunities created from the combination of history and emerging locational challenges.

This list of issues was drawn largely from the documentation of a major strategic planning process completed by the San Joaquin Partnership since the last CEDS was produced. In 2005 and 2006 (i.e. approximately three years after the previous CEDS was completed) the San Joaquin Partnership (SJP) spearheaded a major strategic planning effort to define a comprehensive economic development approach for San Joaquin County. The process also involved a substantial community outreach effort, including individual interviews with approximately 50 stakeholders, 10 focus group meetings, and an online survey of residents and businesses.

The 2005-2006 strategic planning process, along with subsequent refinements reflected in SJP's annual work plan have provided the recent strategic framework for countywide economic development programming. Key elements from that process are included in this CEDS. A second strategic planning process, the *San Joaquin County Regional Blueprint Vision, January 28, 2010*, prepared for the San Joaquin COG, is also addressed in this CEDS. The *Blueprint* is key to setting policy to developing a Sustainable Community Strategy in response to California Senate Bill No. 375. *Blueprint* issues particularly relevant to this CEDS pertain to the need to:

- Ensure that land use planning and other policy direction is compatible with economic development strategies.

- Monitor overall development policy and activity, and promote policies and results that support the repayment of infrastructure debt.

Based largely on these previous strategic efforts, Projects and Programs, and Recommended Five-Year Objectives, are organized within this CEDS under the following eight major goal-topic headings. The topics give a sense of the comprehensive nature of the County's economic development efforts.

- Economic Development Focus
- Economic Development Marketing
- Business Climate
- Sites & Infrastructure
- Entrepreneurship
- Tourism
- Education & Workforce Development, and
- Quality of Life

A critical element of the CEDS is a list of planned infrastructure projects and other investments that will advance economic development in the county pursuant to the CEDS Plan of Action. The 40 projects in the project database represent a total of approximately \$1 billion in investment, for water, wastewater, and storm drain projects, transportation improvements, and energy-related projects. These projects would generate an estimated 8,500 person-years of construction employment. Over half the projects involve new infrastructure. Over 3/4th of projects also involve refurbishing or upgrading existing buildings/infrastructure in order to preserve the serviceability of a facility or area, or to meet the requirements of modern logistics, energy conservation, lifestyle options, or other needs. In this sense, many of these projects aim to maintain or enhance a community's competitive position.

Generally, the projects relate to core areas of the community – job centers or downtowns. Although the long-term job-generation effect is not explicitly delineated for all proposed projects, approximately 1/3rd appear to have a role in supporting the growth of industrial-type jobs, and another 1/4th support retail, other commercial, and office job growth.

Twenty-five existing economic development programs, including new, committee-based initiatives and long-standing institutionalized programs, are also reflected in the CEDS, and some of the more recent initiatives are also reflected in the 5-Year Action Plan.

III. Background: Demographic and Economic Setting

Overview of Demographic Conditions

The following data were obtained from the U.S. Census Bureau (for 2000), American Community Survey (ACS) 3-year estimates (for 2006-08), California Department of Finance (DOF), and the U.S. Bureau of Economic Analysis (BEA) for comparison of demographic characteristics in San Joaquin County, county sub-places (depending on data availability),¹ the State of California and the nation. Topics address current and historical conditions related to population, race/ethnicity, age, educational attainment and household and personal income levels.

Population

Table III-1 (below) reveals current and historical population for select years between 2000 and 2010. While there are some discrepancies between the data sets with respect to 2000 and 2008 population estimates from the Census/ACS and the DOF, these differences are, for the most part, negligible. Based on the DOF data between 2000 and 2010, San Joaquin County's population has increased by approximately 23%, while the State's population increased by roughly 14%. Within San Joaquin County, the cities of Lathrop (72%), Manteca (39%), Ripon (52%) and Tracy (44%) grew at higher rates between 2000 and 2010, compared to County figures.

¹ Data from the 2006-08 ACS were not available for the San Joaquin County sub-places of Escalon, Lathrop and Ripon.

Table III-1: Population estimates by source and geography

	Census (2000)(1)	ACS (2006-08)(2)	Dept of Finance (2000)(3)	Dept of Finance (2008)(3)	Dept of Finance (2009)(3)	Dept of Finance (2010)(3)	% change 2000-2010 (DOF)
San Joaquin County	563,598	667,556	563,598	681,842	687,854	694,293	23.2%
Escalon	5,911		5,963	7,084	7,145	7,185	20.5%
Lathrop	10,334		10,445	17,331	17,631	17,969	72.0%
Lodi	57,037	65,394	57,011	63,007	63,164	63,549	11.5%
Manteca	49,201	63,016	49,255	66,074	67,589	68,847	39.8%
Ripon	10,134		10,158	14,830	15,221	15,468	52.3%
Stockton	242,714	285,919	243,771	288,295	289,717	292,133	19.8%
Tracy	56,839	82,082	56,929	81,087	81,519	82,107	44.2%
California	33,871,648	36,418,499	33,873,086	37,871,509	38,255,508	38,648,090	14.1%

(1) U.S. Census Bureau, 2000 Summary File 3 (SF 3)

(2) U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates

(3) California Department of Finance, Demographic Research Unit

Note on ACS data: Although the American Community Survey (ACS) produces population, demographic and housing unit estimates, it is the Census Bureau's Population Estimates Program that produces and disseminates the official estimates of the population for the nation, states, counties, cities and towns and estimates of housing units for states and counties. However, the figures are relevant for this table in that the other 2006-2008 ACS data in this section relate to the ACS population numbers.

Race/ethnicity

Table III-2 and Table III-3 (below) highlight the concentrations of minority populations for 2000 and 2006-08. The racial/ethnicity mix for the County and State is reasonably similar for 2000 and 2006-08. Overall, the County and State saw declines in the percentage of White (alone) residents and increases in the percentage of Hispanic residents, while the other ethnic groups remained at relatively the same proportions between 2000 and 2006-08.

Compared to the U.S. percentages, the State, County and cities have higher percentages of Hispanic/Latino residents for both 2000 and 2006-08. During this period, the Hispanic/Latino populations yielded the highest percentage increases for the County (increasing by roughly 5 percentage points) and the State (increasing by nearly 4 percentage points). Conversely, the White (alone) residents declined by nearly 8 percentage points within the County and 4 percentage points within the State between 2000 and 2006-08.

The San Joaquin County cities also exhibit similar characteristics in relation to the increase in the percentage of Hispanic/Latino populations and the decrease in the percentage of White (alone) residents – with percentage changes comparable to those of the County and State. However, the City of Tracy had the greatest percentage reduction in White (alone) residents (15 percentage points) and the highest increase in the Other² race designation (over 5 percentage points) – which is largely attributable to an increase in the Asian population.

² Other race designation includes: Native American, Hawaiian/Pacific Islander, Asian and other races not included elsewhere.

Table III-2. Race/ethnicity by geography for 2000

	U.S. Census, 2000										
	White alone	% of total	Hispanic or Latino:	% of total	Black or African American alone	% of total	Other (1)	% of total	Multiple ethnicities	% of total	Total:
San Joaquin County	265,960	47.2%	172,027	30.5%	35,321	6.3%	69,343	12.3%	20,947	3.7%	563,598
Escalon	4,408	74.6%	1,174	19.9%	36	0.6%	85	1.4%	208	3.5%	5,911
Lathrop	3,772	36.5%	4,093	39.6%	515	5.0%	1,544	14.9%	410	4.0%	10,334
Lodi	35,668	62.5%	15,436	27.1%	404	0.7%	3,566	6.3%	1,963	3.4%	57,037
Manteca	31,577	64.2%	12,209	24.8%	1,256	2.6%	2,286	4.6%	1,873	3.8%	49,201
Ripon	7,739	76.4%	1,908	18.8%	20	0.2%	201	2.0%	266	2.6%	10,134
Stockton	78,575	32.4%	78,232	32.2%	25,567	10.5%	50,186	20.7%	10,154	4.2%	242,714
Tracy	30,909	54.4%	15,731	27.7%	2,970	5.2%	5,360	9.4%	1,869	3.3%	56,839
California	15,771,163	46.6%	10,969,132	32.4%	2,147,885	6.3%	3,995,461	11.8%	988,007	2.9%	33,871,648
U.S.	194,514,140	69.1%	35,238,481	12.5%	33,707,230	12.0%	12,949,314	4.6%	5,012,741	1.8%	281,421,906

Source: U.S. Census Bureau, 2000 Summary File 3 (SF 3)

(1) Other designation includes: Native American, Asian, Hawaiian/Pacific Islander and other races

Table III-3. Race/ethnicity by geography for 2006-08

	American Community Survey, 2006-08										
	White alone	% of total	Hispanic or Latino:	% of total	Black or African American alone	% of total	Other (1)	% of total	Multiple ethnicities	% of total	Total:
San Joaquin County	262,831	39.4%	243,053	36.4%	47,035	7.0%	97,544	14.6%	17,093	2.6%	667,556
Escalon											
Lathrop											
Lodi	38,463	58.8%	21,104	32.3%	464	0.7%	4,134	6.3%	1,229	1.9%	65,394
Manteca	31,552	50.1%	23,841	37.8%	2,182	3.5%	4,035	6.4%	1,406	2.2%	63,016
Ripon											
Stockton	75,254	26.3%	105,706	37.0%	33,209	11.6%	64,511	22.6%	7,239	2.5%	285,919
Tracy	32,043	39.0%	29,543	36.0%	6,071	7.4%	11,596	14.1%	2,829	3.4%	82,082
California	15,497,272	42.6%	13,160,978	36.1%	2,178,099	6.0%	4,827,562	13.3%	754,588	2.1%	36,418,499
U.S.	198,420,355	65.9%	45,432,158	15.1%	36,397,922	12.1%	16,192,807	5.4%	4,794,461	1.6%	301,237,703

Source: U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates

(1) Other designation includes: Native American, Asian, Hawaiian/Pacific Islander and other races

Age

Age distribution data by geography, shown in Table III-4 and Table III-5 (below), highlight similarities between the population compositions for the County, State and nation. Between 2000 and 2006-08, all three of these geographies saw a slight decline in the percentage of residents under the age of 17 and an increase in the percentage of residents that are between 45-64 years of age – all other age categories remained roughly the same, as a percent of the total population, between 2000 and 2006-08.

Each of the cities within San Joaquin County (where data were available) reveals a higher percentage of residents under the age of 17 when compared to the State and national figures for 2006-08. Within the County, the City of Tracy had the largest decline of residents under the age of 17 between 2000 and 2006-08, dropping by nearly three (3) percentage points.

As of 2006-08, roughly 10% of the County's population was comprised of residents over the age of 65, below the State (11%) and national (13%) figures. Within the County, the City of Lodi has the highest overall percentage of residents over 65 (16%), while the cities of Manteca (8%), Stockton (10%) and Tracy (6%) all have percentages below the County, State and national figures.

Table III-4. Age distribution by geography, 2000

	U.S. Census, 2000										
	0-17 yrs	% of total	18-24 yrs	% of total	25-44 yrs	% of total	45-64 yrs	% of total	65+ yrs	% of total	Total
San Joaquin County	174,203	30.9%	55,823	9.9%	164,304	29.2%	109,786	19.5%	59,482	10.6%	563,598
Escalon	1,820	33.8%		0.0%	1,590	29.5%	1,207	22.4%	767	14.2%	5,384
Lathrop	3,584	34.7%	928	9.0%	3,327	32.2%	1,854	17.9%	641	6.2%	10,334
Lodi	16,136	28.3%	5,854	10.3%	15,858	27.8%	11,055	19.4%	8,134	14.3%	57,037
Manteca	15,427	31.4%	4,268	8.7%	15,234	31.0%	9,876	20.1%	4,396	8.9%	49,201
Ripon	3,213	31.7%	764	7.5%	3,069	30.3%	2,040	20.1%	1,048	10.3%	10,134
Stockton	78,145	32.2%	26,226	10.8%	67,467	27.8%	45,720	18.8%	25,156	10.4%	242,714
Tracy	19,544	34.4%	4,240	7.5%	20,073	35.3%	9,421	16.6%	3,561	6.3%	56,839
California	9,221,463	27.2%	3,351,285	9.9%	10,811,836	31.9%	6,900,270	20.4%	3,586,794	10.6%	33,871,648
U.S.	72,142,757	25.6%	27,067,510	9.6%	85,482,828	30.4%	61,749,839	21.9%	34,978,972	12.4%	281,421,906

Source: U.S. Census Bureau, 2000 Summary File 3 (SF 3)

Table III-5. Age distribution by geography, 2006-08

	American Community Survey, 2006-08										
	0-17 yrs	% of total	18-24 yrs	% of total	25-44 yrs	% of total	45-64 yrs	% of total	65+ yrs	% of total	Total
San Joaquin County	194,754	29.2%	69,399	10.4%	191,509	28.7%	145,176	21.7%	66,718	10.0%	667,556
Escalon											
Lathrop											
Lodi	16,948	25.9%	6,607	10.1%	16,846	25.8%	14,627	22.4%	10,366	15.9%	65,394
Manteca	19,397	30.8%	6,531	10.4%	18,089	28.7%	14,031	22.3%	4,968	7.9%	63,016
Ripon											
Stockton	85,709	30.0%	31,631	11.1%	83,185	29.1%	56,977	19.9%	28,417	9.9%	285,919
Tracy	25,959	31.6%	7,496	9.1%	27,547	33.6%	16,465	20.1%	4,615	5.6%	82,082
California	9,375,082	25.7%	3,805,689	10.4%	10,594,390	29.1%	8,630,967	23.7%	4,012,371	11.0%	36,418,499
U.S.	73,806,575	24.5%	29,636,552	9.8%	83,266,651	27.6%	76,547,789	25.4%	37,980,136	12.6%	301,237,703

Source: U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates

Educational attainment

The following data (Table III-6 and Table III-7, below) highlight the distribution of educational attainment for residents over 25 years of age for 2000 and 2006-08. During this period, the County's percentage of high school graduates increased by over three (3) percentage points, while its percentage of residents without a high school diploma dropped by nearly five (5) percentage points – both figures are greater than the percentage changes revealed at the State and national levels. However, the percentage of residents within San Joaquin County without a high school diploma (24%) remains higher than the State (20%) and U.S. (16%) figures for 2006-08.

San Joaquin County's population percentage with a Bachelor's degree increased from roughly 10% in 2000 to nearly 12% in 2006-08 – this increase is comparable to State and national trends. However, the percentage of County residents with a Bachelor's degree is lower than the State (19%) and U.S. (17%) percentages.

The percentage of the population with a high school diploma increased between 2000 and 2006-08 for each of the cities within San Joaquin County, where data were available, with the exception of Manteca – this includes the cities of Lodi, Stockton and Tracy. As of the 2006-08 ACS data, San Joaquin County's population percentage without a high school diploma (24%) was higher than the State (20%) and U.S. (16%). Manteca is the only city within San Joaquin County to have a higher percentage of residents without a high school diploma (27%). For 2006-08, the cities of Lodi and Tracy each had higher percentages of residents with a Bachelor's degree, 13% and 15% respectively, compared to County. However, these figures are still below the percentages for the State and U.S.

As of 2006-08, the percentage of County and city residents with an advanced degree (graduate, professional, etc.) remains at or below 5%, which continues to be well below the State (11%) and national (10%) figures.

Table III-6. Educational attainment figures for persons over 25, 2000

	U.S. Census, 2000										
	Less than HS	% of total	HS	% of total	Some college/ Associates	% of total	Bachelor's	% of total	Advanced Degree	% of total	Total
San Joaquin County	95,953	28.8%	84,162	25.2%	104,989	31.5%	33,876	10.2%	14,592	4.4%	333,572
Escalon	747	21.0%	1,041	29.2%	1,324	37.1%	343	9.6%	109	3.1%	3,564
Lathrop	1,512	26.0%	1,839	31.6%	1,836	31.5%	498	8.6%	137	2.4%	5,822
Lodi	9,511	27.1%	8,910	25.4%	11,144	31.8%	3,797	10.8%	1,685	4.8%	35,047
Manteca	6,393	21.7%	9,506	32.2%	10,375	35.2%	2,303	7.8%	929	3.1%	29,506
Ripon	1,093	17.8%	1,708	27.7%	2,090	33.9%	959	15.6%	307	5.0%	6,157
Stockton	44,044	31.8%	30,851	22.3%	42,209	30.5%	14,470	10.5%	6,769	4.9%	138,343
Tracy	6,117	18.5%	8,376	25.3%	12,605	38.1%	4,526	13.7%	1,431	4.3%	33,055
California	4,942,743	23.2%	4,288,452	20.1%	6,397,739	30.0%	3,640,157	17.1%	2,029,809	9.5%	21,298,900
U.S.	35,715,625	19.6%	52,168,981	28.6%	49,864,428	27.4%	28,317,792	15.5%	16,144,813	8.9%	182,211,639

Source: U.S. Census Bureau, 2000 Summary File 3 (SF 3)

Table III-7. Educational attainment figures for persons over 25, 2006-08

	American Community Survey, 2006-08										
	Less than HS	% of total	HS	% of total	Some college/ Associates	% of total	Bachelor's	% of total	Advanced Degree	% of total	Total
San Joaquin County	95,029	23.6%	116,310	28.8%	126,392	31.3%	47,010	11.7%	18,662	4.6%	403,403
Escalon											
Lathrop											
Lodi	9,448	22.6%	12,139	29.0%	12,833	30.7%	5,329	12.7%	2,090	5.0%	41,839
Manteca	7,114	19.2%	11,772	31.7%	13,195	35.6%	3,775	10.2%	1,232	3.3%	37,088
Ripon											
Stockton	45,263	26.8%	44,480	26.4%	50,318	29.8%	20,144	11.9%	8,374	5.0%	168,579
Tracy	6,594	13.6%	15,456	31.8%	17,054	35.1%	7,229	14.9%	2,294	4.7%	48,627
California	4,588,200	19.7%	5,194,532	22.4%	6,618,546	28.5%	4,379,140	18.8%	2,457,310	10.6%	23,237,728
U.S.	30,604,174	15.5%	58,488,235	29.6%	54,480,225	27.5%	34,295,753	17.3%	19,926,189	10.1%	197,794,576

Source: U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates

Personal and household income

Income data from the U.S. Census (1999), American Community Survey (2006-08) and Bureau of Economic Analysis (2007) are shown below in Table III-8, Table III-9 and Table III-10 for select geographies.³ Table III-8 (below) provides the raw income figures, which have not been adjusted for inflation (for comparative purposes \$1 in 1999 is equivalent to \$1.29 in 2008).⁴ Table III-9 and Table III-10 (below) highlight the income data as a percentage of State and U.S. income levels, respectively. Based on raw income, the County's median household and per capita income figures were below both State and U.S. levels for 1999; however, the County's median household income figure surpassed the U.S. in 2006-08. The City of Tracy continues to have the highest median household income, nearly \$80,000, as of 2006-08.

Table III-8. Income comparison by source and geography

	1999 Median HH Inc (1)	1999 Per Capita Income (1)	2006-08 Median HH Inc (2)	2006-08 Per Capita Income (2)	2007 BEA Per Capita Personal Inc (3)	2008 BEA Per Capita Personal Inc (3)
San Joaquin County	\$41,282	\$17,365	\$54,711	\$23,020	\$31,018	\$31,547
Escalon	\$49,797	\$19,016				
Lathrop	\$55,037	\$16,032				
Lodi	\$39,570	\$18,719	\$48,634	\$23,342		
Manteca	\$46,677	\$18,241	\$60,113	\$24,408		
Ripon	\$56,979	\$20,978				
Stockton	\$35,453	\$15,405	\$49,090	\$20,497		
Tracy	\$62,794	\$21,397	\$79,667	\$26,937		
California	\$47,493	\$22,711	\$61,154	\$29,405	\$43,402	\$43,852
U.S.	\$41,994	\$21,587	\$52,175	\$27,466	\$39,392	\$40,166

Note: Figures not adjusted for inflation

Note: According to the BLS Inflation Calculator, \$1.00 in 1999 is equivalent to \$1.29 in 2008.

(1) U.S. Census Bureau, 2000 Summary File 3 (SF 3)

(2) U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates

(3) Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce

As of 1999, only the cities of Escalon, Lathrop, Ripon and Tracy had median household income levels greater than the State; however, none of the evaluated geographies had a greater *per capita* income than the State in 1999 (shown in Table III-9, below). According to the ACS 2006-08 data, only the City of Tracy had a median household

³ The Census Bureau's per capita income is, "defined as total pre-tax cash income earned by persons, excluding certain lump sum payments and excluding capital gains." BEA personal income is defined as, "the income received by persons from participation in production, from government and business transfer payments, and from government interest."

Source: U.S. Bureau of Labor Statistics, <http://www.bls.gov/bls/fesacp1061104.pdf>

⁴ Bureau of Labor Statistics, CPI Inflation Calculator - <http://146.142.4.24/cgi-bin/cpicalc.pl>

income greater than the State's income level. Of the cities within San Joaquin County, the City of Stockton had the lowest percentage (70%) of the State's per capita income.

Table III-9. Income data, as a percent of State figures

	1999 Median HH Inc (1)	1999 Per Capita Income (1)	2006-08 Median HH Inc (2)	2006-08 Per Capita Income (2)	2007 BEA Per Capita Personal Inc (3)	2008 BEA Per Capita Personal Inc (3)
San Joaquin County	86.9%	76.5%	89.5%	78.3%	71.5%	71.9%
Escalon	104.9%	83.7%				
Lathrop	115.9%	70.6%				
Lodi	83.3%	82.4%	79.5%	79.4%		
Manteca	98.3%	80.3%	98.3%	83.0%		
Ripon	120.0%	92.4%				
Stockton	74.6%	67.8%	80.3%	69.7%		
Tracy	132.2%	94.2%	130.3%	91.6%		
U.S.	88.4%	95.1%	85.3%	93.4%	90.8%	91.6%

Note: Figures not adjusted for inflation

(1) U.S. Census Bureau, 2000 Summary File 3 (SF 3)

(2) U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates

(3) Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce

California and the cities of Escalon, Lathrop, Manteca, Ripon and Tracy had a greater median household income figure compared to the national level (Table III-10, below). However, only California had a greater *per capita* income compared to the U.S. in 1999. According to the ACS 2006-08 data, California, the County, and cities of Manteca and Tracy had greater median household income levels compared to the U.S., and each of these areas had increased their percentage of the U.S. figure over their 1999 figures.

Table III-10. Income data, as a percent of U.S. figures

	1999 Median HH Inc (1)	1999 Per Capita Income (1)	2006-08 Median HH Inc (2)	2006-08 Per Capita Income (2)	2007 BEA Per Capita Personal Inc (3)	2008 BEA Per Capita Personal Inc (3)
San Joaquin County	98.3%	80.4%	104.9%	83.8%	78.7%	78.5%
Escalon	118.6%	88.1%				
Lathrop	131.1%	74.3%				
Lodi	94.2%	86.7%	93.2%	85.0%		
Manteca	111.2%	84.5%	115.2%	88.9%		
Ripon	135.7%	97.2%				
Stockton	84.4%	71.4%	94.1%	74.6%		
Tracy	149.5%	99.1%	152.7%	98.1%		
California	113.1%	105.2%	117.2%	107.1%	110.2%	109.2%

Note: Figures not adjusted for inflation

(1) U.S. Census Bureau, 2000 Summary File 3 (SF 3)

(2) U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates

(3) Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce

Overview of Economic Conditions

The following data were obtained from the California Employment Development Department, Bureau of Labor Statistics, Construction Industry Research Board, California Board of Equalization, and the California Department of Finance for the State, San Joaquin County, and cities (depending on data availability). The data focus on current and historical economic conditions related to unemployment, residential building permits and taxable retail sales.

Unemployment

Unemployment rates, shown in Table III-11 (below), include annual averages for 2007-2009 and the most recent data reflect the unemployment rates as of April 2010. As anticipated, due to the current economic recession, the unemployment rates have continuously risen from their 2007 values. As of April 2010, the unemployment rates for both San Joaquin (17.7%) and California (12.3%) continue to be higher than the national average (9.5%). Each of the cities has a lower unemployment rate when compared to the County as of 2010, with the exception of the City of Stockton (21.1%). The City of Tracy has maintained the lowest unemployment rate amongst the cities within San Joaquin County since 2007 and currently the City has an unemployment rate of 11.2%.

Table III-11. Unemployment Rate by geography, 2007-2010

	Unemployment Rate 2007	Unemployment Rate 2008	Unemployment Rate 2009	Unemployment Rate Apr 2010
San Joaquin County (1)	8.0%	10.3%	15.4%	17.7%
Escalon	7.4%	9.5%	14.2%	16.3%
Lathrop	6.4%	8.3%	12.5%	14.4%
Lodi	6.0%	7.8%	11.8%	13.5%
Manteca	6.9%	9.0%	13.5%	15.5%
Ripon	5.5%	7.1%	10.8%	12.5%
Stockton	9.9%	12.6%	18.6%	21.1%
Tracy	4.9%	6.3%	9.7%	11.2%
California (1)	5.3%	7.2%	11.4%	12.3%
US (2)	4.6%	5.8%	9.3%	9.5%

(1) State of California, Employment Development Department, Labor Market Information Division

(2) Bureau of Labor Statistics, National and Local Area Unemployment National Averages

The current economic climate has had an undeniable impact on new residential growth. Table III-12 (below) shows the allocation of residential building permits by type between 2000 and 2009. The data reveal a considerable reduction in new residential permits beginning in 2006. Residential permits continued to fall through 2008 before beginning to level off in 2009.

Table III-12. State of California residential building permits, 2000-2009

Year (descending)	Single family	Multi-family	Total
2009	773	-	773
2008	770	54	824
2007	2,138	341	2,479
2006	3,440	210	3,650
2005	5,972	300	6,272
2004	6,378	508	6,886
2003	6,727	225	6,952
2002	5,781	499	6,280
2001	4,063	336	4,399
2000	5,277	46	5,323

Source: Construction Industry Research Board, U.S. Department of Commerce, Bureau of the Census.

Table III-13 (below) highlights the total and per capita retail sales figures for 2000 and 2008. Figures are not adjusted for inflation – for comparative purposes \$1 in 1999 is equivalent to \$1.29 in 2008⁵ – and per capita sales have actually declined when this adjustment is taken into account. The (unadjusted) per capita sales for San Joaquin County increased at a rate slightly below the State (9.9% and 11.3% respectively).

⁵ Bureau of Labor Statistics, CPI Inflation Calculator - <http://146.142.4.24/cgi-bin/cpicalc.pl>

Overall sales for San Joaquin County increased at a higher rate than the State, but this would be fully attributable to the County's higher growth rate.

Table III-13. State and County total and per capita retail sales, 2000 and 2008

	2000 Retail Sales (1)	2000 Per capita retail sales (2)	2008 Retail Sales (1)	2008 Per capita retail sales (2)
San Joaquin County	\$4,387,019,000	\$7,784	\$5,834,395,855	\$8,557
California	\$287,067,697,000	\$8,475	\$357,318,426,507	\$9,435

Note: Figures are not adjusted for inflation

Note: According to the BLS Inflation Calculator, \$1.00 in 2000 is equivalent to \$1.25 in 2008.

(1) State of California, Board of Equalization, Taxable Sales for 2000 and 2008

(2) Based on 2009 population figures from CA State Dept of Finance

Employment Growth and Retraction by Major Industry Group

This section provides an overview of employment growth and retraction trends by major industry group. For benchmarking purposes, the overview compares trends for San Joaquin County to the following larger "reference areas": the eight-county San Joaquin Valley region, California and the United States. A more detailed analysis of industry growth trends is provided as part of the industry cluster study completed for the CEDS process (see Chapter IV).

Table III-14, on the following page, provides major industry employment totals in 1990, 2000 and 2009 for the U.S., the state of California, the San Joaquin Valley region⁶, and San Joaquin County. The employment data are from the Bureau of Labor Statistics (BLS) Current Employment Statistics (CES) survey. The major industry groupings correspond to 2-digit NAICS code industries, or closely related groups of 2-digit industries⁷. In terms of concentration of industry employment, San Joaquin County is heavily represented in the *Trade, Transportation, & Utilities* industry grouping, with a larger of share of total nonfarm employment compared to all three reference areas. In 2009, approximately 24.4% of the County's nonfarm jobs were in this industry grouping, compared to 19.1% and 18.7% in the U.S. and California, respectively. In addition, there is a relatively strong concentration of jobs in this industry grouping in the San Joaquin Valley region, with the industry group accounting for approximately 20.3% of total nonfarm jobs. The San Joaquin Valley region and the County also have a relatively strong concentration of *Government* jobs – including Federal, State, and Local levels – with this sector accounting for 24.5% and 20.8% of total nonfarm jobs in the two

⁶ Which consists of the following eight-county region: San Joaquin, Tulare, Stanislaus, Madera, Kings, Fresno, and Kern.

⁷ See page 21 for a summary of the component industries in each of the major industry groupings.

regions, respectively. In contrast, this sector accounts for only 17.2% of total nonfarm jobs in the U.S. and 17.7% in California.

Along with the absolute totals of industry employment, Table III-15 on page 20 provides industry employment growth rates from 1990 to 2000 and from 2000 to 2009 for all four regions. In terms of total nonfarm employment, the County grew a faster rate between 2000 and 2009 compared to both the U.S. and the State. Whereas nonfarm employment increased at a 0.5% annual rate in the County, it contracted at annual rates of -0.1% and -0.3% in the U.S. and California, respectively. *Wholesale Trade and Transportation, Warehousing, and Utilities* exhibited the most divergent growth patterns in San Joaquin County compared to the U.S. and California. Whereas these industry groups grew at a 5.0% and a 1.9% annual rate, respectively, between 2000 and 2009, both industries lost jobs at the national and State levels during this time period. In addition, the *Other Services* industry grew at faster rate in the County, with jobs in this industry increasing at 1.9% annual rate between 2000 and 2009. For the U.S., this industry added jobs at a 0.4% annual rate during this time period, while employment in this industry declined at a 0.1% annual rate in California. For the entire San Joaquin Valley, the *Manufacturing* sector performed relatively well compared to the U.S. and the State. While the *Manufacturing* sector still lost jobs at a -0.7% annual rate between 2000 and 2009 in the San Joaquin Valley region, this was much better than the -4.1% and -4.0% annual percentage rate declines experienced in the U.S. and California, respectively, during this time period. In addition, *Manufacturing* job losses were not as dramatic in the County, either, during this time period. Between 2000 and 2009, the County lost *Manufacturing* jobs at a -2.9% annual rate.

**Table III-14:
Employment by Major Industry Group (000s): 1990-2009
U.S., State of California, San Joaquin Valley, and San Joaquin County**

Industry	NAICS	U.S.			CA			San Joaquin Valley			San Joaquin County		
		1990	2000	2009	1990	2000	2009	1990	2000	2009	1990	2000	2009
Total, All Industries		--	--	--	12,863	14,897	14,455	945.4	1,141.1	1,207.2	168.3	202.6	209.1
Total Farm		--	--	--	364	409	376	154.9	190.8	174.5	15.6	16.7	15.5
Total Nonfarm		109,487	131,785	130,920	12,500	14,488	14,079	793.7	950.5	1,033.0	152.7	185.8	193.6
Mining and Logging	1133; 21	765	599	700	36	27	26	--	--	--	0.1	0.2	0.1
Construction	23	5,263	6,787	6,037	645	733	620	--	--	--	9.5	11.6	8.4
Manufacturing	31-33	17,695	17,263	11,883	1,964	1,853	1,281	101.1	103.9	97.1	24.3	24.7	18.9
Trade, Transportation & Utilities		22,666	26,225	24,949	2,421	2,728	2,637	166.5	191.8	209.5	30.8	41.7	47.3
Wholesale Trade	42	5,268	5,933	5,625	551	646	644	33.5	34.4	40.4	6.8	6.4	9.9
Retail Trade	44-45	13,182	15,280	14,528	1,445	1,563	1,518	105.4	118.8	123.3	17.9	23.6	23.6
Transportation, Warehousing & Utilities	48-49; 22	4,216	5,012	4,796	426	518	474	27.6	38.7	45.9	6.1	11.7	13.8
Information	51	2,688	3,630	2,807	392	577	447	14.1	14.5	12.6	2.7	3.0	2.2
Financial Activities	52; 53	6,614	7,687	7,758	822	807	797	38.8	40.3	43.1	9.3	8.5	9.1
Professional & Business Services	54; 55; 56	10,848	16,666	16,580	1,504	2,222	2,052	59.0	93.8	93.7	9.2	16.8	15.9
Educational & Health Services	61; 62	10,984	15,109	19,191	1,119	1,401	1,740	76.6	103.3	137.7	16.5	22.0	28.1
Leisure & Hospitality	71; 72	9,288	11,862	13,102	1,105	1,336	1,499	61.9	79.4	93.3	11.7	14.4	16.5
Other Services	81	4,261	5,168	5,364	417	488	484	26.9	32.9	33.4	4.8	5.9	7.0
Government		18,415	20,790	22,549	2,075	2,318	2,497	185.5	226.0	253.6	33.8	37.0	40.2

Source: U.S. Bureau of Labor Statistics (BLS), Current Employment Statistics (CES); California Employment Development Department (EDD).
Note: "--" Data are not available or not disclosed; totals may not add due to rounding.

**Table III-15:
Annual Growth Rates of Employment by Major Industry Group: 1900-00 and 2000-09
U.S., State of California, San Joaquin Valley, and San Joaquin County**

Industry	NAICS	U.S.		CA		San Joaquin Valley		San Joaquin County	
		1990-00	2000-09	1990-00	2000-09	1990-00	2000-09	1990-00	2000-09
Total, All Industries		--	--	1.5%	-0.3%	1.9%	0.6%	1.9%	0.4%
Total Farm		--	--	1.2%	-0.9%	2.1%	-1.0%	0.7%	-0.8%
Total Nonfarm		1.9%	-0.1%	1.5%	-0.3%	1.8%	0.9%	2.0%	0.5%
Mining and Logging	1133; 21	-2.4%	1.7%	-3.1%	-0.3%	--	--	7.2%	-7.4%
Construction	23	2.6%	-1.3%	1.3%	-1.8%	--	--	2.0%	-3.5%
Manufacturing	31-33	-0.2%	-4.1%	-0.6%	-4.0%	0.3%	-0.7%	0.2%	-2.9%
Trade, Transportation & Utilities		1.5%	-0.6%	1.2%	-0.4%	1.4%	1.0%	3.1%	1.4%
Wholesale Trade	42	1.2%	-0.6%	1.6%	0.0%	0.3%	1.8%	-0.6%	5.0%
Retail Trade	44-45	1.5%	-0.6%	0.8%	-0.3%	1.2%	0.4%	2.8%	0.0%
Transportation, Warehousing & Utilities	48-49; 22	1.7%	-0.5%	2.0%	-1.0%	3.4%	1.9%	6.7%	1.9%
Information	51	3.0%	-2.8%	3.9%	-2.8%	0.3%	-1.5%	1.1%	-3.4%
Financial Activities	52; 53	1.5%	0.1%	-0.2%	-0.1%	0.4%	0.7%	-0.9%	0.8%
Professional & Business Services	54; 55; 56	4.4%	-0.1%	4.0%	-0.9%	4.7%	0.0%	6.2%	-0.6%
Educational & Health Services	61; 62	3.2%	2.7%	2.3%	2.4%	3.0%	3.2%	2.9%	2.8%
Leisure & Hospitality	71; 72	2.5%	1.1%	1.9%	1.3%	2.5%	1.8%	2.1%	1.5%
Other Services	81	1.9%	0.4%	1.6%	-0.1%	2.0%	0.2%	2.1%	1.9%
Government		1.2%	0.9%	1.1%	0.8%	2.0%	1.3%	0.9%	0.9%

Source: U.S. Bureau of Labor Statistics (BLS), Current Employment Statistics (CES); California Employment Development Department (EDD).

Note: "--" Data are not available or not disclosed.

INDUSTRY GROUPINGS

Goods-Producing

Natural resources and mining

NAICS 1133—Logging

Sector 21—Mining

Construction

Sector 23—Construction

Manufacturing

Sectors 31, 32, 33—Manufacturing

Service-Providing

Trade, transportation, and utilities

Sector 42—Wholesale trade

Sectors 44, 45—Retail trade

Sectors 48, 49—Transportation and warehousing

Sector 22—Utilities

Information

Sector 51—Information

Financial activities

Sector 52—Finance and insurance

Sector 53—Real estate and rental and leasing

Professional and business services

Sector 54—Professional, scientific, and technical services

Sector 55—Management of companies and enterprises

Sector 56—Administrative and waste services

Education and health services

Sector 61—Educational services

Sector 62—Health care and social assistance

Leisure and hospitality

Sector 71—Arts, entertainment, and recreation

Sector 72—Accommodations and food services

Other services

Sector 81—Other services

Government

Federal

State

Local

IV. Analysis of Economic Development Problems and Opportunities

Summary of the Context for Economic Development in San Joaquin County

While the process of economic development follows many general principles, local conditions greatly affect the overall strategic approach to how economic development is conducted. Every location has its unique complexities, as does San Joaquin County. The chart on the following page summarizes a range of issues identified for discussion purposes at the outset of this CEDS update process. As described later in this chapter, the initial list of issues was largely drawn from the documentation of a major strategic planning process completed by the San Joaquin Partnership since the last CEDS was produced.

The chart groups issues under the following three headings:

- Historic context: Baseline conditions arising from the County's past;
- Changing influence of location: Pressures exerted on the County due largely to the expansion of adjacent, larger urban areas; and
- Results: The problems and opportunities created from the combination of history and emerging locational challenges.

Within each heading, issues are grouped under either Foundation issues – primarily infrastructure and institutional conditions – or Cluster issues – those that would tend to relate more directly to retention, expansion, or recruitment of specific industries or clusters of industries.

HISTORIC CONTEXT

Foundation Issues
Fragmented views on what is happening, what should happen, etc. (by city, etc.); historically, little pressure for consensus
Tri-Valley competition (workforce, other attributes)
K-12 schools have had image of low quality
Good higher education institutions in County or nearby, but few jobs for grads
Amenity-rich county
Aging built environment
Appearance needs improving
Crime levels historically high
Limited multi-family housing
Space available in downtowns
Workforce:
<ul style="list-style-type: none"> • Low education levels, improving primarily due to in-migrants • Limited skills and re-training potential
Good Port, Airport, and intermodal facilities
Limited, but some, incentives
Regional economic development model is successful, but focus has been somewhat fragmented
Cluster issues
Historic agriculture base has resource availability/sustainability constraints (e.g. water)
Tri-Valley competition (business recruiting)
Logistics is “easy” to recruit, but jobs are few and skills low

RESULTS

Foundation Issues
Need to Establish new (or re-establish old) economic and social identity
Infrastructure and trained workforce must be (mostly) newly created
Infrastructure to serve industrial/commercial space
Water supplies
Widest range of infrastructure needed to support the broadest economic diversity
Redevelopment opportunities exist, and efforts have increased
New, enhanced institutions needed:
<ul style="list-style-type: none"> • Venture capital • Incentive programs, zones, etc. • Unified, branded economic development • Enhanced minority programs
Strategic demands:
<ul style="list-style-type: none"> • Leverage all assets, proactively • Port underutilized • Airport strategic plan • Community revitalization • Businesses connect with available workforce training
Cluster issues
Balance target-industry focus among employing new residents, economic progress, quality of life enhancements, and inter-cluster & foundation synergy
Agriculture, non-agriculture debate

CHANGING INFLUENCE OF LOCATION

Foundation Issues
Fate of Bay Area/Sacramento drives local options
Prime competitive advantage for business and housing: low costs
Lack of mix of housing types, prices; hence overall population balance
Lack of development balance suppresses property tax roles
High demand has downside:
<ul style="list-style-type: none"> • Prices driven up • Some locals priced out
Worker out-commuting:
<ul style="list-style-type: none"> • Disposable income eroded by travel costs • Retail and other support services available at place of work • Induced demand on SJ transportation improvements • Degradation of local air quality • Fragmented loyalties
Cluster issues
Employers could be attracted by low costs, but infrastructure lacking
Nationally, CA is still a high-cost state
Many “local” cost increases driven by state/federal policies
Fees to maintain fiscal balance, with growth, raise costs
Original economic base and institutional foundations supplanted by new households, businesses

Countywide Economic Development Strategy (2006)

In 2005 and 2006 (i.e., approximately three years after the previous CEDS was completed), the San Joaquin Partnership (SJP) – a countywide a non-profit, private-public economic development corporation – spearheaded a major strategic planning effort to define a comprehensive economic development approach for San Joaquin County. Angelou Economics – a nationally prominent economic development consultancy – prepared three technical documents in support of that process:

- Community Assessment: San Joaquin County (July 2005);
- Target Industry Profiles (August 2005); and
- Strategic Recommendations (January 2006).

The process also involved a substantial community outreach effort, including individual interviews with approximately 50 stakeholders; 10 focus group meetings; and an online survey of residents and businesses.

The 2005-2006 strategic planning process and subsequent refinements reflected in SJP's annual work plan provide the strategic framework for countywide economic development programming. Key findings from the Angelou reports are summarized below. ***It should be emphasized that the summary of issues reflects conditions at the time the reports were prepared in 2005 and 2006. While most of the issues are still valid, conditions for some issues (as noted) have changed dramatically in the intervening years. The subsequent section of this chapter provides an "update" on key issues based on current conditions; however the update is not necessarily exhaustive.***

Community Assessment (Angelou)

Highlights:

- San Joaquin County is strategically located in Northern California's dynamic growth corridor. The County has become a part of the San Francisco Bay Area by virtue of its location and re-location of workers and companies in the Bay Area. The San Joaquin County and Bay Area economies are now inextricably linked.
- The County's location as a place for doing business is perhaps its greatest asset – this works to the benefit of employers and employees alike.
- The area offers a comfortable lifestyle with an abundance of recreational facilities and diverse cultural resources. Housing is affordable relative to much of the rest of California.

- Considered the “anchor” in the North Valley portion of the San Joaquin Valley, Stockton has evolved in the last quarter century from its historical base of farmers and farm worker families. Agriculture and related industries remain the backbone of the area’s economy – but they are changing in character. Between 1970 and 2000, *direct* agricultural employment in the Valley dropped from 15% of the total to only 8.4%. However, agricultural *services* employment in the Valley actually quadrupled during this timeframe. To a large degree, the growth in agricultural services employment is directly attributable to the “high value” crops (wine, walnuts and almonds) in the Valley generally and in San Joaquin County in particular.
- California’s economy is “overextended” in ways that place a strain on both residents and businesses. The State is suffering from systemic fiscal challenges and soaring debt. The overall economy is hampered by high energy costs, an outflow of jobs to more “business friendly” locations, and some of the highest unemployment insurance and workers compensation costs in the country.
- A major point of concern for the area is education. California lags the nation in standardized test (e.g. SAT) scores, and San Joaquin County underperforms neighboring counties and the state as a whole. The severe fiscal challenges throughout the state make it increasingly difficult to sustain let alone improve the performance of the public education system.
- Environmental concerns, specifically air quality, also hamper business opportunities in San Joaquin County. A continued decline in air quality will continue to result in decreased funding support from the State as well as increased costs (for mitigation fees) to developers.
- San Joaquin County is considered one of the West Coast’s busiest distribution centers, and has experienced substantial investment in warehousing, distribution and logistics facilities. However, the job creation related to this investment has been relatively minimal.
- Among the County’s most important assets are the Stockton Airport and the Port of Stockton. Airports in Lodi and Tracy complement the area’s air transportation capacities. Lodi’s airport is in an ideal location to serve as a gateway to the wine country. The Tracy airport is an alternative to major airports in the Bay Area for small passenger planes.

Business Climate issues:

- The County’s cost of real estate is increasing (this is based on a 2005 study – real estate market conditions have since changed dramatically).

- Key “Climate” Triggers: Labor costs are low, state/local tax rates are average, and corporate tax rates are high.
- The County’s development (permitting) process is difficult and costly.
- Limited private capital is available for business growth.
- Few incentives are available for businesses looking to relocate to the County.
- Development efforts with minority/ethnic communities are lacking.

Site and Infrastructure issues

- Intermodal service in San Joaquin is excellent – this is an asset that can be further leveraged.
- The Port of San Joaquin is underutilized; this opens up more opportunities for competitors.
- The Stockton Airport has a loosely defined future plan; this could translate into lost revenues.
- The region is faced with future water shortages.
- Commercial and industrial vacancy rates are high in large portions of the County.
- An abundance (and growing amount) of industrial and commercial space is available in the Tri-Valley area.
- The County-wide debate between agriculture and non-agriculture segments creates uncertainty.

Workforce and Education issues:

- The educational attainment of San Joaquin’s workforce is improving.
- The County public schools are not performing well and do not offer a “ready” workforce pool for potential employers.
- A large supply of college graduates exists in the Tri-Valley/Bay Area region from which potential employers can draw.
- While technical degrees are currently offered, class enrollment is low.

- The multiple workforce programs offered should be further leveraged by San Joaquin businesses.
- Several programs at higher learning institutes can be leveraged.
- San Joaquin County has low wage levels.
- Commute patterns show a net loss of 21,000 workers per day, which reduces the County's labor pool.
- The County's young professional demographic is not growing.
- Existing language barriers make training and re-training difficult and skew the available labor pool.

Quality of Life issues:

- San Joaquin County housing prices have increased dramatically during the past five years reducing its "affordability" factor. ***(This issue has been largely reversed during the current market downturn.)***
- The extreme commuting lifestyle found in San Joaquin County puts a strain on the economic and social fabric of each community.
- The County suffers from a lack of "curb appeal."
- The crime rate in Stockton (while improving) puts a "drag" on the County for development.
- Downtown areas are improving but still lack variety and entertainment offerings.
- The County offers great outdoor amenities.
- There is a lack of multi-family housing in San Joaquin County.

Economic Development & Marketing issues:

- Economic development efforts have been successful in attracting new projects, but they are not in-line with desired future outcomes.
- Redevelopment efforts throughout the County are increasing, which provides an additional "tool" to SJP.
- The SJP is a strong catalyst for County-level economic development efforts (regionalism).

- The efforts to date have been too broad – not as focused as desired on relevant target industry development.
- The County lacks a unified position; this makes “selling” more difficult.

Target Industry Profiles (Angelou)

The 2005 Angelou Economics report recommended six major industry targets to SJP, taking into account the following factors: existing concentration of the industry in the region; each industry’s workforce requirements relative to the education and skill levels of County residents; national and global market and industry trends; forecasts for growing and declining industries; developing technologies; and regional and national consumer demand. The target industries recommended by Angelou are as follows:

1. Logistics/Distribution (with a focus on Automotive OEM & Aftermarket)
2. Medical Equipment & Supplies
3. Air Transportation Supplies/Maintenance/Service
4. Food Processing
5. Ag Biotech
6. Energy Resources & Technology

SJP has primary responsibility for industry attraction activities in the county. Based on changes in market trends and other factors, SJP list of target industries has been refined somewhat from the original recommendations. The current list is as follows:

- Medical Equipment & Supplies
- Air Transportation (aerospace manufacturing)
- Food Processing
- Ag Biotech
- Renewable Resources & Technology
- Manufacturing
- Backroom Office & Information Technology

The most notable differences between the original and current lists are as follows:

- With the recent closure of the NUMMI plant in Fremont, California – which served as the “engine” of San Joaquin County’s Automotive OEM & Aftermarket cluster – the focus on automotive-related manufacturing is being re-evaluated (this issue is addressed in greater detail in the industry cluster study provided as part of this CEDS).

- Although the county's location and other attributes have made it naturally attractive for warehousing/distribution/logistics facilities, SJP does not currently devote marketing resources to this cluster. This policy reflects the fact that these facilities tend not to be employment-intensive and are likely to continue to be attracted to the region without specific targeting efforts.
- The original "Energy Resources" target has been refined to focus explicitly on renewable energy and related technologies.
- Backroom Office and Information Technology have been added as specific targets.

A new industry cluster analysis has been completed as part of the CEDS update process. The cluster study will be utilized as the basis of further refining the list of target industries as part of the CEDS implementation.

Strategic Recommendations (Angelou)

Economic Development Focus:

GOAL: Economic Development is broad-based, addressing the needs of the residents of the County through business development and life enhancement efforts, all resulting in long-term economic prosperity.

- Agree on the County's economic development vision.
- SJP should form specific industry teams (e.g., Agbiotech, Aviation) of 5-10 members and utilize their expertise in overall promotion and (later) recruitment/retention/expansion efforts.
- Develop a Marketing Strategy and Campaign for business retention, particularly with those in target industries.
- Develop a Marketing Campaign appropriate to the new Vision, a broad ED approach, and (most importantly) target industries.
- Create a legislative committee focused on issues/agenda/strategy.
- Focus on the Key Development Areas for the County.

Economic Development Marketing:

GOAL: To create a brand and consistent message that creatively and succinctly tells the story of San Joaquin County, and its strategy for business development.

- Build a large team of county promoters.
- Create a message that clearly delivers the goal for business development throughout the County to target industries.
- Market to target industry business executives to relocate in the County.
- Launch a campaign to retain and attract more young professionals.

Business Climate:

GOAL: San Joaquin County works together and across city boundaries to nurture and help grow local businesses and attract companies within its target industry strategy that provide higher-quality jobs and long-term prosperity.

- Streamline development/permitting process.
- Support Measure K: ½ cent sales tax; transportation infrastructure.
- Create a downtown incentive package for each city.
- Create more International Trade through new initiatives.
- Create business support services.
- Establish SCORE offices.
- Form an angel network.

Sites & Infrastructure:

GOAL: Sites and infrastructure meet the needs of companies that are targeted and want to expand or locate in San Joaquin County.

- Commit to overall development of the Airport Master Plan, including development of a corporate campus.
- Support and help execute the Port's Master Plan, including Rough & Ready Island for industry cluster development.
- Develop a plan for the 800 acre site near Stockton.
- Continue to support the development and growth of San Joaquin County business parks and work with the individual communities for a diversity of Business Center development.

- Downtown redevelopment.

Entrepreneurship:

GOAL: To improve the entrepreneurial environment in San Joaquin County through new programming.

- Form an entrepreneur team.
- Create incubators in the County.
- Form a scholarship fund and start a business plan competition at Delta College and University of the Pacific.
- Create a youth entrepreneurship program teaching young people about this career option and what it takes to be a successful company owner.
- Expand funding availability in the county relative to angel investors and venture capital.

Tourism:

GOAL: San Joaquin County to recognize and expand tourism as an economic driver focused on areas such as the wine industry, agri-tourism, and the Delta waterways, as well as entertainment, cultural events and authentic venues.

- Focus on expanding tourism resources and linking divergent segments of activities promoting tourism.
- Expand and encourage the development of wine tourism.
- Create incentives for the development of more entertainment venues.

Education & Workforce Development:

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

- Support Delta College's multiple campus strategy with new campuses in Lodi, Tracy/Mountain House and Manteca – financing and programming.
- Make sure that Delta College, University of the Pacific, and workforce development programs are responsive to the needs of target industry companies.

- Improve the readiness and ability of public school students throughout the County to succeed in the workforce.
- Make the County's high schools leading edge.
- Develop specific programming and open communication with the region's technical schools.
- Create internships.
- Promote the funding of an aviation / automotive trade school.

Quality of Life:

GOAL: San Joaquin County cultivates a robust "quality of life," with a variety of amenities and entertainment offerings promoted both internally and externally – and directly to owners of businesses and their families.

- Create a County-wide "beautification" plan.
- Create incentives for the development of more multi-family and condominium/townhouse projects (densification).
- Maintain high quality in future developments, building more open space for recreational activities for the young and active segment of the population.
- Create programs for the youth throughout the County.
- Create a county-wide Sports Commission.

Important New Conditions/Trends since 2006

- Expanded Enterprise Zone.
- There is currently 9 million square feet of industrial capacity (i.e., vacant land, fully approved for development).
- Industrial/commercial vacancy rates are now very high at approximately 20%.
- Closure of NUMMI plant in Fremont (outside of County) has resulted in 2,800 direct and indirect job losses for SJC residents.

- The industry sectors that have been most severely impacted by the current recession are Automobile Suppliers (i.e., direct and indirect NUMMI vendors) and Building Materials.
- Two major firms in the County – Community Fuels and Pacific Ethanol – provide the basis for a substantial alternative energy infrastructure.
- SJP has repositioned its Alternative Energy target as a broader “Green Technology” cluster.
- The wine cluster in SJC is unique among Valley counties; agri-tourism is now a very viable possibility.
- The County has an extremely high residential foreclosure rate.
- Retail sales (and resulting fiscal revenues for cities) have declined dramatically due to the recession; as a consequence many cities have lost their economic development staff. Budget issues are dominating the attention of most agencies.
- Brain drain is a substantial and continuing problem. The Downtown Stockton Alliance is working to address it through a “Next Gen” type organization.
- CSU Stanislaus has become “less of a campus” rather than expanding in stature.
- Compounding longstanding concerns about the quality of public education in the County, budget shortfalls have caused school districts to layoff many teachers.
- Although 2005-2006 studies indicated enrollment for technical degrees was low, San Joaquin Delta College reports that classes are currently filled.
- The meth amphetamine problem in the County has reached “epidemic” proportions, along with related gang issues.
- The “high commuter culture” is an ongoing issue in SJC, although there are limited hard data to track trends since the original (2000) COG study on this issue. Census data related to this issue, for 2000 and from the ACS 2006-2008 data set, are shown below. According to the data, net out-commuters were 17,400 in 2000 – fewer than the 2005-2006 studies indicated.

Place of Work	2000 data		2006-2008 ACS data	
	Workers 16 years+	As % of resident workforce	Workers 16 years+	As % of resident workforce
Total:	213,629		269,040	
Worked in state of residence:	213,125			
Worked in county of residence	163,455		201,038	
Worked outside county of residence	49,670	23.3%	66,431	24.7%
Worked outside state of residence	504			
In-commuters, 2000	32,254		(no data)	
Net out-commuters	17,416	8.2%		
Sources: U.S. Census Bureau, Census 2000; ACS 2006-2008 3-year estimates;				
Residence County to Workplace County Flows for California, 2000.				

- Energy costs in SJC are higher compared to the rest of the United States.
- SJC suffers from a chronic shortage of water resources.
- In response to the Angelou recommendations, there has been expanded coordination of economic and workforce development activities and improved collaboration of the wide range of “partners” involved in these programs.
- An “angel” network, the San Joaquin Angels, has been formed and is actively investing in and seeking additional investment opportunities.
- SCORE offices now exist in the County, providing business assistance on a part-time basis, and the San Joaquin Delta College Small Business Development Center (SBDC) has a full-time program in business support.
- To improve business community’s utilization of higher level learning institutions, an education/workforce committee has been established. The Greater Stockton Chamber of Commerce has also formed a business education alliance.
- A number of youth entrepreneurship programs have been put in place, and training sessions have occurred over the last few years. Work is continuing in this area and is being supported by the San Joaquin Partnership and the San Joaquin Delta College SBDC. Support has also been provided by the San Joaquin Angels.

Key Economic Development Investments (Planned) in the Region

Major Highway Construction Projects:

- Highway 12 Improvements (I-5 to Terminus) – \$21 million construction cost.
- Highway Bouldin Island Rehabilitation – \$50 million construction cost.
- Western Extension Highway 4 (Crosstown Freeway) – \$120 million construction cost.
- Route 99 South Stockton (Crosstown Freeway to Arch Road) – \$120 million construction cost.
- Route 99 Manteca (Arch Road to Route 120) – \$190 million construction cost.
- I-5 North Stockton Widening – \$130 million construction cost.
- I-205 Auxiliary Lanes – \$13 million construction cost.
- I-5 French Camp Interchange – \$32 million construction cost.

Other Major Public Investments:

- Port of Stockton Improvements and Marine Highway

The Port of Stockton is being improved as part of a \$69 million project, which includes a \$30 million Grant from the Transportation Investment Generating Economic Recovery (TIGER) program, involving also the Ports of Oakland and West Sacramento. The project is a collaborative effort of the three regional ports to develop and use a “marine highway” system as an alternative to existing truck and rail infrastructure. The intent is to provide freight service via barge, primarily for consumer goods moving by ocean vessel and agricultural products grown in Central California.⁸ At the Port of Stockton, \$18.6 million in federal funds will enable the Port to add two giant harbor cranes, a 30-acre secured storage area and a railroad spur.⁹

⁸ U.S. Department of Transportation, “Transportation Investment Generating Economic Recovery (TIGER) Grants,” February 17, 2010.

⁹ Craig W. Anderson, “Grant brightens outlook for Port of Stockton,” *Central Valley Business Journal*. Monday, 08 March 2010.

- San Joaquin County Superior Courts facility (\$259.9 million construction cost) – will directly create 100 new jobs (FTE) upon completion, in addition to 500 construction jobs.
- Veterans Facility (120-beds, \$250 million construction cost) - will directly create 400 new jobs (FTE) upon completion, in addition to 500 construction jobs.
- California Department of Corrections Hospital (1,734 beds, \$895 million construction cost, annual operating budget of \$300 million) – will directly create 2,431 new jobs (FTE) upon completion, in addition to 1,700 construction jobs.
- Renovation of California Department of Corrections Mental Facility (1,200 beds, \$200 million construction cost) – will directly create 2,431 new jobs (FTE) upon completion, in addition to 1,700 construction jobs.
- California Department of Corrections Re-entry Facility and Medical Facility (500 beds, \$101.5 million construction cost, annual operating budget of \$41 million) – will directly create 380 new jobs (FTE) upon completion, in addition to 250 construction jobs.

Key Private Investments:

- Airpark 599
- Expansion of two Intermodal facilities -- Burlington Northern Santa Fe Railroad & Union Pacific Railroad

Other Relevant Strategic Planning Documents

San Joaquin COG. San Joaquin County Regional Blueprint Vision, January 28, 2010

The San Joaquin Council of Governments (COG) recently completed a “regional blueprint” document that has both direct and indirect relevance to economic development activities throughout the county. Highlights of the document are summarized below, with those most directly relevant to the CEDS indicated in **bold**.

The following quote summarizes the essence of the Blueprint process:

“Concerned SJC citizens have over-whelming expressed that they do not want SJC to experience the growth-related challenges of regions such as the Los Angeles basin or the Bay Area. However, they recognize that the land-use authorities need to accommodate new growth.

“The consensus is that a balanced approach is needed to accommodate new growth in a manner that, for example, values our agricultural resources, is environmentally conscious, and maintains the uniqueness of cities and rural communities. As an anchor, all of this needs to be supported with continued economic prosperity and a healthy and responsive transportation system.”

The primary purpose of San Joaquin County (SJC) Regional Blueprint is to establish a coordinated long-range (year 2050) regional vision between transportation, land use, and the environment from an overall quality of life perspective. This document both summarizes the San Joaquin County process and sets the stage for future action.

Guiding Principles (those most directly relevant to the CEDS are in **bold** type)

1. Sustainable Planning & Growth
2. Housing Choice
3. Transportation & Mobility Options
- 4. Farming & Agriculture**

Goal 1: To sustain agriculture in San Joaquin County as an economically viable & thriving industry, while also recognizing its unique contribution to the overall quality of life in the county.

5. Preservation of the Environment

6. Economic Development

Goal 1: Strategically position San Joaquin County to compete with other regions throughout the State, the nation, and the global economy.

The SJP’s Strategic Plan promotes key elements that are captured in the Blueprint’s Guiding Principles such as: 1) more choices and job creation beyond the current market trends; 2) increased opportunities to have more people both living and working in SJC; and, 3) support for the growth potential of target industries by providing a more prepared and educated workforce to meet the employment demands.

Goal 2: Identify and pursue opportunities to increase goods movement as an essential part of economic development.

Examples of projects currently underway in San Joaquin County include:

- Various projects at the Port of Stockton:

- Short Sea Shipping
- Foreign Trade Zone Improvements
- Improved Waterborne Cargo Capabilities
- San Francisco Bay to Stockton Ship Channel Deepening
- Extension of SR 4 into the Port, and
- Navy Drive Bridge & Road Improvements

Regionally Significant Economic Development Potential

- **Port of Stockton**
- **Deep Water Channel Dredging**
- **Maritime Highway Project**
- **State Route 4 Extension**
- **Stockton Metropolitan Airport**

In March 2008, a Stockton Airport Redevelopment project began entitled **Airpark 599**. It involves a 550-acre parcel of land adjacent to and on the Stockton Airport's property. Airpark 599 will be completed in several phases over the next 15 to 20 years.

In summary, Airpark 599 will include:

- 550 acres with an expected total building area of over 5 million square feet.
- 1.6 million square feet of office space, including corporate headquarters space.
- 1.3 million square feet of air cargo/airport-related space.
- 1.2 million square feet of manufacturing and warehouse space.
- 1 million square feet of light industrial/flex space
- Potential for a new private jet center
- New retail and restaurant space
- A half-million square feet of open space and parks.

7. Education & Workforce Development

8. Cultural Richness & Unique Attractions

2011 San Joaquin Council of Governments' Regional Transportation Plan

This document included the goal, "Support Economic Vitality," and two objectives: 1) Improve Roadway Access to Key Strategic Economic Centers, and 2) Promote Safe & Efficient Strategies to Improve the Movement of Goods. Steps to implement these objectives generally addressed increasing access to economic centers by all transportation modes, decreasing the impact of goods movement on residential areas, and increasing rail grade separation facilities.

Updated Analysis of Economic Clusters / Target Industries

As noted previously, the 2005 Angelou Economics report recommended six major industry targets to SJP:

1. Logistics/Distribution (with a focus on Automotive OEM & Aftermarket)
2. Medical Equipment & Supplies
3. Air Transportation Supplies/Maintenance/Service
4. Food Processing
5. Ag Biotech
6. Energy Resources & Technology

Based on changes in market trends and other factors, SJP's list of target industries has been refined somewhat from the original recommendations. The current list is as follows:

- Medical Equipment & Supplies
- Air Transportation (aerospace manufacturing)
- Food Processing
- Ag Biotech
- Renewable Resources & Technology
- Manufacturing
- Backroom Office & Information Technology

As part of this CEDS update, The Natelson Dale Group, Inc. (TNDG) completed an abbreviated industry cluster analysis based on a national model that defines the overall U.S. economy in terms of 46 general clusters and 15 technology-intensive clusters. Utilizing the concept of "location quotients" (LQ's) – a standard analytical tool for industry targeting, TNDG identified clusters which have a strong propensity to locate in San Joaquin County. The LQ analysis is summarized on Table IV-1 (general clusters) and Table IV-2 (technology clusters). The LQ's are based on 2008 employment data and therefore reflect pre-recessionary conditions. The more detailed analysis provided in TNDG's cluster study (under separate cover) also evaluates trends subsequent to 2008.

The following "general" clusters represent core strengths for the County (again, based on pre-recessionary conditions):

- Appliance manufacturing
- Breweries & distilleries (including wineries)
- Chemical-based products
- Concrete, brick building products
- Dairy products
- Farming
- Feed products

- Glass products
- Grain milling
- Metalworking and fabricated metal products
- Motor vehicles
- Packaged food products
- Paper
- Plastics products
- Steel milling
- Wood building products
- Wood processing

The following “technology” clusters also represent potential core strengths for the County:

- Engine equipment
- Fertilizer and chemical products
- Motor vehicles

A number of the indicated core strengths (in both the general and technology clusters) relate to two broad areas of the San Joaquin County for which economic conditions have changed dramatically since 2008: (1) construction-related clusters, which have experienced sharp declines in employment nationally, and (2) activities that previously supported the NUMMI (Toyota/General Motors) plant in Fremont, California (which closed in early 2010, causing a ripple effect of approximately 2,800 lost jobs in San Joaquin County).

Given long-term expectations for continued growth in the overall San Joaquin Valley, TNDG believes that the County is still fundamentally well positioned to expand in construction-related industries (e.g., building materials) once the national and state economies recover. Thus, TNDG expects that the construction-related clusters highlighted above will eventually have strong growth potentials in the County.

For the NUMMI-related clusters (e.g., Motor Vehicles, Engine Equipment, Appliances), the situation is more problematic in that the closure of the NUMMI plant is a permanent impact and not merely a short-term effect of the recession. Although Tesla Motors Inc. plans to utilize the vacated NUMMI facility in Fremont for the production of electric cars, onsite employment for Tesla (approximately 1,000 jobs) will fall far short of the 5,000 jobs onsite when the Toyota/General Motors facility was fully operational. Moreover, the extent to which support firms in San Joaquin County will benefit from the Tesla operation is unclear. As such, the San Joaquin partnership is appropriately focusing on opportunities to reposition the underutilized capacity (i.e., manufacturing plants and workers) caused by the NUMMI closure. The detailed industry/cluster groupings defined in TNDG’s cluster study (and provided under separate cover) are intended to support this process.

**Table IV-1
Location Quotients (LQ's) in 2008 for 46 General Clusters**

Cluster	San Joaquin County Relative to:		San Joaquin Valley	Wages / Worker		
	SJ Valley	CA	CA	SJ County	SJ Valley	CA
Aerospace	1.08	0.17	0.16	\$47,332	\$80,055	\$93,439
Aluminum & aluminum products	1.55	1.06	0.68	\$44,117	\$51,085	\$51,195
Appliances	1.49	1.67	1.13	\$41,728	\$41,535	\$46,036
Arts and media	1.23	0.72	0.59	\$42,324	\$42,004	\$66,199
Basic health services	1.11	0.81	0.74	\$42,819	\$43,772	\$58,662
Breweries & distilleries	0.92	2.77	3.01	\$41,692	\$43,873	\$47,759
Business services	1.15	0.69	0.60	\$40,584	\$40,169	\$64,937
Chemical-based products	1.63	2.18	1.34	\$52,665	\$53,542	\$59,045
Computer & electronic equipment	0.51	0.08	0.15	\$42,349	\$53,185	\$104,437
Concrete, brick building products	1.67	2.37	1.42	\$42,894	\$43,413	\$44,427
Construction	1.03	1.05	1.02	\$48,657	\$46,121	\$54,366
Construction machinery & distribution equipment	0.60	0.84	1.39	\$48,969	\$51,973	\$60,687
Copper & copper products	1.39	0.64	0.46	\$47,070	\$42,029	\$45,415
Dairy products	0.35	2.31	6.69	\$35,338	\$37,062	\$41,243
Farming	0.56	2.75	4.92	\$27,954	\$26,172	\$26,718
Feed products	0.44	3.06	6.98	\$25,650	\$21,764	\$23,982
Financial services & insurance	1.15	0.73	0.63	\$40,567	\$41,889	\$69,949
Glass products	2.02	2.67	1.32	\$49,647	\$53,657	\$44,015
Grain milling	0.97	4.19	4.30	\$48,293	\$35,811	\$40,063
Hotels & transportation services	1.16	0.82	0.71	\$38,287	\$36,060	\$51,426
Information services	1.14	0.65	0.57	\$48,776	\$45,876	\$75,761
Leather products	0.49	0.08	0.17	\$36,452	\$34,037	\$37,924
Machine tools	1.54	0.77	0.50	\$51,429	\$47,284	\$53,218

Screening criteria (for clusters highlighted in **bold**): County/State > 1.5 -- OR -- Valley/State >3.0 (with County/Valley at least 1.0).

Continued on next page

Table 1 (continued)
Location Quotients (LQ's) in 2008 for 46 General Clusters

Cluster	San Joaquin County Relative to:		San Joaquin Valley Relative to:	Wages / Worker		
	SJ Valley	CA	CA	SJ County	SJ Valley	CA
Management, higher education & hospitals	1.28	0.95	0.74	\$45,155	\$42,485	\$59,309
Metalworking & fabricated metal products	1.86	2.81	1.51	\$50,021	\$50,849	\$48,979
Mining	0.13	0.77	5.71	\$62,317	\$73,081	\$69,767
Motor vehicles	1.69	1.77	1.05	\$41,960	\$40,134	\$59,131
Nondurable industry machinery	1.24	1.36	1.10	\$43,368	\$45,683	\$63,599
Nonresidential building products	1.11	0.78	0.70	\$47,330	\$52,635	\$73,036
Optical Equipment & Instruments	1.33	0.41	0.31	\$44,512	\$42,653	\$74,265
Packaged food products	0.77	2.73	3.53	\$44,503	\$36,086	\$37,989
Paper	1.57	2.43	1.54	\$50,734	\$48,950	\$50,506
Petroleum & gas	0.67	1.00	1.49	\$71,707	\$77,601	\$92,848
Pharmaceuticals	0.75	0.13	0.18	\$44,938	\$57,930	\$91,224
Plastics & rubber manufacturing	1.29	1.14	0.88	\$46,048	\$63,434	\$85,123
Plastics products	2.35	2.27	0.97	\$41,033	\$39,077	\$44,019
Precision instruments	0.68	0.20	0.30	\$35,335	\$53,070	\$89,123
Printing & publishing	0.93	0.44	0.47	\$37,658	\$39,593	\$68,928
Rubber products	1.99	0.72	0.36	\$33,874	\$48,434	\$51,794
Steel milling	1.34	2.29	1.71	\$56,314	\$47,928	\$59,389
Textiles & apparel	1.62	0.25	0.16	\$36,007	\$30,130	\$33,107
Tobacco products	--	0.00	0.00	--	--	\$100,905
Wood building products	1.90	2.53	1.33	\$42,107	\$41,267	\$45,359
Wood processing	2.10	2.36	1.12	\$37,907	\$33,911	\$38,673
Wood products & furniture	2.22	1.40	0.63	\$40,137	\$35,410	\$38,716

Screening criteria (for clusters highlighted in **bold**): County/State > 1.5 -- OR -- Valley/State >3.0 (with County/Valley at least 1.0).

Source: The Natelson Dale Group, Inc.

**Table IV-2
Location Quotients (LQ's) in 2008 for 15 Technology Clusters**

Cluster	San Joaquin County Relative to:		San Joaquin Valley Relative to:	Wages / Worker		
	SJ Valley	CA	CA	SJ County	SJ Valley	CA
Aerospace	1.12	0.27	0.24	\$47,332	\$79,972	\$88,111
Architectural & Engineering Services	0.65	0.21	0.33	\$50,297	\$52,472	\$94,245
Cable Manufacturing	3.25	1.39	0.43	\$37,692	\$40,099	\$58,435
Chemicals	0.59	0.35	0.59	\$37,929	\$54,423	\$58,083
Computer & Electronic Equipment	0.42	0.06	0.15	\$44,740	\$55,184	\$110,043
Engine Equipment	1.46	1.54	1.05	\$44,007	\$47,783	\$59,761
Fertilizer & Chemical Products	2.26	3.67	1.63	\$53,368	\$54,774	\$65,616
Industrial Machinery & Distribution Equipment	0.33	0.32	0.95	\$44,566	\$51,446	\$88,376
Information Services	0.85	0.28	0.33	\$61,762	\$52,607	\$106,828
Medical Instruments and Optics	0.47	0.13	0.28	\$33,190	\$45,608	\$73,648
Motor Vehicles	2.04	1.94	0.95	\$42,004	\$41,179	\$61,515
Pharmaceuticals	1.14	0.13	0.11	\$47,047	\$66,106	\$98,558
Precision Instruments	0.38	0.06	0.17	\$34,018	\$70,123	\$96,676
Technical & Research Services	0.76	0.32	0.42	\$55,012	\$52,393	\$88,305
Wiring Devices & Switches	0.57	0.33	0.58	\$55,695	\$59,256	\$82,600

Screening criteria (for clusters highlighted in **bold**): County/State > 1.5 -- OR -- Valley/State >3.0 (with County/Valley at least 1.0).

Source: The Natelson Dale Group, Inc.

V. CEDS Goals and Objectives – Defining Regional Expectations

This section addresses goals and objectives pertaining to critical economic problems and the potential for capitalizing on resources and opportunities in San Joaquin County.

Goals

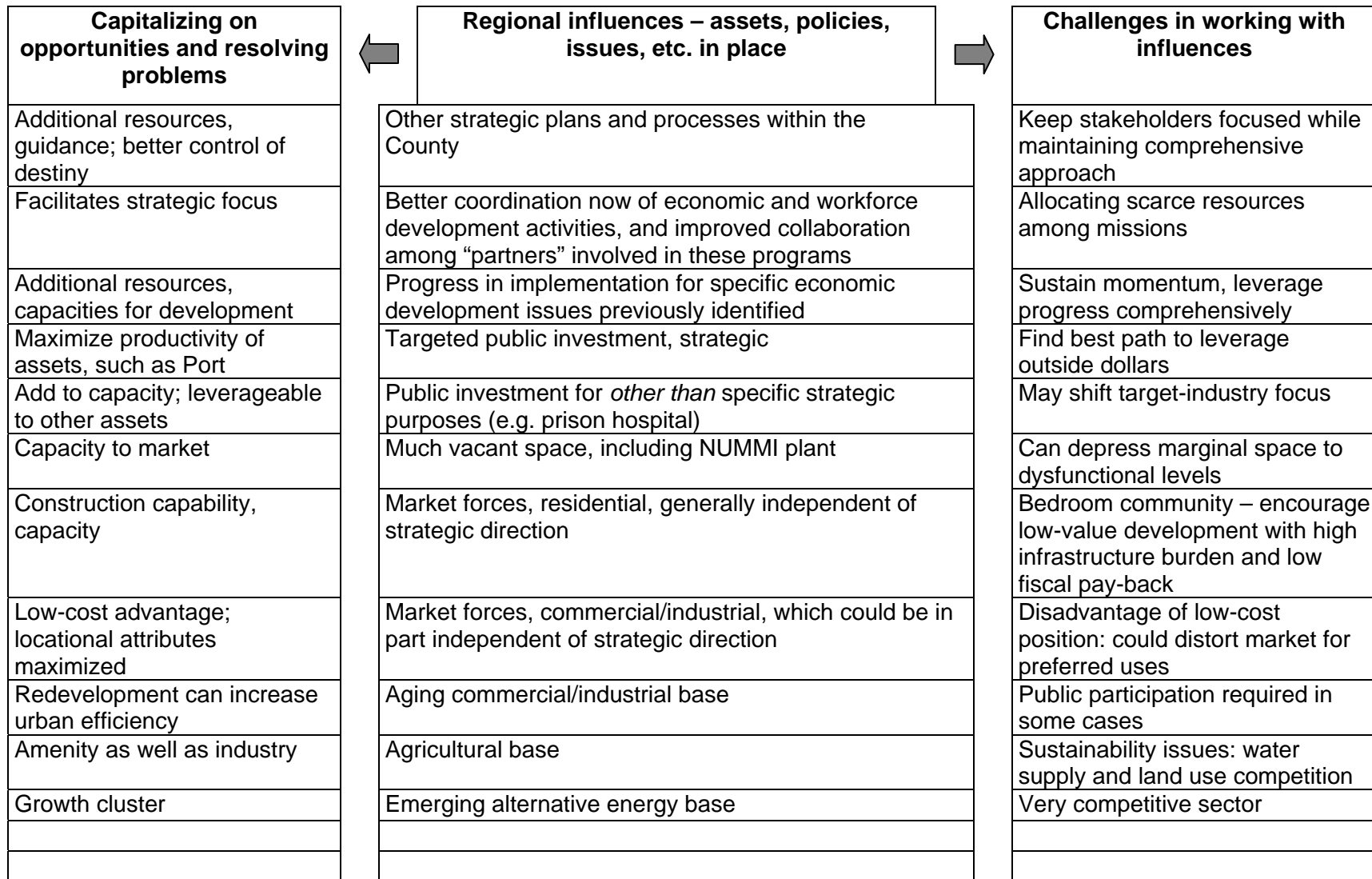
Goals that pertain to this CEDS come from two primary sources:

- *Strategic Recommendations*, prepared in January 2006 by Angelou Economics for the San Joaquin Partnership (SJP), and
- *San Joaquin County Regional Blueprint Vision, January 28, 2010*, prepared for the San Joaquin COG.

These goals, along with their related strategies and objectives, are identified in the preceding section, and are also listed in this section with their corresponding Objectives (including original strategic statements, where relevant), and in Sections VII and VIII below in the context of Projects, Programs (Sect. VII), and the Plan of Action (Sect. VIII).

Other context for defining five-year objectives

In addition to existing goals, other factors that create the context in which 5-year objectives were generated in summarized in the following chart. In the chart, key regional influences, which here refer to assets, policies, issues, etc. in place in the County, are listed in the center. The left- and right-hand columns indicate how those central influences affect the region's potential for capitalizing on opportunities and resolving problems (left), and/or give rise to challenges in working with those influences (right).



The following table shows Recommended five-year Objectives and existing Programs that are assumed to be continued as part of this CEDS. The table includes a *comprehensive* list of Programs, Recommended Objectives, with special attention to Recommended Action Plan Items. The all-inclusive list (original strategies that appeared to be resolved and therefore extraneous in 2010 were deleted from this table), which includes on-going programs not necessarily limited to the five-year items, helps place the five-year objectives in perspective.

**Table V-1:
Recommended Five-Year Objectives with Goals**

#	Date	Goals & Related Strategies	Programs	Recommended Objective	Recommended Action Plan Item
#	Date of goal/objective	Goals & Related Strategies	PROGRAMS currently addressing goals/strategies, by organization/committee	Recommended Objective, in orig. Strategic Plan (O) or added (A)	Recommended Action Plan Item, in orig. Strategic Plan (O) or added (A)
Economic Development Focus (see also <i>Blueprint</i> Goal B4)					
1	2006 Report	Economic Development is broad-based, addressing the needs of the residents of the county through business development and life enhancement efforts, all resulting in long-term economic prosperity.			
		<ul style="list-style-type: none"> Agree on the County's economic development vision 		O	
		<ul style="list-style-type: none"> Establish economic-development-focused review panel, and consolidate comprehensive set of goals from multiple sources, making their relationship to economic development explicit. 			A
		<ul style="list-style-type: none"> SJP should form specific industry teams (e.g., Agbiotech, Aviation) of 5-10 members and utilize their expertise in overall promotion and (later) recruitment/retention/expansion efforts. 	SJC Aviation Advisory Committee		
		<ul style="list-style-type: none"> Develop a Marketing Strategy and Campaign for business retention, particularly with those in target industries. 			
		<ul style="list-style-type: none"> Develop a Marketing Campaign appropriate to the new Vision, a broad ED approach, and (most importantly) target industries. 		O	
		<ul style="list-style-type: none"> Review existing marketing materials and outline status, alternatives for updating, costs, etc. 			A
		<ul style="list-style-type: none"> Create a legislative committee focused on issues/agenda/strategy. Focus on the Key Development Areas for the County. 			
1a	2010	<i>Blueprint</i> Goal (B5): Identify and pursue opportunities to increase goods movement as an essential part of economic development			

#	Date	Goals & Related Strategies	Programs	Recommended Objective	Recommended Action Plan Item
		<ul style="list-style-type: none"> Review this <i>Blueprint</i> goal in terms of coordinating it with target industries 			A
Economic Development Marketing					
2	2006 Report	To create a brand and consistent message that creatively and succinctly tells the story of San Joaquin County, and its strategy for business development.			
		<ul style="list-style-type: none"> Build a large team of county promoters. 			
		<ul style="list-style-type: none"> Create a message that clearly delivers the goal for business development throughout the County to target industries. 			
		<ul style="list-style-type: none"> Market to target industry business executives to relocate in the County. 			
		<ul style="list-style-type: none"> Launch a campaign to retain and attract more young professionals. 			
		<ul style="list-style-type: none"> Review County's position relative to recession-related problems 		A	
		<ul style="list-style-type: none"> Conduct research to index recession-related problems to some benchmark. Include neighboring competing counties in study. 			A
		<ul style="list-style-type: none"> Review County's position relative to progress made in last 5 years 		A	
		<ul style="list-style-type: none"> For Education, typically problematic to track progress, coordinate specification of meaningful measures with school officials, establish measurement database, and maintain. 			A
		<ul style="list-style-type: none"> Review County's position relative to specific strategic recommendations from 2005 Angelou studies 		A	
		<ul style="list-style-type: none"> Determine status of specific strategic recommendations from 2005 reports, including levels of resolution, current relevancy, and follow-up needed (actions, institutional programming, etc.) 			A
		Business Climate			
3	2006 Report	San Joaquin County works together and across city boundaries to nurture and help grow local businesses and attract companies within its target industry strategy that provide higher-quality jobs and long-term prosperity.			
		<ul style="list-style-type: none"> Streamline development/permitting process. 			
		<ul style="list-style-type: none"> Support Measure K: ½ cent sales tax; transportation infrastructure. 			
		<ul style="list-style-type: none"> Create a downtown incentive package for each city. 			

#	Date	Goals & Related Strategies	Programs	Recommended Objective	Recommended Action Plan Item
		<ul style="list-style-type: none"> Create more International Trade through new initiatives. Create business support services. Establish SCORE offices. 			
	2010	Address Greenhouse Gas Initiatives implementation	Industrial Investors and Developers Coalition		
		<ul style="list-style-type: none"> Continue programs of monitoring fee issues, agricultural land mitigation and other greenhouse initiatives 	SJC Agricultural Mitigation Program		A
Sites & Infrastructure					
4	2006 Report	Sites and infrastructure meet the needs of companies that are targeted and want to expand or locate in San Joaquin County.			
		<ul style="list-style-type: none"> Commit to overall development of the Airport Master Plan, including development of a corporate campus. 			
		<ul style="list-style-type: none"> Support and help execute the Port's Master Plan, including Rough & Ready Island for industry cluster development. 			
		<ul style="list-style-type: none"> Develop a plan for the 800-acre site near Stockton. 			
		<ul style="list-style-type: none"> Continue to support the development and growth of San Joaquin County business parks and work with the individual communities for a diversity of Business Center development. 			
		<ul style="list-style-type: none"> Downtown redevelopment. 		O	
		<ul style="list-style-type: none"> Support implementation of downtown revitalization in CEDS project list (under Quality of Life heading) 			A
Entrepreneurship					
5	2006 Report	To improve the entrepreneurial environment in San Joaquin County through new programming.			
		<ul style="list-style-type: none"> Form an entrepreneur team. 			
		<ul style="list-style-type: none"> Create incubators in the County. 		O	
		Support efforts to develop incubator facilities (in CEDS project list)			A

#	Date	Goals & Related Strategies	Programs	Recommended Objective	Recommended Action Plan Item
		<ul style="list-style-type: none"> Create a youth entrepreneurship program teaching young people about this career option and what it takes to be a successful company owner. 			
	2010	Business Plan Competition (1) <ul style="list-style-type: none"> Establish system for publicizing and institutionalizing this program 	Entrepreneurship		A
	2009	Seek out more San Joaquin County Entrepreneurs and expand the education program (1)	Entrepreneurship		
		<ul style="list-style-type: none"> Coordinate efforts with planned incubator facilities (in CEDS project list) 			A
	2008	To attract Angel Investors and to support Entrepreneurs in San Joaquin County. (1)	Entrepreneurship		
		<ul style="list-style-type: none"> Monitor and report on activity, successes, etc. 			A
Tourism (see also <i>Blueprint</i> Goal B3, on agriculture, and B7)					
6	2006 Report	San Joaquin County to recognize and expand tourism as an economic driver focused on areas such as the wine industry, agri-tourism, and the Delta waterways, as well as entertainment, cultural events and authentic venues.			
		<ul style="list-style-type: none"> Focus on expanding tourism resources and linking divergent segments of activities promoting tourism. 			
		<ul style="list-style-type: none"> Create incentives for the development of more entertainment venues. 			
	2009-2010	Support Agritourism development through SJC General Plan and development of a quarterly or seasonal events card (1)	Chambers & Allied Orgs.		
		<ul style="list-style-type: none"> Continue to monitor General Plan issues Coordinate with economic development practitioners on best ways to integrate this tourism focus into target industry efforts, given the "amenity" aspects of agritourism in addition to its employment generation 			A
	2008	Broadening the market and tourism element and development of a quarterly or seasonal rack card (1)	Chambers & Allied Orgs.		
Education & Workforce Development (see also <i>Blueprint</i> Goal B6)					
7	2006 Report	Improve the education product and level of student participation/achievement through the development of new learning programs throughout the County.			

#	Date	Goals & Related Strategies	Programs	Recommended Objective	Recommended Action Plan Item
		<ul style="list-style-type: none"> Support Delta College's multiple campus strategy with new campuses in Lodi, Tracy/Mountain House and Manteca – financing and programming. 			
		<ul style="list-style-type: none"> Make sure that Delta College, University of the Pacific, and workforce development programs are responsive to the needs of target industry companies. 			
		<ul style="list-style-type: none"> Improve the readiness and ability of public school students throughout the County to succeed in the workforce. 			
		<ul style="list-style-type: none"> Make the County's high schools leading edge. 			
		<ul style="list-style-type: none"> Develop specific programming and open communication with the region's technical schools. 			
	2010	Develop Manufacturing Career Path Programs (1)	Education & Workforce		
	2010	Develop Health Careers Career Path program (1)	Education & Workforce		
		<ul style="list-style-type: none"> Continue current efforts directed to these programs, and include review of best practices nationwide 			A
	2009	Incorporate Internship Program into SUSD, support small learning communities and investigate Ford Foundation grants (1)	Education & Workforce		
	2008	Promote the development of a manufacturing pathway for students within San Joaquin County (1)	Education & Workforce		
	2008	Promote the internship program that has been lead by WorkNet. (1)	Education & Workforce		
Quality of Life (see also <i>Blueprint</i> Goals B1 and B2)					
8	2006 Report	San Joaquin County cultivates a robust "quality of life," with a variety of amenities and entertainment offerings promoted both internally and externally – and directly to owners of businesses and their families.			
		<ul style="list-style-type: none"> Create a county-wide "beautification" plan. 			
		<ul style="list-style-type: none"> Create incentives for the development of more multi-family and condominium/townhouse projects (densification). 			

#	Date	Goals & Related Strategies	Programs	Recommended Objective	Recommended Action Plan Item
		<ul style="list-style-type: none"> Maintain high quality in future developments, building more open space for recreational activities for the young and active segment of the population. 			
		<ul style="list-style-type: none"> Create programs for the youth throughout the County. 			
		<ul style="list-style-type: none"> Create a county-wide Sports Commission. 			
		<ul style="list-style-type: none"> Use redevelopment tools and improvement projects to comprehensively deter blight and add amenities 		A	
		<ul style="list-style-type: none"> Support implementation of amenity-generating projects in CEDS project list (under Quality of Life heading) 			A
San Joaquin Partnership					
9	2010	To attract and retain new job opportunities, improve the business climate and enhance the quality of life in San Joaquin County.	San Joaquin Partnership		
Goals excerpted from <i>Blueprint 2010</i>					
Sustainable Planning & Growth					
B1	2010	Recognize and allow for increases in development densities over time that allow for changes consistent with community and marketplace realities			
B2	2010	Support innovative strategies that target growth in existing urban areas, with an emphasis on efficient design, land conservation (including working agriculture and open space), infill, and redevelopment			
Farming & Agriculture					
B3	2010	To sustain agriculture in San Joaquin County as an economically viable & thriving industry, while also recognizing its unique contribution to the overall quality of life in the county			
Economic Development					
B4	2010	Strategically position San Joaquin County to compete with other regions throughout the State, the nation, and the global economy			
B5	2010	Identify and pursue opportunities to increase goods movement as an essential part of economic development			
Education & Workforce Preparation					

#	Date	Goals & Related Strategies	Programs	Recommended Objective	Recommended Action Plan Item
B6	2010	To have a better locally prepared and trained workforce			
Cultural Richness / Unique Attractions					
B7	2010	Support economic development endeavors that exploit existing cultural, social and historical identity in San Joaquin County, especially as related to the agricultural and wine Industries			

(1) These line items are identified in "Goals" in the "San Joaquin Partnership Economic Development Strategic Plan, 2010 January - May" [update], but more closely resemble objectives/strategies of the goals identified in the 2006 report.

The following Objective is specifically related to the *San Joaquin County Regional Blueprint*, which comprehensively addresses development issues in San Joaquin County.

Objective: Closely monitor and participate in the implementation phases and other aspects of the *San Joaquin County Regional Blueprint* and related San Joaquin COG processes, especially those related to developing a Sustainable Community Strategy in response to California Senate Bill No. 375, to ensure that economic development interests are appropriately considered.

VI. Community and Private Sector Participation

Overview of community participation approach

Community participation is an essential element of preparing a Comprehensive Economic Development Strategy (CEDS). The San Joaquin County Board of Supervisors authorized the established Business Retention Committee (BRC) to serve as the nucleus of a Task Force to develop the previous (2003) CEDS and to serve in the same capacity for the current CEDS update. The San Joaquin County Workforce Investment Board (WIB) will review the updated CEDS and recommend it for approval by the Board of Supervisors. After the updated CEDS is formally approved and adopted, the Task Force and WIB will annually review and approve CEDS Progress Reports and recommend modifications as appropriate.

As described further below, both the CEDS Task Force and the WIB include substantial private sector representation. In addition, the community input process for this CEDS update builds on an extensive outreach effort completed as part of comprehensive strategic planning process completed subsequent to the adoption of the previous CEDS.

CEDS Task Force (Strategy Committee)

In 1990, San Joaquin County established a network of agencies to support the retention and expansion of local businesses. The 21-member Business Retention Committee (BRC) consists of all of the public and private organizations providing economic development services to the business community in San Joaquin County. The BRC has successfully addressed the retention and expansion needs of the County's business community for over 10 years. A listing of the CEDS Task Force is provided as Appendix A.

As noted in the Appendix, the Task Force includes representatives from the following business-oriented private sector (nonprofit) organizations:

- San Joaquin Partnership – a countywide economic development corporation
- Greater Stockton Chamber of Commerce
- San Joaquin Business Council
- San Joaquin Economic Development Association

The Task Force includes representation from two labor unions:

- Northern California Carpenters
- Laborers Union, Local 73

Key institutional representatives on the Task Force include:

- San Joaquin Delta College
- San Joaquin Delta College SBDC
- Port of Stockton

Workforce Investment Board

The 40-member Workforce Investment Board (WIB) is composed of 33 voting members and a seven-member Youth Council. The WIB members are appointed by the County Board of Supervisors. During the WIB selection process, careful consideration is given to developing a balanced cross-section of the community. Interests represented by the current WIB include business, education, economic development, labor, community organizations, industry and the unemployed. A listing of the WIB members is provided in Appendix B.

The WIB includes representatives of the following major firms and business-oriented organizations:

- Bilingual Weekly
- Lathrop Chamber of Commerce
- The Sigma Company
- Anheuser-Busch, Inc.
- The Record
- The Balloonery, Inc.
- San Joaquin Partnership
- Neon Dreams
- SJC Hispanic Chamber of Commerce
- Manteca Chamber of Commerce
- A.C. Trucking, Inc.
- Development Resource Services
- California Human Development Corp.
- Economic Development Association
- Del Terra Farms, LLC
- Roderick Pharmacy Group, Inc.
- Neumiller & Beardslee (law firm)
- Supelveda's Truck Painting & Body Shop
- Keller Williams Realty

San Joaquin Partnership – A Key Link to the Business Community

The San Joaquin Partnership – the primary economic development corporation serving all of San Joaquin County – has played an active role in the CEDS update process. In addition to direct representation on the CEDS Task Force (the SJP's President/CEO and Vice President actively participated in the CEDS process), the Partnership serves as a vital link to the larger business community via its Board of Directors.

The SJP's direct and ongoing outreach to the business community included a substantial stakeholder involvement process completed as part of comprehensive strategic planning process initiated in 2005 and 2006. This outreach included:

- Individual interviews with approximately 50 stakeholders;
- 10 focus group meetings; and
- An online survey of residents and businesses.

Professional Staff

Staff of the San Joaquin County Employment & Economic Development Department provides organizational and logistical support for the CEDS Task Force and WIB.

VII. Strategic Projects, Programs and Activities

Jobs generated

The 40 projects in the following project database represent a total of just over \$1 billion in investment, for 12 water, wastewater, and storm drain projects, and 18 transportation improvements. All the projects in total would generate an estimated 8,500 person-years of construction employment. More than half the projects involve new infrastructure. Over 3/4th of the projects also involve refurbishing or upgrading existing buildings/infrastructure in order to preserve the serviceability of a facility or area, or to meet the requirements of modern logistics, energy conservation, lifestyle options, or other needs. In this sense, many of these projects aim to maintain or enhance a community's competitive position.

Generally, the projects relate to core areas of the community – job centers or downtowns. Although the long-term job-generation effect of all proposed projects is not explicitly delineated at this stage, at least 15 projects appear to have a role in supporting the growth of industrial-type jobs, and another 11 support retail, other commercial, and office job growth.

Four of the projects involve either physical incubator space (three projects for two separate structures) or business technical assistance (one project). Based on our interpretation of rough industry statistics, the two incubators should each generate an estimated 30 jobs per year. The technical assistance project should improve the competitive position of the County and indirectly (if not directly) generate jobs as well.

A report for the San Joaquin Partnership, *Understanding the Jobs Potential for San Joaquin County 2010-2012, Public & Private Sectors*,¹⁰ summarizes expected job growth through 2012 from two components of new investment in San Joaquin County: 1) public-sector projects, consisting of 5 major institutional buildings and 9 major road improvements, and 2) a level of private-sector project development that is deemed reasonable for the 3-year period (including 2010). The report findings are summarized in the following table.

¹⁰ Applied Development Economics, February 24, 2010

Investment Type	# Projects	Construction \$	Direct constr. jobs	Permanent jobs
Major Public Institutional Buildings	5	\$1,689,900,000	3,350	3,911
Major Transportation Projects	9	\$721,000,000	6,557	
Projected Private Sector Projects:	52	\$76,500,000	516	10,000
<i>Manufacturing</i>	25			4,800
<i>Logistics</i>	22			4,500
<i>Other</i>	5			700

Two of the Major Transportation Projects included in the table are also part of the CEDS project database: 1) the French Camp Road/I-5 Interchange, and 2) the North Stockton Widening (however the interchanges included with the widening in the CEDS database are not part of this project as listed in the *Jobs Potential* report. The two projects, as described in the *Jobs Potential* report, total an estimated \$162 million in construction costs, or 22% of the \$721 million total shown in the table above.

Table VII-1 below, presented in two parts, provides detailed descriptions of the projects included in this CEDS submitted by the San Joaquin County jurisdictions. The table is segmented by jurisdiction and projects within jurisdictions are ordered according to priorities assigned by that jurisdiction. A substantial effort within the CEDS update process has been devoted to establishing an evaluation matrix by which individual entities can rank the candidate projects based on the EDA's current finding priorities and criteria. The matrix is provided in Appendix C of the CEDS. Utilizing this matrix, each jurisdiction internally ranked its projects in terms of three priority levels:

- High
- Highest
- Immediate, Highest

The subsequent table (Table VII-2) shows the CEDS projects by title and jurisdiction and also ongoing programs in economic development, being conducted by various committees, organized according to their relevant existing goals, as discussed in previous sections. The eight major goal-topic headings are shown below. The topics give a sense of the comprehensive nature of the County's economic development efforts. (Infrastructure projects are found under both Economic Development and Sites and Infrastructure, with the distinction being primarily that infrastructure tied to a specific area of the community is generally listed under Sites and Infrastructure.)

- Economic Development Focus
- Economic Development Marketing
- Business Climate

- Sites & Infrastructure
- Entrepreneurship
- Tourism
- Education & Workforce Development, and
- Quality of Life

**Table VII-1:
Project Database Part I**

Project Name	Jurisdiction's priority	Start of constr.	Completion of constr.	Project Keywords:	Project Description:
City of Escalon					
Municipal Well No. 11	Immediate, highest	6/2012	6/2012	Infrastructure, Potable Drinking Water, Public Works	The City of Escalon is seeking EDA assistance for the planning, design, and construction for a municipal water well, Municipal Well No. 11. Well No. 11 will serve the 180-acre Liberty Business Park(LBP) in the northwest portion of the City. The project will provide water for the development of the commercial, office, and industrial-zoned area. LBP is located in Escalon adjacent to SR 120, approximately 10 miles east of Hwy 99. The business park will provide STAA vehicle and rail access.
Phase I & II Sewer Trunk Improvements	Immediate, highest	6/2012	6/2012	Infrastructure, Municipal Sewer Trunk Improvements, Public Works	The City of Escalon is seeking EDA assistance for the planning, design, and construction for the Phase I & II Sewer Trunk Improvements. The Sewer Trunk Improvements will serve the 180-acre Liberty Business Park(LBP) in the northwest portion of the City. The project will provide sewer capacity for the development of the commercial, office, and industrial-zoned area. LBP is located in Escalon adjacent to SR 120, approximately 10 miles east of Hwy 99. The business park will provide STAA vehicle and rail access.
City of Lathrop					
Lathrop Road & I-5 Interchange Improvements	High	2018	2019	Street and Road Improvements	The project would widen Lathrop Road to three through lanes in each direction. New loop onramps to I-5 would be constructed, for both northbound and southbound traffic. Off ramps would be widened, with new signalized intersections. Retaining walls would be constructed to accommodate the roadway widening. Auxiliary lanes would be constructed on I-5 in both directions. The interchange will be designed to accommodate traffic volumes for a forecast year of 2035, in accordance with the Regional Transportation Plan. Current Project Status: 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.
Louise Avenue & I-5 Interchange Improvements	High	2017	2018	Street and Road 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. Current Project Status: Project Study Report (PSR) approved for the project by Caltrans on Jan. 2nd 2008. Project is currently in the Environmental (PA&ED) Phase. Funding will be used for the Construction Phase.
City of Lodi					
Lodi Green Business Incubator	Immediate, highest	6/2011	9/2011	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.
City of Lodi - Harney Lane Project	Immediate, highest	6/2011	3/2012	Harney Lane Project/road reconstruction	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.

Project Name	Jurisdiction's priority	Start of constr.	Completion of constr.	Project Keywords:	Project Description:
City of Manteca					
South Manteca Storm Drain	Highest	8/2012	12/2012	Water quality enhancement, 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.
North/Central Trunk Sewer	Immediate, highest	10/2011	6/2012	Trunk sewer replacement, CenterPoint	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 CenterPoint intermodal project in northwest Manteca.
McKinley Avenue Interchange	Highest	5/2015	12/2018	Interchange, SR120	This project will construct a new interchange at the intersection of SR120 and McKinley Avenue. At this location the highway is already elevated and the bridges for the underpass are already in place. The project will improve McKinley Avenue and add entrance and exit ramps in both directions, as well as provide an alternate route to the highway, which experiences congestion. The City and Caltrans have already completed a Project Study Report (PSR) that was approved in June 2008. The City has also obtained a Federal earmark to complete the project design, which is just starting. It is estimated that the final design and minor right of way acquisition will require four years, and that construction will start early in 2014.
Elevated Water Storage Tank	Immediate, highest	6/2012	6/2013	Potable water storage, energy efficiency, seismic retrofit/ replacement	This project will replace an older, smaller (300,000 gallon) elevated storage tank the City has had to abandon because of vulnerability to failure due to seismic forces. The City currently does not have a functioning elevated tank and is totally dependent upon electric powered wells to maintain system pressure. A new, larger storage tank is needed to offset the effects of growth and to allow for energy efficient operation.
Austin Road Interchange	High	5/2018	12/2021	Interchange, SR99	This project will replace the existing interchange that is functionally obsolete and constrains the ability to provide needed relief (additional east-south bound lane) for the SR120/SR99 interchange. The interchange will be located on one of the busiest sections of SR99 and, due to the proximity of Union Pacific Railroad tracks, will require relocation or realignment of nearly two miles of six-lane highway. The City has committed local funds to complete the preliminary project development, environmental, and engineering. Additional funding is sought to complete the right of way acquisition and for construction.
Atherton Drive West Gap Closure	Immediate, highest	6/2011	11/2011	Roadway Gap Closure	This project involves construction of a new, four-lane arterial roadway and Class I bike path, 4,300 feet in length. Construction will include new roadway and bicycle/pedestrian pavement, curb and gutter, utilities, landscaping, and traffic signal modifications. The project will connect to existing sections of Atherton Drive that have been constructed to the east and west. Completion of this segment of roadway will result in a continuous four-lane arterial that extends over four miles, parallel to SR120. As the SR120 experiences congestion, this completed roadway will provide an alternative to highway travel and improve existing conditions at the Airport Way, Union Road, and Main Street highway interchanges. It will also complete a gap in the bicycle network, providing an alternative to auto travel and a reduction in green house gas emissions.
City of Ripon					
SSJID - Water Project	Immediate, highest	TBD	2015 (latest)	Surface Water Connection	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.

Project Name	Jurisdiction's priority	Start of constr.	Completion of constr.	Project Keywords:	Project Description:
Stockton Ave, Phase II Improvements	Immediate, highest	TBD	2015 (latest)	Stockton Ave. Street Improvements	Reconstruct the existing 1/2 mile industrial/commercial roadway that has failed, including sidewalk and lighting. Project will also include needed infrastructure improvements, most importantly, construct the necessary piping to separate the storm water from the sewer system.
Mistlin Softball Fields	High	TBD	2012	Softball Fields	Construct four (4) softball fields at the Mistlin Sports Complex
San Joaquin County					
Airpark 599	Immediate, highest	6/2011	2015	Airpark, manufacturing, research and development, office, corporate campus, retail, and air cargo facilities.	Airpark 599 is a 550 acre business park and air cargo center prepared for development at the east side of the Stockton Metropolitan Airport. The County has adopted development standards, design guidelines, and master plans for infrastructure. The project will integrate over 5.3 million square feet of manufacturing, research and development, office, corporate campus, retail, and air cargo facilities.
San Joaquin Delta College SBDC					
Kitchen Incubator Development	High	2012	2012	Incubator, Agri-business, Agri-tourism	Project seeks to development, implement, and operate a kitchen incubator focused 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.
Kitchen Incubator Planning Grant	Highest	2011	2011	Incubator, Agri-business, Agri-tourism	Project seeks to plan the development, implementation, and operation of a kitchen incubator focused 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.
Technical assistance (consulting and training)	Immediate, highest	Ongoing 2011-2015		Business consulting; business training; existing and start-up businesses	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.
City of Stockton					
French Camp Road/I-5 Interchange	Immediate, highest	2/2011	TBD	I-5 and Interchange	The project will reconstruct the existing French Camp Road/I-5 interchange; construct auxiliary lanes and realign a portion of Manthey Road west of I-5.
North Stockton Widening and Interchanges	Immediate, highest	12/2010	TBD	I-5 Widening and Interchanges	The 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.
RWCF Energy Management Plan	Immediate, highest	1/2012	TBD	RWCF Energy Management Plan	Project will implement energy generation and energy saving measures at the Regional Wastewater Control Facility.

Project Name	Jurisdiction's priority	Start of constr.	Completion of constr.	Project Keywords:	Project Description:
University Park Wellness Center	Immediate, highest	7/2012	TBD	Shared use health, education and community wellness center	Proposed center would be designed and programmed to provide both classroom and hands-on health and fitness training by adjacent high school health care academy as well as the adjacent Cal State Stanislaus and Delta Jr. College Students in a combined learning and fitness center that would be open to the community. Adjacent health care institutions such as St. Joseph's Hospital and the proposed Veterans Hospital would participate in the programming and utilization of this innovative learning/wellness/community center facility. This center would be centrally located to capitalize on the concentration of health care education and providers located in the University Park neighborhood.
Airport Way Streetscape Beautification	Immediate, highest	6/2011	TBD	Airport Streetscape Beautification Bus Traffic Transit Infrastructure Safety ADA	The project will reconstruct and reconfigure intersections, add additional turn lanes or pockets, replace dirt frontages with new curbs, gutters, and meandering sidewalks, and ADA compliant wheelchair ramps improving traffic flow, upgrading infrastructure, increasing pedestrian safety, providing safe school routes, and enhancing aesthetics for this vital arterial.
Weber Avenue Streetscape Beautification Phase 2	Highest	12/2010	TBD	Smart Growth Complete Streetscape Beautification	Project includes the second and final phase of Streetscape Beautification improvements on Weber Avenue in Downtown Stockton. The portion of Weber Avenue between Center and Stanislaus Streets has already been improved; the current request will extend those improvements east to the Union Pacific Railroad Tracks. The project will transform this rundown area by adding wide sidewalks, wheelchair ramps, corner bulb outs at intersections, landscaped medians, and amenities including benches, trash receptacles, bike racks, street trees, and decorative street lights. This will create a safe, attractive, and pedestrian-friendly streetscape along Weber Avenue between the recently-redeveloped core Downtown area and the Robert J. Cabral Railway Station. This modest investment will serve as a catalyst for further Downtown redevelopment and job creation, including ongoing efforts to rehabilitate historical buildings in the area.
Arch Road Widening	Highest	7/2014	TBD	Roadway widening, congestion relief, pedestrian and bicycle accessibility, and signalization.	The project will widen Arch Road from 2 to 4 lane road to 6 lanes from State Route 99 to Newcastle Road. Improvements include AC paving, storm drains, landscaping, traffic signal, street lights, and curb, gutter, and sidewalk.
Arch Road Sanitary Trunk Line	Highest	1/2011	TBD	Arch Road Sanitary Trunk Line	Installation of two (2) miles of sanitary sewer main, ranging in size from 27-inch to 36-inch, on Arch Road in southeast Stockton.
Waterfront Connection Project - Phase 2	Highest	7/2012	TBD	Waterfront Trail Project, 2.5 miles from Louis Park into Downtown	Phase 1 - the Waterfront Connections Plan" has been completed. This Smart Growth Project looked at both a short term and long term alignment to connect Louis Park, 2.5 miles to the west into Downtown and the terminous of the existing waterfront promenade. This "trail" has been designed to be an efficient and attractive bike and pedestrian connection from surrounding residential neighborhoods into the downtown for both recreation as well as providing an alternative mode and route into downtown. Anticipated improvements include not only a 32' wide trail section including lighting, signage, benches and parking; but also strategic improvements on connecting streets to enhance physical and visual access to the waterfront. As has been demonstrated in many waterfront cities across the US, once this waterfront access is provided the use and value of the adjoining properties escalate. Blighted or underutilized properties are redeveloped to take advantage of the views and amenities of a waterfront location."

Project Name	Jurisdiction's priority	Start of constr.	Completion of constr.	Project Keywords:	Project Description:
Miner Ave Complete Street and Revitalization Project - Phase 2	Highest	7/2012	TBD	Miner Ave. Complete Street and Revitalization Project - Phase 2	Project includes the second phase of the complete street design project for a 10 block portion of Miner Ave. This important section of Miner Ave links the Robert Cabral Rail Station to the downtown waterfront. This historic boulevard was once a major route into downtown and was the City's early car row" before all the dealerships relocated to the edge of town. This complete street effort not only redesigns this major boulevard to be a friendly multi-modal complete street to effectively link the rail station to our downtown waterfront with pedestrian bicycle and transit improvements/connections it also targets blighted and underutilized commercial properties for redevelopment by transforming this rundown area while capitalizing on its prime location and concentration of transit opportunities. Phase I design has been completed along with 50% construction drawings for the first four blocks of improvements adjacent to the Rail Station. These improvements will capitalize and strengthen the Transit Oriented Development (TOD) plans currently under development adjacent to the station. A modest investment of street and transit construction dollars will provide the visible catalyst to kickstart private redevelopment on a highly traveled and important connector into downtown."
California Street Rehabilitation Project	Highest	10/2011	TBD	California Street Improvements from Miner Avenue to Alpine Avenue	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.
Thornton Road Widening	High	7/2011	TBD	Roadway widening, congestion relief, pedestrian and bicycle accessibility, and signalization.	The project will widen Thornton Rd from 2 and 4 lane road to 6 lanes from Pershing Ave to Bear Creek. It includes pavement rehabilitation, 2 new and 4 modified synchronized signal intersections, new sidewalks, class 2 bike facility, ADA accessibility, streetlights, frontage median landscaping, and various streetscape including a public art piece.
STAA Terminal Access Route Improvements	High	4/2011	TBD	Turn Radius Improvements for Large (STAA) Trucks	The Surface Transportation Assistance Act (STAA) of 1982 allows large trucks to operate on the Interstate and certain primary routes called collectively the National Network. These trucks, referred to as STAA trucks, are longer than California legal trucks. As a result, STAA trucks have a larger turning radius than most local roads - particularly in older industrial areas - can accommodate. This puts industries and job centers in those areas at a competitive economic disadvantage. Working with existing businesses and trucking organizations, this project would identify appropriate terminal access routes in the Wilson Way and Airport Industrial areas, along with turn radius and other needed improvements. Signs would be erected and traffic control improvements implemented. This project can be phased to match available funding; funds requested would allow for planning activities and some initial improvements.
Church Street Sewer & Lift Station	High	7/2011	TBD	Church Street Sewer & Lift Station	Project includes the installation of a new sewerage lift station on Lincoln Street and associated pipeline to cross Mormon Slough in the City of Stockton.
Tuxedo Avenue Sewer Rehabilitation Project	High	1/2013	TBD	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.

Project Name	Jurisdiction's priority	Start of constr.	Completion of constr.	Project Keywords:	Project Description:
Buena Vista Pump Station	High	7/2012	TBD	Storm Drainage Upgrades	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.
Northeast Reservoir No. 1 and Pump Station	High	12/2011	TBD	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.
Global Climate Change Mitigation Incentive Fund	Immediate, highest	6/2010	TBD	Global Climate Change	Electric Vehicles International, LLC (EVI), which moved its manufacturing facility from Mexico to Stockton in November 2009, has over 20 years of experience in alternative energy vehicles (AVE) research, development, and deployment. EVI's medium and heavy-duty delivery vehicles surpass California's air quality guidelines by emitting zero green house gases with a range of up to 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.
City of Tracy					
12 Wastewater Line - Alternative Energy Business Incubator"	Immediate, highest	11/2011	5/2012	Sustainability, Technology, Jobs, Education, Incubator	The City of Tracy owns a 108-acre site which is envisioned to be developed as business, commercial and educational mixed use project focused on creating jobs through new business development, as well as providing research and educational pathways to support the companies that develop on-site and in the region. The Master Plan project is called the Educational Consortium (see concept map attached). The Alternative Energy Business Incubator would be a part of the larger Master Plan project and would serve as a regional incubator for companies within the Alternative Energy field. A 12 wastewater line from the property to Grant Line Road is necessary to provide wastewater service to the project. Design and construction documents for this wastewater line have already been prepared. "
Tracy Downtown Plaza	Highest	11/2011	11/2012	Downtown Revitalization, Smart Growth, Jobs, Housing, Redevelopment.	Tracy's Downtown Plaza is considered a catalyst project in the revitalization efforts for Downtown. The Plaza will serve as the community's primary gathering place, tying together the City's new Transit Station with the downtown commercial district and the future mixed-use and high-density residential that is planned on the adjacent 60 acres of vacant infill land, known locally as the bowtie area.
I-205 / Lammers Road Interchange	High	6/2015	6/2018	New Freeway Interchange	The project involves construction of a new interchange at I-205/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.

Project Database Part II

Project Name	Jurisdiction's priority	Total Cost	EDA Contr.	Incent. zone /1	What Economic Development Objective(s) does this Project Address?
City of Escalon					
Municipal Well No. 11	Immediate, highest	\$3M	\$2.4M	Yes	Promotes Economic Development and Opportunity -Fosters effective transportation access
Phase I & II Sewer Trunk Improvements	Immediate, highest	\$9M	\$7.2M	Yes	Promotes Economic Development and Opportunity -Fosters effective transportation access
City of Lathrop					
Lathrop Road & I-5 Interchange Improvements	High	\$38,354,270	\$3.4 M	Yes	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.
Louise Avenue & I-5 Interchange Improvements	High	\$28,123,172	\$3.4M	Yes	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.
City of Lodi					
Lodi Green Business Incubator	Immediate, highest	\$5M	\$2.5M	Yes	First, the project allows for an existing, vacant building (40,000+ square foot facility) to be fully utilized, rather than stay vacant. Second, the project will encourage small business start-ups, and growth in the green" industry. Third the project creates long-term sustainable jobs in and around the region."
City of Lodi - Harney Lane Project	Immediate, highest	\$1.369M	\$684,500	Yes	The project will create 600+ jobs, and will enhance traffic flow to and from a new, major retail and office development in Lodi.
City of Manteca					
South Manteca Storm Drain	Highest	\$6M	\$3M	Yes	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.
North/Central Trunk Sewer	Immediate, highest	\$7.7M	\$3M	Yes	Job creation from development that is made possible by replacing existing, obsolete sewer infrastructure with significantly improved infrastructure. This new infrastructure will improve the reliability of sewer movement and disposal for residents, industry and businesses.
McKinley Avenue Interchange	Highest	\$15M	\$7.5M	Yes	Job creation from development that is made possible by constructing needed, missing transportation infrastructure. This new infrastructure will improve transportation circulation for the general public, reduce congestion, and improve health and safety response times by emergency medical providers and police and fire personnel.
Elevated Water Storage Tank	Immediate, highest	\$2.5M	\$1.25M	Yes	Job creation from development that is made possible by replacing existing, non-functioning water infrastructure with significantly improved infrastructure. This new infrastructure will improve the reliability of water delivery for residents, industry and businesses at a reduced energy cost.

Project Name	Jurisdiction's priority	Total Cost	EDA Contr.	Incent. zone /1	What Economic Development Objective(s) does this Project Address?
Austin Road Interchange	High	\$160M	\$80M	Yes	Job creation from development that is made possible by replacing existing, functionally obsolete transportation infrastructure with significantly improved infrastructure. This new infrastructure will improve transportation circulation for the general public, decrease congestion, and improve health and safety response times by emergency medical providers and police and fire personnel.
Atherton Drive West Gap Closure	Immediate, highest	\$2.5M	\$1.25M	Yes	Job creation from development that is made possible by constructing needed, missing transportation infrastructure. This new infrastructure will improve transportation circulation for the general public, reduce congestion, and improve health and safety response times by emergency medical providers and police and fire personnel.
City of Ripon					
SSJID - Water Project	Immediate, highest	\$5.5M	\$5.5M	Yes	The project will increase the reliability of the City's water system and result in lower overall cost to the rate payers
Stockton Ave, Phase II Improvements	Immediate, highest	\$3M	\$3M	Yes	Once completed, this project will revitalize an industrial area of Ripon that has severely degraded over the years.
Mistlin Softball Fields	High	\$4M	\$4M	Yes	The proposed softball fields will attract visitors to Ripon to play these fields, which will result in more customers for local businesses.
San Joaquin County					
Airpark 599	Immediate, highest	\$69M	\$34.1M	Yes	Airpark 599 has been assigned regional priority as a catalyst project that will: (1) Improve transportation infrastructure and support the inter-regional movement of goods; (2) Promote new industry clusters and diversify the local economy; (3) Enhance the local tax base; (4) Create quality jobs; and (5) Support the improvement of airport facilities.
Kitchen Incubator Development	High	\$600,000	\$500,000	Yes	Promotes economic development and opportunity (business creation, business expansion, job creation, job retention)
Kitchen Incubator Planning Grant	Highest	\$36,000	\$30,000	Yes	Promotes economic development and opportunity (business creation, business expansion, job creation, job retention)
Technical assistance (consulting and training)	Immediate, highest	\$600,000 (5 years @ \$120,000/year)	\$500,000 (\$100,000/year)	Yes	Promotes economic development and opportunity (job creation, job retention, business creation, business retention)
City of Stockton					
French Camp Road/I-5 Interchange	Immediate, highest	\$60M	\$30M	Yes	The project will facilitate inter-modal freight connections; provide access to newly developing areas; and increase public safety. Businesses that will be served by the project include Port of Stockton, Stockton Metropolitan Airport, Burlington Northern Santa Fe Railroad Inter-modal facility, Federal Express, and Dana Corporation.
North Stockton Widening and Interchanges	Immediate, highest	\$442M	\$221M	Yes	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.
RWCF Energy Management Plan	Immediate, highest	\$150M	\$5M	Yes	Project will allow the Regional Wastewater Control Facility to become less reliant on power purchases, and implement more energy generation resource on-site. Project will allow the facility to reduce greenhouse gas emissions, and identify opportunities to reduce and take credit for carbon footprint impacts with economic benefits.

Project Name	Jurisdiction's priority	Total Cost	EDA Contr.	Incent. zone /1	What Economic Development Objective(s) does this Project Address?
University Park Wellness Center	Immediate, highest	\$35M	\$15M	Yes	The University Park Wellness Project will provide career opportunities for local youth and adults in the health care industry. The project will also help to stimulate additional growth in health and educational facilities within this neighborhood.
Airport Way Streetscape Beautification	Immediate, highest	\$4.3M	\$2.15M	Yes	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.
Weber Avenue Streetscape Beautification Phase 2	Highest	\$3.5M	\$1.75M	Yes	This project will create a safe, attractive, unified pedestrian-friendly streetscape along Weber Avenue between Downtown Stockton and the transit hubs located on this corridor. The project is anticipated to attract approximately 50 new jobs through business expansion ranging from retail to commercial, and will help attract new businesses due to increased pedestrian traffic and the improved attractiveness of the street. The Weber Avenue Streetscape Beautification Project Phase 2 is a vital part of the City of Stockton's ongoing commitment to revitalize the heart of Downtown Stockton. Approximately \$100 million has been invested in transforming Downtown Stockton from derelict buildings to a vibrant, safe, walkable community in proximity to the Stockton Channel and Weber Point that serves as a entertainment destination for visitors and residents of greater Stockton.
Arch Road Widening	Highest	\$16M	\$8M	Yes	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.
Arch Road Sanitary Trunk Line	Highest	\$2.5M	\$1.25M	Yes	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.
Waterfront Connection Project - Phase 2	Highest	\$26M	\$10M	Yes	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.
Miner Ave Compete Street and Revitalization Project - Phase 2	Highest	\$10M	\$3.5M	Yes	The project continues the revitalization of downtown Stockton by improving transportation modes and removing blight along the Miner Avenue corridor. This, in turn, will allow for the expansion and redevelopment of commercial and residential properties in the downtown area.
California Street Rehabilitation Project	Highest	\$4M	\$2M	Yes	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.
Thornton Road Widening	High	\$12.0M	\$6.0M	Yes	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.

Project Name	Jurisdiction's priority	Total Cost	EDA Contr.	Incent. zone /1	What Economic Development Objective(s) does this Project Address?
STAA Terminal Access Route Improvements	High	\$2.5M	\$1.25M	Yes	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.
Church Street Sewer & Lift Station	High	\$4.5M	\$2.25M	Yes	Project will address an existing sewer capacity bottleneck, and allow for the continued commercial expansion and redevelopment in downtown Stockton, including infill housing.
Tuxedo Avenue Sewer Rehabilitation Project	High	\$4M	\$2M	Yes	Project will rehabilitate the existing pipeline and improve the structural integrity of the pipeline.
Buena Vista Pump Station	High	\$3.1M	\$1.5M	Yes	Project will alleviate flooding and allow for the expansion of commercial and residential development.
Northeast Reservoir No. 1 and Pump Station	High	\$4.5M	\$2.25M	Yes	Project will allow the continued residential development in north Stockton.
Global Climate Change Mitigation Incentive Fund	Immediate, highest	\$12M		Yes	-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
City of Tracy					
12 Wastewater Line - Alternative Energy Business Incubator"	Immediate, highest	\$1.8M	\$1.4M	Yes	Partnering on the development and implementation of an Alternative Energy Business Incubator in our region will provide a catalyst for our job creation priorities. The City has already engaged in dialogue with Lawrence Livermore National Laboratory, University of Pacific, California State University Stanislaus, San Joaquin Angel Network, San Joaquin Partnership, and Tracy Learning Center (charter school) to assist in the design and development of this project. In addition, the City of Tracy has partnered with the City of Livermore, Livermore Lab and others to be awarded the designation as a CA iHub. iHub designees provide a platform for research clusters, startup companies, government entities, business groups and venture capitalists by leveraging assets such as research parks, technology incubators, universities, and federal laboratories to foster innovation an job creation statewide.
Tracy Downtown Plaza	Highest	\$4M	\$1 M	Yes	The Plaza will help revitalize Tracy's Downtown. The plaza will assist with the attraction of new retail, restaurants, offices and housing to the greater Downtown area.
I-205 / Lammers Road Interchange	High	\$62M	\$4M	Yes	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.

1. Located in a designated Local, State, Federal Redevelopment or Enterprise Zone
2. Specific area is addressed, but is partially or wholly residential.

Table VII-2:

Projects and Programs Organized by Goals (Programs also included in Section VIII are shown here in *italics*)

Date of goal/ objective	Goals & Related Projects	PROGRAMS by organization/ committee
Economic Development Focus		
2006 Report	Economic Development is broad-based, addressing the needs of the residents of the county through business development and life enhancement efforts, all resulting in long-term economic prosperity.	
	Projects, 2010	
	• City of Escalon - Municipal Well No. 11	
	• City of Escalon - Phase I & II Sewer Trunk Improvements	
	• City of Lathrop - Lathrop Road & I-5 Interchange Improvements	
	• City of Manteca - South Manteca Storm Drain	
	• City of Manteca - North/Central Trunk Sewer	
	• City of Manteca - McKinley Avenue Interchange	
	• City of Manteca - Elevated Water Storage Tank	
	• City of Manteca - Austin Road Interchange	
	• City of Manteca - Atherton Drive West Gap Closure	
	• City of Ripon - SSJID - Water Project	
	• City of Ripon - Stockton Ave, Phase II Improvements	
	• San Joaquin County - Upgrade of Instrument Landing System (ILS)	
	Stockton/SJ Partnership - Global Climate Change Mitigation Incentive Fund	
	• City of Stockton - North Stockton Widening and Interchanges	
	• City of Stockton - Airport Way Streetscape Beautification	
	• City of Stockton - Tuxedo Avenue Sewer Rehabilitation Project	
	• City of Stockton - Buena Vista Pump Station	
	• City of Stockton - Church Street Sewer & Lift Station	
	• City of Stockton - Northeast Reservoir No. 1 and Pump Station	
	• City of Stockton - Thornton Road Widening	
	• City of Stockton - Arch Road Widening	
Ongoing	Services for employers, including business planning, loan packaging, exporting and importing, government procurement, accounting systems, identifying local customers and suppliers, and employee training and hiring.	SJC Economic Development Association (EDA)

Date of goal/ objective	Goals & Related Projects	PROGRAMS by organization/ committee
Ongoing	San Joaquin County Enterprise Zone, one of California's 42 enterprise zones, which offers the following advantages to employers locating there: state tax credits, including hiring tax credits, and local incentives to facilitate permitting, hiring (including workers eligible for hiring credits), and financing. One of the largest Enterprise Zones in the state, The SJC Enterprise Zone encompasses approximately 656 square miles with over 55 square miles of commercial and industrial properties already designated. Targeted Employment Areas (TEA) have also been designated with the Zone.	San Joaquin County Enterprise Zone, a partnership of San Joaquin County WorkNet, SJC Economic Development Association, San Joaquin Partnership, and San Joaquin County and cities within the county.
Ongoing	San Joaquin County Revolving Loan Fund (RLF), offering loans up to \$1 million for job-generating businesses in San Joaquin County, for working capital, inventory purchase, machinery and equipment, furniture & fixtures, leasehold improvements, and gap financing.	San Joaquin County Employment and Economic Development Department, San Joaquin County WorkNet, EDA
Ongoing	Mystery Shopper Program, to help business owners provide appropriate customer service.	Northeastern California SBDC
2010	To attract and retain new job opportunities, improve the business climate and enhance the quality of life in San Joaquin County.	San Joaquin Partnership
Economic Development Marketing		
2006 Report	To create a brand and consistent message that creatively and succinctly tells the story of San Joaquin County, and its strategy for business development.	
Business Climate		
2006 Report	San Joaquin County works together and across city boundaries to nurture and help grow local businesses and attract companies within its target industry strategy that provide higher-quality jobs and long-term prosperity.	
2010	<i>Address Greenhouse Gas Initiatives implementation</i>	<i>Industrial Investors & Developers Coalition</i>

Sites & Infrastructure		
2006 Report	Sites and infrastructure meet the needs of companies that are targeted and want to expand or locate in San Joaquin County.	
	Projects, 2010	
	• City of Lathrop - Louise Avenue & I-5 Interchange Improvements	
	• City of Lodi - Harney Lane Project	
	• City of Stockton - STAA Terminal Access Route Improvements	
	• City of Stockton - French Camp Road/I-5 Interchange	
	• City of Stockton - Arch Road Sanitary Trunk Line	
	• City of Tracy - I-205 / Lammers Road Interchange	
Entrepreneurship		
2006 Report	To improve the entrepreneurial environment in San Joaquin County through new programming.	
	Projects, 2010	
	• City of Lodi - Lodi Green Business Incubator	
	• San Joaquin Delta College - Kitchen Incubator Development	
	• San Joaquin Delta College - Kitchen Incubator Planning Grant	
	• San Joaquin Delta College - Technical assistance (consulting and training)	
	• City of Stockton - University Park Wellness Center	
	• City of Tracy - 12 Wastewater Line - Alternative Energy Business Incubator"	
2010	<i>Business Plan Competition (1)</i>	<i>Entrepreneurship</i>
2009	<i>Seek out more San Joaquin County Entrepreneurs and expand the education program (1)</i>	<i>Entrepreneurship</i>
2008	<i>To attract Angel Investors and to support Entrepreneurs in San Joaquin County. (1)</i>	<i>Entrepreneurship</i>
Tourism		
2006 Report	San Joaquin County to recognize and expand tourism as an economic driver focused on areas such as the wine industry, agri-tourism, and the Delta waterways, as well as entertainment, cultural events and authentic venues.	
2009-2010	<i>Support AgriTourism development through SJC General Plan and development of a quarterly or seasonal events card (1)</i>	<i>Chambers and Allied Organizations</i>

2008	Broadening the market and tourism element and development of a quarterly or seasonal rack card (1)	Chambers and Allied Organizations
Ongoing	Women Entrepreneurs, a program dedicated to increasing the economic independence of women, which provides in-depth training in each step of starting and operating a business, and offers ongoing business consulting and support.	Northeastern California SBDC ¹¹ , San Joaquin Delta College
Ongoing	Business Incubator Loan Program, offering loans to businesses below the RLF minimum of \$25,000.	SJC Economic Development Association (EDA), SBDC
Ongoing	Business Incubator, a (mostly) virtual business location also providing business management consulting and other support for entrepreneurs.	Northeastern California SBDC
Ongoing	Entrepreneur Challenge, an annual competition for aspiring entrepreneurs offering cash prizes and public exposure.	Northeastern California SBDC
Ongoing	Business workshops on various topics, including franchising, workers' compensation issues, government contracting, web design, marketing, pricing, and others.	Northeastern California SBDC
Education & Workforce Development		
2006 Report	Improve the education product and level of student participation/achievement through the development of new learning programs throughout the County.	
2010	Develop Manufacturing Career Path Programs (1)	Education & Workforce
2010	<i>Develop Heath Careers Career Path program (1)</i>	<i>Education & Workforce</i>
2009	Incorporate Internship Program into SUSD, support small learning communities and investigate Ford Foundation grants (1)	Education & Workforce
2008	Promote the development of a manufacturing pathway for students within San Joaquin County (1)	Education & Workforce
2008	Promote the internship program that has been lead by WorkNet. (1)	Education & Workforce
Ongoing	Employee Outreach and Recruitment Program, and WorkNet Assessment Center, which help employers recruit and screen job applicants	San Joaquin County WorkNet
Ongoing	Job Training, custom-tailored if necessary to employers' needs.	San Joaquin County WorkNet

¹¹ An affiliate of the Northeastern California SBDC Program sponsored by: CSU Chico Research Foundation/Center for Economic Development and the U.S. Small Business Administration.

Ongoing	Rapid Response Program, providing assistance to employers facing layoffs, downsizing, changing skill needs, etc.	San Joaquin County WorkNet
Ongoing	One-Stop employment services	San Joaquin County WorkNet
Quality of Life		
2006 Report	San Joaquin County cultivates a robust “quality of life,” with a variety of amenities and entertainment offerings promoted both internally and externally – and directly to owners of businesses and their families.	
	Projects, 2010	
	• City of Ripon - Mistlin Softball Fields	
	• San Joaquin County – Airpark 599	
	• City of Stockton - Waterfront Connection Project - Phase 2	
	• City of Stockton - Weber Avenue Streetscape Beautification Phase 2	
	• City of Stockton - Miner Ave Compete Street and Revitalization Project - Phase 2	
	• City of Stockton - RWCF Energy Management Plan	
	• City of Stockton - California Street Rehabilitation Project	
	• City of Tracy -Tracy Downtown Plaza	
(1) These line items are identified in "Goals" in the "San Joaquin Partnership Economic Development Strategic Plan, 2010 January - May" [update], but more closely resemble objectives/strategies of the goals identified in the 2006 report.		

VIII. CEDS Plan of Action

The following table shows recommended Action Plan Items in the context of corresponding Goals, Programs, and recommended five-year Objectives. Existing programs are shown in the “Programs” column; otherwise these cells are blank.

This table is a condensed version of material shown in Section V; it does not include the goals/strategies and Action Items that are not specifically recommended for the 5-year Action Plan.

Date of goal/objective	Goals, Related Strategies, and Action Items	PROGRAMS (where applicable)
Economic Development Focus (see also <i>Blueprint</i> Goal B4)		
2006 Report	Economic Development is broad-based, addressing the needs of the residents of the county through business development and life enhancement efforts, all resulting in long-term economic prosperity.	
	<ul style="list-style-type: none"> • Agree on the County’s economic development vision <ul style="list-style-type: none"> • Establish economic-development-focused review panel, and consolidate comprehensive set of goals from multiple sources, making their relationship to economic development explicit. 	
	<ul style="list-style-type: none"> • Develop a Marketing Campaign appropriate to the new Vision, a broad ED approach, and (most importantly) target industries. 	
	<ul style="list-style-type: none"> • Review existing marketing materials and outline status, alternatives for updating, costs, etc. 	
2010	<i>Blueprint</i> Goal (B5): Identify and pursue opportunities to increase goods movement as an essential part of economic development	
	<ul style="list-style-type: none"> • Review this <i>Blueprint</i> goal in terms of coordinating it with target industries 	
Economic Development Marketing		
2006 Report	To create a brand and consistent message that creatively and succinctly tells the story of San Joaquin County, and its strategy for business development.	
	<ul style="list-style-type: none"> • Review County’s position relative to recession-related problems 	
	<ul style="list-style-type: none"> • Conduct research to index recession-related problems to some benchmark. Include neighboring competing counties in study. 	
	<ul style="list-style-type: none"> • Review County’s position relative to progress made in last 5 years <ul style="list-style-type: none"> • For Education, typically problematic to track progress, coordinate specification of meaningful measures with school officials, establish measurement database, and maintain. 	
	<ul style="list-style-type: none"> • Review County’s position relative to specific strategic recommendations from 2005 Angelou studies 	

	<ul style="list-style-type: none"> Determine status of specific strategic recommendations from 2005 reports, including levels of resolution, current relevancy, and follow-up needed (actions, institutional programming, etc.) 	
Business Climate		
2010	Address Greenhouse Gas Initiatives implementation	Industrial Investors and Developers Coalition
	<ul style="list-style-type: none"> Continue programs of monitoring fee issues, agricultural land mitigation and other greenhouse initiatives 	SJC Agricultural Mitigation Program
Sites & Infrastructure		
2006 Report	Sites and infrastructure meet the needs of companies that are targeted and want to expand or locate in San Joaquin County.	
	<ul style="list-style-type: none"> Downtown redevelopment. 	
	<ul style="list-style-type: none"> Support implementation of downtown revitalization in CEDS project list (under Quality of Life heading) 	
Entrepreneurship		
2006 Report	To improve the entrepreneurial environment in San Joaquin County through new programming.	
	<ul style="list-style-type: none"> Create incubators in the County. 	
	<ul style="list-style-type: none"> Support efforts to develop incubator facilities (in CEDS project list) 	
2010	Business Plan Competition (1)	Entrepreneurship
	<ul style="list-style-type: none"> Establish system for publicizing and institutionalizing this program 	
2009	Seek out more San Joaquin County Entrepreneurs and expand the education program (1)	Entrepreneurship
	Coordinate efforts with planned incubator facilities (in CEDS project list)	
	<ul style="list-style-type: none"> 	
2008	To attract Angel Investors and to support Entrepreneurs in San Joaquin County. (1)	Entrepreneurship
	<ul style="list-style-type: none"> Monitor and report on activity, successes, etc. 	
Tourism (see also <i>Blueprint Goal B3, on agriculture, and B7</i>)		
2006 Report	San Joaquin County to recognize and expand tourism as an economic driver focused on areas such as the wine industry, agri-tourism, and the Delta waterways, as well as entertainment, cultural events and authentic venues.	
2009-2010	Support Agritourism development through SJC General Plan and development of a quarterly or seasonal events card (1)	Chambers & Allied Orgs.
	<ul style="list-style-type: none"> Continue to monitor General Plan issues 	
	<ul style="list-style-type: none"> Coordinate with economic development practitioners on best ways to integrate this tourism focus into target industry efforts, given the "amenity" aspects of agritourism in addition to its employment generation 	
Education & Workforce Development (see also <i>Blueprint Goal B6</i>)		
2006 Report	Improve the education product and level of student participation/achievement through the development of new learning programs throughout the County.	

2010	Develop Health Careers Career Path program (1)	Education & Workforce
	<ul style="list-style-type: none"> Continue current efforts directed to these programs, and include review of best practices nationwide 	
Quality of Life (see also <i>Blueprint Goals B1 and B2</i>)		
2006 Report	San Joaquin County cultivates a robust “quality of life,” with a variety of amenities and entertainment offerings promoted both internally and externally – and directly to owners of businesses and their families.	
	<ul style="list-style-type: none"> Use redevelopment tools and improvement projects to comprehensively deter blight and add amenities 	
	<ul style="list-style-type: none"> Support implementation of amenity-generating projects in CEDS project list (under Quality of Life heading) 	
<p>(1) These line items are identified in "Goals" in the "San Joaquin Partnership Economic Development Strategic Plan, 2010 January - May" [update], but more closely resemble objectives/strategies of the goals identified in the 2006 report.</p> <p>(2) Programs through which listed organizations/committees are currently addressing goals/strategies.</p>		

The following Action Plan steps are specifically related to the ***San Joaquin County Regional Blueprint***, which comprehensively addresses development issues in San Joaquin County.

Objective: Closely monitor and participate in the implementation phases and other aspects of the *San Joaquin County Regional Blueprint* and related San Joaquin COG processes, especially those related to developing a Sustainable Community Strategy in response to California Senate Bill No. 375. Specifically:

- Ensure that land use planning and other policy direction is compatible with economic development strategies.
- Monitor overall development policy and activity, and promote policies and results that support the repayment of infrastructure debt.
- In the preparation of economic development marketing materials, include elements that clearly tie the region’s inherent advantages and opportunities to its challenges and its strategic direction – in economic development and also in overall, comprehensive planning.
- Monitor development market conditions, especially housing development generated by both internal and external forces (e.g. for the County to serve as bedroom community to neighboring metro areas), to ensure that economic development interests are served in terms of, for example:
 - Matching housing supply with the evolving (including the target-industry-serving) *locally employed* labor force.

- Preserving land needed for economic activity, including agricultural land and prime sites for office/industrial use, all in balance with environmental and other land use goals.

Coordination with State of California Economic Development Priorities

The *San Joaquin County Regional Blueprint* (January 2010) referenced above in this CEDS, has a role in coordination with State Economic Development Priorities. As stated in the *Blueprint* (pages 18-19), “many of the planning processes and tools developed during the four-year *Blueprint* planning process will provide a reference point to begin developing a Sustainable Communities Strategy (SCS) required by (State of California) SB 375. The SCS is a separate planning element required as part of future Regional Transportation Plan (RTP) Updates.

The San Joaquin Partnership, a key component of economic development practice in the County, incorporates State economic development incentives into its range of services.

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

- **New and Expanded State Enterprise Zone.** The EDA led a successful countywide effort to win a new 15-year 638-square-mile Enterprise Zone Designation. The EZ, which began operations on June 22, 2008, now includes five cities and the County.
- **Rapid Response Program.** The SJCEDA Rapid Response Team continues to be a member of the Bay Area Rapid Response Roundtable and was instrumental in the development of the Central Valley Rapid Response Roundtable. These groups respond to major business issues or closures that affect the entire Central Valley and the Bay Area. In 2009, the Rapid Response Team provided assistance to 57 area businesses, which were either downsizing or closing, resulting in 109 rapid response orientations to bring dislocated services to approximately 5,793 affected employees.

IX. Performance Measures

The following performance measures are related specifically to San Joaquin County's unique goals and challenges addressed by the CEDS. The focus of the performance measures is documenting the extent to which the County's economic development indicators reflect movement toward greater economic "balance," in the following respects:

Performance Measure	Data source	Responsible agency	Data update						
Extent to which the number of new/retained employees – in firms new to the area or involved in economic development retention/expansion activities – increases faster in higher-wage categories (R&D etc. and Manufacturing) than other categories, compared to the baseline of existing employment by sector, for: <table border="1" data-bbox="239 527 1050 667"> <tr> <td>R&D; professional/technical, etc.</td> <td>Call Center</td> </tr> <tr> <td>Manufacturing</td> <td>Retail</td> </tr> <tr> <td>Distribution/wholesale</td> <td></td> </tr> </table>	R&D; professional/technical, etc.	Call Center	Manufacturing	Retail	Distribution/wholesale		Reporting by client firms; baseline from SJP	SJC ED Assoc.	Annual
R&D; professional/technical, etc.	Call Center								
Manufacturing	Retail								
Distribution/wholesale									
Per capita income lag with the state average decreases	Census ACS data	SJC ED Assoc.	Annual/multi-year as avail.						
Compare new firms and employees to private development expectations as reported in <i>Understanding the Jobs Potential for San Joaquin County 2010-2012, Public & Private Sectors</i>	Reporting by client firms	SJC ED Assoc.	Annual thru 2012						
Lowered overall unemployment rates, relative to the State, especially in cities with rates above the County average, in which Stockton is the current leader	California Employment Development Dept.	SJC ED Assoc.	Annual, for latest annual and latest month #s						
Increases in non-residential building permits, by number and value, above community averages, for areas where development capacity was increased because of infrastructure improvements, for private investment	Cities/County building depts. Define affected areas	Cities/County building depts.; SJC ED Assoc.	Annual						
New public-facility investment, by type and dollars, described in terms of relationship to CEDS	Relevant agencies	Relevant agencies; SJC ED Assoc.	Annual						
Other private capital investments in production, service capacity	Reporting by client firms, as available	SJC ED Assoc.	Annual						
Worker out-commuting decreases as a proportion of total employment	Census ACS data	SJC ED Assoc.	Annual/multi-year as avail.						

APPENDIX A
LIST OF CEDS TASK FORCE MEMBERS

First Name	Last Name	Company/Agency	Area of Representation
Ron	Addington	Business Council	Business Organization
Fran	Aguilera	Employment & Economic Development Department	Workforce & Economic Development
Hope	Arechar	Economic Development Association	Economic Development
Augustine	Beltran	Northern California Carpenters	Union Organization
Kevin	Birkholz	City of Manteca	City Economic Development
Greg	Folsom	City of Stockton	City Economic Development
Henry	Hesling	City of Escalon	City Economic Development
Frank	Ferral	Economic Development Association	Economic Development & Business
Hazel	Hill	San Joaquin Delta College	Education/Economic Development
Wendell	Youngsma	Revolving Loan Fund	Business Financing/Development
Phonxay	Keokham	San Joaquin County	County Government
Mike	Locke	San Joaquin Partnership	Economic Development
Ursula	Luna-Reynosa	City of Tracy	City Economic Development
Villanueva	Juan	Port of Stockton	Economic Development
Gillian	Murphy	San Joaquin Delta College SBDC	Small Business Development & Incubator
Ken	Zuidervaart	City of Ripon	Economic Development
Raymond	Racinos	Laborers Union, Local 73	Union Organization
Donna	Roberts	State of California	Workforce Development
John	Solis	San Joaquin County Worknet	Workforce/Economic Development
Shelly	Burcham	San Joaquin Partnership	Economic Development
Doug	Wilhoit	Greater Stockton Chamber of Commerce	Business Organization

APPENDIX B

LIST OF WORKFORCE INVESTMENT BOARD MEMBERS

WORKFORCE INVESTMENT BOARD

NAME	TERM IN YEARS	ORIGINAL APPOINTMENT DATE	TERM EXPIRES	AREA OF REPRESENTATION
Gene Acevedo President/Co-owner Bilingual Weekly 2034 Pacific Avenue Stockton, CA 95204 (209) 941-0597 Fax: E-mail: acevedo@bilingualweekly.com Mailing Address: (same as above)	2	1/27/09	1/27/11	Private Sector At-large
Velma Bagby Deputy Division Chief State Employment Development Dept. 450 Civic Center Plaza, Suite 120 Richmond, CA 94804 (916) 955-8338 Fax: (916) 319-1775 E-mail: vbagby@edd.ca.gov Mailing Address: (same as above)	2	8/22/10	8/22/12	Employment Development Department
Agustin A. Beltran Field Representative Local Union 25 Carpenters 1421 Moffat Boulevard Manteca, CA 95336 (209) 993-7340 Fax: (209) 239-5128 E-mail: abeltran@nccrc.org Mailing Address: 577 Branding Iron St. Oakdale, CA 95361	2	8/10/99	7/31/11	Labor Organizations
Tony Bertolucci Electrician International Brotherhood of Electrical Workers, Local 595 1531 El Pinal Drive Stockton, CA 95205 (209) 462-0751 Fax: (209) 467-1013 E-mail: tonyb@ibew595.org Mailing Address: (same as above)	2	9/09/08	9/14/12	Labor Organizations

Mary Kennedy-Bracken President Lathrop Chamber of Commerce P.O. Box 313 Lathrop, CA 95330 (209) 740-6503 E-mail: mkennedybracken@sbcglobal.net Mailing Address: 1565 Poppy Hill Lane Tracy, CA 95377	2	6/09/09	6/09/11	Private Sector At-large`
Joseph E. Chelli Director Human Services Agency P.O. Box 201056 Stockton, CA 95201 (209) 468-1650 Fax: (209) 932-2600 E-mail: jchelli@sjgov.org Mailing Address: (same as above)	2	2/17/04	2/16/12	Human Services Agency
Ardria D. Climons Rehabilitation Supervisor California State Dept. of Rehabilitation 1507 E. March Lane Stockton, CA 95210 (209) 954-4164 Fax: (209) 473-6511 E-mail: aclimons@dor.ca.gov Mailing Address: (same as above)	2	2/14/08	2/16/12	Vocational Rehabilitation Programs
Ron Cotten Manager/Loan Consultant The Sigma Company 1112 N. Main Street, Box 332 Manteca, CA 95336 (209) 825-5306 Fax: N/A E-mail: Ron@SigmaHomeLoans.com Mailing Address: (same as above)	2	6/14/05	8/07/11	Private Sector 5 th District
Gene Davenport Secretary/Treasurer International Longshore and Warehouse Union #54 22 N. Union Street Stockton, CA 95205 (209) 464-1827 Fax: (209) 464-5709 E-mail: gened@lodinet.com Mailing Address: (same as above)	2	2/17/09	2/17/11	Labor Organizations

Mick Founts Superintendent of Schools SJC Office of Education P.O. Box 213030 Stockton, CA 95213-9030 (209) 468-9033 Fax: (209) 468-4975 E-mail: mfounts@sjcoe.net Mailing Address: (same as above)	2	8/31/10	7/31/11	Education
Terry L. Givens Vice President & General Manager Anheuser-Busch, Inc. 3932 Budweiser Court Stockton, CA 95215 (209) 943-3120 Fax: (209) 943-3168 E-mail: Mailing Address: 5167 Poppy Hills Circle Stockton, CA 95219	2	3/22/05	3/17/11	Private Sector At-large
Peter L. Halver Division Manager Northern California Chapter, National Electrical Contractors Association 1531 El Pinal Drive Stockton, CA 95205 (209) 676-0583 Fax: E-mail: pete@norcalneca.org Mailing Address: (same as above)	2	9/14/10	9/14/12	Private Sector At-large
Sandra L. Johnson Human Resource Director The Record 530 E. Market Street P.O. Box 900 Stockton, CA 95201 (209) 546-8240 Fax: (209) 943-8502 E-mail: sjohnson@recordnet.com Mailing Address: (same as above)	2	8/17/99	8/07/11	Private Sector 4 th District
Ann Johnston CEO The Balloonery, Inc. 1346 E. Harding Way Stockton, CA 95205 (209) 466-3601 Fax: (209) 466-7365 E-mail: balloonery@sbcglobal.net Mailing Address: (same as above)	2	8/17/99	8/07/11	Private Sector At-large

<p>Barbara Kauss Executive Director Housing Authority of San Joaquin County 448 S. Center Street Stockton, CA 95203 (209) 460-5065 Fax: (209) 460-5165 E-mail: bkauss@hacsj.com Mailing Address: (same as above)</p>	2	3/24/09	3/24/11	Housing Authority
<p>Michael E. Locke President/CEO San Joaquin Partnership 2800 W. March Lane, Suite 470 Stockton, CA 95219 (209) 956-3380 Fax: (209) 956-1520 E-mail: mlocke@sjpnet.org Mailing Address: (same as above)</p>	2	8/10/99	7/31/11	Economic Development
<p>Steve Lopez Business Representative Operating Engineers, Local #3 1916 N. Broadway Stockton, CA 95205 (209) 456-2185 Fax: (209) 948-2319 E-mail: slopez@oe3.org Mailing Address: (same as above)</p>	2	6/09/09	6/09/11	Labor Organizations
<p>Dan Maloney Neon Dreams P.O. Box 1104 French Camp, CA 95231 (209) 601-0746 Fax: (209) E-mail: danmaloney@clearwire.net Mailing Address: 300 E. North Manteca, CA 95336</p>	2	11/06/07	1/12/12	Private Sector At-large
<p>Mark Martinez CEO SJC Hispanic Chamber of Commerce 306 E. Main Street, Suite 303 Stockton, CA 95202 (209) 943-6117 Fax: (209) 943-0114 E-mail: mmartinez@sjchispanicchamber.com Mailing Address: 4236 Black Butte Circle Stockton, CA 95209</p>	2	9/23/03	8/07/11	Private Sector 3 rd District

<p>Debby Moorhead Executive Director Manteca Chamber of Commerce 821 W. Yosemite Avenue Manteca, CA 95337 (209) 823-6121 Fax: (209) 823-9959 E-mail: directordebby@manteca.org Mailing Address: (same as above)</p>	2	10/18/05	11/24/11	Private Sector 5 th District
<p>Albert J. Nunes President A.C. Trucking, Inc. P.O. Box 987 Manteca, CA 95336 (209) 823-3224 Fax: (209) 823-1668 E-mail: anunes@acttrucking.com Mailing Address: (same as above)</p>	2	1/10/06	2/16/12	Private Sector At-large
<p>Sheri Oneto, Consultant Owner Development Resource Services 6333 Pacific Avenue, Suite 224 Stockton, CA 95207 (209) 430-8618 Fax: N/A E-mail: developmentresourceservices@yahoo.com Mailing Address: (same as above)</p>	2	8/17/99	8/07/11	Private Sector 2 nd District
<p>Christopher Paige Deputy CEO & COO California Human Development Corp. 3315 Airway Drive Santa Rosa, CA 95403 (707) 521-4726 Fax: (707) 523-3776 E-mail: chris.paige@chdcorp.org Mailing Address: same as above</p>	2	12/07/04	1/27/11	Migrant Seasonal Farmworkers
<p>Cal Thomas Parker Treasurer Economic Development Association P.O. Box 5156 Stockton, CA 95205 (209) 946-0334 Fax: (209) 943-3507 E-mail: casadelsolinc@aol.com Mailing Address: (same as above)</p>	2	8/10/99	7/31/11	Economic Development

Raymond Recinos Business Manager/Secretary Treasurer Laborers Union, Local 73 3984 Cherokee Road Stockton, CA 95215 (209) 466-3356 Fax: (209) 466-2780 E-mail: rrecinos@liuna73.org Mailing Address: (same as above)	2	8/10/99	7/31/11	Labor Organizations
Kevin Robertson Ranch Manager Del Terra Farms, LLC 33600 S. Koster Road Tracy, CA 95304 (209) 835-2792 Fax: (209) 836-4609 E-mail: calagr@gmail.com Mailing Address: (same as above)	2	2/17/09	2/17/11	Private Sector At-large
Jessie Garza-Roderick Vice President Roderick Pharmacy Group, Inc. 6233 Crooked Stick Circle Stockton, CA 95219 (209) 969-5715 Fax: (209) 957-9528 E-mail: jgarza-roderick@deltacollege.edu Mailing Address: (same as above)	2	8/17/99	8/07/11	Private Sector At-large
Daniel J. Schroeder Attorney Neumiller & Beardslee 509 W. Weber Avenue, 5 th Floor Stockton, CA 95203 (209) 948-8200 Fax: (209) 948-4910 E-mail: dschroeder@neumiller.com Mailing Address: (same as above)	2	8/17/99	8/07/11	Private Sector At-large
Julian Sepulveda Owner/Manager Sepulveda's Truck Painting & Body Shop 130 S. Union Street Stockton, CA 95205 (209) 462-1658 Fax: (209) 462-0190 E-mail: sepulvedastruck@sbcglobal.net Mailing Address: (same as above)	2	8/10/99	8/07/11	Private Sector 1 st District

<p>John M. Solis Executive Director Employment and Economic Development Department 56 S. Lincoln Street Stockton, CA 95203 (209) 468-3511 Fax: (209) 462-9063 E-mail: jsolis@sjworknet.org Mailing Address: (same as above)</p>	2	8/10/99	7/31/11	Chief Local Elected Official WIA Rep.
<p>Cynthia Summers Realtor Keller Williams Realty 3555 Deerpark Drive, Suite 100 Stockton, CA 95217 (209) 478-5300 Fax: (209) 957-0232 E-mail: cynthiasummers@pacbell.net Mailing Address: 5351 Verdi Way Stockton, CA 95207</p>	2	8/17/99	8/07/11	Private Sector 2 nd District
<p>Tony G. Washington Director Just Say No Stockton, Inc. P.O. Box 693242 Stockton, CA 95269 (209) 461-2966 Fax: (209) 461-3066 E-mail: twashington@frrcsj.org Mailing Address: 7485 Shoreline Drive Stockton, CA 95219</p>	2	8/17/99	8/07/11	Community Based Organizations
<p>Ernest Williams President African American Community Service Organization P.O. Box 6386 Stockton, CA 95206 (209) 513-8190 Fax: N/A E-mail: Mailing Address: (same as above)</p>	2	8/17/99	8/07/11	Community Based Organization

Vacancies:	1				Private Sector 1 st District
	1				Private Sector 3 rd District
	1				Private Sector 4 th District
	1				Education
	1				Job Corp
	1				Labor

WIB/Youth Council Members	Appointment Date	Category
Candace Blue Director of Public Relations Humphreys College 6650 Inglewood Avenue Stockton, CA 95207 (209) 478-0800 Fax: (209) 235-2986 E-mail: cblue@humphreys.edu Mailing Address: (same as above)	8/21/02	Individuals that have experience relating to youth activities/local education agency.
Mary Ann Cox 5250 Claremont Avenue, Suite 209 Stockton, CA 95207 (209) 969-9017 Fax: (209) E-mail: mcoxmartin@comcast.net Mailing Address: (same as above)	11/17/99	Individuals that have experience relating to youth activities/local education agency.
Susan Drake 3710 Portsmouth Circle South Stockton, CA 95219 (209) 951-1984 Fax: (209) 472-9664 E-mail: susanjdrake@sbcglobal.net Mailing Address: (same as above)	12/01/04	Individuals that have experience relating to youth activities.
Stephanie James Deputy Chief Probation Officer San Joaquin County Probation Dept. 575 W. Mathews Road French Camp, CA 95231 (209) 468-4069 Fax: (209) E-mail: sjames@sjgov.org Mailing Address: (same as above)	3/25/09	Juvenile Justice

Barbara Kauss	3/24/09	Housing Authority
Priscilla Mikaio 3044 Nyssa Court Stockton, CA 95212 (209) 468-3661 Fax: N/A E-mail: N/A Mailing Address: (same as above)	1/26/00	Parents of eligible youth seeking assistance.
Raymond Recinos	4/26/00	Members of the Local Board who have special interest or expertise in youth policy/apprenticeship training program serving youth.
Jessie Garza-Roderick	9/16/99	Members of the Local Board who have special interest or expertise in youth policy/private sector.
Michelle Sanders 2938 Lonnie Beck Way Stockton, CA 95209 (209) 981-1069 Fax: N/A E-mail: N/A Mailing Address: (same as above)	3/23/05	Individuals that have experience relating to youth activities, including youth participants/in-school.
Julian Sepulveda	9/16/99	Members of the Local Board who have special interest or expertise in youth policy/private sector.
Tony Washington	9/16/99	Members of the Local Board who have special interest or expertise in youth policy/non-profit agency serving youth.
Vacant	9/16/99	Members of the Local Board who have special interest or expertise in youth policy/local education agency.
Vacant		Job Corp

Appendix C: CEDS PROJECT EVALUATION MATRIX

Quantitative Project Evaluation Matrix: San Joaquin County CEDS

Project:

City:

		Input type	Submitter's	Raw score	Factor weights	Calculated score	Notes
Enhance local economy	Supports growth in high-paying jobs (a)	(a)		-	1.00	-	
	Creates jobs in industries/occupations with above-average projected growth rates	Y/N (c)		-	1.00	-	
	Committed (documented) private sector investment that would occur as a result of the project and support long-term jobs	Dollar Amount (b)	0	-	1.00	-	
	Relates to existing/ targeted clusters	Y/N (c)		-	1.00	-	
	Supports innovation and competitiveness	Y/N (c)		-	1.00	-	
	Encourages entrepreneurship	Y/N (c)		-	0.75	-	
	Involves technology transfer or other linkages	Y/N (c)		-	0.75	-	
Regional cooperation	Non-EDA public sector project funding committed	Dollar Amount (d)	0	-	1.00	-	
	Project is consistent with both regional and local ED goals	Y/N (c)		-	1.00	-	
Special conditions	Project links historic preservation and ED	Y/N (c)		-	0.25	-	
	Project involves economic revitalization of brownfields	Y/N (c)		-	0.25	-	
	Project uses best available technologies, construction, etc. practices to minimize energy use & environmental impacts	Y/N (c)		-	0.75	-	
Other criteria	Is the project located in a redevelopment project area or state Enterprise Zone? Please specify in the "notes" column.	Y/N (c)		-	0.50	-	
	Project fills critical gap in the local infrastructure or other components that are vital to the locality	Y/N (c)		-	0.50	-	
	Project significantly leverages or is leveraged by other public investment that indirectly supports project.	Y/N (c)		-	1.00	-	

Total Score 0

Footnotes:

(a)	Job type values
10	R&D
8	Manufacturing
6	Distribution/wholesale
4	Call Center
4	Retail
0	Custom: [Identify]

(b)	Enter dollar amount of committed, documented private sector investment.
0	(0 to 10 scale) - value corresponds to the ranking of project based on the % of private sector investment. Ex: The project with the highest percentage of private sector investment would receive a "10." The scale can be adjusted as necessary, while maintaining 10 as the maximum score.

(b)	Yes/No Values
10	Yes
0	No

(d)	Enter dollar amount of non-EDA public sector funds committed to project.
0	(0 to 10 scale) - value corresponds to the ranking of project based on the % of non-EDA public sector investment. Ex: The project with the highest percentage of non-EDA public sector investment would receive a "10." The scale can be adjusted as necessary, while maintaining 10 as the maximum score.

The Quantitative Project Evaluation Matrix provides a method for evaluating individual projects as well as comparing projects to one another. The criteria for evaluation fall into four primary categories: (1) Enhance local economy, (2) Regional cooperation, (3) Special conditions, and (4) Other criteria.

The inputs for all rows (with the exception of Rows 9 & 14) must be selected from the drop-down boxes. The values for cells E9 & E14 are derived from the figures input into Footnote Tables (b) and (d).

Values for responses can be adjusted within the Footnote tables. In Footnote (a), we have included an option to input a custom job type and the corresponding value in cells B34 and C34. Once included, the drop down options for cell E9 will automatically be updated. Note: IF used, custom job types and values will need to be input into each project tab individually.

The factor weights for all of the project tabs are linked to the values within the 'Input' tab.

The "Raw Score" column converts input information into quantitative values according to the corresponding unit values for these responses shown in the footnotes.

Each criterion has a corresponding factor, or weight, that translates into a "calculated score" for that particular item. The "Total Score" provides a sum of the "calculated scores," and this figure will act as a comparative measure among projects.

Note that this form should be viewed by project submitters as primarily a way of focusing attention on criteria that are both key to EDA and meaningful for general economic considerations as well.

