

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS
ACTION AGENDA SUMMARY

DEPT: Chief Executive Office

BOARD AGENDA # B-10

Urgent

Routine

AGENDA DATE October 6, 2009

CEO Concurs with Recommendation YES NO
(Information Attached)

4/5 Vote Required YES NO

SUBJECT:

Acceptance of the Comprehensive Economic Development Strategy (CEDs) Document as submitted by the Stanislaus Economic Development Action Committee (EDAC) as part of the Federal Economic Development Agency (EDA) Requirement for Applying for Federal EDA Grant Funding

STAFF RECOMMENDATIONS:

Review and Accept the Comprehensive Economic Development Strategy (CEDs) Document as submitted by the Stanislaus Economic Development Action Committee (EDAC) as part of the Federal Economic Development Agency (EDA) Requirement for Applying for Federal EDA Grant Funding.

FISCAL IMPACT:

Currently there are two (2) projects (total requests \$2.4 million) that are being considered for EDA funding. Recently the City of Riverbank received \$144,000 for technical assistance related to on-going strategic planning efforts surrounding their Ammunition Plant/BRAC closure. The EDAC Committee is facilitated by existing County CEO staff in the Economic Development Unit. There are no direct fiscal impacts related to this item.

BOARD ACTION AS FOLLOWS:

No. 2009-682

On motion of Supervisor O'Brien, Seconded by Supervisor Grover

and approved by the following vote,

Ayes: Supervisors: O'Brien, Chiesa, Grover, Monteith, and Chairman DeMartini

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1) X Approved as recommended

2) _____ Denied

3) _____ Approved as amended

4) _____ Other:

MOTION:



ATTEST: CHRISTINE FERRARO TALLMAN, Clerk

File No.

Acceptance of the Comprehensive Economic Development Strategy (CEDS) Document as submitted by the Stanislaus Economic Development Action Committee (EDAC) as part of the Federal Economic Development Agency (EDA) Requirement for Applying for Federal EDA Grant Funding

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DISCUSSION:

Committee Overview

The Federal Economic Development Administration (EDA) requires that a region seeking Federal EDA grant funding maintain a Comprehensive Economic Development Strategy (CEDS) and that project proposals made to EDA be part of an approved CEDS document.

The Economic Development Action Committee (EDAC) is a Board appointed committee charged with the development and maintenance of the Regional CEDS document. It has been in existence since 1962 and functions to develop and implement the CEDS for Stanislaus County and its nine incorporated cities. The Committee serves as a liaison between member jurisdictions and the programs offered by the Federal EDA that promote permanent employment and economic growth. This committee has been increasingly active since late 2008 with major committee emphasis being placed on development of an updated Countywide CEDS document

In October 2008, the Committee revised its by-laws in order to better regulate its actions. Due to the large membership (21) and the desire of members for guidelines for attendance, the Committee, with Board of Supervisors' approval, adopted revised governing rules and regulations. The rules and regulations cover membership, officers, organization and attendance, as well as meetings, agendas, and order of business and are patterned after those of other County committees. These revisions have allowed more flexibility in recruiting members and have encouraged a consistent quorum at all meetings since the process revision.

Comprehensive Economic Development Strategy (CEDS) Document

Over the past 12 months, the EDAC has collaboratively developed an update to the Stanislaus CEDS. This strategy presents the socio-economic overview of Stanislaus County along with highlights of the economic development activities and projects being pursued by our jurisdictions and regional partners. The CEDS update is a master document that summarizes infrastructure projects that require support and establishes core project area themes that the workgroup intends to develop and expand upon into the future. It is critical that our communities have the benefit of these projects as our local economy continues to face a number of challenges. The updated strategy has been fully vetted through our regional EDA representative and all Stanislaus communities as represented on the committee.

Projects Approved and Pending EDA Consideration

The EDAC Committee has been very busy promoting Stanislaus County projects to our Regional EDA representatives. Over the past 12 months the EDAC Committee has met

Acceptance of the Comprehensive Economic Development Strategy (CEDS) Document as submitted by the Stanislaus Economic Development Action Committee (EDAC) as part of the Federal Economic Development Agency (EDA) Requirement for Applying for Federal EDA Grant Funding

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face to face with an EDA representative on several occasions and has maintained a consistent dialogue via conference calls that have helped to develop a strong professional relationship between our region and our EDA representative. Several of the early success stories from the new EDAC are:

- Riverbank successfully secured a \$144,000 technical assistance grant from EDA last spring for master development strategic planning at the former military facility/ army ammunition plant. The technical assistance grant will assist the city with completing the necessary due diligence to acquire the former Norris Industries site.
- City of Patterson / Yosemite Junior College District - Modesto Junior College has had their pre-application for college satellite services expansion to rural west side Stanislaus County approved forward to the Seattle Regional Headquarters for full application review. A delegation of City and College partners will make the presentation for a \$1.4 million EDA award on October 26 before a U.S. Department of Commerce – Economic Development Administration review panel.
- Oakdale has been identified as a strong Central Valley project candidate for 2010 regional presentation. The Warnerville Road extension project consists of an approximately 1,000 foot extension of Warnerville Road which will open up several adjoining parcels zoned for industrial, job generating businesses, and allow improved access and turning movements on South Yosemite within the Oakdale Industrial Specific Plan area.

POLICY ISSUES:

The Board should determine whether acceptance of the Revised Comprehensive Economic Development Strategy is consistent with the stated Board priorities of building Effective Community Partnerships and facilitating a Strong Local Economy for Stanislaus County.

STAFFING ISSUES:

The Chief Executive Office will continue to facilitate the work of the Economic Development Action Committee including Comprehensive Economic Development Strategy development and serving as liaison to Regional EDA representatives. There is no additional staffing impact associated with this item.

Attachment: Comprehensive Economic Development Strategy (CEDS) Update 2009/10



COMMUNITY *economy* challenges

The Communities of Stanislaus County
Comprehensive Economic Development Strategy
2009-2011



**ECONOMIC DEVELOPMENT ACTION COMMITTEE
MEMBERSHIP
2009.2011**

Member Name	Representative
Jim DeMartini (Chair)	Board of Supervisor (Rep.)
Nick Hackler (Vice Chair)	City of Turlock
Bryan Briggs	City of Ceres
Ramon Bawanan	City of Hughson
Brad Hawn	City of Modesto
Ed Katen	City of Newman
Tim Ogden	City of Riverbank
Mike VanWinkle	City of Waterford
Michael Brennan	City of Oakdale
Sam Cuellar	City of Patterson
Dr. Richard Rose	District #1
Jeff Rowe	District #2
Vacant	District #3
Dominic Salluce	District #4
Patricia Segoviano de Pier	Community Representative
Chad Vargas	Community Representative
Anita Hellam	Community Representative
Bill Bassitt	Community Representative
Joy Madison	Community Representative
Josh Weimer	Community Representative
Vacant	Community Representative

This document was compiled in joint effort with the
Economic Development Action Committee (EDAC) membership,
The Stanislaus County Chief Executive Office, and Stanislaus County Planning/
Community Development with research assistance provided by the
Stanislaus Economic Development and Workforce Alliance/Business Resource Center.
[September 2009]

i Executive Summary

The Stanislaus County Economic Development Action Committee (Stanislaus EDAC) has collaboratively developed an update to the Stanislaus Comprehensive Economic Development Strategy (CEDS). This Strategy will present the socio-economic overview of Stanislaus County, along with highlights of the economic development activities and projects that will be undertaken by public and private entities in a mission to create new jobs and provide services to the residents of Stanislaus County.

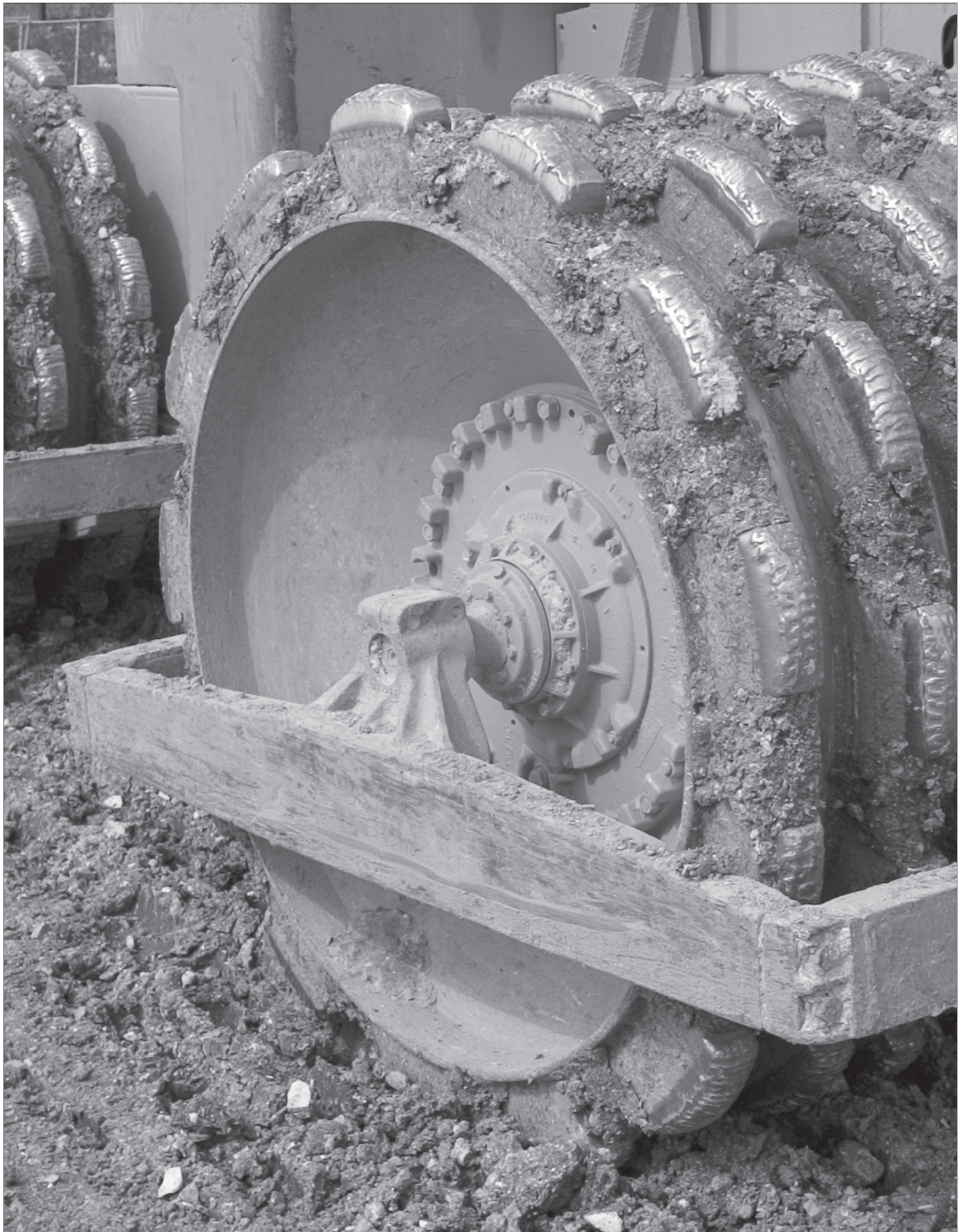
A central focus for pursuing economic development assistance is to begin to overcome the dramatic employment disparity between Stanislaus County and State and National figures. This employment gap has persisted for a period of many years. Even during the seasonally strong month of September 2008, Bureau of Labor statistics put Stanislaus unemployment at 138% and 174% of California and U.S. levels, respectively.

Stanislaus County is situated in the agricultural heart of California's Central Valley. Based on State estimates, the County had over 526,000 residents as of January 1, 2009. The Stanislaus population is expected to exceed one million in just 31 years. This high pace of growth underscores the urgency of developing increased economic opportunity in the area.

In addition to a shortage of employment opportunities and a rapidly expanding population base, the County faces other major economic challenges. The area has been particularly hard hit by the housing foreclosure crisis. The resulting fall-off in consumer spending has impacted many segments of the local retail and service sectors. For many of the residents commuting long distances to jobs in the San Francisco Bay Area, high gas prices have become a budget buster. Years of drought are posing a real risk to the agricultural sector as well.

This CEDS master document develops not only a summary of infrastructure projects that require support for future growth within the County but establishes core project area themes that the workgroup intends to develop and expand upon into the future. It is critical that the community has the benefit of these projects as the local economy continues to face a number of challenges. These projects envision working to meet the needs of a growing community through expanded employment opportunities. In order for this process to succeed, continued investment in a combination of education and workforce development efforts is required. This theme is evident in multiple project descriptions.

This overall vision can be enormously enhanced through the involvement of the U.S. Department of Commerce and Economic Development Administration. With this partnership we are more likely to achieve a self-sufficient and balanced economy. Along with neighboring Counties, we continue to fall at the bottom of rankings in the areas of education, income attainment, and funding to assist with public assistance needs. Without EDA's support and investment, economic growth will remain seriously hampered. Finally, this document has been developed with a conscience effort to complement and expand upon the eight county Central Valley Regional Comprehensive Economic Development Strategy.



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1 GENERAL INFORMATION

In December 2001, California Housing and Community Development Department approved Stanislaus County's grant to undertake a strategic plan. The purpose of this process was to identify goals and strategies to attract new business and retain and expand existing business as a means of raising the economic vitality of the community. A focus of the Comprehensive Economic Development Strategy (CEDS) was to address the jobs-to-housing imbalance in the county and to develop strategies to reverse the widening trend of slow job creation juxtaposed with rapid population growth. The plan was designed to guide the economic development and workforce development activities in the County. Input from the public, utilization of area demographics, and review/research of economic and community development problems and opportunities within the County were used as a foundation for the CEDS tool.

The Stanislaus Economic Development Action Committee plans to update the CEDS to mobilize limited resources through the collaboration and commitment of all stakeholders to achieve goals and implement the plan. The collaboration will include direct and active involvement in the development and implementation of the Central California Economic Development Corporation (CCEDC) CEDS that includes all eight Central California San Joaquin Valley Counties (San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings, Tulare, and Kern).

During 2006, staff was directed to begin developing an updated CEDS that would address unfinished projects in the current CEDS, while becoming a tool to guide the EDAC in a new direction including the regional collaboration reflecting the changing dynamics and the factors influencing economic growth from a regional perspective.

SETTING

Stanislaus County, California was created on April 1, 1854 and covers an area of 1,521 square miles. It has a population of over 526,000 and includes nine incorporated Cities. Modesto is the County seat. Located near the center of California, Stanislaus County is 80 miles east of San Francisco, 300 miles north of Los Angeles, and 80 miles south of Sacramento. With an abundance of rich farmland, Stanislaus County is noted for its agriculture and food processing. Other major segments include manufacturing and a range of service industries, including healthcare, retail, and many others. Despite proximity to some of the wealthiest areas of California, Stanislaus County faces severe challenges in terms of rapid population growth, limited employment opportunities, and low per-capita income.

ECONOMIC AND DEMOGRAPHIC FACTORS

Stanislaus County is one of the fastest growing communities in California.

The Department of Finance population estimates for Stanislaus County (projecting forward to 2030) are staggering with an anticipated 84% increase in total population and major increases anticipated in both single family and multi-family households (76% and 89% respectively).

Description	2000 Population	2030 Population	Percent Increase (%)
Population	446,997	821,963	84%
Single Family Households	108,846	191,300	76%
Multi-Family Households	38,300	72,500	89%
Employment	174,066	296,940	71%

Stanislaus agricultural sales exceeded \$2.4 billion in 2007. This sector and its related industry accounts for one-third of the County's jobs, either directly or indirectly. Although this base is vitally important to the local economy, it also contributes to wide seasonal variations in employment levels. It is not unusual to see as much as a 2.5% increase in the unemployment rate over the course of the processing season.

CHRONIC UNEMPLOYMENT AND A COMMUTER LIFESTYLE

Data from the Decennial Census shows that many area workers seek employment outside of the County. In the year 2000, nearly 14,000 Stanislaus residents (approximately 7% of the labor force at that time) worked in the San Francisco Bay Area, a journey that can easily exceed 100 miles roundtrip. The Metropolitan Transportation Commission has projected a near doubling in the number of County residents commuting to the Bay Area by the year 2010. Frequently, workers are willing to endure the personal and professional hardships associated with such commutes to reach a location with more plentiful, higher paying jobs.

Despite a large agricultural base and a significant number of commuters working outside the region, Stanislaus County suffers from chronically high unemployment. Between 2000 and 2008, local job growth has failed to keep pace with a 17.6% population increase. According to State estimates, payroll jobs were created at less than half the rate at which the population expanded. In July 2009, unemployment stood at 16.3% of the labor force, compared to 12.1% for California and a National unemployment rate of 9.7%. Since the year 2000, average annual Stanislaus unemployment levels have exceeded U.S. rates from 3.4% to 4.2%. Stanislaus County's unemployment rate recently ranked worse than 90% of the counties in California.

A HOUSING CRISIS

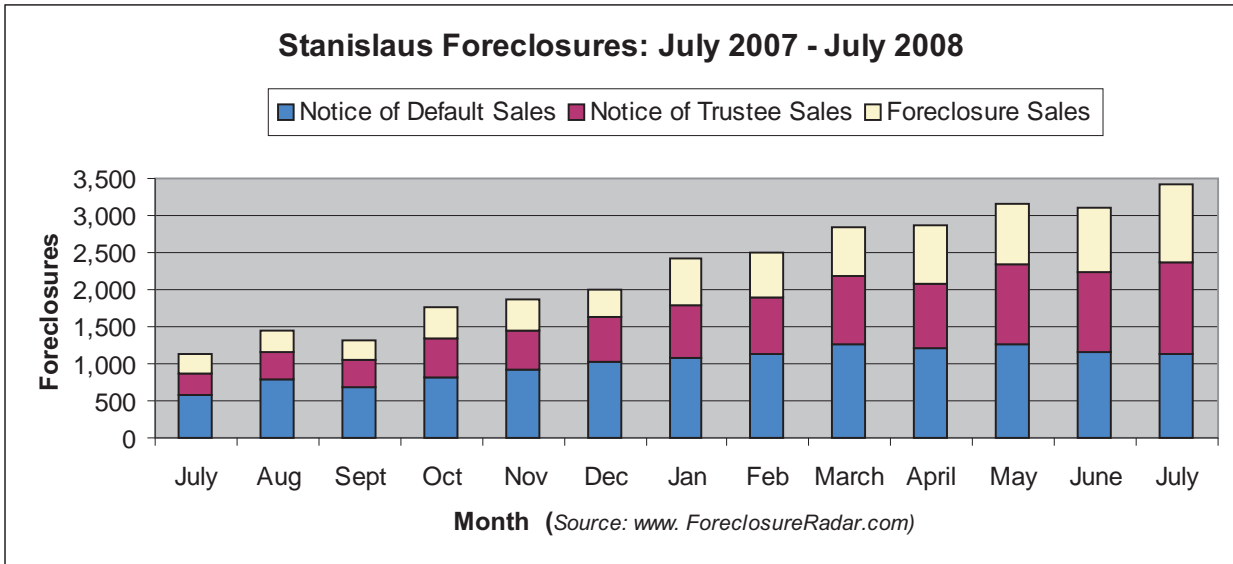
Stanislaus County stands near the epicenter of a region that has been especially hard-hit by the housing crisis. From peak 2005 levels to late 2008, the median home sales price fell over 50%, according to figures from the California Association of Realtors. Fueled by declining home prices and rising unemployment, foreclosures have taken a toll on the local economy. Recent figures from RealtyTrac indicate that over 7% of housing units in Stanislaus are either in the pre-foreclosure process, at auction, or are already bank owned.

DECREASING HOUSING VALUES CONTINUE

Families looking for lower-cost housing in California's inflated housing market still find it challenging to find affordable housing; even with the Central Valley's being part of the national foreclosure crisis. In many cases, the current job market does not provide enough living wage jobs to allow a family to afford a mortgage.

County/City/Area	November 2008	November 2007	Y to Y % Change
Stanislaus County	\$160,000.00	\$285,000.00	- 43.9%
Ceres	\$163,500.00	\$310,000.00	- 47.3%
Modesto	\$131,000.00	\$267,500.00	- 51.0%
Oakdale	\$192,000.00	\$325,500.00	- 41.0%
Patterson	\$178,500.00	\$314,000.00	- 43.2%
Riverbank	\$165,500.00	\$289,000.00	- 42.7%
Turlock	\$189,000.00	\$300,250.00	- 37.1%

Source: California Association of Realtors (CAR)

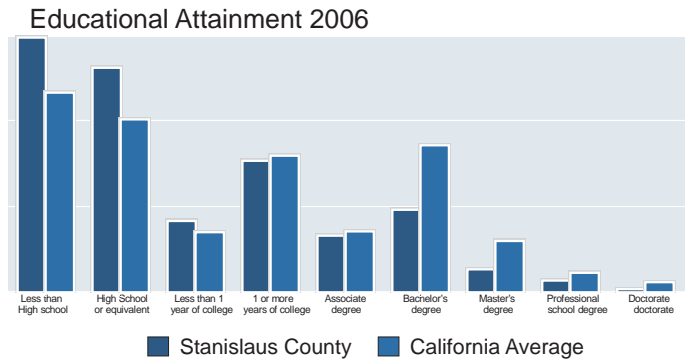
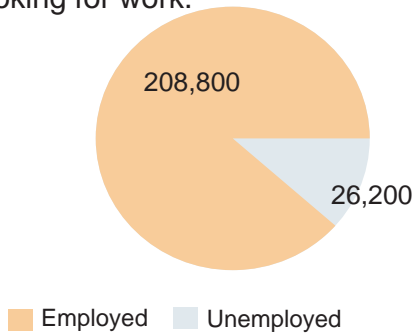


WORKFORCE DEVELOPMENT

Workforce skill levels and high school graduation rates are important impediments to economic growth. At the same time, global competition and technological advances are continually increasing the need for a skilled workforce.

Stanislaus County continues to lag behind the state educational attainment averages in most categories.

The following spreadsheet and pie chart reflect unemployment approaching 11%. This data, accounts for civilians who are ages 16 or older and who are working or looking for work.



Average Annual Employment 2008	Households
Civilian labor force	235,000
Employed	208,800
Unemployed	26,200
Unemployed rate	11.1%

Source: California Employment Development Department (Cal EDD)

The Employment Development Department (EDD) statistics include information on those that are currently in Stanislaus County's workforce.

Average annual payroll positions in Stanislaus County total 170,000. This includes:

- 26,700 in Government/Public Sector (including education)
- 143,300 in Non-government positions
- 13,400 in the Farm employment sector
- 129,900 in Private (non-farm) industries

There have been considerable layoffs in the private sector that have impacted the local economy.

These job losses have impacted all major areas, but have hit food areas especially hard. The impact includes processors of fruits and vegetables (i.e.- Signature Fruit, LLC – 1,190 jobs, Patterson Frozen Foods – 633 jobs, California Fruit & Tomato Kitchen – 200 jobs), confectioners (i.e.- Hershey Co. – 575 jobs), poultry processors (i.e.- Valley Fresh, Inc. – 200 jobs), and cheese manufacturers (i.e.- Lactalis, USA – 94 jobs). For a more detailed summary of total Stanislaus County layoffs since 2003, see Section 5: Appendix at the back of this document. Major layoffs compound Stanislaus' already high unemployment rate. Notably, many of the reductions have occurred because of the off-shoring of production or foreign competition. Whereas workforce reductions have taken a major toll on production related sectors, retailers and distributors have been a major area of expansion in Stanislaus County. For a more detailed summary of total Stanislaus County business expansions see Section 5: Appendix, also at the back of this document.

TAXABLE SALES

Retail sales data reported by the California Board of Equalization showed solid growth through 2006. However, Stanislaus saw a \$217 million decline in taxable sales in 2007. By all accounts, sales are expected to have shown a steeper fall-off in 2008 and the near term outlook is for continued declines.

Retail Stores (dollars in 000s)	2003	2004	2005	2006	2007
Apparel	154,867	192,858	213,850	224,909	229,220
General Merchandise	803,255	846,742	927,418	956,378	926,548
Specialty*	465,562	501,694	535,480	558,432	*
Food	282,781	291,867	308,864	320,361	336,853
Eating & Drinking Places	421,793	452,120	489,169	505,384	516,132
Household	187,214	198,691	210,720	192,275	174,113
Building Material	416,983	508,825	572,552	567,014	475,633
Automotive	1,305,986	1,396,277	1,516,702	1,573,719	1,640,699
Other Retail*	297,729	331,376	368,269	369,917	793,555
Total Retail Stores	4,336,170	4,720,450	5,143,024	5,268,389	5,092,753
Business & Personal Svcs.	224,429	240,245	253,838	240,304	228,283
All Other Outlets	1,614,893	1,804,973	1,889,038	1,843,839	1,814,847
Total Stanislaus Taxable Sales	6,175,492	6,765,668	7,285,900	7,352,532	7,135,883

* Specialty combined with Other Retail in 2007.

STRUGGLING PER CAPITA INCOME

The above factors, coupled with larger than average family sizes, also contribute to relatively low per capita income in Stanislaus County. At \$21,461 per person, area residents made less than 80% of the U.S. average in 2007. Census data further shows that Stanislaus income is just 74% of California income levels.

ENVIRONMENTAL ISSUES

Water supplies, wastewater treatment, and air quality are among the major concerns that could pose a threat to future economic prosperity. These issues will likely increase as the population of the entire San Joaquin Valley continues to expand.

STANISLAUS COUNTY ROAD EXPANSION PROJECTS

One of the other main obstacles to economic growth is Stanislaus County's aging infrastructure. The spreadsheet in the appendix reflects the need for infrastructure investment within the economic development areas of the community.

STANISLAUS MAJOR MANUFACTURING EMPLOYERS COUNTYWIDE

The following chart provides an overview of Stanislaus County's major manufacturing employers countywide.

COMPANY or ORGANIZATION	EMPLOYEES	DESCRIPTIVE
E&J Gallo Winery	3,300	Winery
Seneca Foods	2,300	Fruit Products
Del Monte Foods	1,850	Fruit Products
Stanislaus Food Products	1,800	Tomato Products
Foster Farms	1,608	Poultry Processor
ConAgra	1,300	Food Processing
Racor	800	Filtration Products
Bronco Wine	350	Winery
Frito-Lay	700	Snack Food Products
Patterson Vegetable Company	675	Frozen Food Products
Foster Farms Dairy	547	Dairy Products
Silgan Containers	450	Metal Food Containers
Pacific Southwest Containers	430	Packaging Products
Hughson Nut	380	Nut Grower/Processor
Ball Corporation	300	Metal Food Containers
Traina Dried Fruits	265	Dried Fruits
Valley Fresh Foods	260	Poultry Products
Mid-Valley Dairy	205	Dairy Products
Don Francisco Cheese	200	Cheese Producer
Sensient	180	Food Processor
Monschein Industries	174	Cabinet Manufacturer
Stewart and Jasper	150	Nut Grower/Processing
Flory Industries	150	Harvest Machinery
Mid-Valley Nut	150	Walnut Packing/Processing

The following chart provides an overview of Stanislaus County's major non-manufacturing employers countywide.

STANISLAUS MAJOR NON-MANUFACTURING EMPLOYERS COUNTYWIDE

COMPANY or ORGANIZATION	EMPLOYEES	DESCRIPTIVE
Stanislaus County	4,391	County Government
Modesto City Schools	3,600	Education District
Memorial Medical Center	2,832	Healthcare
Turlock Unified School District	2,202	Education District
Ceres Unified School District	2,032	Education District
Doctors Medical Center	1,960	Healthcare
City of Modesto	1,744	City Government
Modesto Junior College	1,600	Education Institution
Emanuel Medical Center	1,549	Healthcare
Save Mart Supermarkets	1,450	Retail Supermarket
Kaiser Permanente	1,500	Healthcare
Wal-Mart	1,208	Retailer
California State University, Stanislaus	1,100	Education Institution
Sutter Gould Medical Foundation	1,005	Healthcare
Sylvan Union School District	825	Education District
American Medical Response	744	Healthcare
Patterson Unified	532	Education District
Oakdale Joint Unified School District	520	Education District
Oak Valley Hospital/Care	506	Healthcare
CVS	500	Distribution Center
M.A. Garcia	500	Labor Contractor
Juan Salinas Labor	500	Labor Contractor
TID	495	Water & Electric Utility
Modesto Irrigation District	430	Water & Electric Utility

SUMMARY

In these opening pages you have seen the broad brush challenges that face our communities. Rapid growth, decreasing land value in the face of an historical economic crisis, road infrastructure deficits, and major gaps in education and workforce preparation skills training are just a few of the many issues that face our communities.

In the following pages of this Comprehensive Economic Development blueprint we will introduce each of our nine incorporated jurisdictions. Following that closer look, we will share those core development projects that our policy makers, business and community leaders and our citizens have identified as most important in shaping a better quality of place in Stanislaus County.

2 Cities

Ceres

42,813 population
15.5% unemployment
\$16,710 per capita income

Hughson

6,187 population
14.9% unemployment
\$13,636 per capita income

Modesto

209,936 population
10.6% unemployment
\$22,906 per capita income*

Newman

10,586 population
17.6% unemployment
\$14,781 per capita income

Oakdale

19,337 population
10.9% unemployment
\$17,019 per capita income

Patterson

21,229 population
16.9% unemployment
\$14,746 per capita income

Riverbank

21,757 population
18.1% unemployment
\$19,196 per capita income*

Turlock

70,158 population
9.39% unemployment
\$21,971 per capita income*

Waterford

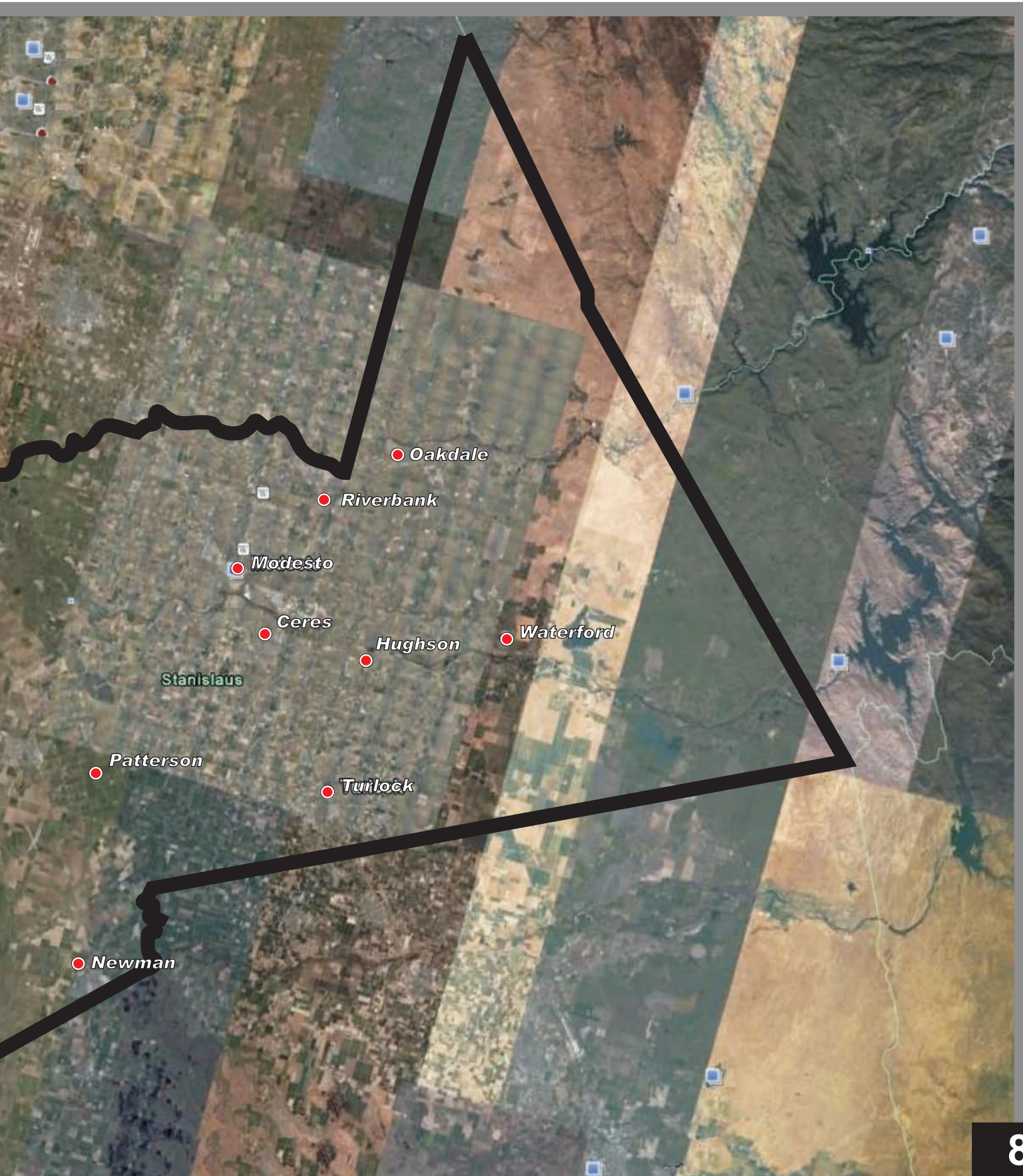
8,763 population
11.4% unemployment
\$13,933 per capita income

Stanislaus County

525,903 population
12.4% unemployment
\$21,267 per capita income*



Per Capita Income figures from Census 2000
unless otherwise noted with * denoting American Community Survey 2007
Population DOF 1.08 estimate
Unemployment EDD 11.08





Ceres



Anthony Cannella, Mayor
Brad Kilger, City Manager
Bryan Briggs, Economic Development Director
209.538.5756

Ceres is an active and growing community of nearly 42,000 people that still maintains a small neighborhood feel. The City is located just south of Modesto in one of the richest and most diverse agricultural regions of the Stanislaus River Valley. It is home to the annual Ceres Street Faire held every May. A vibrant local economy based in agricultural production, together with various supporting industries and manufacturing, make Ceres a city on the rise.

The City has made a concerted effort toward responsible growth through a balanced mix of commercial, industrial and residential development while striving to provide adequate infrastructure and improved quality-of-life for our residents.

The City of Ceres created a vision for the community that will attract and retain residents and businesses. Under this vision, City's General Plan has established economic development policies which will maintain a healthy and diverse economy to meet the present and future employment, shopping, and service needs of Ceres residents and expand the economic base.

To accomplish these policies, the City is developing industrial, commercial and infrastructure projects, including the Service Road Industrial Park and the Mitchell Ranch Center projects, as well as Capital Improvement projects that will further economic development in the City.

The Service Road Industrial Park has individual development parcels ranging from ½-acre to 16-acres. Sewer, water and natural gas services are near both parks. The industrial park has access to Highway 99, Union Pacific and Burlington Northern-Santa Fe railway lines, as well as the Modesto Municipal Airport. To facilitate efficient economic development activities, the City has implemented a fast-track review process to encourage development of key opportunity sites. For example, a 600,000 square-foot project in the Industrial Park was recently approved in less than one month.

The City is considering developing a master plan for the Southern Gateway Regional Commercial Center, consisting of a proposal to develop 400 acres northeast and southwest of Highway 99 at the Mitchell Road interchange in addition to expansion and upgrade of the Service Road overpass and Mitchell Road interchange. Development at this site has the potential to add hundreds of jobs to the region and stimulate redevelopment of southern Ceres.

CHALLENGE:

*to develop infrastructure
to support growth in coming years.*

MAJOR EMPLOYERS - CITY OF CERES

COMPANY or ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
Bronco Wine	350	MFG	Winery
Metecno/API	95	MFG	Panel Fabrication
Stiles Custom Metal	90	MFG	Metal Doors & Frames
B & H Labeling Systems	87	MFG	Packaging Machinery Mfr.
Stuart's Fine Furniture	65	MFG	Furniture Manufacturer
West-Mark	50	MFG	Transport Tank Mfr.
Ceres Unified School District	2,032	Non MFG	School District
Wal-Mart	385	Non MFG	Retailer
M.A. Garcia Agri-labor	500	Non MFG	Agri Business Contractor
WINCO	400	Non MFG	Distribution
City of Ceres	230	Non MFG	Government
Ace Lath & Plaster	90	Non MFG	Contractor
Raley's Supermarket	80	Non MFG	Retail Grocer
McBay Tile	45	Non MFG	Contractor
Superior Fruit	47	Non MFG	Fruit & Almond Grower
Save Mart Supermarkets	45	Non MFG	Retail Grocer

The City is also negotiating an agreement with the Turlock Irrigation District to construct a water treatment facility on the Tuolumne River near Fox Grove, including a distribution system that will deliver treated surface water to local agencies in the Turlock Basin. Completion of this project will result in an estimated 10,000 gallons per day (GPD) to the City of Ceres.

Hughson



Ramon Bawanan, Mayor
Joseph E. Donabed, City Manager
209.883.4054

Hughson is a small but productive agricultural community located in the heart of the Stanislaus River Valley. Just a few miles northeast of Turlock and southeast of Modesto nestled amidst fruit and nut orchards, Hughson preserves a small town atmosphere even as it continues to grow.

Hughson was founded as a township in 1907 and named for the owner of the land, Hiram Hughson. Hughson commemorated its 100th birthday with a Centennial Celebration. The celebration centered on the agricultural heritage of the community and the unveiling of a bronze statue of a Peach Farmer.

While the City is especially noted for nut growing and processing it is also home to many agricultural related industrial businesses. These industrial uses in Hughson include cold storage, food processing, fertilizer, and other agricultural-supporting facilities, as well as light manufacturing.

Hughson actively works with these businesses to encourage growth and to ensure their success. Hughson has provided infrastructure to and additional 64 acres of Industrial land to attract new businesses and ensure the capability of existing business to grow. The City's Redevelopment Agency is able to offer businesses help with public improvements, capital facility fees, structural improvements, and expansion projects.

There are approximately 167 acres of industrial use in the City limits and with the recent update to the City's General Plan the potential of many more which currently lie in the Sphere Of Influence. These uses are located mostly in the southwest area of the City, along the Santa Fe railroad and allow the potential of a rail spur.



CHALLENGE:

to balance the needs of a growing community with a tradition rooted in agriculture and to develop wastewater capacity to support future growth.

MAJOR EMPLOYERS - CITY OF HUGHSON

COMPANY or ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
Hughson Nut	389	MFG	Almond Grower/Processor
Pohl & Holmes Hulling	100	MFG	Nut Huller
Martella's Walnut Huller	82	MFG	Walnut Huller
Grower Direct Nut Co.	80	MFG	Walnut Processor
Alpine Pacific Nut	75	MFG	Nut Processor
Dairy Farmers of America	65	MFG	Dairy Products
Valley Tool & Manufacturing	40	MFG	Machine/Fabrication Shop
Grossi Fabrication	23	MFG	Fabricaton
Duarte Nursery	400	Non MFG	Wholesale Nursery
Hughson Unified	220	Non MFG	School District
Samaritan Village	120	Non MFG	Retirement Home
Whitehurst-Lakewood Memorial	45	Non MFG	Funeral/Cemetery Svcs.
Braden Farms	35	Non MFG	Almond Grower
City of Hughson	26	Non MFG	City Government



Modesto



Jim Ridenour, Mayor
Greg Nyhoff, City Manager
209.577.5223

Modesto is a choice place to do business! Located in the heart of California's Great Central Valley, the City of Modesto is a premium choice for 21st century business opportunities. With a population of 203,955, Modesto is the 5th largest city in the Central Valley. By regional standards, Modesto has a low cost of living with the median home price in the city of less than \$170,000. Modestans have many choices for educational attainment opportunities, with Modesto Junior College within its borders, many satellite campuses for various private institutions, and California State University, Stanislaus a short distance away.

Modesto's economy is relatively diverse, with many residents employed in the agricultural, service, manufacturing, health care, education, and public sectors. The largest private employer in Modesto is the E. & J. Gallo Wine Corporation. Many highly skilled and educated Modestans commute to Bay Area cities to work, presenting a great opportunity to lure qualified employees for companies looking to choose Modesto for growth opportunities.



In November 2000, the City Council initiated a study into future business park sites and development. The goal of this study is to identify priorities for park development and for the future economic development of Modesto. Through this study it was determined Modesto has an average absorption rate of one hundred (100) acres of business park property per year over a ten-year period. This approximates the total acreage of the five business park sites. At this rate, the City of Modesto would gain approximately 3,500 new jobs per year if this target absorption rate of 100 acres per year is attained.

CHALLENGE:

to continue developing wastewater capacity to support future growth.

MAJOR EMPLOYERS - CITY OF MODESTO

COMPANY or ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
E.&J. Gallo Winery	3,311	MFG	Winery
Seneca	2,100	MFG	Fruit Products
Del Monte Foods	2,000	MFG	Tomato & Fruit Products
Stanislaus Food Products	1,651	MFG	Tomato Products
Foster Farms Dairy	435	MFG	Dairy Operations
Racor	700	MFG	Filtration Products
Frito Lay (Pepsi-Co)	700	MFG	Snack Food Products
ConAgra	350	MFG	Food Processor
Silgan Containers	440	MFG	Metal Can Manufacturer
Pacific Southwest Containers	409	MFG	Packaging Products
Modesto City Schools	3,231	Non MFG	School District
Memorial Medical Center	2,682	Non MFG	Healthcare Facility
Doctors Medical Center	2,000	Non MFG	Healthcare Facility
City of Modesto	1,400	Non MFG	City Government
Modesto Junior College	2,435	Non MFG	School District
Sutter Gould Medical Foundation	1,005	Non MFG	Healthcare Facility
Save Mart Supermarkets	955	Non MFG	Retail Grocer
Kaiser Permanente	1,500	Non MFG	Healthcare Facility
Wal-Mart	1,244	Non MFG	Retail
Sylvan School District	739	Non MFG	School District

This plan initiated the development of the Kansas-Woodland Business Park which is situated northwest of downtown Modesto. It is bounded on the north by Woodland Avenue, on the South by Kansas Avenue, on the west by Highway 99, and on the east by 9th Street.

The site is intended to host business with technological emphasis. This high profile business park will be a significant advantage for the community.

Newman



Ed Katen, Mayor
Michael Holland, City Manager
209.862.3725

As a result of the growing importance of the surrounding agricultural lands and the arrival of the railroad to the community, the City of Newman (known as the jewel of the West Side) was Founded by Simon Newman in 1888 and incorporated as a City in 1908. Agriculture still continues to play an important role in the community, providing jobs and influencing the physical design of Newman. The City of Newman offers a variety of land and site uses ranging from agricultural operations to major retail; these sites include but aren't limited to highway/retail commercial, a large food processing facility, historic buildings, and a variety of light/heavy industrial. The City is continuing



to focus its efforts on the revitalization of downtown and commercial and office development along the City's Highway 33 corridor. A primary goal of the City is to offer unique shops, services, restaurants, and additional retail development within both the downtown and highway corridor areas. In addition to these areas, the City is looking forward to beginning development of phase III of the Downtown Plaza (including a visitor's center) and its planned Aquatic Center.

Nestled on the west side of Stanislaus County, Newman is called home by approximately 10,000 residents. Located directly on California's Highway 33 with a beautiful view of the Diablo Range, the City of Newman is sited in an agriculturally rich and naturally beautiful geographical area. The City of Newman is a General Law city that operates under the City Council/City Manager form of municipal

government. The General Law format allows for citizens to elect a governing body that will set policy, pass ordinances and resolutions, and approve fiscal spending. With its slogan of "Honoring the Past, Celebrating the Present, Building for the Future" the City of Newman looks forward towards progress and has positive goals for the future while keeping its historical roots in place. Recently completing general plan and master plan updates, the City has consistently crafted its vision of the future. This vision includes a walkable community with an accessible and safe street grid and encourages new employment opportunities to allow residents to work, shop and live within the community. Currently, the number of commuters traveling outside of Newman for their jobs is increasing with approximately 50 percent of Newman residents traveling more than 30 minutes to their job; the City would like to see these jobs available locally. To address housing, the City's master plan areas require a variety of housing types to provide housing to satisfy the public's needs, while limiting growth and protecting surrounding agricultural lands. These goals will assist the City in meeting the challenge of managing growth while enhancing the unique feel and character of Newman.

CHALLENGE:

To further develop a diverse employment base across the retail, commercial, and light industrial sectors and provide a variety of shopping/retail venues for residents

MAJOR EMPLOYERS - CITY OF NEWMAN

COMPANY or ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
DiMare Brothers	165	MFG	Tomato Grower/Packer
Stewart & Jasper	154	MFG	Nut Grower/Processor
F & A Dairy of California	100	MFG	Dairy Products
Newman Flange	73	MFG	Metal Flange Mfg.
Valley Sun Products	60	MFG	Sun Dried Tomatoes
Newman-Crows Landing	300	Non MFG	Education District
San Luis Convalescent Hospital	76	Non MFG	Healthcare Facility
Raley's	75	Non MFG	Retail Grocer
Cerutti Brothers	50	Non MFG	Trucking
City of Newman	50	Non MFG	City Government

Presently, the City of Newman is a lovely small town with a vibrant historic downtown predominately surrounded by single family residential neighborhoods and then by agricultural and ranch lands. Made famous by the beautifully restored and active West Side Theatre, the downtown is centered along Main Street and consists of one and two story commercial buildings, many of which are historic and dating from the early 20th Century. Highway 33 also contains historical buildings with a mix of suburban and rural industrial and auto oriented commercial uses. The City of Newman is also part of the Stanislaus County Zone 40 Enterprise Zone which offers valuable employer and employee benefits and incentives to job creation, retention, and expansion in the community.

Oakdale



Farell Jackson, Mayor
Steve Hallam, City Manager
209.845.3571

Situated near the Stanislaus River, Oakdale, so named for the groves of oak trees that line the hills, boasts an impressive history. In 1848, gold was discovered along the Stanislaus River by the natives living in the area and thousands of miners soon traveled through the area, following their dream to stake their claim to part of the mother lode. This stampede to the mine fields also brought representatives of the Stockton and Visalia Railroad to the area. Land was purchased and the railroad was extended from Stockton, thereby putting Oakdale on the map and creating our place in history as the gateway to the Sierras.



With the railroad extension to Oakdale, the town quickly became a freight center that created new business opportunities. A blacksmith, wagon shops and livery stables began operating to serve the needs of the miners. Hotels, dining halls, saloons, and general stores soon followed to accommodate the teamsters.

Oakdale was incorporated as a city in 1906 and continues to the

present day as an important crossroads to the Central Sierras. An irrigation system was brought in by 1909, enabling ranchers to plant fruit and almond trees. This was followed by stockmen raising sheep, cattle, hogs and poultry, and operating dairy farms. Today, Oakdale is diverse, being both agricultural and industrial.

Oakdale is now a city of approximately 19,377 residents within an area encompassing 5.4 square miles. While Oakdale is considered a small city, it continues to be a desired community of choice with many residents working in town and an increasing number of them commuting to Modesto, Manteca, Tracy, and over the Altamont Pass to work sites in the East Bay Area.

The City of Oakdale offers a variety of industrial and commercial property sites from two acres in size, many with rail access service from 3 different rail companies. For larger projects, the city has sites ranging from 70 to 200 acres. Oakdale actively works with new and existing businesses to encourage growth and ensure their success. The city's Redevelopment Agency and revolving loan fund are able to offer businesses help with public improvement needs, capital facility fees, structural improvements, and expansion projects.

Oakdale's existing developed industrial area encompasses 500 acres within the city limits with approximately 50 acres vacant and available for development with adjacent sewer, water and underground utilities in place. Another 450 acres have recently been added to the city and planned for future industrial development pursuant to the adopted South Oakdale Industrial Specific Plan. All environmental review for this recently-annexed area is complete and infrastructure planning has commenced.

CHALLENGE:

to overcome the loss of a major employer by leveraging an expanding base of industrial property.

MAJOR EMPLOYERS - CITY OF OAKDALE

COMPANY or ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
ConAgra	950	MFG	Tomato/Bean Processor
Ball Corporation	300	MFG	Metal Can Manufacturing
Sconza Candy Company	100	MFG	Confectionery Products
Formulation Technology	75	MFG	Vitamin Products
Hi-Tech Emergency Vehicle	50	MFG	Fire Apparatus
Oakdale Joint Unified School District	520	Non MFG	School District
Oak Valley Hospital/Care	506	Non MFG	Healthcare Facility
City of Oakdale	200	Non MFG	City Government
Burchell Nursery	183	Non MFG	Fruit & Nut Tree Nursery
K Mart	115	Non MFG	Retailer
Save Mart Supermarket	103	Non MFG	Retail Grocer
Oak Valley Community Bank	63	Non MFG	Bank
Sward Trucking	61	Non MFG	Trucking



The City has established Industrial Development Design Expectations, ensuring that new industrial and manufacturing/business centers are of high quality, protecting the value of private investment as well as enhancing Oakdale's unique community setting and environment.

It may be this combination of factors that prompted a recent relocation from Oakland, California, to Oakdale by Sconza Candy Company. In 2008 Sconza officials purchased an 80-acre developed industrial site from Hershey's Chocolate Company after Hershey's closed their west-coast plant and moved all their domestic manufacturing operations to Mexico.

With excellence in planning, coupled with an outstanding location and business environment, Oakdale is poised to remain the community of choice by businesses and employers for years to come.

Patterson



Becky Campo, Mayor
Cleve Morris, City Manager
209.895.8000

Patterson, incorporated in 1919, is a growing community averaging a 6% annual growth rate since 1990. Strategically located in the western part of Stanislaus County near Interstate I-5, the City derives much of its economic vitality from agriculture, food processing, and distribution.

Patterson is also home to a rapidly expanding business park. The City's street layout, inspired by the great metro areas of Paris and Washington D.C., features a circular format in the central district surrounded by radiating spokes, many trees and palm-lined thoroughfares.

Because of its proximity to the San Francisco Bay Area and Highway 5, Patterson is positioned to absorb a considerable share of growth over the coming years. There are many opportunities for retailers, service, and light manufacturing companies.

Business Park

The West Patterson Business Park provides easy access to transportation options and tremendous potential for growth. The Business Park consists of 814 acres with a diverse range of parcel sizes, ready-to-build sites, and several flex buildings ready for tenants. The Business Park is located within an area of seismic stability and minimal flood risk.



Transportation

Located along Interstate 5 with access to I-205 and I-580 as well as Highways 120 and 99, Patterson provides business with convenient, and less congested, access to the major metropolitan markets of Northern and Southern California.

Patterson is located just 70 miles east of the Port of Oakland (the nation's third busiest port), 40 miles south of the Port of Stockton, 280 miles north of Los Angeles, 92 miles south of Sacramento and 89 miles southeast of San Francisco.

CHALLENGE:

to maximize local employment and training opportunities for a largely commuter-driven population.

MAJOR EMPLOYERS - CITY OF PATTERSON

COMPANY or ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
Patterson Vegetable Company	600	MFG	Frozen Food Products
Traina Dried Fruits	192	MFG	Sun Dried Tomatoes/Fruit
Designed Mobile Systems	100	MFG	Modular Buildings
Patterson Unified	516	Non MFG	School District
CVS	515	Non MFG	Distribution Center
Juan Salinas Labor Contractor	500	Non MFG	Agri-Business Contractor
Lucich-Santos Farms	158	Non MFG	Fruit Packer
Kohl's Distribution	140	Non MFG	Distribution
Save Mart Supermarket	80	Non MFG	Retail Grocer
Bonacich Orchards	250	MFG	Sun Dried Tomatoes/Fruit
Designed Mobile Systems	100	MFG	Modular Buildings
City of Patterson	85	Non MFG	Municipal Government

Along with its central location, Patterson offers access to many transportation options. The seaports at Oakland and Stockton provide access to maritime transport. Several nearby airports offer a variety of flight options including local service out of Modesto and international service out of Oakland and Sacramento. Rail transportation is highly-accessible and convenient. The Central Valley is the confluence point for two national rail lines - the Burlington Northern Santa Fe and the Union Pacific Railroad. Additionally, local daily service is provided by the California Northern Railroad.

Business Incentives

The City offers competitive fees to invite businesses to Patterson.

The City offers a concurrent plan check and one-stop permitting process.

The majority of properties zoned for commercial use are located within a California Enterprise Zone.

The Patterson Redevelopment Agency provides aid to businesses that utilize properties within the redevelopment area including infrastructure improvements and other incentives.

Riverbank



Chris Crifasi, Mayor
Richard Holmer, City Manager
Tim Ogden, Economic Development Director
209.869.7116

Riverbank is a progressive, growing community with over 21,000 residents located eight miles north of Modesto. Nestled along the Stanislaus River and State Highway 108, Riverbank offers a wide variety of recreational, cultural, and social activities for people of all ages. Agriculture and food processing are important aspects of the local community which proudly hosts the Riverbank Annual Cheese and Wine Exposition every October. Riverbank is also attracting and cultivating a growing number of industrial and manufacturing operations, in large part due to the closure of the Riverbank Army Ammunitions Plant (RAAP).

The 173-acre RAAP industrial complex, used for the manufacturing of steel cartridge cases for military armaments, was recommended for closure by the 2005 Base Closure and Realignment Commission. As production waned, underutilized facilities, denoted as the Riverbank Industrial Complex, have been leased out to private manufacturing businesses that include plastic recycling, oil recycling, filtration system, construction materials, and manufacturing of a beryllium replacement used extensively by Department of Defense and NASA. The U.S. Army plans to relocate the Plant's cartridge production mission starting in late 2009, and begin to convey the property to the City of Riverbank soon after, with complete transfer of ownership by 2011.



The closure of the Riverbank Army Ammunition Plant is impacting the Riverbank community in several ways. It is estimated that the closure of the Plant will contribute to a direct loss of 89 jobs associated with the military mission, as well as 122 indirect jobs throughout the community. However, it may be possible to retain some or all of these jobs with the community's Reuse Plan that provides for the manufacturing businesses to remain, attract new businesses to the site, expand production and create new jobs, in addition to leveraging the "green" facility assets and current business clusters.

CHALLENGE:

to successfully transition into new employment opportunities as the Army Ammunition Plant moves toward final closure.

MAJOR EMPLOYERS - CITY OF RIVERBANK

COMPANY or ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
Silgan Containers	217	MFG	Metal Can Manufacturer
Don Francisco Cheese	200	MFG	Cheese Producer
Monschein Industries	174	MFG	Cabinet Manufacturer
NI Industries, Inc.	75	MFG	Ammunition Plant
Universal Forest Products	50	MFG	Truss Manufacturer
Donaldson	45	MFG	Filtration Systems
American Laminates	60	MFG	Melamine Board Mfg.
Dayton Superior	25	MFG	Concrete Materials
Riverbank Unified	340	Non MFG	Education District
Target	306	Non MFG	Retail
Home Depot	120	Non MFG	Retail
SaveMart	103	Non MFG	Retail Grocer
Kohl's	99	Non MFG	Retail
O'Brien's Market	90	Non MFG	Retail Grocer
City of Riverbank	85	Non MFG	City Government
Riverbank Nursing Center	78	Non MFG	Healthcare
Best Buy	65	Non MFG	Retail
Galaxy 12 Riverbank	55	Non MFG	Entertainment



Riverbank Industrial Complex

transportation including rail and state and interstate highway access.

The Riverbank Industrial Complex consists of over 800,000 square feet of leasable space on 173 acres. Approximately 30% of the site is undeveloped and is being considered for the relocation and expansion of existing local businesses such as Rizo-Lopez Foods and Mid Valley Foods, Inc. Existing buildings can be subdivided or reconfigured to suit small and large manufacturers. RAAP site amenities include advanced permitting and treatment systems, wastewater capacity, inexpensive power generation, and a comprehensive system of

Turlock



John Lazar, Mayor
Roy Wasden, City Manager
209.668.5540

Founded by John Mitchell on December 22, 1871, the City of Turlock was incorporated in 1908. Today, Turlock is a growing community of 70,000 plus, home of California State University Stanislaus, and the second largest city in Stanislaus County.

Turlock is at the center of many of California's premier destinations such as San Francisco, Yosemite National Park, the state capitol in Sacramento, coastal beaches, and the Sierra Nevada.

The City of Turlock has a large inventory of industrial and commercial property. Approximately 1,758 acres are vacant and designated for industrial/business park use. Many of the industrial parks are adjacent to commercial sites, including a viable downtown. The City of Turlock has experienced increased demand for public services and infrastructure and the funding to satisfy these services has not met this increased demand.



Currently, Turlock is implementing (with considerable RDA and other local funding sources), the Westside Industrial Plan to facilitate economic and job development through orderly growth and development. The area is envisioned as a bridge from contemporary industry and agriculture to new technology and products. The Plan Area encompasses 2,615 acres on the west side of the City of Turlock adjacent to Highway (SR) 99. The Plan Area is partially developed with industrial and commercial uses. Many of the industrial uses process or manufacture agriculture related products. A Master Plan and certified Environmental Impact Report (EIR) were adopted in 2006. The Turlock City Council has made an almost \$15 million dollar commitment to provide critical backbone infrastructure in the Westside Industrial Specific Plan (WISP) location.

CHALLENGE:

*to optimize economic development
at the Westside Industrial Park.*

MAJOR EMPLOYERS - CITY OF TURLOCK

COMPANY or ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
Foster Farms	1,608	MFG	Poultry Processor
Valley Fresh	260	MFG	Poultry Processor
Mid-Valley Dairy	205	MFG	Dairy Products
Sensient	180	MFG	Food Processor
SupHerb	109	MFG	Fresh Frozen Herbs
Dairy Farmers of America	102	MFG	Dairy Products
Turlock Unified School District	2,202	Non MFG	School District
Emanuel Medical Center	1,549	Non MFG	Healthcare Facility
California State University, Stanislaus	1,100	Non MFG	Education Institution
TID	495	Non MFG	Water & Electric Utility
Wal-Mart	415	Non MFG	Retailer
City of Turlock	351	Non MFG	City Government
Save Mart Supermarket	156	Non MFG	Retail Grocer
Medic Alert	145	Non MFG	Non Profit Organization
Raley's	125	Non MFG	Retail Grocer

Another area of concern is the housing slump that has taken a serious toll on Turlock economically along with the social fabric of the community. Decreases in building permit activity as well as rises in unemployment levels are just a few of the many lingering effects.

Waterford



Charlie Goeken, Mayor
Chuck Deschenes, City Manager
209.874.2328

The first modern record (1850's) of permanent residents in Waterford, other than the Native Americans that long frequented the area, were the homesteading and farming activities of William Wilkerson Baker. The main economic activities were agriculture and fishing as well as commerce with the nearby gold mining communities.

Reflecting the area's river fording characteristics, the name of Waterford was eventually chosen.

Other than government (primarily schools), agriculture and recreation are today's main economic drivers in the City. Commerce is developing. Bordered by the Tuolumne River and known as a key gateway to the area's lakes, Yosemite National Park and other natural amenities, Waterford is being discovered as a place with a high quality of life that has a lot to offer.

This premise has been verified by recent quality developments underway in Waterford. The future looks bright. Residents of and visitors to Waterford enjoy a full spectrum of year-round recreational activities. Seven lakes within a twenty-mile radius provide fishing, boating, camping and waterskiing opportunities.



The City of Waterford is currently the lowest generating sales tax city in Stanislaus County. The city generates less sales tax than cities of smaller size in the same

county. This is partly due to the lower overall City per capita income, but is due mostly to the absence of attractive, local shopping destinations.

CHALLENGE:
to revitalize the downtown area.

MAJOR EMPLOYERS - CITY OF WATERFORD

COMPANY or ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
Frazier Nut Farms	150	MFG	Walnut Grower/Processor
Montpelier Orchards	91	MFG	Almond Grower/Processor
Roberts Ferry Nut Company	50	MFG	Almond Grower/Processor
Riddle Ranch/Waterford Almond	40	MFG	Almond Grower/Processor
Waterford Nut Company	15	MFG	Almond Grower/Processor
Waterford Unified	300	Non MFG	School District
Valley IGA Plus	75	Non MFG	Retail Grocer
Ragsdale & Son	47	Non MFG	General Contractor
City of Waterford	14	Non MFG	City Government
U.S. Post Office	13	Non MFG	Federal Government

The downtown has several vacant commercial properties due to absentee landlords and inability to find tenants. The downtown area has limited on-street parking and very little off-street parking. The streets, sidewalks and city services downtown are in critical need of repair. It has been shown that improved streetscapes will improve the downtown and draw new restaurants, antique shops, and other stores that can make it vibrant, attractive and an asset to the city as a whole.

3 Committee Recommendations

Determining Regional Eligibility

EDA determines regional eligibility for a Public Works or an Economic Adjustment Assistance investment based on the unemployment rate, per capita personal income, or a special need in the region in which the project will be located.

For economic distress levels based on the unemployment rate, EDA will base its determination upon the most recent American Community Survey (ACS) published by the U.S. Census Bureau.

If a recent ACS is not available, EDA will base its decision on the most recent federal data from other sources. If no federal data is available, an applicant must submit to EDA the most recent data available from the State.

EDA GRANT ELIGIBILITY - MATCH FUNDING COMPARATIVE			
September 2009			
Per Capita Personal Income - Comparative			
	Stanislaus**	US	
Stanislaus County	\$27,811	\$36,714	
** Per capita personal income		Stanislaus County is at 75.7 % of National PCPI Average	
BEA - Bureau of Economic Analysis - Source = EDA		[50% grant match eligible per criteria]	
Unemployment Rate - Comparative			
	Stanislaus**	US	
Stanislaus County	9.30%	4.90%	
** Unemployment Rate - 24 Month Average		Stanislaus County is 189% of National Unemployment Average	
BLS - Bureau of Labor Statistics - Source = EDA		per EDA 24 month normalized data	
		[60% grant match eligible per criteria]	

Generally, the amount of the EDA grant may not exceed fifty (50) percent of the total cost of the project. During the pre-application process, the EDA regional representative will assess and evaluate the current community stress points and determine whether any additional matching fund break can be leveraged for a candidate project.

Economic Issues Facing Stanislaus County

Stanislaus County continues to be among one of the fastest growing counties in the State of California with our fastest growing population segment being Hispanic. Our economy continues to be based upon agriculture and food manufacturing which inherently causes significant seasonality in employment cycles and unemployment rates. In order to address these issues and strengthen our local and regional economies, the communities of Stanislaus will need to continue to diversify and strive to better prepare and develop our workforce with the skills and technology awareness to make our locations attractive to new clusters and expanded, non-agricultural employment sectors.

Development Strategy: Goals and Priorities

First and foremost, the priority objective of this CEDS strategic effort is to inspire and facilitate future investments in infrastructure - both physical and human so that we can maintain a competitive place in the economic development future of the San Joaquin Valley.

In addition, it is important to the Stanislaus County Economic Development Action Committee (EDAC), through the development of this Comprehensive Economic Development Strategy, to continue an alignment of our efforts with those identified in the broader eight county economic development strategic effort. To that end, our development goals and priorities are consistent with regional objectives and include:

- Support target Industry Clusters including agribusiness, food processing, agricultural related technology, biotechnology, manufacturing, supply chain management and logistics, health and medical care, and renewable energy;
- Encourage and support new business innovation and entrepreneurs;
- Promote the region as a tourism destination;
- Develop specialized education including higher education and workforce development;
- Develop a college going culture in Stanislaus County;
- Continue to implement computer literacy outreach to align with community college curriculum;
- Enhance goods movement transportation projects that build capacity while increasing safety, decreasing congestion, improving air quality and promoting economic development;
- Participate in the development of a comprehensive San Joaquin Valley Regional Water Plan;
- Continue to promote accessibility and utilization of advanced communications services (through targeted technology training efforts, etc.) as fundamental and necessary for all residents and businesses.

These primary themes will serve as the general parameter for the Stanislaus County CEDS project development process over the next performance/implementation cycle. It is the intention of the Stanislaus Economic Development Action Committee to review this strategy, themes and projects on an annual basis moving forward.

4 Project Summaries

Ceres - 'Fast-Track' Pathway Program in Manufacturing and Product Development

Project Description:

The City of Ceres, in partnership with the Ceres Unified School District (CUSD), is greatly committed to the expansion of a highly skilled workforce that meets the demands of local, regional and state-wide employers. Specifically, CUSD staff conducted extensive labor market research that indicated there is a great need for qualified, trained, skilled individuals in the manufacturing and product development industry. As a result, CUSD chose to create the *first* 'Fast-Track' Pathway Program in Manufacturing and Product Development that created a formal link between education in high school, continued training at Modesto Junior College, and employment with industry partners, thereby meeting the needs of all stakeholders in the program. This new Program was developed as a result of the formulation of a partnership with Modesto Junior College (MJC), the Manufacturers Council of the Central Valley, and several of the county's largest manufacturing companies.

With a projected increase of 21% in manufacturing related jobs in Stanislaus County in the next 10 years, local manufacturing companies are struggling to fill the need for qualified employees. This program seeks to fill this need, providing career paths for students and trained-skilled labor for local employers. The long term effects of this program are numerous, including: meeting the needs of local, regional and other state-wide employers; decreasing the unemployment rate, and subsequently the poverty rate of our community; increasing economic stability and redevelopment, as dollars generated from employment earnings are spent within our region; successful graduates of the program will serve as role models for the next generation of youth and with their peers; and most importantly will serve as proof to industry representatives that bringing their manufacturing plants and businesses to the Central Valley is feasible due to the fact that NOW there will be a qualified workforce to meet their needs. Bringing more businesses to the Valley will increase the regional tax base, improve the economy, and bring a sense of overall pride back to our communities.

As part of Ceres Unified's mission to create and provide relevant, quality Career Technical Education (CTE) Programs for students, a CTE Advisory Committee was created with representatives of local industry partners, MJC, CUSD, CTE teachers, the Manufacturer's Council of the Central Valley, ROP and so many other stakeholders. This Advisory Committee identified three main program goals for the Manufacturing Pathway 'Fast-Track' Program: 1) students will receive industry skill level training in manufacturing through "hands-on" learning; 2) students will continue training through program partner Modesto Junior College and earn a certificate in a specific pathway; and 3) students will obtain employment in an industry related field upon successful completion of the program.

As an active partner with the Stanislaus County Alliance Worknet, Ceres Unified is able to obtain support and up-to-date information on the local job market, the employment needs of the region and other relevant labor market statistics that drive the decision making of the program stakeholders. Additionally, CUSD has worked closely with the Alliance to provide input on the proposal to secure designation for this region as a "Next Generation Learning Community (NGLC)" through the Ford Motor Company Partnership for Advanced Studies.

This project will provide for the expansion of a highly skilled workforce that meets the demands of local, regional and State-wide employers

The City of Ceres is greatly looking forward to assisting CUSD and other regional school districts in developing the NGLC model in which all career technical education stakeholders will work together to plan, build, and evaluate large-scale, sustainable career academy networks that effectively serve the needs of the region and minimize duplication of programs. Students from districts around the region will have access to enroll into CUSD's Manufacturing "Fast Track" Pathway Program.

The Manufacturing Pathway 'Fast-Track' Program is housed on the Ceres High School campus. Necessary facility improvements, through renovation of the existing CTE facility and acquisition of equipment, directly support the instruction necessary to provide students appropriate learning environments and to develop skills that meet the needs of the manufacturing industry in today's highly technical environment. Based on architect's projections, the cost to renovate the old auto shop at Ceres High School into a state-of-the-art training center is estimated at \$2.5 million, including estimates for construction of the interior facility, as well as the cost of the acquisition of new industry related equipment. These costs are necessary to bring the current out-dated facility into the modern age bringing with it state-of-the-art equipment and facilities that will excite students about learning, while providing the opportunity to develop skills that will last a life time.

Ceres Unified intends to apply in September 2009 to the California Department of Education (CDE) and Office of Public School Construction (OPSC) for a grant that would fund 50% of the project cost. These agencies require a 50% match of the project.

The City of Ceres is requesting this economic development funding to cover a minimum of \$1 million of the remaining cost of the project. Ceres Unified has planned to utilize funds from the recently passed Measure U campaign for matching the remaining portion. With your assistance, CUSD will be able to utilize the value of your contribution, that otherwise would have been from additional Measure U dollars, to support the building of additional instructional classrooms at Central Valley High School, subsequently allowing for an expansion of the Career Technical Education programs at that site, as well.

Lastly, Ceres Unified has planned to offer the use of the facility to industry partners as a training ground for new employees and for continued training opportunities for current employees. Positive feedback has been received by representatives, encouraging Ceres Unified to move forward as a leader in this training arena.

Discuss the long range impacts of this project:

The CUSD Manufacturing "Fast Track" Pathway Program is designed to continue to evolve over time and change as the needs of the local industry employers change. Given the fact that industry representatives make up the majority of the membership of the Career Technical Education Advisory Committee, it is their role to ensure the curriculum and training provided to students is relevant and continues to meet the needs of the industry, especially in the area of advanced technical training with electric and robotic equipment and operations.

Identify in detail the potential real job creation associated with the candidate project proposal:

It is anticipated that through this program, over the next 10 to 15 years, over 200 jobs will have been created and filled by successful graduates of the CUSD's Manufacturing "Fast Track" Pathway Program. It is predicted that graduates of this program will enter the workforce with living wage jobs, earning over \$20 per hour at entry level. With the growth opportunities in each of the partnering businesses, the economic impact is one of great stability and success for these employees and their families for many years to come.

Based on current and anticipated labor market demands provided by the Center for Excellence, the Economic Development Department of California, and the Alliance Worknet of Stanislaus County, CUSD has chosen to create the first of four planned "Fast-Track" Pathway Programs in the area of Manufacturing and Product Development. Business partners from Ceres and the surrounding area, including Gallo, Kraft, Con Agra, Frito Lay, Racor, and the Manufactures Council of the Central Valley, have participated in the development of the design of the Manufacturing 'Fast-Track' Program. Representatives of these companies have committed to partnering with CUSD and MJC in providing employment opportunities to CUSD students that successfully complete the program.

According to the Economic Development Department of California's labor market information database (2), and information provided by the Alliance Worknet of Stanislaus County, it is predicted that manufacturing industry related jobs will experience an average increase of 21.62% by 2017 in the Ceres area alone, including jobs as first-line supervisors, team assemblers, and machine operators.

As is documented by the attached letters of support, the Ceres Unified CTE partnering businesses are committed to supporting CUSD's efforts at creating a comprehensive, high quality manufacturing industry training program for students.

Highlight the Proposed Project Budget and Scope:

The estimated project costs are \$2.5 million. The primary funding source, CDE and OPSC, will fund 50% of the project costs. The remaining \$1.25 million is anticipated to be funded through a combination of the EDA and Measure U school bond funding.

Cost Summary:

Renovation Costs:

Electrical	\$ 265,000
Low Voltage	\$ 125,000
Plumbing	\$ 50,000
HVAC	\$ 120,000
Plastering	\$ 45,000
Inspections	\$ 30,000
DSA & CDE Fees	\$ 25,000
Insurance	\$ 35,000
Rough Carpentry	\$ 110,000
Demolition	\$ 190,000
Architects Fees	\$ 160,000
Steel Studs and framing	\$ 115,000
Doors, Frames, Flooring, Ceilings	\$ 170,000
Other construction related costs	\$ 640,000
<u>Equipment:</u>	<u>\$ 420,000</u>
Total:	\$2,500,000

With an estimated job gain of 200 jobs over the next decade, this project meets the required funding formula of one (1) job per \$5,000 EDA grant dollars requested.

Discuss Project Readiness:

The proposed project is not subject to the California Environmental Quality Act (CEQA) or the environmental impact review (EIR), due to the fact that the project location is on an existing school campus and will utilize the foundation of an existing outdated building. Other funding sources include Prop 1D Career Technical Education Facility Renovation Modernization funding and local Measure U school bond funding. This regional program is critical in that the building must be ready to serve students beginning in the 2010-2011 school year. The proposed project is available now for implementation of the program activities, however, the funding cycle with Prop 1D through the California Department of Education and Office of Public School Construction will be available after January 1, 2010.

Lead Project Contact/Project Manager(s):

The project will primarily be managed and implemented by the Ceres Unified School District, in partnership with the City of Ceres.

Key Representatives:

Bryan Briggs – City of Ceres – 209-538-5756 – bryan.briggs@ci.ceres.ca.us.

Jay Simmonds – Assistant Superintendent Student Support Services (Career Technical Education), Ceres Unified School District – 209-556-1552 – jsimmonds@ceres.k12.ca.us

Fred Van Vleck – Assistant Superintendent Business Services (Facility Development) – 209-556-1560 – fvanvleck@ceres.k12.ca.us

Linda Stubbs – Principal, Ceres High School – 209-556-1922 – lstubbs@ceres.k12.ca.us

Mike Corsaut – Learning Director – Career Technical Education – Ceres High School – 209-556-1920 – mcorsaut@ceres.k12.ca.us

Support Materials and Case Study:

Unemployment rate as April 2009:

- City of Ceres 20.8%
- Stanislaus County 16.8%

Median Household income as of 2007 was: \$48,336, this figure is considerably less due to the current unemployment rate. Actual median income amount is not currently available.

Population of Ceres (Jan 2008) 42,813.

Alliance Worknet predicted manufacturing industry related jobs will experience an average increase of 21.6% by 2017 in the Ceres area.

COMMONWEALTH MODESTO – STANISLAUS INNOVATION CENTER

Project Description:

The Stanislaus Innovation Center's mission is to serve as a business development institution dedicated to the advancement of new businesses, industries, and economic development in Stanislaus County.

The purpose of the Stanislaus Innovation Center is to attract businesses that are in the initial stages of development and offer them services designed to make them self-supporting and economically viable.

The Innovation Center will drive economic development by creating an environment where businesses can grow and thrive in their initial years. The strategy of the Innovation Center is to offer businesses a reduced overhead structure and expert guidance to help ensure their success. The expert guidance is truly one of the reasons incubated businesses achieve a much higher success rate than stand alone start-ups. These businesses will receive expert mentoring from two advisory groups. The first will provide formal instruction in functional areas such as accounting, law, human resources and marketing and will have access to a network of local service providers who will offer their services at reduced rates. The second, and potentially more crucial advisory group is the mentor panel which is a group of local successful business owners who are donating their time to provide operational advise to new business owners. The Innovation Center will also offer a below-market rent structure that allows businesses to take advantage of reduced overhead. The facility will be laid out so as to offer both private space, individual offices and shared common areas such as conference and break rooms, a clean room, and reception area. The Innovation Center will work to partner with local agencies and private parties to offer access to working capital to help meet the cash flow needs of the businesses.

The Innovation Center is a collaborative effort between the private and public sectors. A partnership has been created between the City of Modesto, the Stanislaus Economic Development and Workforce Alliance, Stanislaus County, local institutions of higher learning, state and regional government representatives and the local business community. As this will be a public and private endeavor, it is the belief that funding, support and guidance will be provided by each of the respective stakeholders.

The Innovation Center is an economic engine that will help start, nurture and grow businesses. These new businesses will increase employment, tax revenue and ultimately enhance the quality of life in Stanislaus County.

Discuss the long range impacts of this project:

The objective of the Innovation Center will be to graduate at least 18 businesses from the program every three years. Businesses will be initiated into the program in quarterly regiments comprised of four to five at a time in order to facilitate an orderly succession. The incubator will be open to general businesses and will accept applications from a wide variety of industries and business sectors. However with a Clean Room available to businesses, a preference could be given to those focused on clean or renewable forms of energy production or transmission as well as those focused on technology.

The Stanislaus Innovation Center will attract businesses in the initial stages of development and offer services designed to make them self-supporting and viable

Based on several other similar centers around the country, it is CommonWealth Modesto's belief that the Innovation Center will generate a more than 20 fold return to the regional economy for every dollar invested. Additionally, as businesses graduate and begin their 5 year financial contribution back to the center, it will allow the non-profit foundation to build reserves and eventually fully fund the center indefinitely.

Job creation estimate:

- 5 years is 105
- 10 years is 338
- 15 years is 702

These numbers do not include any additional service, retail or entertainment jobs created in support of these new companies and their employees. There have been studies from existing innovation centers that have shown additional job creation outside of the innovation center to be roughly 25 for every 50 jobs created in the center. Over 15 years this is potentially another 350 jobs in addition to the 702 created inside the innovation center.

Identify in detail the potential real job creation associated with the candidate project proposal:

The intent and purpose for the Stanislaus Business Innovation Center is the creation of jobs. Business Innovation Centers are a time tested and thoroughly proven mechanism for job and business creation. In 2005 alone, North American incubators assisted more than 27,000 start-up companies that provided full-time employment for more than 100,000 workers and generated annual revenue of more than \$17 billion. [1] It is also documented that jobs are much less expensive to create in an innovation center environment than through traditional methods. Publicly supported incubators create jobs at a cost of about \$1,100 each, whereas other publicly supported job creation mechanisms cost more than \$10,000 per job created. [2] Additionally, every 50 jobs created by an incubator client generate approximately 25 more jobs in the same community. [3] An incubator project would have a positive impact on the local economy in a three year time frame and would continue to create jobs as it continued to operate. Innovation centers tend to be durable institutions that stand the test of time. As the economy changes and evolves, an innovation center will by its very nature move with the economy. An innovation center is not something that becomes obsolete.

Successful business innovation centers are a highly effective means of developing local economies. Studies from other innovation centers show for every dollar of investment provided, incubated businesses return approximately \$30 in local tax revenue.[4] Using these statistics and the estimated operating budget developed for the innovation center with a 3% inflation factor over 15 years, the roughly \$5,000,000 put into the center will return an estimated \$150,000,000 to our local community in tax revenue. Over 70% of incubator graduates become successful businesses and 84% remain in their respective communities. [5] This provides an important return to the local economy. The survival rate of non-incubated companies is only 15%. [6] Venture capitalists often favor investing in businesses that have had incubator experience due to the fact that the extensive advice and mentoring that they receive has consistently proven to result in higher rates of success.

The business innovation center concept has garnered tremendous local support both in government and the private sector. One of the most important components of a successful business innovation center is commitment from local businesses that have a vested interest in its success. The Stanislaus Innovation Center has made agreements with the following companies to supply incubated businesses with services at no cost or at substantially reduced rates as a means of improving our local economy and creating more jobs:

- Legal Counsel
 - o Gianelli & Associates, A Professional Law Corporation
 - o The Law Offices of Mayol & Barringer
 - o Curtis & Arata, A Professional Law Corporation
- Accountant / Tax Advisor
 - o Grimbleby Coleman, Inc.
 - o Ristau & Company
- Contractor
 - o Huff Construction
 - o Applegate Johnston
- Web Designer
 - o Clark Miller Design
- Graphic Design
 - o Shaw and Shaw Design
 - o Visola Design
- Public Relations / Advertising
 - o Pacific Media Group

The Stanislaus Innovation Center has made a substantial effort to bring the communities of Stanislaus County together on this project. We have given presentations to and garnered letters of support from the City of Modesto, City of Oakdale, Modesto Chamber of Commerce, Riverbank Chamber of Commerce, United Way, Salvation Army, First Baptist Church, Great Valley Center, Modesto Downtown Improvement District, Modesto Junior College, California State Assemblyman Tom Berryhill, California State Senator Dave Codgill, California State Assemblyman Jeff Denham, Congressman Dennis Cardoza, Congressman George Radanovich, Modesto Mayor Jim Ridenour, and Former Modesto Mayor Carol Whiteside. We have a dozen additional partnership requests with other local government agencies, learning institutions, and community groups. Our goal is to achieve complete buy-in from the local community.

[1] Knopp, Linda. NBIA Releases Results From Latest Business Incubation Industry Survey, *July 10, 2007*
http://www.nbia.org/resource_center/in_the_news/nbia_press_releases/2007/07_10.php (December 5, 2008)

[2] Knopp, Linda. 2006 State of the Business Incubation Industry. Athens, Ohio: NBIA Publications, 2007.

[3] Knopp, Linda. 2006 State of the Business Incubation Industry. Athens, Ohio: NBIA Publications, 2007.

Highlight the Proposed Project Budget and Scope:

The Innovation Center is broken down into 3 budgetary parts: Onsite and Shell Improvements, Innovation Center flexible tenant space and, finally, annual operating budget.

Onsite & Shell Improvements: \$437,022 (includes all ADA, parking lot and shell improvements)

Flexible Tenant Space: \$1,132,564 (modular office config 100-500 sqft ea & clean room)

Annual Operating Budget: \$273,298 per year (does not include any income).

The cash flow analysis for five years shows the incubator needing about \$870,000 for the entire first 5 years. This assumes 4 new businesses brought into the incubator every 3 months and after the first year only, an 88% occupancy rate and no businesses staying in the incubator beyond 3 years.

The conservative job creation estimate for 5 years is 105, 10 years is 338 and 15 years is 702. These numbers do not include any additional service, retail or entertainment jobs created in support of these new companies and their employees.

The Innovation Center will house the Small Business Development Center (SBDC) to assist the selected companies. The City of Modesto has agreed to provide a 20 year lease on the building to the Innovation Center. The Innovation Center has garnered countywide support from all of the cities, mayors and chambers of commerce.

CommonWealth Modesto is currently creating a private fundraising plan to make this Innovation Center a joint public/private partnership for economic development for the region.

Discuss Project Readiness:

Phase I: Project Framework (10-01-08 through 01-31-09 **COMPLETED**)

1. Developed Concept: This is the research and framing process. Successful centers to be studied to understand and gauge potential benefits of the project for the region. Economic indicators, local unemployment rates, and tax revenue streams to be analyzed to determine need for the Innovation Center.
2. Created Initial Business Plan: Plan formulation including research and success factors to be identified. Mission, purpose and goals of the Innovation Center are to be established and a plan to be developed for implementation.
3. Created Corporation: A corporation to be established for governance and operational reasons. An application for 501c(3) non-profit status to be filed so that the Innovation Center can be run as a non-profit organization.

Phase II: Development of Partnerships (01-01-09 through 02-28-09 **COMPLETED**)

4. Identified Stakeholders: All potential people or organizations in the region that will either be affected by or benefit from the Innovation Center are to be identified and brought into the process.
5. Aligned Strategic Partners: Key partnerships to be developed between CommonWealth Modesto (which comprises local business professionals), the City of Modesto, Stanislaus County, the Stanislaus Economic Development & Workforce Alliance and regional learning institutions.

[4] *Business Incubation Works*, University of Michigan, NBIA, Ohio University and Southern Technology Council, 1997

[5] Lewis D A, *Innovation, Incubation, and Place: An Evolutionary Theory of the Performance of Technology Business Incubators* Doctoral dissertation, Department of Urban Planning and Policy Development, Rutgers, The State University of New Jersey, 2003 [6] Linder, Sally, 2002 State of the Business Incubation Industry, National Business Incubation Association, 2003

6. Recruited Consultant Partners: A broad-based network to be established of local professional service providers that will offer businesses in the Innovation Center their services at reduced rates.
7. Identified Potential Board of Directors: A working list of potential Board members to be developed. Members will be recruited based on their business experience, entrepreneurial spirit and desire to see the Innovation Center succeed.

Phase III: Building and Operational Considerations

8. Identified Potential Sites: Existing local sites in the region to be identified and pursued for operations. If existing sites cannot be identified, potential sites (with no existing buildings) will be considered. Currently working with City of Modesto, and have been given endorsement for a 13,000 square foot currently unoccupied building in the downtown area.
9. Assessed Building Improvements: Once site is identified a professional assessment will be conducted to ascertain needed improvements.
10. Created Operational Budget: Pro-forma Income Statements and projected Statements of Cash Flow to be generated based on potential rental revenues and operational expenses.
11. Revised Business Plan: After initial business plan is created, it will be disseminated to key partners for feedback and revisions. This document will be revised as necessary to best demonstrate the need for the Innovation Center, a comprehensive plan for establishing the center, and how the center is to perform.

Phase IV: Development of Strategy

12. Create Funding Strategy: Funding sources to be identified and solicited for the funding of improvements and on-going operations. As this is a private and public partnership, it is the expectation that funding will come from both sources.
13. Create Marketing Strategy: A strategy for soliciting potential businesses for occupation of the Innovation Center to be developed.

Phase V: Execution

14. Select Board of Directors: After a vetting process from the initial list of candidates, the Board of Directors will be targeted and selected.
15. Secure Funding for Building & Operations: All funding will need to be in place so that building improvements can be and staff can be hired.
16. Refurbish Building: All building improvements to be made based on professional assessment and configuration of the Innovation Center to be designed to be a flexible space for varied occupants.
17. Hire Employees for Innovation Center: A chief executive and office administrator will be recruited and hired.
18. Initialize Marketing Plan: Marketing plan to be implemented as the recruitment of businesses to occupy the Innovation Center will begin.
19. Select Businesses for Innovation Center: The selection process to determine the businesses that have the best chances of growth, potential for long-term success and desire to stay in the local region.

Phase VI: Opening of Innovation Center

Lead Project Contact/Project Manager(s):

Stanislaus Economic Development and Workforce Alliance
Bill Bassitt
p- 209-567-4985
email: Bassittb@stanalliance.com

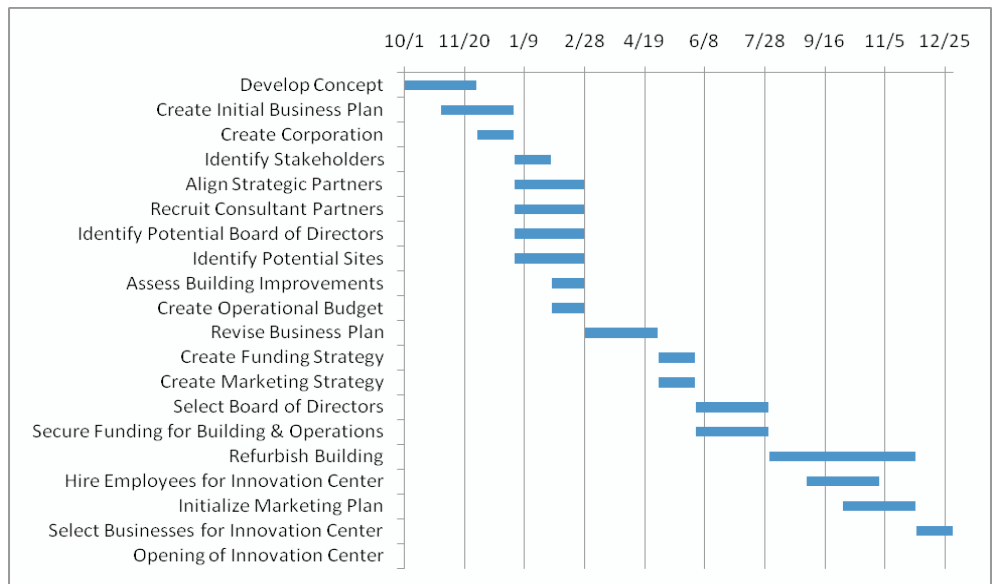
City of Modesto
Greg Nyhoff
p-209-577-5224
email: gnyhoff@modestogov.com

Commonwealth Business Innovation Center Chair:
Chris Ricci
p-209-312-3463
email: chrisricci@sbcglobal.net

Support Materials and Case Study:

Modesto is a large and diverse city and has many of the components that are important for the success of an incubator:

- Modesto is the 16th largest city in California and the 100th largest in the country with a population of 210,585 people.
- Stanislaus County has a population of 526,000.
- 51.5% of Modesto's population falls in the important 18-54 year old demographic which is the core demographic for entrepreneurial activity.
- Over 27% of Modesto's residents commute 30 or more minutes a day to work creating a market of people who may be looking to start new companies in order to work locally.



CITY OF OAKDALE - WARNERVILLE ROAD EXTENSION

Project Description:

Warnerville Road Extension Project:

This project is the first phase of a larger development project. This phase consists of an approximately 1,000 foot extension of Warnerville Road from South Yosemite Avenue to the west in the City of Oakdale. This segment of Warnerville Road will be four lanes wide and include full infrastructure improvements and intersection improvements. Specifically, the infrastructure improvements will include extensions of water, sewer, and storm drain facilities to serve the adjoining parcels. The intersection improvements will include modifying the existing signal to accommodate the new western leg. This phase of the project will allow immediate improved road access to approximately 44 acres of industrial-zoned land. Adjoining parcels zoned for industrial, job-generating businesses, suffer from access restrictions created by a lack of frontage and restricted turning movements on South Yosemite Avenue.

In 2007, Hershey Confection Company closed its west coast chocolate candy manufacturing plant which was located in Oakdale, California and lying adjacent to the proposed roadway extension project. This closure, which included similar plant closures by Hershey throughout the United States, resulted in relocating the company's Oakdale manufacturing operations to a new facility in Monterey, Mexico. As a result of this plant closure, 575 workers from northern Stanislaus County, including numerous residents of the City of Oakdale, lost their full-time jobs. Additionally, the 200,000 square foot manufacturing plant situated on the 80-acre industrial-zoned site sat vacant for multiple months.

In 2008, Sconza Candy Company, located in Oakland, California, purchased the former Hershey plant and associated land and announced plans to relocate their specialty candy manufacturing operation to Oakdale and this facility. Their company has completed its initial relocation and occupies approximately 40% of the available covered industrial building space, employing nearly 150 workers. These workers, including many former Hershey employees, come from multiple jurisdictions within Stanislaus County. Future plans for expansion by Sconza Candy company call for doubling their processing lines and adding up to 150 additional employees to the site within 5 years.

Sconza is now marketing for sale and/or lease the remaining unused manufacturing space in this former processing plant. A number of new industrial prospects have shown interest in the available space, including a small, regional organic milk producing company, and a larger, national dairy farmer cooperative that would use the facility to process milk and produce specialty cheese products. In both cases, the need for an additional roadway access to the south, directly connecting to the planned Warnerville Road extension, is critical to the future plans of these industrial prospects. Each company has proposed renovating existing covered manufacturing space in the current facility and providing up to 100 employees. Additionally, the organic milk producer has indicated their intent to seek carbon-reduction credits through the ARRA stimulus plan since this local company must presently ship their raw milk approximately 300 miles north to Eureka, California for processing and packaging.

An additional 50,000 square foot building on a separate parcel adjacent to the planned Warnerville Road extension was retained by Hershey and then purchased by Blue Diamond Almonds and renovated as a cold storage facility by this company which has headquarters in Salida, California, some 30 minutes west of Oakdale. Truck access to this storage/warehousing facility, although adjacent to this planned roadway, is presently limited to vehicle access through the Sconza property, requiring all trucks and employee vehicles to cross the candy-manufacturing property and pass through this company's security gates.

This project will allow immediate improved road access to important industrial zoned properties

Blue Diamond's present operation has added approximately 15 new employees to the former abandoned warehouse building. Recent discussions with Blue Diamond have revealed their interest in adding a processing line within this warehouse and constructing a new building on a vacant portion of their site. The lack of direct access to the planned Warnerville Road extension is delaying this initiative. The planned expansion by Blue Diamond will add an estimated 50-75 employees to this property.

Finally, a property owner of vacant land immediately south of the planned roadway has met with City Staff and asked for expeditious actions to extend this arterial roadway. John Bricchetto, the property owner, has a strong desire to market new industrial opportunities for prospective employers on sites available on this adjacent land. The property comprises approximately 80 acres of land that is zoned by the City of Oakdale for industrial land uses, is annexed into the city limits, and the City has completed and certified an environmental impact report for the future industrial development on these vacant lands.

Discuss the long range impacts of this project:

This planned roadway improvement project is critical to the long term economic development of the adjacent properties as well as the local area and region. Based on build-out expectations that will be permitted if this important roadway is constructed, total job creation over a ten-year period could be in excess of 2,500 jobs with an industrial base. The construction of this roadway will also provide indirect access to an additional 60 acres of industrial-zoned land west of Kaufman Road (its western terminus), providing additional industrial economic development opportunities.

Situated on the southern edge of the incorporated community of Oakdale, these sites are easily accessible to a population base of more than 300,000 residents within a 30 minute drive. Based on the scale of this level of planned manufacturing/industrial job opportunities, the employment will extend well beyond the City of Oakdale and provide a job base for the entire Stanislaus County area and region.

Identify in detail the potential real job creation associated with the candidate project proposal:

Sconza Candy Company: 100 jobs
Blue Diamond Almonds: 50 jobs
Organic Milk Coop: 50 jobs

Forty-four acres of land that will become available for immediate development once road access is provided equates to the potential development of 1,014 new industrial-related jobs [23.04 jobs per acre per South Oakdale Industrial Specific Plan – November, 2006]

Highlight the Proposed Project Budget and Scope:

The anticipated total cost of this project is \$1.5 million. The local match is expected to be approximately \$500,000 of the total. This will include contributions, either assets or in-kind, from the adjacent property owners, the City of Oakdale and the Oakdale Redevelopment Agency. This would leave approximately \$1 million as a grant request from the EDA. Using the one job per \$5,000 grant dollars formula, this would mean this project should have the potential to create 200 jobs. It is anticipated that the improvements created by this project will spur the growth of well more than 200 jobs (see prior response).

The City of Oakdale suffered a significant economic blow when Hershey's closed down their factory in this area and moved its operations to Mexico. This project will help fill the void created by this outsourcing.

Discuss Project Readiness:

The proposed roadway extension project is an integral part of a recently-adopted Specific Plan prepared by the City of Oakdale as the Lead Agency. The South Oakdale Industrial Specific Plan was approved by the Oakdale City Council in November, 2006 and application was then made to annex the 450-acre territory within the specific plan into the city limits. This annexation process was subsequently approved by the Stanislaus Local Agency Formation Commission and annexation was completed by April, 2007.

These planning actions, including the adoption of the specific plan, pre-zoning, infrastructure plan and annexation, included certification of a complete environmental report that was prepared by the City of Oakdale, as Lead Agency, in full compliance with the California Environmental Quality Act (CEQA).

The City considers this project to be a high priority and preliminary design work has commenced at City expense. The initial phases of the roadway project, beginning at the eastern edge at its intersection with South Yosemite Avenue, is nearly complete in design and construction plan documents and is expected to be ready for initial construction by September 30, 2009, subject to final funding authorization from EDA.

Additional design work to complete roadway infrastructure design details all the way to Kaufman Road, could quickly be incorporated into overall project design and commence immediately upon notice to the City. The entire project could be through design and bid with construction commencing within 12 months.

Lead Project Contact/Project Manager(s):

City of Oakdale
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MODESTO JR. COLLEGE – PATTERSON PROJECT

Project Description:

The cities of Patterson and Newman, as well as the entirety of Stanislaus County's West Side, have been affected tremendously by the recent downturn in the economy. Fully 22% of the homes in the city of Patterson are in foreclosure. The unemployment rate for these communities hovers above 20%. The per capita income for the region is well below the state average. For the past three years, the Yosemite Community College District and regional partner have been planning for the development of a regional educational facility focused partly on workforce development and job creation. A bond measure passed by Stanislaus County residents in 2005 has provided \$5 Million in support of this effort. Planning is well underway and the project is slated for a construction start in winter 2009 with a scheduled completion date of spring 2010.

This project, submitted to the Economic Development Advisory Council for consideration, consists of two components. First, the project will build a \$2 million regional job preparation/job creation facility at the site (\$1M will be requested from the EDA for this facility and \$1M will be provided from other sources). This facility will include both educational opportunities for the region as well as direct job training and job creation options for regional residents and local businesses, respectively. Secondly, \$1.5 million in additional support will be requested to accommodate the infrastructure development of this project. **The total request for EDA funding related to this project is \$2.5 million.** This project will provide jobs to several construction employees related to the project and will ultimately provide a large number of private sector jobs as described later. Below are some statistics related to this sub-region and to this project as of September, 2009:

Per Capita Income:	\$14,746
Unemployment Rate:	18%
Match Rate:	70%
Unemployment Rate to National Average:	222%
PCI to National Average:	55%
Priority:	High
Are local funds available for a 20% match?	YES
Are plans and specifications available?	YES
Are there any known environmental problems?	NO (CEQA compliant)
Can the project go to bid in 90 days?	YES, project construction date: May, 2009

Discuss the long range impacts of this project:

The long term economic impacts of this project will be significant. The benefits of educational opportunities for this region of our county cannot be understated. The west side communities have one of the lowest college-going rates in the state of California with less than 12% of current residents possessing a bachelor's degree. This is roughly half the rate of the State of California. This project will provide significant resources to impact these numbers positively. Modesto Junior College will partner with city, county, and higher education partners to create a presence on the west side that will attract many community residents to the facility. In addition, permanent partnerships will be forged with the private sector in an effort to create jobs. The regional job preparation/job creation facility will provide direct support to the West Patterson Business Park which has created over 1,000 jobs in the past four years and is anticipated to create an additional 6,000 jobs over the next ten years. The college will assist in creating jobs and preparing individuals for 500 of those jobs. The presence of the college in the region will also serve to attract additional business to the area and to promote public/private joint ventures.

This project is a regional job preparation/creation facility to include both educational opportunities as well as direct job training and job creation

Identify in detail the potential real job creation associated with the candidate project proposal:

The West Patterson Business Park has created approximately 1,000 jobs over the past four years. With the additional job preparation/job creation facility, the City of Patterson can expect to attract up to 6,000 new jobs associated with new businesses in the business park and surrounding projects over the next 5 to 10 years. Modesto Junior College is crafting a strategy to partner with the top 20 employers in the west side region to create a job preparation/creation team along with the Stanislaus County Economic Development and Workforce Alliance, the K-12 school system and higher education partners. This partnership will engage in cooperatively developed curriculum development, training, job development, job placement, supervised internships and mentoring to respond to industry needs in the following clusters:

- o Agriculture and Ag Manufacturing
- o Biotechnology
- o Allied Healthcare
- o Renewable Energy
- o Logistics, Transportation and Warehousing
- o Light Assembly and Manufacturing
- o Travel and Tourism

In light of the work done by several community partners, several major business and industrial job centers are being realized for this region.

In Patterson, the West Patterson Business Park - featuring Keystone Business Park - landed its first major tenant (Longs Drugs distribution) in 2003 creating approximately 500 full time, living wage employees. Just 14 months later, Keystone became home to Kohl's clothing distribution and an additional 500+ full time employees were added to the community. Since that time, several smaller business entities have populated this business park and the Keystone environment is thriving.

Highlight the Proposed Project Budget and Scope:

The Patterson Project has received a land donation (approved by the Yosemite Community College District on March 11, 2009), \$5 Million in funding from the sale of bonds related to Measure E (2005), support for the extension of sewer and water infrastructure from the City of Patterson and a pending request from the Economic Development Administration for the job preparation/job creation facility. For this investment of public and private resources, the Yosemite Community College district anticipates the creation of up to 1,000 living wage jobs over the next ten years.

The budget for this project would consist of two parts:

- \$1.5 Million for infrastructure support
- \$1.0 Million for facility construction

Total cost would be \$2.5 million with \$5 million in support from the sale of bonds related to Measure E.

Discuss Project Readiness:

The Patterson Project has received environmental approvals through California's CEQA process. The project has been approved by the City of Patterson, the City of Patterson Planning Commission, the Yosemite Community College District Board of Trustees and the by the Stanislaus County Local Agency Formation Commission (LAFCO). All funding sources have been identified and are in place for the completion of this project with the exception of the pending Economic Development Administration request.

Lead Project Contact/Project Manager(s):

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RIVERBANK #1: Infrastructure Improvements at Army Plant

PROJECT DESCRIPTION

The Base Closure and Realignment Act of 2005 (BRAC) recommended the closure of more than 800 military facilities. Among those is the Riverbank Army Ammunition Plant (RAAP), a 173-acre installation consisting of two non-contiguous sites in the north-east portion of Stanislaus County. The conveyance of the property from military to civilian use will be phased, with approximately 30 acres of undeveloped property transferring in Fall 2009, and the remaining 140+/- acres transferring in Spring 2010.

The proposed project would use EDA funds to undergird the first phase of the redevelopment of the RAAP site with public and technology infrastructure. Increased accessibility and infrastructure capability of this location will support the relocation and expansion of two local businesses, Don Francisco Cheese/Rizo-Lopez Foods and Mid Valley Foods, Inc. Additionally, two prospective CA firms are eager to site in Riverbank, both specializing in green industrial manufacturing; Technikon produces bio fuels from recycled plastic and produces renewable energy technologies, and Plastifuel manufactures agriculture waste-to-energy products. The attraction of these four firms will attract other industrial tenants benefiting the region over the long term.

Improvements will create new access from Claus Road onto the property, provide improved circulation to development sites and prepare the site to accommodate increased industrial traffic. Additional public infrastructure needed to accommodate business development includes traffic signalization, road alignment and intersection modification, lighting, curb, gutter, sidewalks, and upgraded utilities for electricity, gas and telephone.

This project provides a host of benefits as well as meeting local, regional, state and national goals and objectives. The infrastructure improvements coupled with the relocation and expansion of two existing businesses to the site will:

- o Allow for increased employment opportunities.
- o Increase the residential and commercial tax base.
- o Provide temporary construction jobs – one of the key ailing regional jobs industries.
- o Provide for the reuse of an underutilized and blighted BRAC site.
- o Reduce strain on existing roadways and improve regional traffic conditions with the increase use of rail, and decrease use of trucks.
- o Help region attain regional, state and national goals for reduction in greenhouse gases.
- o Promote health, safety and general welfare of residents due to improved air quality.
- o Preserve, support and expand existing commercial and agricultural businesses.

Additionally, both local businesses are relocating from severely blighted facilities with no expansion capabilities in an unsuitable and incompatible location due to new land use changes in the downtown area – sites better suited to small-scale commercial, office and residential development. Participation in the new industrial site at the RAAP by these businesses will allow for much-needed redevelopment of a core retail and mixed use neighborhood.

Finally, the project supports and encourages sustainable economic development strategies by the beneficial re-use of an infill brownfield site. The proposed infrastructure upgrades will encourage the reclamation and re-use of brownfields as a smart-growth strategy to prevent sprawl of new development to open-space areas and preserve the agricultural integrity and heritage of the region.

This project will provide the undergrid of the former Riverbank Army Ammunition Plant to include public and technology infrastructures

LONG RANGE IMPACTS

Today, several forces are at work on the Central Valley's economy that have had and continue to have dire far-reaching effects on the region's economic fortunes and have far exceeded the ability of state and affected local government's capacity to intercede. They include:

- o Record default and home foreclosures rates
- o Recent 2009 unemployment figure as high as 25%
- o Historic decline in property tax revenues
- o Dramatic decline in key industries including manufacturing and construction

Overall, the long-range impact will be to create an attractive and dynamic business park, using the improvements and facilities to the extent practical to retain existing businesses and attract new business, including creative entrepreneurs, and establishing a new environmental "green job" cluster.

Local and regional jobs will be retained and created by the two local expanding businesses, the siting of the two prospective businesses, and on the surrounding industrial/commercial shovel-ready sites created by the proposed infrastructure.

The infrastructure improvements will spur future development that will transform the RAAP into an industrial park with business-ready shovel-ready sites, including capacity for the unique "green-friendly" focus. These business attractions are expected to stabilize the workforce and allow local entrepreneurs to thrive and grow, as well as support long-term coordinated and collaborative regional economic development strategies.

POTENTIAL JOB CREATION

Using the Bureau of Economic Analysis of the US Department of Commerce's induced jobs metric to estimate the total number of jobs, the construction of these infrastructure improvements will generate 234 short term jobs.

Rizo Lopez and Mid Valley Foods, Inc. are expected to add 175 jobs as a result of the expansion of their businesses to the RAAP site over a five year period. Technikon and Plastifuel are anticipated to combine for another 55 jobs in 2010. Additionally, using the Floor Area Ratio of .30, which represents a medium-high intensity use, as estimated in the Army's Environmental Assessment, an additional 700 jobs could be created on the remaining site over a five year period. Therefore, the total potential jobs associated with this project are approximately 1,164 jobs.

BUDGET AND SCOPE

The spreadsheet below reflects details for the total project budget and scope. In summary, the estimated road and utility infrastructure costs are \$8.4 million. Applying the 1 job per \$5,000 granted, the project would be eligible for \$5.8 million at 1,164 jobs, which leaves \$2.6 million for the 30% match required.

Description	Quantity	Type	Cost/Unit	Total
Roads				
Clear & Grub	1	LS	\$100,000.00	\$100,000.00
Grading	1	SF	\$150,000.00	\$150,000.00
Pavement	150,000	SF	\$5.00	\$750,000.00
Street Lighting	30	EA	\$1,000.00	\$30,000.00
Traffic Signal	2	EA	\$750,000.00	\$1,500,000.00
Curb,Gutter, Sidewalk	20,000	LF	\$25.00	\$500,000.00
			Subtotal	\$3,030,000.00
Utilities				
Electrical	1	LS	\$150,000.00	\$150,000.00
Gas	1	LS	\$100,000.00	\$100,000.00
Telephone	1	LS	\$100,000.00	\$100,000.00
			Subtotal	\$350,000.00
Water				
12 inch water	5,000	LF	\$65.00	\$325,000.00
Hydrants	15	EA	\$3,000.00	\$45,000.00
Valves	25	EA	\$2,000.00	\$50,000.00
Meter & Service	40	EA	\$15,000.00	\$600,000.00
Water Tank & Booster pump	1	EA	\$1,250,000.00	\$1,250,000.00
			Subtotal	\$2,270,000.00
Sewer				
12 inch Trunk	4,000	LF	\$55.00	\$220,000.00
8 inch Main	1,000	LF	\$40.00	\$40,000.00
Laterals	35	EA	\$3,000.00	\$105,000.00
Cleanouts Manholes	15	LS	\$3,500.00	\$52,500.00
			Subtotal	\$417,500.00
Other				
On Site Storm System	1	LS	\$150,000.00	\$150,000.00
Landscaping	1	LS	\$125,000.00	\$125,000.00
OID Relocation	2,500	LF	\$150.00	\$375,000.00
			Subtotal	\$650,000.00
			Subtotal	\$6,717,500.00
			14%Contingency	\$1,007,625
			10% Engineering	\$671,750
			Total Estimated Costs	\$8,396,875.00

The City of Riverbank has diligently sought out various funding sources in addition to that offered by EDA. Below is a brief summary of the committed and potential funding sources available for this project:

Federal, State and Local

- CDBG Over-the-Counter Grant (Up to \$2.5 million; in progress)
- CDBG – Technical Planning Assistance Grant (Awarded \$70,000; Applied for another \$70,000)
- Riverbank Redevelopment Agency Tax Increment (To be determined once the public auction parcels are sold and the site is incorporated into the RDA - summer 2009)
- Office of Economic Adjustment, and County Economic Development Bank loan funding has assisted with critical funding for environmental planning prerequisite to the infrastructure improvements. In addition, pending applications to Cal EPA, and the Department of Energy will aid in the business expansion of the project area.

Committed Local Business Relocation & Expansion

- Don Francisco Cheese /Rizo-Lopez Foods (To be determined)
- Mid Valley Foods, Inc. (To be determined)

Prospective Regional Business Attraction

- Technikon (To be determined)
- Plastifuel (To be determined)

PROJECT READINESS

The National Environmental Policy Act analysis (NEPA) is complete, and the CEQA/ EIR is in progress slated for completion mid 2010. This project's infrastructure improvements could be ready to bid spring 2010, or sooner when the property is transferred into local government control. BRAC timeline calls for the Riverbank Local Redevelopment Authority (LRA) to take control of the property before the end of the year. A strategic plan is in process to guide the City in implementing the site's overall redevelopment and identify the location, character and intensities of the each phase of the planned industrial park and necessary development actions.

LEAD PROJECT CONTACT

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RIVERBANK #2: Environmental Training Program at Army Plant

PROJECT DESCRIPTION

The Hazardous Waste Worker Training Program authorized by the Superfund Amendments and Reauthorization Act of 1986 to provide program training and education of workers engaged in activities related to hazardous waste removal, containment and emergency response. U.S. environmental Protection Agency, under its Brownfields Program, awards grants to teach environmental assessment and cleanup job skills to individuals living near brownfield sites in California. CalEPA Environmental Enforcement and Training Grant Program provides financial assistance to public agencies for education and training to enhance statewide enforcement of environmental laws. Several partnerships have been explored including:

- Riverbank Local Redevelopment Authority
- Modesto Junior College
- Stanislaus Workforce Alliance
- Technikon, a private alternative fuel company.
- PlastiFuel, a private agricultural waste-to-energy company.
- AM2T, a private metallurgical manufacturing company.
- Riverbank Oil Transfer, a private oil recycling company.

Partnerships with other private firms and educational resource centers are under discussion. Under these programs, participating business partners generally agree to provide specialized, on-the-job training and future employment for those individuals who complete the coursework.

The City of Riverbank has a high unemployment rate of 23.4%, as of May 2009 (Stanislaus County is at 16.3%), and has many unskilled workers seeking skilled labor to provide living wages for themselves and their families. Community workforce development organizations and educational institutional partners will develop coursework and provide mandatory certifications. The training and certification will be provided in conjunction with other training provided by community workforce development organization and will be delivered prior to participation in the business partnership program. The business partner organizations will also provide advice to organizations on effective worker training practices for specific technologies for the purposes of guidance in on-the-job training and placement. It is anticipated that additional financial support to ensure development and delivery of training and a stipend for trainees to cover time and travel costs will be secured.

Both training courses are designed to help address these two needs and help build a workforce that can achieve regional goals for skilled employment, environmental remediation and build a sustainable business base regionally.

Trainings will be conducted on the site of the soon-to-be closed Riverbank Army Ammunition Plant (RAAP) in classrooms converted from military office space. The site which was recommended for closure as part of the 2005 Base Closure and Realignment Act (BRAC) is scheduled to transfer to the Riverbank Local Redevelopment Authority in Spring 2010. Preparation of plans for building conversion to classroom and lab would begin immediately; construction would begin upon conveyance (April 2010); and trainings will begin in Fall 2010. NEPA has been completed and an EIR is in progress.

This project will provide environmental clean up, waste removal, containment and emergency response training and certification programming

Program 1: Environmental Management and Remediation

The objective will be to sustain and encourage the growing brownfield cleanup industry, support infill projects across the region and the businesses that do this important work. This course would look at the current environmental regulations and provide an overview of environmental enforcement and remediation practices. Topics would include defining hazardous waste and the intricacies of identifying, reporting, managing and disposing of such waste. Expansion of topics to include sustainable business practices could also be offered. Generally, after completing the training, participants will be able to:

- Understand the site characterization requirements for effective remediation systems and program design
- Describe presumptive remedies for common environmental contaminants
- List effective remediation technologies for soil, groundwater and surface water
- Understand which remediation strategies are effective for a particular contaminant
- Develop a site assessment and remediation strategy that builds upon best practices

Program 2: Sustainable Energy Education and Training

This program would be developed in partnership with sustainable businesses located at the RAAP. The program would help build job seekers' understanding of green energy and responsible environmental technologies as the way to meet the challenges of climate change and public policy. Training would focus on understanding and managing new technologies. The course could be delivered with the advantage of on-the-job internships through businesses located at the RAAP.

Growing concern over scarcity and degradation of resources has increased the emphasis on sustainable technologies as evidenced by national and state funding priorities for reduction in greenhouse gases and community priorities that promote a healthy and sustainable lifestyle. Because of these factors, a host of new technologies are emerging. Awareness about climate change as well as increasing energy costs are pushing a more sustainable approach to everything from infrastructure to building design to energy production and consumption. The technologies taught in these two programs will capitalize on the international public policy interest and fashion course content accordingly with topics ranging from plastic recycling to photovoltaic installation.

The overarching goal for these programs is to establish a reputation for excellence in environmental, safety and health training and compliance through practical application. The participant's learning experience will focus on and relate to actual on-the-job working environment. Providing comprehensive and practical knowledge and experience, both courses will be tailored to provide the participant with relevant employable skills that guarantee job readiness and new employment opportunities.

The primary goal of the training programs is to provide the training necessary to enable unskilled or displaced workers to acquire and sustain full-time employment in brownfield industry, sustainable energy technologies or related industries. While not obligated to hire program graduates, the business partners may if it serves their business interests or they may hire from a list of workers trained under earlier states of the program by contracting worker placement entities established for this program. A list of workers that have completed training will also be maintained by the worker placement agencies in partnership with these programs. Participating business partners are expected to provide a salary during the on-the-job training period equivalent to prevailing wage. Independent programs will be pursued to secure outside financial support (i.e., salary subsidy) for business partners and encourage greater participation.

Program Benefits and Long-Range Impacts

Both training programs are being developed as a response to local employment needs and regional efforts to improve the economic infrastructure by introducing and supporting a new industry cluster.

First, the unemployment rate in the City of Riverbank has reached an unacceptable level, over 25% earlier this year, and nearly doubles the State's unemployment rate. Additional training programs will improve the educational and skill level of the local employee pool and improve the ability to match new local employment needs with a growing and appropriately skilled candidate pool. In a year when traditional businesses are experiencing contraction, revenue is reported to be up 10% over last year for the top 200 environmental remediation companies in the US, amounting to \$46.3 billion in business.

Next, the need for environmental remediation of the closing BRAC site that the United States Department of Defense (DoD) is required to complete under BRAC law, provides an opportunity for jobs. The DoD environmental work in general is the mainstay of environmental remediation firms. The RAAP provides a practical classroom and future job-site for training graduates. The DoD has budgeted several million dollars over the next 15 years for RAAP clean-up alone, let alone any number of other environmentally challenged sites across the state. The City's need to remediate the site will fuel the need for environmental remediation services. Individuals training in removal of asbestos, lead paint, etc. would be eligible for immediate hire on the RAAP site. The City envisions providing incentives to companies and consultants that hire individuals from these training programs. Holding the training on the RAAP offers both opportunity and incentives for citizens, community and region. The remediated RAAP brownfield would provide additional industrial sites without absorbing more agricultural land or adding sprawl.

In addition to cleaning up the sins of the past, an expanded program could offer training in sustainable models for business operations, such as how to operate with green methods and systems that reduce the need for future remediation. ENR, an engineering trade magazine, reports that requests for this type of service has increased globally and firms offering these services are experiencing an excess of 60% revenue growth.

Programs in waste cleanup and sustainable technologies also encourage enhanced public support of green initiatives and sustainable practices and are part of a global public policy emphasis and may create an entrée into global markets.

Long Range Impacts

The proposed programs, the associated jobs and the development of a green industrial park in Riverbank could be the nexus for the creation of a new regional jobs concentration or cluster in Stanislaus County. The clustering of environmental science education and job placement could attract new business, promote research activity, stimulate innovation and enhance and drive economic development regionally.

The concept of “industry clusters” was first championed by Dr. Michael Porter, a Harvard Business School professor. An industry cluster is defined as a geographically-concentrated group of industries and institutions that are interconnected by the markets they serve and the products they produce. Successful industry clusters foster a business environment where collaboration and cooperation is encouraged among government, private businesses, industry and educational institutions. Industry clustering may be essential to improving the dismal existing job climate; first by allowing job seekers access to specialized skills, knowledge, technology, training and suppliers, and then by promoting a collaborative advantage in a competitive business climate.

The concentration of related environmental companies and new technologies is likely to stimulate more research and innovation through collaboration. Businesses at the RAAP have already experienced this phenomenon. Three existing green businesses have joined to create two additional sustainable technology businesses. The existing businesses saw new opportunities for collaboration and for start up and spin-off businesses. In just this way, industry clustering of environmental technologies and training is very likely to provide an impetus and the framework for jobs not seen before in the region prior.

Since the industry cluster concept was first introduced as an economic development strategy in 1990, follow-up studies have demonstrated how clusters can be an effective organizing principle in economic development. One study found that a worker in a rural cluster firm earned 13% more on average than a worker in a rural non-cluster business. Another study also demonstrated a positive correlation between the extent of clustering and income growth in a rural region.

Project Partnerships

FEDERAL:

United States Department of Defense
United States Army
Community Development Block Grants
Environmental Protection Agency

STATE AND LOCAL:

California EPA
Stanislaus Workforce Alliance
Modesto Junior College
Riverbank LRA

PRIVATE BUSINESSES:

Technikon
PlastiFuel
AM2T
Riverbank Oil Transfer

Potential Job Creation

Initial course planning anticipates 40-160 hours of classroom work depending on the certificate and additional hours of technology aided and hands-on training to complete coursework and receive certification. Both day and evening courses for working professionals looking for career advancement are anticipated. Courses would run continuously throughout the first year.

Once coursework is completed, graduates could be hired by the City of Riverbank (or the Local Redevelopment Authority), Technikon, PlastiFuel, Eco2, Riverbank Oil Transfer or other business tenants and remediation firms throughout the county.

Estimated job creation the first year includes jobs in building and construction trades, remediation and new sustainable technologies. First year job creation estimates are as follows:

Building & Construction	15
Certified Remediation Specialists	35
Sustainable Energy & Recycling Technologies	105

TOTAL JOB CREATION – YEAR 1 **155**

Budget and Scope

The estimated cost of the project is \$755,158 and involves the rehabilitation, modernization and conversion of approximately 15,000 square feet of office space to three combined classrooms/lab space within the former offices of the military facility. The renovation will be a whole building renovation, upgrading all electrical, mechanical, architectural and structural systems.

The scope of work includes roof repair, mechanical, electrical and plumbing retrofits, abatement of hazardous materials, renovation to correct building code deficiencies with HVAC system and accessibility as well as improve circulation patterns, health and safety code compliance adequate for air exchange in laboratories; appropriate plumbing for wet labs; and technological upgrades to provide an interactive learning environment.

The renovated facility will house technology intensive classrooms, faculty and staff offices, as well as other ancillary instruction spaces including utilities, site improvements and parking.

EDA Funds	Local Match (30%)	Project Total
\$528,610	\$226,547	\$755,158

Local match will derive from unawarded grants, and financial partnerships from the following sources:

- The Hazardous Waste Worker Training Program
- U.S environmental Protection Agency, under its Brownfields Program
- CalEPA Environmental Enforcement and Training Grant Program
- Riverbank Redevelopment Agency
- Community Facility District
- Modesto Junior College
- Stanislaus Workforce Alliance
- Technikon, a private alternative fuel company.
- PlastiFuel, a private agricultural waste-to-energy company.
- AM2T, a private metallurgical manufacturing company.
- Riverbank Oil Transfer, a private oil recycling company.

Project Readiness

The building will be vacant and ready to renovate in April 2010. Preliminary programming and design phase can begin Fall 2009.



CLAUS RD

CLAUS RD

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Turlock – WISP Canal Crossings

The following is the City of Turlock's formal request for the funding of three (3) canal crossings which will act as important infrastructure components to the Westside Industrial Specific Plan (WISP). This narrative provides a brief background on the WISP as well an overview of the project and its forecasted impacts.

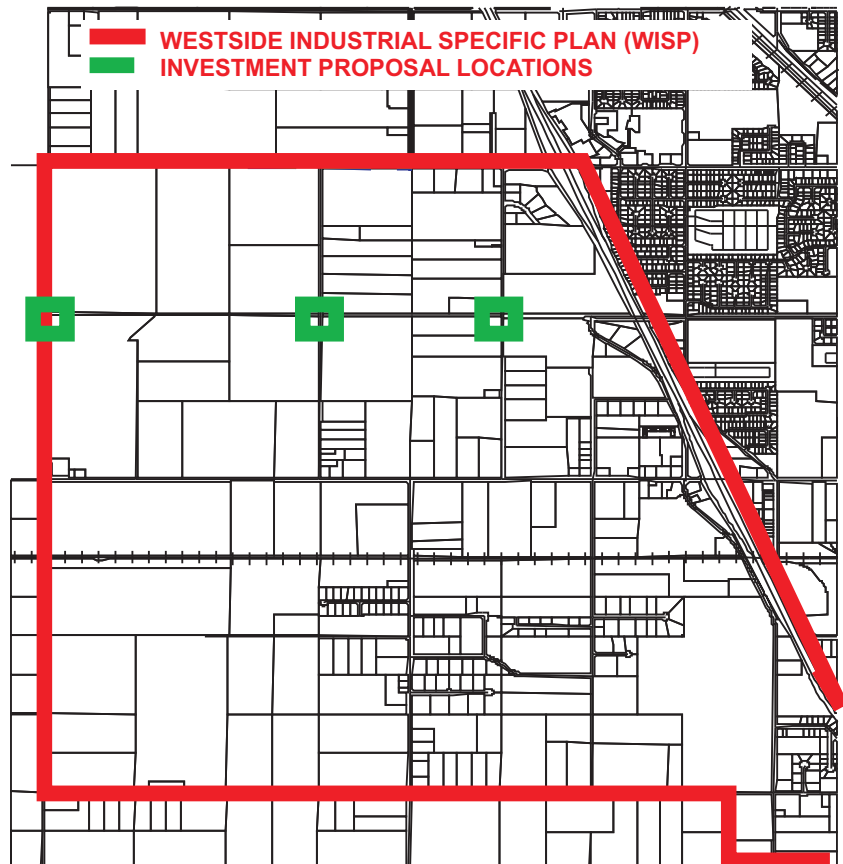
Project Description

The investment being sought from EDA will specifically fund the expansion of crucial canal crossings which are not covered by current funding but are of considerable importance in achieving efficient and effective circulatory routes for industrial businesses within the WISP area. The canal crossings are a necessary upgrade that will need to be completed if the WISP area is to adequately serve its industrial users efficiently and effectively. In fact, US Cold Storage which recently developed a parcel close to one of the prospective crossings has expressed support for the project as it would provide safer more efficient routes for industrial traffic traveling to and from their facility. The local utility provider (Turlock Irrigation District) has also expressed support for the project.

The adjacent map shows the approximate location of the proposed expansions. Each of these locations is of considerable strategic importance given that they will feed a large portion of the industrial semi traffic onto the four lane arterials which in turn filter the traffic to State Highway 99.

Location of the Project

The specific project locations are the canal crossings on Fransil Lane, Dianne Drive and Washington Road in Turlock's West Side Industrial Specific Plan (WISP) area. In geographic terms this area is located on the west side of Turlock which is west of Highway 99, south of Fulkerth Rd, and north of West Linwood Ave. The map above shows the geographic area of the WISP as well as the anticipated EDA investment project locations.



West Industrial Specific Plan (WISP) Project Area – Economic Significance

The area where the project will be located is best identified as the Westside Industrial Specific Plan (WISP). The WISP is a master planned area which has been designed specifically to attract industrial development. Approved in 2006, the WISP and accompanying certified Environmental Impact Report offer a unique opportunity for job creation in the City of Turlock. Master planned environmentally certified land is very limited in Stanislaus County and in the Central Valley as a whole.

This project will allow for the expansion of critical canal crossings within the Westside Industrial Specific Plan area to increase circulatory routes for industrial business retention and expansion

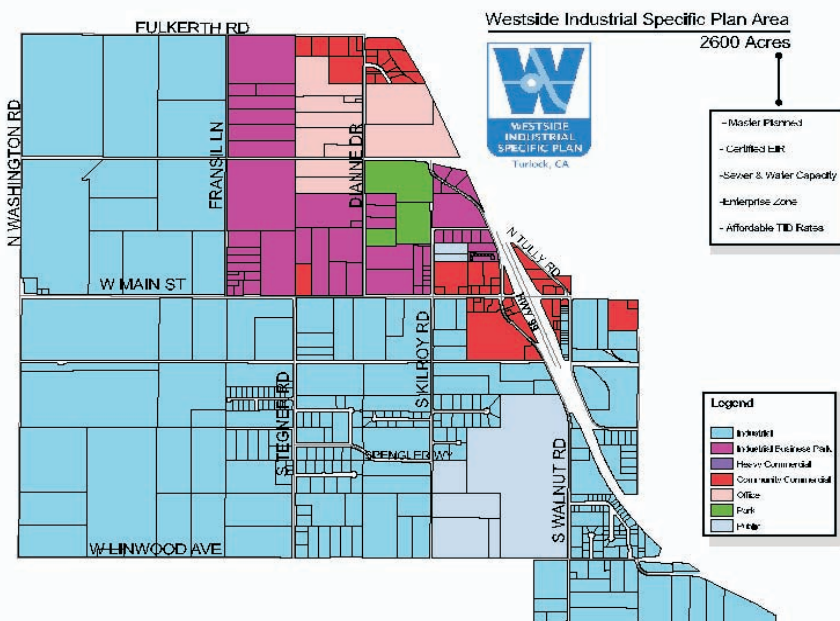
The parcels in the master plan area range in size from half acre lots to almost one hundred acres in size with many consolidation possibilities for even greater acreage. In addition to its advantageous location near Highway 99, all of the WISP area falls within the existing Enterprise Zone which provides generous tax incentives for hiring workers and upgrading equipment.

In addition, the Turlock Redevelopment Agency has also made a commitment to the WISP for infrastructure and a fee relief program. Approximately \$8 million in bond proceeds from a 2006 issuance are being utilized to initiate construction of the water and sewer backbone infrastructure in the WISP area. In February 2008, the Redevelopment Agency committed an additional \$ 6.6 million in tax increment for construction of additional infrastructure in the WISP. This \$14.6 million dollar investment by the Redevelopment Agency demonstrates the City of Turlock's firm commitment to aid in creating an industrial business environment that has suitable means to support a thriving and productive industrial nexus. The investment was targeted to provide the large improvements necessary for an industrial area. For example, the Redevelopment Agency funded the sewer force main project (installed in West Main Street) which will service the sewer needs for the entire WISP area. A substantial amount of the investment is allocated for right of way acquisition for a future interchange at Fulkerth Road which will be an important access point for WISP traffic. The investment has also funded a number of other water line and intersection

improvements which will give the WISP all the tools to adequately service large scale industrial users.

Unfortunately, the investment by the Redevelopment Agency is unable to fully fund every necessary infrastructure upgrade and as such the City of Turlock has explored other creative funding in the pursuit of attaining these goals. For example, the City recently applied for and received over \$839,000 as a loan from the Economic Development Bank to fund right-of-way purchase and improvements related to the installation of a traffic signal at West Main and Fransil Road.

The overall goal is teaming the combination of available "shovel ready" industrial land with a fully completed transportation infrastructure network.



It is anticipated that this combination will create an attractive place for large scale industrial tenants to locate and develop. In addition, the combination is necessary for existing industrial businesses within the plan area boundary to continue to thrive and expand.

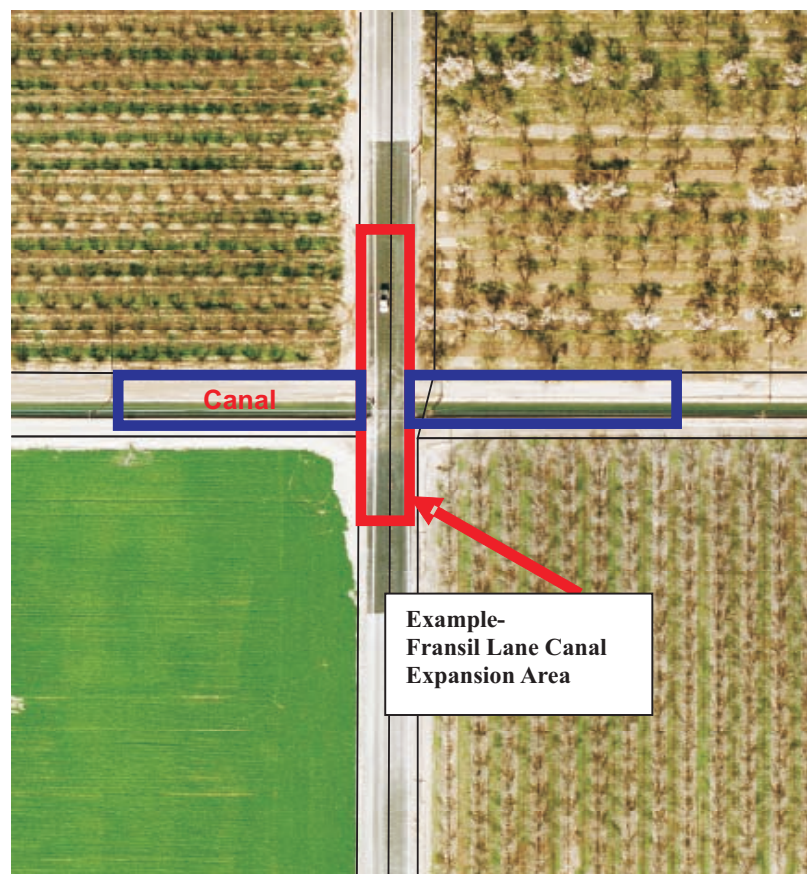
Purpose of the Project

As has been previously stated, the purpose of this project is to team the industrially zoned land with adequate infrastructure to create an efficient and usable circulation network that increases the desirability of the Westside Industrial Specific Plan Area. The existing canal crossings are insufficient to support the current and anticipated industrial activity within this area. Upon majority development of this plan area, the canal crossings will be important circulation points for the large amounts of industrial traffic anticipated in the area and as such must be able to fully support large volumes of semi truck traffic.

Long Range Impacts of Project

The requested investment will specifically fund the expansions of canal crossings which are intended to create more efficient and effective transportation avenues. The investment will also allow for current and future businesses which locate on adjacent parcels to expand their operations. The economic impact of these improvements is expected to be extremely significant. The industrial firms which benefit from these infrastructure improvements will require increasing levels of labor which means more jobs and money being funneled into the local economy. One of the specific benefits to the current and future industrial tenants in the region includes improved freeway access (which is an important benefit to many industrial and manufacturing firms). The improvements will also allow for improved traffic circulation within the plan boundaries which is an important improvement due to the high levels of semi-truck and big rig activity which are anticipated within this industrial zone.

This project is expected to contribute to a set of far reaching impacts that span beyond the City of Turlock and the WISP plan area. Industrial land within Stanislaus County is fairly limited. With the appropriate infrastructure upgrades, the WISP provides a unique opportunity for a variety of industrial tenants to grow and expand their businesses. The benefits of more jobs and general commerce will impact not only Turlock but also the surrounding communities in the Central Valley. As the WISP increases its base as an industrial center of the Central Valley, it is likely that ancillary business and commerce will be generated, which could act as a multiplier in terms of new jobs and revenue. In many ways, the projected economic impacts that the WISP has the opportunity to provide are impacts that not only of benefit to the economy of Turlock but also the economies of the surrounding municipalities and counties. However, in order for these benefits to be realized there must be adequate infrastructure in place to support this goal.



Potential Real Job Creation Associated with Project

These infrastructure improvements will assist in allowing future industrial tenants and existing businesses to develop to their full potential. Staff estimates there are approximately 1,461 vacant or underutilized industrial acres and 169 vacant or underutilized commercial/office acres in the WISP. The following represents some potential job creation numbers if the WISP were to fully develop (which would be a byproduct of appropriate infrastructure).

- Conservative estimates of 10 industrial jobs per acre= **14,610 new jobs**. Possible indirect creation of **21,915 jobs**.
- Conservative estimates of 8 commercial/office jobs per acre = **1,352 new jobs**.

Project Budget & Scope

The estimated project cost is approximately \$1,000,000 per canal crossing. A total of three crossings bring the budget of this project to approximately \$3,000,000 total. This budget will cover all aspects of the project including design, materials and construction.

Project Readiness

If funding is available and approved, the development process could be started right away. Design of this project could be completed within three months and construction could be completed within approximately six months.

Note: Turlock Irrigation District (TID) has a requirement stating that the canal crossings can only be worked on during November through February, so scheduled construction would have to adhere to this requirement.

Lead Project Contact

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City of Waterford Downtown Economic Development

The economic development of Downtown Waterford cannot be done without a broad regional strategy which includes many aspects and projects. Some of these aspects and projects (not necessarily in priority order) are:

- 1) Improvement of Downtown Infrastructure
- 2) Working in partnership with the private sector in the development of vacant properties.
- 3) Continuation of our River Front Park Project.
- 4) Construction of the Waterford Government Center which will include regional as well as local services. The proposed components of this Center are a City Hall, Regional/Local Law Enforcement Structure and a Regional Library
- 5) Continuation of a receptive environment for our traditional economic base, agriculture.
- 6) Promotion of our newer potential economic base, tourism. Due to the proximity of the local lakes, the Tuolumne River, Yosemite National Park, and many other attractions, this tourism aspect has tremendous long term potential.
- 7) Continuation of the improvement of quality of life issues in our community.
- 8) Better promotion of local events and our area's heritage. Our local museum and Annual Heritage Days event are a couple of the many aspects of the Waterford Area.
- 9) Development of new events and aspects like an annual bicycle race or a community garden.
- 10) This area needs a motel or a hotel preferably in combination with a restaurant and other traditional amenities.
- 11) Waterford needs senior transitional housing and more medical facilities.

The two areas where potentially the Federal Economic Development Agency (EDA) may be of assistance to Waterford in the future are the Regional Government Center Facility and the improvement of the Downtown Public Infrastructure.

These projects will probably be broken down into smaller components to get them started so the EDA could become involved after the initial "heavy lifting" is done and the jobs associated with the improvements are more immediate. These activities will re-locate existing jobs to Waterford and create new jobs in the community both as a result of the regional facilities and the increased opportunity for business as a result of having more people downtown. Waterford has too many vacant buildings and lots in the downtown area that would develop if the opportunity for more customers became apparent. All of the previously listed aspects tie together to meet the community's goals and continuous long term investments from many sources will be ongoing for many years to come. It will require us to continue working with the private sector. Since this all ties together, it is unknown how much of this continuous investment can be counted towards matching the potential EDA component. This is not a one shot deal but rather a continuous and ongoing campaign.

In this regard we are pursuing funding outside of what is currently the County Economic Development Action Committee (EDAC) traditional source to get these projects going. Waterford has a good chance of getting a substantial amount of the downtown infrastructure improved with a combination of Federal Transportation Money and Redevelopment Agency Resources. If our efforts in this are not successful, we may have to resort to the EDA process; however, the Government Center Project will be very difficult to implement without outside assistance from wherever we can find it.

This project will improve the economic viability, including business attraction and retention value in the downtown area

Since this component is an integral part of our community's economic development strategy and is regional in nature, this is the area that is most compatible to EDA assistance. The total cost of this facility with all components is approximately 10 million dollars and we have secured and prepared the site free and clear of debt. The City currently has \$1.5 million in local funds set aside for this project. We anticipate the lease payments from our partner in the project, Stanislaus County, will allow debt financing of another \$1.5 million dollars for the law enforcement portion. Some of this lease payment needs to go towards ongoing operations and maintenance of the new building so not all the County payments are proposed to be securitized. The County has also set aside \$300,000 to help pay for community meeting space and community offices (regional in nature). That leaves us about \$7.7 million short for the whole government center. That percentage of project participation exceeds EDA's criteria so phasing of the project seems most appropriate.

Discuss the long range impacts of this project:

Because of Waterford's location, its ultimate destiny is to become a regional center for shopping and services for the surrounding area, especially for the population located to the east. With a substantial portion of the proposed downtown improvements completed, this regionalization starts to become reality. This regionalization combined with our areas agriculture and tourism will create jobs and continue to draw people to our area that are interested in a great quality of life and a place to live which also provides business and employment opportunities. The development of our cultural amenities is important to this vision. One cannot create a viable economic development strategy without addressing all aspects of the needs of our community.

Identify in detail the potential real job creation associated with the candidate project:

Construction jobs will be significant but short term and could include 50 during the two year construction period. An estimated 25 additional jobs would be created during the 4 month downtown infrastructure project.

Highlight the Proposed Project Budget and Scope:

This project (including detailed scope) is still in the formation stages, therefore, no proposed budget work has been completed.

Discuss Project Readiness:

Environmental work is complete. Design is complete for the downtown infrastructure improvements. Design is not complete for the Government Center but we anticipate using a design build process which would expedite construction. We would plan on starting construction early spring if funding were committed by November.

Lead Project Contact/Project Manager(s):

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5 Appendix A

- Stanislaus Layoffs 2003-2008
- Stanislaus Business Expansions 2003-2008

Stanislaus Lay-offs 2003-2008

Date*	Company	Product/Service	Job (-)	City
April 2003	Valley Fresh	Poultry Processing	50	Turlock
April 2003	Cooper B-Line	Industrial Switching Boxes Etc	90	Modesto
April 2003	Overholtzer Church Furniture, Inc.	Church Furniture Mfg	65	Modesto
May 2003	Albertson's Food & Drug	Supermarket	53	Turlock
Sept 2003	Sav Max Foods	Supermarket	82	Ceres
Sept 2003	ATB Packing Co.	Packaging Service	47	Turlock
Oct 2003	United Rentals, Inc.	Equipment rental	50	Modesto
Dec 2003	Walther Electric Co.	Electrical Contracting & Engineering	85	Ceres
Dec 2003	United Rentals	Equipment rental	50	Modesto
July 2004	Michael Angelo's Gourmet Foods	Food Processing	65	Salida
Oct 2004	Siemens Energy & Automation	Equipment Mfg	25	Modesto
Dec 2004	Guardian Protection Products, Inc.	Industrial Cleaning Service	40	Ceres
Nov 2005	Doctors Medical Center	Hospital	75	Modesto
Dec 2005	Modesto Tallow Co.	Tallow/Rendering	65	Modesto
May 2006	California Fruit & Tomato Kitchen	Food Processing	200	Riverbank
Oct 2006	Signature Fruit, LLC	Food Processing	1,190	Modesto
Feb 2007	Lactalis USA	Cheese Mfg	94	Turlock
Mar 2007	Patterson Frozen Foods	Frozen Food Processing	633	Patterson
April 2007	US Postal Service	Encoding Services Center	350	Modesto
May 2007	Hershey Co. (Total layoff number)	Candy Mfg	575	Oakdale
July 2007	Graham Packaging	Packaging	25	Oakdale
Oct 2007	Plyco	Vent Mfg	33	Waterford
Dec 2007	Alliance Title Co.	Title Company	30	Countywide
Feb 2008	GoAmerica	Call Center	500	Riverbank
Feb 2008	Kraft Foods	Beverage Mix Manufacturer	28	Modesto
Mar 2008	Michotti's Marketplace	Supermarket	25	Modesto
April 2008	Fresh Market Grocery	Supermarket	40	Oakdale
May 2008	Indalex	Aluminum Building Products	154	Modesto
June 2008	Kindred Hospital	Healthcare	90	Modesto
July 2008	Dan Gamel's Modesto RV	Retailer of Recreational Vehicles	50	Salida
Aug 2008	Richland Market (2 stores)	Supermarket	60	Modesto
Sept 2008	Liberty Market	Supermarket	30	Turlock
Sept 2008	Modesto Bee	Newspaper	160	Modesto
Oct 2008	Varco-Pruden Buildings	Pre-Engineered Steel Buildings	175	Turlock
Oct 2008	Sacramento Building Products	Building Products & Services	65	Modesto
Oct 2008	Cal. Order of Police Fundraising	Fundraising	103	Modesto

Stanislaus Expansions 2003-2008

Date*	Company	Product/Service	Job (+)	City
2003	WinCo Foods	Supermarket	200	Modesto
2003	John's Incredible Pizza	Restaurant	175	Modesto
2004	Kohl's	Department Store	150	Modesto
2004	WinCo Foods	Distribution Center	100	Ceres
2005	Food 4 Less	Supermarket	125	Ceres
2005	Piranha Fresh	Distribution Center	100	Modesto
2005	American Medical Response, Inc.	Emergency Response	120	Modesto
2005	Home Depot, Inc.	Retail	200	Ceres
2005	Kohl's Corp.	Distribution Center	100	Patterson
2005	Target	Department Store	200	Riverbank
2006	Kohl's	Department Store	80	Turlock
2006	El Rosal	Restaurant	40	Turlock
2006	Home Depot	Retail	175	Riverbank
2006	Longs Drug	Distribution Center	470	Patterson
2006	Fastenal	Distribution Center	300	Modesto
2006	Just Tomatoes, Etc	Food Processing	75	Westley
2006	Plastipak Packaging	Plastic Container Mfg	50	Modesto
2006	Kohl's	Distribution Center	104	Patterson
2007	Patterson Vegetable Company	Frozen Food Processing	650	Patterson
2007	Uno Chicago Grill	Restaurant	140	Modesto
2007	Raley's	Supermarket	125	Modesto
2007	Beverages and More	Retail	30	Turlock
2007	Cool Hand Luke's	Restaurant	70	Turlock
2007	Nelson Jameson	Dairy	12	Turlock
2007	Barnes Welding Supply	Commercial	10	Turlock
2007	Hampton Inn	Hotel	25	Turlock
2007	Comfort Inn Suites	Hotel	25	Turlock
2008	Westfalia Separator, Inc.	Separation Equipment	25	Patterson
2008	HPL Contract	Office Furniture Manufacturing	40	Patterson
2008	Save Mart	Supermarket	140	Riverbank
2008	Sconza Candy Company	Confectionary Manufacturing	100	Oakdale
2008	CarMax	Retail Automotive	100	Modesto
2008	Sensient Foods	Distribution	30	Turlock
2008	SunOpta	Soy milk Products	100	Modesto
2008	Riders Restaurant	Restaurant	65	Oakdale
2008	United States Cold Storage	Logistics	30	Turlock
2008	Kaiser Permanente	Healthcare	863	Modesto

* Year of announcement or actual target date for employment level.

