



Alameda County Business Dynamics

Draft Results (2)

Produced by
Haveman Economic Consulting
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Business Dynamics: Overview of Results

This document provides information on business dynamics in Alameda County. The following information is provided:

1. Tables decomposing employment changes into its constituent parts: moveins, move outs, births, deaths, expansions, and contractions.

This is presented both on an annual basis in the aggregate and on an average annual basis by industry.

2. A set of 3 graphs that illustrate the contents of the previous table. (See graph legends for details.)
3. Tables and charts illustrating the sources of Job Creation and Job Destruction in the regions.

Job Creation: the first chart illustrates the proportional contribution of births, expansions, and moveins to job creation in the region. The numbers are annual averages over the period.

A second chart illustrates the relative contributions to job creation of births and expansion broken out into those by establishments that are locally owned and those by establishments that are headquartered elsewhere.

Job Destruction: the third chart illustrates the proportional contribution of deaths, contractions and exits to job destruction in the region. The numbers are annual averages over the period.

These graphs are followed by a table that presents average annual contributions to job creation and job destruction by industry.

4. Tables illustrating the Top 15 firms moving in and moving out during the 1995-2009 period - as determined by employment levels.
5. Table 5 provides an indication by industry of the rate of employment and establishment moveins relative to moveouts in the region. The Total column is simply the sum of employment over all years. The next 4 columns present the ratio of moveins to moveouts in Alameda County relative to the same ratio for a set of other regions in the Bay area and CA (these regions are in the next set of tables) - for different time periods between 1995 and 2009. The final column provides the ratio for the entire period.

Tables 5a-5e provide for comparisons between the Alamedaratio of moveins to moveouts with other counties in California. There is one table for each period in Table 5.

6. A set of charts that indicate the top 5 employment trading partners for the region.

The first graph sorts all U.S. counties by the number of jobs that have moved FROM the region to that county.

The second graph sorts all U.S. counties by the number of jobs that have moved TO the region from that county.

Graphs 3 and 4 provide counts of imported and exported establishment for the same counties listed in graphs 1 and 2.

Graphs 5 and 6 provide an indication of the sizes of the establishments imported and exports for the same counties as are in the first two graphs.

Imported Jobs are jobs that moved into the region.

Exported Jobs are jobs that moved out of the region.

7. A set of six charts indicating the actions of multi-establishment firms, with particular emphasis on employment shares in Alameda.

Depicted in each chart is the share of employment among these firms that is located in the region (Alameda), the rest of California, and the rest of the United States in each year.

Chart 1 is for all headquarters that have establishments in the region in each year.

Chart 2 is similar to chart 1, but only includes employment related to firms that are headquartered in the region.

Chart 3 is similar to chart 1, but only includes employment related to firms that are headquartered in the California, but outside of the region.

Chart 4 is similar to chart 1, but only includes employment related to firms that are headquartered in the the United States, but outside of California.

Chart 5 is similar to chart 2, but only includes employment in Retail Trade.

Retail trade is an important driver of the decline in each region's share of employment in firms headquartered in Alameda.

Chart 6 is similar to chart 2, but only includes employment in Prof. Sci, and Tech industries.

Prof. Sci, and Tech industries is an important driver of the decline in each region's share of employment in firms headquartered in Alameda

8. Startup Activity - A table has been added to each of the regional sections of this memo that provides an index of Startup Activity by industry within the region. The index is fairly simple and reflects the proportion of establishments in each year that are new. It should be noted that not all new establishments are included. Only new independent establishments are included. A new McDonalds, or Walmart will not show up as a part of the Startup Activity index. Only those that are new and report themselves as their headquarters are included.

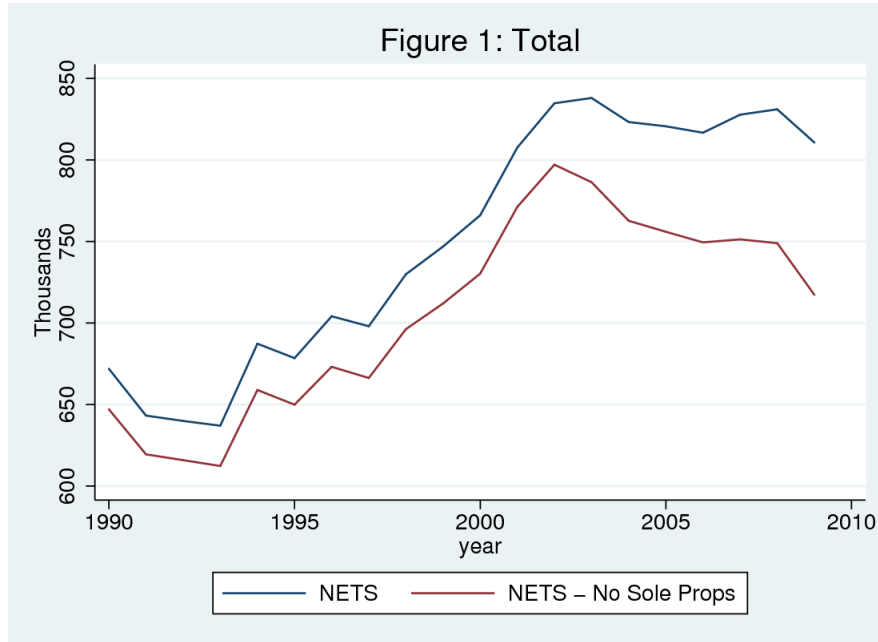
In these tables, the columns present data that are annual averages. The data are numbers of establishments and births each year, the fraction that new births are of the total number of establishments (Startup Activity) and the proportion of the new births that are still alive and in the region 5 years after their birth.

A second table is added to the Alamedasection. This table indicates the same Startup Activity information as in the table described above, but provides only aggregate numbers for each region, generally counties. This table helps to provide some perspective on Startup Activity in Alameda.

This table is replicated for Manufacturing, Information, Prof, Sci, and Tech, and Other Services.

Overall Business Dynamics: Alameda County

Employment Growth



Decomposing Employment Growth

Table 1: Aggregate Employment Decomposition - in January of each Year

Year	Employment	Move In	Move Out	Births	Deaths	Expand	Contract	Net Change Due to:		
								Moves	Births	Growth
1995	729,375	3,784	3,016	50,774	38,715	15,055	10,871	768	12,059	4,184
1996	737,834	7,171	4,759	33,576	35,558	21,266	14,196	2,412	-1,982	7,070
1997	744,774	4,905	2,699	46,550	47,588	26,022	20,206	2,206	-1,038	5,816
1998	768,303	6,427	4,307	38,128	38,272	40,558	18,965	2,120	-144	21,592
1999	782,762	8,122	3,665	35,602	42,993	34,179	17,248	4,457	-7,391	16,931
2000	816,406	7,423	3,444	49,925	37,839	37,174	20,309	3,979	12,086	16,865
2001	865,010	10,067	5,364	56,869	36,830	37,294	13,797	4,703	20,039	23,497
2002	905,331	13,730	5,021	70,158	51,141	40,548	28,172	8,709	19,017	12,376
2003	880,057	8,630	5,964	41,713	61,067	30,835	39,639	2,666	-19,354	-8,804
2004	857,234	6,540	8,053	33,607	50,001	21,793	26,491	-1,513	-16,394	-4,698
2005	851,204	7,754	7,959	30,192	50,371	41,402	27,393	-205	-20,179	14,008
2006	854,193	4,322	4,223	36,774	44,746	32,764	22,020	99	-7,972	10,744
2007	861,749	3,727	6,775	33,173	33,936	25,635	14,247	-3,048	-763	11,388
2008	862,039	3,374	4,688	30,142	39,555	24,173	13,306	-1,314	-9,413	10,867
2009	845,913	4,515	5,599	34,321	37,309	20,905	32,947	-1,084	-2,988	-12,042
Total	845,913	100,491	75,536	621,504	645,921	449,601	319,807	24,955	-24,417	129,794

Source: NETS 2009, Calculations by Haveman Economic Consulting

**Table 1a: Aggregate Employment Decomposition - by Industry
(Average Annual Figures)**

Industry	Employment	Move In	Move Out	Births	Deaths	Expand	Contract
Agriculture, Forestry, Fishing and Hunting	1,410	10	8	76	120	45	27
Mining	402	1	2	18	12	16	21
Utilities	2,980	10	2	60	150	39	32
Construction	42,836	470	314	2,191	2,269	2,088	1,110
Manufacturing	121,092	2,264	1,293	4,025	6,807	6,574	3,853
Wholesale Trade	57,078	712	529	2,556	3,770	2,201	1,288
Retail Trade	80,012	279	308	4,460	4,705	2,240	1,429
Transportation and Warehousing	30,500	224	140	1,896	2,435	944	983
Information	30,113	352	363	1,805	2,135	1,559	399
Finance and Insurance	39,718	244	227	1,759	1,851	1,233	1,454
Real Estate and Rental and Leasing	20,343	124	101	1,267	1,042	618	398
Professional, Scientific, and Technical Services	89,892	1,016	794	5,157	4,642	3,592	2,744
Management of Companies and Enterprises	498	25	11	48	29	27	26
Admin Support and Waste Mgmt Svcs	44,860	341	381	4,182	2,529	1,906	1,110
Educational Services	47,298	62	43	1,013	933	1,181	815
Health Care and Social Assistance	76,922	153	201	3,123	3,077	1,719	1,538
Arts, Entertainment, and Recreation	12,261	36	60	888	649	487	334
Accommodation and Food Services	42,414	150	85	2,173	1,880	732	720
Other Services (except Public Administration)	44,283	180	153	2,538	2,433	1,604	1,406
Public Administration	38,961	48	22	2,119	1,549	1,168	1,634
Other	274	0	0	80	41	0	0

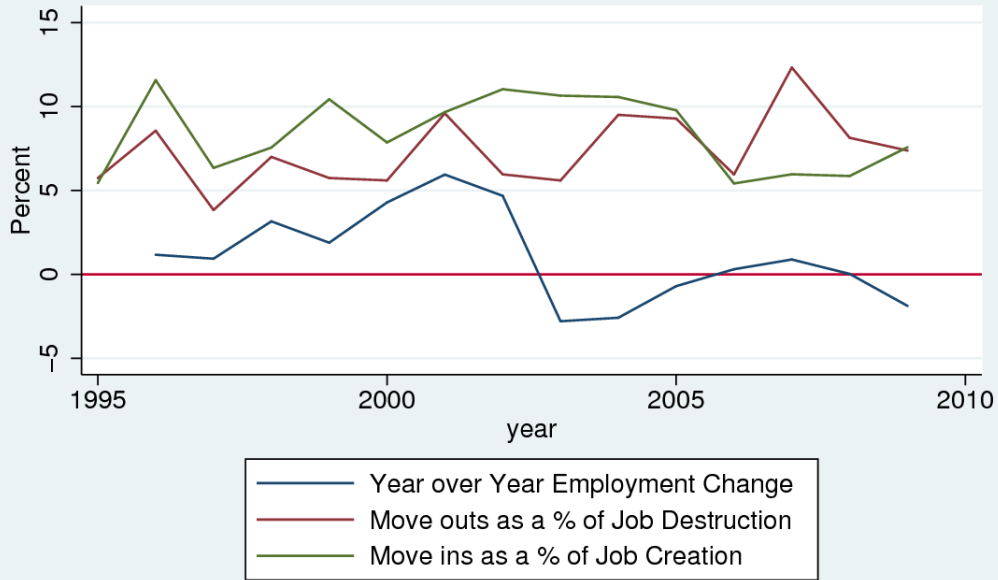
Source: NETS 2009, Calculations by Haveman Economic Consulting

**Table 1b: Aggregate Employment Decomposition - by Industry
(Average Annual Figures)**

Industry	Employment	Net Change Due to:		
		Moves	Births	Growth
Agriculture, Forestry, Fishing and Hunting	1,410	2	-45	18
Mining	402	-1	5	-5
Utilities	2,980	8	-90	7
Construction	42,836	155	-78	978
Manufacturing	121,092	971	-2,782	2,721
Wholesale Trade	57,078	183	-1,214	913
Retail Trade	80,012	-29	-245	811
Transportation and Warehousing	30,500	84	-540	-38
Information	30,113	-11	-331	1,160
Finance and Insurance	39,718	16	-92	-221
Real Estate and Rental and Leasing	20,343	24	225	220
Professional, Scientific, and Technical Services	89,892	222	514	848
Management of Companies and Enterprises	498	14	19	0
Admin Support and Waste Mgmt Svcs	44,860	-40	1,654	796
Educational Services	47,298	19	80	366
Health Care and Social Assistance	76,922	-48	46	182
Arts, Entertainment, and Recreation	12,261	-24	239	153
Accommodation and Food Services	42,414	65	293	12
Other Services (except Public Administration)	44,283	27	105	198
Public Administration	38,961	26	570	-465
Other	274	0	38	-0

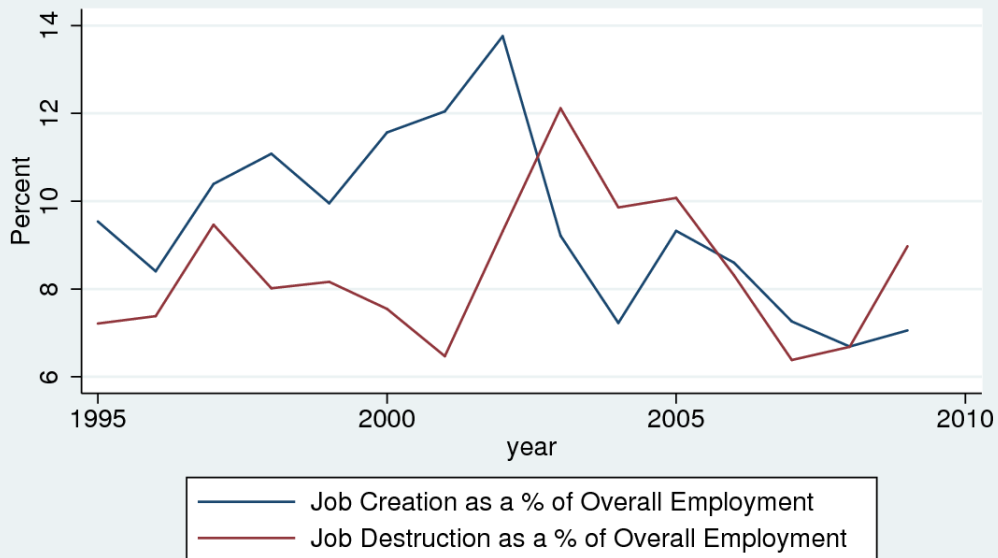
Source: NETS 2009, Calculations by Haveman Economic Consulting

Employment Change and Relocation in: Alameda All Industries



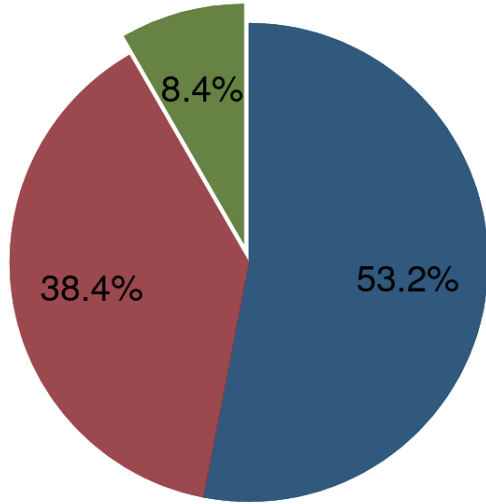
Source: NETS 2009, Calculations by Haveman Economic Consulting

Employment Churn in: Alameda All Industries



Source: NETS 2009, Calculations by Haveman Economic Consulting
Churn is defined as the percent change in employment due to job creation or destruction.

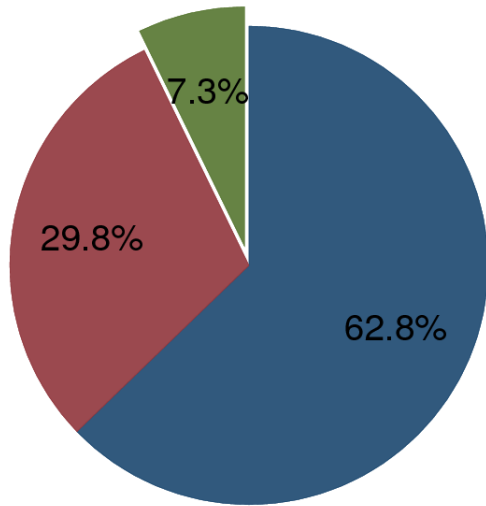
Job Creation in: Alameda
Average over period



Births Expansions Moves In

Source: NETS 2009, Calculations by Haveman Economic Consulting

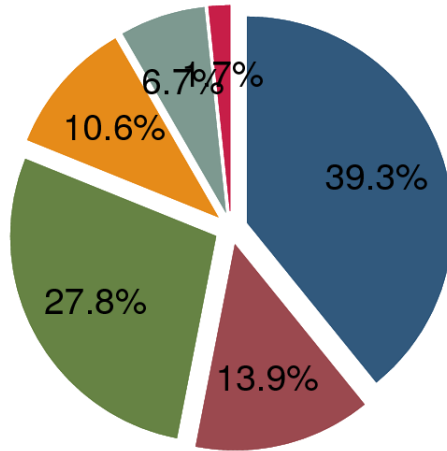
Job Destruction in: Alameda
Average over period



Deaths Contractions Moves Out

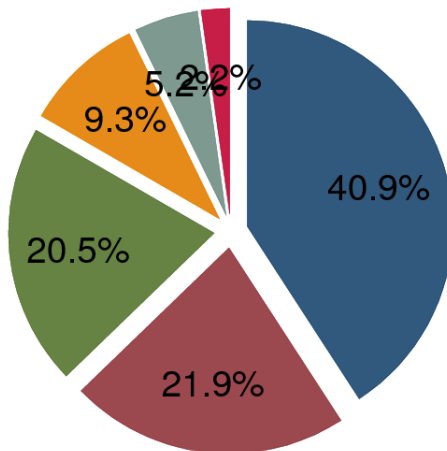
Source: NETS 2009, Calculations by Haveman Economic Consulting

Job Creation in: Alameda
Average over period



Source: NETS 2009, Calculations by Haveman Economic Consulting

Job Destruction in: Alameda
Average over period



Source: NETS 2009, Calculations by Haveman Economic Consulting

Table 2: Sources of Job Creation and Job Destruction - by Industry
(Average Annual Figures, % of Total)

Industry	Job Creation			Job Destruction			Job Churn	
	Births	Growth	Move In	Deaths	Contraction	Move Out	Creation	Destruction
Agriculture, Forestry, Fishing and Hunting	56.6	34.8	8.6	74.7	19.1	6.2	9.5	11.4
Mining	55.7	38.3	5.9	45.0	47.5	7.5	8.8	9.9
Utilities	54.6	39.6	5.8	71.4	26.8	1.8	3.6	6.6
Construction	47.5	42.8	9.7	61.2	29.7	9.1	11.2	8.8
Manufacturing	32.9	50.0	17.1	57.5	31.5	11.1	10.5	9.8
Wholesale Trade	46.9	40.2	12.8	66.9	23.6	9.5	9.5	9.8
Retail Trade	63.9	32.1	4.0	72.2	22.8	4.9	8.7	8.1
Transportation and Warehousing	59.8	32.0	8.2	67.2	28.0	4.8	9.8	11.7
Information	51.8	38.8	9.4	70.7	15.6	13.8	12.4	9.3
Finance and Insurance	59.6	32.9	7.5	63.6	27.3	9.1	8.1	9.4
Real Estate and Rental and Leasing	62.6	31.2	6.2	67.8	25.8	6.5	10.0	7.7
Professional, Scientific, and Technical Services	52.5	37.3	10.2	58.8	31.2	10.0	10.8	9.0
Admin Support and Waste Mgmt Svcs	62.8	31.4	5.8	64.4	26.2	9.4	14.1	9.2
Educational Services	45.1	52.4	2.4	48.6	48.4	2.9	4.8	3.7
Health Care and Social Assistance	61.6	35.4	3.0	64.8	31.1	4.1	6.5	6.3
Arts, Entertainment, and Recreation	60.6	36.6	2.8	64.1	29.1	6.7	11.5	8.5
Accommodation and Food Services	67.9	26.1	6.0	69.3	27.4	3.3	7.2	6.3
Other Services (except Public Administration)	57.4	38.4	4.2	64.7	31.4	3.9	9.7	9.0
Public Administration	58.0	40.6	1.4	51.7	46.8	1.5	8.4	8.5
Other	99.6	0.0	0.4	99.5	0.2	0.4	25.9	13.7
All Industries	53.2	38.4	8.4	62.8	29.8	7.3	9.5	8.4

Source: NETS 2009, Calculations by Haveman Economic Consulting

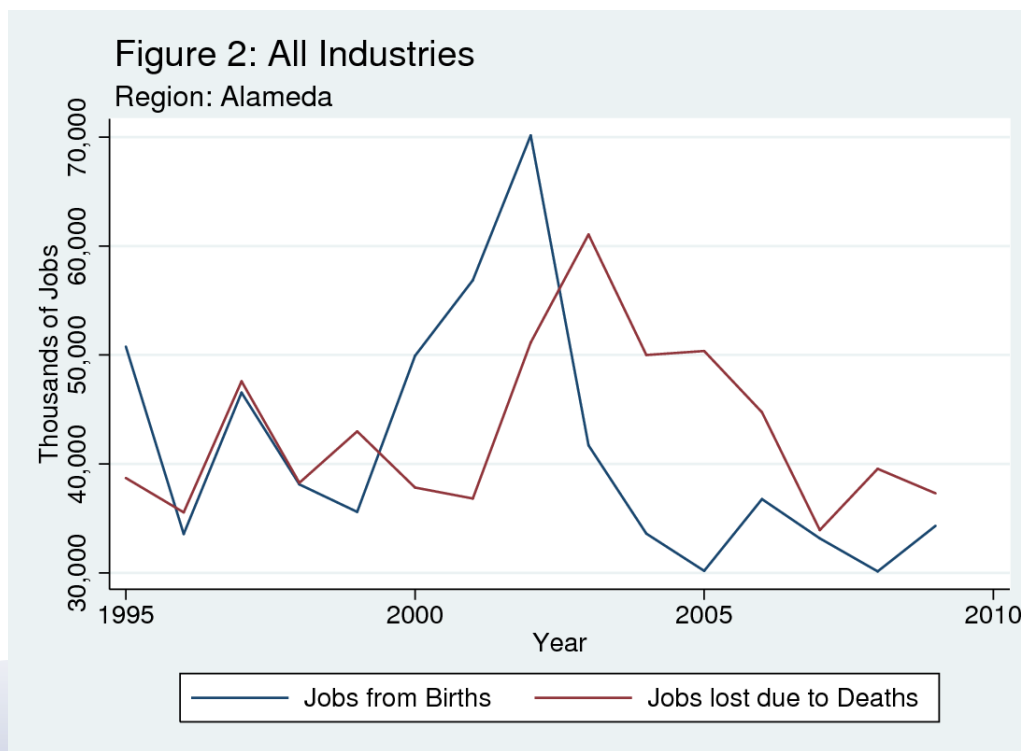


Figure 3: All Industries

Region: Alameda

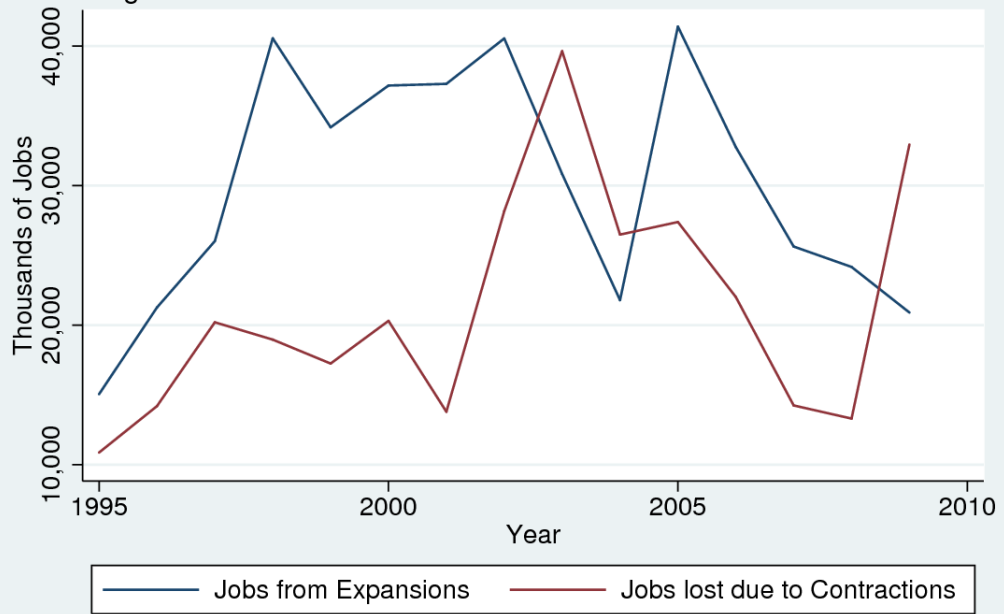


Figure 4: All Industries

Region: Alameda

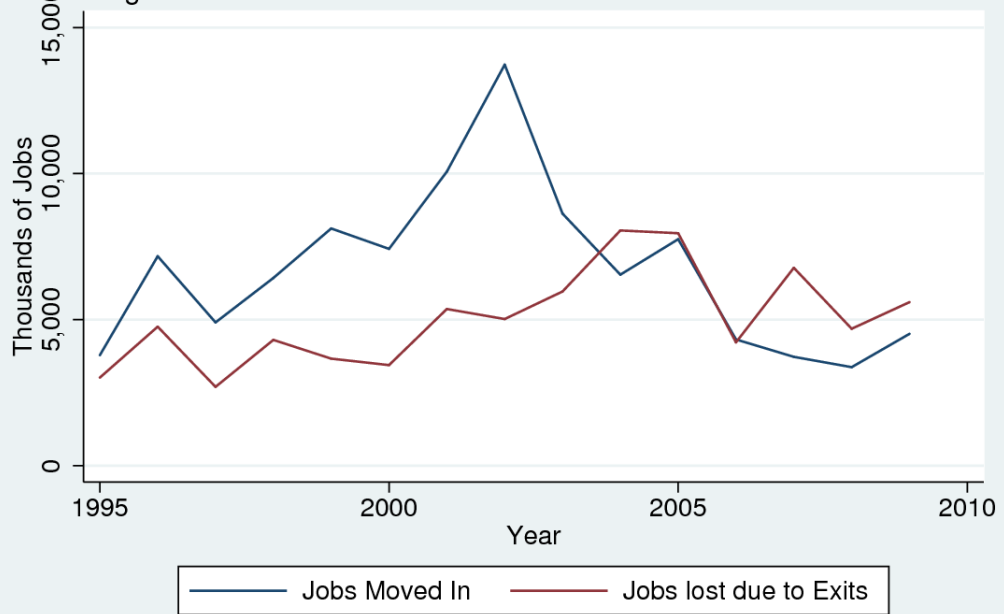


Table 3: Top 15 Move Ins

Year	Company	Industry	Employment	From (County):	To (City):
2002	Stats Chippac Inc	Manufacturing	3,600	Santa Clara	Fremont
2005	Lam Research Corporation	Manufacturing	2,000	Riverside	Fremont
2003	Read-Rite Corporation	Manufacturing	1,500	Santa Clara	Fremont
1999	Network Equipment Tech Inc	Manufacturing	900	San Mateo	Fremont
1996	Extron Contract Manufacturing	Manufacturing	850	Santa Clara	Fremont
1996	Hayward Sister Hospital	Health Care and Social Assistance	700	Sedgwick, KS	Hayward
2004	Honeywell-Measurex Intl Corp	Wholesale Trade	700	Santa Clara	Fremont
1999	Mektec International Corp	Manufacturing	530	Santa Clara	Fremont
2001	Chiron Diagnostics Corporation	Manufacturing	525	Norfolk, MA	Emeryville
2004	Zhone Technologies Inc	Manufacturing	500	Monmouth, NJ	Oakland
2009	Jamba Juice Company	Accommodation and Food Services	500	San Francisco	Emeryville
2001	Value Tel	Information	500	San Francisco	Oakland
2003	World Academy Art And Science	Other Services (except Public Administration)	490	Loudoun, VA	Albany
2002	Pixar	Information	460	Contra Costa	Emeryville
1999	Victron Inc	Manufacturing	450	Santa Clara	Fremont

Source: NETS 2009, Calculations by Haveman Economic Consulting

Table 3a: Top 15 Move Ins - NAICS 4 Description

Year	Company	Industry	Detailed Industry
2002	Stats Chippac Inc	Manufacturing	Semiconductor and Related Device Manufacturing
2005	Lam Research Corporation	Manufacturing	Semiconductor Machinery Manufacturing
2003	Read-Rite Corporation	Manufacturing	Other Electronic Component Manufacturing
1999	Network Equipment Tech Inc	Manufacturing	Telephone Apparatus Manufacturing
1996	Extron Contract Manufacturing	Manufacturing	Game, Toy, and Children's Vehicle Manufacturing
1996	Hayward Sister Hospital	Health Care and Social Assistance	General Medical and Surgical Hospitals
2004	Honeywell-Measurex Intl Corp	Wholesale Trade	Computer and Computer Peripheral Equipment and Software
1999	Mektec International Corp	Manufacturing	Bare Printed Circuit Board Manufacturing
2001	Chiron Diagnostics Corporation	Manufacturing	Surgical and Medical Instrument Manufacturing
2004	Zhone Technologies Inc	Manufacturing	Radio and Television Broadcasting and Wireless Communication
2009	Jamba Juice Company	Accommodation and Food Services	Snack and Nonalcoholic Beverage Bars
2001	Value Tel	Information	Wired Telecommunications Carriers
2003	World Academy Art And Science	Other Services (except Public Administration)	Business Associations
2002	Pixar	Information	Motion Picture and Video Production
1999	Victron Inc	Manufacturing	Bare Printed Circuit Board Manufacturing

Source: NETS 2009, Calculations by Haveman Economic Consulting

Table 4: Top 15 Leavers

Year	Company	Industry	Employment	From (City):	To (County):
2004	Pacific Bell Wireless LLC	Information	1,146	Pleasanton	Fulton, GA
2009	Ion Beam Applications Lp	Admin Support and Waste Mgmt Svcs	950	Pleasanton	Vermilion, LA
2003	Cala Foods Inc	Retail Trade	737	Hayward	Los Angeles
2003	Flextronics International Usa	Manufacturing	650	Fremont	Santa Clara
2007	Archway Mothers Cookie Co Inc	Manufacturing	600	Oakland	Calhoun, MI
2001	Cirrus Logic Inc	Manufacturing	550	Fremont	Travis, TX
2008	Public Health California Dept	Health Care and Social Assistance	500	Berkeley	Contra Costa
2001	At&T Services Inc	Information	500	Oakland	San Francisco
1999	Vanstar Corporation	Wholesale Trade	500	Pleasanton	Fulton, GA
2007	Golden West Financial Corp	Finance and Insurance	500	Oakland	Mecklenburg, NC
2005	Health Care Services Cal Dept	Health Care and Social Assistance	500	Berkeley	Contra Costa
2004	World Academy Art And Science	Other Services (except Public Administration)	490	Albany	San Francisco
2000	Telynx Inc	Professional, Scientific, and Technical Services	457	Emeryville	El Paso, TX
2005	Loge Group LLC	Finance and Insurance	430	Oakland	Tarrant, TX
2001	Mektec International Corp	Wholesale Trade	404	Fremont	Santa Clara

Source: NETS 2009, Calculations by Haveman Economic Consulting

Table 4a: Top 15 Leavers

Year	Company	Industry	Detailed Industry
2004	Pacific Bell Wireless LLC	Information	Cellular and Other Wireless Telecommunications
2009	Ion Beam Applications Lp	Admin Support and Waste Mgmt Svcs	Packaging and Labeling Services
2003	Cala Foods Inc	Retail Trade	Supermarkets and Other Grocery (except Convenience) Stores
2003	Flextronics International Usa	Manufacturing	Bare Printed Circuit Board Manufacturing
2007	Archway Mothers Cookie Co Inc	Manufacturing	Cookie and Cracker Manufacturing
2001	Cirrus Logic Inc	Manufacturing	Semiconductor and Related Device Manufacturing
2008	Public Health California Dept	Health Care and Social Assistance	Offices of Physicians (except Mental Health Specialists)
2001	At&T Services Inc	Information	Wired Telecommunications Carriers
1999	Vanstar Corporation	Wholesale Trade	Computer and Computer Peripheral Equipment and Software
2007	Golden West Financial Corp	Finance and Insurance	Savings Institutions
2005	Health Care Services Cal Dept	Health Care and Social Assistance	Medical Laboratories
2004	World Academy Art And Science	Other Services (except Public Administration)	Business Associations
2000	Telynx Inc	Professional, Scientific, and Technical Services	Custom Computer Programming Services
2005	Loge Group LLC	Finance and Insurance	Third Party Administration of Insurance and Pension Funds
2001	Mektec International Corp	Wholesale Trade	Other Electronic Parts and Equipment Merchant Wholesalers

Source: NETS 2009, Calculations by Haveman Economic Consulting

Table 5: Move Ins Relative to Move Outs - Across Time

Contents are (Ratio MoveIns/MoveOuts in Alameda County)/(Average Ratio in Other Regions)

Industry	Total	1995-2000	2001-2003	2004-2007	2008-2009	All Yrs
by Employment						
Utilities	56,828	0.70				3.34
Accommodation and Food Services	781,201	1.16	1.76	1.73	2.90	1.92
Construction	773,994	1.67	3.12	1.46	1.17	1.92
Other	4,226		0.00	3.62		1.90
Manufacturing	2,226,486	2.49	1.61	1.09	0.70	1.82
Wholesale Trade	1,068,904	1.62	1.51	1.41	1.37	1.79
Public Administration	696,384		4.02	0.68		1.77
Transportation and Warehousing	584,637	2.80	0.80	2.26	0.92	1.56
Educational Services	863,409	0.05	3.80	1.80	0.31	1.55
Total	15,123,766	1.86	1.92	0.90	1.11	1.52
Finance and Insurance	743,325	1.14	1.43	0.57	1.94	1.32
Health Care and Social Assistance	1,424,031	2.65	0.96	0.38	0.36	1.26
Information	516,385	1.86	1.88	0.51	0.20	1.09
Real Estate and Rental and Leasing	370,435	1.61	0.97	1.17	0.46	1.07
Admin Support and Waste Mgmt Srvc	790,638	1.00	1.25	1.13	0.64	0.95
Retail Trade	1,522,584	1.10	0.66	0.75	1.20	0.78
Arts, Entertainment, and Recreation	217,555	0.46	0.84	0.39	0.24	0.58
Mining	8,659	2.75				0.01
Prof., Sci., and Tech. Services						
Agriculture, Forestry, Fishing and Hunting	30,414					
Other Services (except Public Admin)						
Professional, Scientific, and Technical Services	1,621,214					
Ag., Forestry, Fishing and Hunting						
Other Services (except Public Administration)	822,456					
by Number of Establishments						
Wholesale Trade	98,155	1.47	1.71	1.05	1.24	1.55
Utilities	888	0.32				1.49
Manufacturing	96,452	1.66	1.60	1.01	0.96	1.45
Transportation and Warehousing	35,597	1.67	1.13	1.04	1.04	1.28
Construction	102,236	1.25	1.49	1.15	0.98	1.26
Total	1,458,949	1.30	1.40	1.05	0.97	1.22
Arts, Entertainment, and Recreation	28,947	1.02	1.25	1.16	1.18	1.19
Admin Support and Waste Mgmt Srvc	130,595	1.29	1.30	1.06	1.07	1.15
Information	38,059	1.40	1.18	1.05	0.83	1.14
Real Estate and Rental and Leasing	67,716	1.10	1.00	1.40	0.90	1.12
Accommodation and Food Services	62,090	1.42	1.12	0.94	0.91	1.11
Finance and Insurance	57,620	0.81	1.17	1.14	0.94	1.05
Other	1,311		0.00	1.54		0.98
Retail Trade	195,048	1.24	1.02	0.86	0.97	0.93
Educational Services	27,885	0.34	1.82	0.78	0.92	0.84
Mining	557	3.19				0.81
Health Care and Social Assistance	123,656	1.01	0.82	0.84	0.66	0.80
Public Administration	6,621		1.43	0.17		0.47
Agriculture, Forestry, Fishing and Hunting	5,116					
Ag., Forestry, Fishing and Hunting						
Prof., Sci., and Tech. Services						
Other Services (except Public Admin)						
Professional, Scientific, and Technical Services	208,522					
Other Services (except Public Administration)	171,878					

Source: NETS 2009, Calculations by Haveman Economic Consulting

Table 5a: Move Ins Relative to Move Outs - 1995-2009

Industry	Total	Ratio	Alameda	San Francisco	Santa Clara	Los Angeles	Alameda	Contra Costa
by Employment								
Utilities	56,828	3.34	2.60	0.45	0.06	0.25	2.60	0.53
Accommodation and Food Services	781,201	1.92	1.51	0.56	0.69	0.39	1.51	0.77
Construction	773,994	1.92	1.43	0.54	0.45	0.48	1.43	0.81
Other	4,226	1.90	1.50	0.02	1.50	0.83	1.50	0.10
Manufacturing	2,226,486	1.82	1.77	0.41	0.59	0.41	1.77	1.68
Wholesale Trade	1,068,904	1.79	1.44	0.42	0.62	0.45	1.44	1.11
Public Administration	696,384	1.77	17.37	0.04	26.31	0.72	17.37	4.53
Transportation and Warehousing	584,637	1.56	1.44	0.70	0.41	0.34	1.44	1.73
Educational Services	863,409	1.55	1.22	0.78	0.63	0.40	1.22	0.92
Total	15,123,766	1.52	1.32	0.51	0.67	0.51	1.32	1.33
Finance and Insurance	743,325	1.32	0.86	0.31	0.31	0.55	0.86	1.23
Health Care and Social Assistance	1,424,031	1.26	0.91	0.65	0.68	0.52	0.91	0.87
Information	516,385	1.09	1.01	1.01	0.75	0.82	1.01	1.04
Real Estate and Rental and Leasing	370,435	1.07	1.00	0.95	0.68	1.02	1.00	1.03
Admin Support and Waste Mgmt Svcs	790,638	0.95	0.79	0.31	1.25	0.68	0.79	1.14
Retail Trade	1,522,584	0.78	0.66	0.79	0.77	0.48	0.66	1.56
Arts, Entertainment, and Recreation	217,555	0.58	0.68	1.38	0.46	0.82	0.68	2.53
Mining	8,659	0.01	0.09	0.04	0.18	0.54	0.09	41.34
Other Services (except Public Administration)	822,456		0.96				0.96	
Ag., Forestry, Fishing and Hunting				0.51	0.34	1.08		0.56
Agriculture, Forestry, Fishing and Hunting	30,414		0.97				0.97	
Professional, Scientific, and Technical Services	1,621,214		1.30				1.30	
Prof., Sci., and Tech. Services				0.57	0.86	0.61		1.33
Other Services (except Public Admin)				0.44	0.58	0.61		1.95
by Number of Establishments								
Wholesale Trade	98,155	1.55	1.16	0.40	0.58	0.55	1.16	1.07
Utilities	888	1.49	1.29	1.00	0.33	0.70	1.29	1.00
Manufacturing	96,452	1.45	1.03	0.42	0.53	0.42	1.03	1.16
Transportation and Warehousing	35,597	1.28	0.93	0.45	0.44	0.59	0.93	1.24
Construction	102,236	1.26	0.86	0.58	0.48	0.48	0.86	1.01
Total	1,458,949	1.22	0.92	0.55	0.60	0.57	0.92	1.15
Arts, Entertainment, and Recreation	28,947	1.19	0.98	0.64	0.61	0.78	0.98	1.09
Admin Support and Waste Mgmt Svcs	130,595	1.15	0.83	0.53	0.65	0.59	0.83	1.01
Information	38,059	1.14	0.95	0.65	0.66	0.74	0.95	1.18
Real Estate and Rental and Leasing	67,716	1.12	0.89	0.66	0.52	0.66	0.89	1.25
Accommodation and Food Services	62,090	1.11	1.09	0.76	0.88	0.89	1.09	1.32
Finance and Insurance	57,620	1.05	0.83	0.62	0.59	0.58	0.83	1.30
Other	1,311	0.98	0.50	0.25	0.67	1.00	0.50	0.14
Retail Trade	195,048	0.93	0.75	0.51	0.75	0.61	0.75	1.43
Educational Services	27,885	0.84	0.66	0.72	0.63	0.68	0.66	1.24
Mining	557	0.81	1.17	0.38	0.25	0.56	1.17	4.83
Health Care and Social Assistance	123,656	0.80	0.65	0.76	0.77	0.65	0.65	1.23
Public Administration	6,621	0.47	0.56	0.50	1.25	1.05	0.56	2.60
Ag., Forestry, Fishing and Hunting				0.88	0.87	0.91		0.91
Other Services (except Public Admin)				0.53	0.60	0.55		0.98
Agriculture, Forestry, Fishing and Hunting	5,116		1.21				1.21	
Professional, Scientific, and Technical Services	208,522		0.96				0.96	
Other Services (except Public Administration)	171,878		0.85				0.85	
Prof., Sci., and Tech. Services				0.56	0.60	0.60		1.10

Source: NETS 2009, Calculations by Haveman Economic Consulting

Note: Ratio is the Alamedaratio divided by the average of the ratio in the other regions.

Table 5b: Move Ins Relative to Move Outs - 1995-2000

Industry	Total	Ratio	Alameda	San Francisco	Santa Clara	Los Angeles	Alameda	Contra Costa
by Employment								
Transportation and Warehousing	161,352	2.80	2.38	0.09	0.26	0.30	2.38	1.21
Mining	1,658	2.75	0.80	0.03	0.00	0.12	0.80	0.50
Health Care and Social Assistance	380,436	2.65	2.66	0.42	0.78	0.46	2.66	0.70
Manufacturing	552,910	2.49	2.14	0.17	0.73	0.40	2.14	0.86
Information	107,714	1.86	2.03	0.27	1.16	1.12	2.03	0.88
Total	3,761,868	1.86	1.66	0.44	0.84	0.44	1.66	1.10
Construction	173,070	1.67	1.17	0.78	0.33	0.46	1.17	0.75
Wholesale Trade	277,468	1.62	1.40	0.48	0.49	0.45	1.40	1.51
Real Estate and Rental and Leasing	89,649	1.61	1.72	0.61	0.82	0.98	1.72	1.22
Accommodation and Food Services	194,834	1.16	0.91	1.20	0.65	0.12	0.91	1.04
Finance and Insurance	172,917	1.14	1.16	0.91	0.58	0.37	1.16	2.07
Retail Trade	376,646	1.10	1.55	2.49	0.65	0.37	1.55	1.97
Admin Support and Waste Mgmt Svcs	177,965	1.00	0.93	0.18	2.01	0.86	0.93	0.64
Utilities	16,827	0.70	0.38	2.10	0.00	0.14	0.38	0.08
Arts, Entertainment, and Recreation	55,180	0.46	0.50	1.31	1.75	0.24	0.50	1.68
Educational Services	210,577	0.05	0.04	1.40	0.77	0.32	0.04	1.33
Other Services (except Public Administration)	213,421		1.39				1.39	
Other	704							
Ag., Forestry, Fishing and Hunting				0.91	1.00	0.58		0.43
Prof., Sci., and Tech. Services				0.85	1.33	0.40		1.60
Other Services (except Public Admin)				0.16	0.60	0.50		1.63
Public Administration	183,675		56.25	0.00		0.24	56.25	2.41
Professional, Scientific, and Technical Services	407,289		1.84				1.84	
Agriculture, Forestry, Fishing and Hunting	7,575		0.52				0.52	
by Number of Establishments								
Mining	133	3.19	3.00	0.33	0.00	0.38	3.00	1.00
Transportation and Warehousing	8,056	1.67	1.33	0.46	0.30	0.60	1.33	1.29
Manufacturing	24,364	1.66	1.15	0.46	0.49	0.38	1.15	0.99
Wholesale Trade	25,215	1.47	1.22	0.43	0.56	0.54	1.22	1.38
Accommodation and Food Services	15,041	1.42	1.22	0.82	0.56	0.71	1.22	1.00
Information	7,411	1.40	1.36	0.61	0.71	0.74	1.36	1.43
Total	328,616	1.30	1.05	0.61	0.64	0.52	1.05	1.22
Admin Support and Waste Mgmt Svcs	17,254	1.29	1.04	0.78	0.80	0.60	1.04	0.80
Construction	23,386	1.25	0.92	0.81	0.47	0.43	0.92	1.07
Retail Trade	44,888	1.24	1.08	0.57	0.89	0.54	1.08	1.26
Real Estate and Rental and Leasing	15,710	1.10	0.83	0.46	0.73	0.59	0.83	1.17
Arts, Entertainment, and Recreation	6,425	1.02	0.79	0.68	0.61	0.45	0.79	1.33
Health Care and Social Assistance	30,462	1.01	0.84	0.84	0.87	0.60	0.84	1.00
Finance and Insurance	11,979	0.81	0.72	0.64	0.86	0.52	0.72	1.72
Educational Services	6,488	0.34	0.31	1.80	0.57	0.75	0.31	1.14
Utilities	216	0.32	0.33	4.00	0.00	0.25	0.33	0.67
Prof., Sci., and Tech. Services				0.73	0.74	0.50		1.41
Professional, Scientific, and Technical Services	48,353		0.96				0.96	
Other Services (except Public Administration)	40,659		1.21				1.21	
Agriculture, Forestry, Fishing and Hunting	999		1.33				1.33	
Other	135							
Other Services (except Public Admin)				0.36	0.75	0.63		1.06
Public Administration	1,442		0.50	0.00		0.83	0.50	3.00
Ag., Forestry, Fishing and Hunting				0.60	0.70	0.47		0.67

Source: NETS 2009, Calculations by Haveman Economic Consulting

Note: Ratio is the Alamedaratio divided by the average of the ratio in the other regions.

Table 5c: Move Ins Relative to Move Outs - 2001-2003

Industry	Total	Ratio	Alameda	San Francisco	Santa Clara	Los Angeles	Alameda	Contra Costa
by Employment								
Public Administration	120,175	4.02	16.80	0.00	3.50	0.13	16.80	0.44
Educational Services	148,367	3.80	11.71	0.14	0.06	3.35	11.71	0.15
Construction	140,794	3.12	3.32	0.40	0.48	0.61	3.32	0.52
Total	2,648,937	1.92	1.98	0.41	0.51	0.63	1.98	1.63
Information	111,962	1.88	2.11	1.45	0.90	0.51	2.11	0.65
Accommodation and Food Services	129,735	1.76	1.15	0.48	0.40	0.44	1.15	0.81
Manufacturing	405,796	1.61	2.39	0.23	0.21	0.51	2.39	4.09
Wholesale Trade	180,635	1.51	1.16	0.16	0.72	0.55	1.16	1.25
Finance and Insurance	127,154	1.43	2.60	0.22	0.34	0.46	2.60	5.45
Admin Support and Waste Mgmt Svcs	138,195	1.25	1.41	0.30	1.62	1.46	1.41	0.86
Real Estate and Rental and Leasing	60,735	0.97	1.13	0.49	0.18	0.75	1.13	3.28
Health Care and Social Assistance	235,629	0.96	0.88	0.95	0.49	1.14	0.88	1.12
Arts, Entertainment, and Recreation	38,352	0.84	1.39	0.61	0.23	3.20	1.39	2.87
Transportation and Warehousing	100,801	0.80	1.05	1.28	0.63	0.13	1.05	3.46
Retail Trade	253,140	0.66	0.78	0.11	1.12	1.03	0.78	2.87
Other	929	0.00	0.00	0.00	5.00	1.90	0.00	0.50
Other Services (except Public Admin)				0.85	0.73	0.49		1.69
Prof., Sci., and Tech. Services				0.35	0.61	0.73		1.11
Utilities	9,161		44.33	0.00		0.25	44.33	13.33
Mining	1,356		0.00	0.00		12.15	0.00	
Professional, Scientific, and Technical Services	295,251		2.35				2.35	
Agriculture, Forestry, Fishing and Hunting	4,145		1.34				1.34	
Other Services (except Public Administration)	146,625		3.01				3.01	
Ag., Forestry, Fishing and Hunting				0.92	0.12	0.78		5.64
by Number of Establishments								
Educational Services	4,729	1.82	1.82	0.39	0.27	1.20	1.82	1.33
Wholesale Trade	15,510	1.71	1.13	0.24	0.51	0.63	1.13	0.81
Manufacturing	15,470	1.60	1.21	0.38	0.42	0.54	1.21	1.23
Construction	15,677	1.49	1.04	0.35	0.34	0.53	1.04	1.24
Public Administration	1,311	1.43	2.00	0.50	1.00	1.50	2.00	2.00
Total	233,689	1.40	1.09	0.41	0.48	0.66	1.09	1.24
Admin Support and Waste Mgmt Svcs	16,964	1.30	0.87	0.42	0.42	0.55	0.87	1.09
Arts, Entertainment, and Recreation	5,048	1.25	1.17	0.28	0.86	1.01	1.17	1.33
Information	7,144	1.18	1.13	0.52	0.60	0.90	1.13	1.62
Finance and Insurance	8,805	1.17	0.94	0.39	0.36	0.58	0.94	1.74
Transportation and Warehousing	5,642	1.13	0.86	0.50	0.52	0.66	0.86	1.24
Accommodation and Food Services	10,159	1.12	0.91	0.52	0.57	0.92	0.91	1.17
Retail Trade	30,112	1.02	0.88	0.42	0.59	0.69	0.88	1.75
Real Estate and Rental and Leasing	10,807	1.00	0.88	0.53	0.20	0.65	0.88	2.13
Health Care and Social Assistance	20,309	0.82	0.76	0.84	1.03	0.83	0.76	1.18
Other	336	0.00	0.00	0.00	1.00	1.50	0.00	0.50
Utilities	142		3.00	0.00		0.67	3.00	2.00
Mining	95		0.00	0.00		0.83	0.00	
Agriculture, Forestry, Fishing and Hunting	838		5.00				5.00	
Other Services (except Public Admin)				0.60	0.65	0.62		0.82
Professional, Scientific, and Technical Services	35,981		1.29				1.29	
Ag., Forestry, Fishing and Hunting				1.00	0.50	1.22		2.00
Prof., Sci., and Tech. Services				0.39	0.44	0.72		1.20
Other Services (except Public Administration)	28,610		1.21				1.21	

Source: NETS 2009, Calculations by Haveman Economic Consulting

Note: Ratio is the Alamedaratio divided by the average of the ratio in the other regions.

Table 5d: Move Ins Relative to Move Outs - 2004-2007

Industry	Total	Ratio	Alameda	San Francisco	Santa Clara	Los Angeles	Alameda	Contra Costa
by Employment								
Other	1,348	3.62	3.00	0.03	0.80	0.32	3.00	0.00
Transportation and Warehousing	109,809	2.26	1.76	0.17	0.69	0.81	1.76	0.48
Educational Services	202,266	1.80	2.02	1.58	0.56	0.39	2.02	1.04
Accommodation and Food Services	183,837	1.73	1.97	0.57	1.06	1.20	1.97	0.91
Construction	187,820	1.46	1.05	0.73	0.43	0.34	1.05	1.06
Wholesale Trade	228,307	1.41	1.13	1.01	0.63	0.48	1.13	0.75
Real Estate and Rental and Leasing	87,790	1.17	1.20	1.68	0.72	1.11	1.20	0.43
Admin Support and Waste Mgmt Svcs	195,412	1.13	0.77	0.69	0.73	0.26	0.77	0.96
Manufacturing	498,807	1.09	1.09	0.44	0.74	0.57	1.09	2.19
Total	3,421,892	0.90	0.82	0.79	0.81	0.58	0.82	1.53
Retail Trade	327,682	0.75	0.58	0.71	0.74	0.44	0.58	1.37
Public Administration	159,920	0.68	1.59	0.30	2.33	0.59	1.59	6.91
Finance and Insurance	178,459	0.57	0.39	0.63	0.75	0.82	0.39	0.82
Information	141,141	0.51	0.47	1.51	0.78	0.83	0.47	1.03
Arts, Entertainment, and Recreation	52,820	0.39	0.63	2.05	0.81	0.89	0.63	3.60
Health Care and Social Assistance	310,760	0.38	0.31	1.15	0.73	0.67	0.31	1.21
Other Services (except Public Admin)				0.82	0.68	0.56		3.01
Prof., Sci., and Tech. Services				0.81	1.15	0.75		1.16
Professional, Scientific, and Technical Services	365,048		0.61				0.61	
Ag., Forestry, Fishing and Hunting				0.27	0.24	1.77		0.15
Agriculture, Forestry, Fishing and Hunting	5,325		1.06				1.06	
Mining	1,791			0.02	0.62	0.18		43.59
Utilities	10,129			2.75	0.00	1.01		0.00
Other Services (except Public Administration)	173,422		0.45				0.45	
by Number of Establishments								
Other	447	1.54	1.00	1.00	0.60	0.64	1.00	0.00
Real Estate and Rental and Leasing	17,135	1.40	1.12	0.88	0.46	0.65	1.12	0.88
Arts, Entertainment, and Recreation	8,005	1.16	0.98	0.88	0.60	0.84	0.98	0.91
Construction	25,355	1.15	0.72	0.48	0.47	0.51	0.72	0.95
Finance and Insurance	16,081	1.14	0.83	0.81	0.58	0.61	0.83	0.81
Admin Support and Waste Mgmt Svcs	43,922	1.06	0.69	0.43	0.67	0.63	0.69	0.85
Total	368,932	1.05	0.76	0.58	0.65	0.62	0.76	1.00
Wholesale Trade	21,393	1.05	0.76	0.51	0.75	0.57	0.76	1.04
Information	11,079	1.05	0.79	0.65	0.67	0.75	0.79	0.90
Transportation and Warehousing	9,166	1.04	0.66	0.35	0.67	0.51	0.66	0.97
Manufacturing	21,352	1.01	0.70	0.42	0.65	0.55	0.70	1.15
Accommodation and Food Services	15,073	0.94	1.04	0.76	0.88	1.06	1.04	1.81
Retail Trade	43,293	0.86	0.68	0.54	0.66	0.64	0.68	1.46
Health Care and Social Assistance	30,137	0.84	0.62	0.59	0.64	0.68	0.62	1.16
Educational Services	7,094	0.78	0.58	0.66	0.58	0.74	0.58	1.18
Public Administration	1,866	0.17	0.23	0.80	1.00	1.17	0.23	3.50
Agriculture, Forestry, Fishing and Hunting	1,386		0.38				0.38	
Mining	117			0.40	1.00	1.00		9.50
Other Services (except Public Admin)				0.69	0.59	0.56		0.99
Other Services (except Public Administration)	41,933		0.72				0.72	
Professional, Scientific, and Technical Services	53,901		0.82				0.82	
Utilities	197			2.00	0.00	1.00		0.00
Prof., Sci., and Tech. Services				0.57	0.67	0.64		0.86
Ag., Forestry, Fishing and Hunting				0.67	1.00	1.65		0.60

Source: NETS 2009, Calculations by Haveman Economic Consulting

Note: Ratio is the Alamedaratio divided by the average of the ratio in the other regions.

Table 5e: Move Ins Relative to Move Outs - 2008-2009

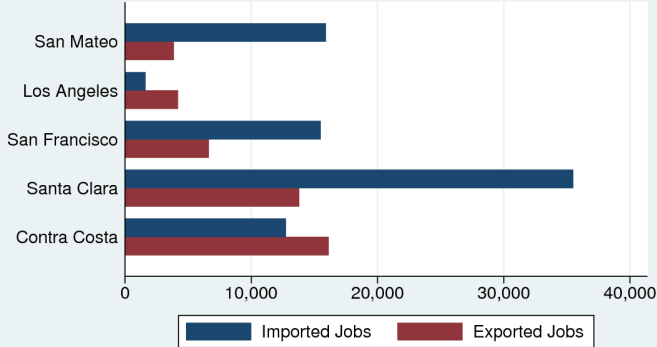
Industry	Total	Ratio	Alameda	San Francisco	Santa Clara	Los Angeles	Alameda	Contra Costa
by Employment								
Accommodation and Food Services	87,172	2.90	4.88	0.16	0.92	1.87	4.88	0.59
Finance and Insurance	79,436	1.94	1.43	0.80	0.51	0.77	1.43	0.18
Wholesale Trade	109,943	1.37	1.43	0.59	0.71	0.44	1.43	2.07
Retail Trade	165,905	1.20	0.98	0.57	0.43	0.83	0.98	1.27
Construction	100,381	1.17	0.96	0.69	0.55	0.80	0.96	1.07
Total	1,706,025	1.11	0.77	0.65	0.60	0.61	0.77	0.85
Transportation and Warehousing	52,903	0.92	0.74	0.68	0.05	0.18	0.74	2.36
Manufacturing	230,937	0.70	0.65	1.66	0.41	0.61	0.65	1.32
Admin Support and Waste Mgmt Svcs	119,693	0.64	0.64	0.24	2.18	0.57	0.64	1.38
Real Estate and Rental and Leasing	48,324	0.46	0.55	0.94	1.35	2.30	0.55	0.86
Health Care and Social Assistance	151,016	0.36	0.24	0.77	0.61	0.88	0.24	0.84
Educational Services	102,924	0.31	0.39	0.44	3.03	0.80	0.39	1.60
Arts, Entertainment, and Recreation	25,374	0.24	0.31	2.04	0.19	2.16	0.31	1.71
Information	62,950	0.20	0.24	2.96	0.36	0.64	0.24	1.94
Other	892					2.83		0.00
Mining	857				0.00	0.01		0.00
Public Administration	84,543		4.00	0.08		217.00	4.00	
Other Services (except Public Admin)				0.76	1.62	0.99		1.01
Utilities	5,174				0.00	0.17		0.00
Ag., Forestry, Fishing and Hunting				0.82	0.80	2.57		2.00
Professional, Scientific, and Technical Services	187,885		0.82				0.82	
Prof., Sci., and Tech. Services				0.47	1.10	0.58		0.83
Agriculture, Forestry, Fishing and Hunting	2,907		5.67				5.67	
Other Services (except Public Administration)	86,809		0.49				0.49	
by Number of Establishments								
Wholesale Trade	11,988	1.24	1.03	0.84	0.67	0.62	1.03	1.00
Arts, Entertainment, and Recreation	4,195	1.18	0.86	0.53	0.33	0.83	0.86	1.08
Admin Support and Waste Mgmt Svcs	38,277	1.07	0.90	0.60	1.04	0.66	0.90	1.00
Transportation and Warehousing	5,631	1.04	0.70	0.25	0.30	0.83	0.70	1.30
Construction	15,002	0.98	0.79	0.93	0.87	0.58	0.79	0.89
Retail Trade	23,860	0.97	0.83	0.39	0.88	0.74	0.83	1.42
Total	222,453	0.97	0.78	0.63	0.80	0.68	0.78	1.10
Manufacturing	11,381	0.96	0.76	0.43	0.95	0.64	0.76	1.17
Finance and Insurance	10,051	0.94	0.75	0.78	0.62	0.60	0.75	1.23
Educational Services	3,964	0.92	0.79	1.00	1.30	0.56	0.79	0.62
Accommodation and Food Services	7,632	0.91	1.23	0.57	1.27	1.47	1.23	2.25
Real Estate and Rental and Leasing	10,382	0.90	0.71	0.81	0.73	0.78	0.71	0.92
Information	6,171	0.83	0.67	0.81	0.65	0.60	0.67	1.29
Health Care and Social Assistance	17,601	0.66	0.56	0.82	0.91	0.80	0.56	1.16
Mining	72				0.00	0.40		0.00
Public Administration	895		1.00	0.50		3.00	1.00	
Other Services (except Public Administration)	23,189		0.49				0.49	
Other Services (except Public Admin)				0.52	1.03	0.61		1.33
Prof., Sci., and Tech. Services				0.66	0.71	0.68		1.00
Ag., Forestry, Fishing and Hunting				2.00	1.50	1.43		1.67
Professional, Scientific, and Technical Services	30,950		0.77				0.77	
Utilities	132				0.00	0.67		0.00
Other	289					3.00		0.00
Agriculture, Forestry, Fishing and Hunting	791		2.00				2.00	

Source: NETS 2009, Calculations by Haveman Economic Consulting

Note: Ratio is the Alamedaratio divided by the average of the ratio in the other regions.

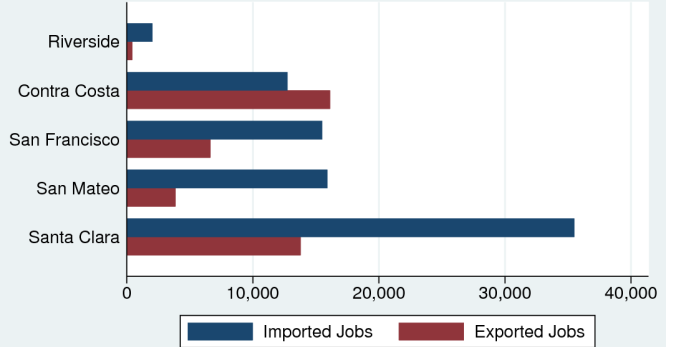
Largest Employment Trading Partners

**Top 5 Destination Counties for Employment
Region: Alameda
(1995–2009)**



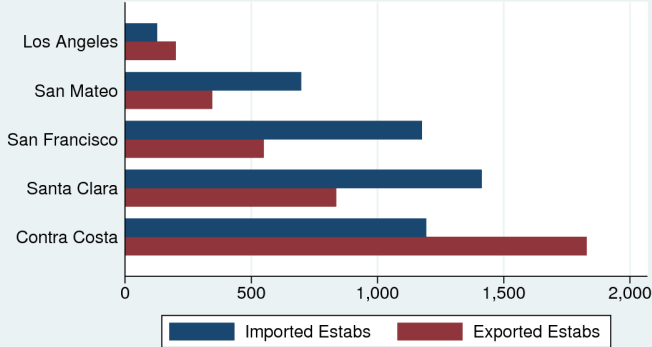
Note: Counties sorted by RED bars. Counties are selected based on overall employment movement.

**Top 5 Source Counties of Employment
Region: Alameda
(1995–2009)**



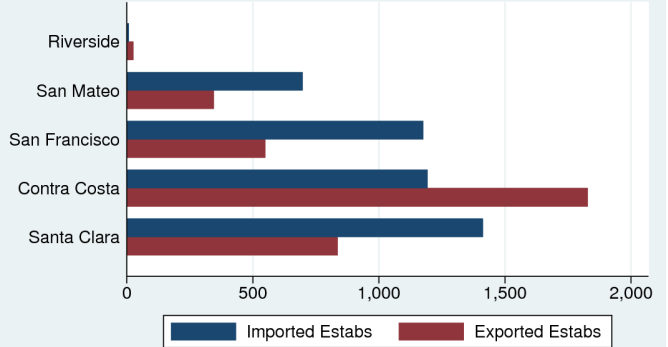
Note: Counties sorted by BLUE bars. Counties are selected based on overall employment movement.

**Top 5 Destination Counties for Employment
Region: Alameda
(1995–2009)**



Note: Counties sorted by RED bars. Counties are selected based on overall employment movement.

**Top 5 Source Counties for Employment
Region: Alameda
(1995–2009)**



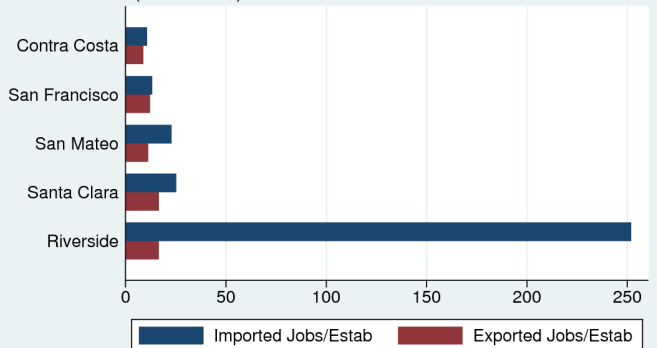
Note: Counties sorted by BLUE bars. Counties are selected based on overall employment movement.

**Top 5 Destination Counties for Employment
Region: Alameda
Average Employees per Estab: (1995–2009)**



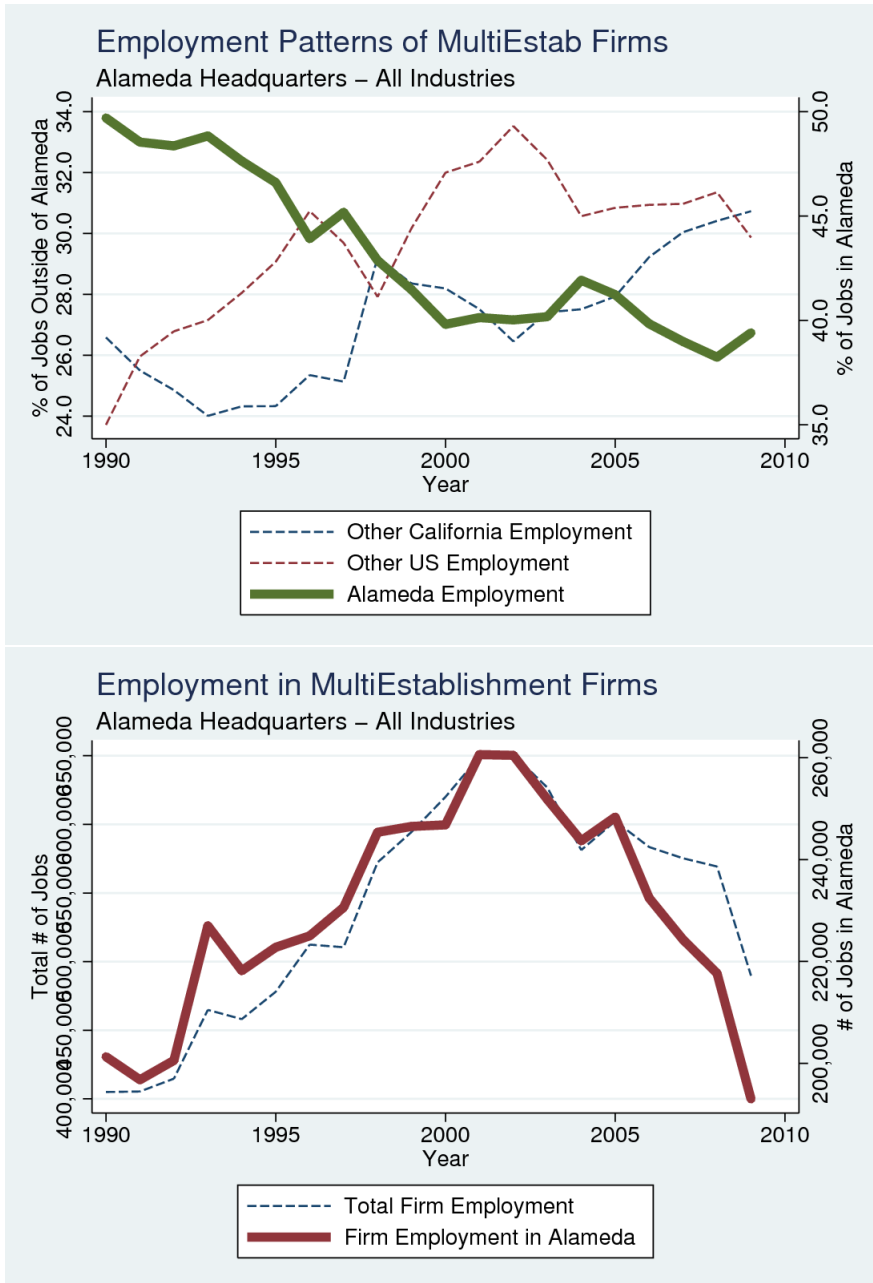
Note: Counties sorted by RED bars. Counties are selected based on overall employment movement.

**Top 5 Source Counties for Employment
Region: Alameda
(1995–2009)**



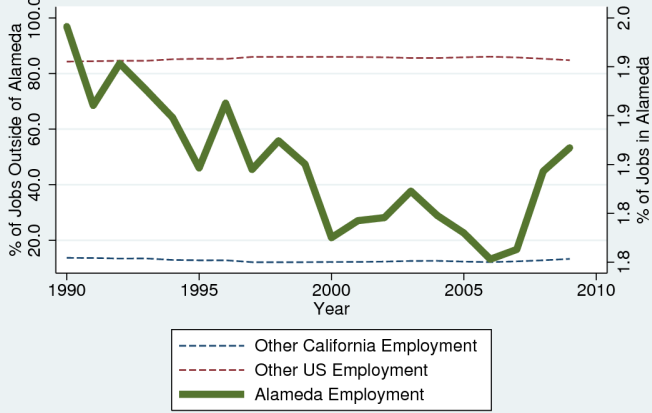
Note: Counties sorted by BLUE bars. Counties are selected based on overall employment movement.

IntraFirm Geographical Employment Changes



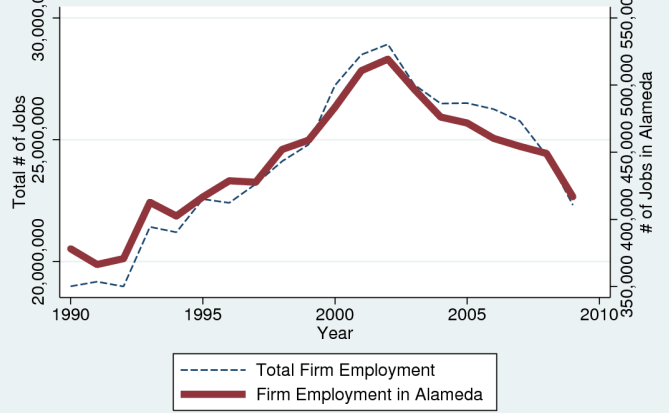
Employment Patterns of MultiEstab Firms

ALL – All Industries



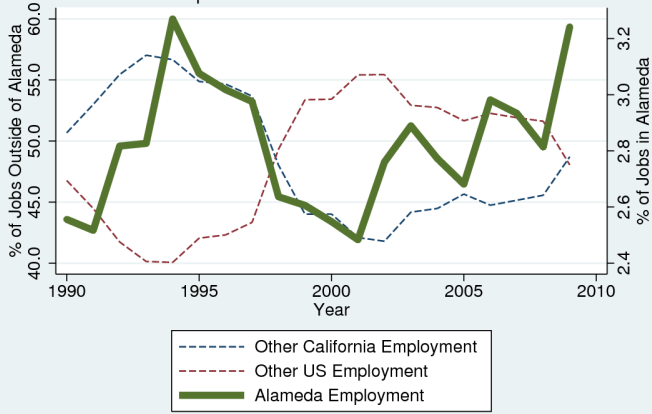
Employment in MultiEstablishment Firms

ALL – All Industries



Employment Patterns of MultiEstab Firms

Other CA Headquarters – All Industries



Employment in MultiEstablishment Firms

Other CA Headquarters – All Industries



Employment Patterns of MultiEstab Firms

Other US Headquarters – All Industries

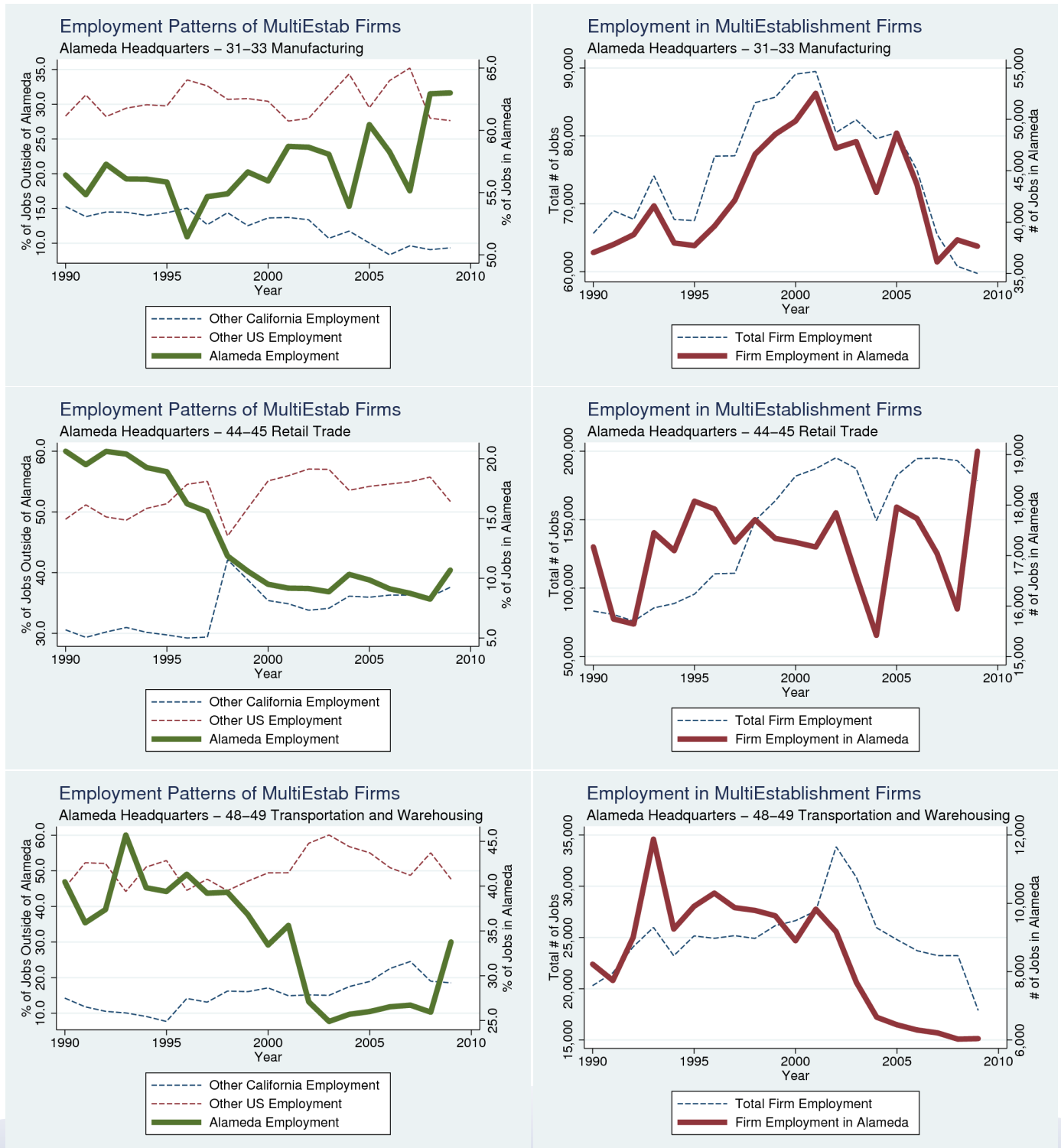


Employment in MultiEstablishment Firms

Other US Headquarters – All Industries

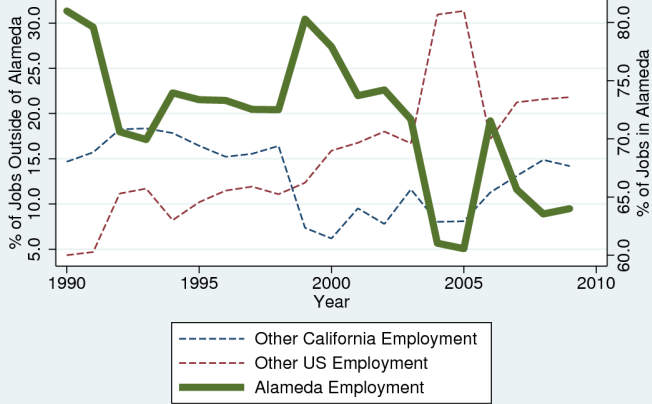


IntraFirm Geographical Employment Changes - by Major Industry



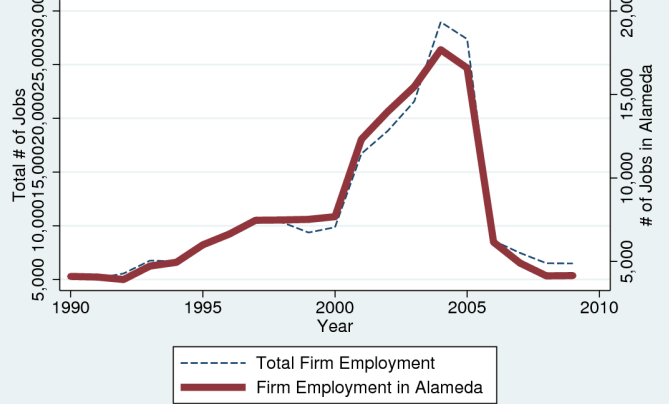
Employment Patterns of MultiEstab Firms

Alameda Headquarters – 51 Information



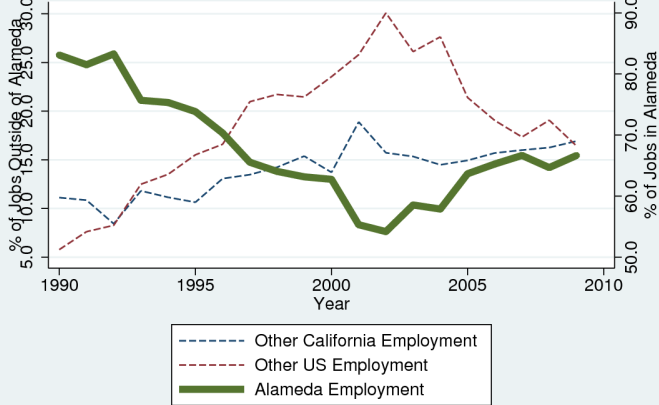
Employment in MultiEstablishment Firms

Alameda Headquarters – 51 Information



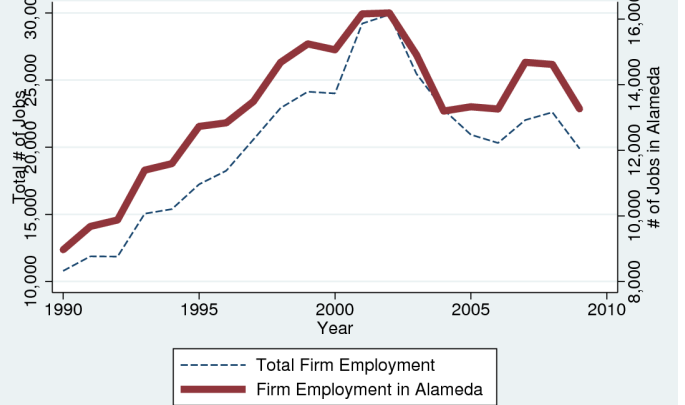
Employment Patterns of MultiEstab Firms

Alameda Headquarters – 54 Professional, Scientific, and Technical Services



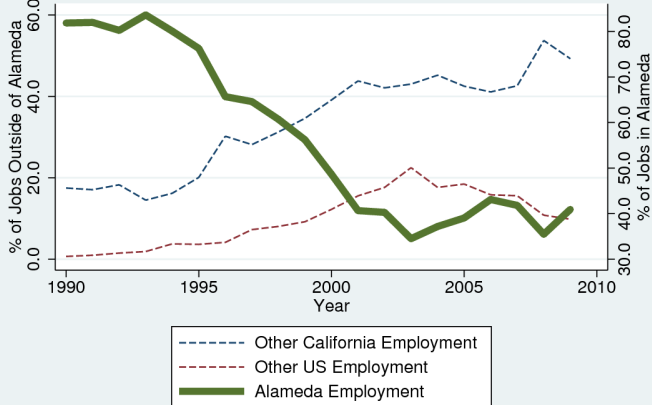
Employment in MultiEstablishment Firms

Alameda Headquarters – 54 Professional, Scientific, and Technical Services



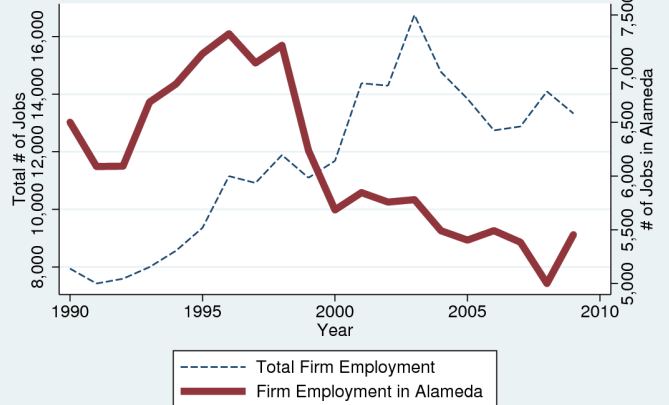
Employment Patterns of MultiEstab Firms

Alameda Headquarters – 72 Accommodation and Food Services



Employment in MultiEstablishment Firms

Alameda Headquarters – 72 Accommodation and Food Services



Startup Activity

Table 6: Startup Activity - Average Annual Statistics

NAICS	Description	# Establishments	# Births	Startup Activity	5 Year Survival
99	Other	84	24	28.15	16.90
56	Admin Support and Waste Mgmt Svcs	7,997	1,757	21.98	17.48
51	Information	2,249	300	13.33	30.06
71	Arts, Entertainment, and Recreation	1,670	204	12.24	33.47
52	Finance and Insurance	3,294	376	11.40	26.54
48-49	Transportation and Warehousing	2,006	226	11.28	26.58
11	Agriculture, Forestry, Fishing and Hunting	282	32	11.19	35.23
	Alameda	81,401	8,733	10.73	29.59
54	Professional, Scientific, and Technical Services	11,975	1,276	10.65	34.28
23	Construction	5,602	560	9.99	28.97
44-45	Retail Trade	10,075	1,005	9.98	31.21
53	Real Estate and Rental and Leasing	3,807	359	9.42	31.38
81	Other Services (except Public Administration)	9,504	889	9.36	35.42
42	Wholesale Trade	5,271	467	8.87	29.81
62	Health Care and Social Assistance	6,960	584	8.39	35.86
61	Educational Services	1,577	104	6.56	38.44
21	Mining	30	2	6.53	20.69
31-33	Manufacturing	5,171	336	6.49	34.87
72	Accommodation and Food Services	3,406	217	6.36	42.05
22	Utilities	49	3	5.16	23.68
92	Public Administration	392	15	3.79	36.77

Source: NETS 2009, Calculations by Haveman Economic Consulting
Startup Activity is births as a proportion of all establishments.

Table 7: East Bay Sub-Regional Startup Activity - Average Annual Statistics

County	# Establishments	# Births	Startup Activity	5 Year Survival
Contra Costa	52,373	5,763	11.00	29.35
Western Contra Costa	7,900	866	10.97	27.11
Eastern Contra Costa	7,828	1,033	13.20	26.48
Central Contra Costa	20,146	1,985	9.86	30.45
Alameda	81,401	8,733	10.73	29.59
Central Alameda	13,843	1,434	10.36	28.26
Northern Alameda	37,162	3,847	10.35	29.64
Southern Alameda	14,884	1,747	11.74	28.95
TriValley	19,479	2,217	11.38	28.87

Source: NETS 2009, Calculations by Haveman Economic Consulting
Startup Activity is births as a proportion of all establishments.

Table 8: Alameda County Startup Activity - Average Annual Statistics

County	# Establishments	# Births	Startup Activity	5 Year Survival
Alameda	81,401	8,733	10.73	29.59
Alameda	81,401	8,733	10.73	29.59
Contra Costa	52,373	5,763	11.00	29.35
Marin	25,448	2,468	9.70	33.48
Napa	8,523	794	9.31	34.61
San Francisco	62,931	6,196	9.85	32.48
San Mateo	45,127	4,536	10.05	31.24
Santa Clara	98,641	10,813	10.96	31.43
Solano	17,037	1,993	11.70	29.90
Sonoma	30,567	2,897	9.48	32.92
California	1,953,411	218,871	11.20	30.19
Los Angeles	554,986	65,548	11.81	29.87
San Diego	164,075	18,700	11.40	31.87
Orange	200,705	24,348	12.13	29.64
Riverside	74,144	9,370	12.64	27.44
San Bernardino	74,576	9,218	12.36	27.37
Sacramento	63,735	7,695	12.07	28.01

Source: NETS 2009, Calculations by Haveman Economic Consulting
Startup Activity is births as a proportion of all establishments.

**Table 8a: Alameda County Startup Activity - Average Annual Statistics
NAICS 31-33: Manufacturing**

County	# Establishments	# Births	Startup Activity	5 Year Survival
Alameda	5,171	336	6.49	34.87
Alameda	5,171	336	6.49	34.87
Contra Costa	2,102	154	7.35	32.38
Marin	1,016	69	6.77	37.98
Napa	694	45	6.51	44.99
San Francisco	2,540	176	6.94	36.06
San Mateo	45,127	4,536	10.05	31.24
Santa Clara	7,237	487	6.74	37.98
Solano	751	59	7.79	33.14
Sonoma	1,926	121	6.26	39.01
California	114,305	8,370	7.32	36.01
Los Angeles	36,102	2,674	7.41	35.84
San Diego	9,325	723	7.76	38.32
Orange	14,025	1,088	7.75	35.65
Riverside	4,188	345	8.24	34.94
San Bernardino	4,932	391	7.93	33.58
Sacramento	2,504	223	8.91	33.54

Source: NETS 2009, Calculations by Haveman Economic Consulting
Startup Activity is births as a proportion of all establishments.

**Table 8b: Alameda County Startup Activity - Average Annual Statistics
NAICS 51: Information**

County	# Establishments	# Births	Startup Activity	5 Year Survival
Alameda	2,249	300	13.33	30.06
Alameda	2,249	300	13.33	30.06
Contra Costa	1,153	154	13.38	28.71
Marin	1,043	111	10.64	31.97
Napa	147	18	12.44	39.05
San Francisco	2,482	303	12.21	31.79
San Mateo	45,127	4,536	10.05	31.24
Santa Clara	3,312	466	14.07	32.38
Solano	307	44	14.46	32.13
Sonoma	665	74	11.13	34.86
California	54,713	7,272	13.29	31.30
Los Angeles	21,650	2,922	13.50	32.11
San Diego	4,021	552	13.72	31.81
Orange	5,041	737	14.62	30.01
Riverside	1,292	183	14.16	28.55
San Bernardino	1,243	192	15.42	28.41
Sacramento	1,403	197	14.08	28.43

Source: NETS 2009, Calculations by Haveman Economic Consulting
Startup Activity is births as a proportion of all establishments.

**Table 8c: Alameda County Startup Activity - Average Annual Statistics
NAICS 54: Prof, Sci, and Tech Svcs**

County	# Establishments	# Births	Startup Activity	5 Year Survival
Alameda	11,975	1,276	10.65	34.28
Alameda	11,975	1,276	10.65	34.28
Contra Costa	8,223	841	10.23	33.68
Marin	5,286	462	8.74	38.14
Napa	1,029	99	9.61	35.31
San Francisco	12,320	1,186	9.63	34.74
San Mateo	45,127	4,536	10.05	31.24
Santa Clara	17,254	1,837	10.65	35.89
Solano	1,710	219	12.78	30.90
Sonoma	4,049	380	9.38	35.00
California	258,967	28,564	11.03	32.93
Los Angeles	70,167	7,872	11.22	32.31
San Diego	24,623	2,787	11.32	33.87
Orange	31,140	3,579	11.49	33.27
Riverside	7,741	1,033	13.35	28.72
San Bernardino	6,750	916	13.57	28.30
Sacramento	8,752	1,035	11.82	30.61

Source: NETS 2009, Calculations by Haveman Economic Consulting
Startup Activity is births as a proportion of all establishments.

**Table 8d: Alameda County Startup Activity - Average Annual Statistics
NAICS 81: Other Services**

County	# Establishments	# Births	Startup Activity	5 Year Survival
Alameda	9,504	889	9.36	35.42
Alameda	9,504	889	9.36	35.42
Contra Costa	5,726	560	9.78	35.42
Marin	2,198	182	8.26	37.56
Napa	786	66	8.43	42.80
San Francisco	6,201	517	8.34	38.63
San Mateo	45,127	4,536	10.05	31.24
Santa Clara	9,541	907	9.51	34.84
Solano	2,330	231	9.92	36.01
Sonoma	3,185	274	8.59	38.44
California	212,117	21,040	9.92	35.28
Los Angeles	60,647	6,164	10.16	35.17
San Diego	17,086	1,783	10.44	35.86
Orange	18,490	1,990	10.76	34.80
Riverside	8,654	955	11.03	33.85
San Bernardino	9,275	1,019	10.98	32.27
Sacramento	7,950	875	11.00	32.71

Source: NETS 2009, Calculations by Haveman Economic Consulting
Startup Activity is births as a proportion of all establishments.