

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS

BOARD ACTION SUMMARY

DEPT: Chief Executive Office

BOARD AGENDA:5.B.16
AGENDA DATE: June 26, 2018

SUBJECT:

Approval to Accept the Comprehensive Economic Development Strategy as Submitted by the Stanislaus County Economic Development Action Committee as Part of the U.S. Economic Development Administration (EDA) Requirement for Application for Federal EDA Funding

BOARD ACTION AS FOLLOWS:


RESOLUTION NO. 2018-0326

On motion of Supervisor Chiesa Seconded by Supervisor Olsen
and approved by the following vote,
Ayes: Supervisors: Olsen, Chiesa, Monteith, and Vice-Chairman Withrow
Noes: Supervisors: None
Excused or Absent: Supervisors: Chairman DeMartini
Abstaining: Supervisor: None

- 1) Approved as recommended
- 2) Denied
- 3) Approved as amended
- 4) Other:

MOTION:

ATTEST:


ELIZABETH A. KING, Clerk of the Board of Supervisors

File No.

**THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS
AGENDA ITEM**

DEPT: Chief Executive Office

BOARD AGENDA:5.B.16
AGENDA DATE: June 26, 2018

CONSENT:

CEO CONCURRENCE: YES

4/5 Vote Required: No

SUBJECT:

Approval to Accept the Comprehensive Economic Development Strategy as Submitted by the Stanislaus County Economic Development Action Committee as Part of the U.S. Economic Development Administration (EDA) Requirement for Application for Federal EDA Funding

STAFF RECOMMENDATION:

1. Review and accept the Comprehensive Economic Development Strategy as submitted by the Stanislaus County Economic Development Action Committee as part of the U.S. Economic Development Administration (EDA) requirement for application for Federal EDA grant funding.

DISCUSSION:

The County Economic Action Committee (EDAC) has been in existence since 1962 and functions to develop and implement the Comprehensive Economic Development Strategy (CEDS) for Stanislaus County and its nine incorporated cities. The Committee serves as a liaison between member jurisdictions and the programs offered by the United States Economic Development Administration (EDA) that promote permanent employment and economic growth. This Committee has been active since late 2008 with major emphasis being placed on development and maintenance of a countywide CEDS document.

The EDAC has collaboratively developed an update to the Stanislaus CEDS. This Strategy presents the social-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 critical services to the residents of Stanislaus County. Over the years, the CEDS has become a fluid document for Stanislaus County and is updated and revised as needed with the last update occurring in 2017. The EDAC provides general oversight to the document and has developed flexible protocols to allow updates to occur frequently. Demographic and project information is refreshed as the need arises and in an effort to keep information current.

The 2018-2023 CEDS (Attachment A) summarizes infrastructure projects that require support and establishes core project area themes that the Committee intends to develop and expand upon in the future. Working with Opportunity Stanislaus, the demographic information was updated.

At the May 29, 2018 meeting the EDAC reviewed and approved the CEDS. On June 20, 2018, notification was received from the U.S. Department of Commerce approving the updated CEDS.

POLICY ISSUE:

The EDAC is an advisory committee to the Board of Supervisors. The Board of Supervisors is the approving authority for the CEDS.

FISCAL IMPACT:

The U.S. EDA requires that a region seeking Federal EDA grant funding maintain an active CEDS and that the economic development priorities and areas of focus be contained in the approved strategy. Compliance with the EDA requirement makes available Federal grant funding opportunities to local jurisdictions through an ongoing competitive process.

BOARD OF SUPERVISORS' PRIORITY:

The recommended action is consistent with the Boards' priority of Delivering Efficient Public Services and Community Infrastructure. The Stanislaus County CEDS is a collaboration that makes available, on a competitive basis, Federal EDA funding opportunities for local jurisdictions.

STAFFING IMPACT:

Chief Executive Office staff facilitates the work of the EDAC and coordinate the compilation of the CEDS.

CONTACT PERSON:

Tera Chumley, Senior Management Consultant

(209) 573-1398

ATTACHMENT(S):

1. Comprehensive Economic Development Strategy 2018 - 2023

Stanislaus County

Comprehensive Economic Development Strategy

2018-2023



Community
Economy
Challenges

Economic Development Action Committee Membership 2018

Member Name	Representative
Jim DeMartini	Board of Supervisor (Rep.)
Steve Hallam	City of Ceres
Harold "Bud" Hill	City of Hughson
Douglas Ridenour	City of Modesto
Laroy McDonald	City of Newman
Cherilyn Bairos	City of Oakdale
Joshua Naranjo	City of Patterson
Sean Scully	City of Riverbank
Nick Hackler	City of Turlock
Joshua Whitfield	City of Waterford
Katrina Kidd	District #1 (Higher Education)
Jeffrey J. Rowe	District #2 (Workforce Development)
Vacant	District #3
Cecil Russell	District #4
Harpreet Singh	Community Representative
Rosalinda Vierra	Community Representative
Jennifer Carter	Community Representative
Lance Boullion	Community Representative
Bob Hondeville	Community (Utility Representative)
David L. White	Community (Opportunity Stanislaus CEO)
Vacant	Community

This document was compiled in joint effort with the Economic Development Action Committee (EDAC) membership, Stanislaus County and the nine incorporated cities, with research assistance provided by the Stanislaus Economic Development and Workforce Alliance/Business Resource Center.
[roster update 4.30.18]

Table of Contents

Executive Summary	1
Background	2
Economy	4
Education and Workforce Development	8
Industry	9
Population	11
Taxable Sales	11
Transportation	12
Environmental Issues	12
Road Expansion Projects	12
Economic and Community Development Challenges (SWOT Analysis)	13
Local Economic Development Profiles and Projects	
Ceres	16
Hughson	20
Modesto	26
Newman	36
Oakdale	38
Patterson	42
Riverbank	46
Turlock	49
Waterford	58
Stanislaus County	60
Committee Recommendations	
Determining Regional Eligibility	65
Economic Issues Facing Stanislaus County	65
Development Strategy: Goals and Priorities	66
Appendix	
A - Stanislaus County Layoffs	
B - Stanislaus County Expansions	
C - Infrastructure Projects	

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 critical 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. Based on 24-month average data from the Census Bureau's American Community Survey for 2015 and 2016, the Stanislaus unemployment rate was nearly twice that of the national level.

Stanislaus County is situated in the agricultural heart of California's Central Valley. Based on 2016 American Community Survey statistics, the County has 530,561 residents. The Stanislaus population is expected to reach 674,019 by 2035 according to the State of California estimates. 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 was particularly hard hit by the housing foreclosure crisis. The resulting fall-off in consumer spending impacted many segments of the local retail and service sectors, although a gradual recovery is now underway. 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 greatly impacting 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 in collaboration 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 the multiple project descriptions described later in the document.

This overall vision can be enormously enhanced through the involvement of the U.S. Department of Commerce and Economic Development Administration. With this partnership, the County is more likely to achieve a self-sufficient and balanced economy. Along with neighbouring 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 conscious effort to complement and expand upon the eight county Central Valley Regional Comprehensive Economic Development Strategy.

BACKGROUND

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 and research of economic and community development problems and opportunities within the County were used as a foundation for the CEDS tool.

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.

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 California Central Valley Economic Development Corporation (CCVEDC) CEDS that includes all eight Central California San Joaquin Valley Counties (San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings, Tulare, and Kern).

In 2011, the California Central Valley Economic Development Corporation (CCVEDC) was requested by regional Federal Economic Development Administration representatives to apply for the designation of Economic Development District for purposes of receiving funding for regional economic development projects through the U.S. Economic Development Administration (EDA) and other Federal funding agencies. In March 2012, Stanislaus County joined its CCVEDC members in adopting a resolution to support the establishment of an eight-county San Joaquin Valley Economic Development District.

Over the past few years, the CEDS has become a fluid document for Stanislaus County and is updated and revised as needed with the last update occurring in 2017. The EDAC provides general oversight to the document and has developed flexible protocols to allow updates to occur frequently. Demographic and project information is refreshed as the need arises and in an effort to keep information current. All formal changes require approval from the Board of Supervisors.

SETTING

Stanislaus County, California was created on April 1, 1854 and covers a land area of approximately 1,521 square miles. It has a population of 530,561 and includes nine incorporated cities. Modesto is the county seat. Located near the center of California, Stanislaus County is 90 miles east of San Francisco, 300 miles north of Los Angeles, and 90 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.

ECONOMY

Stanislaus County suffers from continuously high unemployment. Between 2010 and 2017, local job growth remained challenged with a slight 5.4% population increase. Payroll job creation has languished even as the population expanded. American Community Survey data averaged for the two years of 2016 and 2017 puts the Stanislaus unemployment rate at 8.1% of the labor force, compared to 4.6% for the nation as a whole. Current preliminary unemployment for December 2017 remains at 6.8% while California and total U.S. are at 4.5% and 3.9% respectively. Rankings produced by the State of California’s Employment Development Department show Stanislaus County’s unemployment rate as recently ranking 43rd out of 58 regions in California.

The following table reflects average unemployment of 8.1% in Stanislaus County for the two-year period. Compared with the overall United States, Stanislaus jobless rate is nearly twice as high.

Stanislaus County		United States	
Unemployment			
2016	8.5%		4.9%
2017	7.7%		4.3%
24-Month Average	8.1%		4.6%

Source: <http://www.labormarketinfo.edd.ca.gov>

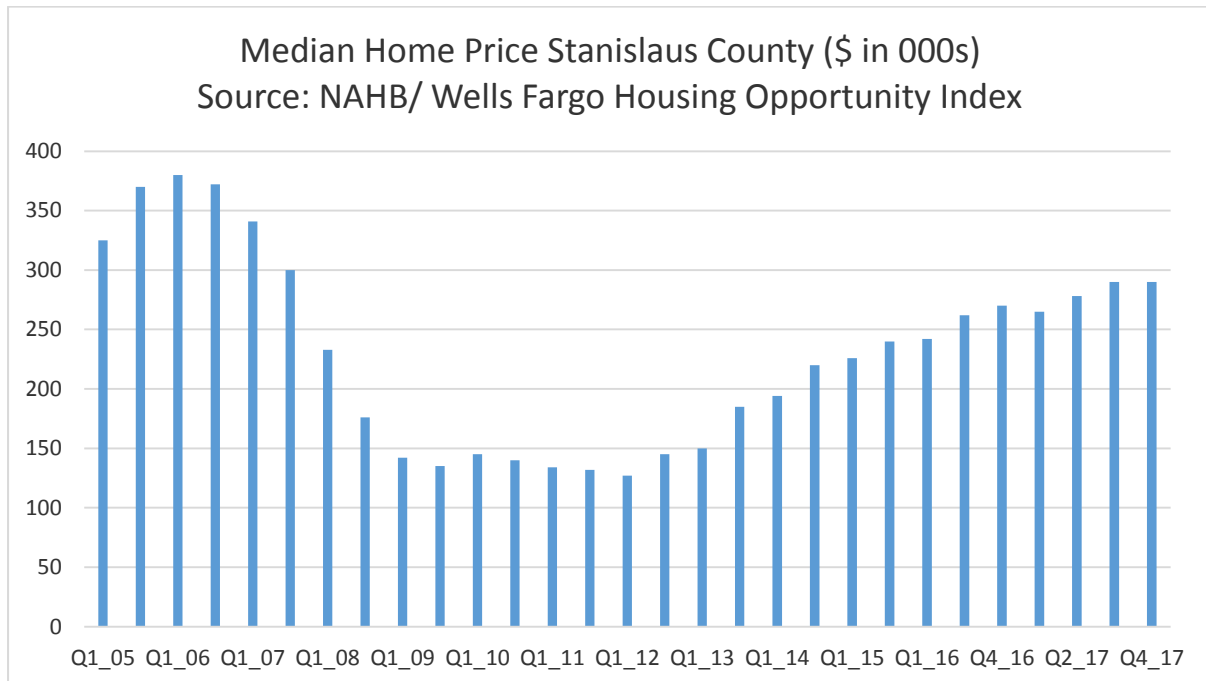
COMMUTER LIFESTYLE

A 2014 analysis of commuting patterns in the North San Joaquin Valley, which includes San Joaquin, Stanislaus, and Merced Counties, indicated that approximately 23% of Stanislaus County’s employed residents commute outside of the County, and 9 percent of its residents commute to San Francisco Bay Area communities, a journey that can easily exceed 100 miles roundtrip. Frequently, workers are willing to endure the personal sacrifice and professional hardships associated with such commutes to reach a location with more plentiful, higher paying jobs. The Commuter Lifestyle is an on-going challenge for our residents as well as those in neighbouring counties (San Joaquin and Merced) as documented in North San Joaquin Valley Regional Assessment¹ conducted by the University of the Pacific in Stockton.

¹ Business Forecasting Center, September 29, 2014. *An Analysis of Commuting Patterns in the North San Joaquin Valley*. Eberhardt School of Business at the University of the Pacific. Stockton , California

HOUSING

Stanislaus County stands near the epicentre of a region that was especially hard-hit by the housing crisis. From peak 2005 levels to year-end 2011, the median home sales price fell by approximately two-thirds, according to figures from the NAHB/Wells Fargo Housing Opportunity Index. By year-end 2015, prices were about two-thirds of their highs. Housing stats, an important engine of economic growth in the area, remain far below peak levels.

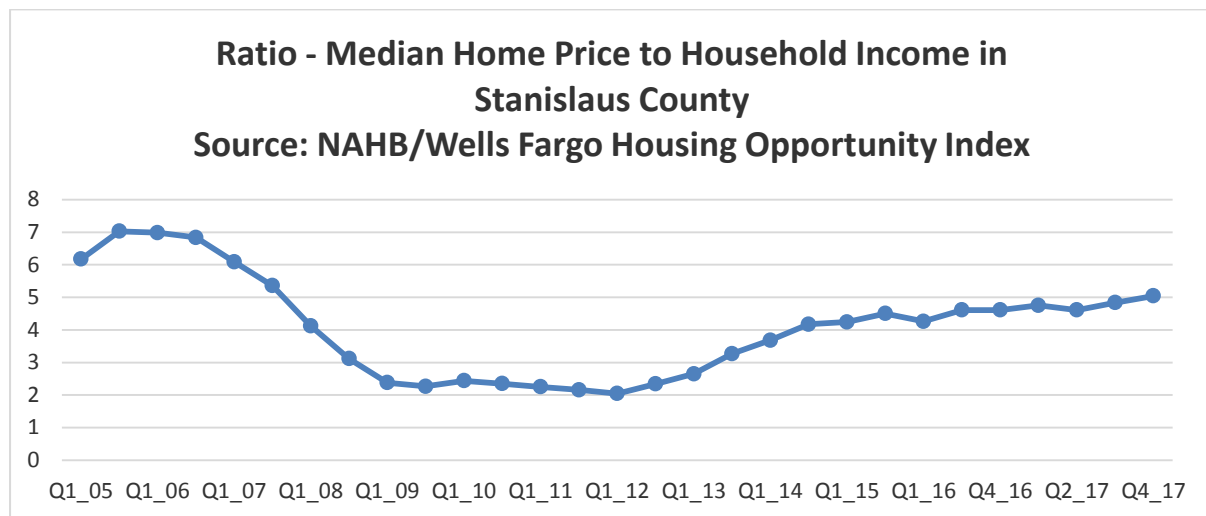


AFFORDABILITY

Families looking for lower-cost housing in California can find it challenging to find affordable housing, even as the foreclosure crisis eases into history. In many cases, the current local job market does not provide enough living wage jobs to allow a family to afford a mortgage. As the following chart illustrates, rising interest rates coupled with recent increases in home prices is starting to dent home affordability, although the region still fares much better on that score than it did during the middle years of the preceding decade, household income is not growing at the same pace as home prices.

A Ratio of Median Home Prices to Household Income in the 2.2 to 2.6 range has historically been viewed as an indicator of Home Affordability nationally. Prior to the housing bubble the affordability was in the low 2s. The current Affordability

Ratio is 4.6, higher than the historical average. As home prices increase and wages remain flat, the ratio will continue to reflect less affordability for our Stanislaus County residents.



PER CAPITA INCOME

High unemployment, coupled with larger than average family sizes, also contribute to relatively low per capita income in Stanislaus County. American Community Survey data, averaged over a 5-year period (2012 – 2016), shows income of \$222,003 per person for Stanislaus residents. This figure represents just 76.6% of the U.S. per capita income level of \$28,704 over the same time period.

AVERAGE UNEMPLOYMENT & PER CAPITA INCOME

2-Year Average Data (2015 and 2016)					
United States					
Unemployment			Per Capita Income		
	2015	5.3%	2015	\$	28,930
	2016	4.9%	2016	\$	29,829
	24-Month Average	5.1%	24-Month Average	\$	29,380
Stanislaus County					
Unemployment			Per Capita Income		
	2015	9.5%	2015	\$	21,922
	2016	8.5%	2016	\$	22,915
	24-Month Average	9.0%	24-Month Average	\$	22,419

Modesto					
Unemployment			Per Capita Income		
	2015	9.5%		2015	\$ 22,878
	2016	8.5%		2016	\$ 24,006
24-Month Average		9.0%	24-Month Average	\$	23,442
Turlock					
Unemployment			Per Capita Income		
	2015	8.5%		2015	\$ 23,700
	2016	7.6%		2016	\$ 24,582
24-Month Average		8.0%	24-Month Average	\$	24,141

Source: U.S. Census Bureau, 2015 & 2016 American Community Survey (ACS)

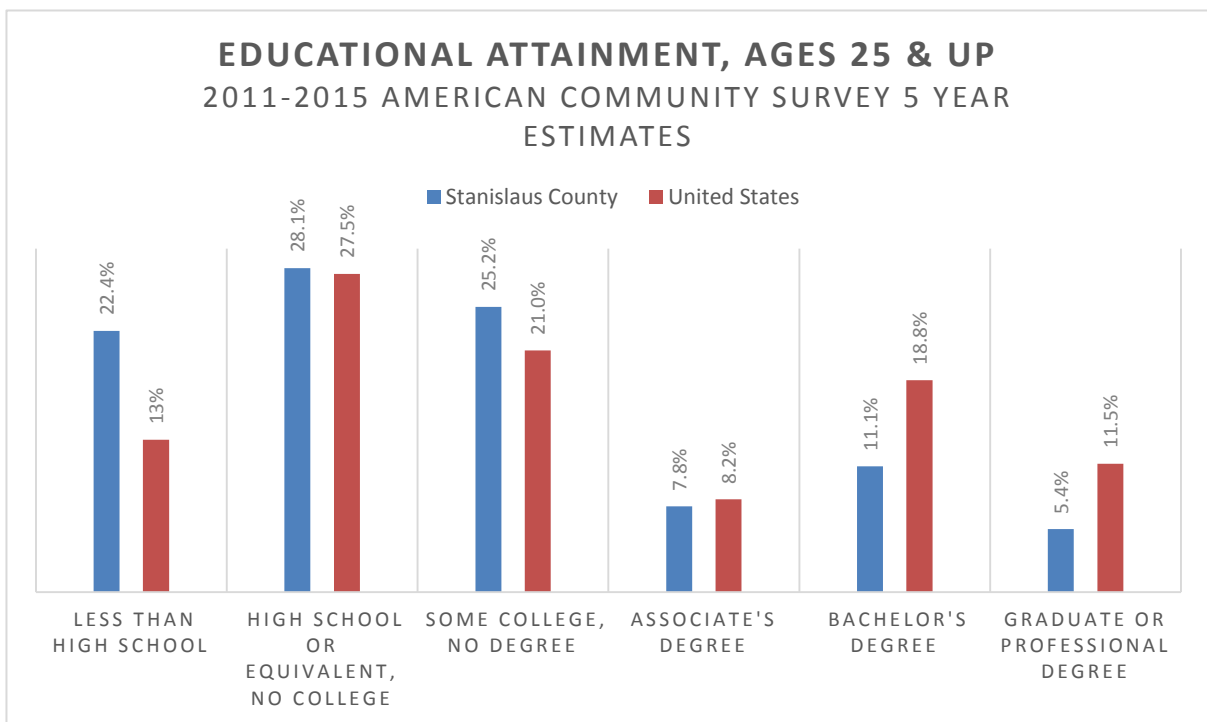
5-Year Average Data (2012-2016)					
Ceres					
Unemployment			Per Capita Income		
	60-Month Average	14.6%		60-Month Average	\$ 18,715
Oakdale					
Unemployment			Per Capita Income		
	60-Month Average	13.5%		60-Month Average	\$ 24,483
Riverbank					
Unemployment			Per Capita Income		
	60-Month Average	12.0%		60-Month Average	\$ 22,257
Hughson					
Unemployment			Per Capita Income		
	60-Month Average	11.6%		60-Month Average	\$ 26,166
Newman					
Unemployment			Per Capita Income		
	60-Month Average	18.6%		60-Month Average	\$ 19,527
Patterson					
Unemployment			Per Capita Income		
	60-Month Average	13.9%		60-Month Average	\$ 19,527
Waterford					
Unemployment			Per Capita Income		
	60-Month Average	20.7%		60-Month Average	\$ 17,617

Source: U.S. Census Bureau, 2011-2015 American Community Survey

EDUCATION AND WORKFORCE DEVELOPMENT

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

Stanislaus County lags well behind nationwide educational attainment averages in most categories. A dearth of four-year and advanced degrees are particularly telling as is the nearly 23% with less than a High School education.



The Employment Development Department (EDD) statistics for 2016 include information on payroll positions located in the County. Average annual jobs situated in Stanislaus County totalled 187,000. This figure includes:

- 27,500 in Government/Public Sector (including Education)
- 144,600 in Non-Government positions
- 14,900 in the Farm employment sector
- 144,600 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 processing areas especially hard. The impact includes processors of fruits and vegetables, confectioners, poultry processors, and cheese manufacturers. For a detailed summary of total Stanislaus County layoffs since 2005, see Appendix A. 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 Appendix B.

INDUSTRY

Agriculture plays an important role in Stanislaus County. Stanislaus agricultural sales hit an all-time high value of \$4.4 Billion in 2014, and exceeded \$3.6 billion in 2017 (a decrease of 15% over the prior year). This sector and its related industry accounts for \$13 Billion in our local economy or \$35 Million per day. Although vitally important to our community, this base does contribute to seasonal employment levels. One in four jobs is directly tied to agriculture or related food manufacturing, placing our county at significant risk due to a lack of diversity.

STANISLAUS MAJOR MANUFACTURING EMPLOYERS COUNTYWIDE

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

- The top manufacturing companies employ 19,228 workers.
- There are 954 agriculture businesses in the county and 434 manufacturing businesses (including food manufacturers).
- 9%, or 16,497 workers, are employed in farm related industries while 17%, or 23,824 workers, are employed in manufacturing related industries.

- The 26% of workers employed in the two industries demonstrates the need for developing a more diversified workforce and regional economy.

Company or Organization	Employees	Description
E&J Gallo Winery	3,500	Winery
Con Agra	3,145	Tomato/Bean Processor
Del Monte Foods	2,010	Fruit Products
Stanislaus Food Products	1,875	Tomato Products
Foster Farms	1,484	Poultry Processor
Gallo Glass	1,000	Glass Containers
Frito Lay	684	Snack Products
Foster Farms Dairy	520	Dairy Products
Bronco Wine Company	834	Winery
G3 Enterprises	488	Wine Labeling & Bottling
Ball Corporation	300	Metal Can Manufacturing
Hughson Nut Company	300	Nut Grower & Processor
Sensient Dehydrated Flavors	300	Food Processor
Monschein Industries	220	Cabinet Manufacturing
Mid-Valley Dairy	215	Dairy Products
Mid-Valley Nut	215	Walnut Packer/Processor

STANISLAUS MAJOR NON-MANUFACTURING EMPLOYERS COUNTYWIDE

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

- The top non-manufacturing companies employ 34,699 workers.
- Services and Retail Trade employ 86,600 workers.
- 70%, or 129,300 workers, are employed in non-manufacturing/farm related industries.

Company or Organization	Employees	Description
Stanislaus County	4,013	County Government
Modesto City Schools	3,150	School District
Doctors Medical Center	2,600	Health Care
Memorial Medical Center	2,300	Health Care
Ceres Unified School District	2,076	School District
Turlock Unified School District	1,778	School District
Save Mart Supermarkets	1,650	Retail Grocer
Amazon	1,605	Distribution Center
Modesto Junior College	1,582	Higher Education District
Stanislaus County Office of Education	1,371	School District
Emanuel Medical Center	1,250	Health Care
City of Modesto	1,206	City Government
California State University, Stanislaus	1,020	Higher Education Institution

WalMart	997	Retailer
MedAmerica Billing Services	900	Medical Billing/Coding
Sylvan Union School District	875	School District
Kaiser Permanente	800	Health Care
WalMart	745	Retailer
Costco	697	General Merchandise
Oak Valley Hospital District	600	Health Care
City of Turlock	580	City Government
Modesto Irrigation District	577	Water & Electric Utility
Patterson Unified School District	568	Education District
Sutter Gould Medical Foundation	564	Health Care
Oakdale Joint Unified School District	500	Education District
CVS Caremark	491	Distribution Center
TID	438	Water & Electric Utility
Crimetek Security	400	Investigation & Security

POPULATION

The California Department of Finance population estimates for Stanislaus County (projecting forward to 2035) anticipates a nearly 24% increase in total population and increases are anticipated in both single family and multi-family households.

	2016	2035	Percent Increase
Stanislaus Population	543,592	670,288	23.5%

Source: California Department of Finance.

TAXABLE SALES

Retail sales data reported by the California Board of Equalization showed a declining trend through 2009, but improvement has occurred since that time with significant increase in 2014.

Stanislaus Taxable Sales (\$ in 000s)								
	2009	2010	2011	2012	2013	2014	2015	2016
Total Retail & Food Services	3,925,638	4,112,698	4,394,011	4,709,642	4,998,626	5,226,291	5,433,429	5,667,430,476
All Other Outlets	1,921,419	1,985,917	2,268,455	2,468,630	2,641,366	2,677,317	2,738,868,599	3,004,194,027
TOTAL	5,847,057	6,098,614	6,662,466	7,178,273	7,639,992	7,903,608	8,172,288,671	8,671,624,503

Source: California Board of Equalization

TRANSPORTATION

Transportation access to major markets and the Pacific Rim are key strategic advantages in Stanislaus County. Two of California's major north-south routes intersect the area: Interstate 5 and Highway 99 provide convenient and efficient means of shipment to all major markets by rail, air or truck line carriers. Deep-water ports in Oakland and Stockton are within 90 minutes. Air passenger service from San Francisco, San Jose, Oakland and Sacramento are all within 90 miles of Stanislaus County.

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.

In 2012-2016, California experienced the most severe drought conditions in its recorded history. Growing concerns related to potential over drafting and exportation of groundwater inspired County leadership to adopt a groundwater ordinance to control groundwater mining and exportation. The formation of a Water Advisory Committee and the addition of a Water Resources Manager position to the Department of Environmental Resources was created to continue to address issues surrounding our limited water resources.

STANISLAUS COUNTY ROAD EXPANSION PROJECTS

One of the other main obstacles to economic growth is Stanislaus County's aging infrastructure. In 2008, the County made a concerted effort to align the regions' transportation planning document, Regional Transportation Plan (RTP), with its own Capital Improvement Program (CIP), and the regions Public Facilities Financing Plan (PFF). This alignment gave clear direction on needs and project priority.

State funding has diminished significantly with regard to roadway maintenance and capital funding. In the past few years State revenues have been reduced by more than 30% making it difficult to maintain and advance our transportation network. Yet in November 2016 the voters of Stanislaus County approved a ½ cent transportation funding measure that will generate nearly \$1 billion over 25 years for our region. Our new self-help status will advance many regional capacity and safety projects and provide much needed funds to maintain our roadway system.

SUMMARY

In these opening pages, you have seen the broad brush challenges that continue to face Stanislaus County at a time of unprecedented local economic conditions. Rapid growth, decreasing land values, drought impacts, road infrastructure deficits and major gaps in education and workforce preparation skills training are just a few of the many issues our communities face.

This Comprehensive Economic Development blueprint takes a closer look at the nine incorporated jurisdictions in Stanislaus County and core priorities and development projects that have been identified as critical in order for us to shape a better quality of place in Stanislaus County.

ECONOMIC AND COMMUNITY DEVELOPMENT CHALLENGES AND OPPORTUNITIES

COUNTYWIDE SWOT ANALYSIS

The following is an analysis of the strengths, weaknesses, opportunities and threats (SWOT) related to human and economic assets as posed by external and internal forces impacting the regional economy. A later section, entitled Local Economic Development Profiles and Projects, illustrates each of the cities in terms of economic characteristics, development strategies and priorities.

STRENGTHS

- Centrally located along transportation routes to major metropolitan areas in California and Nevada
- Close to two deep-water ports
- Large, available workforce
- Climate conducive to diverse agriculture; the Valley produces 250 types of crops
- # 7 Agricultural producing county in the nation
- Multiple higher educational institutions and facilities; CSU Stanislaus recognized by Princeton Review (Nation's Best Colleges for 10th consecutive year), Forbes (America's Top Colleges list), Money (#1 Value-Added public university) Cultural diversity
- Strong culture of Entrepreneurship/Innovation
- Access to recreation and tourism attractions
- Primary and specialized health care facilities
- Competitive land costs and Lower electric rates through MID/TID

WEAKNESSES

- Transportation infrastructure needs expansion
- Relatively high cost of business taxes relative to Nevada
- Low skills in the workforce and low levels of educational attainment
- Air quality is poor relative to competitor regions
- Water supply is variable from year to year (drought related impacts)
- Need more full-service hotels to attract business travellers and tourists
- Image of region
- Not marketing agriculture as regional strength
- Relatively high poverty levels
- High unemployment and the effects this has on families, access to education, health care and public safety
- Impacted by high rates of foreclosures and bankruptcies and continuing affects
- Large percentage of adults with “Less than High School Diploma” and low number with college and degrees
- Low self-esteem/humbleness (negative self perception)
- Growing homeless issue

OPPORTUNITIES

- Expansion of workforce training and business retention programs
- Continued attraction of large companies
- Improve water management (long term strategies)
- Tourism
- Marketing agriculture as a regional strength, including agritourism
- Marketing campaign for Stanislaus County
- Social media to help promote Stanislaus County
- Encouragement of innovation and entrepreneurship
- Positive media coverage
- Positive community messaging—pride of place
- Quicker permitting response and anticipation of industry opportunities

THREATS

- Stalling economic recovery
- Lingering drought leading to inadequate or un-reliable water supplies
- Over-regulation by government
- Negative media coverage
- Illegal drugs and gangs (i.e. increased drug and gang activity)

Local Profiles & Projects

CERES

Chris Vierra, Mayor

Toby Wells, City Manager

Steve Hallam, Economic Development Manager

209.538.5756



Introduction to City:

Ceres is an active and growing community of nearly 47,000 people that still maintains a small town feel. The City is located in the middle of Stanislaus County, adjacent to State Route 99, in one of the richest and most diverse agricultural regions of the Stanislaus River Valley. While its vibrant local economy is based in agricultural production, its central location and prime accessibility to regional transportation arteries make Ceres a city on the rise. This expanding industrial sector is attracting large and small manufacturing companies as well as large logistics operations.

The City works actively with the Ceres Chamber of Commerce to support businesses of all sizes throughout our community. Ceres is also proud to partner closely with the Ceres Unified School District, which leads the County in its innovative education and training programs for students through an award-winning career technical education pathways program. In Ceres, we understand the importance of preparing our young people to excel in new technologies in order to become employees in demand by our current and future employers.

The City of Ceres continues to undertake numerous economic development projects that positions Ceres as an attractive destination for a business to remain, grow, or locate to. Recent city initiatives include approval of a Specific Plan to revitalize its downtown, visible to more than 100,000 motorists each day; an aggressive Capital Improvement Plan that is upgrading and expanding the City's backbone infrastructure; and the adoption of an Economic Development Strategic Plan that focuses the City's efforts to support the economic health and vitality of our citizens and businesses.

Some companies that call Ceres home are: Bronco Winery, G3 Enterprises, WinCo Foods West Coast Distribution Facility, Kingspan Insulated Panels,

Stanislaus Farm Supply, B&H Labeling, Stiles Custom Metal, and Diamond Bar Arena, to name a few.

Economic Development Focus:

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 its residents.

The City of Ceres created a vision for the community that will attract and retain residents and businesses. Under this vision, the City's General Plan has established economic development policies to maintain a healthy and diverse economy to meet the present and future employment, shopping and service needs of Ceres residents and visitors, and expand the economic base through marketing Ceres strengths and addressing its challenges. The City just approved a comprehensive update to the Ceres General Plan and Final Environmental Impact Report that has established an exciting renewed vision of the City's future through 2035.

Economic Development Initiatives and Projects:

To accomplish these policies, the City is currently investing millions of dollars to upgrade its backbone infrastructure (waste water, water, storm water, and roadways) to accommodate the expansion of existing business and attraction of new businesses. In January of 2018, the City Council hosted a ribbon cutting ceremony to celebrate the completion of the 4th Street Improvement Project, a \$4.5 million infrastructure replacement and streetscape beautification project in the heart of downtown Ceres. This infusion of public capital improvement funds is prompting a surge in private investment as downtown property and business owners undertake new improvements and upgrades to their properties and businesses.

The City recently approved the Mitchell Ranch and West Landing projects. The Mitchell Ranch project is a 26 acre commercial retail development at a key southern entryway from State Route 99, to be anchored by a Super Walmart development center with development entitlements and construction permits issued by the Building Division of the Ceres Building & Planning Department. Two adjacent corners of this same intersection are under design to accommodate another 25 acres for additional highway-oriented commercial

developments. The City is also actively completing the design and environmental review for a new proposed, diverging diamond freeway interchange at Service Road and State Route 99 that will facilitate improved access to this important commercial area as well as facilitate enhanced access to the City's industrial manufacturing areas west of 99.

The West Landing Specific Plan is a master planned development that includes 1,310 new multi-family units and 2,325 single-family units, 34 acres of regional, office and light industrial uses near Crows Landing Road and Whitmore Avenue. All environmental review is complete and this undeveloped territory is fully annexed into the City of Ceres, poised for new development.

The City maintains and regularly updates on its website, an inventory of commercial and industrial sites and buildings for sale or lease. The City is also expanding its understanding of the current retail leakage analysis in order to fine tune its economic development efforts.

Key Challenges:

A challenge Ceres faces is developing new revenue to replace the loss of State redevelopment funds, important to finance economic development activities and city-wide infrastructure upgrades. The City is working closely with regional and statewide organizations, including the Stanislaus Business and Workforce Alliance (Opportunity Stanislaus), as we examine cutting-edge tools and alternatives to promote economic development in our City.

Additionally, due to the success of past economic development efforts, Ceres is facing a current shortage of Tier 1 (available for development permits within 60 days) large and vacant industrial parcels. The City Council's recent adoption of the 2018 Ceres General Plan provides the opportunity to identify, plan, and annex to the City industrial-zoned lands necessary to meet the needs of new and expanding businesses over the next 20 years. Creating and maintaining an environment where our businesses, and our citizens, continue to have choices, new opportunities, and thrive, is our continuing focus.

Major Employers:

City of Ceres			
COMPANY OR ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
Bronco Wine	834	MFG	Winery
G3 Enterprises	488	MFG	Wine Labeling & Bottling
Kingspan Insulated Panels	101	MFG	Building Systems
Ceres Unified School District	2,076	Non MFG	School District
WinCo Foods	341	Non MFG	Distribution Center
WalMart	320	Non MFG	Retailer
City of Ceres	205	Non MFG	City Government
United Parcel Service	200	Non MFG	Distribution Hub
Sutter Health Care	182	Non MFG	Healthcare
Home Depot	135	Non MFG	Home Building Supply
Kmart	175	Non MFG	Retailer
California Department of Correction	166	Non MFG	Public Administration
Chateaux Framing Inc.	150	Non MFG	Building Exteriors
E. R. Vine & Sons	35	Non MFG	Fuel Sales

HUGHSON

Jeremy Young, Mayor

Raul L. Mendez, City Manager

Jaylen French, Community Development Director

209.883.4054



Introduction to City:

Hughson is a small but thriving agricultural community located in eastern Stanislaus County nestled amidst fruit and nut orchards. Hughson preserves a small-town atmosphere as it continues to grow with a blend of high quality new homes in traditional neighborhoods and new commercial and industrial businesses.

Hughson was founded as a township in 1907 and named for the owner of the land, Hiram Hughson. The City of Hughson was incorporated in 1972.

In 2018, the Hughson Council formally adopted a new Vision Statement and Mission Statement that confirmed the path for the organization and City moving forward.

Vision Statement: To preserve Hughson's unique spirit, heritage and character, while creating an undeniably great place to be.

Mission Statement: Improve Hughson every day through fiscal responsibility, customer focused service and an emphasis on creating and strengthening partnerships.

Hughson's education needs are served by Hughson Unified School District whose schools have a long-standing tradition and reputation for excellence. The City of Hughson partners with the Stanislaus County Sheriff's Department for the provision of law enforcement services that attribute to the lowest crime rate in the County. The Hughson Fire Protection District, the oldest established fire district in the County, has been providing critical fire protection and prevention services since 1915.

Community services are provided locally through the work of Stanislaus County (library, medical, etc.) and respected non-profit organizations such as Sierra Vista Child and Family Services, United Samaritan Foundation, and Community Hospice as well as other local entities for recreation. Samaritan Village is the City's hidden gem and the region's premier retirement community. The Hughson Arboretum and Gardens is another unique feature of the City of

Hughson, which has been made possible through the passion and generosity of a long-time resident.

Economic Development Focus

Agricultural Strength

The City of Hughson embraces its agricultural partners that reside around the City limits. Hughson is strategically placed at the center of one of the most productive agricultural areas of Stanislaus County and home of domestic and international leaders in nut harvesting, growing, processing and traditional and viticulture nurseries. Generations of farming families call the Hughson area their home and partner with the City of Hughson to maintain that strength and unique characteristic of the region.

Industrial

While the City and the surrounding area is especially noted for nut growing and processing, it is also home to many agricultural related industrial businesses. The City of Hughson actively works to support these businesses to encourage economic growth to ensure their success. These highly competitive industrial businesses:

- Engineer and prefabricate wood roof and floor trusses and wall panels;
- Market and distribute agricultural products, animal feed and specialty chemicals and ingredients;
- Engineer efficient processing systems (metal fabrication) for the almond and walnut industries;
- Provide cold storage services;
- Provide full service chemical and fertilizer services; and
- Serve other industrial uses that complement agriculture.

The City provides adequate infrastructure to its industrial lands to attract new businesses and to ensure the capability of existing businesses to grow. This includes:

- A new wastewater treatment facility;
- A municipal water system that complies with regulatory requirements; and

- Street infrastructure that has the highest pavement condition index in the region and conveniently connects to County roadways to provide quick and easy access to the State Highways (99 and 132).

There are approximately 167 acres of industrially zoned land in the City limits and with the last 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 future potential of a rail spur.

While not immediately evident, the City of Hughson has great access to State Route 99. Using Tully Road to Keyes Road, trucks can access SR-99 in 7-8 minutes, with little traffic and few stops. This is key marketing point for the City's industrial area.

Historically, the City has been able to offer businesses (existing and new) assistance with public improvements, capital facility fees, structural improvements, and expansion projects. The City takes great pride in maintaining a business-friendly environment and offers a streamlined permitting process through efficient coordination with other local agencies.

Retail/Commercial

The City of Hughson has a uniquely vibrant downtown that consists of a variety of retail and commercial businesses. Centennial Plaza is located at the center of Hughson Avenue and is the home of the Hughson Historical Society Museum, Hughson Fruit and Nut Festival, the Hughson Farmers' Market, the Hughson Christmas Parade and other events designed to unite the community and visitors in a very positive and festive manner. The Marketplace is the City's premier shopping mall located just a short distance from the downtown. Local retail and commercial businesses in the downtown or at the shopping mall provide residents with local dining, shopping, and service options.

The City of Hughson offers an array of business assistance programs to assist existing and new businesses including incentives and loans. The Hughson Small Business Development Center and the Hughson Chamber of Commerce are wonderful resources for local entrepreneurs and the small business incubation center is a viable option for those getting started.

Economic Development Goals

As expressed in the City's Vision Statement, the Hughson City Council's ultimate goal is to create an undeniably great place to be for residents, visitors and businesses. To this end, the City intends to "maintain and enhance Hughson's economic vitality through promotion of job creation and retention, business enrichment and expansion, and development of existing retail, commercial and industrial areas."

Objective #1: Support business in commercial/industrial areas.

Strategy A: Improve the economic growth of City's commercial/industrial businesses by understanding their needs and providing programs/services that address them.

Action #A1: Meet with business owners frequently to discuss needs, issues affecting business, new opportunities and available local programs/services.

Action #A2: Connect businesses to available resources through organizations such as the Opportunity Stanislaus, Alliance Worknet, Hughson Chamber of Commerce, etc.

Action #A3: Develop local programs/enhance services to best meet needs.

Strategy B: Promote the economic growth of City's commercial/industrial area through effective business attraction strategies, planning and infrastructure.

Action #B1: Promote the City's proximity and access to SR99 via Tully Road.

Action #B2: Explore and pursue construction of adequate infrastructure for business development (roads, water, sewer, storm drain, etc.).

Action #B3: Strengthen planning and zoning to enhance City's marketability.

Action #B4: Engage Opportunity Stanislaus to conduct gap analysis to identify and pursue businesses that complement current landscape.

Objective #2: Develop and enhance retail business opportunities.

Strategy A: Implement strategies to enhance resident/visitor presence in City's retail areas.

Action #A1: Promote activities in downtown that support and create opportunities.

Action #A2: Develop marketability of City through timely communication and accessibility of current market and demographic information.

Strategy B: Foster support of ventures that complement existing business climate.

Action #B1: Conduct and maintain inventory of existing businesses and develop strategies to support new ventures that complement current landscape.

Action #B2: Coordinate with existing businesses and identify or maximize opportunities for expansion.

Objective #3: Create a business-friendly environment.

Strategy A: Ensure efficient business permitting process.

Action #A1: Conduct frequent reviews of business permitting process for continuous improvement and to maximize efficiency.

Action #A2: Provide flexibility during implementation of the business permitting process to best meet needs of applicant.

Strategy B: Ensure adequate and competitive City business/development fee structure.

Action #B1: Review and evaluate business/development fee structure on an annual schedule and recommend modifications if necessary.

Action #B2: As part of the review, conduct comparable study and provide opportunity for input from stakeholders.

Objective #4: Create and develop effective business assistance programs.

Strategy A: Proactively market the City’s business assistance programs.

Action #A1: Utilize variety of avenues to market local business assistance programs to increase accessibility.

Strategy B: Evaluate and develop the City’s business assistance programs to ensure effectiveness.

Action #B1: Conduct annual evaluation of entire business assistance programs on an annual basis and recommend modification to increase value.

Major Employers:

City of Hughson			
COMPANY OR ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
Hughson Nut	300	MFG	Almond Grower/Processor
Mid-Valley Nut Company	215	MFG	Walnut Packer/Processor
Grower Direct Nut Co.	99	MFG	Walnut Processor
Alpine Pacific Nut	100	MFG	Walnut Processor
Martella's Walnut Huller	49	MFG	Walnut Processor
Builder's Choice Truss	45	MFG	Truss Producer
Valley Tool & Manufacturing	42	MFG	Farm Equipment
Dairy Farmers of America	90	MFG	Dairy Products
Duarte Nursery	350	Non MFG	Wholesale Nursery
Hughson Unified School District	267	Non MFG	Education District
Samaritan Village	122	Non MFG	Retirement Center
J.O.V. Direct Growers, Inc.	72	Non MFG	Agriculture
Whitehurst-Lakewood Memorial	51	Non MFG	Funeral/Cemetery Services
Braden Farms	25	Non MFG	Almond Grower
City of Hughson	16	Non MFG	City Government

MODESTO

Ted Brandvold, Mayor
Joe Lopez, City Manager
209.577.5268



Introduction to City:

Modesto is geographically centered in Northern California. Located on Highway 99 in California's San Joaquin Valley, Modesto is the county seat for Stanislaus County with a population of over 210,000. The Tri-County Region's population of 1.5 million with a combined workforce of 518,000 forms the megaregion of the North Central Valley. Modesto's agricultural prosperity comes from abundant food production including dairy, eggs, poultry, fresh produce and nuts. Modesto is home to many local and brand-name manufacturers like Frito-Lay, Del Monte Stanislaus Foods, Pacific Southwest Container, Bell Carter Packaging, Racor and E&J Gallo Winery - the world's largest wine producer. Our health care sector is vibrant with the presence of Kaiser Permanente, Doctors Medical Center, Memorial Medical Center, Doctors Medical Center, Stanislaus Surgical Hospital and Valley Children's Hospital. The critically acclaimed Gallo Center for the Arts is a world-class facility that hosts regional, national and international artists, performers and events. Modesto maintains its small town charm with numerous music and family festivals and a certified farmers' market. Native George Lucas' homage to his teen years in Modesto is the subject of his 1973 film, "American Graffiti". Modesto has revived the Graffiti spirit with a Graffiti Summer Festival and classic car shows each June, and with the designation of a downtown Historic Graffiti Cruise Route walking tour. Modesto offers a great quality of life and is an ideal, affordable business location with economic incentives to assist business development. To learn more, visit www.choosemodesto.com or www.modchamber.org.

Economic Development Focus:

Business Attraction and Recruitment

- Identify and target “good-fit” companies to expand or relocate in Modesto. A good fit company is one that would have a compelling reason to be in Modesto because of the strength of our economic

clusters, our lower cost of doing business or the unique characteristics of our workforce.

- Research, target and develop messaging to visit these companies, inviting company decision makers to visit us.
- Grow, support and communicate our key industry clusters to further diversity Modesto's economy. Key clusters include Healthcare, Ag-Tech, Food Processing, Packaging, Professional Services & Tech and Advanced Manufacturing.
- Meet with key site selection consultants who focus their activities on advising companies in our key industry clusters.
- Leverage trade shows that fit our key industry clusters.
- Attract firms that offer high value jobs to create living wage opportunities.
- Identify fully entitled sites in the city that have the greatest opportunity for infill and in attracting industry, retail and commercial investment.
- Develop and implement a retail recruitment strategy to contribute to the City's economic health. Focus on downtown 10th Street Corridor and on areas that have the greatest opportunity to generate more tax revenue for the city. Target retailers that are expanding in the Northern California region and that complement and enhance Modesto's image and help create a better sense of place.
- Participate in International Council of Shopping Centers Deal Making Shows held in Monterey and San Diego.
- Identify and meet with developers that are actively investing in Northern California opportunities.

Business Retention and Support

- Develop a systematic approach that identifies and balances local industry visits to match with our major industry clusters.
- Identify high value/high growth companies.
- Utilize city interdepartmental data to reach out to companies.
- Coordinate technical, workforce training and other assistance to local businesses in support of business expansion plans and the community's economic development growth.
- Foster a pro-business environment to support local businesses and the retention of jobs.
- Support Opportunity Stanislaus's efforts to create a Careers Manufacturing Technology Program.

Diversification of the Economic Base

- Strive to stabilize our economic base to minimize large fluctuations in employment due the nature of our agricultural focused industries.
- Focus on attracting industry clusters for business development whose needs can be met and maintained by current and future infrastructure plans.
- Evaluate and implement best practices in financing and technical assistance programs to attract and retain businesses in specified industry clusters.

Economic Development Initiatives and Projects:

- I. Promote Modesto and encourage business attraction and retention through coordinated partnership efforts.
- II. Determine and plan for the appropriate mixture and placement of regional commercial development.
- III. Promote and facilitate growth in Modesto’s home grown industries including Health Care, Ag-Tech, Food Processing, Packaging, Professional Services & Tech and Advanced Manufacturing, Retail Services, and Tourism. Develop relationships with local vendors and suppliers that provide ancillary services to these industries.
- IV. Pursue a strategy to maximize long-term dependable and sustainable revenues.
- V. Preserve and revitalize downtown by encouraging infill development and higher densities.
- VI. Facilitate the creation and expansion of business parks to achieve more equitable jobs-housing balance.
- VII. Attract new firms with ties to existing industry and target new companies keyed to diversification.
- VIII. Encourage public/private partnerships to foster Downtown mixed used development.

Key Challenges:

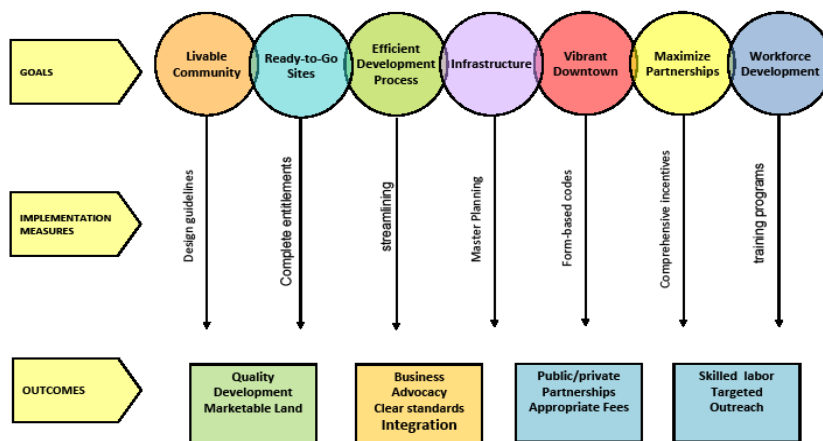
- Limited land available for development of Tier 1 sites (sites that can meet a 60 days or less development timeframe) and Tier 2 sites (sites

that can be ready for business development within a year) in Modesto proper for business park and industrial land uses.

- Lack of infrastructure financing resources for the development of existing sites for Business Park and industrial land uses.
- Lack of State redevelopment support and business environment.
- Inadequate regional transportation infrastructure.
- California’s reputation as an unfriendly business state due to its tax structure and over regulation of labor and employment laws.

Economic Development Focus and Priorities:

Economic Development Plan



Business Attraction

- Develop an attraction strategy that addresses both the City’s economic development goals and the needs of targeted companies.
- Promote Modesto to the development community to create and preserve jobs, and strengthen our revenue base.
- Update and renovate the economic development website to include local information and resources relevant to site selectors, and new and expanding businesses.
- Identify new and infill opportunity sites throughout Modesto and partner with those property owners to promote development and encourage targeted business and job growth.
- Effectively market the City’s Economic Development Incentive Program and other local and State incentive programs to generate interest from targeted companies to relocate to Modesto.
- Foster a pro-business environment to attract new businesses and retain existing companies.

- Work closely with community partners such as Go-Biz, Opportunity Stanislaus, Chamber, and other organizations to provide requested information and assistance to companies interested in locating in Modesto.

Business Retention

Focus on the needs of existing companies and employers by working with other government staff and organizations that are addressing:

- Public infrastructure improvements;
- Regional transportation issues;
- Regional commercial development planning; and
- Business-friendly regulatory environments.

Project Description(s):

Liveable Community

- General Plan Amendment under way will modernize the General Plan goal and policy framework, and will result in a revised land use designation program intended to facilitate enhanced economic development; the Amendment will identify priority locations for infrastructure, and establish stronger links to funding policies, programs and sources.
- Union Pacific Railroad Quiet Zone Study is complete and we are seeking funding opportunities.
- Extension of Altamont Commuter Express is intended to increase productivity and decrease stress and expense of long-distance commuting. A downtown rail station would stimulate investment in downtown and citywide, while improving the attractiveness of Modesto for both employees and employers.

Business and Industrial Parks Development

- Expansion of Business Park and Commercial Uses on General Plan Land Use Diagram.
- Partner with existing property owners and potential developers for the redevelopment and reuse of existing non-productive industrial sites.
- The City, in partnership with Stanislaus County, is developing a one-stop location for individuals experiencing homelessness for assessment and connection with services such as permanent housing, mental health services, potential employment and shelters.

- The Kiernan Avenue Business Park represents an important economic resource to the City. The Specific Plan Area consists of approximately 614 acres located to the City's Northern border, East of Highway 99 and South of Kiernan Avenue. It is proximate to Kaiser Permanente's Main Campus and is where Valley Children's Hospital is expanding. The park provides significant growth potential for the City.
- In 2013, EAH, Inc., a non-profit housing developer, completed Archway Commons – Phase 1 that provided 76 affordable housing units, a community center and other project amenities. In September 2015, the City awarded \$1,143,694 in Home Investment Partnerships Program (HOME) fund to EAH, Inc. EAH, Inc. is now ready to initiate Phase 2 that will provide an additional 74 affordable housing units. Staff anticipates bringing a Phase 2 Disposition and Development Agreement to the Council in January 2017. The EAH Inc., is looking to apply for tax credits in early 2017. Environmental Review for the project is complete.
- The Tivoli Specific Plan encompasses 454 gross acres in northeast Modesto. At build-out, the project is expected to develop between 1,900 and 3,200 housing units and 1,025,000 square feet of non-residential land uses. Approximately 80.5 acres are designated for neighbourhood-serving, regional-serving, and general commercial uses. Up to 1.6 acres are designated for professional office space. Staff from City Utilities and Community & Economic Development Departments have been meeting with interested parties to assure backbone utilities and development requirements are coordinated to assist with the timely development of properties within the Tivoli Specific Plan Area.

Development Review Process

- Implemented One-Stop Shop Development Center to streamline development review and entitlement process.
- Implemented permit process improvements such as Online Permitting.
- Regular project tracking, monitoring, facilitation, and concept review through the Development Review Team (DRt) and Red Teams
- Comprehensive Fee Restructuring through the implementation of policy, process, and procedural changes recommended by the Comprehensive Fees Task Force and adopted by City Council. In June 2016, the City Council approved reconvening the Comprehensive Fees Task Force. The task force has been formed and meetings are underway to review and align all development-related fees with the goals and policies of the

City's General and Strategic Plans and to provide policy direction for an update to the City's Capital Facilities Fees program.

- Pre-submittal meetings with city development review staff members to ensure the applicant is aware of project submittal requirements.

Infrastructure

- Coordinate private developments and public Capital Improvements. Specific example, the newly constructed Infiniti Dealership on the south east corner of McHenry Avenue and Claratina Avenue.
- Improve Crows Landing Road including new paving, striping, and center dividers. This infrastructure update will improve the safety and attractiveness of the Crows Landing Road corridor and stimulate new investment in Modesto south of the Tuolumne River.
- Allow deferral of Capital Facilities Fees (CFF), Water Connection Fees, and/or Wastewater Capacity Fees for non-residential projects. Participants pay 20% of the fees at time of permit issuance and the balance, plus interest, is due over a five (5)-year period.
- Design and implement a high speed fiber network throughout the city that provides free Wi-Fi hot spots – especially in our Downtown core.

Downtown Vitality

- Improved Parking Management Model
Downtown's current parking management model acts as a deterrent to both downtown patrons and employers because it is not designed to respond to market forces. The City is working with the newly formed Downtown Business Improvement District to explore mechanisms to make more parking and to establish fees that encourage investment.
- Downtown Form Based Code
In 2010, the city of Modesto adopted its first form-based zoning code specific to downtown – creating the new Downtown Core Zone. The downtown Zone was expanded in 2015 to encompass the entire square mile of downtown. The city's intent is to become more open and friendly for developers and businesses interested in a downtown location.

This Downtown Zone facilitates a mixed-use downtown environment where people can shop, live, dine and work. The new downtown zone allows for a mixture of uses in a single building, without having to go through a costly and time consuming rezone effort required by the previous conventional zoning. New development projects that meet the form based code would be reviewed administratively.

This was done to streamline the “entitlement” process. It creates clearly delineated design principles focusing on the building’s use and how the public will interact with the building and the areas around it – such as on the streets and sidewalks. In the new Downtown Zone, development will fit with the character of the neighborhood and create appropriate public and open spaces.

The Downtown Zone consists of six areas with criteria tailored to affected neighborhoods. For example, the downtown core allows greater intensity with buildings six to 15 stories tall, while other areas require lower heights, typically one to three stories. The recently completed Tower Park Senior Apartments at 17th and G streets followed the form-based approach to zoning and development.

Economic Development Partnerships

- Economic Development Practitioners Committee
Hosted by Opportunity Stanislaus, the economic development representatives from the County and Cities meet monthly to share ideas to improve our business climate and standards of excellence in economic development.
- Grow Modesto Fund
In October 2014, the City Council approved a partnership with the Fresno Community Development Financial Institution to administer Modesto’s Community Development Block Grant Small Business Loan Program. This new program leverages local small business development resources and also leverages a dollar- for-dollar match with non-CDBG funds to be deployed to small businesses in Modesto and its Sphere of Influence to create and retain more jobs for low-to-moderate income persons.
- Stanislaus County Regional Tourism Roundtable
The Stanislaus County Regional Tourism Roundtable promotes a regional perspective for economic development through local travel

and tourism by including all County cities, chambers, and interested stakeholders in a collective marketing effort.

- **Modesto Chamber Economic Development Committee**
Support efforts of the Land Use and Transportation Committee to unleash the economic potential of the Greater Modesto Area.
- **Downtown Modesto Partnership**
Facilitate partnership's goal to build a positive image of Downtown Modesto by highlighting all the great things the community has to offer and bolstering services that improve sustainability and citizen experiences.
- **Modesto Convention and Visitors Bureau**
The functions of the Convention and Visitors Bureau have been temporarily assumed by the City's Community & Economic Development Department. The County and City are participating in the Destination Modesto Task Force to develop an action plan for tourism.

Major Employers:

City of Modesto			
COMPANY OR ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
E&J Gallo Winery	3,500	MFG	Winery
Seneca Foods	2,138	MFG	Fruit Products
Del Monte Foods	2,010	MFG	Fruit Products
Stanislaus Foods	1,875	MFG	Canning
Gallo Glass	1,000	MFG	Glass Containers
Frito-Lay	684	MFG	Snack Products
Foster Farms Dairy (Crystal Creamery)	520	MFG	Dairy Products
Stanislaus County	3,880	Non MFG	County Government
Modesto City Schools	3,500	Non MFG	Education District
Doctors Medical Center	2,600	Non MFG	Health Care
Memorial Medical Center	2,300	Non MFG	Health Care
Save Mart Supermarkets	1,650	Non MFG	Retail Grocer
Modesto Junior College	1,582	Non MFG	Education Institution
Stanislaus County Office of Education	1,371	Non MFG	Education District
City of Modesto	1,100	Non MFG	City Government
MedAmerica Billing Services	900	Non MFG	Medical Billing/Coding
Sylvan School District	875	Non MFG	Education District
Kaiser Permanente	800	Non MFG	Health Care
WalMart	745	Non MFG	Retailer
Costco	697	Non MFG	General Merchandise
Modesto Irrigation District	577	Non MFG	Water & Electric Utility
Sutter Gould Medical Foundation	564	Non MFG	Health Care

NEWMAN

Robert Martina, Mayor

Michael Holland, City Manager

209.862.3725



Introduction to City:

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.

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. Through its General and master plans, the City has consistently crafted its vision of the future. This vision includes a walkable community with an accessible and safe street grid while encouraging 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. Recently, the City was the first in the region to adopt an Urban Growth Boundary, further preserving valuable agricultural land whilst allowing for economic development. These goals will assist the City in meeting the challenge of managing growth while enhancing the unique feel and character of Newman.

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's industrial/manufacturing areas contain a variety of uses and have vested and shovel-ready parcels ready to be developed. With access to Rail, Highway 33 and Interstate 5, Newman is an ideal location to live and work.

Major Employers:

City of Newman			
COMPANY OR ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
Valley Sun Products	170	MFG	Sun Dried Tomatoes
Stewart & Jasper	152	MFG	Nut Grower/Processor
Saputo	123	MFG	Cheese Production
Newman Flange	71	MFG	Metal Flange Manufacturing
Cebro Frozen Foods	70	MFG	Frozen Vegetables
Westside Pallet Inc.	50	MFG	Pallets, Wood
Newman-Crows Landing Unified	331	Non MFG	School District
DiMare Brothers	165	Non MFG	Tomato Grower/Packer
San Luis Convalescence Hospital	63	Non MFG	Nursing and Residential Care
Raley's Supermarket	60	Non MFG	Retail Grocer
Avalon Care Center	52	Non MFG	Nursing and Residential Care
City of Newman	40	Non MFG	City Government

OAKDALE

Pat Paul, Mayor

Bryan Whitemyer, City Manager

209.845.3625



Introduction to City:

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 travelled 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 21,895 residents within an area encompassing 6.1 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.

Economic Development Focus:

The City of Oakdale has a rich agricultural and rural ranching heritage. Industrial activity is a major component of the City's economy which centers on agriculture, food manufacturing and tourism.

Manufacturing and food processing, packaging, and shipping companies are some of Oakdale's largest employers. The City is an attractive location for these businesses because of its proximity to productive farmlands and nearby rail lines that transport raw materials and agricultural products for processing and wholesale distribution. Opportunities exist for the City to build upon and diversify its existing job base, leverage its increasingly educated workforce, and capitalize on access to the future North County Corridor and the Oakdale Municipal Airport. Oakdale is home to large food manufacturing operations including Ball Western Can Company; ConAgra Foods, one of the largest tomato processing plants in the world; and Sconza Candy Company.

Economic Development Initiatives and Projects:

The 2030 General Plan (adopted August 8, 2013) addresses the City's goals for collaboration and workforce development. In the business community, the City will continue to build long-term partnerships with local business organizations to collaborate on economic development activities and to regularly provide input to the City on its services and development review and permit processes.

In addition, the City will continue to actively participate in regional economic development programs and organizations, such as the Stanislaus Economic Development and Opportunity Stanislaus, to promote local businesses and leverage City resources.

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.

Oakdale's existing developed industrial area encompasses 500 acres within the city limits with approximately 45 acres vacant and available for development

with adjacent sewer, water and underground utilities in place. Another 450 acres have 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 annexed area is complete and infrastructure planning has commenced.

The City has established Industrial Development Design Expectations, ensuring that new industrial and manufacturing and 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 the 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.

Key Challenge:

A key challenge for Oakdale is to maintain and enhance their quality of life and special assets, and to use those assets as economic development tools for retaining and expanding local businesses, and attracting new business to the City. Helping local entrepreneurs and small businesses prosper and expand will be critical for the City's continued growth and development.

Major Employers:

City of Oakdale			
COMPANY OR ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
ConAgra Foods	3,145	MFG	Tomato/Bean Processor
Ball Corporation	300	MFG	Metal Can Manufacturing
Sconza Candy	179	MFG	Confectionery Products
Oak Valley Hospital/Care	600	Non MFG	Health Care
Oakdale Joint Unified School	500	Non MFG	School District
Burchell Nursery	360	Non MFG	Fruit & Nut Tree Nursery
Gilton Solid Waste & Resource Recovery	191	Non MFG	Solid Waste
Raley's	101	Non MFG	Retail Grocer
K Mart	109	Non MFG	Retailer
City of Oakdale	97	Non MFG	City Government
Remediation Constructors	80	Non MFG	Construction
A.L. Gilbert	77	Non MFG	Feed and Grain
Save Mart Supermarkets	74	Non MFG	Retail Grocer
Oakdale Irrigation District	65	Non MFG	Water Utility
Oakvalley Community Bank	59	Non MFG	Bank

PATTERSON

Deborah M. Novelli, Mayor

Ken Irwin, City Manager

209.895.8000



Introduction to City:

Patterson, incorporated in 1919, is a growing community averaging a 6% annual growth rate since 1990 and its current population is approximately 22,000. 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.

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.

Patterson is also home to a rapidly expanding business park. 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, fulfillment centers, and light manufacturing companies.

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. In 2013 the City of Patterson annexed approximately 776 acres of industrial property and 105 acres of commercial/retail properties. The Business Parks have enticed several large distribution Centers, such as Kohls, CVS, Amazon, and Restoration hardware. To date these businesses have created over 2000 new jobs that have benefitted Patterson as well as our other Cities in Stanislaus County. These sites are all shovel ready and fully entitled. The Business Park is located within an area of seismic stability and minimal flood risk.

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.

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.

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.

Economic Development Focus and Priorities:

During the 2015-2016 fiscal year the City performed a strategic planning process. We were very fortunate to have a good turnout of private citizens and local business owners participate. The strategic plan will provide guidance to city government to align with our council and resident's vision for growth of our fast growing city.

Several properties located along Sperry Avenue, Ward Avenue, West Las Palmas Avenue and Ninth Street will enhance and improve the opportunities for the City of Patterson to entice much needed retail and other opportunities for the benefit of its citizens. The full development of these sites will stem the retail and other economic leakage that currently exists within the City of Patterson resulting in its citizens spending their shopping, dining, and other activity dollars in the surrounding communities.

Although the Economic Development Agency no longer exists, we hope to find creative funding encouraging both municipal and community growth opportunities. By improving our municipal infrastructure to create new and expanded retail opportunities for the community and support of existing

businesses will help create new jobs during its infrastructure development and permanent retail phases providing for a financially sustainable community.

The jobs created during the municipal and public improvement phases will provide much needed local and regional employment during our historically high unemployment while the long term use of these improvements will create sustained local and regional employment, retail opportunities and tax generation by private and institutional investors who will now have the cornerstone of basic infrastructure to allow professional developers to build out these needed business and retail investments to create a sustainable economic base for the betterment of the region and city.

Though the limited and shrinking base of governmental economic development funds has become extremely competitive; the magnitude of the economic potential received from the use of the requested funds will spur private and institutional capital investment and will become the catalyst needed to be successful from a magnitude of governmental and private capital sources. The USDA and HUD funding in addition to other governmental incentive programs that the region qualifies for establishes multiple and combined funding opportunities including public and private partnerships.

This investment will improve the municipal improvements surrounding properties located in the heart of the City of Patterson allowing private and institutional investors to continue the pattern of existing retail development and establish a regional retail core of commercial and personal service opportunities for the community of Patterson as well as critical support of the surrounding Westside communities and farming operations for years to come. Some of our most recent commercial developments include nationally established businesses, such as Flying J, Wendy's, and Les Schwab, and local businesses such as Prime Shine.

The City of Patterson has approved and well established project design standards and procedures to ensure these improvements will be constructed and maintained to best serve the public. The City has also created a new Engineering Department to make sure the City's infrastructure needs are met. The land owners and its development partners have an established record of successful retail and community developments to complete the next phase of enticing, selling and developing the commercial opportunities needed to

complete the City’s goal of establishing a sustainable retail and jobs oriented campus for the financial support and success of the community.

Given the expansion and evolution of the central valley from Americas’ Breadbasket to include vibrant business, industrial and residential communities to complement and support its core enterprise. The master planned community of Patterson plays a pivotal role in providing the retail, personal and industry services to preserve and protect the fragile environment of the central valley in coordination with a wide spectrum of local, regional and Federal agencies.

Major Employers:

City of Patterson			
COMPANY OR ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
Traina Dried Fruits	170	MFG	Sun Dried Tomatoes/Fruits
Amazon	750	Non MFG	Distribution Center
Patterson Unified School District	568	Non MFG	School District
CVS Caremark	491	Non MFG	Distribution Center
W. W. Grainger	260	Non MFG	Distribution Center
WalMart	220	Non MFG	Retailer
Stewart & Jasper Marketing, Inc.	171	Non MFG	Retailer
Restoration Hardware	154	Non MFG	Distribution Center
Kohl's Distribution Center	123	Non MFG	Distribution Center
City of Patterson	97	Non MFG	City Government
Save Mart Supermarkets	93	Non MFG	Retail Grocer
Affina	84	Non MFG	Distribution Center
Del Puerto Health Care District	53	Non MFG	Health Care

RIVERBANK

Richard O'Brien, Mayor

Sean Scully, City Manager

209.869.7116



Introduction to City:

Riverbank is a progressive, growing community with over 23,000 residents which is located eight miles north-east 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 commercial, industrial, and retail businesses along its southern and eastern boundaries, in large part due to the expansion of the Crossroads Shopping Center and the closure of the Riverbank Army Ammunitions Plant (RAAP). Many of the new businesses are in the sustainable, green or clean-tech sector, creating a new business cluster that has the potential to transform the local economy and spur on job growth.

Economic Development Focus and Priorities

The City of Riverbank has focused economic development priorities in several areas. The key areas of focus are:

- Identify and develop a brand for the City of Riverbank that showcases the relative strengths of growing a business here;
- Ensure a timely and predictable permitting process;
- Recruit and secure new businesses in priority locations and industries; and
- Maintain and expand the infrastructure that businesses need to thrive.

Key projects areas in Riverbank include further development at the Riverbank Industrial Complex (the former Riverbank Army Ammunition Plant), the site of the former Sun Garden-Gangi Canning Company and expansion of the Crossroads Shopping Center.

Economic Development Initiatives and Projects:

Siding and Roof Replacement at the Former Riverbank Army Ammunition Plant

Project funds are needed to replace approximately 350,992 sq. ft. of siding and 515,650 sq. ft. of roofing that is being removed and disposed of as part of an Army-led remediation project approved of by the US Environmental Protection Agency. Under an EPA and Army agreement, the Army is required to remove and dispose roofing and siding material due contaminated with non-liquid PCBs, but they are not required to replace the material, rendering the buildings uninhabitable unless the roof and siding is replaced. The buildings are currently home to 40 growing businesses and several hundred employees.

The installation of new roofs and siding will ensure that the site's building infrastructure meets health and safety standards and is adequate to support manufacturing and industrial capabilities in a sustainable, energy efficient environment.

Replacement Area		
Siding	Roofing - Sloped	Roofing - Flat
350,992 sq. ft.	515,650 sq. ft.	159,026 sq. ft.

Estimated Project Cost			
Siding	Roofing - Sloped	Roofing - Flat	Total Project Cost
\$2,357,667	\$3,445,402	\$728,975	\$6,532,044

The site has completed a National Environmental Protection Act (NEPA) and an Environmental Impact Report (EIR). A Finding of Suitability for Early Transfer is being circulated to regulatory agencies for final review. Early transfer documents have been prepared and conveyance by deed is expected upon Governor's signature of the early transfer documents.

Project Budget

Federal Investment:

EDA Funds Request \$ 2,500,000

Local Investment:

From Industrial Site Revenue
State grants and loans \$ 4,032,044

Project Readiness:

EDA is familiar with BRAC facilities and their unique circumstances. The project presented is ready to start upon funding approval.

Major Employers:

City of Riverbank			
COMPANY OR ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
Monschein Industries	220	MFG	Cabinet Manufacturing
Silgan Containers	75	MFG	Metal Food Containers
Riverbank Unified School District	330	Non MFG	School District
Target	185	Non MFG	Retailer
Kohl's Dept. Store	180	Non MFG	Retailer
Home Depot	160	Non MFG	Retailer
Econtactlive, Inc.	100	Non MFG	Business Support
Save Mart Supermarkets	95	Non MFG	Retail Grocer
Riverbank Nursing Center	78	Non MFG	Health Care
City of Riverbank	70	Non MFG	City Government
O'Brien's Market	53	Non MFG	Retail Grocer

TURLOCK

Gary Soiseth, Mayor

Robert Lawton, City Manager

209.668.5540



Introduction to City:

Turlock is a city on the move and has a vision for its future. As a thriving community of over 70,000 in the heart of California's Central Valley, Turlock has held firm to its agricultural roots while diversifying economically and expanding opportunities for its residents. It has become a very desirable community, attracting many people to both live and work locally. The City's rapid growth is expected to continue, adding some 35,000 new residents over the next 20 years. The City of Turlock has recently adopted a new General Plan to guide that growth and development.

Turlock has had a long history of planning. A general plan for the City was prepared in the early 1950s, and although it was never adopted, it served as a point of departure for future plans. The General Plan prepared in 1969, much before general plans acquired their present political and legal stature, addressed such contemporary issues as urban sprawl and unnecessary destruction of farmland, and was updated in the early 1980s. The next General Plan (formally adopted in 1993 and partially updated in 2002) has served the City well, guiding the creation of attractive new neighborhoods, parks, and major new retail and employment areas.

Population and economic growth in Turlock are intertwined. The city seeks to attract new industries and create jobs in order to boost revenue, remain competitive, attract new residents and provide opportunities for existing ones. The growing resident population demands increased goods and services which in turn fuel economic growth. The City of Turlock General Plan as well as the Westside Industrial Specific Plan creates a multi-pronged approach to economic development in order to achieve these goals: supporting the build out of the Turlock Regional Industrial Park (established by the Westside Industrial Specific Plan), drawing new businesses Downtown, identifying new industries to target, and building on existing assets such as California State University, Stanislaus.

Turlock's current land use pattern and built form are products of the City's historical growth within an agricultural area. Turlock was incorporated in 1908. Like many San Joaquin Valley towns from the time period, the original downtown core was focused around the railroad station, with streets arranged in a grid oriented to the tracks. The town proceeded to grow outward, shifting to an orthogonal north-south grid matching the rural road and parcel pattern around it. Golden State Boulevard, paralleling the railroad, was part of the original highway through the Central Valley, which became U.S. 99 roadway in 1926.

It is the City's goal to continue to provide a balance of jobs and housing in Turlock, which stimulates the local economy, reduces commuting, and maintains Turlock's competitiveness in the region. Therefore, the master planning process has extended to the non-residential sector, as well. In 2006, Turlock completed the Westside Industrial Specific Plan (WISP), which identified land use, transportation improvements, infrastructure improvements, and design guidelines for industrial and business park uses for some 2,500 acres west of Route 99. Aided by this specific plan, the city's industrial sector is expanding and shifting to this area.

Industrial Areas

Turlock's agricultural setting has historically provided a basis for the City's industry. Food processing is the primary industry, providing the largest number of industrial jobs in Turlock. Four of the top ten employers in the city are food processors, and Foster Farms, the third-largest employer in the city, employs 1,500 workers. Fourteen percent of jobs in Turlock are in manufacturing, and four percent are in the warehousing and transportation industries, which are large users of industrial space. Turlock boasts an agri-business industry cluster with several new emerging technical software and laboratories and other related sectors to bolster this cluster.

Economic Development

Through the creation and implementation of the Westside Industrial Specific Plan (WISP), Turlock has reaffirmed the continuing importance of industrial development as a main source of jobs and economic growth in the City. This Plan involved the development of a Master Plan and Certified Environmental Impact Report for an area of approximately 2600 acres immediately adjacent

to Highway 99 with the goal to create jobs. Adequate sewer and water capacity exists and a majority of the land is zoned industrial, with approximately eight percent devoted to commercial and office uses. The City and former Turlock Redevelopment Agency made significant contributions (\$15 million) to construct essential backbone infrastructure to create shovel ready ground to attract industrial development.

Economic Development Focus and Priorities:

The fundamental purpose of the Westside Industrial Specific Plan (WISP) is to implement the General Plan goal for a major industrial center in the City of Turlock. The Specific Plan provides the project vision and objectives, and establishes development policies: land use regulations, design standards, and a phasing plan that will guide the orderly growth of the existing and new industrial uses. The Specific Plan will accommodate growth of light and heavy industrial uses similar to those currently located in the Plan Area.

The Specific Plan will also accommodate and nurture the development of an Agri-Science Industry Cluster (referred to as the “Agri-Science Cluster”). The cluster is planned as a center for research and development, manufacture, processing, and celebration of agriculture and food products in the San Joaquin Valley. The Plan Area includes 2,615 gross acres allocated in a mix of industrial, industrial/business-professional, office, and commercial uses.

The Infrastructure Plan deals with public facilities and services required in the Plan Area. This includes all components of the transportation system, sewer, water, drainage, electric power, natural gas, communications, recreation and parks, fire protection, and solid waste management. Because the Plan Area land uses do not include residential (other than existing residences), the public services discussion does not include those services that would normally be associated with a residential use such as schools and libraries.

The Westside Industrial Specific Plan was developed in response to economic development opportunities over a period of years. Many of the infrastructure improvements required to serve development has and will occur on an incremental basis that corresponds to specific development proposals. Development of each area within the Turlock Regional Industrial Park (TRIP) has responded to landowner and developer interests. Front loading infrastructure through the use of redevelopment agency dollars has created

“shovel ready” areas of the TRIP. However, conventional phasing that identifies a specific sequence of development has not proven to be a practical approach to the development of this area.

The infrastructure requirements for each sub area of development include all roadway, sewer, water, reclaimed water, storm drainage, and dry utilities necessary for that sub area to develop. Development will occur within a sub area where the backbone infrastructure is completed and available, although subareas may be combined and interim improvements may allow for development of only a portion of a sub area. The City of Turlock intends to submit grant applications to various state and federal agencies to assist in the capital projects to bring additional parcels to “shovel ready” status.

Project Description(s):

Turlock Regional Industrial Park Infrastructure Project – Phase 2

The City proposes to construct additional infrastructure improvements that includes water and sewer lines as well as road improvements through the southern loop sub area of the Turlock Regional Industrial Park. As new firms have located into the Turlock Regional Industrial Park, there is a need to open and prepare sites in the southern portion of the TRIP for additional development and job growth. There are preliminary discussions with several firms who are attracted to this southern area because of the potential to connect with the current rail service in the area. The current project, as designed requires the installation of approximately \$6.7 million in infrastructure improvements. The City of Turlock Believe that this will spur an additional economic growth as was seen in the Phase 1 of the project that was funded through water bonds and former redevelopment agency funds. Both funds are no longer available as a financing tool.

Phase 1 has brought the following economic development and job growth:

- Construction of the Blue Diamond Almond Growers Processing Facility with more than a \$100 million investment that has already created almost 150 jobs. Blue Diamond anticipates adding an additional 150 jobs in the next year. There are three more phases of expansion planned that will create additional jobs.

- The Hilmar Cheese Co. is investing \$75 million to \$100 million to build a milk powder processing plant in Turlock. The plant will create 40 full-time jobs, plus expansion opportunities for dairies and related industries in Stanislaus and Merced counties.
- US Cold Storage has constructed a 3.5-million-cubic-foot expansion. The project will add three new storage rooms (including two convertible-temp rooms) and 16,000 more pallet positions. Upon completion, Turlock will have as many as 40,000 pallet positions and officials expect to hire more than 100 employees.
- Sensient Dehydrated Foods, a 227,000-square-foot warehouse showroom additional that added more than 20 jobs to their 100 plus workforce.
- Valley Milk LLC, is currently in construction of a new dehydrated milk facility also located in the north regional of the Turlock Regional Industrial Park. This plan will create another 50 full time jobs as well as provide additional demand for local milk producers.

North Valley Regional Recycled Water Program (NVRWP)

This program is designed as a regional solution to address California's water crisis by making tertiary-treated recycled water available to the drought-impacted west side of several California counties (Stanislaus, San Joaquin, and Merced Counties) for farmland irrigation. Current participants in the NVRWP include the Cities of Modesto, Ceres, Turlock, Stanislaus County, and the Del Puerto Water District on the west side of the San Joaquin Valley. Modesto and Turlock currently produce recycled water and provide wastewater treatment for communities in Stanislaus County.

Essentially, the project would consist of: (1) in the short term, upgrades to San Joaquin River diversion facilities to enable Modesto's and Turlock's recycled water to be either diverted from the San Joaquin River and delivered to Del Puerto Water District via the Delta Mendota Canal (2) in the long term a dedicated pipeline will be constructed directly to Del Puerto Water District facilities. These facilities would allow near and long-term delivery of recycled water for irrigation of lands in the Del Puerto Water District.

The City of Turlock and Modesto both treat either all or a portion of their wastewater to tertiary standards meeting Title 22 standards. Modesto has a

2.5 MGD facility online and is in the beginning phases of a 100 plus million dollar SRF loan for construction for full tertiary for all of their wastewater inflow. Turlock has had full tertiary treatment since 2006, currently producing of 10 MGD. Turlock has also begun construction of a 36" pipeline directly to the San Joaquin River funded by a \$20 million dollar SRF loan. As a part of the proposed NVRWP, this pipeline will be joined with the City of Modesto facilities and extended across the San Joaquin River to Del Puerto Water District facilities.

This project provides environmental and economic benefits in the near-term, while meeting long-term water supply and environmental objectives. This project could provide affordable recycled water to agricultural customers in the Del Puerto Water District as early as 2016. By implementing the project, productive agricultural lands can be brought back into full production and the North Valley communities can recognize an additional \$29 million in total annual income with the creation of more than 572 permanent jobs. Additional jobs associated with project construction would also be created during project implementation.

The environmental benefits are also significant. The project will reduce the reliance on unsustainable area groundwater supplies south of the Delta and on pumped Delta water supplies. The NVRWP will meet the recycled water goals and mandates of the State of California.

The NVRWP could produce and deliver up to 32,900 acre-feet per year of tertiary-treated recycled water -- worth an estimated total annual economic output of \$67.5 million - to the drought-impacted west side. This water can be used to irrigate food crops, public and privately owned landscaping, and for industrial uses.

The economic benefits of the NVRWP are substantial. The project will provide irrigation for approximately 10,966 acres of prime agricultural land with an estimated total annual income of \$29 million. The \$29 million total annual income is estimated to generate an additional \$67.5 million per year to the region's economy in indirect and induced impacts (this is based on an economic analysis completed by the University of the Pacific's Dr. Jeffrey Michael using the IMPLAN model). The five-year cumulative economic value to the region is expected to be \$206.5 million.

The NVRRWP is estimated to create approximately 572 on-going jobs (this number does not include the project-related construction jobs) to an area that has a 12.2% unemployment rate.

Master Plan for Rail Revitalization

This project is a two-phased project. The first phase includes addressing some significant deficiencies in the infrastructure of this 80 year old industrial areas of Turlock. More than 2,000 jobs are located in this industrial areas near the downtown. However, some of the failing infrastructures such as the streets and storm water systems have precluded new firms from coming in to re-use some of these small, older manufacturing buildings. This project would assist in funding a portion of the infrastructure upgrades and leverage other funds, including private investment to revitalize this aging but vital area of Turlock.

The second phase of the project is the development of a Turlock Railroad Master Plan (TRMP) focused on developing a coordinated, comprehensive master plan outlining achievable projects that will improve transportation mobility in Turlock between and among Union Pacific and the Tidewater Railroads. The specific goals of the Master Plan would be to promote efficient transportation systems management and operation, and to support regional economic vitality and revitalization.

The TRMP is proposed to be a long-range planning document that is intended to guide redevelopment of the local rail system in Turlock into a vibrant, mixed-use employment center that includes commercial, office, light industrial and institutional uses. In order to fulfil the vision for redevelopment of rail in Turlock the TRMP proposes to provide the necessary framework to direct new development that respects the historic condition and context of the existing rail facilities and their adjacent properties.

The NVRRWP is estimated to create approximately 572 on-going jobs (this number does not include the project-related construction jobs) to an area that has a 17.2% unemployment rate.

Food Innovation and Commercialization Center

This project proposes to develop a collaborative project with Opportunity Stanislaus to construct the Turlock Food Product Innovation and

Commercialization Center (FoodPIC) that will offer incubator space, as well as marketing and development services to companies in the food processing industry pursuing new product lines.

This program is patterned after a similar program that was initiated by the faculty of the department of food science and technology in the College of Agricultural and Environmental Sciences and associates of the University of Georgia. It is internationally recognized for development of innovative food products and discovery, for implementation of cutting-edge science and technology, and for developing innovative food products. The program forms a strategic alliance with external marketing, technology, and engineering groups to help food companies take a new product from conception, through consumer research, formulation, prototyping, shelf-life analysis, and market launch.

The Center will field test products for both domestic and export purposes and will help support the growth of the region's agricultural cluster and help counter losses to manufacturing and other industries in central California.

The Food Innovation and Commercialization Center effort is estimated to create approximately 57 on-going jobs (this number does not include the project-related construction jobs) to an area that has a 12.2% unemployment rate and would be included in a low income census tract that is classified as a Food Desert.

Major Employers:

City of Turlock			
COMPANY OR ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
Foster Farms Poultry	1,484	MFG	Poultry Processor
Sensient Dehydrated Flavors	300	MFG	Food Processor
Mid-Valley Dairy	215	MFG	Dairy Products
Blue Diamond Growers	145	MFG	Nut Processor
Evergreen Packaging	126	MFG	Beverage Packaging
SupHerb Farms	120	MFG	Culinary Herbs & Blends
Turlock Unified School District	1,778	Non MFG	School District
Emanuel Medical Center	1,250	Non MFG	Health Care
CSU Stanislaus	1,020	Non MFG	Public University
City of Turlock	580	Non MFG	City Government
TID	438	Non MFG	Water & Electric Utility
Crimetek Security	400	Non MFG	Investigation & Security
WalMart	320	Non MFG	Retailer
Costco	300	Non MFG	Retailer
Covenant Retirement & Care	265	Non MFG	Nursing & Residential Care
Target	250	Non MFG	Retailer
Home Depot	150	Non MFG	Building Materials
Save Mart Supermarkets	133	Non MFG	Retail Grocer
Northern Refrigerated Transport	120	Non MFG	Freight Trucking
Raley's	110	Non MFG	Retail Grocer

WATERFORD

Michael Van Winkle, Mayor

Michael Pitcock, City Manager

209.874.2328



Introduction to City:

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.

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, even though it is not the smallest in population. This is partly due to the lower overall City per capita income, but is due mostly to the absence of attractive, local shopping destinations, where over \$90 million in sales tax leakage occurs. Other than the school employment, agriculture and gas stations are the main economic and employment drivers in the City.

The downtown has several vacant commercial properties due to absentee landlords and inability to find tenants. The downtown has recently been improved with an award-winning downtown renovation project. The improved downtown is hoping to draw new restaurants, antique shops, and other stores that can make it vibrant, attractive and an asset to the city as a whole. Several annual events draw several thousand visitors to the downtown and new tenants will benefit from these audiences.

Major Employers:

City of Waterford			
COMPANY OR ORGANIZATION	EMPLOYEES	CATEGORY	DESCRIPTIVE
Frazier Nut Farms	80	MFG	Walnut Grower/Processor
Montipelier Orchards	48	MFG	Almond Grower/Processor
Waterford Nut Company	48	MFG	Almond Grower/Processor
Roberts Ferry Nut Company	12	MFG	Almond Grower/Processor
Waterford Unified School District	285	Non MFG	School District
Valley IGA Plus	46	Non MFG	Retail Grocer
Waterford Child Development	22	Non MFG	Social Assistance
City of Waterford	15	Non MFG	City Government

STANISLAUS COUNTY

Jim DeMartini, Chairman of the Board of Supervisors
Jody Hayes, Chief Executive Officer
209.525.6333



Introduction to the County:

Stanislaus County is located in Central California within 90 minutes of the San Francisco Bay Area, the Silicon Valley, Sacramento, the Sierra Nevada Mountains and California's Central Coast. With approximately 532,000 people calling this area home, our community reflects a region rich in diversity with a strong sense of community.

Two of California's major north-south transportation routes (Interstate 5 and Highway 99) intersect the area and the County has quickly become one of the dominant logistics center locations on the west coast.

The County is home to a vibrant arts community with the world-class Gallo Center for the Arts, a symphony orchestra, and abundant visual and performing arts.

Stanislaus County is a global center for agribusiness, positioned by its mild Mediterranean climate, rich soils and progressive farming practices. The area is recognized internationally for agricultural innovation with wine, almonds, poultry, milk, cattle, and walnuts being some of our featured industries.

The County was established in 1854 and has a total land area of 1,494 square miles. Temperatures range from an average low of 38 degrees Fahrenheit in the winter to an average high of 85 degrees Fahrenheit during the spring and fall season. Temperatures move up into the 90's during the summer months with a low humidity and cooling evening breezes from the San Joaquin Delta.

Economy:

Stanislaus County is an international agri-business powerhouse. The value of agricultural commodities produced in 2015 was nearly \$3.9 billion. Almonds are the number one commodity at \$1.3 billion, followed by milk at \$647.8 million in value.

Farmers in Stanislaus County export more than 133 commodities to 109 countries around the world. Spain receives 10% of exports followed by Japan and Hong Kong at 9% with Germany and Turkey at 7% and South Korea at 6% of exports. Approximately 8,860 export certificates were issued in 2015 and 10,800 export certificates were issued in 2016.

Economic Development Initiative and Project:

Stanislaus County continues to work toward final CEQA certification and approvals for the development of the former military air facility at Crows Landing on the west side of Stanislaus County.

The project, the Crows Landing Industrial Business Park (CLIBP) consists of approximately 1,528 gross acres, of which 880 net acres are designated for industrial uses and have the potential to support approximately 15 million square feet of built inventory over the next several decades. The site is oriented toward I-5, with the nearest entrance located less than 2 miles from I-5.

Approximately 17,000 workers from the manufacturing, transportation, and wholesale sectors live within a 30-minute drive of the site. The CLIBP would provide residents of the market area (over 60,000 in the tri-county area) an alternative to traveling out of county at an even greater distance from their homes (as roughly 40% of employed workers living in the market area currently do). This project would provide the region's sizable unemployed/underemployed workforce a more convenient work site.

The local industrial real estate market continues to show steady signs of improvement demonstrating six consecutive quarters of positive net absorption.² In calendar year 2013, the Stanislaus and San Joaquin counties area absorbed approximately 5.9 million square net feet of industrial space. This is significantly higher than average annual absorption since 2008, which was approximately 2.4 million square feet per year. This corresponds with strong year-over-year employment growth in industries that demand industrial

² Absorption refers to the change in physically occupied space during a given time period. Net absorption can be positive or negative. An example is when a tenant moves into a new location (positive absorption) and vacates its former space (negative absorption). The net change is measured as the amount of new space less the amount of vacated space. If the new location is larger than the former location, there is positive net absorption. If the new location is smaller than the former, there is negative net absorption. AECOM CLIBP Market and Absorption Analysis September 22, 2014.

space. From a pricing perspective, we anticipate that vacancy rates will continue to decline and expect to see upward pressure on lease rates as well as higher prices for industrial land and buildings. This near-term strengthening in market conditions has been responsible for the re-emergence of speculative construction, built-to-suit spaces, and building expansion activity.

While the CLIBP site is oriented toward Interstate 5 (I-5), establishing a viable connection to I-5 is critical to CLIBP's success. Recent distribution development in the City of Patterson, 2.2 miles to the North, has established the corridor as a prime location for logistics use. The two strongest advantages offered by the proposed CLIPB are its potential to support opportunities for large building footprints and its potential to offer cost advantages. However, given the level of planned and proposed development in the regional pipeline, timing is critical to bring CLIBP to market.

Over the next 12 months, Stanislaus County will be seeking various funding opportunities to assist with critical infrastructure necessary to bring this significant jobs creating project on line. Phase IA estimates for initial infrastructure which include roadway improvements, wet and dry utilities and potable/non-potable water options are estimated at \$29.6 million dollars.



Currently, absorption analysis estimates that demand for CLIBP could range from approximately 250,000 to 350,000 square feet per year or 7.5 to 10.5 million total square feet over a 30-year period.

This absorption estimate translates to average annual development at CLIBP between 14 to 20 net acres per year assuming a 0.4 floor area ratio (FAR)³. Other uses, such as office use, were not included in the absorption estimate because these uses are unlikely to compose a significant component of future development at CLIBP. All indicators (regional trends) anticipate that planning for CLIBP absorption should utilize the mid- to high-growth scenario, which would suggest achievable (conservative) absorption of approximately 520 to 600 net acres over the next 30 years.

Phase 1A projects include:

- Traffic and Road Infrastructure
- Sewer backbone
- Potable and non-potable water backbone
- Stormwater management
- Dry utilities
- Airport planning

³ This FAR was selected by the County Project Team as a planning factor to estimate net land area associated with projected levels of industrial square feet demanded. Research suggests that FARs in the region typically range from 0.35 to 0.40.

Committee Recommendations

COMMITTEE RECOMMENDATIONS

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 US 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.

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 one of the counties in the State of California with a growing population. However, nearly one fourth (22.4%) of our adults 25+ years of age are without a High School Diploma and 18.2% of our population is in poverty. We need to focus on the future of our residents and their economic improvement. The 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 local and regional economies, the communities of Stanislaus will need to continue to diversify and strive to better prepare and develop the workforce with the skills and technology awareness to make locations attractive to new clusters and expanded, non-agricultural employment sectors.

Development Strategy: Goals and Priorities

First and foremost, the priority objective of this Comprehensive Economic Development Strategy (CEDS) strategic effort is to inspire and facilitate future investments in infrastructure – both physical and human so as to 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 CEDS, to continue an alignment of efforts with those identified in the broader eight county economic development strategic efforts. To that end, development goals and priorities are consistent with regional objectives and include:

- **Encourage and support new business innovation and entrepreneurs;**
- **Promote the region as a tourism destination;**
- **Encourage the further development of a vibrant ag-based economy looking for ways to add new products, generate food and beverage innovation, and promote our products and services;**
- **Develop specialized education including higher education, career technical education, and workforce development;**
- **Support the development of college level program infrastructure to provide opportunities for students to learn and stay here;**
- **Enhance goods movement transportation projects that build capacity while increasing safety, decreasing congestion, improving air quality and promoting economic development;**
- **Develop wet and dry utility infrastructure to increase business development interest;**
- **Participate in the development of comprehensive regional water planning;**
- **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 development process over the next performance and implementation cycle. It is the intention of the Stanislaus Economic Development Action Committee to continue to review this strategy, themes and projects on an annual basis moving forward.

APPENDIX A

Stanislaus Layoffs 2005 - 2016		Total	8,216	
Year	Company	Product/Service	Job (-)	City
2016	SPX FLOW, Inc.	Food Manufacturing	8	Modesto
2016	Sutter Central Valley Hospitals dba	Healthcare	96	Modesto
2016	CST California Stations, Inc.	Retailer	7	Oakdale
2016	American Medical Response	Healthcare Services	8	Modesto
2016	DCS Facility Services	Social Services	11	Modesto
2016	Sutter VNA & Hospice	Healthcare Services	14	Modesto
2016	BlueScope Buildings North America	Manufacturing	51	Turlock
2015	Suchman, LLC	Professional Services	21	Modesto
2015	Centrex	Construction	163	Modesto
2015	Scarbrough Management Corp.	Retail (Burger King)	177	Modesto
2015	Olam West Coast	Food Manufacturer	65	Modesto
2015	AM2T	Metal Manufacturer	32	Riverbank
2015	Medic Alert	Health Care Monitoring	31	Turlock
2014	AQH	Data Processing	10	Riverbank
2013	Sam's Food City	Retailer	70	Modesto & Turlock
2013	Zacky Farms	Agriculture	9	Various
2013	Memorial Medical Center	Healthcare	114	Modesto
2013	SaveMart	Retailer	TBD	Modesto
2013	Blockbuster	Entertainment	20	Modesto
2013	International Paper	Packaging	136	Modesto SOI
2013	Oak Valley Hospital	Healthcare	20	Oakdale
2013	Post Foods	Food Processing	140	Modesto
2013	Repsco	Plastic Slipsheets/Pallets	9	Riverbank
2013	Hormel	Food Processing	163	Turlock
2012	CVS Caremark	Distribution Center	103	Patterson
2012	Dawn Food Products	Food Processing	265	Modesto SOI
2012	Hostess Brands	Bakery	23	Modesto
2012	Raley's	Retailer	71	Modesto
2012	Patterson Vegetable Company LLC	Food Processing	526	Patterson
2012	Xpal Power	Portable Power Products	6	Modesto
2012	MV Transportation	Transportation	114	Modesto
2012	United Rentals	Back Office	29	Oakdale
2012	Richland Market	Retailer	35	Ceres
2012	Mi Pueblo Food Center	Retailer	85	Modesto
2012	Emanuel Medical Center	Health Care	24	Turlock
2011	Conifer Revenue Cycle	Call Center	100	Modesto
2011	John B. Sanfilippo & Son	Food Processing	19	Modesto SOI
2011	State Farm Insurance	Insurance	10	Modesto
2011	Buy-Rite Thrift Store	Retailer	75	Modesto
2011	Raley's	Retailer	60	Ceres
2011	Valley Heart Associates	Health Care	58	Modesto
2010	Angelica Textile Services	Laundry Services	211	Turlock
2010	First Transit	Transportation	120	Modesto
2010	Kindred Hospital	Hospital	127	Modesto
2010	Stellar Relay	Call Center	147	Salida
2010	Trim Masters	Automotive Parts	186	Modesto SOI
2010	NI Industries	Ammunition Plant	15	Riverbank
2010	Valley Fresh, Inc	Poultry Processing	163	Turlock
2010	Xanodyne Pharmaceuticals	Drugs	1	Modesto
2009	Mervyn's LLC	Retailer	89	Turlock
2009	Circuit City Stores	Retailer	53	Modesto
2009	Crossmark Home Improvement Services	Merchandising Services	10	Modesto

2009	Gottschalks Inc.	Retailer	256	Modesto
2009	Modesto Cal Fruit	Food Processing	77	Modesto
2009	CDG Management/Civic Development Group	Call Center	105	Modesto
2009	NI Industries	Ammunition Plant	33	Riverbank
2009	Servicecraft Logistics LLC	Logistics	21	Modesto SOI
2009	Trim Masters	Automotive Parts	83	Modesto SOI
2009	Varco Pruden Buildings	Metal Buildings	53	Turlock
2009	Gallo Glass	Manufacturing	45	Modesto SOI
2009	County Bank	Bank	30	Modesto
2009	Hazel's Fine Dining	Restaurant	10	Modesto
2009	Modesto Steam Laundry	Cleaning Services	19	Modesto
2009	Blockbuster	DVD Rentals	9	Modesto
2009	Modesto Bee	newspaper	40	Modesto
2009	SaveMart	Supermarket	50	Modesto
2009	Modesto Bee`	newspaper	11	Modesto
2009	Modesto Flight Center	Transportation	10	Modesto
2008	Ace Hardware	Retailer	9	Modesto
2008	PennySaver	Newspaper	7	Modesto
2008	Crescent Jewelers	Jewelery Retailer	9	Modesto
2008	Brawley's RV	RV Sales	5	Modesto
2008	Ethan Allen`	Furniture Store	15	Modesto
2008	Enterprise Rent-A-Car	Car Rentals	8	Modesto
2008	Stanislaus Co. Child Support Services	Govt.	21	Modesto SOI
2008	Curt Hughes Generation Motors	New Cars	50-99	Modesto
2008	CA Fraternal Orer of Police Fundraising	Charity	103	Modesto SOI
2008	Sacramento Bldg Products	Construction Supplies	65	Modesto
2008	Hischier Nursery	Nursery	10	Modesto
2008	Addus Health Care	Health Care & Social Assist	12	Modesto
2008	American Auto Assn	Home & Vehicle Insurance	10	Modesto
2008	Westland Technologies	Rubber Products Mfg	3	Modesto SOI
2008	Skywest Airlines	Air Travel	4	Modesto
2008	Alliance Motor & Transmission	Auto Service Repair	5	Modesto
2008	North American Title Co.	Title Company	5	Modesto
2008	The Yard Lumber & Fence	Building Materials Retailer	20	Modesto SOI
2008	Special Days Bridal & Tuxedo	Bridal Retailer	20	Modesto
2008	Tony Roma's	Restaurant	41	Modesto
2008	Scrambl'z Country Kitchen	Restaurant	20	Modesto
2008	Calvary Temple Academy	Private School	32	Modesto
2008	Stanislaus County Building Permit	Govt	9	Modesto
2008	Wachovia Mortgage	Finance	5	Modesto
2008	Aqua Shi	Restaurant	10	Modesto
2008	Stanislaus County Library	Library	94	Countywide
2008	Compass Maps	Cartography	17	Modesto
2008	Michotti's Marketplace	Supermarket	25	Modesto
2008	Kraft Foods	Kool-Aid	65	Modesto
2008	Hammetts Womens Wear	Retailer	5	Modesto
2008	Indalex, Inc.	Extruded Aluminum	139	Modesto SOI
2008	Kindred Hospital	Hospital	75	Modesto
2008	Mervyn's LLC	Retailer	104	Modesto
2008	Patterson Vegetable Company LLC	Food Processing	20	Patterson
2008	People First Rehabilitation	Health Care	2	Modesto
2008	Richland Markets	Retailer	60	Modesto
2008	Linens 'n Things	Retailer	25	Modesto
2008	Stellar Nordia	Call Center	237	Riverbank
2008	Modesto Bee	Newspaper	172	Modesto
2007	Lactalis USA	Cheese Mfg	94	Turlock

2007	Patterson Frozen Foods	Frozen Food Processing	633	Patterson
2007	US Postal Service	Encoding Services Center	350	Modesto
2007	CompUSA	Computers	35	Modesto
2007	Levitz	Furniture Store	10	Modesto
2007	Mallard's	Restaurant	51	Modesto
2007	IHOP	Restaurant	38	Modesto
2007	Acapulco Restaurant	Restaurant	35	Modesto
2007	National City Mortgage	Home Loans	8	Modesto
2007	DeltaTRAK	Scientific Instrumentation	4	Modesto
2007	Planet Mitsubishi	Car Dealership	17	Modesto
2007	Owens Corning Homexperts	Home Finishers	35	Modesto SOI
2007	Hershey Co. (Total layoff number)	Candy Mfg	575	Oakdale
2007	Graham Packaging	Packaging	25	Oakdale
2007	Plyco	Vent Mfg	33	Waterford
2007	Alliance Title Co.	Title Company	30	Countywide
2006	Valley Fresh, Inc	Poultry Processing	200	Turlock
2006	California Fruit & Tomato Kitchen	Food Processing	200	Riverbank
2006	Signature Fruit, LLC	Food Processing	1,190	Modesto SOI
2006	Modesto Disposal Service	Waste Management	64	Modesto SOI
2006	Copeland Sports	Sporting Goods	49	Modesto
2006	Doctors Medical Center	Hospital	40	Modesto
2006	Northrup Grumman Technical Services, Inc. (US	Manufacturing	9	Modesto SOI
2005	Richland Markets	Retailer	50	Modesto
2005	Doctors Medical Center	Hospital	75	Modesto
2005	Modesto Tallow Co.	Tallow/Rendering	65	Modesto

Note - these lists are a partial view of some major expansions and downsizings in Stanislaus. They are not comprehensive. Information is from a variety of sources, including WARN Notices and press reports. May reflect midpoint of estimates.

APPENDIX B

Stanislaus Expansions 2005-2016		Total	6957	
Year	Company	Product/Service	Job (+)	City
2016	Stanislaus County	New Jail	32+	Modesto
2016	Flying J	Retailer	100	Patterson
2016	Amazon	Fulfillment Center	TBD	Patterson
2016	Don's RV	Retailer	TBD	Turlock
2016	Repsco	Plastic Slip Sheets	15	Riverbank
2016	Valley Milk	Dairy	TBD	Turlock
2016	E&J Gallo Winery	Winery	TBD	Modesto
2016	Oportun	Information Technology	25	Modesto
2015	Togo's	Restaurant	14	Oakdale
2015	Dollar General	Retailer	7	Oakdale
2015	Weinerschnitzel	Restaurant	TBD	Oakdale
2015	River Journey Adventures	Recreation	10	Oakdale
2015	Oakdale Kids Dentist	Dentist	3	Oakdale
2015	Bloomingcamp Ranch	Recreation	5	Oakdale
2015	Daily Harvest	Fulfillment Center	TBD	Modesto SOI
2015	Restoration Hardware	Distribution Center	400	Patterson
2015	CalCentral	Manufacturer	38	Modesto SOI
2015	dd's Discounts	Retailer	60	Turlock
2015	Grocery Outlet	Retailer	30	Turlock
2015	Dollar Tree	Retailer	20	Turlock
2015	Planet Fitness	Fitness Center	25	Turlock
2015	Buffalo Wild Wings	Restaurant	80	Turlock
2014	Pete's Joe & Snow	Restaurant	5	Oakdale
2014	Golden State Inspections	Home Services	4	Oakdale
2014	Wendy's	Restaurant	28	Oakdale
2014	Donaldson	Manufacturer	5	Riverbank
2014	Dick's Sporting Goods	Retailer	60	Turlock
2014	JoAnn Fabrics	Retailer	40	Turlock
2014	Hilmar Cheese	Powdered Milk	40	Turlock
2014	Blue Diamond	Almond Producer	200	Turlock
2014	Justice	Retailer	25	Turlock
2014	Maurice's	Retailer	25	Turlock
2014	Sprint	Retailer	30	Turlock
2014	Tilly's	Retailer	25	Turlock
2013	Blue Diamond	Almond Producer	100	Turlock
2013	Amazon	Fulfillment Center	350	Patterson
2013	Wal-Mart Supercenter	Retailer	320	Patterson
2013	Wal-Mart Neighborhood Market	Retailer	95	Turlock
2013	Central Valley Specialty Hospital	Healthcare	150	Modesto
2013	HealthSouth	Healthcare	100	Modesto
2013	Dollar General	Retailer	20	Ceres
2013	Pacific Southwest Container	Packaging Manufacturer	12	Modesto SOI
2013	Flower's Foods	Bakery	100	Modesto SOI
2013	Dollar General	Retailer	6	Newman
2013	AM2T	Metal Manufacturer	15	Riverbank
2013	AQH	Data Services	6	Riverbank
2013	Green Eyes Manufacturing	Recycled Plastic Lumber	5	Riverbank
2013	Intuitive Motion	Skateboard Manufacturer	5	Riverbank
2013	NxStage Security	Metal Door Manufacturer	5	Riverbank
2013	Dollar General	Retailer	6	Turlock
2013	InShape	Fitness Center	35	Turlock
2013	SDLG/Volvo	Equipment Dealer	4	Turlock
2012	Olive Garden	Restaurant	185	Turlock
2012	Ring Container Technologies	Plastic Container Mfg	24	Modesto

2012	Wal-Mart Neighborhood Market	Retailer	80	Modesto
2012	Grocery Outlet Bargain	Retailer	38	Oakdale
2012	Repsco	Plastic Pallets	10	Riverbank
2012	Duarte Nursery	Nursery	40	Hughson
2011	Maxx Value Foods	Retailer	35	Modesto
2011	Greens Market	Retailer	35	Modesto
2011	T3-Direct	Call Center	60	Modesto
2011	Dick's Sporting Goods	Retailer	60	Modesto
2011	Prime Shine	Car Wash	10	Modesto
2011	AE Biofuels	Ethanol Production	50	Keyes
2011	Sunflower Farmers Market (now Sprout's)	Retailer	80	Modesto
2011	Ross Dress For Less	Retailer	40	Modesto
2011	Golden Corral	Restaurant	150	Modesto
2011	Paeteria La Michoacana	Ice Cream	25	Modesto
2011	Aarons	Retailer	TBD	Oakdale
2011	U.S. Cold Storage	Refrigerated Storage/Distribution	15	Turlock
2011	Hobby Lobby	Retailer	35	Modesto
2011	W.W. Grainger	Distribution Center	150	Patterson
2010	Buffalo Wild Wings	Restaurant	160	Modesto
2010	Save Mart Supermarkets	Retailer	10	Modesto
2010	Walgreen's	Pharmacy	TBD	Oakdale
2009	Dawn Foods	Food Processing	100	Modesto SOI
2009	H&M	Retailer	50	Modesto
2009	Goodwill	Retailer	18	Modesto
2009	Kaiser Permanente	Hospital	650	Modesto
2009	99 Cents Only Store	Retailer	50	Modesto
2009	Forever 21	Retailer	150	Modesto
2008	HPL Contract	Furniture Manufacturer	50	Patterson
2008	Westfalia Separator	Biotechnology Equipment	50	Patterson
2008	Sconza Candy Company	Candy Maker	130	Oakdale
2008	Coach/Coldwater Creek	Retailer	300	Modesto
2008	Cost Less Food Co.	Supermarket	75	Modesto
2008	Fresh & Easy Neighborhood Market	Supermarket	TBD	Modesto
2008	Absopure-Div of Plastipak	Bottled Water	10	Modesto SOI
2008	Premier Bakers	Hot Dog/Buns Bakers	10	Modesto SOI
2008	CVS	Pharmacy	20	Modesto
2008	JEOL Ltd.	Mass Spectrometers	5	Modesto SOI
2008	Wal Mart Supercenter	Retailer	350	Modesto
2008	CarMax	Retailer	90	Modesto
2008	SunOpta	Food Processing	100	Modesto SOI
2007	Patterson Vegetable Company	Food Processing	650	Patterson
2007	Uno Chicago Grill	Restaurant	140	Modesto
2007	Raley's	Retailer	125	Modesto
2007	Choice Lighting Co.	Retailer	7	Modesto
2007	Fuddrucker's	Restaurant	15	Modesto
2007	Foster Farms Dairy	Food Processing	35	Modesto
2007	Royal Robbins	Clothing	50	Modesto
2007	Fiscalini Cheese Co.	Food Processing	10	Modesto SOI
2007	5.11 Tactical	Clothing Manufacturer	249	Modesto SOI
2007	Save Mart Supermarkets	Retailer	90	Riverbank
2007	Dairy Farmers of America	Dairy Products	7	Hughson
2007	Tractor Supply	Retailer	TBD	Oakdale
2006	Home Depot	Retailer	175	Riverbank
2006	Longs Drug	Distribution Center	470	Patterson
2006	Fastenal	Distribution Center	150	Modesto SOI
2006	Grocery Outlet	Retailer	49	Modesto
2006	Just Tomatoes, Etc	Food Processing	75	Westley
2006	Plastipak Packaging	Plastic Container Mfg	50	Modesto SOI
2006	Kohls	Distribution Center	104	Patterson

2005	Food 4 Less	Retailer	125	Ceres
2005	Piranha Produce	Distribution Center	100	Keyes
2005	American Medical Response, Inc.	Emergency Response	120	Modesto SOI
2005	Home Depot, Inc.	Retailer	200	Ceres
2005	Kohl's Corp.	Distribution Center	100	Patterson
2005	Target	Retailer	200	Riverbank

Information is from a variety of sources, including estimates, press reports and averages. May reflect midpoint of estimates.

APPENDIX C

StanCOG 2016 Regional Transportation Plan Tier I ROADWAY Projects

Project Details						Purpose/Need				
Location	Project Limits	Description	Total Cost	Construction Year	Funding Source	System Preserv.	Capacity Enhance.	Safety	Oper.	Alt. Mode
Regional Projects										
SR-132	SR-132 Connectivity to SR-99	Construct a 4 lane expressway from SR-99 to Dakota Ave. Construct full I/C at SR-132W & SR-99, including improved intersections on SR-132/E/D St., construct extensions of 5th and 6th St. couplets (Maze Blvd to SR-132E/D, and construct a full SR-132 E I/C).	\$335,009,300	2028	Local, STIP, IIP, Demo		x		x	
SR-99	Keyes Rd to Taylor Rd	Construct Auxiliary Lane	\$6,226,600	2025	STIP, IIP, RSTP, CMAQ				x	
SR-99	Taylor Rd to Monte Vista Ave	Construct Auxiliary Lane	\$6,520,300	2025	STIP, IIP, RSTP, CMAQ				x	
SR-99	Monte Vista Ave to Fulkerth Rd	Construct Auxiliary Lane	\$6,461,600	2025	STIP, IIP, RSTP, CMAQ				x	
SR-99	Fulkerth Rd to West Main Ave	Construct Auxiliary Lane	\$6,402,900	2025	STIP, IIP, RSTP, CMAQ				x	
SR-99	San Joaquin County Line to Mitchell Rd	Install Ramp Metering Improvements including Intelligent Transportation Systems (ITS)	\$15,758,300	2028	STIP, IIP, RSTP, CMAQ				x	
SR-99	Mitchell Rd to Merced County Line	Install Ramp Metering Improvements including Intelligent Transportation Systems (ITS)	\$3,097,400	2033	STIP, IIP, RSTP, CMAQ				x	
Total Regional (Roadways)			\$379,476,400							
City of Ceres										
Various Locations	ITS Signal Synchronization	Install fiber optic and signal interconnect cables and associated conduit. Install of CCTV Cameras.	\$533,600	2015	CMAQ				x	
Morgan Rd and Central Ave	(Morgan/Aristocrat & Central/Pine/Industrial)	Construct Roundabouts and Intersection Reconfiguration	\$67,700	2016	CMAQ			x	x	
Whitmore Ave.	Whitmore and Morgan Intersection Improvements	Intersection improvements	\$437,100	2016	PFF/CMAQ			x	x	
Various Locations	ITS Signal Synchronization, Phase II	Install fiber optic and signal interconnect cables and associated conduit.	\$583,000	2017	CMAQ				x	
Various Locations	Traffic Signal Synchronization Improvements	Improvements to the City's traffic signal system along the main corridor.	\$427,600	2017	CMAQ			x	x	
Morgan Rd	Service Rd & Morgan Rd	Install Traffic Signal	\$347,800	2018	PFF/CMAQ			x	x	
Crows Landing Rd	New Industrial St	Install Traffic Signal	\$262,200	2020	PFF			x	x	
SR-99	Mitchell Rd/Service Rd	Construct New Interchange - Phase I	\$122,987,400	2020	PFF / RSTP/ Other		x			
Morgan Rd	7th St to Grayson Rd	Widen from 2 to 4 lanes	\$938,700	2020	PFF		x			
Whitmore Ave	Mitchell Rd to Faith Home	Widen from 2 to 4 lanes	\$1,072,500	2020	PFF		x			
Crows Landing Rd	Crows Landing Rd & A Street	Install Traffic Signal	\$430,500	2020	WLSP/PFF			x	x	
Whitmore Ave	Ustick Rd to Blaker Rd	Widen from 2 to 4 lanes	\$1,621,200	2022	PFF		x			
Grayson Rd	Grayson Rd & Morgan Rd	Install Traffic Signal	\$1,075,200	2023	CMAQ, PFF			x	x	
Hatch Rd	Hatch Rd & Faith Home Rd	Install Traffic Signal	\$484,500	2024	CMAQ, PFF			x	x	
Central Ave	Hatch Rd to Grayson Rd	Widen from 2 to 4 lanes	\$8,361,100	2025	PFF		x			
Mitchell Rd	River Rd to Service Rd	Widen to 6 lanes	\$9,146,800	2025	PFF		x			
Crows Landing Rd	Crows Landing Rd & Grayson Rd	Install Traffic Signal	\$499,100	2025	CMAQ, PFF			x	x	
Service Road	Service Road & Ustick	Install Traffic Signal	\$499,100	2025	WLSP/PFF			x	x	
Roeding Rd	Roeding Rd & Faith Home Rd	Install Traffic Signal	\$499,100	2025	CMAQ, PFF			x	x	
Whitmore Ave	Whitmore Ave. @ E Street	Install Traffic Signal	\$499,100	2025	WLSP/PFF			x	x	
Whitmore Ave	Whitmore Ave & Boothe Rd	Install Traffic Signal	\$514,000	2026	CMAQ, PFF			x	x	
Whitmore Ave	Whitmore Ave. @ Knox Rd	Install Traffic Signal	\$545,300	2028	WLSP/PFF			x	x	
Central Ave	Redwood Rd & Central Ave and Grayson Rd & Central Ave	Install Traffic Signals	\$1,268,400	2030	PFF			x	x	
Hatch Rd	Herndon Rd to Faith Home Rd	Install Complete Street Improvements	\$27,086,200	2030	PFF		x	x		
Service Rd	Ustick Rd to Central Rd	Install Complete Street Improvements	\$34,650,200	2030	PFF		x	x		
Crows Landing Rd	Crows Landing Rd & B Street	Install Traffic Signal	\$578,500	2030	WLSP/PFF			x	x	
Ustick Rd	Ustick Rd & F Street	Install Traffic Signal	\$578,500	2030	WLSP/PFF			x	x	
Whitmore Ave	Whitmore Ave. and Ustick Rd	Install Traffic Signal	\$578,500	2030	WLSP/PFF			x	x	
Various Locations	Various Locations	Signal & ITS Improvements	\$3,353,200	2035	CMAQ			x	x	
Various Locations	Various Locations	Reconstruct Major Streets (Annual Basis)	\$19,175,400	2035	RSTP	x				
Crows Landing Rd	Service Rd to Grayson Rd	Widen from 2 to 4 lanes	\$2,980,100	2035	PFF		x			
Ustick Rd	Ustick Rd & C Street	Install Traffic Signal	\$670,700	2035	WLSP/PFF			x	x	
Whitmore Ave	Whitmore Ave & Faith Home Rd	Install Traffic Signal	\$670,700	2035	CMAQ, PFF			x	x	
Ustick Rd	Ustick Rd & G Street	Install Traffic Signal	\$777,500	2040	WLSP/PFF			x	x	
Grayson Rd	Ustick Rd to Central Ave	Widen from 2 to 4 lanes	\$2,889,600	2040	PFF		x			
Total City of Ceres (Roadways)			\$247,090,100							
City of Hughson										
Various Locations	Various Locations	Various Intersection Improvements	\$39,000	2015 - 2035	RSTP, CMAQ			x	x	
Locust St	Orchard Lane to Euclid Ave	Add 2nd lane to a 2-lane Minor Collector	\$424,200	2024	RSTP, Dev. Impact Fees		x			
7th St	Whitmore Ave to Santa Fe Ave	Improve to 2-lane Major Collector	\$2,288,100	2030	RSTP, Dev. Impact Fees		x			
Tully Rd	Santa Fe Ave to Whitmore Ave	Improve to 2-lane Arterial	\$425,300	2014	RSTP		x			
Santa Fe	7th Street to Hatch Road	Roadway Rehabilitation	\$479,700	2019	RSTP, Prop. 42	x				

APPENDIX C

Project Details						Purpose/Need				
Location	Project Limits	Description	Total Cost	Construction Year	Funding Source	System Preserv.	Capacity Enhance.	Safety	Oper.	Alt. Mode
Euclid Ave	Hatch Rd to Whitmore Ave	Install Complete Street Improvements	\$2,630,400	2022	Dev. Impact Fees		x	x		
Various Locations	Various Locations	Roadway Rehabilitation	\$242,400	2015-2035	RSTP	x				
Total City of Hughson (Roadway)			\$6,529,100							
City of Modesto										
SR-132 West	State Route 99 to Dakota Ave	Construct a new 4 lane expressway from SR-99 to Dakota Ave (Phase 1A of the SR-132 Connectivity to SR-99 Project- Reference: 2014 RTP Project ID - RE 01).	\$59,084,900	2018	STIP, CFF, RSTP		x			
SR-99	Kiernan Avenue (SR-219) to SR-132	Widen from 6 to 8 lanes	\$50,670,900	2020	STIP, PFF, IIP		X			
10th and J Streets	10th & J St. Corridor	Pedestrian & Bike Enhancements	\$3,167,000	2020	CMAQ					x
Briggsmore Ave	Tully Rd to Oakdale Rd	Widen from 4 to 6 lanes	\$31,669,300	2020	CFF		x			
Brink Rd	Paralleling SR-99 to Murphy Rd & Carpenter	Install Complete Street Improvements	\$15,201,300	2020	CFF, DEVELOPER		x	x		x
Carpenter Rd	Paradise Rd to Maze Blvd (SR-132) (Priority #1)	Install Complete Street Improvements	\$19,001,600	2020	CMAQ, CFF		x	x		x
Claratina Ave	McHenry Ave to Coffee Rd	Widen from 2 to 6-lane Expressway	\$16,391,000	2015	RSTP, CFF		x			
Crows Landing Rd	SR-99 to 7th St	Widen from 2 to 4 lanes	\$7,342,700	2025	RSTP, CFF		x			
Dale Rd	Pelandale Ave to Kiernan Ave	Widen from 4 to 6 lanes	\$7,600,700	2020	RSTP, CFD		x			
Dale Rd	Pelandale Ave to Standiford Ave	Widen from 4 to 6 lanes	\$3,800,400	2020	RSTP		x			
Hwy 132	SR 99 to 9th Street	Various improvements	\$6,333,900	2020	STIP	x				
Oakdale Rd	Sylvan Ave to Claratina Ave	Widen from 2 to 6 lanes	\$7,600,700	2020	RSTP, CFF		x			
Roselle Ave	Sylvan Ave to Claratina Rd	Widen from 2 to 4 lanes	\$8,867,400	2020	RSTP, CFF		x			
Scenic Avenue	Coffee to Bodem	Safety Improvements	\$2,533,600	2020	RSTP			x		
SR-99	SR-99 & Briggsmore Interchange	PE and ROW (reconstruction to 8-lane Interchange)	\$12,667,800	2020	STIP		x			
SR-99	SR-99 & Briggsmore Interchange	Reconstruct to 8-lane Interchange	\$98,679,400	2035	STIP		x			
SR-99	SR-99 & Pelandale Interchange	Reconstruct to 8-lane Interchange - Phase II	\$5,835,000	2014	STIP, CFF					
Various Locations	Various Locations	Roadway Rehabilitation	\$130,405,800	2014-2040	RSTP	x				
Various Locations	Various Locations	Various intersection Improvements	\$52,164,000	2014-2040	CMAQ			x	x	
Total City of Modesto (Roadway)			\$539,017,400							
City of Newman										
SR-33	Yolo St to Sherman Pkwy	Install 4 Lane Arterial Roadway Improvements	\$4,753,100	2017	CFF, LTF, CMAQ, RSTP, Local		x			
SR-33	Sherman Pkwy to Stuhr Road	Install 4 Lane Arterial Roadway Improvements	\$4,298,600	2018	CFF, LTF, CMAQ, RSTP, Local		x			
Stuhr Road	CCID Canal to Highway 33	Install 4 Lane Arterial Roadway Improvements	\$8,117,200	2019	CFF, LTF, CMAQ, RSTP, Local		x			
SR-33	Yolo Avenue to Inyo Avenue	Install 4 Lane Arterial Roadway Improvements	\$3,689,700	2019	CFF, LTF, CMAQ, RSTP, Local		x			
Various Locations	Various Locations	Traffic flow and roadway improvements	\$2,459,800	2019	CFF, LTF, CMAQ, RSTP, Local			x	x	
Inyo Ave	Highway 33 to Canal School Rd	Install Collector Street improvements	\$7,751,800	2023	CFF, LTF, CMAQ, RSTP, Local		x	x		
Merced Avenue	Highway 33 to Canal School Rd	Install Collector Street improvements	\$3,965,100	2025	CFF, LTF, CMAQ, RSTP, Local		x	x		
Total City of Newman (Roadway)			\$35,035,300							
City of Oakdale										
D St	Rodeo to Stearns Rd	Install Complete Street Improvements	\$3,582,200	2018	CFF		x	x		
F St	Maag Ave to Stearns Rd	Widen Roadway to 5-lanes	\$4,152,800	2023	CFF, RSTP, Developer		x			
J St	Orsi Road to Stearns Road	Install Complete Street Improvements	\$3,460,600	2023	CFF, Developer		x	x		
Crane Road	North Crane to F St	Widen Roadway to 4-lanes	\$8,997,600	2023	CFF, Developer		x			
Orsi Rd	Sierra Rd to F St	Install Complete Street Improvements	\$3,460,600	2023	CFF, Developer		x	x		
Orsi Rd	Orsi Road and J St	Install Traffic Signal	\$692,200	2023	CFF, Developer			x	x	
Second Avenue	D Street to E Street	Roadway Rehabilitation	\$546,400	2015	RSTP, CMAQ, Grants	x				
Sierra Rd	5th St to Stearns Rd	Widen Roadways to 4-lanes	\$4,844,900	2023	CFF, RSTP		x			
South Yosemite Avenue	H Street to J Street	Widen northbound roadway to 2-lane road	\$819,600	2015	RSTP, CMAQ, LTF		x			
Stearns Rd	A St to F St	Widen Roadway to 4-lanes	\$2,076,400	2023	CFF, Developer		x			
Stearns Rd	F St to Sierra Rd	Widen Roadway to 4-lanes	\$2,768,500	2023	CFF, Developer		x			
Various Locations	Various Locations	Install Traffic Signals and Various Intersection Improvements	\$1,957,200	2018-2023	CMAQ			x	x	
Various Locations	Various Locations	Roadway Rehabilitation	\$1,957,200	2018-2023	RSTP, CMAQ, Prop 42	x				
Total City of Oakdale (Roadway)			\$39,316,200							
City of Patterson										
Sperry Ave	Ward Ave to Rogers Road	Widen to 4-lanes	\$11,255,100	2016	Dev. Fees, RSTP		x			

APPENDIX C

Project Details						Purpose/Need				
Location	Project Limits	Description	Total Cost	Construction Year	Funding Source	System Preserv.	Capacity Enhance.	Safety	Oper.	Alt. Mode
Sperry Ave Interchange	I-5 to Rogers Road	Signal and Off-Ramp Improvements at interchange. Widen Sperry Ave to 4 Lanes between Rogers Road and I-5.	\$17,505,100	2017	Dev. Fees, STIP, CMAQ, Local		x		x	
Sperry Ave	Ward Ave to SR-33	Install Complete Street Improvements	\$7,379,300	2019	Dev. Fees, RSTP		x	x		
Various Locations	Various Locations	Install Traffic Signals	\$17,008,800	2014-2030	Dev. Fees, CMAQ			x	x	
Various Locations	Various Locations	Roadway Rehabilitation	\$5,510,100	2014-2030	RSTP, CMAQ	x			x	
Total City of Patterson (Roadway)			\$58,658,400							
City of Riverbank										
Various Locations	Various Locations	Roadway Rehabilitation	\$2,694,200	2014 - 2023	RSTP, LTF, Gas Tax	x				
Pavement Management: Preventative Maintenance	Various Locations	Roadway Rehabilitation	\$14,469,900	2014-2038	RSTP, LTF	x				
SR-108	Jackson to BNSF Tracks	Widen roadway from 2-4 lanes	\$4,845,600	2023	RSTP, Dev. Fees/Traffic Impact Fees		x			
Patterson	Roselle Ave to Claus Rd	Install Complete Street Improvements	\$6,844,500	2029	RSTP, Dev. Fees/Traffic Impact Fees		x	x		
Roselle Avenue	Patterson to Claribel	Install Complete Street Improvements	\$4,311,400	2033	Dev. Fees/Traffic Impact Fees		x	x		
Claus Road	California to Claribel	Widen roadway from 2-4 lanes	\$1,895,700	2020	Dev. Fees/Traffic Impact Fees		x			
Claribel Rd	Claribel at Roselle	Signal improvements	\$162,200	2014	CMAQ			x	x	
Patterson Rd	Patterson at Roselle	Signal improvements with pedestrian crossings and sidewalks	\$1,307,000	2015	CMAQ			x	x	
Santa Fe Rd	Calendar at Santa Fe	Signal improvements	\$742,700	2014	CMAQ			x	x	
Patterson Rd	Patterson at Third	Signal improvements	\$450,300	2016	CMAQ			x	x	
Claus Road	Claus at California	Signal improvements	\$652,400	2021	CMAQ			x	x	
Patterson Rd	Patterson at Eighth	Signal improvements	\$403,200	2022	CMAQ			x	x	
Patterson Rd	Patterson at First	Signal improvements	\$933,500	2023	CMAQ			x	x	
Claus Rd	SR-108 at Claus	Signal improvements	\$1,688,300	2016	CMAQ			x	x	
Patterson Rd	Patterson at First	Railroad crossing improvements	\$396,600	2025	Dev. Fees/Traffic Impact Fees			x	x	
Patterson Rd	Patterson at Third	Railroad crossing improvements	\$286,500	2014	Dev. Fees/Traffic Impact Fees			x	x	
Patterson Rd	Patterson at Eighth	Railroad crossing improvements	\$303,900	2016	Dev. Fees/Traffic Impact Fees			x	x	
Patterson Rd	Patterson at Snedigar	Railroad crossing improvements	\$273,500	2016	Dev. Fees/Traffic Impact Fees			x	x	
Patterson Rd	Patterson at Terminal	Railroad crossing improvements	\$307,900	2020	Dev. Fees/Traffic Impact Fees			x	x	
Santa Fe Rd	First at Santa Fe	Install roundabout	\$346,100	2023	CMAQ			x	x	
SR-108	SR-108 at First Street	Install Congestion Management improvements	\$2,512,700	2021	CMAQ				x	
Total City of Riverbank (Roadway)			\$45,828,100							
City of Turlock										
SR-99	SR-99 & Fulkerth Rd	Reconstruct Interchange	\$12,667,800	2020	CMAQ, Dev. Fees, RSTP, STIP	x	x			
Fulkerth Rd	Tegner Rd to Dianne Dr	Widen from 2-lane to 4-lane Arterial with Class II bike facility and transit	\$580,400	2018	Dev. Fees, RSTP		x			
Monte Vista Ave	Olive Ave to Berkeley Ave	Install Median; Add one (1) lane with Class II bike facility	\$1,317,500	2020	Dev. Fees, RSTP		x		x	
Fulkerth Rd	Washington Rd to Tegner Rd	Widen from 2-lane to 4-lane Arterial with Class II bike facility	\$3,419,800	2018	Dev. Fees, RSTP		x			
Washington Rd	Linwood Ave to Fulkerth Rd	Widen from 2-lane to 4-lane Arterial with Class II bike facility and transit	\$2,176,400	2025	Dev. Fees, RSTP		x			
Tegner Rd	Linwood Ave to W. Main St	Construct new 2-lane Industrial Collector with Class II bike facility	\$434,600	2020	Dev. Fees, RSTP		x			
W. Canal Dr	SR-99 to Tegner Rd	Construct new 2-lane Collector with Class I bike facility	\$2,065,400	2016	Dev. Fees, RSTP		x			
N. Olive Ave	Tuolumne Rd to Tornell Rd	Widen from 2-lane to 4-lane Arterial with Class II bike facility	\$757,600	2020	Dev. Fees		x			
N. Olive Ave	Canal Dr to Wayside Rd	Widen from 2-lane to 4-lane Arterial with Class II bike facility and transit	\$852,600	2020	Dev. Fees		x			
N. Olive Ave	Wayside Dr to North Ave	Widen from 2-lane to 4-lane Arterial with Class II bike facility and transit	\$888,100	2020	Dev. Fees		x			
W. Linwood Ave	Walnut Rd to Lander Ave	Widen from 2-lane to 3-lane Collector with Class II bike facility and transit (West Ave. South to Lander)	\$615,700	2020	Dev. Fees, RSTP		x			
W. Linwood Ave	Walnut Rd to Washington Rd	Widen from 2-lane to 3-lane Collector with Class II bike facility	\$4,207,400	2025	Dev. Fees, RSTP		x			
W. Canal Dr	Washington Rd to Kilroy Rd	Construct new 2-lane Collector with Class I bike facility	\$2,507,600	2018	Dev. Fees, RSTP		x			

APPENDIX C

Project Details						Purpose/Need				
Location	Project Limits	Description	Total Cost	Construction Year	Funding Source	System Preserv.	Capacity Enhance.	Safety	Oper.	Alt. Mode
East Ave	Golden State Blvd to Daubenberger Rd	Widen from 2-lane to 4-lane Arterial with Class III bike facility from Minaret to S. Berkeley/Class II from S. Berkeley to Daubenberger and transit from Oak to S. Johnson	\$5,958,600	2030	Dev. Fees, RSTP		x			
Golden State Blvd	Taylor Rd to Monte Vista Ave	Complete 6-lane Boulevard with Class II bike facility and transit from Christoffersen to Monte Vista	\$3,310,100	2020	Dev. Fees, RSTP		x			
Golden State Blvd	Monte Vista Ave to Fulkerth Rd	Complete 6-lane Boulevard with Class II bike facility	\$2,869,300	2020	Dev. Fees, RSTP		x			
N. Kilroy Ave	W. Main St to W. Canal Dr	Construct new Collector	\$743,100	2025	Dev. Fees, RSTP		x			
Tegner Rd	Monte Vista Ave to Fulkerth Rd	Complete 2-lane Industrial Collector	\$674,300	2015	Dev. Fees, RSTP		x			
Tegner Rd	Fulkerth Rd to north of Pedretti Park	Construct new 2-lane Industrial Collector	\$995,700	2020	Dev. Fees, RSTP		x			
Taylor Rd	Tegner Rd to Golden State Blvd	Widen from 2-lane to 4-lane Collector with Class II bike facility	\$505,500	2020	Dev. Fees, RSTP		x			
S. Kilroy Ave	Spengler Way to W. Linwood Ave	Construct new Industrial Collector	\$934,000	2025	Dev. Fees, RSTP		x			
Taylor Rd	Golden State Blvd to SR-99	Widen from 2-lane to 4-lane Arterial with Class II bike facility	\$139,600	2025	Dev. Fees, RSTP		x			
Tegner Rd	W. Main St to Fulkerth Rd	Construct new 2-lane Industrial Collector with Class II bike facility	\$2,795,800	2020	Dev. Fees, RSTP		x			
Various Locations	Various Locations	Install Traffic Signals and Various Intersection and Synchronization Improvements	\$4,105,100	2014 - 2025	CMAQ, Dev. Fees			x	x	
SR-99	Lander Ave (SR-165) to S. City Limits	Construct New Interchange	\$35,785,000	2028	CMAQ, Dev. Fees, STIP		x			
SR-99	W. Main St	Construct New Interchange	\$19,091,000	2025	CMAQ, Dev. Fees, STIP		x			
SR-99	Taylor Rd	Reconstruct existing Interchange	\$7,693,700	2025	CMAQ, Dev. Fees, STIP	x	x			
SR-99	Tuolumne Rd	Construct New Overpass	\$9,693,400	2018	CMAQ, Dev. Fees, STIP		x			
Washington Rd	Fulkerth Rd to Monte Vista Ave	Construct 4-lane Expressway with Class II bike facility and transit	\$2,674,000	2025	Dev. Fees, RSTP		x			
Golden State Blvd	Golden State Blvd & Taylor Rd	Widen Intersection from 2 to 4 lanes with bike improvements	\$2,690,400	2025	Dev. Fees, RSTP		x			
Various Locations	Various Locations	Roadway Rehabilitation	\$40,502,000	2014-2040	RSTP	x				
Total City of Turlock (Roadway)			\$173,651,500							
City of Waterford										
Various Locations	Various Locations	Traffic Signals, intersection improvements and other transportation enhancements	\$4,769,300	2014-2040	CMAQ, RSTP, HSIP			x	x	
Various Locations	Various Locations	Roadway Rehabilitation	\$14,158,800	2014-2040	RSTP	x				
Total City of Waterford (Roadway)			\$18,928,100							
Stanislaus County										
Various Locations	Various Locations	Roadway Rehabilitation	\$65,993,400	2014 - 2040	RSTP	x				
SR-99	SR-99 & Hammett Rd	Interchange Replacement	\$95,524,200	2015	STIP, PFF		x			
North County Corridor	Tully Rd to SR 120/108	Construct 2-6 Lane Expressway	\$380,031,100	2020	STIP, IIP, PFF		x			
McHenry Ave	McHenry Ave @ Stanislaus River Bridge	Seismic Bridge Replacement	\$21,493,000	2015	HBP, PFF	x	x	x		
Crows Landing Rd	Crows Landing Rd. & Grayson Rd	Install Traffic Signal	\$2,740,100	2018	CMAQ, PFF			x	x	
Santa Fe Ave & Terminal Ave	BNSF Railroad	Upgrade Railroad Crossings	\$656,800	2015	Section 130			x	x	
Geer-Albers	Milnes to Claribel	Widen to 3 lanes	\$4,111,900	2022	PFF		x			
McHenry Ave	Ladd Rd to Hogue Rd	Widen to 5 lanes	\$5,349,600	2018	STIP, PFF		x			
Crows Landing Rd	San Joaquin River Bridge	Seismic Bridge Replacement - 3-lane Bridge	\$17,653,500	2014	HBP/LSSRP, PFF	x	x	x		
Geer Rd	Geer Rd @ Tuolumne River Bridge	Seismic Bridge Retrofit	\$1,688,300	2014	HBP/LSSRP	x		x		
Hickman Rd	Hickman Rd @ Tuolumne River	Seismic Bridge Replacement	\$20,563,300	2018	HBP/LSSRP	x		x		
Hills Ferry Rd	Hills Ferry Rd @ San Joaquin River	Seismic Bridge Retrofit - Mandatory	\$7,800,500	2014	HBP/LSSRP	x		x		
Pete Miller Rd	Pete Miller Rd @ Delta Mendota Canal Bridge	Seismic Bridge Retrofit	\$2,049,000	2015	HBP/LSSRP	x		x		
Santa Fe Ave	Santa Fe Ave @ Tuolumne River Bridge	Seismic Bridge Replacement	\$27,057,300	2016	HBP/LSSRP, PFF	x	x	x		
Seventh St	Seventh St @ Tuolumne River Bridge	Seismic Bridge Replacement; 4 lane bridge with pedestrian access	\$35,666,400	2016	HBP	x	x	x		x
Claribel Rd	Claribel Rd & Coffee Rd	Install Traffic Signal	\$2,251,100	2014	CMAQ, PFF			x	x	
Crows Landing Rd	Crows Landing Rd & Keyes Rd	Install Traffic Signal	\$2,822,300	2019	CMAQ, PFF			x	x	
Crows Landing Rd	Crows Landing Rd & W. Main St	Install Traffic Signal	\$3,462,800	2015	CMAQ, PFF			x	x	
Crows Landing Rd	Crows Landing Rd & Fulkerth Ave	Install Traffic Signal	\$2,851,600	2021	PFF			x	x	
Claribel Rd	McHenry Ave to Oakdale Rd	Widen to 5 lanes	\$15,875,400	2014	STIP, PFF		x			
Kilburn Rd	Kilburn Rd @ Orestimba Creek Bridge	Replace Bridge (Critical)	\$6,292,900	2016	HBP	x		x		
Carpenter Rd	Crows Landing Rd & Carpenter Rd	Install Traffic Signal	\$3,251,100	2029	CMAQ, PFF			x	x	
Carpenter Rd	Carpenter Rd & Grayson Rd	Install Traffic Signal	\$3,305,700	2026	CMAQ, PFF			x	x	
Carpenter Rd	Carpenter Rd & Hatch Rd	Install Traffic Signal	\$1,791,100	2015	CMAQ, PFF			x	x	

APPENDIX C

Project Details						Purpose/Need				
Location	Project Limits	Description	Total Cost	Construction Year	Funding Source	System Preserv.	Capacity Enhance.	Safety	Oper.	Alt. Mode
Carpenter Rd	Carpenter Rd & Keyes Rd	Install Traffic Signal	\$3,612,300	2029	CMAQ, PFF			x	x	
Carpenter Rd	Carpenter Rd & W. Main St	Install Traffic Signal	\$3,359,800	2019	CMAQ, PFF			x	x	
Carpenter Rd	Carpenter Rd & Whitmore Ave	Install Traffic Signal	\$2,213,800	2016	CMAQ, PFF			x	x	
Central Ave	W. Main St & Central Ave	Install Traffic Signal	\$6,523,900	2018	CMAQ, PFF			x	x	
Claribel Rd	Claribel Rd & Roselle Ave	Install Traffic Signal	\$2,251,100	2014	CMAQ, PFF			x	x	
Geer Rd	Geer & Santa Fe	Install Traffic Signal	\$3,522,900	2018	CMAQ, PFF			x	x	
Geer Rd	Geer & Whitmore	Install Traffic Signal	\$3,262,000	2018	CMAQ, PFF			x	x	
Golden State Blvd	Golden State Blvd & Golf Rd / Berkeley Ave	Intersection Improvements	\$2,388,200	2015	CMAQ, PFF			x	x	
Santa Fe Ave	Santa Fe & Hatch Road	Install Traffic Signal; Upgrade Railroad Crossing Equipment	\$3,376,600	2014	CMAQ, PFF			x	x	
Santa Fe Ave	Santa Fe Ave & East Ave	Install Traffic Signal	\$3,612,300	2029	CMAQ, PFF			x	x	
Santa Fe Ave	Santa Fe Ave & Keyes Rd	Install Traffic Signal; Upgrade Railroad Crossing Equipment	\$4,537,800	2023	CMAQ, PFF			x	x	
Santa Fe Ave	Santa Fe Ave & Main St	Install Traffic Signal; Upgrade Railroad Crossing Equipment	\$4,405,700	2022	CMAQ, PFF			x	x	
Santa Fe Ave	Santa Fe Ave & Service Rd	Install Traffic Signal; Upgrade Railroad Crossing Equipment	\$4,537,800	2023	CMAQ, PFF			x	x	
Faith Home Rd	W. Main St & Faith Home Rd	Install Traffic Signal	\$3,176,500	2023	CMAQ, PFF			x	x	
Carpenter Rd	Whitmore Ave to Keyes Rd	Widen to 3 lanes	\$5,534,500	2016	PFF		x			
Carpenter Rd	Keyes Rd to Monte Vista Ave	Widen to 3 lanes	\$3,783,900	2018	PFF		x			
Carpenter Rd	Monte Vista Ave to W. Main St	Widen to 3 lanes	\$3,737,500	2020	PFF		x			
Claus Rd	Terminal Ave to Claribel Rd	Widen to 3 lanes	\$2,648,600	2024	PFF		x			
Crows Landing Rd	Keyes Rd to Monte Vista Ave	Widen to 3 lanes	\$2,459,800	2016	PFF		x			
Crows Landing Rd	Monte Vista Ave to W. Main St	Widen to 3 lanes	\$2,459,800	2016	PFF		x			
Crows Landing Rd	W. Main St to Harding Rd	Widen to 3 lanes	\$2,533,600	2017	PFF		x			
Crows Landing Rd	Harding Rd to Carpenter Rd	Widen to 3 lanes	\$3,091,100	2019	PFF		x			
Crows Landing Rd	Carpenter Rd to River Rd/ Marshall Rd	Widen to 3 lanes	\$1,425,800	2021	PFF		x			
Crows Landing Rd	River Rd/Marshall Rd to SR-33	Widen to 3 lanes	\$15,112,300	2024	PFF		x			
Geer-Albers	Taylor Rd to Santa Fe Ave	Widen to 3 lanes	\$4,550,600	2016	PFF		x			
Geer-Albers	Santa Fe Ave to Hatch Rd	Widen to 3 lanes	\$3,927,000	2017	PFF		x			
Geer-Albers	Hatch Rd to SR-132	Widen to 3 lanes	\$3,628,600	2019	PFF		x			
Geer-Albers	SR-132 to Milnes Rd	Widen to 3 lanes	\$10,696,400	2028	PFF		x			
McHenry Ave	Hogue Rd to San Joaquin County Line	Widen to 5 lanes	\$8,891,600	2014	STIP, PFF		x			
Santa Fe Ave	Keyes Rd to Geer Rd	Widen to 3 lanes	\$4,405,700	2022	PFF		x			
Santa Fe Ave	Geer Rd to Hatch Rd	Widen to 3 lanes	\$3,116,000	2024	PFF		x			
Santa Fe Ave	Hatch to Tuolumne River	Widen to 3 lanes	\$2,809,900	2026	PFF		x			
W. Main St	San Joaquin River to Carpenter Rd	Widen to 3 lanes	\$5,398,600	2020	PFF		x			
W. Main St	Carpenter Rd to Crows Landing Rd	Widen to 3 lanes	\$3,443,700	2016	PFF		x			
W. Main St	Crows Landing Rd to Mitchell Rd	Widen to 3 lanes	\$5,288,500	2016	PFF		x			
W. Main St	Mitchell Rd to Washington Rd	Widen to 3 lanes	\$3,783,900	2018	PFF		x			
SR-219	SR-99 to McHenry Ave	Widen to 6-lanes	\$41,527,100	2020	STIP		x			
SR-132 West	Dakota to Gates	Construct new 2-lane alignment on existing Right of Way	\$55,369,400	2020	STIP		x			
Cooperstown Rd	Cooperstown Road at Gallup Creek	Bridge Replacement - Off System Bridge Toll Credits	\$3,249,200	2018	HBP	x		x		
Cooperstown Rd	Cooperstown Road at Rydberg Creek	Bridge Replacement - Off System Bridge Toll Credits	\$3,313,000	2018	HBP	x		x		
Crabtree Rd	Crabtree Road at Dry Creek	Bridge Replacement - Off System Bridge Toll Credits	\$6,646,800	2017	HBP	x		x		
Gilbert Rd	Gilbert Road at Ceres Main Canal	Bridge Replacement - Off System Bridge Toll Credits	\$1,254,200	2017	HBP	x		x		
Pleasant Valley Rd	Pleasant Valley Road at South San Joaquin Main Canal	Bridge Replacement - Off System Bridge Toll Credits	\$2,325,200	2018	HBP	x		x		
Shiells Rd	Shiells Road over CCID Main Canal	Bridge Replacement - Off System Bridge Toll Credits	\$2,041,000	2018	HBP	x		x		
St. Francis	St. Francis Ave at MID Main Canal	Bridge Replacement - Off System Bridge Toll Credits	\$1,722,400	2018	HBP	x		x		
Tegner Rd	Tegner Road at Turlock Irrigation District Lateral #5	Bridge Replacement - Off System Bridge Toll Credits	\$2,586,100	2018	HBP	x		x		
Tim Bell Road	Tim Bell Road at Dry Creek	Bridge Replacement - Off System Bridge Toll Credits	\$15,482,400	2018	HBP	x		x		
Las Palmas	Las Palmas Ave over San Joaquin River	Bridge Replacement	\$24,221,700	2016	HBP	x		x		
Milton Road	Milton Road over Rock Creek Tributary	Bridge Replacement - Off System Bridge Toll Credits	\$830,200	2016	HBP	x		x		
Sonora Road	Sonora Road over Martells Creek	Scour Countermeasure	\$145,900	2016	HBP	x		x		
Faith Home Rd	Keyes Rd to Faith Home Rd Interchange	Construct new 4-lane Expressway	\$18,820,300	2024	PFF		x			
Faith Home Rd	Faith Home Rd Interchange to Service Rd including FHRD overcrossing of SR-99	Construct new 4-lane Expressway	\$19,630,400	2024	PFF		x			
Faith Home Rd	Service Rd to Hatch Rd	Construct new 4-lane Expressway	\$25,332,600	2024	PFF		x			
Faith Home Rd	Hatch Rd to Garner Viaduct	Construct new 4-lane Expressway	\$47,798,500	2024	PFF		x			
Faith Home Rd	Garner Rd to SR-132	Construct new 4-lane Expressway	\$12,463,800	2024	PFF		x			
Total Stanislaus County (Roadways)			\$1,168,550,700							
Total Tier I Roadway Costs			\$2,713,501,300							

APPENDIX C

Project Details						Purpose/Need				
Location	Project Limits	Description	Total Cost	Construction Year	Funding Source	System Preserv.	Capacity Enhance.	Safety	Oper.	Alt. Mode
Regional Planning										
Various Locations	Various Locations	Planning, Programming and Monitoring Activities	\$1,420,000	2014-2018	RSTP, STIP, FTA					
Total Regional (Planning)			\$1,420,000							