

San Joaquin County  
**2019-2024**  
Comprehensive  
Economic  
Development  
Strategy

**SJC**  
ECONOMIC  
DEVELOPMENT  
ASSOCIATION

*San Joaquin County  
Board of Supervisors*

*San Joaquin County Economic  
Development Association*

*Workforce Development Board*

*CEDS Task Force*



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John Solis, San Joaquin County WorkNet

Vacant, EDD

#### **Community Based Organizations**

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#### **Education and Training**

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Carol Hirota, Education

Ardria Weston, Vocational Rehab

#### **Economic Development**

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#### **Youth Council**

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### **Representing Private Sector (66%):**

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Dan Ball, Private Sector, 5th District

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David Culberson, Private Sector, At-large

Les Fong, Private Sector, At-large

Terry Givens, Private Sector, 3rd District

Jose Hernandez, Private Sector, At-large

Pat Patrick, Private Sector, At-large

Henry Peralta, Private Sector, At-large

Robin Sanborn, Private Sector, At-large

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# EXECUTIVE SUMMARY

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San Joaquin County in Northern California's Central Valley is approximately 25 +/- miles south of Sacramento and 60 +/- miles east of San Francisco. It is one of California's smaller counties by area and densely populated. According to the U.S. Census Bureau, the county has a total area of 1,426 square miles, of which 1,391 square miles is land. Because of its low inland elevation, flat drainage, and high-water table, low-lying areas of the county may experience seasonal flooding in the spring due to melting snow runoff from the Sierra Nevada Mountain range to the east.



San Joaquin County is home to several large manufacturing, food processing, logistics, medical, and agricultural companies. Agriculture is strongly represented in the County and the entire Central Valley. Top commodities (by value) in San Joaquin County are: grapes, milk, almonds, cherries, cattle, tomatoes, potatoes, hay, and silage (San Joaquin County Crop Report, 2017).

Seven incorporated cities and several unincorporated communities make up the populous of San Joaquin County.

**Escalon** (population 7,449) is located on the eastern side of the county at the intersection of State Highway 120 and the Burlington Northern Santa Fe (BNSF) railroad. The city has a total area of 2.4 square miles. Escalon's economy is largely based on agriculture.

**Lathrop** (population 21,050) is in the southern portion of San Joaquin County and is located at the convergence of Interstate 5 (I-5), Interstate 205 (I-205), and State Highway 120 (SR-120). Historically development occurred east of I-5 and north of SR-120 but the city is rapidly growth west of I-5 and south of SR-120 with new commercial and residential developments. Some of the major employers in Lathrop include Tesla, Wayfair, Kraft/Heinz, Home Depot, UPS, Del Monte, Ashely Furniture, and In-N-Out Burger. The city covers an area of 23 square miles and is centered between the Stockton, Manteca, and Tracy markets.

**Lodi** (population 64,403) is in the northernmost incorporated city in San Joaquin County at the intersection of State Highways 99 and 12. Lodi is best known for being the Central Valley's center of wine grape production. The city's terrain is flat and historically much of the land has been used for grazing and grain production. The city covers an area of 13.8 square miles. Besides grape production, Lodi is home to several large manufacturing, service, and agricultural companies.

**Manteca** (population 75,314) lies at a crossroads of State Highways 99 and 120; Interstate 5 runs along the western boundaries of the city. Rising housing prices in the Bay Area and the construction of the Highway 120 bypass has made Manteca a good alternative for commuters; the population of Manteca continues to grow. The city has a total of 17.8 square miles. The economic base includes warehousing and logistics, medical, and retail.

**Ripon** (population 15,173) in southeastern San Joaquin County borders Stanislaus County. The city has a total area of 5.5 square miles. State Highway 99 bisects the city; State Highway 120 which connects to 205 into the Bay Area is about five miles to the north. Agriculture, particularly almonds, is the primary industry.

**Stockton** (population 304,358) is the seat of San Joaquin County government. Stockton is in the center of San Joaquin County where several highways traverse and intersect the city, including: Interstate 5, and State Highways 99, 26, 88, and 4. The city has a total area of 64.8 square miles. The California Delta and several thousand miles of waterways pass through the city. The Port of Stockton, located on the San Joaquin River, connects the city and surrounding area with the San Francisco Bay Area. The Ports of Stockton and Sacramento are the only inland seaports in the state of California. Stockton’s economic base consists of manufacturing, logistics, medical, education, and government.

**Tracy** (population 87,613) is the second most populated city in San Joaquin County. Tracy is in the southwestern portion of the county, bordered by Interstate 205 on the north, Interstate 5 to the east, and Interstate 580 to the southwest. Tracy’s economic base consists of agriculture production and services, manufacturing, wholesale goods and logistics, and retail.

## Action Plan

The goals and plan of action presented in this CEDS are focused on seven areas that are key to successful economic development.

Economic Development	E.D. Marketing	Sites & Infrastructure	Small Business	Tourism	Workforce Development	Quality of Place
Balanced development Transformative jobs Integrated transportation system	Positioned to compete globally	Sites prepared to meet business needs	Improved entrepreneurial environment	A regional destination	Improved student participation & achievement Expanded training opportunities	Amenities desired by residents and workers Housing affordability Healthy air quality

## Public-Private Planning

The County and its incorporated cities are committed to continuing efforts to improve the business climate, job creation, skills development, quality of life and fiscal stability for their respective jurisdictions. The San Joaquin County CEDS Task Force and the CEDS Committee include considerable private sector representation and broad industry and agency representation. The County, Cities, local and regional agencies, businesses, and several public-private sector organizations have been working together consistently for several years to improve and stabilize the region’s economic future, business climate, infrastructure, and attract living wage jobs.

The CEDS Task Force meets on an as-needed basis to consider the overall economic development goals of the various constituencies and report back to CEDS Committee which results in a well-coordinated and well-informed local government.

The management and economic development staff of the cities and county are in frequent communication with and participate in economic development planning, programs, and efforts with key local, regional, and state organizations and agencies.

# SUMMARY BACKGROUND

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This section contains a discussion of San Joaquin County’s economic development conditions—the assets, challenges, and opportunities within the county and the region—and the initiatives or programs the communities and partners have put in place in response to these challenges and to take advantage of emerging opportunities. The discussion of the factors affecting economic development is the basis for the goals, programs and activities presented in the Action Plan.

The statistical statements are supported by research which is detailed in the Appendix, *Economic Setting*. This section is further validated by studies, reports, and plans that have been completed recently by and for the county, cities, workforce development, transportation, education, and other partners. A list of the documents that were reviewed in preparing the CEDS is included in the Appendix.

## Changing Demographics

The Appendix contains more details of the demographic trends in San Joaquin County from 2013 to 2017. Highlights from this research are noted here.

Population growth in San Joaquin county has been consistent. According to the U.S. Census, San Joaquin County and each of the incorporated cities realized growth. Of note is the growth rate of two San Joaquin cities—Lathrop (3.2%) and Manteca (2.5%)—more than twice that of the county (1.1%) and two and three times that of the state (0.8%). This level of growth impacts the need for jobs, housing, schools, transportation (highways and local roadways), and government services.

The median age of the San Joaquin County population is 34. The median age of most of the cities in the county is between 32 and 34, generally considered a stable workforce and a group with good earning potential. A concern to new and existing businesses is the talent pipeline—those in the 15 to 22 age group). The growth of this age group in San Joaquin County has been flat since 2010. On the other end of the spectrum, the group who would be considering retiring soon (ages 60 to 74) has been slowly but steadily increasing. A growing older population increases the demand for health care services, appropriate housing, and a skilled workforce to fill the jobs of retirees.

Educational attainment (the share of the population with an advanced or bachelor’s degree) in the County is below the statewide average. However, from 2010 to 2017 there was a slow but steady increase in the share of population with a college degree. A ready-for-work labor force with the skills needed to fill in-demand jobs is critical to building and sustaining a strong economy.

Five cities within the county have median household incomes at or greater than the state and the county. However, a larger share of San Joaquin County’s population (17%) is living below the poverty level than the State of California (15%). The majority of the county’s population below the poverty threshold resides in Stockton (22.4%), Lodi (16.7%), and Lathrop (12.6%).

## Skills Development and Talent Pipeline

The primary business location factor today is workforce—quantity, quality, skills, and the talent pipeline. Companies seek out communities and regions with a growing population of educated and skilled workers. They also look for the talent pipeline—the younger population, K-12 enrollments, community college and university graduates—to be confident that there will be new workers entering the labor force to replace

retiring workers and support their expansion plans. Labor sheds are also considered when evaluating competing locations and sites especially when a company's labor need is greater than what is available in a specific community.

Flexible and responsive training programs that address industry skills needs is a critical offering for a successful economic development program. The CEDS Committee and CEDS Task Force in collaboration with local employers are working together to build and enhance the County's workforce.

- Career pathways have or are being established for health care, manufacturing, logistics, aviation, agriculture, and environmental technologies.
- One example of San Joaquin County's innovative approach to workforce training is the creation of a high school apprentice program based on the successful program established in Switzerland and currently being implemented in Colorado and Michigan where secondary education is heavily focused on CTE. Students spend part of their week in classrooms and the rest of the week in a public or private sector workplace, greatly improving the transition from school life to working life. The program meets the U.S. Department of Labor's Division of Apprenticeship Standards.
- With funding from the Irvine Foundation, the Center for Business and Policy Research at the University of the Pacific is conducting an analysis of existing skills gaps in the City of Stockton that will support immediate actions to build middle-skilled employment, establish a foundation for further transformative skills development initiatives, and improve the pipeline of qualified workers. This project is Stockton-focused but because of the current commuting patterns it will benefit the entire region. While 61,500 people live and work in Stockton, nearly 49,000 Stockton residents work outside the city and over 44,000 work in Stockton but live elsewhere.
- The City of Tracy commissioned a Workforce Study that focused on the resident workforce as well as those commuting to the Bay Area. Goals of the study were to 1) understand the education and skill sets; 2) identify target industries that employ the skills of the commuting workforce; and 3) match Tracy's competitive advantages with the labor data. The report made tactical recommendations for business attraction, marketing, retention, community development, and workforce development.
- The San Joaquin County Office of Education (SJC OE) recently launched a Code Stack Academy, an accelerated coding school that trains students 18 years and over for positions in AI and technology.
- Several programs have also been implemented to improve soft skills and general employability.

### **Transportation and Logistics Skills and Training**

Work functions in today's warehousing and distribution facilities are becoming more and more complex and require increasingly advanced skills. Competition for qualified workers is now a greater challenge than it was just five years ago. San Joaquin County is a hub for e-commerce, distribution and logistics companies due to its proximity to large population centers and markets and understands that it is imperative that the region maintain a pipeline of qualified workers. The Prologis International Park of Commerce in Tracy is just one example of the numerous industrial/business parks throughout San Joaquin County that cater to e-commerce, fulfillment, and goods movement. Amazon has several distribution centers through San Joaquin County and is currently the largest private sector employer (6,500).

- The Community Workforce Initiative in San Joaquin County is a collaboration between education, San Joaquin County WorkNet, Delta Community College, and industry to enhance the skillset and breadth of the workforce to support the continued growth of the logistics and transportation sector. The initiative provides mentorship, training, internships, and a logistics career pathway.

- Key community leaders in education, workforce development, economic development have teamed up with private sector real estate developers to establish a Transportation-Distribution-Logistics career pathway that will help lead low-income adults into livable wage jobs and careers. As the program moves along, other key partners will include employers, community-based organizations, public agencies, adult schools, community college and labor agencies.
- Stockton Metropolitan Airport continues to be a catalyst for economic development in the region through a combination of an outstanding geographic location, success attracting additional commercial air carriers and expansion of the cargo operations at the airport. This continued growth at the Stockton Metropolitan Airport leads to additional skilled and unskilled employment opportunities with the various aviation industry tenants located at the airport.
- JPMorgan Chase Foundation provided funding for a three-county skills gap analysis for the distribution/logistics industry. This report is a continuation of the 2018-2019 work that profiled the evolution of San Joaquin County's goods movement system, "Warehousing, E-Commerce, and Evolving Trade Patterns in San Joaquin County." The final report, expected by December 2019, will provide a basis for regional planning and aligning training programs, and eliminating duplication.

### **Health Care Skills and Training**

Health care is a substantial industry sector in San Joaquin County. Employers include medical offices, hospitals, nursing care and assisted living facilities, rehabilitation facilities and a host of specialty services. These businesses employ approximately 32,000 workers<sup>1</sup> and depend on the local network of education and training providers to meet the growing workforce demand and changing skill sets.

- A healthcare career pathway was launched in the Northern San Joaquin Valley, which includes the counties of San Joaquin, Stanislaus, and Merced.
- UOP offers several undergraduate and graduate programs for health-related careers.
- Delta College offers health sciences career pathways and technical certifications including sports medicine.
- Healthcare is one of San Joaquin County's target industry sectors and human and financial resources are being dedicated to developing more career opportunities in a variety of occupational categories. The San Joaquin County Workforce Development Board is actively supporting the growth of this sector through its Workforce Innovation & Opportunity Act (WIOA) funding. According to the California Employment Development Department the healthcare industry continues to be one of the top three occupational growth sectors in California.

### **Agriculture and Food Processing Skills and Training**

Science and technology advancements influence both the growing and processing of food products. The skills required for employment in this industry sector are broad and changing. There is still a need for the lower-skilled workers but there is also an opportunity to train these workers for skilled jobs at higher wages, such as heavy equipment operators and mechanics. Automation is becoming more prevalent in this industry sector and advancements in agriculture machinery have displaced workers throughout the process from planting, growing, harvesting, and processing the final product.

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<sup>1</sup> Source: IMPLAN ES202 data by county, 2017; see the Appendix for more details.

The modern day “caterpillar” tractor was first designed, patented, and manufactured by Benjamin Holt in Stockton, CA. In 1925 the Caterpillar Tractor Company was formed and is now one of the largest private companies in the world. Similar to the innovation and creativity of Holt, agricultural machinery has created job opportunities in the manufacturing sector and many of these companies are located in San Joaquin County and California’s Central Valley.

Specific technical and scientific skills are also needed in farm management for water quality and efficiency, soil management, pest control, and crop or animal monitoring. The Ag and Food Processing industry sector in San Joaquin County employs about 20,000 workers<sup>2</sup> in the growing and manufacturing processes. San Joaquin County ranks 7th of the 58 California Counties in agricultural production with a 2017-2018 valuation of \$2.52 billion, anchored by grapes (wine), milk, almonds, walnuts, and cherries. Approximately 58% of the county’s total acreage is farmland which grows over 250 different commodities throughout the year and supports 3,580 farms in the County with an average size of 220 acres.

- San Joaquin Delta College offers courses and/or certifications in agri-business, horticulture, plant science, animal husbandry, and ag mechanics and engineering.

### **Manufacturing and Mechanics Skills and Training**

With the continued tight labor market manufacturers continue to report on the difficulty finding workers for their open positions which impacts their ability to maintain and grow their business. According to published federal data, in February of 2019 there were 480,000 manufacturing job openings up 73% from 2013. Technology advancements are continually changing manufacturing operations and hence skills requirements. In-demand jobs are available for all skill levels in manufacturing, industrial machinery, aviation and other transportation mechanics. Delta Community College and the University of the Pacific (UOP) have partnered with private sector employers to address these skills needs.

- Stockton Metro Airport, UOP, and Delta College, have partnered to provide skills training for the growing aviation industry; training for STEM jobs in aviation including non-pilot jobs in maintenance and mechanics.
- San Joaquin Delta College offers Career Technical Education (CTE) in engineering, machine technology, electronics, and the Cisco Network Academy. Dozens of certification programs are offered to serve existing industry and changing skill set requirements.
- San Joaquin County is creating a High School Apprenticeship program based on a successful program established in Switzerland and currently being implemented in Colorado and Michigan. In the Swiss model secondary education is heavily focused on CTE. Students spend part of their week in classrooms and the rest of the week in the public or private sector workplace, greatly improving the transition from school life to working life. The program meets the U.S. Department of Labor’s Division of Apprenticeship Standards.
- San Joaquin Regional Transit District (RTD) and Delta College established a mechanics program and offers internships for diesel mechanics.

### **Tourism and Hospitality Skills and Training**

Projected industry growth both nationally and locally combined with the about 17,000<sup>3</sup> already employed in the hospitality industry in San Joaquin County creates demand for education and skills training. The San

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<sup>2</sup> Source: IMPLAN ES202 data by county, 2017; see the Appendix for more details.

<sup>3</sup> Source: IMPLAN ES202 data by county, 2017; see the Appendix for more details.

Joaquin region’s long history of grape production has expanded and transformed the region into a popular winery destination. Lodi was named the “Wine Region of the Year” by Wine Enthusiast Magazine in 2015 and today is home to over 85 boutique wineries specializing in small-lot, handmade wines that have earned distinguished awards at domestic and international wine competitions.

Along with the boutique wineries are tasting rooms, shops, and an expanding agri-tourism industry and a demand for the expected amenities—lodging, fine dining, arts and entertainment.

San Joaquin County is at the heart of the California Delta which provides a variety of tourism and recreational amenities throughout this 1,000-mile waterway. A host of marinas offer numerous watersport options and house boating is a tourist favorite. The Delta is home to world-class largemouth bass and hosts many national tournaments throughout the year.

- The San Joaquin County economic development and education partners are meeting this demand with programs like Delta College’s pathway for Tourism and Hospitality careers which was sparked by the Great Wolf Resort development in Manteca.

## Infrastructure

Capacity of San Joaquin’s infrastructure is critical to its ability to maintain and grow the economic base and provide necessary services to businesses, residents, workers, and visitors. The County and each of the Cities continually invest in infrastructure to maintain the area’s quality of life and economic competitiveness. Given limited financial resources and municipal budget constraints, jurisdictions and agencies work individually and jointly to expand service, maintain and upgrade equipment, and build sustainability into public services wherever they can.

### Water

Water infrastructure in San Joaquin County includes canals, dams, wells, pipelines, and treatment plants. Aging systems and increasing demand for flood control requires significant improvements to the County’s infrastructure. Water is a critical resource for residents, businesses, farms and ranches and the County strives to be responsive and meet existing service needs while ensuring that new facilities are strategically located to serve new development and have enough capacity to meet demand.

The cities and most unincorporated areas of the County are served by water districts or municipal water systems, however there are some communities that rely on private wells and groundwater. Most water districts in San Joaquin County have been transitioning away from groundwater sources to surface water to reduce overdraft of groundwater. The County supports efforts to conserve, manage and obtain adequate water supplies and develop water storage facilities to meet anticipated increasing water demands.

Water delivery in San Joaquin County is provided by several agencies and projects including Federal, State, regional, and local water projects; special districts (e.g., irrigation, water, and water conservation); and private water systems. Irrigation and domestic water systems within San Joaquin County are operated and maintained by irrigation districts, water districts, and water conservation districts.

### Wastewater Treatment

Sanitary sewer service within the county is generally provided by special districts including community service districts, public utility districts, sanitary districts, and sewer maintenance districts. Some special district sewer systems are connected to cities but are independently operated and serve smaller portions of the county; others provide sewer collection service only and contract with surrounding agencies for

wastewater treatment and disposal. The major sewer district areas in San Joaquin County have their own sewer treatment facilities and they provide sewer services to large populated areas. There are areas within the county that lack sanitary sewer infrastructure and are serviced by individual or community septic systems.

## **Solid Waste**

Solid waste collection in San Joaquin County is provided by:

- Foothill Sanitary Landfill: 800 acres, permitted until 2082
- North County Recycling Center and Sanitary Landfill: 320 acres, closure date expected in 2046
- Lovelace Materials Recovery Facility and Transfer Station: 15 acres, receives a daily average of 325 tons of waste which is transported to Foothill Sanitary Landfill on County-owned trucks

## **Communications<sup>4</sup>**

The fastest download speeds in San Joaquin County are 52.96 Mbps, which is 115% faster than average in California and just 19% faster than the U.S. average. The slowest speed is only 17.7 Mbps which is 28% slower than the California average and 141% slower than the U.S. average. The speed in most of the communities and areas in the county in the 50 Mbps to 43 Mbps.

In San Joaquin County, approximately 46,000 people do not have access to 25mbps wired broadband and just 7% of residents have fiber optic internet. Some of the cities, particularly Manteca and Lodi, are very limited in their choices of wired broadband providers.

The county is also lacking in municipal fiber, underground conduits, and dark fiber. Cities without this infrastructure are limited in their efforts to implement any Smart City initiatives and their economic development competitiveness is decreased.

## **Developments and Opportunities**

Throughout the county there are several industrial and business parks, commercial and professional office parks, and retail developments which are the basis for the County's and Cities' business attraction, retention, and expansion efforts. Overall the real estate climate in San Joaquin County is improving as evidenced by the following factors reported by CBRE and Colliers International.<sup>5</sup>

- Lease rates have increased from \$1.45 to \$1.61 from the 1Q2018 to 4Q2018.
- The industrial vacancy rate in the Central Valley at the end of Q12019 was 6 percent; the office vacancy rate was down for the fifth consecutive quarter, 8.3 percent in 4Q2018.
- The 2019 industrial market is active; millions of square feet of construction are planned or underway.

## **Business and Industrial Parks**

- The Prologis International Park of Commerce (ICP) in Tracy is an 1,800-acre master planned business park with over one million square feet of space suited for e-commerce fulfillment, warehousing, and

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<sup>4</sup> Source: [www.broadbandnow.com](http://www.broadbandnow.com) and community interviews

<sup>5</sup> CBRE. *Marketview: Central Valley Industrial*. 2019. Colliers International. "2018 4Q Central Valley Office Market Summary"

high-tech manufacturing set to be delivered in late 2019 adding to the several million square feet occupied by Amazon, Medline and many others.

- AirPark 599 Business Park in Stockton is anchored by the Stockton Metropolitan Airport. The 550-acre master-planned business park is expected to build out at five million square feet of corporate office space, industrial and logistics sites, retail and hotel sites, and open space.
- NorCal Logistics Center in Stockton, 342-acre industrial park with direct access to Highway 99 and within three miles of Stockton Metropolitan Airport, is fully entitled and offers permit-ready sites. Plans are for 1.9 million square feet to be developed.
- The 4,000-acre Port of Stockton facility has 7.7 million square feet of covered warehouse space, approximately 130 tenants, and approximately 700 acres available for development—representing over 5,000 jobs.<sup>6</sup>
- The City of Lodi’s 2010 General Plan identifies approximately 1,000 acres southeast of the existing city limits for future expansion; designated as commercial, business park and industrial.
- Spreckels Business Park in Manteca is a 312-acre mixed use development with direct access to Highways 99 and 120 and within seven miles to Interstate 5. The park includes approximately 174 acres for industrial, 70 acres for business park, and 68 for retail development.
- Phelan Lathrop Gateway is a master planned industrial park slated for 3,018,025 square feet of building space at full build-out. It is located in the City of Lathrop just east of I-5 and north of SR-120. The first phase of development will include two state-of-the-art Class A buildings totaling one million square feet.
- TriPoint Logistics Center is a master planned industrial park located in Lathrop at the southeast corner of I-5 and SR-120. The development is approved for 4.5 million square feet within 10 buildings. Wayfair’s e-Commerce fulfillment center is the park’s first tenant.
- Penske Logistics opened a 551,575 square foot distribution center in Manteca (2018) and quickly expanded to add 278,700 square feet. The project is approved for up to 1.2 million square feet. The same developer is working on a 6.8-acre short-term storage lot to facilitate transferring containers and trailers to and from Union Pacific Railroad cars.

## Opportunity Zones

- The City of Stockton has 19 designated Opportunity Zones located throughout the city—Downtown, South Stockton, East Stockton, Midtown, and North Stockton. Improvements and development opportunities have been identified for each Zone and are being marketed through an Opportunity Zone website and a 60-page prospectus which can be found at [www.opzonesstockton.com](http://www.opzonesstockton.com).
  - Downtown: opportunities for mixed-use, water recreation, office and commercial, conference center, hotel, two affordable multifamily housing developments (one for veterans), restaurant or brewery, shared workspaces, live/work spaces, artist hub and studios; key employers and businesses include: City of Stockton, San Joaquin County, the Port of Stockton, Stockton Arena, Stockton Ballpark, and the Downtown Marina

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<sup>6</sup> Source: Port of Stockton, 2019

- South Stockton: master planned business park (Airpark 599) for office, industrial, airport and logistics related businesses, retail, hospitality, biofuel commuter aircraft, medical clinics, affordable housing; key employers include: World Class Distribution, Amazon Distribution, O’Reilly Auto Parts
  - East Stockton: warehouse, distribution, agriculture, and industrial uses; employers include Coca-Cola Bottling, Burlington Northern Santa Fe Railroad Intermodal Facility
  - Midtown: businesses that compliment existing educational and medical uses and workers; University of the Pacific, California State University Stanislaus Stockton Center, St. Joseph’s Medical Center, Miracle Mile outdoor shopping center
  - North Stockton: mix of uses including retail shopping, multi-family and single-family residential, education facilities; employers include: Humphrey’s University, and several major retailers that serve the residential areas
- The City of Lodi has one Opportunity Zone that totals approximately 255 acres along Highway 12 north to E. Lodi Avenue and spans north/south between Sacramento and Central Avenues. Key employers located within the Opportunity Zone include food processors Pacific Coast Producers, M&R Company and H-G Vineyards; and supplier companies such as MEPCO Label System. The City has plans for improvements to interchanges along State Route 99/Turner Road interchange (included in priority projects). The intersections slated for improvements are adjacent to the Opportunity Zone and will improve truck and traffic access to development parcels in the Opportunity Zone.
  - Some Opportunity Zones envelop property that is located in both the City of Stockton and San Joaquin County. These Zones are 003700, 003803, and 000801 and include portions of French Camp and the Stockton Metropolitan Airport.

### **Downtown and Retail**

- New major retail operations include Sprouts and PetSmart in Lodi.
- Restaurants, wine tasting rooms, art galleries, and boutiques are becoming more and more prevalent in and around Downtown Lodi. The Sunwest Village Shopping Center on Highway 12 offers 340,000 square feet of new retail space that is anchored by a Walmart Supercenter.
- Recent revitalization efforts in Downtown Stockton have been successful in attracting private sector investment. The City is continuing to support downtown’s renaissance with city-owned land and buildings and master plans for retail, mixed use, residential, and recreational developments.
- Tracy is experiencing increased demand in the downtown for dining, shopping, services, and other amenities due to new companies locating in the business parks and a resurgence of residential development. There is currently approximately 46,700 square feet of land/buildings available for development in Downtown Tracy. Many of the buildings in downtown are 50 to 100 years old, in need of repair and renovation. To help offset costs and support private investment a Façade Improvement Matching Grant Program was established through CDBG.
- The City of Tracy is in the process of developing a Transit Orientated Development Plan for the downtown area, to complement the proposed Valley Link rail line which will run through downtown Tracy.

- As noted earlier, Lathrop’s population and housing growth rate is more than twice that of the County and three times the rate of the state. With 350± acres of prime property zoned for commercial retail it is attracting the interest of multiple retailers and investor/developers.

### **Mixed Use**

- Located in Ripon, North Pointe is a 310-acre, mixed use community offering private parcels from .43 to 26 acres, 1.7 million square feet of commercial space, and over 1,000 residential. The North Pointe Specific Plan provides a complete financing plan for common infrastructure, planned land use, and design guidelines. North Pointe currently consists of the Mistlin Sports Park, almond orchards, horse stables, manufacturing plants, trucking facilities, commercial uses, and 165 acres of undeveloped land. Plans for the undeveloped land includes 56 acres for commercial space, 45 acres for mixed use, 59 acres for residential, and 5 acres for professional office space.
- A 51-acre master planned development between in the City of Stockton will provide live/workspaces, and 92,000 square feet of retail and commercial space.
- The City of Stockton has approximately 17 acres available for development as mixed use, retail, commercial, affordable housing.
- The City of Stockton also has 87,000 square feet in downtown available for mixed use, and retail.
- Reynolds Ranch in Lodi is a 200-plus acre master-planned community designed to take advantage of the local wine culture. The development is planned to include several housing options and retail.

### **Tourism and Recreation**

- Big League Dreams in Manteca is one of eleven well-known similar facilities located throughout the western United States. The Manteca location includes a 20,000 square foot soccer pavilion, flag football fields, batting cages, a Stadium Club restaurant, and several other visitor amenities. The facility houses local leagues, draws visitors for multi-day tournaments and special events.
- Stockton Arena is an indoor, multi-use stadium that seats 10,000 to 12,000 for concerts, 11,000 for basketball, 9,700 for hockey, soccer, and football. The Arena is part of the Stockton Waterfront Events Center located downtown and includes Banner Island Ballpark, the University Plaza Waterfront Hotel, and will eventually include a marina, high-rise condominiums and a transit center.
- River Islands, a 5,000-acre master planned community in Lathrop, has completed development of a new baseball complex and soccer field which is attracting leagues and players from across the region.
- San Joaquin County is home to about 85 wineries and due to their ongoing success and abundant grape production, more can be expected.
- The Great Wolf Resort in Manteca, expected to be operational by 2020, will be the second largest employer in Manteca. Using a Public/Private Development Agreement, the City of Manteca transferred 29 acres to Great Wolf Resorts, Inc. to develop a six-story, 500-room hotel that includes a 95,000 square foot indoor water park, pool, and other entertainment venues for guests. Also planned is a family entertainment center for the general public that will include restaurants, play areas, arcade, and a bowling center.

Overall the project will total approximately 500,000 square feet and represent a \$180 million investment. Initially approximately 1,400 construction jobs will be created over a two-year period. Long-term, 250 full-time jobs and another 250 part-time jobs will be created. Direct and indirect impacts

expected from this project and the anticipated 500,000 visitors a year includes additional private sector investment in restaurants, vineyard tasting rooms, retailers, theaters, other visitor amenities, and the resort’s use of local vendors for goods and services.

- Legacy Fields Sports Complex serves as a new sports destination to meet the growing regional demand for soccer, baseball, T-ball, and softball fields. It is located on N. Tracy Boulevard in Tracy, north of I-205. The first phase of the complex is 72 acres which includes ten baseball fields and eight soccer fields. At full build-out the complex will consist of 166 acres and serve as the largest multi-sport facility in the region. The Legacy Fields Sports Complex has served as an economic driver for Tracy by attracting new hotel, dining, entertainment, and retail options to the area.
- Tracy Aquapark, planned to open in 2021, is a public-private partnership between the City of Tracy and The Surland Companies, a real estate development firm located in Tracy. The project is expected to generate about 1,000 jobs for this industry sector. Plans are to build a 20-acre family-oriented destination center with 50- and 25-meter pools, water slides, workout center, and cabanas.

## Affordable Housing

The Housing Authority of San Joaquin County maintains several programs and housing options to assist the low to moderate income population.<sup>7</sup>

- Sierra Vista Homes (South Stockton)—391 single story and two-story duplexes, triplexes, and four-plex family homes, one to five bedrooms.
- Conway Homes (Stockton)—436 family units ranging from one to five bedrooms.
- Tracy Homes (Tracy)—195 single-family units ranging from one to five bedrooms.
- Thornton Homes (San Joaquin County)—50 family units ranging from one to four bedrooms.
- Additionally, there are a total of 69 low-income apartment complexes that contain 5,600 units of which half (2,790) are rent assisted.<sup>8</sup>

New housing developments are planned throughout the county.

- Liberty Square in Downtown Stockton is an affordable housing project for veterans that will provide 74 multi-family units near medical services, and public transit.
- Another affordable housing development in Stockton is the Grand View Village which will provide 62 multi-family units and an 11,000 square foot market.
- The City of Tracy issued a Request for Proposals for the creation of affordable rental housing in June 2019. Up to a maximum of \$4 million in funding is available to support predevelopment, acquisition and construction, or rehabilitation of affordable rental housing. The proposal selection is anticipated to be completed by the fall of 2019.

## Transportation

- Projected to be operational in 2020, the **Ripon Multi-Modal Station** will serve as a regional hub for alternative modes of transportation—bike, bus, and train. The three-acre, 7,000 square foot multi-modal station will be located near downtown Ripon and will feature 150 off-street parking spaces,

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<sup>7</sup> Source: <http://www.hacsj.com/>

<sup>8</sup> Source: [www.affordablehousingonline.com](http://www.affordablehousingonline.com)

bus loading and staging area, platform for the Altamont Commuter Express (ACE) train connections. The expansion of ACE train service provides a connection between San Joaquin County and Bay Area for commuting workers, shopping, and recreational uses.

- **Valley Link** is another transportation alternative that will connect San Joaquin County with eastern Alameda County through a direct connection to BART and ACE. It is intended to connect the existing Dublin/Pleasanton BART Station to the proposed ACE North Lathrop Station. Additional phases of the project would extend service to the North Lathrop Station to the ACE and Amtrak Stockton Station and add stations at downtown Tracy, Mountain House, and River Islands in San Joaquin County. A primary goal of Valley Link is sustainability by reducing greenhouse gas emissions, operating on renewable energy, integrating transit networks, and providing benefits to disadvantaged communities.
- **Stockton Metropolitan Airport** is the air transportation component connecting San Joaquin County to the United States and abroad. The Airport has become a viable air transportation alternative to the region with the addition of United Airlines twice-daily service to Los Angeles International Airport combined with existing Allegiant service to Las Vegas, San Diego and Phoenix. These flight destinations have increased the number of passengers traveling through the airport enabling the addition of a second TSA security-screening lane. The goals of adding additional flights and/or destinations at Stockton Metropolitan Airport is also the addition of aviation sector jobs and the ability to potentially reduce traffic congestion on the region's highways thereby reducing pollution caused by this traffic.

## Air Quality

The San Joaquin Valley Air Pollution Control District consists of eight counties, including San Joaquin. The District has about two dozen sites established throughout the Central Valley to monitor the air and pollutants. Three sites are located in San Joaquin County (Stockton, Tracy, and Manteca). Air pollution in the San Joaquin Valley stems from industrial operations, vehicles (autos, diesel trucks, and farm equipment) and consumer products. Natural challenges also play a large part in the ability to maintain clean, healthy, air in the valley. Area designation for San Joaquin County as of May 2019 is nonattainment for ozone and PM2.5, and attainment for PM10 and Carbon Monoxide.<sup>9</sup>

Jurisdictions, businesses, and people in the Central Valley met the challenge and moved from nonattainment to attainment in CO and PM10. Billions of dollars of investment by businesses, innovative regulations, and dedication have helped make historic improvements in air quality—in 2013 the Valley was the first air basin in the country to go from an extreme nonattainment designation to attainment.

The District continues to work towards maintaining a healthy air quality through innovative strategies for achieving and maintaining attainment, non-regulatory measures, incentive programs, technology advancement, community outreach and education programs on energy efficiency, green purchasing and encouraging cleaner methods of generating power.

## Business Activity

- San Joaquin County businesses have participated in the State of California's CalCompetes program since its initiation. Their participation to-date represents nearly 3,300 jobs and \$389.8 million invested in San Joaquin County.

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<sup>9</sup> Source: San Joaquin Valley Air Pollution Control District staff; May 28, 2019

- Thirteen industry sectors (including non-retail, manufacturing and service firms) in San Joaquin County have each added at least 100 jobs in the past seven years; several industry sectors added over 1,000 jobs. The total net new jobs created by these firms over the past seven years was 36,250. These industry sectors are estimated to be growing faster than the U.S. average for that industry (see Appendix, Economic Setting, Figures 21 and 22).
- WorkNET provided services to 2,470 workers impacted by closures or layoffs from April 2018 to March 2019. Workers were employed in manufacturing (47%), retail (34%), transportation and warehousing (14%) and other industries (5%), e.g. healthcare, utility, insurance. Several layoffs were due to corporate buyouts and workers were retained (not included in the 2,470 total). Generally, the purchasing company gave workers preference to apply for positions.

## Economic Resiliency

San Joaquin County and the California Central Valley region have a history of experiencing and overcoming natural and man-made disasters including flooding, wildfires, drought, air and water quality; and economic challenges, e.g. national economic downturns, budget constraints, state and federal mandates, and disruptions like the PG&E bankruptcy. Local jurisdictions, agencies, and community nonprofits work continuously to monitor and identify resources to mitigate these challenges.

San Joaquin County economic development staff and partner agencies have built a network of strong partnerships and communications to monitor, prepare for, and respond to natural disasters or economic disruptions.

### Economic Resiliency

- A primary goal of the jurisdictions in San Joaquin County is to diversify the economic base because the greater the variety of industries in an area, the more resilient the local economy can be if/when a major disruption occurs within a particular industry or cluster of industries.
- San Joaquin WorkNet dedicates staff conducting outreach to local the business community. Frequent and regular contact with business owners and managers helps to identify potential expansions and detect critical issues, e.g. workers, skills, infrastructure, expansion space, or financing. This knowledge acts as an early warning system for the economic development professionals who can then anticipate and plan for changing economics, declining industries, new technologies, possible employer downsizing or closure, decline of an important industry, and changes in the workforce or skills.
- Business assistance partners host workshops for businesses and entrepreneurs. Topics include business planning, succession planning, hiring and training, financing.
- Public education, awareness, and communications including promoting local Emergency Alert options (via radio, TV, Facebook, Twitter, YouTube, Nextdoor, etc.).

### Disaster Preparedness and Recovery

Proper land use, planning, monitoring and investing in infrastructure are tactics used to safeguard the county against natural disasters.

In May 2018, San Joaquin OES updated their Local Hazard Mitigation Plan (LHMP) which was subsequently approved by FEMA. The plan will be updated again in 2023. During the compilation of the current plan, OES identified over 40 possible threats (natural, technological, and human-caused) and identified those

most likely to occur in San Joaquin County. The plan addresses the County's capacity and operational strategies to reduce the vulnerability and respond effectively when need arises.

San Joaquin County Office of Emergency Services (OES) hosts quarterly meetings with stakeholders to work on and ensure there are common operations, training, and exercises as well as share information, plans, and resources. Attendees include staff from county and local jurisdictions: OES, Human Services Agency, Public Works, Engineering, Environmental Health, Police/Sheriff and Fire Departments and/or Districts, IT, utilities, Stockton Metro Airport, Port of Stockton, and medical facilities.

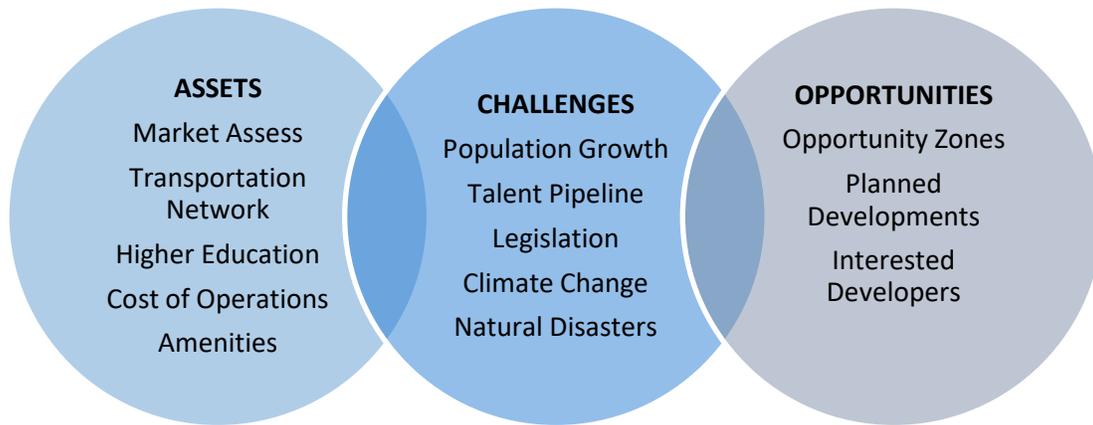
Community jurisdictions and special districts have signed Cooperative Agreements which allows for shared personnel resources during an emergency activation. Qualified personnel are able to fill emergency operations center (EOC) positions within the local area government.

Cities have a staff office or a designated staff member serving as the main point of contact for emergency services. The local offices coordinate with county, state, and federal officials.

County and local jurisdictions' websites have emergency preparedness information and guides including evacuation and flood contingency maps, preparedness guide, and links to state and federal resources; the County OES is also active on Social Media (Twitter, Facebook, YouTube, and Nextdoor).

# SWOT

This section presents San Joaquin County’s economic development Assets, Challenges, and Opportunities—the factors that affect the County’s and Cities’ ability to be successful in economic development.



## Strengths and Assets

- Consistent population growth (growth comes with challenges, noted below).
- Transportation network including inland deep-water port, several major highways and interstates, airport, rail system, commuter rail lines support manufacturing and logistics sectors.
- Access to major metropolitan markets, customers, and workforce.
- Diverse industry clusters including agriculture, ag services, food processing and supporting businesses, warehousing and logistics, manufacturing and a growing wine and tourism industry.
- Market-ready industrial and commercial sites, active downtowns.
- Higher education institutions: San Joaquin Delta College, University of the Pacific, California State University Stanislaus Stockton Center.
- Industry-specific career pathways and training programs.
- The share of the population with a college degree is slowly increasing.
- Recreation opportunities and facilities: waterfront, parks, biking and walking trails, sports facilities.
- Lower cost of living compared to other areas in California; housing is the largest cost factor yet homes are appreciating more in the San Joaquin market than in the state as a whole; median home prices (2017) in the communities ranged from \$220,000 to \$381,000 (Appendix, Economic Setting, Figures 12 and 14).
- Strong partnership with Delta College, University of Pacific, San Joaquin Partnership, Chambers of Commerce, SBDC, Valley Vision, Central Valley Partnership, Team California.
- The San Joaquin County Office of Education’s Code Stack Academy.

## Challenges and Threats

- The Pacific Gas & Electric bankruptcy is currently impacting economic development because, to a prospective business looking at the State for a new or expansion location, pending changes are unknown which means a big risk. Changes stemming from the bankruptcy could include restructuring, new utility providers, higher rates, and new regulations. On the plus side, changes could also include safety improvements and an opportunity for municipalities to enter the power delivery service.
- Reclamation District 17 (RD 17) which includes portions of Lathrop, Manteca, Stockton, and San Joaquin County, is subject to the 2007 legislation SB5 which requires them to have a higher level of flood protection than is required by FEMA. This could cause development along the Delta or west side of I-5 to be curtailed. San Joaquin County and Cities have certified that they are making adequate progress on the 200-year flood plan although criteria have been delayed and changed.
- The minimum wage in California, which is currently \$11 per hour, will increase to \$15 per hour by 2022. According to the 2018 *Economic Outlook: The City of Manteca and Surrounds* by Dr. Thomas Pogue of the University of the Pacific, approximately 47% of the jobs in the area will be affected by this legislation. By contrast, in the Bay Area only about 25% of workers will be affected. The impact of this legislation will be felt much more in the San Joaquin region and employers will be hard pressed to absorb the increased cost, thereby diminishing some of the region's competitiveness.
- Population growth experienced by the County and Cities impacts the need for jobs, housing, schools, transportation, and government services.
- Talent pipeline (age 1-14) is shrinking, there has been little or no growth between 2010 and 2017 (see Appendix, Economic Setting, Figure 5).
- The older / retiring population in San Joaquin County is growing and impacting the demand for health care, appropriate housing, and a talent pipeline to fill the jobs vacated by retirees.
- A large share of the population is at or below poverty level (Appendix, Economic Setting, Figure 7).
- Nearly every industry has an increasing need for more advanced skills.
- While the cost of living and doing business is lower in San Joaquin County compared to the rest of the State, these costs are higher in California in relation to the national average.
- Telecommunications infrastructure is insufficient.

## Opportunities

- Market-ready properties, business parks, commercial office complexes, and retail centers.
- Housing development for all economic markets.
- Twenty Opportunity Zones located in Stockton, Lodi, and unincorporated San Joaquin County.
- Bay Area and Silicon Valley industry and entrepreneurs looking for lower costs with no loss of market access.
- Downtown revitalizations.
- Exploration of agtech, hydroponics, and vertical farming.
- Investment in broadband infrastructure capacity, inter-city connectivity nodes, and data centers spread throughout the county.

- Development of a software and technical workforce pipeline to lure tech companies to the region.
- Nautilus Data Technologies (Pleasanton) presented their highly innovative new technology that could be accommodated by a location at the Port of Stockton. Nautilus successfully launched their prototype—a data center that operates on a flat barge and uses river water to cool servers allowing for higher performance at lower costs.

# ACTION PLAN

## Vision

San Joaquin County will be the agricultural heart of California with sustainable and abundant water resources, desirable and safe communities, a strong and globally connected economy, and thriving and pristine natural resources. (San Joaquin County General Plan)

## Action Plan

The plan of action presented below implements the goals of the 2019-2024 San Joaquin County Five-Year Comprehensive Economic Development Strategy and is consistent with the jurisdictions and partner agencies’ missions and goals. The project numbers correspond to the project identifier in the Capital Projects matrix found in the Appendix where projects are described and prioritized.

Goals — Action Items	Program Operators
<b>Economic Development</b>	
Goals:	
<ul style="list-style-type: none"> <li>▪ Provide for orderly, well-planned, and balanced development that diversifies the economic base in the Cities and County of San Joaquin.</li> <li>▪ Create transformative job opportunities for residents in existing and emerging industries, e.g. agri-tech, medical services, advanced manufacturing and logistics.</li> <li>▪ Develop and maintain an integrated, sustainable, multi-mode transportation system that enables safe and efficient movement of goods and people.</li> <li>▪ Develop and nurture an innovation culture to facilitate technology-based business recruitment and job creation.</li> <li>▪ Upgrade county-wide broadband infrastructure to include fiber metro loops for all cities and expanded network capacity to accommodate future smart-city initiatives including; smart lights, autonomous vehicles, smart sensors, smart traffic cameras, and other innovative technologies.</li> </ul>	
(4) Lathrop Road and I-5 Interchange Improvements	City of Lathrop
(5) Louise Avenue and I-5 Interchange Improvements	City of Lathrop
(6) Roth Road and I-5 Interchange Improvements and Harlan Road Realignment	City of Lathrop
(7) State Route 120 and Yosemite Avenue Interchange	City of Lathrop
(8) State Route 120 and Harney Lane Interchange Improvement	City of Lodi
(9) State Route 99 and Turner Road Interchange Improvement	City of Lodi
(13) McKinley Avenue Interchange	City of Manteca
(15) ACE Commuter Train Station Relocation	City of Manteca
(16) Regional Expressway Corridor Improvements	City of Ripon
(19) North Stockton Widening and Interchanges	City of Stockton
(27) STAA Terminal Access Route Improvements	City of Stockton
(32) Hammer Lane Widening	City of Stockton
(36) I-205 / Lammers Road Interchange	City of Tracy
(38) I-205 / MacArthur Road Interchange Improvements	City of Tracy
(41) New I-205 at Paradise Road/Chrisman Road Interchange	City of Tracy

Goals — Action Items	Program Operators
(42) I-205 at Grant Line Road Interchange Improvements	City of Tracy
(43) I-580 at Mountain House Parkway Overcrossing Upgrade	City of Tracy
(44) I-205 at Mountain House Parkway Overcrossing Upgrade	City of Tracy
(45) Bridge Widening at Delta Mendota Canal and Mountain House Parkway	City of Tracy
(46) Bridge Widening, CA Aqueduct and Mountain House Parkway	City of Tracy
(47) MacArthur Above-Grade Crossing over UPRR Mococo Line	City of Tracy
(48) Schulte Road and Bridge Expansion	City of Tracy
(49) Chrisman Road Overpass Crossing for Northeast Industrial Park	City of Tracy
(52) Terminal Apron Expansion	SJ Metro Airport
(53) Widen Cargo Apron	SJ Metro Airport
(54) Install Airport Perimeter Fencing	SJ Metro Airport
(55) Modernize and Expand the Terminal Building	SJ Metro Airport
(56) Baggage Movement System	SJ Metro Airport
(57) Rehabilitate Runways	SJ Metro Airport
(58) Air Cargo Facilities Infrastructure Improvements	SJ Metro Airport
(59) Taxiway B Extension	SJ Metro Airport
(61) Parking Improvements	SJ Metro Airport
(63) Army Sharpe Depot Master Utility Planning	Port of Stockton
(64) West Complex Rail Line	Port of Stockton
(65) Washington Street East Complex Access Improvements	Port of Stockton
(66) West Complex Railroad Bridge Replacement	Port of Stockton
(67) Roberts Island Bridge Alignment	Port of Stockton
(70) Employer Services	WorkNet
(77) Rapid Response	WorkNet
(78) One-Stop Employment Service	WorkNet
(79) Valley Link Megaregion Rail Connection	JPA
<b>Economic Development Marketing</b>	
Goal: Position San Joaquin County to compete with other regions throughout the state, nation, and world.	
(31) Global Climate Change Mitigation Incentive Fund	City of Stockton
(69) San Joaquin County Strategic Plan Update	San Joaquin Partnership
<b>Sites and Infrastructure</b>	
Goal: Provide opportunities for expansions and new business locations by preparing sites with proper zoning and infrastructure that meets the needs of existing companies and those that want to expand or locate in San Joaquin.	
(1) Water Supply Tank and Pump Station Construction	City of Escalon
(2) Nick Degroot Water Treatment Plant Connection	City of Escalon
(3) Wastewater Treatment Plant Conversion	City of Escalon
(11) High-Speed Broadband Communications Infrastructure Upgrades	City of Manteca
(12) North/Central Truck Sewer	City of Manteca
(14) Storm Water Management Area 39, 39 Drain Line	City of Manteca
(17) South San Joaquin Irrigation District (SSJID) Water Project	SSJID, City of Ripon
(18) Regional Storm Water Detention Basin	Ripon and Manteca, SSJID
(20) Regional Wastewater Control Facilities Modifications	City of Stockton
(28) Lincoln And Church Streets Sewer and Lift Station	City of Stockton
(29) Channel (Smith Channel) Storm Drain Pump Station	City of Stockton
(30) Northeast Reservoir No. 1 and Pump Station	City of Stockton
(33) French Camp Reservoir and Pump Station	City of Stockton
(35) Tracy Water Zone 3 Water Transmission Main	City of Tracy

Goals — Action Items	Program Operators
(37) Holly Sugar Recycled Water Line	City of Tracy
(40) Wastewater Effluent Discharge Pipeline	City of Tracy
(50) Holly Sugar Recycled Water Line Extension	City of Tracy
(68) Electrical Substation Expansion	Port of Stockton
<b>Small Business and Entrepreneurship</b>	
Goal: Improve the entrepreneurial environment and support system.	
(34) Kitchen Incubator / Food Haul	City of Stockton
(39) Incubator / Business Accelerator Development	City of Tracy
(72) Business Incubator	WorkNet
(73) Entrepreneur Challenge	WorkNet
(74) Business Workshops	WorkNet
(75) Employee Outreach, Recruitment, Assessment	WorkNet
(80) San Joaquin County Revolving Loan Fund	WorkNet, County EDD, SJCEDA
(81) Women Entrepreneurs	WorkNet, SBDC, Delta College
(82) Business Incubator Loan Program	WorkNet, SJCEDA, SBDC
<b>Tourism</b>	
Goal: Build San Joaquin County’s tourism industry into a regional destination and strong economic driver by expanding existing venues and amenities, e.g. the wine industry, agritourism, waterways, entertainment, cultural events, and athletic venues.	
(71) Mystery Shopper	WorkNet
<b>Education and Workforce Development</b>	
Goals:	
<ul style="list-style-type: none"> <li>▪ Improve the level of student participation and achievement by adding new learning programs and choices.</li> <li>▪ Expand educational and training opportunities to support residents finding gainful, well-paid employment within the community.</li> </ul>	
(10) Lodi Innovation Mall	City of Lodi, Schools, Colleges
(51) Manteca Farm	Delta College
(76) Job Training	WorkNet
<b>Quality of Place</b>	
Goals:	
<ul style="list-style-type: none"> <li>▪ Cultivate a robust quality of life by seeking and supporting projects that add to the amenities desired by residents, workers, and visitors.</li> <li>▪ Promote the development of affordable and market rate housing that matches the needs of the local residents and workers.</li> <li>▪ Continue efforts to improve and maintain healthy air quality and protect natural and cultural resources.</li> </ul>	
(21) Airport Way Streetscape Beautification Phase V	City of Stockton
(22) Arch Road Widening and Beautification	City of Stockton
(23) Waterfront Connection Project Phase II	City of Stockton
(24) Miner Avenue Complete Street and Revitalization Phase II	City of Stockton
(25) California Street Rehabilitation Project	City of Stockton
(26) Thornton Road Widening	City of Stockton
(60) Aircraft Rescue Fire Fighting Vehicle	SJ Metro Airport
(62) Add second TSA security screening lane	SJ Metro Airport

# Evaluation Framework

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

Performance Metric	2019	2020	2021	2022	2023	2024
<b>Employment</b>						
Manufacturing						
Food Processing						
Logistics						
Information Technology						
Health Care						
Lodging, Visitor Attractions						
Labor Force Participation Rate						
<b>Industry Growth</b>						
New Company Locations						
Company Expansions						
Capital Investment						
Non-Residential building permits						
<b>Income</b>						
Median Household Income						
Per Capita Income						
Number at/below Poverty Level						
<b>Education and Skills</b>						
High School Graduates						
CTE Enrollment						
<b>Housing</b>						
Median Housing Price						
Affordable Housing Units						

Sources:

- Employment and Participation Rate: California Employment Development Department Industry Employment; Unemployment Rate
- Industry Growth: reported by individual jurisdictions
- Income: U.S. Census Bureau’s American Community Survey Five-Year Estimates
- Education: U.S. Census Bureau’s American Community Survey Five-Year Estimates
- CTE Enrollment: San Joaquin Delta College CTE Dean
- Housing: U.S. Census Bureau’s American Community Survey Five-Year Estimates, [www.bestplaces.net](http://www.bestplaces.net) or regional real estate reports
- Affordable Housing Units: local jurisdictions

San Joaquin County  
2019-2024 Comprehensive  
Economic Development Strategy

**APPENDIX**

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# CAPITAL PROJECTS

This section presents the projects and activities underway and planned by the San Joaquin County Economic Development departments, agencies, and partners. Each project listed includes a brief description of the activity, improvements, and benefits to the community, residents, and economic development. The status, or priority, of each project is also indicated. A priority ranking of 1 means the project is or soon will be underway; 2 indicates the project is planned and budgeted; 3 indicates the project is planned but not funded.

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
CITY OF ESCALON			
<p><b>1. Water Supply Tank and Pump Station</b></p> <p>Project includes the construction of a 1.0-million-gallon water storage tank and associated pump station within the City of Escalon. Completion of project will provide adequate flow capacity, emergency storage, water supply for peak hours and protect the supply of water to citizens to meet the maximum daily demand and enhance services for economic development and expansion.</p>	3	2024	\$3.5 M
<p><b>2. Nick DeGroot Water Treatment Plant Connection</b></p> <p>The City of Escalon partnered in the construction of the Nick DeGroot Water Treatment Plant with South San Joaquin Irrigation District (SSJID) and continues to provide financial partnership in its operation. However, Escalon has not constructed the turnout and distribution system improvement necessary to receive their surface water allotments. Finance and construction of these improvements would make it possible for Escalon to receive their contract entitlements. As a partner in the plant Escalon could readily begin receiving water from SSJID once turnout improvements and distribution pipelines are constructed. Completion of the protects the current supply to citizens and enhances economic development and expansion.</p>	3	2023	\$5.5 M
<p><b>3. Wastewater Treatment Plant Conversion to Activated Sludge</b></p> <p>Project would assist in bringing the wastewater treatment plant to date with its treatment methods, increase the capacity of treatment, assist in reducing odor and sludge removal activities, and the plant footprint. With the footprint reduction it would allow the City to utilize the leftover areas of the plant for other uses, such as ground mounted solar to operate the plant. Completion of the project would remove the sewer moratorium in place since 2008 and allow for economic growth. The increased capacity would help to stimulate business expansion and draw new business to the city.</p>	3	2022	\$5.5 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
CITY OF LATHROP			
<p><b>4. Lathrop Road and I-5 Interchange Improvements</b></p> <p>The project would: widen Lathrop Road to three through lanes in each direction; construct new loop on-ramps to I-5 for both northbound and southbound traffic; widened off-ramps with new signalized intersections; retaining walls to accommodate the roadway widening; auxiliary lanes constructed on I-5 in both directions. The interchange will be designed to accommodate traffic volumes for a forecast year of 2035, in accordance with the Regional Transportation Plan. The project is currently in the Preliminary Design (PSR) Phase. Funding will be used to complete Preliminary Design (PSR), (PA&amp;ED) and complete final design.</p> <p>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; 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 improvements are needed to accommodate for it.</p>	3	2020-2022	\$38.234 M
<p><b>5. Louise Avenue and I-5 Interchange Improvements</b></p> <p>Project widens 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. Other improvements include on and off-ramps widened with new signalized intersections; retaining walls to accommodate roadway widening; auxiliary lanes constructed on I-5 in both directions. The interchange will be designed to accommodate traffic volumes for a forecast year of 2035 in accordance with the Regional Transportation Plan. Project Study Report (PSR) approved for the project by CalTrans on Jan 2, 2008. Project is currently in Environmental (PA&amp;ED) Phase. Funding will be used for Project Phase.</p> <p>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 improvements are needed to accommodate it.</p>	3	2020-2022	\$40.327 M
<p><b>6. Roth Road and I-5 Interchange Improvements and Harlan Road Realignment</b></p> <p>The City of Lathrop is seeking EDA assistance for the planning, design, engineering, land acquisition, and construction to complete the Harlan Road realignment and the Roth Road interchange ramp improvements. Phase 1, Harlan Road Realignment, will require preliminary geometrics, cost estimates, a precise plan line and ultimately right-of-way acquisition. Phase 2, Interchange Ramp Improvements, will require an</p>	3	2019-2021	\$28.825 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
<p>encroachment permit with Caltrans for the installation of stop signs or signals at the Roth Road / I-5 ramps. The City’s Traffic Monitoring Plan (TMP) originally recommended improvements to the Roth Road / Harlan Road intersection by 2017, and the North Lathrop Transportation Impact Fee was created to pay for these required improvements.</p> <p>Proposed development projects within the unincorporated area of San Joaquin County and Manteca, are quickly coming to fruition and threatening the interchange’s ability to operate at unacceptable levels. Truck movements at the Roth Road / I-5 Interchange have significantly increased with the expansion of the Union Pacific Intermodal facility and Manteca’s Centerpoint Intermodal Center Business Park. Phase 1, the Harlan Road Realignment must be completed prior to any improvements being made to the interchange.</p>			
<p><b>7. State Route 120 and Yosemite Avenue Interchange</b></p> <p>This project will construct the ultimate interchange at SR 120 and Yosemite Avenue. The initial step to prepare a Project Study Report Project Development Support (PSR-PDS) project initiation document (PID) is complete. This document established the purpose-and-need, scope, and schedule of the project. Due to the large construction cost, the ultimate interchange improvements will be done in stages. Stage 1a involves widening Yosemite Avenue under SR 120 to construct left turn lanes, installing stop signs on all four approaches to both ramp terminal intersections, and widening the eastbound off-ramp. Stage 1b involves widening Yosemite Avenue. Stage 1 improvements need to accommodate 50% build-out of South Lathrop Specific Plan. Stage 2 involves constructing a loop ramp onto westbound State Route 120 and removal of the existing on-ramp.</p> <p>Improvements are needed at the SR 120 &amp; Yosemite Avenue interchange to accommodate planned development in the area. Improvements to the interchange will allow it to operate at an acceptable level of service for the planned traffic volumes.</p>	1	2019	\$37.55 M
CITY OF LODI			
<p><b>8. State Route 99 and Harney Lane Interchange Improvement</b></p> <p>This project involves the reconstruction of the interchange at SR 99 and Harney Lane. In combination with the Harney Lane Grade Separation and interim improvements completed in 2016, this project will create a highly operational linkage of two regional expressway routes (Lower Sacramento Road and Harney Lane) to the freeway system at SR 99. While the grade separation and interim improvements will function at an acceptable level for a decade, the build-out of the Reynolds Ranch development by 2030 will require the reconstruction of the interchange.</p>	1	2030	\$48 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
<p><b>9. SR 99/Turner Road Interchange Improvement</b></p> <p>This project, which is adjacent to an Opportunity Zone, will include reconstruction of the Turner Road southbound on and off-ramp to SR 99, reconstruction of Cherokee Lane between East Turner Road and Pioneer Drive, construction of a roundabout at the intersection of South Cherokee Lane/SR 99, and a realignment and extension of the SR 99 southbound on-ramp at Cherokee Lane and Pioneer Drive.</p>	2	2021	\$6.5 M
<p><b>10. Lodi Innovation Mill</b></p> <p>This project involves the development of an education and job ecosystem characterized by STEM education and training at the middle, high school and college levels provided by area schools and colleges. Students of the Lodi Innovation Mill will enter the pipeline of job-ready applicants to the Hospitality, Healthcare and Agriculture technology industries also located at the Lodi Innovation Mill. A multi-phase project, the Innovation Mill is estimated to require five years from land acquisition through construction, to lease-up and program implementation.</p>	3	2021	\$8 M
CITY OF MANTECA			
<p><b>11. High-Speed Broadband Communications Infrastructure and Smart City Technology Upgrades</b></p> <p>The lack of a municipal fiber loop, underground conduit, vault infrastructure, and little dark fiber limits the city's ability to implement Smart City Initiatives. The City will adopt policies to facilitate the creation of a robust high-speed broadband fiber and wireless infrastructure, identify partners to help city build out high speed fiber and wireless networks, and work with providers to extend high speed wireless connectivity to businesses, citizens, and city facilities for Smart City applications.</p> <p>This project will improve the city's broadband communications infrastructure, allow for a Smart City future and allow businesses and citizens better and more affordable access to broadband services. The project will also allow for more successful retention and attraction of businesses requiring 1GB to 10GB connections, e.g. logistic centers, 3D printers, biotech, agtech, gaming, data centers, and technology startups. This project will ensure Manteca is not passed over when telecoms begin to roll out 5G wireless services that require the same robust infrastructure.</p>	1	2019-2021	\$2 M
<p><b>12. North/Central Trunk Sewer</b></p> <p>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. The new infrastructure will improve the reliability and sewer movement and disposal for</p>	3	2019-2020	\$11.5 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
residents and industry, including significant industrial users like the Center Point intermodal project.			
<p><b>13. McKinley Avenue Interchange</b></p> <p>This project will construct a new interchange at the intersection of SR120 and McKinley Avenue. The highway is already elevated and the bridges for the underpass are in place. The project will improve McKinley Avenue and add entrance and exit ramps in both directions and provide an alternate route to and from the highway for local traffic. The new interchange will also accommodate a Class I bike path in the plan. The City and Caltrans completed a Project Study Report (PSR) that was approved in June 2008. The City obtained Federal funds to complete the project design. The draft environmental document was released in 2014. Full project approval and environmental documents are complete and approved by Caltrans. The Right of Way was completed in 2019. Construction is expected to begin in 2020 and be completed by fall 2021. This new infrastructure will improve transportation circulation for the public, reduce congestion, improve health and safety response times by emergency medical providers, police, and fire personnel.</p>	2	2018-2021	\$15 M
<p><b>14. Storm Water Management Area (SWMA) 36 and 39 Drain Line and Outfall Structure</b></p> <p>The project will construct a new drain line for SWMA 36 and 39 west to a proposed new outfall to the San Joaquin River. The City has acquired an easement from the Oakwood Lakes Water District for the line in exchange for taking sewer flows from the District. The State Regional Water Quality Control Board is supportive of the arrangement. City staff has met with Army Corps of Engineers in an initial consultation. This new infrastructure will improve storm water management for the public, and reduce chances of localized flooding. By doing so the project is expected to leverage private equity investment in the area.</p>	1	2020-2021	\$8.7 M
<p><b>15. ACE Commuter Train Station Relocation.</b></p> <p>The project will construct a new ACE Commuter Train Station near the McKinley Avenue/State Route 120 interchange. The location was evaluated as part of the ACE Forward Environmental Impact Report. City is in negotiations with property owners. The new commuter train station will improve accessibility to jobs located in the San Francisco Bay area.</p>	2	2022-2023	12 M
CITY OF RIPON			
<p><b>16. Regional Expressway Corridor Improvements</b></p> <p>Project will widen River Road and Jack Tone Road from two lanes to six lanes and improve two stop-controlled intersections (1) River Road and North Ripon Road and (2) River Road and Jack Tone Road) with installation of new traffic signals. The River Road/Jack Tone Road regional expressway corridor improvements include AC paving, storm drains, landscaping, traffic signals, streetlights, curb, gutter, and sidewalk.</p> <p>River Road/Jack Tone Road is a major east-west and north-south arterial roadway. At its current state, both roads vary from two lanes to four or</p>	1	2021	\$8.1 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
<p>six lanes from SR 99 to the eastern edge of city limits on River Road with no continuous pedestrian access. Specific project objectives are to relieve traffic congestion by widening to six lanes and improving pedestrian safety and accessibility to shopping, businesses and local and regional industry. Both roadway segments, north of SR 99 provide a greater regional connection and are listed on the San Joaquin Council of Governments (SJCOG) Regional Expressway masterplan.</p>			
<p><b>17. South San Joaquin Irrigation District (SSJID) Water Project</b>  Project involves constructing the necessary infrastructure including a five-mile pump line, pump station, and storage tank for Ripon to receive surface water from South County Water Project Nick DeGroot Water Treatment Plant. The project will increase the reliability of the City’s water system and result in lower overall cost to the ratepayers.</p>	1	2021	\$6.8 M
<p><b>18. Regional Storm Water Detention Basin</b>  Project entails development of a regional storm water basin along with the necessary infrastructure to be used by the City of Ripon, City of Manteca, and the South San Joaquin Irrigation District. A regional storm water basin provides many regional benefits including cost effectiveness, improved overall water quality within the region, essential groundwater recharge, and can alleviate localized flooding.</p>	1	2024	\$10.0 M
CITY OF STOCKTON			
<p><b>19. North Stockton Widening and Interchanges</b>  Project involves several improvements: (1) widen I-5 from Country Club Boulevard to Eight Mile Road; (2) reconstruct the Hammer Lane/I-5 and Eight Mile Road/I-5 interchanges; (3) construct Otto Drive interchange; (4) restripe and sign I-5 from Charter Way/Martin Luther King Jr. Boulevard to Country Club Boulevard; (5) construct sound walls and auxiliary lanes along I-5. The project will maintain the efficient flow in interstate traffic, provide key inter-modal links, accommodate projected growth, sustain economic development, alleviate congestion, and serve major commercial centers and housing developments as full build-out of the City's general plan occurs.</p>	1	2019-2024	\$442 M
<p><b>20. Regional Wastewater Control Facilities Modifications</b>  This will implement certain projects contained in the Capital Improvement and Energy Management Plan and those wastewater treatment facility improvements necessary to meet current National Pollution Discharge Elimination System treated wastewater discharge limits stipulated by the Regional Water Quality Control Board. The project will allow the Regional Wastewater Control Facility to become more efficient while meeting current and future demands and regulatory standards.</p>	1	2019	\$190 M
<p><b>21. Airport Way Streetscape Beautification Phase V</b>  The Airport Way corridor is in desperate need of improved streets, curbs, gutters, street lighting, landscaping and services. Project includes frontage improvements along both sides of Airport Way from Twelfth</p>	1	2019-2024	\$1.2 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
<p>Street to Carpenter Road. Existing dirt frontages will be replaced with new curbs, gutters, meandering sidewalks, ADA compliant wheelchair ramps, storm drainage improvements and landscaping.</p> <p>Airport Way is one of Stockton’s major gateways connecting Stockton 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). Pedestrian traffic flow and safety will be improved including safer routes to school and enhanced aesthetics for the arterial.</p>			
<p><b>22. Arch Road Widening</b></p> <p>The project will widen Arch Road from a two-lane to four and six lanes from State Route 99 to Newcastle Road. Improvements include AC paving, storm drains, landscaping, traffic signal, streetlights, curb, gutter, and sidewalk. Arch Road is a major east-west arterial roadway. At its current state it varies from a two-lane road to a four-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 six lanes and improving pedestrian safety and accessibility to shopping, businesses, industrial, medical, and educational facilities, installation of various streetscape improvements, and improving roadway pavement and drainage. Arch Road west of SR 99 leads to an industrial zone with access to Airport facilities.</p>	2	2019-2024	\$16 M
<p><b>23. Waterfront Connection Project, Phase II</b></p> <p>Waterfront Connections Plan Phase I has been completed. This Smart Growth Project looked at both short-term and long-term alignment to connect Louis Park, 2.5 miles to the west into downtown and the terminus of the existing waterfront promenade. This trail has been designed to be an efficient and attractive bike and pedestrian connection from surrounding residential neighborhoods into the downtown for both recreation and an alternative mode (cycling or walking) and route into downtown for work and recreation. Anticipated improvements include a 32' wide trail section including lighting, signage, benches and parking and strategic improvements on connecting streets to enhance physical and visual access to the waterfront. Project will help reduce greenhouse gas emissions and encourage the development of commercial and infill housing within the greater downtown Stockton area. It has been demonstrated in many waterfront cities across the U.S. that once waterfront access is provided, the use and value of the adjoining properties escalates and blighted, or underutilized properties are redeveloped to take advantage of the views and amenities of a waterfront location.</p>	2	2019-2024	\$26 M
<p><b>24. Miner Avenue Complete Street and Revitalization Phase II</b></p> <p>The project continues the revitalization of downtown Stockton by improving transportation modes and removing blight along the Miner Avenue corridor. This is the second phase of the complete street design project for a 10-block portion of Miner Avenue which will allow for the</p>	2	2019-2024	\$20 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
<p>expansion and redevelopment of commercial and residential properties in the downtown area. This important section of Miner Avenue links the Robert Cabral Rail Station to the downtown waterfront. This historic boulevard was once a major route into downtown and the city's early car row before dealerships relocated to the edge of town. This effort redesigns a major boulevard to be a friendly multi-modal complete street to effectively link the rail station to downtown waterfront with pedestrian bicycle and transit improvements/connections, it targets blighted and underutilized commercial properties for redevelopment by transforming this rundown area while capitalizing on its prime location and concentration of transit opportunities.</p> <p>Phase I design has been completed along with 50% construction drawings for the first four blocks of improvements adjacent to the Rail Station. These improvements will capitalize and strengthen the Transit Oriented Development (TOD) plans currently under development adjacent to the station. A modest investment of street and transit construction dollars will provide the visible catalyst to kick start private redevelopment on a highly traveled and important connector into downtown.</p>			
<p><b>25. California Street Rehabilitation Project</b></p> <p>Project will provide streetscape, frontage, pedestrian, and bicycle improvements along California Street between Miner and Alpine Avenues. Improvements include installing new curb, gutter, sidewalk, wheelchair ramps, a lighted crosswalk, tree wells, irrigation, lighting, pavement rehabilitation, new storm drain infrastructure, traffic signal modifications, and other master planned streetscape improvements. The specific project objectives are to improve pedestrian safety and accessibility to shopping, medical, and educational facilities; eliminate blight; install various streetscape improvements; and improve roadway pavement and drainage. The project is part of the overall objective to improve and enhance the community, eliminate blight, and encourage new development and business within the Midtown area. These improvements are identified in both the CSUS-Stockton/Midtown Neighborhood Master Revitalization Strategy and the Midtown Redevelopment Plan.</p>	2	2019-2024	\$4 M
<p><b>26. Thornton Road Widening</b></p> <p>Project will widen Thornton Road from two and four lanes to six lanes from Pershing Avenue to Bear Creek. It includes pavement rehabilitation, two new and four modified synchronized signal intersections, new sidewalks, class two bike facility, ADA accessibility, streetlights, frontage median landscaping, various streetscape and a public art piece.</p> <p>Thornton Road is a major north-south arterial roadway, a two-lane road with no continuous pedestrian access. The specific project objectives are to relieve traffic congestion by widening to six lanes; improve pedestrian safety and accessibility to shopping, businesses, medical, and educational facilities; eliminate blight; install streetscape improvements; improve roadway pavement and drainage. Thornton Road links new developments to the north with the established businesses to the south.</p>	3	2019-2024	\$14.5 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
<p><b>27. STAA Terminal Access Route Improvements</b></p> <p>The Surface Transportation Assistance Act (STAA) of 1982 allows large trucks to operate on the Interstate and certain primary routes called collectively the National Network. These trucks, referred to as STAA trucks, are longer than California legal trucks. As a result, STAA trucks have a larger turning radius than most local roads can accommodate, particularly in older industrial areas. This puts industries and job centers in those areas at a competitive disadvantage. Job creation and retention in the identified neighborhoods will be greatly enhanced if STAA truck access can be facilitated. Existing businesses will be supported, and new businesses attracted. In addition, connectivity with other goods movement modes (air, water, and rail) will be enhanced.</p> <p>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.</p>	3	2019-2024	\$2.5 M
<p><b>28. Lincoln and Church Street Sewer and Lift Station</b></p> <p>Project includes the installation of a new sewer pump station on Lincoln and Church Streets and associated force main to cross Mormon Slough in the City of Stockton. Project addresses an existing sewer capacity bottleneck, and allow for the continued commercial expansion, redevelopment in downtown Stockton, including infill housing.</p>	3	2021	\$8.38 M
<p><b>29. Channel (Smith Canal) Storm Drain Pump Station</b></p> <p>The Buena Vista storm drainage watershed is approximately a 488-acre area generally bounded by 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. Project will alleviate flooding and allow for the expansion of commercial and residential development.</p>	3	2023	\$4.6 M
<p><b>30. Northeast Reservoir No. 1 and Pump Station</b></p> <p>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 allowing for continued residential development in north Stockton.</p>	3	2024	\$4.6 M
<p><b>31. Global Climate Change Mitigation Incentive Fund</b></p> <p>Project will develop and deploy an automated, commercial electric vehicle manufacturing and assembly plant. Produce all major components</p>	1	2019-2024	\$12 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
<p>in-house, including battery packs, battery boxes, electric motors and controllers, and vehicle management units.</p> <p>Electric Vehicles International, LLC (EVI), which moved its manufacturing facility from Mexico to Stockton in November 2009, has over 20 years of experience in alternative energy vehicles (AVE) research, development, and deployment. EVI's medium and heavy-duty delivery vehicles surpass California's air quality guidelines by emitting zero greenhouse gases with a range of up to 100 miles on one six- to eight-hour battery charge. Currently, medium and heavy-duty electric vehicles are nearly three 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 as part of a fully automated assembly process, EVI will ultimately reduce current vehicle costs by an estimated 30 percent, over \$45,000 per vehicle, and create 425 new family living wage jobs by 2019 in Stockton, California. With an established expertise in the AVE industry and in automated assembly methods, EVI is qualified to develop and deploy a commercial electric vehicle manufacturing and assembly plant capable of producing 36,000 vehicles per year by 2019.</p>			
<p><b>32. Hammer Lane Widening</b></p> <p>Project will widen Hammer Lane, a major east/west arterial roadway, from four to six lanes from Alexandria Drive to Thornton Road—the last segment of Hammer Lane that needs to be widened to meet future traffic demands. Project includes pavement rehabilitation, a modified signal at Pershing Avenue, new sidewalks, ADA accessibility, streetlights, median landscaping, and drainage improvements.</p> <p>The specific project objectives are to relieve traffic congestion, improve pedestrian safety and accessibility to shopping, businesses, medical, and educational facilities, eliminate blight, install various streetscape improvements, and improve roadway pavement and drainage.</p>	3	2019-2024	\$9.5 M
<p><b>33. French Camp Reservoir and Pump Station</b></p> <p>Project includes the construction of a three-million-gallon water storage tank and associated pump station in southwest Stockton. Completion of project will provide adequate fire flow capacity, emergency storage and water supply for peak hours and allow for continued residential and industrial development in south Stockton.</p>	3	2026	\$9.04 M
<p><b>34. Kitchen Incubator / Food Haul</b></p> <p>The proposed Commercial Kitchen Incubator Program (CKIP) is a food business incubator in a fully equipped, shared-use commercial kitchen facility. The CKIP will be created in response to the growing need among aspiring local entrepreneurs wanting to build on the strong food and farming traditions in the region. It will include an accelerator program which includes technical assistance, mentorship, networking, access to capital, classes and other means to help its members be successful.</p>	1	2019-2024	\$500,000

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
CITY OF TRACY			
<p><b>35. Tracy Water Zone 3 Water Transmission Main</b></p> <p>The project involves construction of a new Water Transmission Main from the City of Tracy’s Water Treatment facility located at the south side of the Tracy Municipal Airport at 29387 S. Tracy Blvd to the Prologis International Park of Commerce (IPC) or approximately five miles to the northwest. The Zone 3 Water Transmission Main will serve IPC, the Ellis residential development, South Linne Plan Area and the West-side industrial areas. IPC is a 1,700-acre industrial park bound by Interstate 205 to the north, W. Schulte Road to the south in the vicinity of Mountain House Parkway and Hansen Road. At full build out, the IPC is anticipated to provide more than 30,000 jobs. The Ellis residential development is a master planned community with 1,200 to 2,200 SFDUs at full build-out. The Ellis project is located in the vicinity of Linne Road and S. Corral Hollow Road with boundaries reaching to Lammers Road.</p>	1	2019	\$18 M
<p><b>36. I-205 / Lammers Road Interchange</b></p> <p>The project involves construction of a new interchange at I-205 and Lammers Road including a new connector to Eleventh Street and Byron Road (County Route J4 to Byron Highway) complete with east and west bound ramps at the interchange. The interchange improvements will reconstruct or eliminate the existing Eleventh Street/I-205 ramp and 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.</p> <p>The project will reduce regional traffic congestion by ultimately connecting Byron Road and Highway 4 in Contra Costa County with I-580 and I-205. Locally, the interchange is a key component in the development of Tracy Gateway Business Park, a 538-acre commercial development composed of primarily Class-A and Class-B office space, supporting retail and service land uses. The first project anticipated to break ground in the Tracy Gateway Business Park is Sutter Health, which plans to build a regional hospital on 38-acres that, was recently purchased within the Gateway development.</p>	1	2019-2024	\$63 M
<p><b>37. Holly Sugar Recycled Water Line</b></p> <p>Legacy Fields represents collaboration between the City of Tracy and four local youth sports organizations: Tracy Babe Ruth, Tracy Little League, Tracy Youth Soccer League, and Tracy Futbol Club, for the construction and operation of baseball, softball and soccer youth sports fields. The City of Tracy has completed site improvements including grading, roadways, fencing, utilities, and lighting. To provide proper irrigation for the fields, additional funding is needed for construction of a recycled water line from the wastewater treatment plant to Legacy Fields. A 20” waterline will be required from the wastewater treatment plant to Tracy Blvd. along Larch Road, and a 12” water line will be necessary from Tracy Blvd. to Legacy Fields.</p>	3	2020-2021	\$2 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
<p>At full build-out, Legacy Fields will consist of approximately 166-acres of active sport areas. The first phase of the park will consist of approximately 70.2-acres and includes 12 baseball fields and 8 soccer fields. The full conceptual plan for the Youth Sports Fields also includes a passive and active recreational area located on the southern and western ends of the Youth Sports Fields. Legacy Fields will eventually serve as the largest multi-sport facility in Tracy and will aid in responding to the growing demand for sports facilities in the region.</p>			
<p><b>38. I-205 / MacArthur Road Interchange Improvements</b></p> <p>The I-205 / MacArthur Road interchange needs improvements to facilitate safe movements of larger trucks. MacArthur Road also needs to be improved in order to accommodate large (STAA) trucks. STAA trucks cannot make deliveries or pick-ups from this vital industrial area of San Joaquin County. Intersection improvements will enhance circulation of traffic in the area and reduce traffic congestion on I-205. The improvements will also provide safe ingress and egress to businesses near the interchange. The interchange is used by trucks serving the Stonebridge and Northeast Industrial areas of Tracy. Businesses in these industrial areas include Amazon, Crate &amp; Barrel, Home Depot, Best Buy, Restoration Hardware, Orchard Supply, Pepsi/Gatorade, and others that rely heavily on truck deliveries.</p>	2	2023	\$7 M
<p><b>39. Incubator/Business Accelerator Development</b></p> <p>Project seeks to develop and operate a startup incubator and business accelerator focusing on supporting small businesses and encouraging entrepreneurship. As part of the State of California's iHub San Joaquin, a particular emphasis will be to support the growing sector industries of Health Care, Construction Technology, and Agriculture Technology and link to Silicon Valley resources.</p>	3	Ongoing	\$200,000
<p><b>40. Wastewater Effluent Discharge Pipeline</b></p> <p>The existing 33-inch diameter pipeline is 40 years old and at capacity. It was constructed with asbestos cement pipe which is a brittle material prone to cracking. The failure of this pipe would result in a significant problem with wastewater disposal. Construction of new pipeline would eliminate possible wastewater environmental violation and large fines.</p>	1	2020-2021	\$25 M
<p><b>41. New I-205 at Paradise Road/Chrisman Road (SJ County RTP)</b></p> <p>I-205 at Paradise needs a new interchange to accommodate growth and facilitate safe movements of larger trucks serving in the Northeast Industrial Area. Additionally, Paradise Road will need to be improved to accommodate large (STAA) truck movements. The interchange serves as a main access point into River Islands, a residential development anticipated to have 11,000± single-family dwelling units at full build out.</p>	1	2020-2021	\$25 M
<p><b>42. I-205 at Grant Line Road Interchange Improvements</b></p> <p>Improvements are needed to accommodate increased traffic flow and to facilitate safe movements of trucks and vehicles in the area. The city's main commercial hub is located off of the I-205 at Grant Line Road</p>	3	2020-2021	\$18.3 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
Interchange. These improvements will allow for safe trucks and vehicle traffic along the growing I-205 retail corridor. Existing commercial in this area includes the West Valley Mall, the Tracy Auto Mall, Home Depot, Texas Roadhouse Restaurant and more.			
<p><b>43. I-580 at Mountain House Parkway Overcrossing Upgrade</b></p> <p>Improvements to the interchange are needed to accommodate safe movements of passenger vehicles and STAA trucks in this growing industrial area. Interstate 580 and Interstate 205 are the main entry points to industrial areas including the Prologis International Park of Commerce. Prologis is a 1,700-acre industrial park anticipated to have more than 30 million square feet of industrial and commercial office space and 30,000± jobs at full build-out.</p>	1	2021	\$23.7
<p><b>44. I-205 at Mountain House Parkway Overcrossing Upgrade</b></p> <p>Improvements to the interchange are needed to accommodate safe movements of passenger vehicles and STAA trucks in this growing industrial area. Interstate 580 and Interstate 205 are the main entry points to industrial areas including the Prologis International Park of Commerce. Prologis is a 1,700-acre industrial park anticipated to have more than 30 million square feet of industrial and commercial office space and 30,000± jobs at full build-out.</p>	1	2021	\$20 M
<p><b>45. Bridge Widening at Delta Mendota Canal and Mountain House Parkway</b></p> <p>The Mountain House Parkway bridge crossing at the Delta Mendota Canal needs to be widened to accommodate the growing STAA trucks and passenger vehicles in this industrial area. Mountain House Parkway is the main access point from Interstate 580 and Interstate 205 into the Prologis Park Patterson Pass and Prologis International Park. Prologis Park Patterson Pass is an industrial park located within the unincorporated county and is at full build-out; major tenants are Safeway, Costco, and Owens &amp; Minor. Prologis International Park of Commerce is a 1,700-acre industrial park that is currently under development. Amazon, FedEx, Smuckers, and Medline are currently operating within the park. Full build-out of Prologis IPC is anticipated to have more than 30 million square feet of industrial and commercial office space and 30,000± jobs.</p>	1	2021-2022	\$5.8 M
<p><b>46. Bridge Widening – CA Aqueduct &amp; Mountain House Parkway</b></p> <p>The Mountain House Parkway bridge crossing at the Delta Mendota Canal needs to be widened to accommodate STAA trucks and passenger vehicles in this growing industrial area. Mountain House Parkway is the main access point from Interstate 580 and Interstate 205 into the Prologis Park Patterson Pass and Prologis International Park of Commerce. Prologis Park Patterson Pass is an industrial park located within the unincorporated county and is at full build-out; major tenants are Safeway, Costco, and Owens &amp; Minor. Prologis International Park of Commerce is a 1,700-acre industrial park that is currently under development. Amazon, FedEx, Smuckers, and Medline are currently operating within the park. Full build-out of Prologis IPC is anticipated to have more than 30</p>	1	2021-2022	\$6 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
million square feet of industrial and commercial office space and 30,000± jobs.			
<p><b>47. MacArthur Drive Above-Grade Crossing Over UPRR Mococo Line</b></p> <p>A new MacArthur Drive above-grade crossing over the Union Pacific Rail Road Mococo Line includes miscellaneous improvements on Mococo Line crossings with Central Avenue, Tracy Boulevard, Eleventh Street and Corral Hollow Road. The project requires environmental documents, engineering design, and coordination with UPRR.</p> <p>Improvements are needed due to the increased railroad freight traffic from the proposed activation of the Mococo Line. UPRR strongly recommends an above-grade crossing to separate the vehicular and pedestrian traffic from the train traffic. The above-grade crossing will be the only connection link between these areas during train movement and will allow quick movement of emergency vehicles on both sides of the UPRR Mococo Line.</p>	3	2019	\$42 M
<p><b>48. Schulte Road and Bridge Expansion</b></p> <p>Schulte Road is an east/west arterial on the southern boundary of the Prologis International Park of Commerce (IPC) and connects Tracy to the International Parkway and ultimately to I-580 and I-205. The City is planning on widening the roadway from two-lanes to four-lanes and replacing a bridge over the US Bureau of Reclamation/Delta Mendota Canal.</p> <p>These improvements are needed to address two transportation issues: 1) the inbound workforce from the east, and 2) the freight movement from the easterly portion of the IPC. Improvements will promote safe and efficient movement of goods people which will further job development at the IPC in the areas of logistics, manufacturing and technology.</p>	3	2020-2021	\$40 M
<p><b>49. Chrisman Road Overpass Crossing for Northeast Industrial Park</b></p> <p>An overpass is needed to extend Chrisman Road south of Northeast Industrial Area, over the Union Pacific Rail Line to Eleventh Street allowing for an alternate goods movement route from this major industrial area. The City owns a 113-acre parcel of land at the northeast corner of Chrisman Road and Eleventh Street. This overpass will allow connectivity from the Northeast Industrial Park to this southern parcel.</p>	3	2020-2021	\$40 M
<p><b>50. Holly Sugar Recycled Water Line Extension to International Park of Commerce (IPC)</b></p> <p>The City of Tracy was a recipient of \$18 million in grant funds from the California Department of Water Resources (DWR) to implement recycled water in Tracy and construct recycled water transmission pipelines and pump stations. As part of the Recycled Water Master Plan, the City seeks additional grant funds for the capital construction of the recycled water transmission lines to serve the International Park of Commerce and with recycled water for its associated industrial development landscaping, industrial cooling systems, and roadway landscape program improvements.</p>	3	2021-2022	\$1 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
Tracy treats approximately nine million gallons per day of wastewater which is currently discharged into Old River. Initially 749 acre-feet per year of recycled water would be delivered to urban uses. By 2035, recycled water demand in Tracy is anticipated to near 6,000 acre-feet per year. The recent drought demonstrated the need to reduce potable water demand and increase efficiency by re-use of local water supplies.			
San Joaquin Delta College			
<p><b>51. Manteca Farm</b></p> <p>The 155-acre Manteca Farm is located at the northwest intersection of Highway 99 and Lathrop Road, just north of the City of Manteca and 15 miles southeast of the San Joaquin Delta College Stockton Campus. It is a working farm but many of the structures are in disrepair. The proposed project is shovel-ready, has cleared the Division of State Architect. Improvements include removing existing storage area and office, renovating instructional facilities, razing and rebuilding barn, new restrooms, adding paved areas, IT infrastructure, and upgrading security fencing. The project is pivotal to Delta’s agriculture and animal husbandry programs and ~180 students enrolled in Ag and Ag-related courses. Discussions are underway to establish partnerships with California State University Stanislaus and Manteca Unified School District.</p>	1	2019	\$6 M
SAN JOAQUIN COUNTY METROPOLITAN AIRPORT			
<p><b>52. Terminal Apron Expansion</b></p> <p>Expanding the terminal apron parking area approximately (15,000sy) so aircraft can park perpendicular to terminal building while other aircraft are taxiing in an effort to facilitate the attraction of a second carrier.</p>	1	2019	\$4.6 M
<p><b>53. Widen Cargo Apron</b></p> <p>Project essentially will construct a new common use cargo aircraft parking apron of approximately 253,800 square feet and doubles the aircraft parking area from four parked aircraft to eight aircraft for air cargo operations. The project will accommodate the projected growth in air cargo operations and fits with the growth strategy of the airport.</p>	1	2020	\$10.2 M
<p><b>54. Install Airport Perimeter Fencing</b></p> <p>Project calls for the installation and replacement of approximately 19,500 linear feet of perimeter fencing required by 14 CFR 139 and 49 CFR 1542. The project will replace the existing perimeter fence that was installed over 20 years ago, the majority of which is not FAA compliant. In addition, the new fencing will encompass airport parcels essential for security and safe operation of the airport.</p>	1	2020	\$3.6 M
<p><b>55. Modernize and Expand the Terminal Building</b></p> <p>Project calls for the construction of a new commercial service terminal to replace the existing facility and meet air passenger growth. Due to the age of the current facility and growing air passenger service, the current facility can no longer handle the current demands placed on a</p>	1	2022	\$50 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
facility designed and built in 1960. A new commercial air terminal will meet the current and future demands of the growth commercial passenger service needs at the airport and provide a new and modern gateway to the San Joaquin region. Additionally, the airport will benefit from new energy efficient systems.			
<b>56. Baggage Movement System</b> Acquisition and installation of conveyor belts and other equipment required to rehabilitate the baggage handling areas behind ticket counters B and C. Having operationally ready airline space may facilitate the attraction of a second carrier.	1	2022 Ongoing; will be incorporated with new terminal	\$1.83 M
<b>57. Rehabilitate Runway (11R-29L and Tws B, D, D9, F, G, L, M, N)</b> Rehabilitate runway and taxiway pavement areas for enhanced safety.	2	2020	\$3.7 M
<b>58. Air Cargo Facilities (domestic and international)</b> Infrastructure improvements (street, water, sewer) are needed to facilitate development of an air cargo site adjacent to the air cargo ramp. Improvements will bring the site to development-ready status and serve to enhance logistics and distribution services for existing businesses; improve competitive position for business attraction and job creation.	2	2021 Estimated	\$1.0 M
<b>59. Taxiway B Extension</b> Project consists of extending Taxiway B to Runway 29R end (approximately 29,100 sy) to allow for max runway length without impacts to Rydberg Creek and MALSR lights; relocate run-up area. The expanded capacity and having operationally ready airline space may facilitate the attraction of a third carrier.	2	2019	\$5.5 M
<b>60. Aircraft Rescue Fire Fighting (ARFF) Vehicle</b> Acquire an emergency ARFF vehicle to enhance airport safety.	3	2019-2020	\$850,000
<b>61. Parking Improvements</b> Project includes: (a) construction of an additional exit, (b) acquisition of additional ticket-paying equipment, and (c) implementation of improvements required to offer covered parking. The project would increase revenue and would improve the passengers' experience.	3	2022 Ongoing	\$800,000
<b>62. Add second TSA security screening lane.</b> Project will improve passenger experience.	2	2019-2020	\$500,000 Estimated
PORT OF STOCKTON			
<b>63. Army Sharpe Depot Master Utility Planning</b> The Army Sharpe Depot Master Utility Plan would be incorporated into the Depot Final Redevelopment Plan. The Depot once served as a major logistics center before the base was shuttered. This planning document	1	2019-2024	\$60 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
would provide a detailed and strategic plan that prioritizes utilities and master uses of the 555-acre closed facility.			
<p><b>64. Port of Stockton West Complex Rail Line</b></p> <p>The rail project is a vital and necessary infrastructure project required to support unit train capabilities. This rail project will provide new rail that will assist in providing a seamless and efficient movement of unit trains and other rail movements to the Port of Stockton eliminating over 100 hours of delay per week and idle time on trains coming to the Port of Stockton. This project will enhance safety and reduce emissions by adding rail and once this project is constructed, the Port’s ability to handle unit trains will increase by approximately 500% on a train basis and 567% on a car basis.</p>	2	2019-2024	\$6 M
<p><b>65. Washington Street East Complex Access Improvements</b></p> <p>Project entails rebuilding and repaving three-quarters of a mile of an existing roadway into and out of the Port’s East Complex that would provide an overweight corridor on the East Complex and thereby create an opportunity to increase the volume of goods being transported by 20%. The project will allow new customers to use Docks 10 and 11 at the Port of Stockton as their logistical center.</p> <p>The job estimates on this project are 300+ new and saved jobs including 50+ new rail/train jobs, 42+ vessel jobs, and 18+ labor jobs, and jobs that will be created by the tenants as their goods movement and volume increase. The additional (upstream and downstream) jobs are based on an economic multiplier of 2.5% or 100 jobs.</p>	3	2019-2024	\$3 M
<p><b>66. West Complex Railroad Bridge Replacement</b></p> <p>The proposed project is located in the alignment of Port Road A at the crossing of the San Joaquin River connecting the Port of Stockton East and West Complexes. The West Complex Railroad Bridge will become the primary access rail bridge to the Port of Stockton West Complex and provide adequate, safe local and regional access to the Port’s West Complex Development Area while meeting the reasonable needs of navigation on this portion of the San Joaquin River. The railroad bridge will become the primary link between the Port and the regional rail system and improve CPUC clearances and weight requirements. Not replacing the bridge would limit goods movement into and out of Port of Stockton caused by the current bottleneck at the existing single bridge.</p>	3	2019-2024	\$15 M
<p><b>67. Roberts Island Bridge</b></p> <p>The proposed project is located in the alignment of Embarcadero Avenue at the crossing of the Burns Cut Off connecting the Port of Stockton West Complex to Roberts Island. The bridge will become the primary access to the Port of Stockton Roberts Island and enable future development of on the property. The project will also provide safe and adequate access to the property while meeting the reasonable needs of navigation on this portion of Burns Cut Off.</p>	3	2019-2024	\$5 M

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
<p><b>68. Port of Stockton Electrical Substation Expansion</b></p> <p>This project will upgrade the transmission lines and the substation located on the Port of Stockton to handle the increase in tenant demand for power and will allow the Port of Stockton to capitalize on Brownfield properties by turning them into Greenfield business growth models by adding power and transmission line capabilities to power the properties.</p>	3	2019-2024	\$6 M
SAN JOAQUIN PARTNERSHIP			
<p><b>69. San Joaquin County Strategic Plan Update</b></p> <p>The San Joaquin Partnership completed a comprehensive strategic plan in 2005 for San Joaquin County. The report contained an assessment of the county’s business climate, a list of recommended target industries, an implementation guide, eight goals and priorities, 41 strategic recommendations and performance metrics. Unforeseen at the time of this study was the 2008-09 recession and San Joaquin County was hit hard. Updating the plan allows a look back at the 2005 findings, goals achieved, assess the changes and needs based on impacts and recovery from the recession including target industries to complement workforce and infrastructure and provide an overall plan for moving forward. Strategic plans and studies completed by individual cities and the California Partnership for the San Joaquin Valley, an eight-county collaborative, which are being incorporated in the San Joaquin County update.</p>	1	Ongoing	\$100,000
SAN JOAQUIN WORKNET			
<p><b>70. Employer Services</b></p> <p>Business planning, loan packaging, exporting and importing, government procurement, accounting systems, identifying local customers and suppliers, and employee training and hiring.</p>	1	Ongoing	
<p><b>71. Mystery Shopper Program</b></p> <p>Helps business owners provide appropriate customer service.</p>	1	Ongoing	
<p><b>72. Business Incubator</b></p> <p>A mostly virtual business location providing business management consulting and other support for entrepreneurs.</p>	1	Ongoing	
<p><b>73. Entrepreneur Challenge</b></p> <p>An annual competition for aspiring entrepreneurs offering cash prizes and public exposure.</p>	1	Ongoing	
<p><b>74. Business Workshops</b></p> <p>Workshops on business planning, franchising, workers’ comp issues, government contracting, web design, marketing, pricing, and other topics of interest to small business owners and entrepreneurs.</p>	1	Ongoing	
<p><b>75. Employee Outreach, Recruitment and Assessment</b></p> <p>Help employers recruit and screen job applicants.</p>	1	Ongoing	

2019-2024 Priority Projects   Description and Benefit	Priority	Estimated Schedule	Estimated Cost
<b>76. Job Training</b> Customized programs to meet employers' needs.	1	Ongoing	
<b>77. Rapid Response</b> Help employers facing layoffs, downsizing, changing skill needs, etc.	1	Ongoing	
<b>78. One-Stop Employment Service</b> For workers searching for employment.	1	Ongoing	
MULTI-JURISDICTIONAL AND AGENCY PROJECTS			
<b>79. Valley Link – Megaregion Rail Connection</b> Through a 15-member Joint Powers Agreement (JPA) northern San Joaquin County communities will be connected to the Tri-Valley and Bay Area Rapid Transit (BART) with regularly scheduled fast rail service. The project will extend BART service from Stockton to Pleasanton and Dublin, platform to platform.  The project's sustainable design, construction and operation is expected to reduce greenhouse gas emissions and operate on renewable energy. When completed, commuters will have improved connectivity, job seekers in disadvantaged communities will have improved access to employment opportunities.	1	2019-2024	\$400 M
<b>80. San Joaquin County Revolving Loan Fund (RLF)</b> 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 WorkNet, San Joaquin County Employment and Economic Development Department, San Joaquin County WorkNet, EDA)	1	Ongoing	
<b>81. Women Entrepreneurs</b> Program is 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 (San Joaquin WorkNet, Northeastern California SBDC, San Joaquin Delta College)	1	Ongoing	
<b>82. Business Incubator Loan Program</b> Loans to businesses below the RLF minimum of \$25,000 (San Joaquin WorkNet, SJC Economic Development Association, SBDC)	1	Ongoing	

# ECONOMIC SETTING

Included in this section is a profile of San Joaquin County’s most-recent unemployment and per capita income by census tract. This is followed by the 24-month averages of same for each jurisdiction, the county overall, the State of California and the nation. The information is presented as a profile of the County’s socioeconomic conditions. Topics address current and historic conditions related to population, race and ethnicity, age, educational attainment, income and poverty level.

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

## Income and Unemployment by Census Tract

Figure 1. 2013-2017 Five-Year Estimates by Census Tract<sup>1</sup>

Jurisdiction	CT	Unemployment	Per Capita Income
San Joaquin County		10.1%	\$24,694
State of California		7.7%	\$33,128
United States		6.6%	\$31,177
City of Escalon	49.01	2.2%	\$28,565
	49.02	2.6%	\$30,915
City of Lathrop	51.19	8.5%	\$22,640
	51.27	7.6%	\$22,852
	51.29	12.1%	\$18,513
	51.30	8.5%	\$20,329
Lodi	41.02	7.4%	\$27,023
	41.04	5.1%	\$29,865
	41.05	5.9%	\$37,120
	41.06	6.8%	\$37,034
	42.01	3.4%	\$29,501
	42.02	9.3%	\$44,993
	42.03	7.8%	\$19,378
	42.04	6.0%	\$33,721
	43.02	11.3%	\$21,188
	43.03	6.2%	\$44,111
	43.05	4.2%	\$32,438
	43.07	4.8%	\$24,208
	43.08	12.4%	\$17,174
	44.02	6.6%	\$23,246
44.03	20.1%	\$12,520	
44.04	10.2%	\$11,498	

<sup>1</sup> Source: U.S. Census Bureau, 2013-2017 American Community Survey; Tables S2301 (Unemployment) and B19301 (Per Capita Income)

Figure 1. 2013-2017 Five-Year Estimates by Census Tract<sup>1</sup>

Jurisdiction	CT	Unemployment	Per Capita Income
	45.01	10.2%	\$20,419
	45.02	16.1%	\$12,173
Manteca	51.06	7.9%	\$30,748
	51.08	10.7%	\$19,291
	51.09	14.7%	\$14,846
	51.10	11.6%	\$22,218
	51.13	6.8%	\$30,065
	51.14	7.6%	\$29,514
	51.22	9.9%	\$30,856
	51.23	8.3%	\$29,197
	51.24	8.6%	\$22,363
	51.25	10.7%	\$23,790
	51.26	12.5%	\$20,973
	51.32	17.1%	\$18,874
	51.33	9.2%	\$25,068
	51.34	15.5%	\$25,055
51.35	6.3%	\$33,425	
Ripon	50.01	5.0%	\$35,877
	50.03	5.4%	\$40,422
	50.04	5.3%	\$21,472
Stockton	1	21.5%	\$14,236
	3	14.8%	\$14,966
	4.01	10.6%	\$24,924
	4.02	20.7%	\$15,991
	5	10.6%	\$10,617
	6	7.5%	\$10,270
	7	19.8%	\$10,867
	8.01	8.4%	\$15,641
	9	16.0%	\$18,342
	10	20.0%	\$22,062
	11.01	12.8%	\$20,943
	11.02	13.2%	\$20,985
	12	6.1%	\$21,249
	13	12.3%	\$24,924
	14	9.1%	\$21,533
	15	14.0%	\$16,062
	16	14.4%	\$13,343
	17	15.5%	\$10,337
	18	16.6%	\$14,796
	19	14.9%	\$14,516
	20	13.7%	\$12,295
	21	13.7%	\$12,775
	22.01	18.4%	\$10,534
	22.02	12.4%	\$11,356
	23	8.0%	\$12,566
24.01	11.4%	\$15,530	
24.02	9.2%	\$14,690	
25.03	13.3%	\$9,273	

Figure 1. 2013-2017 Five-Year Estimates by Census Tract<sup>1</sup>

Jurisdiction	CT	Unemployment	Per Capita Income
	25.04	8.7%	\$16,904
	27.01	13.7%	\$14,997
	27.02	10.4%	\$14,141
	28	12.5%	\$15,810
Stockton	31.06	11.5%	\$43,746
	31.08	10.5%	\$23,126
	31.09	12.9%	\$26,396
	31.10	4.7%	\$20,904
	31.11	7.6%	\$24,261
	31.12	7.4%	\$33,967
	31.13	16.0%	\$16,823
	31.14	4.3%	\$63,186
	32.03	11.7%	\$32,924
	32.05	18.2%	\$25,930
	32.08	7.9%	\$27,480
	32.09	10.8%	\$34,117
	32.10	17.7%	\$29,056
	32.13	14.8%	\$19,971
	32.14	4.0%	\$29,342
	32.15	11.5%	\$29,300
	32.16	17.1%	\$22,093
	32.17	13.8%	\$16,324
	33.05	15.9%	\$20,384
	33.06	10.7%	\$16,771
	33.07	11.7%	\$17,503
	33.08	12.0%	\$19,044
	33.10	14.7%	\$17,809
	33.11	21.2%	\$16,813
	33.12	16.9%	\$12,867
	33.13	19.5%	\$13,670
	34.03	16.4%	\$15,328
	34.04	12.5%	\$13,883
	34.05	16.8%	\$13,302
	34.06	23.6%	\$16,386
	34.07	12.7%	\$16,541
	34.09	18.3%	\$22,014
	34.10	16.9%	\$18,163
	35	8.5%	\$18,163
	37	11.7%	\$19,781
	38.01	12.0%	\$18,605
	38.02	17.0%	\$20,731
	38.03	15.0%	\$15,163
	40.02	7.4%	\$36,698
Tracy	52.02	5.7%	\$35,592
	52.06	6.3%	\$34,738
	52.07	5.9%	\$31,972
	52.08	4.3%	\$33,883
	52.09	7.3%	\$31,077

Figure 1. 2013-2017 Five-Year Estimates by Census Tract<sup>1</sup>

Jurisdiction	CT	Unemployment	Per Capita Income
	52.10	7.5%	\$31,782
	53.02	6.3%	\$22,337
	53.03	11.2%	\$18,703
	53.05	10.8%	\$23,672
	53.07	11.3%	\$23,656
	53.08	12.1%	\$25,875
Tracy	54.03	4.4%	\$27,773
	54.05	5.5%	\$25,955
	54.06	10.9%	\$19,493
	55.02	5.6%	\$35,205

## Average Unemployment and Income Over Time

Figure 2. Average Unemployment and Per Capita Income<sup>2</sup>

Jurisdiction	Population	Unemployment	Per Capita Income
United States <sup>(1)</sup>			
1-Year Estimate (2015)		6.3%	\$29,979
1-Year Estimate (2016)		5.8%	\$31,128
24-Month Average		6.1%	\$30,554
5-Year Estimate (2013-2017)		6.6%	\$31,177
California <sup>(1)</sup>			
1-Year Estimate (2015)		7.3%	\$31,587
1-Year Estimate (2016)		6.5%	\$33,389
24-Month Average		6.9%	\$32,448
5-Year Estimate (2013-2017)		7.7%	\$33,128
San Joaquin County <sup>(1)</sup>			
Population	724,153		
1-Year Estimate (2015)		11.8%	\$23,046
1-Year Estimate (2016)		8.8%	\$24,934
24-Month Average		10.0%	\$23,990
5-Year Estimate (2013-2017)		10.1%	\$24,694
Escalon <sup>(3)</sup>			
Population	7,449		
5-Year Estimate (2013-2017)		2.3%	\$28,274
Lathrop <sup>(3)</sup>			
Population	21,050		
5-Year Estimate (2013-2017)		8.9%	\$21,710
Lodi <sup>(2)</sup>			
Population	64,403		
5-Year Estimate (2013-2017)		8.4%	\$25,539
Manteca <sup>(1)</sup>			

<sup>2</sup> Source: U.S. Census Bureau, American Community Survey; Population: U.S. Census Bureau, 2017 Estimate; (1) 2015 and 2016 ACS 1-year estimates; (2) 2013-2017 ACS 5-year estimates; Tables S2301 (Unemployment) and B19301 (Per Capita Income) 2013-2017 ACS y-year estimates

Figure 2. Average Unemployment and Per Capita Income<sup>2</sup>

Jurisdiction	Population	Unemployment	Per Capita Income
Population	75,314		
1-Year Estimate (2015)		14.8%	\$22,362
1-Year Estimate (2016)		8.6%	\$25,264
24-Month Average		11.7%	\$23,813
5-Year Estimate (2013-2017)		10.1%	\$25,542
Ripon <sup>(3)</sup>			
Population	15,173		
5-Year Estimate (2013-2017)		5.4%	\$35,181
Stockton <sup>(1)</sup>			
Population	304,358		
1-Year Estimate (2015)		11.8%	\$20,524
1-Year Estimate (2016)		11.4%	\$22,440
24-Month Average		11.6%	\$21,482
5-Year Estimate (2013-2017)		11.9%	\$21,747
Tracy <sup>(1)</sup>			
Population	87,613		
1-Year Estimate (2015)		7.5%	\$26,660
1-Year Estimate (2016)		5.2%	\$28,531
24-Month Average		6.4%	\$27,596
5-Year Estimate (2013-2017)		7.4%	\$28,270

## Population Growth

The chart below shows the estimated annual growth rate of each community within San Joaquin County as of 2017 according to the U.S. Census Bureau. As in previous CEDS reports which also used U.S. Census Bureau data, the Cities of Lathrop and Manteca grew at significantly higher rates than the County, the State, and other communities within the San Joaquin County. The Cities of Ripon and Tracy population growth is on par with the County.

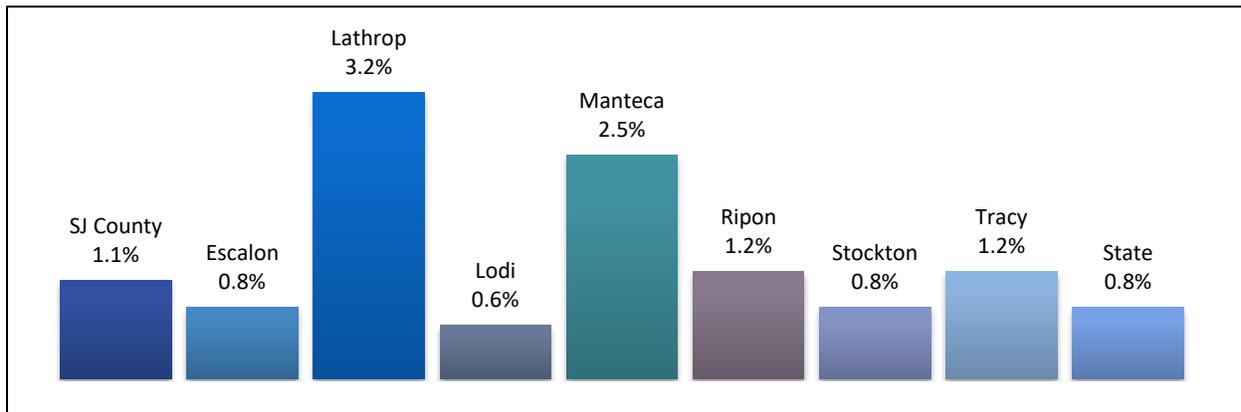


Figure 3. Estimated Annual Growth Rate 2013-2017. Source: U.S. Census Bureau 2013-2017 American Community Survey Table DP05, ACS Demographic and Housing Estimates

## Diversity

Racial diversity in San Joaquin County is increasing. The total nonwhite population in the county grew by three percentage points between 2013 and 2017 (41% to 44% in 2017). The statewide nonwhite population grew by five percentage points during the same time period (36% to 41% in 2017).

Race/Ethnicity	San Joaquin County		% of Total 2017		2013-2017 Five-Yr Change	
	2013	2017	County	State	County	State
White alone	407,287	404,806	55.9%	60.6%	-0.6%	0.6%
Black or African Amer. alone	49,901	50,433	7.0%	5.8%	1.1%	0.3%
Asian alone	99,396	109,359	15.1%	14.1%	10.0%	9.9%
Other & Multiple Races	136,593	159,555	22.0%	19.5%	16.8%	9.7%
Hispanic (all races)	272,529	295,606	40.8%	38.8%	8.5%	5.9%

Figure 4 - San Joaquin County Racial Diversity. Source: U.S. Census Bureau, American Community Survey Five-Year Estimates, Table DP05

## Age Distribution

The age distribution of San Joaquin County and City populations is shown in the graphic below (Figure 5). The median age of the County and most cities is between 32 and 34, generally considered a group with good earning potential. The Cities of Escalon and Tracy record a slightly higher median age than the rest of the County (38 and 36 respectively).

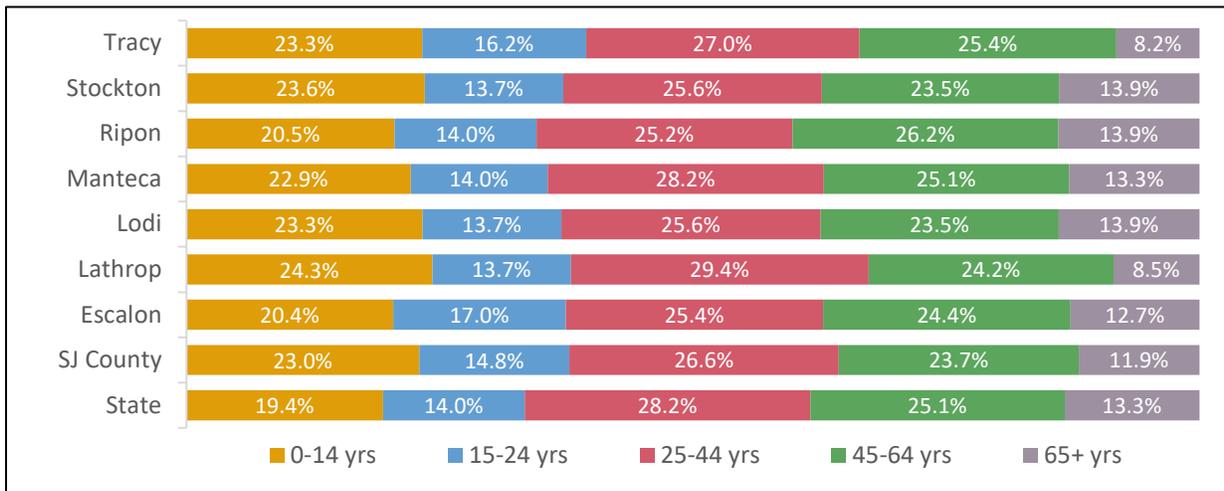


Figure 5. Age Distribution of San Joaquin County Jurisdictions. Source: U.S. Census Bureau 2013-2017 American Community Survey Table DP05, ACS Demographic and Housing Estimates

## Educational Performance

Figure 6 below presents the distribution of educational attainment for San Joaquin County residents over the age of 25 while Figure 7 shows a slow but steady increase in the San Joaquin population with college degrees. The communities in San Joaquin County are lagging the state in the share of population with an Advanced or bachelor’s degree; on par with the state with the share of population with some post-secondary education or training; and better than the state on high school graduates.

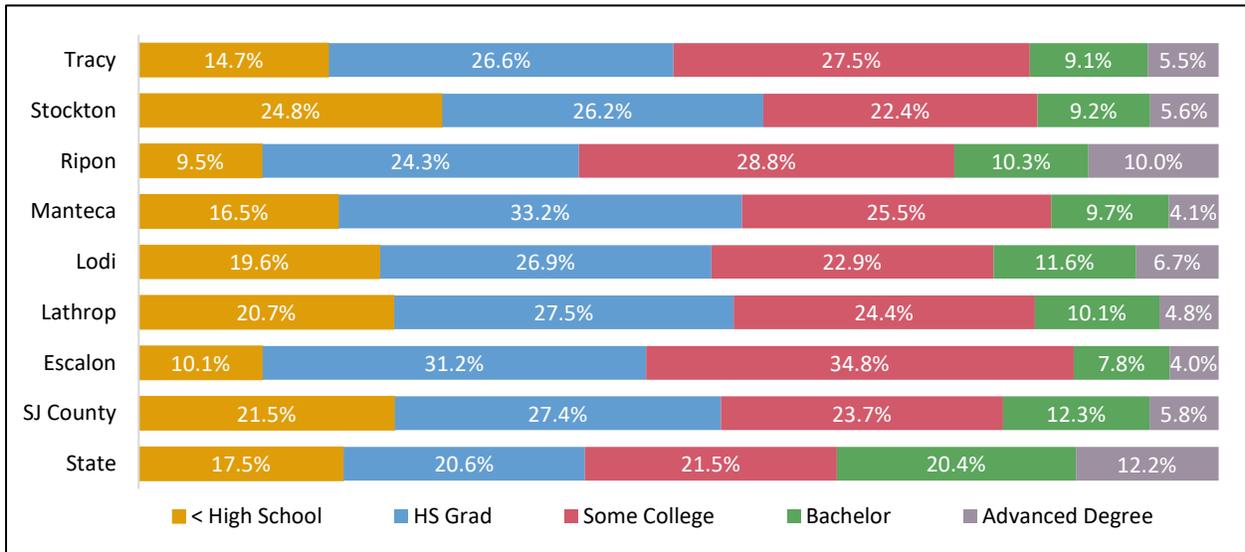


Figure 6. Educational Attainment of the Population over 25 years. Source: U.S. Census Bureau 2013-2017 American Community Survey Table S1501

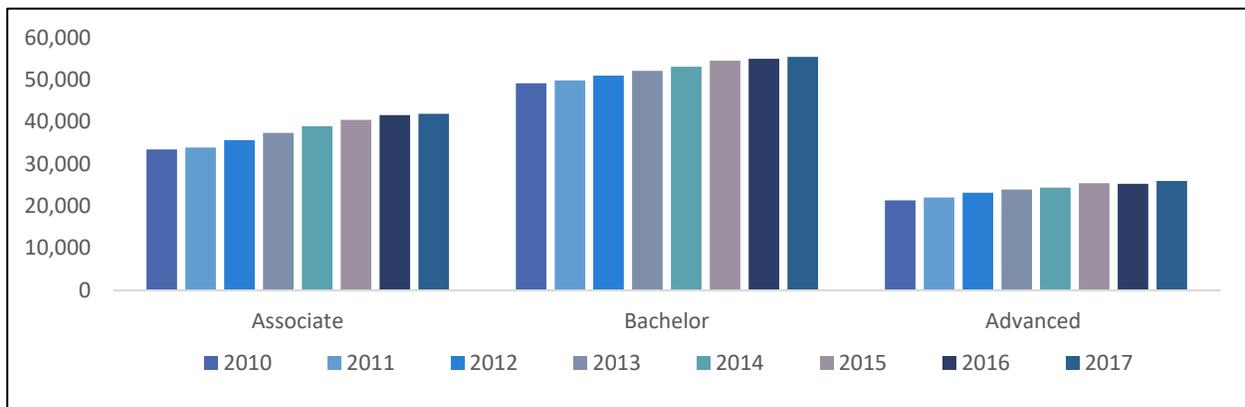


Figure 7. Growth of San Joaquin County Population age 25 and over with College Degree. Source: U.S. Census Bureau American Community Survey Table S1501

The high school graduation rate in San Joaquin County is very similar to that of the state. Both appear to have peaked in 2015-2016 school year at 83% and 84% respectively. Graduation rates in the next school season declined but recovered slightly in the most recent reporting.

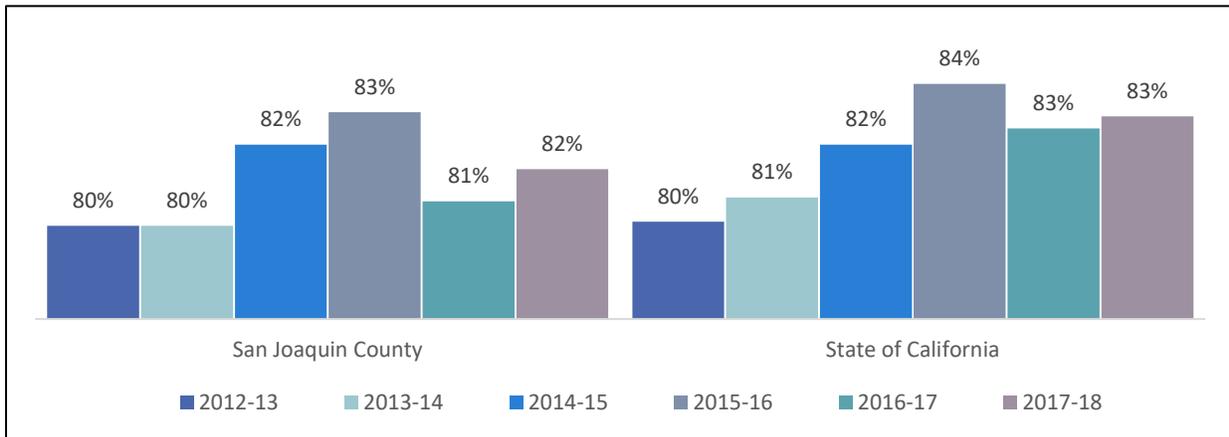


Figure 8. High School Graduation Rates. Source: California Department of Finance DataQuest, May 2019

## Talent Pipeline

A concern to new and existing businesses is the talent pipeline—those in the 15 to 22 age group (the immediate pipeline). In San Joaquin County this age group has been flat since 2010, hovering around 77,000. Overall, between 2010 and 2017, this group experienced an annual decline of -0.05%. In the longer-term pipeline (ages 0-14) growth has also been flat, just 0.8% annual average growth between 2010 and 2017). On the other end of the spectrum, the Retiring Soon group has been steadily increasing. There was an increase in the Prime Workers group between 2016 and 2017 of 3,700 workers; the annual growth rate of this group has been 1.2%. The Experienced workers group, those with the most institutional knowledge and experience, shows an annual growth rate of only 0.6%.

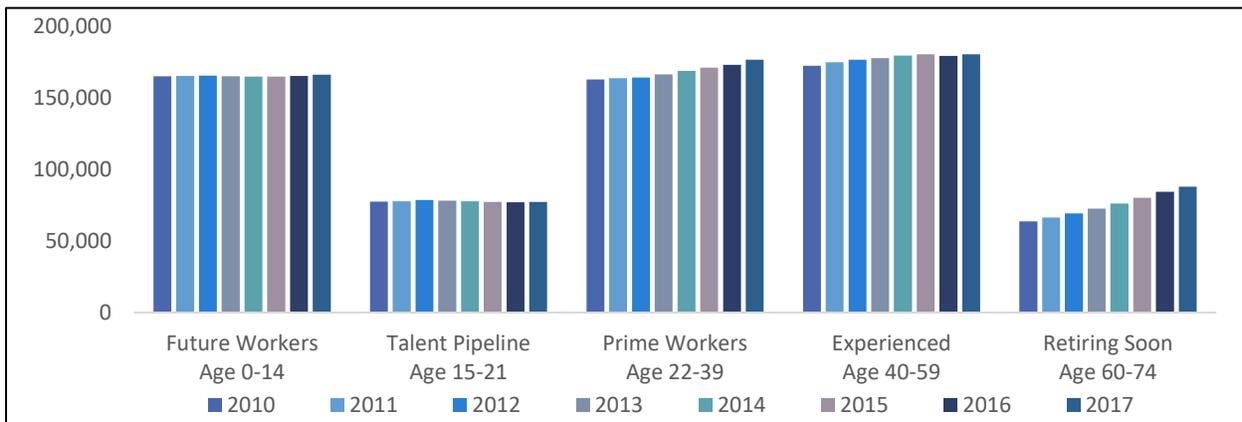


Figure 9. San Joaquin County Talent Pipeline 2010-2017. Source: U.S. Census Bureau American Community Survey Table B01001

## Unemployment

Unemployment peaked during the last recession and has gradually declined in the County and each of the Cities of San Joaquin (Figure 10). Still the unemployment rate for San Joaquin County exceeds that of the state, and the unemployment rate for both San Joaquin County and California have consistently been higher than the national rate although the gap is narrowing (Figure 11).

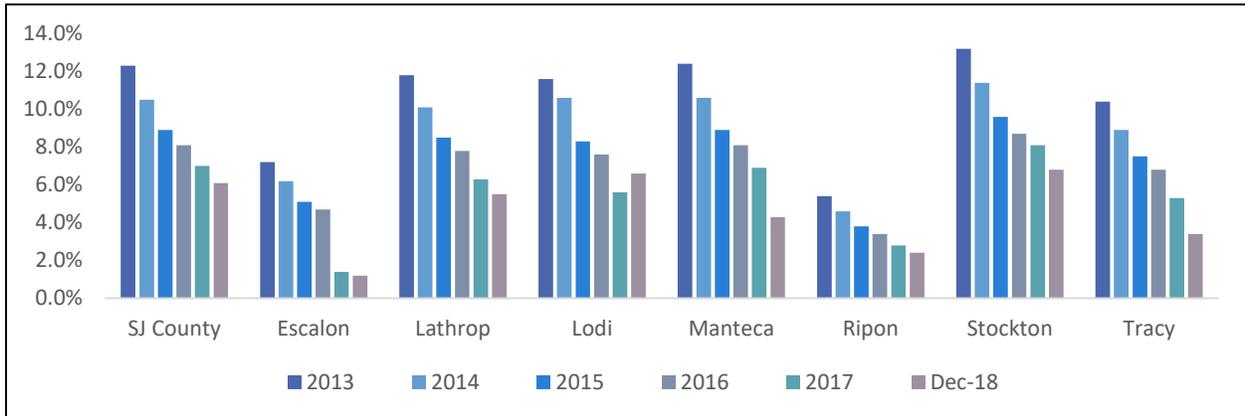


Figure 10. Unemployment Rate 2013 to 2018 (most recent), California Employment Development Department, Labor Market Information Division

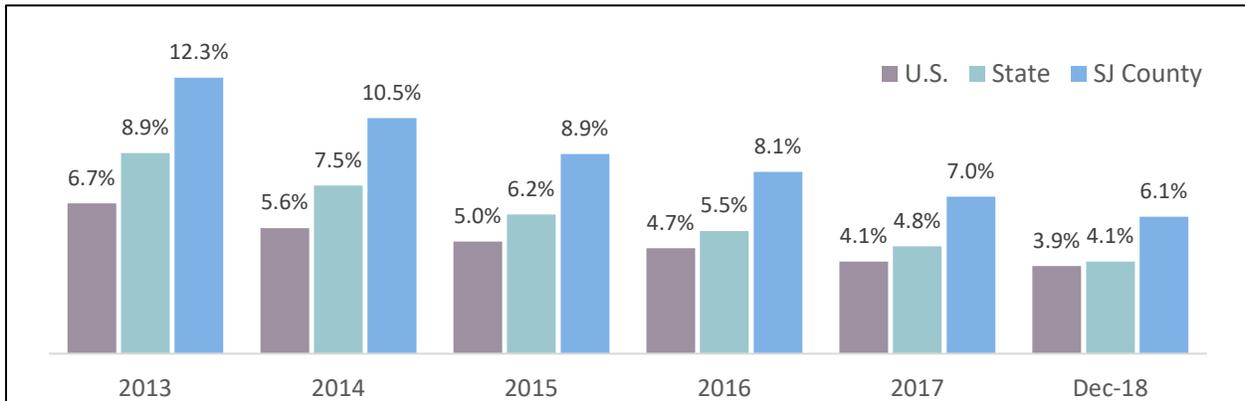


Figure 11. San Joaquin County and State of California Unemployment Rate 2013 to 2018 (most recent). Source: California Employment Development Department, Labor Market Information Division; Source of National data: Bureau of Labor Statistics

## Labor Force Participation

The table below presents the labor force and the labor force participation rate for San Joaquin County over the last five years. The population grew slightly each year as did the labor force, although not on the same trajectory. The share of the civilian population participating in the labor force is declining each year. This is especially concerning in a tight labor market but the county is following the trend seen in the U.S.

Some of the drop in labor force participation can be attributed to retiring baby boomers. They are a large part of the population so any increase or decrease would have a large impact. There are other reasons for a declining participation rate. Even with an improving job market some older workers not yet ready for retirement may be lacking the skill set for today's jobs.

	2013	2014	2015	2016	2017
Civilian Population age 16 years+	517,062	524,915	532,449	538,201	546,782
Labor Force	323,166	324,499	325,393	326,928	329,886
County Labor Force Participation Rate	62.5%	61.8%	61.1%	60.7%	60.3%
U.S. Labor Force Participation Rate	62.9%	62.8%	62.7%	62.7%	62.7%

Figure 12. San Joaquin County Labor Force Participation Rate 2013 to 2017. Source: U.S. Census Bureau American Community Survey Five-Year Estimates; Table DP03

## Commuting

The number of county residents commuting out of San Joaquin County has grown steadily since 2013 as has the amount of time the workers spend on their commute.

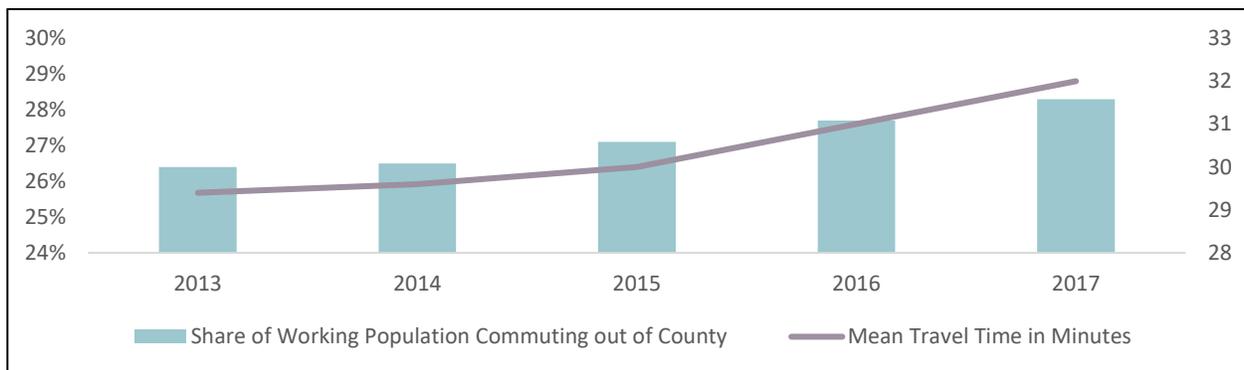


Figure 13. Trends in Employment Commute. Source: U.S. Census Bureau 2013-2017 American Community Survey Table S0801, Selected Employment Characteristics

## Income

As in past CEDS, both the County’s median household and per capita income levels are below the State’s. The Cities of Escalon, Lathrop, Manteca, Ripon and Tracy all have median household incomes greater than the State’s and the County’s. Tracy and Ripon both have median household incomes over \$82,000 (up nearly \$10,000 from the U.S. Census estimates of 2007-2011). When looking at per capita income, only Ripon does better than the State (by just \$2,053). Except for Stockton and Lathrop, all other San Joaquin cities’ per capita income is greater than the County’s.

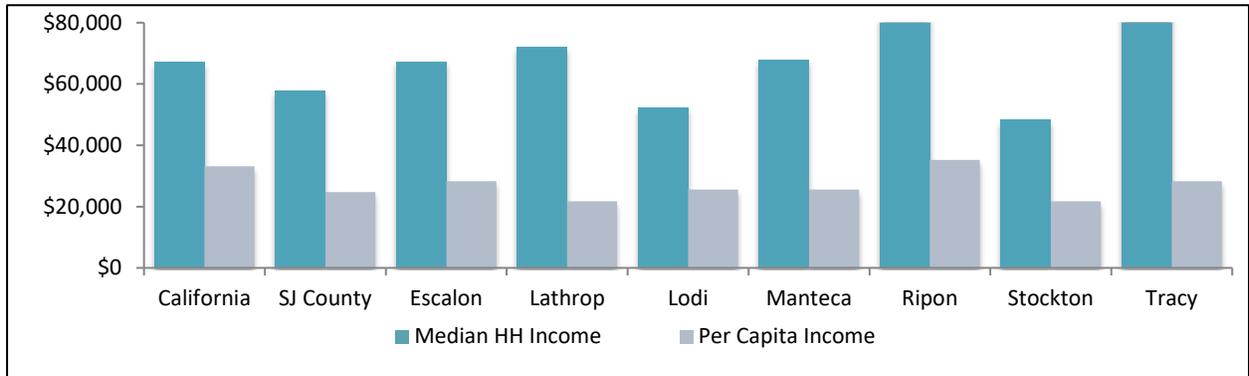


Figure 14. Median Household and Per Capita Income; 5-Year Estimates 2013-2017 (inflation adjusted dollars). Source: U.S. Census Bureau 2013-2017 American Community Survey Table DP03, Selected Economic Characteristics

## Poverty

San Joaquin County overall has a greater percentage of its population (17.1%) living below the poverty level than the State (15.1%). Except for Lodi and Stockton, all other San Joaquin cities have a poverty rate lower than the State or County. The correlation of educational attainment and poverty is shown in Figure 15 where the percent of population living in poverty is overlaid with the educational attainment of the populations in San Joaquin County. Those with lower educational attainment tend to have higher percentage of population living in poverty.

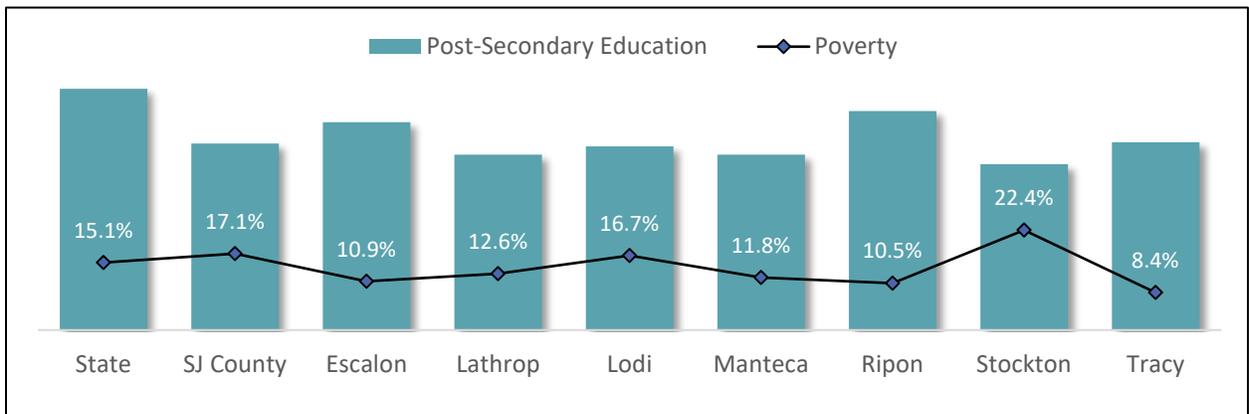


Figure 15. Educational Attainment and Poverty. Source: U.S. Census Bureau 2013-2017 American Community Survey Table DP03, Selected Economic Characteristics and Table S1501, Educational Attainment

## Cost of Living

The cost of living index is based on a U.S. average of 100. An amount below 100 means that a community is a cheaper place to live than the U.S. average; likewise, an amount greater than 100 means that a community is a more expensive place to live. California, San Joaquin County and each of the cities in the county are more expensive than the U.S. average.

This model takes into consideration several factors when determining cost, e.g.: groceries, health care, housing, utilities, transportation (gasoline, auto insurance, and commuting costs), restaurant meals, clothing, entertainment, and education. Each factor is indexed as more expensive than the U.S. average except for health care (indexed at 96). Housing is the largest cost factor for each jurisdiction.

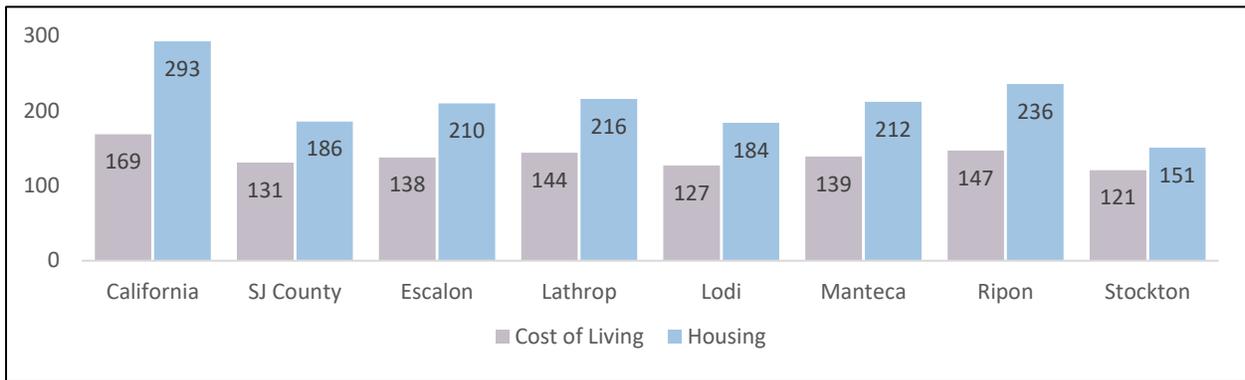


Figure 16. Cost of Living Index. Source: [www.bestplaces.net](http://www.bestplaces.net); data collected March 2019

## Living Wage

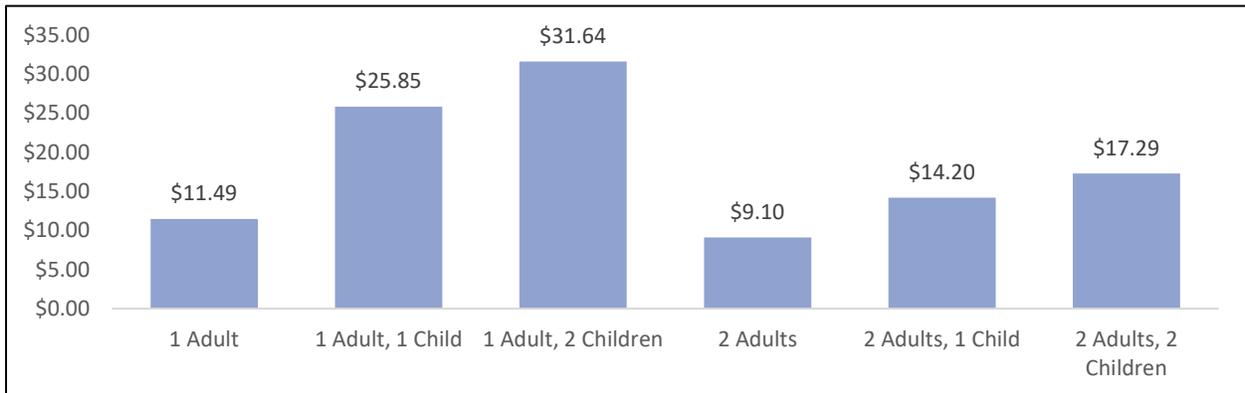


Figure 17. Living Wage in the Stockton-Lodi MSA. Source: Massachusetts Institute of Technology, 2019 ([www.livingwage.mit.edu](http://www.livingwage.mit.edu))

## Housing Affordability

The housing market in cities and county of San Joaquin is doing well, as indicated in the appreciation statistics provided in Figure 18. Each community's housing market appreciated more over the last five years than the state as a whole. Median home prices in the county communities in 2017 ranged from a low of \$220,000 to a high of \$381,000 (source: U.S. Census Bureau 2013-2017 American Community Survey Table B25077).

County-wide the percent of housing units that are owner-occupied is slightly higher than the state (55.7% and 54.5% respectively). Communities within San Joaquin County can boast of an owner-occupied rate of 70% (Lathrop and Ripon) and ~60% (Escalon, Manteca, and Tracy). Lodi has an owner-occupied rate of 54% and Stockton 48%.

In the first quarter of 2019 about 43% of households in San Joaquin County could afford to purchase a median-priced home (\$365,000). This affordability index has improved over the previous quarter (38%) and the same time period in 2018 (40%).<sup>3</sup>

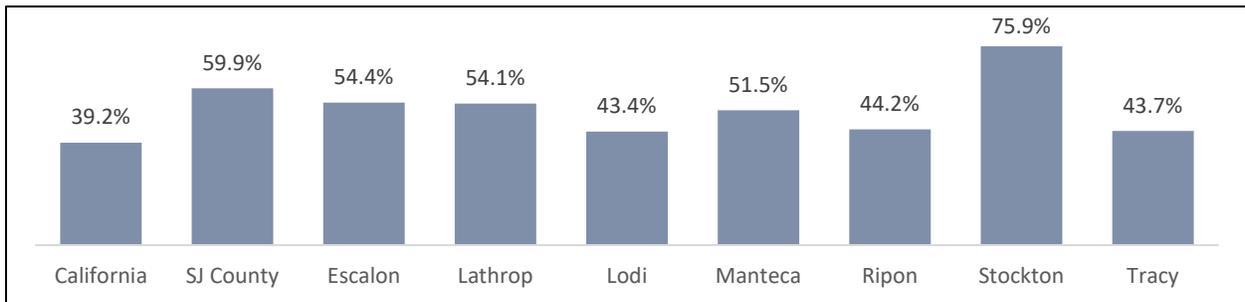


Figure 18. Housing appreciation last five years. Source: [www.bestplaces.net](http://www.bestplaces.net); data collected March 2019

<sup>3</sup> Source: California Association of Realtors, <https://www.car.org/marketdata/data/haitraditional>

## Industry Trends

This section provides an overview of employment growth and retraction by major industry groups. The table below depicts the distribution of industries and employment across the major NAICS categories and the share of the statewide industries and employment.

Agriculture and Transportation are the leading industries in San Joaquin County when compared to the state (share of jobs and share of firms), and according to the Location Quotient. The Location Quotient is an indication of how concentrated these two industries are compared to the nation. Transportation is three times more concentrated in San Joaquin County than average.

SAN JOAQUIN COUNTY SHARE OF STATE EMPLOYMENT BY SECTOR								
NAICS	Description	State of California		San Joaquin		Jobs Share of State	Firms Share of State	Location Quotient*
		Jobs	Firms	Jobs	Firms			
11	Agriculture, Forestry, Fishing	423,516	16,183	16,321	999	4%	6%	2.67
21	Mining	21,959	807	108	8	0%	1%	0.34
22	Utilities	58,273	1,180	1,282	16	2%	1%	1.53
23	Construction	769,580	70,260	11,520	1,035	1%	1%	1.04
31-33	Manufacturing	1,294,360	41,347	19,017	545	1%	1%	1.02
42	Wholesale Trade	715,989	59,174	12,072	538	2%	1%	1.17
44-45	Retail Trade	1,668,452	101,036	26,637	1,534	2%	2%	1.11
48-49	Transportation	512,104	20,697	24,707	617	5%	3%	3.35
51	Information	517,390	20,765	1,810	72	0%	0%	0.24
52	Finance and Insurance	540,807	47,010	4,917	520	1%	1%	0.63
53	Real Estate	275,950	46,936	2,845	491	1%	1%	0.72
	Services	7,393,390	932,288	83,738	9,810	1%	1%	0.79
54	Professional and technical services	1,212,898	130,594	4,794	819	0%	1%	0.27
55	Management of companies	225,770	4,460	1,820	56	1%	1%	0.56
56	Administrative and support services	1,078,883	46,826	12,378	570	1%	1%	0.80
61	Educational services (private)	304,876	12,696	4,279	103	1%	1%	0.97
62	Health Services	2,165,926	549,764	32,351	6,151	1%	1%	1.04
71	Arts, entertainment, and recreation	298,889	21,068	2,505	133	1%	1%	0.58
72	Accommodation and food services	1,586,193	78,777	18,704	1,050	1%	1%	0.82
81	Other Services	519,955	88,103	6,907	928	1%	1%	0.92

Figure 19. San Joaquin County Employment Distribution. Source: IMPLAN ES202 data by county and state 2017

KEY ECONOMIC BASE COMPONENTS IN SAN JOAQUIN COUNTY										
Includes industries with 500 or more employees in 2017 (exclusive of retail, wholesale and personal services)										
NAICS	Description	San Joaquin County				San Joaquin-2017			Projected Annual	
		Employment 2010	Employment 2017	Growth Absolute	Growth Percent	Firms	Avg Wage	Location Quotient	U.S. Growth	Output
<b>Agriculture and Food Processing</b>										
111200	Vegetable and Melon Farming	1,219	1,212	-7	-1%	53	\$38,261	7.58	0.2%	1.3%
111300	Fruit and Tree Nut Farming	3,631	3,950	319	9%	465	\$35,570	12.41	0.2%	1.3%
111400	Greenhouse, Nursery, and Floriculture Production	577	1,002	425	74%	30	\$36,607	3.90	0.2%	1.3%
112100	Cattle Ranching and Farming	1,177	1,219	42	4%	109	\$36,817	4.57	-0.3%	1.5%
115100	Support activities for crop production	7,296	8,056	760	10%	210	\$32,875	14.32	0.7%	1.6%
311421	Fruit and vegetable canning	1,248	1,154	-94	-8%	10	\$49,085	11.47	-0.5%	0.5%
311612	Meat processed from carcasses	819	859	40	5%	8	\$51,687	4.02	0.0%	1.3%
311812	Commercial bakeries	737	636	-101	-14%	6	\$42,084	2.77	-0.1%	0.8%
312130	Wineries	1,361	2,036	675	50%	68	\$54,594	18.87	0.5%	0.7%
<b>Energy</b>										
221112	Fossil fuel electric power generation	25	592	567	2257%	1	\$120,007	3.80	0.2%	1.5%
<b>Fabricated Metal Manufacturing</b>										
332312	Fabricated structural metal manufacturing	339	673	334	99%	7	\$74,506	4.55	-0.3%	1.1%
<b>Wood Product Manufacturing</b>										
321911	Wood window and door manufacturing	109	514	405	371%	5	\$46,801	6.01	-0.5%	2.4%
337110	Wood kitchen cabinet and countertop mfg.	325	692	367	113%	19	\$41,573	3.47	-0.2%	1.6%
<b>Transportation &amp; Logistics</b>										
484110	General freight trucking, local	1,228	1,491	263	21%	161	\$49,777	3.53	0.3%	2.2%
484121	General freight trucking, long-distance tl	1,688	2,189	501	30%	89	\$51,609	2.61	0.3%	2.2%
484122	General freight trucking, long-distance ltl	722	969	247	34%	20	\$56,064	2.32	0.3%	2.2%
484220	Other specialized trucking, local	1,141	1,616	475	42%	87	\$55,590	4.37	0.3%	2.2%
493110	General warehousing and storage	4,201	13,727	9,526	227%	73	\$41,517	9.03	2.0%	2.4%
<b>Business Services</b>										
551114	Managing offices	1,484	1,674	190	13%	55	\$80,566	0.45	0.6%	2.2%
561320	Temporary help services	3,620	5,443	1,823	50%	47	\$26,729	1.12	0.5%	2.6%
561612	Security guards and patrol services	412	1,399	987	240%	38	\$20,804	1.16	1.0%	2.2%
561720	Janitorial services	727	1,043	316	43%	95	\$23,498	0.58	1.2%	2.2%
811310	Commercial machinery repair and maintenance	389	1,031	642	165%	66	\$68,216	3.01	1.3%	2.4%
<b>Higher Education</b>										
611310	Colleges and universities	1,767	2,595	828	47%	5	\$38,607	1.24	1.2%	1.2%
<b>Health Services</b>										
621111	Offices of physicians, except mental health	3,015	3,432	417	14%	377	\$80,204	0.81	2.0%	3.7%
621210	Offices of dentists	1,577	1,981	404	26%	274	\$47,573	1.26	1.8%	2.1%
621491	Hmo medical centers	669	1,941	1,272	190%	16	\$127,982	5.78	3.2%	2.6%
621610	Home health care services	656	643	-13	-2%	31	\$43,845	0.27	4.4%	3.1%
622110	General medical and surgical hospitals	6,064	5,222	-842	-14%	9	\$81,356	0.66	0.8%	3.2%
623110	Nursing care facilities	2,929	3,314	385	13%	45	\$33,943	1.22	1.2%	3.0%
623210	Residential disability facilities	495	524	29	6%	41	\$26,098	0.78	1.2%	3.0%
623311	Continuing care retirement communities	634	652	18	3%	7	\$33,815	0.79	1.2%	3.0%
623312	Assisted living facilities for the elderly	751	1,010	259	34%	61	\$23,679	1.40	1.2%	3.0%
624120	Services for the elderly and disabled	1,033	7,433	6,400	620%	4,802	\$12,547	2.57	3.4%	2.5%
624310	Vocational rehabilitation services	321	588	267	83%	17	\$24,623	1.04	-0.3%	2.4%
<b>Hospitality</b>										
713940	Fitness and recreational sports centers	599	910	311	52%	45	\$14,160	0.88	0.9%	2.0%
721110	Hotels and motels, except casino hotels	849	1,151	302	35%	53	\$21,610	0.43	0.2%	1.9%
722511	Full-service restaurants	5,100	6,060	960	19%	339	\$20,190	0.67	0.9%	1.5%
722513	Limited-service restaurants	6,274	9,100	2,826	45%	442	\$16,132	1.24	0.9%	1.5%

Figure 20. Performance of largest employers in San Joaquin County. Source: IMPLAN ES202 data by county, Bureau of Labor Statistics Industry Employment and Output Projections, October 2017

**GROWTH MANUFACTURING INDUSTRIES IN SAN JOAQUIN COUNTY 2010 TO 2017**

*Includes non-retail industries that have added 100 or more jobs in San Joaquin County in the past seven years and are growing faster than the U.S. average for that industry.*

NAICS	Description	San Joaquin County				San Joaquin-2017			Projected Annual		Manufg Capacity Utilization
		Employment 2010	Employment 2017	Growth Absolute	Growth Percent	Firms	Avg Wage	Location Quotient	U.S. Growth Employment	U.S. Growth Output	
<b>Agriculture and Food Processing</b>											
115100	Support activities for crop production	7,296	8,056	760	10%	210	\$32,875	14.32	0.7%	1.6%	
311221	Wet corn milling	102	205	103	102%	2	\$87,493	9.32	-0.6%	1.1%	84%
311999	All other miscellaneous food manufacturing	55	364	309	564%	1	\$45,888	6.45	0.5%	1.0%	74%
312130	Wineries	1,361	2,036	675	50%	68	\$54,594	18.87	0.5%	0.7%	85%
<b>Energy</b>											
221112	Fossil fuel electric power generation	25	592	567	2257%	1	\$120,007	3.80	0.2%	1.5%	
221115	Wind electric power generation	88	257	169	192%	2	\$144,325	25.42	0.2%	1.5%	
<b>Wood and Paper Products</b>											
321214	Truss manufacturing	57	213	156	270%	3	\$42,118	4.31	0.0%	2.3%	86%
321911	Wood window and door manufacturing	109	514	405	371%	5	\$46,801	6.01	-0.5%	2.4%	81%
322219	Other paperboard container manufacturing	91	373	281	308%	4	\$52,426	8.56	-0.7%	1.7%	81%
322299	All other converted paper product mfg.	57	162	106	186%	2	\$35,837	5.66	-0.7%	1.7%	81%
337110	Wood kitchen cabinet and countertop mfg.	325	692	367	113%	19	\$41,573	3.47	-0.2%	1.6%	74%
<b>Nonmetallic Mineral Products</b>											
327390	Other concrete product manufacturing	225	490	265	118%	9	\$55,838	5.23	-0.3%	2.7%	58%
327999	Miscellaneous nonmetallic mineral products	32	135	103	324%	1	\$75,167	6.55	-0.9%	1.2%	78%
<b>Fabricated Metal Products</b>											
332312	Fabricated structural metal manufacturing	339	673	334	99%	7	\$74,506	4.55	-0.3%	1.1%	72%
332321	Metal window and door manufacturing	2	157	155	6324%	1	\$46,982	1.48	-0.3%	1.1%	72%
332420	Metal tank, heavy gauge, manufacturing	42	166	123	292%	1	\$60,720	2.85	-0.3%	2.3%	75%
332812	Metal coating and nonprecious engraving	202	341	139	69%	11	\$41,138	3.55	-0.6%	2.3%	72%
<b>Industrial Machinery</b>											
333242	Semiconductor machinery manufacturing	0	122	122	12151%	1	\$64,511	3.63	-1.5%	1.8%	79%
<b>Automotive Manufacturing</b>											
336111	Automobile manufacturing	0	192	192	19227%	1	\$63,519	0.91	0.2%	1.5%	66%
336212	Truck trailer manufacturing	53	289	236	441%	8	\$55,378	4.74	-0.4%	2.0%	83%

Figure 21. High Growth Manufacturing & Industrial Industries in San Joaquin County, 2010 to 2017. Source: IMPLAN ES202 data by county, Bureau of Labor Statistics Industry Employment and Output Projections, October 2017

**GROWTH SERVICE INDUSTRIES IN SAN JOAQUIN COUNTY 2010 TO 2017**

*Includes non-retail industries that have added 100 or more jobs in San Joaquin County in the past seven years and are growing faster than the U.S. average for that industry.*

NAICS	Description	San Joaquin County		Growth 2010-17		San Joaquin-2017		Projected Annual		
		Employment 2010	Employment 2017	Absolute	Percent	Firms	Avg Wage	Location Quotient	U.S. Growth 2016-2026	Output
<b>Transportation &amp; Logistics</b>										
484110	General freight trucking, local	1,228	1,491	263	21%	161	\$49,777	3.53	0.3%	2.2%
484121	General freight trucking, long-distance tl	1,688	2,189	501	30%	89	\$51,609	2.61	0.3%	2.2%
484122	General freight trucking, long-distance tl	722	969	247	34%	20	\$56,064	2.32	0.3%	2.2%
484220	Other specialized trucking, local	1,141	1,616	475	42%	87	\$55,590	4.37	0.3%	2.2%
484230	Other specialized trucking, long-distance	117	345	228	195%	18	\$56,723	1.53	0.3%	2.2%
488320	Marine cargo handling	43	224	181	420%	4	\$79,030	2.15	1.0%	2.2%
488510	Freight transportation arrangement	102	222	120	118%	11	\$62,126	0.61	1.0%	2.2%
488991	Packing and crating	6	134	128	2330%	7	\$29,878	4.36	1.0%	2.2%
493110	General warehousing and storage	4,201	13,727	9,526	227%	73	\$41,517	9.03	2.0%	2.4%
493120	Refrigerated warehousing and storage	237	434	197	83%	11	\$57,249	4.37	2.0%	2.4%
<b>Professional Services</b>										
541330	Engineering services	261	400	139	53%	48	\$98,436	0.25	0.9%	2.8%
541614	Process and logistics consulting services	67	221	154	230%	17	\$39,800	1.09	2.1%	1.8%
541620	Environmental consulting services	165	466	301	182%	12	\$43,942	3.28	2.1%	1.8%
<b>Business Services</b>										
561612	Security guards and patrol services	412	1,399	987	240%	38	\$20,804	1.16	1.0%	2.2%
561720	Janitorial services	727	1,043	316	43%	95	\$23,498	0.58	1.2%	2.2%
561790	Other services to buildings and dwellings	62	363	301	485%	30	\$37,728	2.37	1.2%	2.2%
561990	All other support services	92	314	223	243%	12	\$17,308	0.92	0.5%	2.3%
811310	Commercial machinery repair and maintenance	389	1,031	642	165%	66	\$68,216	3.01	1.3%	2.4%
<b>Higher Education</b>										
611310	Colleges and universities	1,767	2,595	828	47%	5	\$38,607	1.24	1.2%	1.2%
611430	Management training	7	110	103	1564%	1	\$51,912	1.47	1.7%	2.2%
<b>Health Services</b>										
621111	Offices of physicians, except mental health	3,015	3,432	417	14%	377	\$80,204	0.81	2.0%	3.7%
621210	Offices of dentists	1,577	1,981	404	26%	274	\$47,573	1.26	1.8%	2.1%
621340	Offices of specialty therapists	284	396	112	39%	38	\$40,437	0.62	2.7%	3.4%
621420	Outpatient mental health centers	100	258	158	157%	8	\$37,533	0.66	3.2%	2.6%
621491	Hmo medical centers	669	1,941	1,272	190%	16	\$127,982	5.78	3.2%	2.6%
621492	Kidney dialysis centers	204	316	112	55%	17	\$62,316	1.47	3.2%	2.6%
621910	Ambulance services	337	455	118	35%	6	\$52,078	1.57	2.4%	3.2%
622210	Psychiatric and substance abuse hospitals	0	168	168	16796%	1	\$38,762	0.84	0.8%	3.2%
622310	Other hospitals	0	140	140	14004%	1	\$49,958	0.36	0.8%	3.2%
623110	Nursing care facilities	2,929	3,314	385	13%	45	\$33,943	1.22	1.2%	3.0%
623220	Residential mental and substance abuse care	271	388	117	43%	23	\$30,379	1.02	1.2%	3.0%
623312	Assisted living facilities for the elderly	751	1,010	259	34%	61	\$23,679	1.40	1.2%	3.0%
624110	Child and youth services	212	341	129	61%	15	\$36,656	1.04	3.4%	2.5%
624120	Services for the elderly and disabled	1,033	7,433	6,400	620%	4,802	\$12,547	2.57	3.4%	2.5%
624310	Vocational rehabilitation services	321	588	267	83%	17	\$24,623	1.04	-0.3%	2.4%
<b>Hospitality</b>										
713210	Casinos, except casino hotels	48	328	280	579%	4	\$33,675	2.41	0.1%	2.5%
721110	Hotels and motels, except casino hotels	849	1,151	302	35%	53	\$21,610	0.43	0.2%	1.9%
722511	Full-service restaurants	5,100	6,060	960	19%	339	\$20,190	0.67	0.9%	1.5%
722513	Limited-service restaurants	6,274	9,100	2,826	45%	442	\$16,132	1.24	0.9%	1.5%

Figure 22. High Growth Service (non-retail) Industries in San Joaquin County, 2010 to 2017. Source: IMPLAN ES202 data by county, Bureau of Labor Statistics Industry Employment and Output Projections, October 2017

NATIONAL HIGH GROWTH INDUSTRIES									
NAICS	Description	San Joaquin County				San Joaquin 2017		Projected Annual	
		Employment 2010	Employment 2017	Growth Absolute	Growth Percent	Firms	Avg Wage	U.S. Growth Employment	U.S. Growth Output
<b>National High Employment Growth</b>									
621610	Home health care services	656	643	-13	-2%	31	\$43,845	4.4%	3.1%
519110	News syndicates	0	0	0	0%	0	\$0	4.0%	5.7%
519120	Libraries and archives	8	0	-8	-100%	0	\$0	4.0%	5.7%
519130	Internet publishing, broadcasting, Web portals	1	3	2	151%	2	\$69,312	4.0%	5.7%
519190	Other information services	0	0	0	0%	0	\$0	4.0%	5.7%
621410	Family planning centers	71	108	37	53%	8	\$44,647	3.2%	2.6%
621420	Outpatient mental health centers	100	258	158	157%	8	\$37,533	3.2%	2.6%
621491	HMO medical centers	669	1,941	1,272	190%	16	\$127,982	3.2%	2.6%
621492	Kidney dialysis centers	204	316	112	55%	17	\$62,316	3.2%	2.6%
621493	Freestanding emergency medical centers	180	109	-71	-39%	6	\$41,472	3.2%	2.6%
621498	All other outpatient care centers	1,010	52	-958	-95%	4	\$43,619	3.2%	2.6%
621310	Offices of chiropractors	152	190	38	25%	55	\$30,296	2.7%	3.4%
621320	Offices of optometrists	156	213	57	37%	34	\$33,411	2.7%	3.4%
621330	Offices of mental health practitioners	3	90	87	2908%	4	\$23,973	2.7%	3.4%
621340	Offices of specialty therapists	284	396	112	39%	38	\$40,437	2.7%	3.4%
621391	Offices of podiatrists	37	88	51	137%	8	\$33,539	2.7%	3.4%
621399	Offices of miscellaneous health practitioners	112	75	-37	-33%	7	\$53,943	2.7%	3.4%
621511	Medical laboratories	63	111	48	76%	24	\$41,528	2.5%	3.2%
621512	Diagnostic imaging centers	54	72	18	33%	5	\$55,293	2.5%	3.2%
<b>National High Output Growth</b>									
519110	News syndicates	0	0	0	0%	0	\$0	4.0%	5.7%
519130	Internet Publishing, Web Search Portals	1	3	2	151%	2	\$69,312	4.0%	5.7%
519190	Other information services	0	0	0	0%	0	\$0	4.0%	5.7%
517410	Satellite telecommunications	2	1	-1	-70%	1	\$56,860	-1.9%	5.3%
517911	Telecommunications resellers	348	19	-329	-95%	3	\$66,811	-1.9%	5.3%
517919	All other telecommunications	104	11	-93	-89%	1	\$90,527	-1.9%	5.3%
511210	Software publishers	10	18	8	80%	5	\$127,757	1.8%	4.2%
621111	Offices of physicians, except mental health	3,015	3,432	417	14%	377	\$80,204	2.0%	3.7%
621112	Offices of mental health physicians	32	29	-3	-9%	13	\$79,477	2.0%	3.7%
621310	Offices of chiropractors	152	190	38	25%	55	\$30,296	2.7%	3.4%
621320	Offices of optometrists	156	213	57	37%	34	\$33,411	2.7%	3.4%
621330	Offices of mental health practitioners	3	90	87	2908%	4	\$23,973	2.7%	3.4%
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621511	Medical laboratories	63	111	48	76%	24	\$41,528	2.5%	3.2%
621512	Diagnostic imaging centers	54	72	18	33%	5	\$55,293	2.5%	3.2%
621910	Ambulance services	337	455	118	35%	6	\$52,078	2.4%	3.2%
621991	Blood and organ banks	30	37	6	21%	1	\$47,244	2.4%	3.2%
621999	Miscellaneous ambulatory health care services	5	83	79	1660%	5	\$54,434	2.4%	3.2%
622110	General medical and surgical hospitals	6,064	5,222	-842	-14%	9	\$81,356	0.8%	3.2%
622210	Psychiatric and substance abuse hospitals	0	168	168	16796%	1	\$38,762	0.8%	3.2%
622310	Other hospitals	0	140	140	14004%	1	\$49,958	0.8%	3.2%

Figure 23. National High-Growth Industries. Source: IMPLAN ES202 data by county, Bureau of Labor Statistics Industry Employment and Output Projections, October 2017

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