



# **Tri-Valley 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 Tri-Valley. 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 Tri-Valley 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 Tri-Valley ratio 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 Tri-Valley.

Depicted in each chart is the share of employment among these firms that is located in the region (Tri-Valley), 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 Tri-Valley.

**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 Tri-Valley

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.

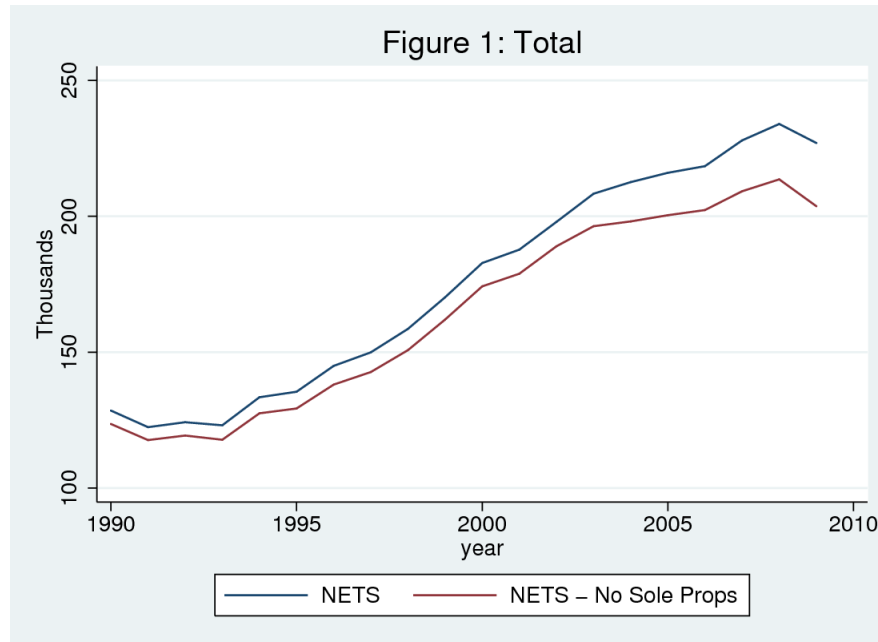
In these tables, the columns present data that are annual averages. The data are numbers of establishments and births each year, the fraction that new births are of the total number of establishments (Startup Activity) and the proportion of the new births that are still alive and in the region 5 years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

A second table is added to the Tri-Valley section. 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 Tri-Valley.

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

## Overall Business Dynamics: Tri-Valley

### 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	148,220	2,291	589	12,758	8,267	3,125	1,709	1,702	4,491	1,416
1996	153,941	2,010	704	8,960	5,765	3,772	2,524	1,306	3,195	1,248
1997	162,608	2,585	915	12,637	7,586	4,916	3,027	1,670	5,051	1,888
1998	173,112	3,126	1,864	14,492	10,254	8,830	3,862	1,262	4,238	4,968
1999	182,524	3,003	1,355	12,274	10,413	9,668	3,807	1,648	1,861	5,862
2000	194,058	2,547	1,055	11,097	8,602	11,686	4,146	1,492	2,495	7,540
2001	202,476	3,035	1,511	14,610	16,708	10,836	2,053	1,524	-2,098	8,783
2002	215,078	3,707	844	17,006	10,470	11,296	7,960	2,863	6,536	3,336
2003	220,261	3,449	1,187	11,904	13,503	11,645	7,106	2,262	-1,599	4,539
2004	223,907	7,054	2,405	11,208	12,198	5,759	5,557	4,649	-990	202
2005	225,661	6,075	1,840	9,581	12,009	6,578	6,965	4,235	-2,428	-387
2006	228,739	1,955	1,066	9,787	15,565	13,100	5,227	889	-5,778	7,873
2007	236,787	2,563	1,219	8,320	7,855	10,335	4,092	1,344	465	6,243
2008	241,348	1,559	759	6,832	7,773	9,118	4,399	800	-941	4,719
2009	237,965	1,433	3,197	10,422	11,466	5,547	6,112	-1,764	-1,044	-565
<b>Total</b>	<b>237,965</b>	<b>46,392</b>	<b>20,510</b>	<b>171,888</b>	<b>158,434</b>	<b>126,211</b>	<b>68,546</b>	<b>25,882</b>	<b>13,454</b>	<b>57,665</b>

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	468	6	1	34	29	14	19
Mining	1,371	220	2	8	11	28	16
Utilities	487	1	1	42	47	9	4
Construction	16,788	374	117	726	931	985	447
Manufacturing	16,888	636	205	622	763	946	461
Wholesale Trade	11,971	202	126	676	757	473	236
Retail Trade	22,169	295	66	1,444	1,032	591	428
Transportation and Warehousing	3,422	148	30	173	177	109	165
Information	14,690	183	153	711	1,408	941	165
Finance and Insurance	13,070	179	68	753	825	532	277
Real Estate and Rental and Leasing	6,159	57	27	426	387	219	114
Professional, Scientific, and Technical Services	32,897	400	278	1,755	1,674	1,371	1,095
Management of Companies and Enterprises	216	23	9	16	10	17	0
Admin Support and Waste Mgmt Svcs	13,435	133	147	1,178	630	568	213
Educational Services	6,345	9	11	159	135	160	96
Health Care and Social Assistance	12,101	54	53	631	515	642	140
Arts, Entertainment, and Recreation	3,757	39	11	241	143	162	69
Accommodation and Food Services	13,549	34	31	967	498	179	198
Other Services (except Public Administration)	8,509	97	29	592	466	389	276
Public Administration	4,709	3	1	277	107	79	154
Other	113	1	0	26	17	0	0

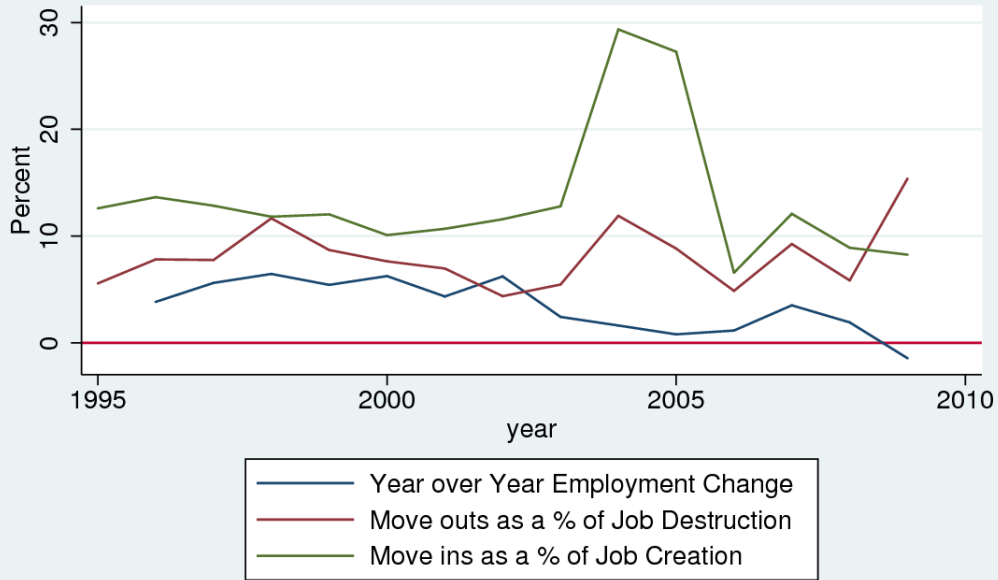
Source: NETS 2009, Calculations by Haveman Economic Consulting

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

Industry	Employment	Net Change Due to:		
		Moves	Births	Growth
Agriculture, Forestry, Fishing and Hunting	468	5	5	-5
Mining	1,371	218	-3	12
Utilities	487	1	-4	6
Construction	16,788	256	-204	539
Manufacturing	16,888	430	-141	486
Wholesale Trade	11,971	76	-81	237
Retail Trade	22,169	229	412	164
Transportation and Warehousing	3,422	117	-4	-55
Information	14,690	29	-697	776
Finance and Insurance	13,070	111	-71	255
Real Estate and Rental and Leasing	6,159	30	39	104
Professional, Scientific, and Technical Services	32,897	122	81	276
Management of Companies and Enterprises	216	15	6	17
Admin Support and Waste Mgmt Svcs	13,435	-14	549	355
Educational Services	6,345	-2	24	64
Health Care and Social Assistance	12,101	1	116	502
Arts, Entertainment, and Recreation	3,757	28	97	94
Accommodation and Food Services	13,549	3	469	-19
Other Services (except Public Administration)	8,509	68	126	113
Public Administration	4,709	2	170	-75
Other	113	1	9	-0

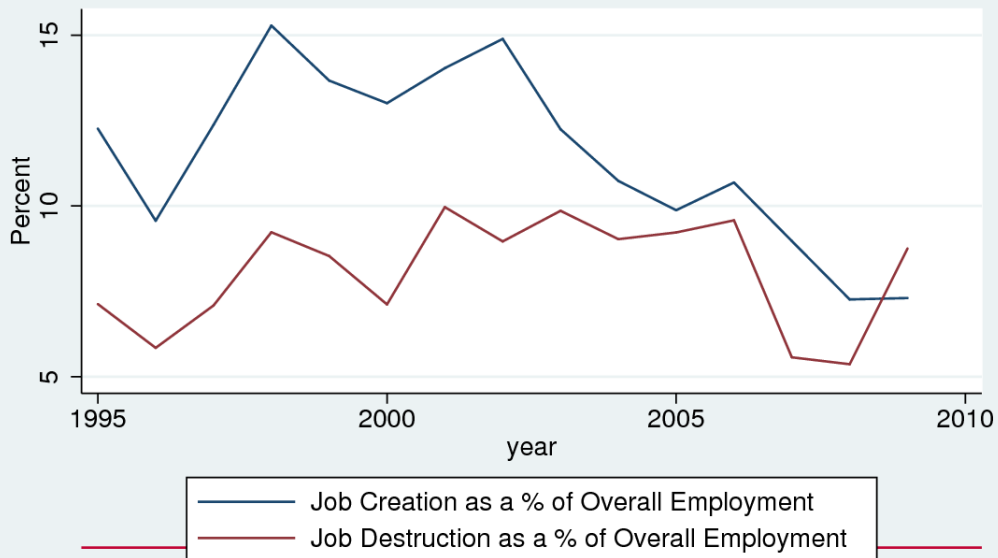
Source: NETS 2009, Calculations by Haveman Economic Consulting

### Employment Change and Relocation in: TriValley All Industries



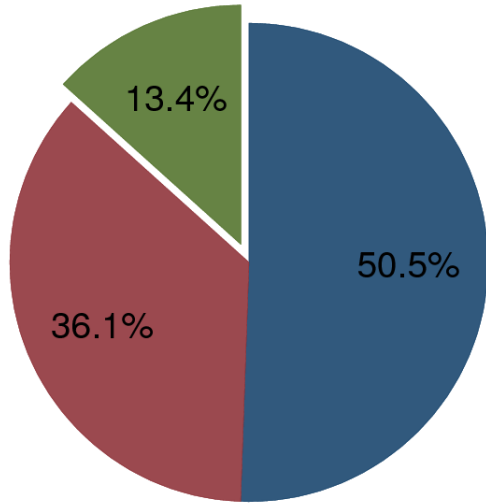
Source: NETS 2009, Calculations by Haveman Economic Consulting

### Employment Churn in: TriValley 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.

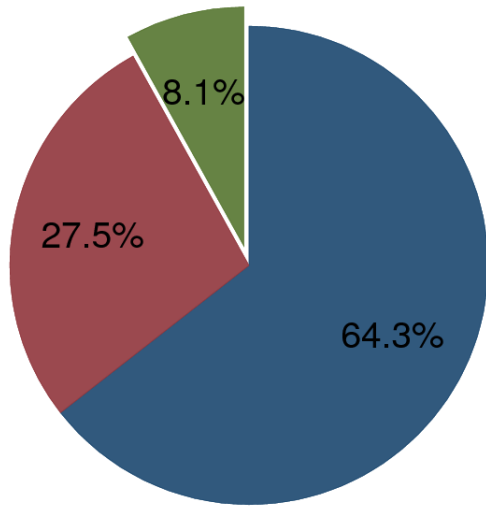
### Job Creation in: TriValley Average over period



Births Expansions Moves In

Source: NETS 2009, Calculations by Haveman Economic Consulting

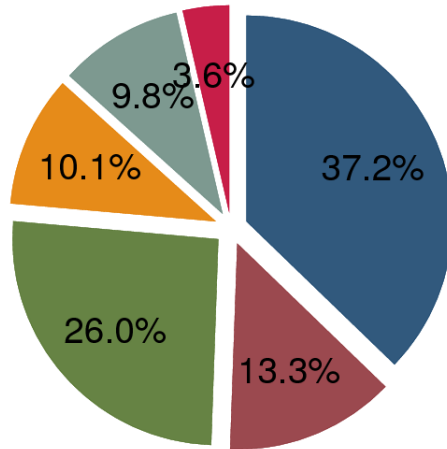
### Job Destruction in: TriValley Average over period



Deaths Contractions Moves Out

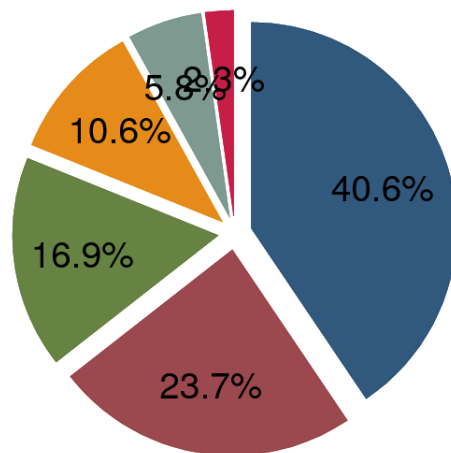
Source: NETS 2009, Calculations by Haveman Economic Consulting

### Job Creation in: TriValley Average over period



Source: NETS 2009, Calculations by Haveman Economic Consulting

### Job Destruction in: TriValley 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			Deaths	Job Destruction		Job Churn	
	Births	Growth	Move In		Contraction	Move Out	Creation	Destruction
Ag., Forestry, Fishing and Hunting	63.8	25.7	10.6	69.4	28.7	1.9	11.2	11.1
Mining	21.6	57.5	20.9	42.0	48.9	9.0	14.9	7.3
Utilities	62.8	26.2	10.9	72.4	19.9	7.7	10.8	11.3
Construction	37.7	44.1	18.3	62.1	28.8	9.0	12.8	9.1
Manufacturing	33.3	38.9	27.8	55.4	29.3	15.3	13.6	8.9
Wholesale Trade	49.4	35.3	15.3	68.4	22.1	9.5	11.3	9.5
Retail Trade	60.6	28.6	10.8	68.0	27.4	4.6	10.8	7.3
Transportation and Warehousing	49.1	28.4	22.5	53.9	36.1	9.9	12.2	11.2
Information	46.2	43.1	10.7	68.3	20.4	11.3	12.2	12.1
Finance and Insurance	53.1	33.8	13.1	69.1	23.9	7.0	11.2	8.9
Real Estate and Rental and Leasing	59.9	31.8	8.3	72.1	22.9	5.0	11.6	8.9
Prof., Sci., and Tech. Services	49.4	38.3	12.2	60.8	28.5	10.7	10.7	9.2
Admin Support and Waste Mgmt Svcs	62.5	29.2	8.3	65.3	23.3	11.4	14.0	7.4
Educational Services	53.0	45.7	1.3	54.1	34.4	11.5	5.2	4.0
Health Care and Social Assistance	57.1	38.2	4.8	72.4	19.6	8.0	10.6	6.0
Arts, Entertainment, and Recreation	58.2	32.2	9.6	71.9	23.1	5.1	12.4	6.1
Accommodation and Food Services	74.7	21.7	3.7	68.6	26.9	4.5	9.1	5.4
Other Services (except Public Admin)	56.7	34.2	9.1	65.2	30.3	4.5	12.5	9.1
Public Administration	61.3	37.8	0.8	47.3	51.0	1.7	7.3	5.5
Other	95.9	0.0	4.1	98.1	1.8	0.1	24.2	26.7
<b>All Industries</b>	<b>50.5</b>	<b>36.1</b>	<b>13.4</b>	<b>64.3</b>	<b>27.5</b>	<b>8.1</b>	<b>11.5</b>	<b>8.1</b>

Source: NETS 2009, Calculations by Haveman Economic Consulting



Figure 3: All Industries

Region: TriValley

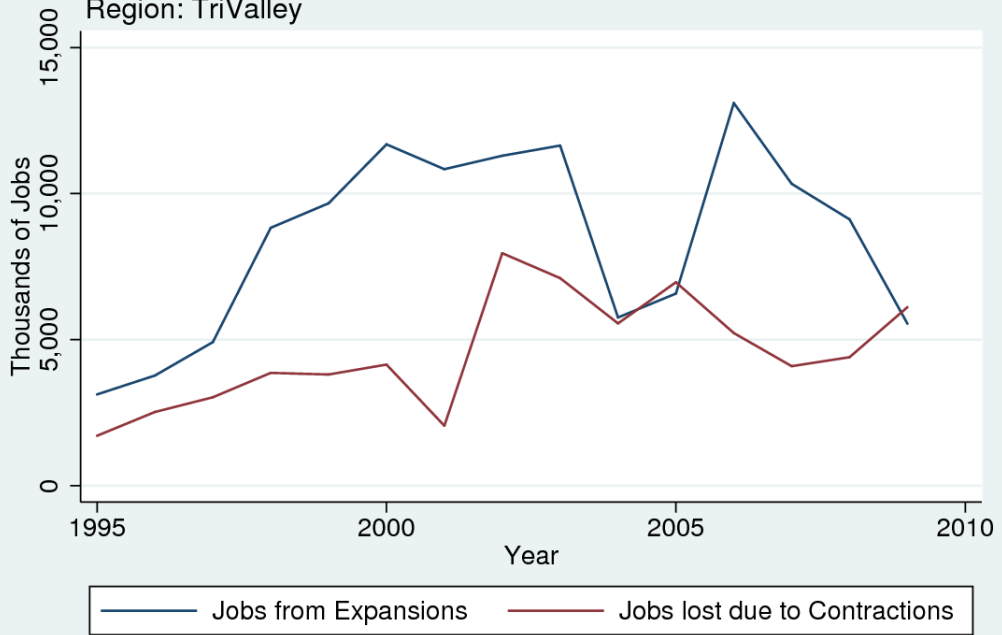
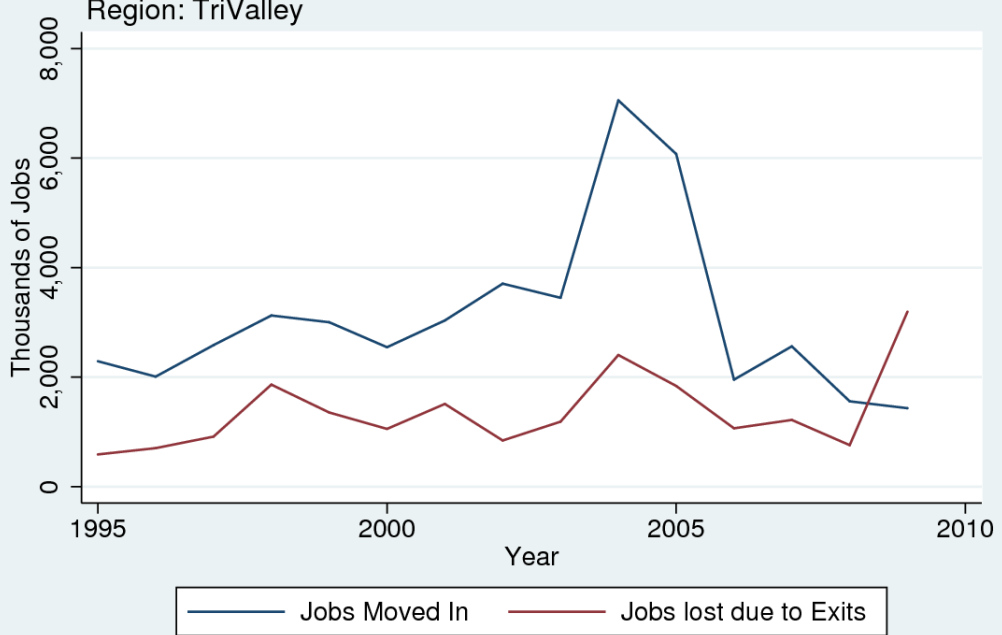


Figure 4: All Industries

Region: TriValley



**Table 3: Top 15 Move Ins**

Year	Company	Industry	Employment	From (County):	To (City):
2005	Fabco Automotive Corporation	Manufacturing	2,500	Alameda	Livermore
2005	Ross Stores Inc	Retail Trade	1,500	Alameda	Pleasanton
2004	Chevron Corporation	Manufacturing	1,329	San Francisco	San Ramon
1998	New Albertsons Inc	Transportation and Warehousing	1,300	Alameda	Dublin
2004	Getty Mining International	Mining	1,014	Westchester, NY	San Ramon
2004	Iron Horse Insurance Co	Mining	900	Westchester, NY	San Ramon
2004	Texaco Inc	Mining	800	Westchester, NY	San Ramon
1997	Safeway Inc	Retail Trade	630	Alameda	Pleasanton
1999	Safeway Inc	Other Services (except Public Administration)	600	Alameda	Pleasanton
2003	Sybase Inc	Information	600	Alameda	Dublin
2002	Cal-Air Conditioning Service	Construction	500	Alameda	Livermore
1998	Safeway Inc	Retail Trade	500	Alameda	Pleasanton
1995	Nellcor Puritan Bennett Inc	Manufacturing	420	Alameda	Pleasanton
2004	Chevron Usa Inc	Mining	402	San Francisco	San Ramon
2009	Activant Solutions Inc	Professional, Scientific, and Technical Services	350	Travis, TX	Livermore

Source: NETS 2009, Calculations by Haveman Economic Consulting

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

Year	Company	Industry	Detailed Industry
2005	Fabco Automotive Corporation	Manufacturing	Motor Vehicle Transmission and Power Train Parts Manufactu
2005	Ross Stores Inc	Retail Trade	Family Clothing Stores
2004	Chevron Corporation	Manufacturing	Petroleum Refineries
1998	New Albertsons Inc	Transportation and Warehousing	General Warehousing and Storage
2004	Getty Mining International	Mining	Crude Petroleum and Natural Gas Extraction
2004	Iron Horse Insurance Co	Mining	Crude Petroleum and Natural Gas Extraction
2004	Texaco Inc	Mining	Crude Petroleum and Natural Gas Extraction
1997	Safeway Inc	Retail Trade	Supermarkets and Other Grocery (except Convenience) Stores
1999	Safeway Inc	Other Services (except Public Administration)	Labor Unions and Similar Labor Organizations
2003	Sybase Inc	Information	Software Publishers
2002	Cal-Air Conditioning Service	Construction	Plumbing, Heating, and Air-Conditioning Contractors
1998	Safeway Inc	Retail Trade	Supermarkets and Other Grocery (except Convenience) Stores
1995	Nellcor Puritan Bennett Inc	Manufacturing	Electromedical and Electrotherapeutic Apparatus Manufactur
2004	Chevron Usa Inc	Mining	Crude Petroleum and Natural Gas Extraction
2009	Activant Solutions Inc	Professional, Scientific, and Technical Services	Custom Computer Programming Services

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	Solera Holdings Inc	Professional, Scientific, and Technical Services	1,000	San Ramon	San Diego
2009	Ion Beam Applications Lp	Admin Support and Waste Mgmt Svcs	950	Pleasanton	Vermilion, LA
1999	Vanstar Corporation	Wholesale Trade	500	Pleasanton	Fulton, GA
2005	Commerce One Inc	Information	350	Pleasanton	San Francisco
2005	Quest Dgnstics Clncl Labs Inc	Health Care and Social Assistance	320	Dublin	Santa Clara
2006	Yamanouchi Consumer Inc	Manufacturing	300	Pleasanton	Cleveland, OK
1998	Lucky Stores Inc Delaware	Retail Trade	300	Dublin	Alameda
1998	Bradshaw Incorporated-North	Wholesale Trade	250	Pleasanton	Los Angeles
2000	Hexcel Corporation	Manufacturing	180	Pleasanton	Fairfield, CT
2000	Safeco Insurance Company Amer	Finance and Insurance	160	San Ramon	Contra Costa
2001	Ncln 20 Inc	Admin Support and Waste Mgmt Svcs	150	Pleasanton	Contra Costa
2004	Kaiser Aluminum & Chem Corp	Manufacturing	150	Pleasanton	Harris, TX
2002	Oxnard Forge Die Company Inc	Manufacturing	146	Pleasanton	Ventura
2005	Commerce One Operations Inc	Information	130	Pleasanton	San Francisco

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	Solera Holdings Inc	Professional, Scientific, and Technical Services	Custom Computer Programming Services
2009	Ion Beam Applications Lp	Admin Support and Waste Mgmt Svcs	Packaging and Labeling Services
1999	Vanstar Corporation	Wholesale Trade	Computer and Computer Peripheral Equipment and Software
2005	Commerce One Inc	Information	Software Publishers
2005	Quest Dgnstics Clncl Labs Inc	Health Care and Social Assistance	Medical Laboratories
2006	Yamanouchi Consumer Inc	Manufacturing	Pharmaceutical Preparation Manufacturing
1998	Lucky Stores Inc Delaware	Retail Trade	Supermarkets and Other Grocery (except Convenience) Stores
1998	Bradshaw Incorporated-North	Wholesale Trade	General Line Grocery Merchant Wholesalers
2000	Hexcel Corporation	Manufacturing	Other Aircraft Parts and Auxiliary Equipment Manufacturing
2000	Safeco Insurance Company Amer	Finance and Insurance	Direct Property and Casualty Insurance Carriers
2001	Ncln 20 Inc	Admin Support and Waste Mgmt Svcs	Security Guards and Patrol Services
2004	Kaiser Aluminum & Chem Corp	Manufacturing	Primary Aluminum Production
2002	Oxnard Forge Die Company Inc	Manufacturing	Special Die and Tool, Die Set, Jig, and Fixture Manufacturing
2005	Commerce One Operations Inc	Information	Data Processing, Hosting, and Related Services

Source: NETS 2009, Calculations by Haveman Economic Consulting

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

Contents are (Ratio MoveIns/MoveOuts in Tri-Valley)/(Average Ratio in Other Regions)

Industry	Total	1995-2000	2001-2003	2004-2007	2008-2009	All Yrs
<b>by Employment</b>						
Other	1,730		1.35			15.16
Mining	23,483	15.47				12.97
Transportation and Warehousing	59,891	15.16	1.06	4.59	2.64	6.56
Construction	292,640	7.13	4.00	2.86	1.05	4.00
Manufacturing	294,851	2.47	2.10	5.30	0.89	3.18
Arts, Entertainment, and Recreation	63,910	2.48	21.30	2.16	0.68	3.05
Finance and Insurance	234,932	5.04	1.34	2.50	2.68	2.46
<b>Total</b>	<b>3,580,326</b>	<b>2.69</b>	<b>2.88</b>	<b>2.92</b>	<b>1.09</b>	<b>2.39</b>
Wholesale Trade	218,220	1.10	3.03	3.01	2.22	2.28
Retail Trade	396,726	2.42	2.59	11.30	3.17	2.14
Real Estate and Rental and Leasing	111,661	3.09	0.66	2.72	3.11	2.13
Health Care and Social Assistance	210,541	3.16	0.92	0.43	0.87	1.89
Accommodation and Food Services	234,729	0.86	1.26	2.43	0.19	1.58
Information	260,946	1.74	12.98	0.43	2.30	1.28
Admin Support and Waste Mgmt Svcs	226,199	2.06	1.13	2.23	0.26	1.19
Educational Services	115,363	0.00	2.59	0.18	0.05	1.08
Utilities	8,435	0.85				1.07
Public Administration	81,464		0.00	2.77		0.31
Other Services (except Public Administration)						
Professional, Scientific, and Technical Services						
Other Services (except Public Admin)	150,806					
Agriculture, Forestry, Fishing and Hunting						
Prof., Sci., and Tech. Services	584,750					
Ag., Forestry, Fishing and Hunting	9,048					
<b>by Number of Establishments</b>						
Mining	354	5.31				4.31
Other	304		1.67			3.91
Arts, Entertainment, and Recreation	6,512	2.07	1.72	3.72	4.82	2.84
Utilities	304	1.90				2.70
Finance and Insurance	21,701	2.24	2.75	2.07	1.78	2.28
Wholesale Trade	22,425	2.14	1.89	1.96	2.73	2.23
Transportation and Warehousing	5,333	1.74	1.19	2.30	1.18	2.04
Construction	30,577	2.15	1.83	2.12	2.00	2.01
Real Estate and Rental and Leasing	17,789	1.90	1.42	3.17	1.90	1.99
<b>Total</b>	<b>340,975</b>	<b>1.82</b>	<b>1.66</b>	<b>1.82</b>	<b>1.47</b>	<b>1.81</b>
Manufacturing	17,743	1.89	1.97	1.71	1.11	1.78
Information	8,257	1.37	2.18	1.90	1.25	1.75
Retail Trade	41,223	1.69	1.93	1.68	1.52	1.67
Admin Support and Waste Mgmt Svcs	36,071	1.41	1.82	1.92	1.10	1.63
Health Care and Social Assistance	24,343	1.34	0.83	1.39	1.10	1.45
Accommodation and Food Services	11,668	1.29	1.23	1.43	0.88	1.29
Educational Services	5,064	0.00	1.50	1.12	1.17	1.08
Public Administration	1,177		0.00	1.12		1.05
Professional, Scientific, and Technical Services						
Other Services (except Public Admin)	29,830					
Agriculture, Forestry, Fishing and Hunting						
Other Services (except Public Administration)						
Ag., Forestry, Fishing and Hunting	2,510					
Prof., Sci., and Tech. Services	57,790					

Source: NETS 2009, Calculations by Haveman Economic Consulting

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

Industry	Total	Ratio	Tri-Valley	San Francisco	Santa Clara	Los Angeles	Alameda	Contra Costa
<b>by Employment</b>								
Other	1,730	15.16	12.00	0.02	1.50	0.83	1.50	0.10
Mining	23,483	12.97	109.42	0.04	0.18	0.54	0.09	41.34
Transportation and Warehousing	59,891	6.56	6.04	0.70	0.41	0.34	1.44	1.73
Construction	292,640	4.00	2.97	0.54	0.45	0.48	1.43	0.81
Manufacturing	294,851	3.18	3.08	0.41	0.59	0.41	1.77	1.68
Arts, Entertainment, and Recreation	63,910	3.05	3.59	1.38	0.46	0.82	0.68	2.53
Finance and Insurance	234,932	2.46	1.61	0.31	0.31	0.55	0.86	1.23
<b>Total</b>	<b>3,580,326</b>	<b>2.39</b>	<b>2.08</b>	<b>0.51</b>	<b>0.67</b>	<b>0.51</b>	<b>1.32</b>	<b>1.33</b>
Wholesale Trade	218,220	2.28	1.84	0.42	0.62	0.45	1.44	1.11
Retail Trade	396,726	2.14	1.82	0.79	0.77	0.48	0.66	1.56
Real Estate and Rental and Leasing	111,661	2.13	1.99	0.95	0.68	1.02	1.00	1.03
Health Care and Social Assistance	210,541	1.89	1.37	0.65	0.68	0.52	0.91	0.87
Accommodation and Food Services	234,729	1.58	1.24	0.56	0.69	0.39	1.51	0.77
Information	260,946	1.28	1.19	1.01	0.75	0.82	1.01	1.04
Admin Support and Waste Mgmt Svcs	226,199	1.19	1.00	0.31	1.25	0.68	0.79	1.14
Educational Services	115,363	1.08	0.85	0.78	0.63	0.40	1.22	0.92
Utilities	8,435	1.07	0.83	0.45	0.06	0.25	2.60	0.53
Public Administration	81,464	0.31	3.07	0.04	26.31	0.72	17.37	4.53
Other Services (except Public Administration)							0.96	
Ag., Forestry, Fishing and Hunting	9,048		3.43	0.51	0.34	1.08		0.56
Professional, Scientific, and Technical Services							1.30	
Other Services (except Public Admin)	150,806		1.93	0.44	0.58	0.61		1.95
Prof., Sci., and Tech. Services	584,750		1.50	0.57	0.86	0.61		1.33
Agriculture, Forestry, Fishing and Hunting							0.97	
<b>by Number of Establishments</b>								
Mining	354	4.31	6.20	0.38	0.25	0.56	1.17	4.83
Other	304	3.91	2.00	0.25	0.67	1.00	0.50	0.14
Arts, Entertainment, and Recreation	6,512	2.84	2.33	0.64	0.61	0.78	0.98	1.09
Utilities	304	2.70	2.33	1.00	0.33	0.70	1.29	1.00
Finance and Insurance	21,701	2.28	1.79	0.62	0.59	0.58	0.83	1.30
Wholesale Trade	22,425	2.23	1.68	0.40	0.58	0.55	1.16	1.07
Transportation and Warehousing	5,333	2.04	1.49	0.45	0.44	0.59	0.93	1.24
Construction	30,577	2.01	1.37	0.58	0.48	0.48	0.86	1.01
Real Estate and Rental and Leasing	17,789	1.99	1.58	0.66	0.52	0.66	0.89	1.25
<b>Total</b>	<b>340,975</b>	<b>1.81</b>	<b>1.37</b>	<b>0.55</b>	<b>0.60</b>	<b>0.57</b>	<b>0.92</b>	<b>1.15</b>
Manufacturing	17,743	1.78	1.27	0.42	0.53	0.42	1.03	1.16
Information	8,257	1.75	1.46	0.65	0.66	0.74	0.95	1.18
Retail Trade	41,223	1.67	1.34	0.51	0.75	0.61	0.75	1.43
Admin Support and Waste Mgmt Svcs	36,071	1.63	1.18	0.53	0.65	0.59	0.83	1.01
Health Care and Social Assistance	24,343	1.45	1.18	0.76	0.77	0.65	0.65	1.23
Accommodation and Food Services	11,668	1.29	1.27	0.76	0.88	0.89	1.09	1.32
Educational Services	5,064	1.08	0.85	0.72	0.63	0.68	0.66	1.24
Public Administration	1,177	1.05	1.25	0.50	1.25	1.05	0.56	2.60
Other Services (except Public Administration)							0.85	
Other Services (except Public Admin)	29,830		1.32	0.53	0.60	0.55		0.98
Professional, Scientific, and Technical Services							0.96	
Ag., Forestry, Fishing and Hunting	2,510		1.83	0.88	0.87	0.91		0.91
Prof., Sci., and Tech. Services	57,790		1.17	0.56	0.60	0.60		1.10
Agriculture, Forestry, Fishing and Hunting							1.21	

Source: NETS 2009, Calculations by Haveman Economic Consulting

Note: Ratio is the Tri-Valleyratio 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
<b>by Employment</b>								
Mining	1,262	15.47	4.50	0.03	0.00	0.12	0.80	0.50
Transportation and Warehousing	18,057	15.16	12.85	0.09	0.26	0.30	2.38	1.21
Construction	62,119	7.13	4.98	0.78	0.33	0.46	1.17	0.75
Finance and Insurance	54,552	5.04	5.13	0.91	0.58	0.37	1.16	2.07
Health Care and Social Assistance	47,881	3.16	3.17	0.42	0.78	0.46	2.66	0.70
Real Estate and Rental and Leasing	26,037	3.09	3.31	0.61	0.82	0.98	1.72	1.22
<b>Total</b>	<b>820,182</b>	<b>2.69</b>	<b>2.41</b>	<b>0.44</b>	<b>0.84</b>	<b>0.44</b>	<b>1.66</b>	<b>1.10</b>
Arts, Entertainment, and Recreation	12,930	2.48	2.72	1.31	1.75	0.24	0.50	1.68
Manufacturing	57,581	2.47	2.12	0.17	0.73	0.40	2.14	0.86
Retail Trade	88,156	2.42	3.39	2.49	0.65	0.37	1.55	1.97
Admin Support and Waste Mgmt Svcs	46,715	2.06	1.91	0.18	2.01	0.86	0.93	0.64
Information	65,928	1.74	1.90	0.27	1.16	1.12	2.03	0.88
Wholesale Trade	54,824	1.10	0.96	0.48	0.49	0.45	1.40	1.51
Accommodation and Food Services	53,927	0.86	0.67	1.20	0.65	0.12	0.91	1.04
Utilities	2,138	0.85	0.46	2.10	0.00	0.14	0.38	0.08
Educational Services	27,478	0.00	0.00	1.40	0.77	0.32	0.04	1.33
Prof., Sci., and Tech. Services	142,688		1.14	0.85	1.33	0.40		1.60
Other Services (except Public Admin)	35,773		13.87	0.16	0.60	0.50		1.63
Other	537							
Professional, Scientific, and Technical Services							1.84	
Agriculture, Forestry, Fishing and Hunting							0.52	
Other Services (except Public Administration)							1.39	
Public Administration	19,324			0.00		0.24	56.25	2.41
Ag., Forestry, Fishing and Hunting	2,275			0.91	1.00	0.58		0.43
<b>by Number of Establishments</b>								
Mining	48	5.31	5.00	0.33	0.00	0.38	3.00	1.00
Finance and Insurance	4,487	2.24	2.00	0.64	0.86	0.52	0.72	1.72
Construction	6,960	2.15	1.59	0.81	0.47	0.43	0.92	1.07
Wholesale Trade	5,936	2.14	1.77	0.43	0.56	0.54	1.22	1.38
Arts, Entertainment, and Recreation	1,391	2.07	1.60	0.68	0.61	0.45	0.79	1.33
Utilities	59	1.90	2.00	4.00	0.00	0.25	0.33	0.67
Real Estate and Rental and Leasing	4,043	1.90	1.44	0.46	0.73	0.59	0.83	1.17
Manufacturing	4,149	1.89	1.31	0.46	0.49	0.38	1.15	0.99
<b>Total</b>	<b>74,342</b>	<b>1.82</b>	<b>1.47</b>	<b>0.61</b>	<b>0.64</b>	<b>0.52</b>	<b>1.05</b>	<b>1.22</b>
Transportation and Warehousing	1,230	1.74	1.38	0.46	0.30	0.60	1.33	1.29
Retail Trade	9,325	1.69	1.47	0.57	0.89	0.54	1.08	1.26
Admin Support and Waste Mgmt Svcs	4,711	1.41	1.14	0.78	0.80	0.60	1.04	0.80
Information	1,610	1.37	1.33	0.61	0.71	0.74	1.36	1.43
Health Care and Social Assistance	5,928	1.34	1.11	0.84	0.87	0.60	0.84	1.00
Accommodation and Food Services	2,747	1.29	1.11	0.82	0.56	0.71	1.22	1.00
Educational Services	1,137	0.00	0.00	1.80	0.57	0.75	0.31	1.14
Professional, Scientific, and Technical Services							0.96	
Other Services (except Public Admin)	6,782		1.33	0.36	0.75	0.63		1.06
Other	47							
Prof., Sci., and Tech. Services	12,965		1.33	0.73	0.74	0.50		1.41
Other Services (except Public Administration)							1.21	
Agriculture, Forestry, Fishing and Hunting							1.33	
Ag., Forestry, Fishing and Hunting	495			0.60	0.70	0.47		0.67
Public Administration	292			0.00		0.83	0.50	3.00

Source: NETS 2009, Calculations by Haveman Economic Consulting

Note: Ratio is the Tri-Valleyratio 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
<b>by Employment</b>								
Arts, Entertainment, and Recreation	11,484	21.30	35.33	0.61	0.23	3.20	1.39	2.87
Information	45,784	12.98	14.59	1.45	0.90	0.51	2.11	0.65
Construction	57,117	4.00	4.26	0.40	0.48	0.61	3.32	0.52
Wholesale Trade	37,939	3.03	2.32	0.16	0.72	0.55	1.16	1.25
<b>Total</b>	637,453	2.88	2.97	0.41	0.51	0.63	1.98	1.63
Educational Services	20,380	2.59	8.00	0.14	0.06	3.35	11.71	0.15
Retail Trade	65,704	2.59	3.07	0.11	1.12	1.03	0.78	2.87
Manufacturing	48,567	2.10	3.12	0.23	0.21	0.51	2.39	4.09
Other	525	1.35	2.00	0.00	5.00	1.90	0.00	0.50
Finance and Insurance	42,322	1.34	2.42	0.22	0.34	0.46	2.60	5.45
Accommodation and Food Services	43,583	1.26	0.83	0.48	0.40	0.44	1.15	0.81
Admin Support and Waste Mgmt Svcs	40,039	1.13	1.27	0.30	1.62	1.46	1.41	0.86
Transportation and Warehousing	9,320	1.06	1.39	1.28	0.63	0.13	1.05	3.46
Health Care and Social Assistance	39,275	0.92	0.84	0.95	0.49	1.14	0.88	1.12
Real Estate and Rental and Leasing	19,015	0.66	0.77	0.49	0.18	0.75	1.13	3.28
Public Administration	15,034	0.00	0.00	0.00	3.50	0.13	16.80	0.44
Ag., Forestry, Fishing and Hunting	1,400		3.11	0.92	0.12	0.78		5.64
Prof., Sci., and Tech. Services	108,482		3.12	0.35	0.61	0.73		1.11
Agriculture, Forestry, Fishing and Hunting							1.34	
Professional, Scientific, and Technical Services							2.35	
Other Services (except Public Admin)	28,591		1.62	0.85	0.73	0.49		1.69
Other Services (except Public Administration)							3.01	
Mining	1,323		4.53	0.00		12.15	0.00	
Utilities	1,569			0.00		0.25	44.33	13.33
<b>by Number of Establishments</b>								
Finance and Insurance	3,386	2.75	2.21	0.39	0.36	0.58	0.94	1.74
Information	1,584	2.18	2.09	0.52	0.60	0.90	1.13	1.62
Manufacturing	2,960	1.97	1.49	0.38	0.42	0.54	1.21	1.23
Retail Trade	6,584	1.93	1.67	0.42	0.59	0.69	0.88	1.75
Wholesale Trade	3,458	1.89	1.25	0.24	0.51	0.63	1.13	0.81
Construction	4,728	1.83	1.28	0.35	0.34	0.53	1.04	1.24
Admin Support and Waste Mgmt Svcs	4,716	1.82	1.21	0.42	0.42	0.55	0.87	1.09
Arts, Entertainment, and Recreation	1,171	1.72	1.60	0.28	0.86	1.01	1.17	1.33
Other	77	1.67	1.00	0.00	1.00	1.50	0.00	0.50
<b>Total</b>	55,232	1.66	1.29	0.41	0.48	0.66	1.09	1.24
Educational Services	864	1.50	1.50	0.39	0.27	1.20	1.82	1.33
Real Estate and Rental and Leasing	2,890	1.42	1.25	0.53	0.20	0.65	0.88	2.13
Accommodation and Food Services	1,958	1.23	1.00	0.52	0.57	0.92	0.91	1.17
Transportation and Warehousing	810	1.19	0.90	0.50	0.52	0.66	0.86	1.24
Health Care and Social Assistance	4,087	0.83	0.76	0.84	1.03	0.83	0.76	1.18
Public Administration	241	0.00	0.00	0.50	1.00	1.50	2.00	2.00
Other Services (except Public Admin)	5,049		1.11	0.60	0.65	0.62		0.82
Mining	47		4.00	0.00		0.83	0.00	
Other Services (except Public Administration)							1.21	
Utilities	52			0.00		0.67	3.00	2.00
Agriculture, Forestry, Fishing and Hunting							5.00	
Prof., Sci., and Tech. Services	10,142		1.03	0.39	0.44	0.72		1.20
Professional, Scientific, and Technical Services							1.29	
Ag., Forestry, Fishing and Hunting	428		4.00	1.00	0.50	1.22		2.00

Source: NETS 2009, Calculations by Haveman Economic Consulting

Note: Ratio is the Tri-Valleyratio 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
<b>by Employment</b>								
Retail Trade	102,940	11.30	8.68	0.71	0.74	0.44	0.58	1.37
Manufacturing	86,381	5.30	5.33	0.44	0.74	0.57	1.09	2.19
Transportation and Warehousing	13,614	4.59	3.57	0.17	0.69	0.81	1.76	0.48
Wholesale Trade	50,480	3.01	2.41	1.01	0.63	0.48	1.13	0.75
<b>Total</b>	913,792	2.92	2.65	0.79	0.81	0.58	0.82	1.53
Construction	76,139	2.86	2.07	0.73	0.43	0.34	1.05	1.06
Public Administration	21,727	2.77	6.50	0.30	2.33	0.59	1.59	6.91
Real Estate and Rental and Leasing	26,585	2.72	2.80	1.68	0.72	1.11	1.20	0.43
Finance and Insurance	57,960	2.50	1.70	0.63	0.75	0.82	0.39	0.82
Accommodation and Food Services	61,753	2.43	2.77	0.57	1.06	1.20	1.97	0.91
Admin Support and Waste Mgmt Svcs	64,508	2.23	1.52	0.69	0.73	0.26	0.77	0.96
Arts, Entertainment, and Recreation	18,884	2.16	3.45	2.05	0.81	0.89	0.63	3.60
Health Care and Social Assistance	48,788	0.43	0.35	1.15	0.73	0.67	0.31	1.21
Information	64,781	0.43	0.39	1.51	0.78	0.83	0.47	1.03
Educational Services	28,961	0.18	0.20	1.58	0.56	0.39	2.02	1.04
Other Services (except Public Admin)	35,880		1.95	0.82	0.68	0.56		3.01
Ag., Forestry, Fishing and Hunting	1,939		10.33	0.27	0.24	1.77		0.15
Other Services (except Public Administration)							0.45	
Utilities	1,768			2.75	0.00	1.01		0.00
Prof., Sci., and Tech. Services	137,830		1.94	0.81	1.15	0.75		1.16
Mining	12,583		636.80	0.02	0.62	0.18		43.59
Agriculture, Forestry, Fishing and Hunting							1.06	
Professional, Scientific, and Technical Services							0.61	
Other	291			0.03	0.80	0.32	3.00	0.00
<b>by Number of Establishments</b>								
Arts, Entertainment, and Recreation	1,895	3.72	3.14	0.88	0.60	0.84	0.98	0.91
Real Estate and Rental and Leasing	4,675	3.17	2.54	0.88	0.46	0.65	1.12	0.88
Transportation and Warehousing	1,360	2.30	1.45	0.35	0.67	0.51	0.66	0.97
Construction	7,681	2.12	1.33	0.48	0.47	0.51	0.72	0.95
Finance and Insurance	6,246	2.07	1.50	0.81	0.58	0.61	0.83	0.81
Wholesale Trade	4,977	1.96	1.42	0.51	0.75	0.57	0.76	1.04
Admin Support and Waste Mgmt Svcs	12,560	1.92	1.26	0.43	0.67	0.63	0.69	0.85
Information	2,499	1.90	1.43	0.65	0.67	0.75	0.79	0.90
<b>Total</b>	90,816	1.82	1.31	0.58	0.65	0.62	0.76	1.00
Manufacturing	4,400	1.71	1.18	0.42	0.65	0.55	0.70	1.15
Retail Trade	9,467	1.68	1.34	0.54	0.66	0.64	0.68	1.46
Accommodation and Food Services	3,031	1.43	1.58	0.76	0.88	1.06	1.04	1.81
Health Care and Social Assistance	6,131	1.39	1.03	0.59	0.64	0.68	0.62	1.16
Public Administration	285	1.12	1.50	0.80	1.00	1.17	0.23	3.50
Educational Services	1,329	1.12	0.83	0.66	0.58	0.74	0.58	1.18
Mining	143		20.00	0.40	1.00	1.00		9.50
Other	90			1.00	0.60	0.64	1.00	0.00
Other Services (except Public Administration)							0.72	
Prof., Sci., and Tech. Services	15,513		0.99	0.57	0.67	0.64		0.86
Ag., Forestry, Fishing and Hunting	679		1.00	0.67	1.00	1.65		0.60
Other Services (except Public Admin)	7,769		1.86	0.69	0.59	0.56		0.99
Professional, Scientific, and Technical Services							0.82	
Agriculture, Forestry, Fishing and Hunting							0.38	
Utilities	86			2.00	0.00	1.00		0.00

Source: NETS 2009, Calculations by Haveman Economic Consulting

Note: Ratio is the Tri-Valleyratio divided by the average of the ratio in the other regions.

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

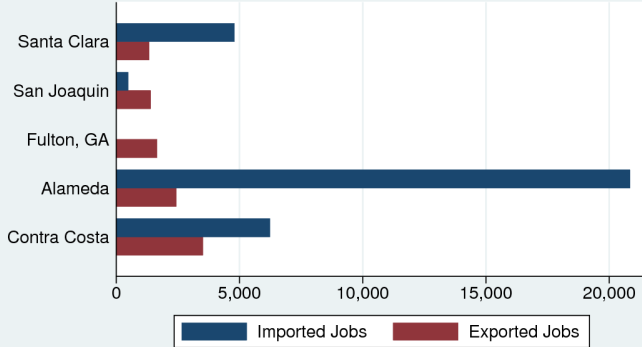
Industry	Total	Ratio	Alameda	San Francisco	Santa Clara	Los Angeles	Alameda	Contra Costa
<b>by Employment</b>								
Retail Trade	55,955	3.17	2.59	0.57	0.43	0.83	0.98	1.27
Real Estate and Rental and Leasing	15,207	3.11	3.73	0.94	1.35	2.30	0.55	0.86
Finance and Insurance	28,975	2.68	1.97	0.80	0.51	0.77	1.43	0.18
Transportation and Warehousing	7,340	2.64	2.12	0.68	0.05	0.18	0.74	2.36
Information	28,754	2.30	2.82	2.96	0.36	0.64	0.24	1.94
Wholesale Trade	25,220	2.22	2.32	0.59	0.71	0.44	1.43	2.07
<b>Total</b>	<b>478,124</b>	<b>1.09</b>	<b>0.76</b>	<b>0.65</b>	<b>0.60</b>	<b>0.61</b>	<b>0.77</b>	<b>0.85</b>
Construction	39,148	1.05	0.85	0.69	0.55	0.80	0.96	1.07
Manufacturing	46,097	0.89	0.83	1.66	0.41	0.61	0.65	1.32
Health Care and Social Assistance	34,612	0.87	0.58	0.77	0.61	0.88	0.24	0.84
Arts, Entertainment, and Recreation	9,911	0.68	0.87	2.04	0.19	2.16	0.31	1.71
Admin Support and Waste Mgmt Svcs	38,013	0.26	0.26	0.24	2.18	0.57	0.64	1.38
Accommodation and Food Services	30,476	0.19	0.32	0.16	0.92	1.87	4.88	0.59
Educational Services	12,813	0.05	0.06	0.44	3.03	0.80	0.39	1.60
Professional, Scientific, and Technical Services							0.82	
Prof., Sci., and Tech. Services	68,563		0.65	0.47	1.10	0.58		0.83
Public Administration	10,311			0.08		217.00	4.00	
Other	193					2.83		0.00
Other Services (except Public Admin)	19,148		1.41	0.76	1.62	0.99		1.01
Utilities	1,359				0.00	0.17		0.00
Agriculture, Forestry, Fishing and Hunting							5.67	
Other Services (except Public Administration)							0.49	
Mining	5,030		0.00		0.00	0.01		0.00
Ag., Forestry, Fishing and Hunting	999		7.00	0.82	0.80	2.57		2.00
<b>by Number of Establishments</b>								
Arts, Entertainment, and Recreation	969	4.82	3.50	0.53	0.33	0.83	0.86	1.08
Wholesale Trade	2,828	2.73	2.27	0.84	0.67	0.62	1.03	1.00
Construction	4,560	2.00	1.62	0.93	0.87	0.58	0.79	0.89
Real Estate and Rental and Leasing	2,909	1.90	1.50	0.81	0.73	0.78	0.71	0.92
Finance and Insurance	4,071	1.78	1.41	0.78	0.62	0.60	0.75	1.23
Retail Trade	5,247	1.52	1.30	0.39	0.88	0.74	0.83	1.42
<b>Total</b>	<b>55,922</b>	<b>1.47</b>	<b>1.17</b>	<b>0.63</b>	<b>0.80</b>	<b>0.68</b>	<b>0.78</b>	<b>1.10</b>
Information	1,359	1.25	1.00	0.81	0.65	0.60	0.67	1.29
Transportation and Warehousing	889	1.18	0.80	0.25	0.30	0.83	0.70	1.30
Educational Services	801	1.17	1.00	1.00	1.30	0.56	0.79	0.62
Manufacturing	2,412	1.11	0.88	0.43	0.95	0.64	0.76	1.17
Health Care and Social Assistance	3,707	1.10	0.94	0.82	0.91	0.80	0.56	1.16
Admin Support and Waste Mgmt Svcs	10,527	1.10	0.92	0.60	1.04	0.66	0.90	1.00
Accommodation and Food Services	1,558	0.88	1.20	0.57	1.27	1.47	1.23	2.25
Agriculture, Forestry, Fishing and Hunting							2.00	
Professional, Scientific, and Technical Services							0.77	
Mining	66		0.00		0.00	0.40		0.00
Prof., Sci., and Tech. Services	9,038		1.04	0.66	0.71	0.68		1.00
Public Administration	147			0.50		3.00	1.00	
Other Services (except Public Administration)							0.49	
Other	63					3.00		0.00
Utilities	54				0.00	0.67		0.00
Other Services (except Public Admin)	4,325		0.93	0.52	1.03	0.61		1.33
Ag., Forestry, Fishing and Hunting	392		2.00	2.00	1.50	1.43		1.67

Source: NETS 2009, Calculations by Haveman Economic Consulting

Note: Ratio is the Tri-Valleyratio divided by the average of the ratio in the other regions.

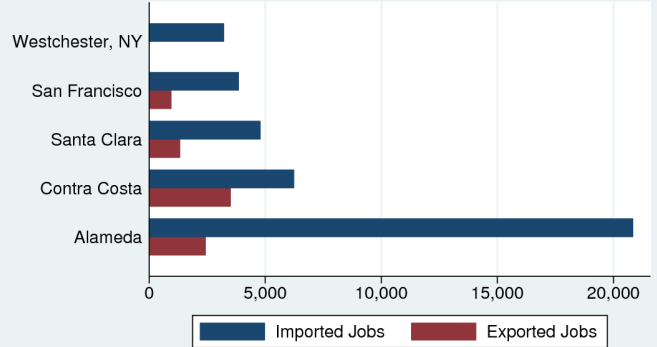
## Largest Employment Trading Partners

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



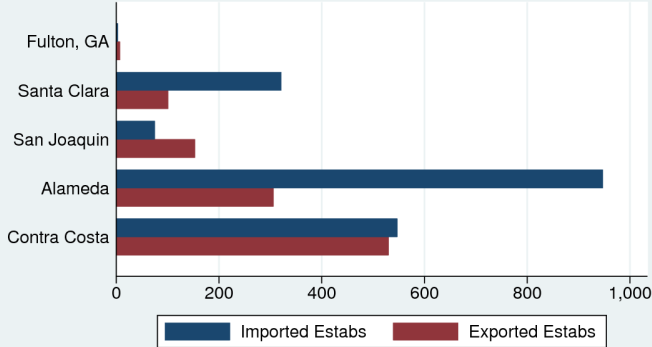
Note: Counties sorted by RED bars.  
Counties are selected based on overall employment movement.

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



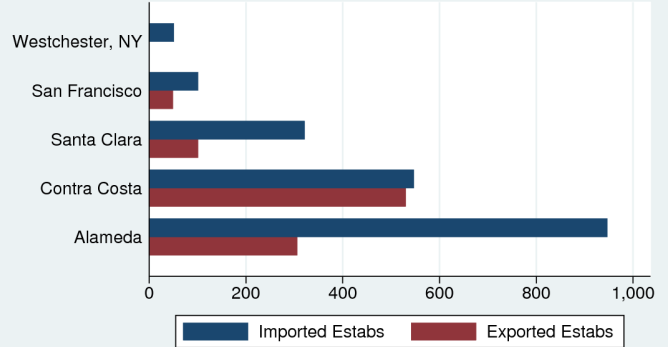
Note: Counties sorted by BLUE bars.  
Counties are selected based on overall employment movement.

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



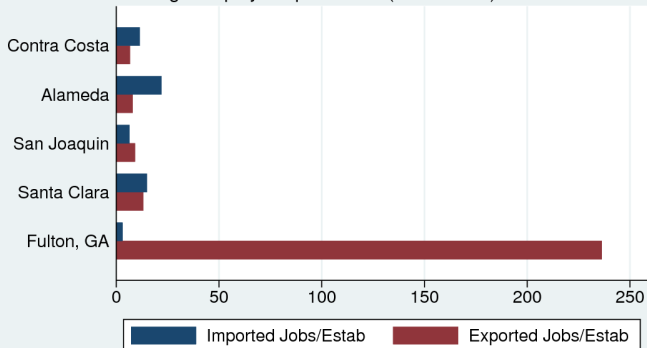
Note: Counties sorted by RED bars.  
Counties are selected based on overall employment movement.

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



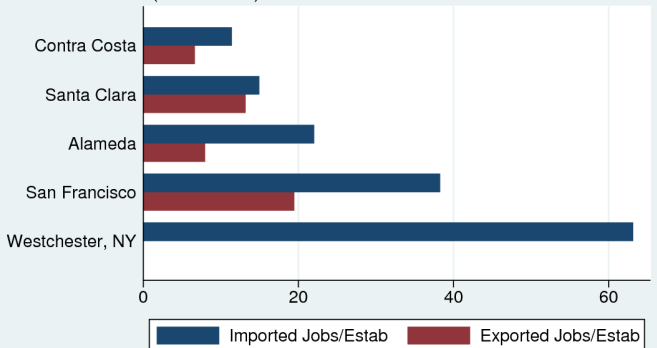
Note: Counties sorted by BLUE bars.  
Counties are selected based on overall employment movement.

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



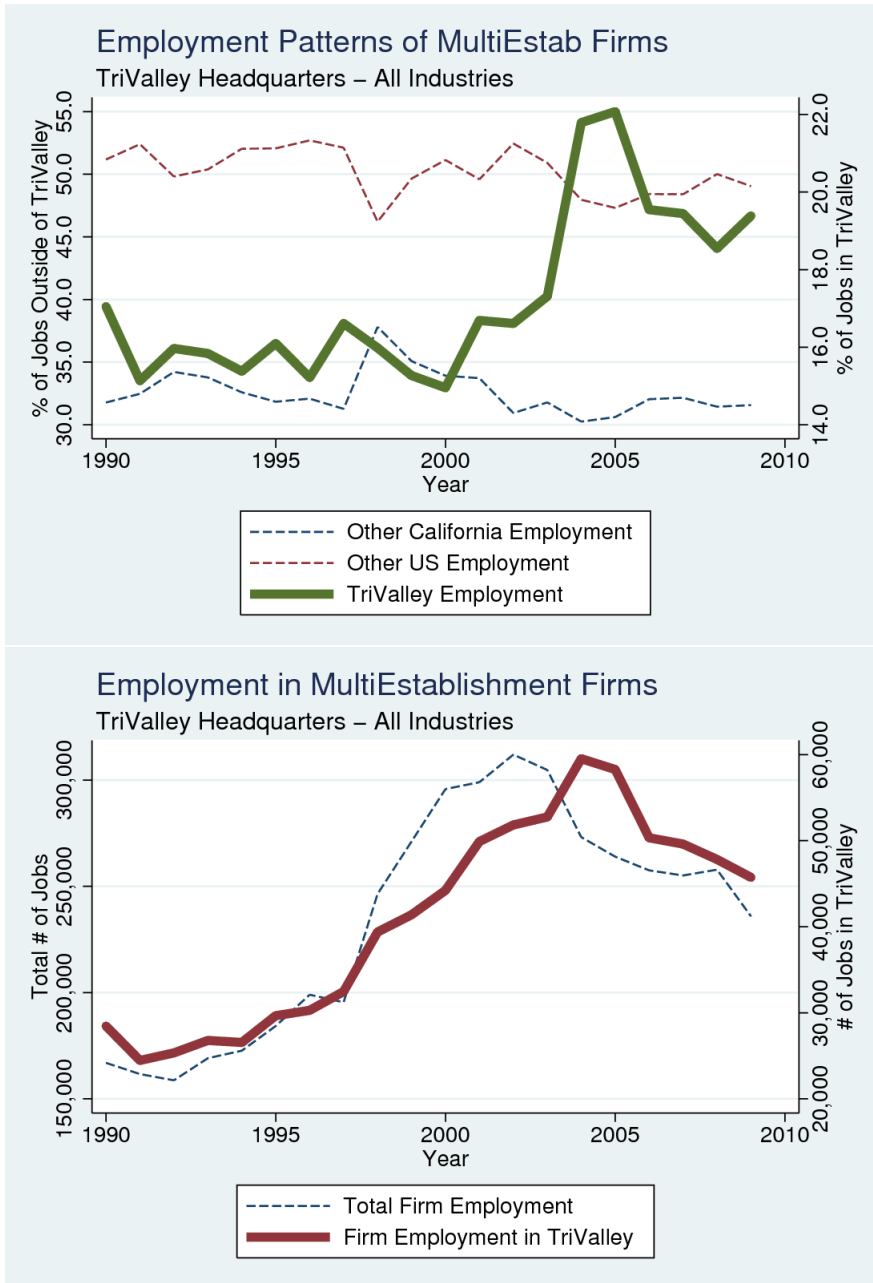
Note: Counties sorted by RED bars.  
Counties are selected based on overall employment movement.

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



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

## IntraFirm Geographical Employment Changes



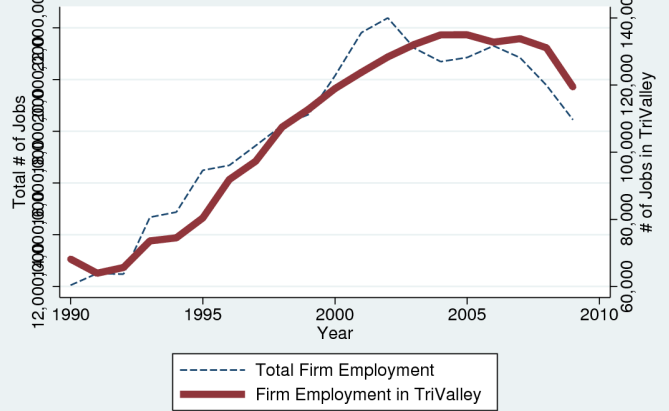
### Employment Patterns of MultiEstab Firms

ALL – All Industries



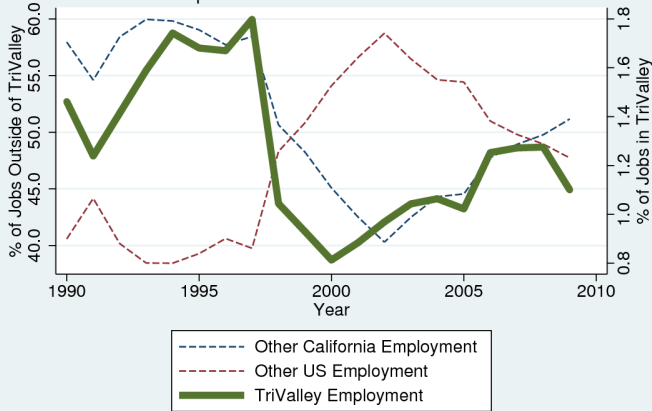
### Employment in MultiEstablishment Firms

ALL – All Industries



### Employment Patterns of MultiEstab Firms

Other CA Headquarters – All Industries



### Employment in MultiEstablishment Firms

Other CA Headquarters – All Industries



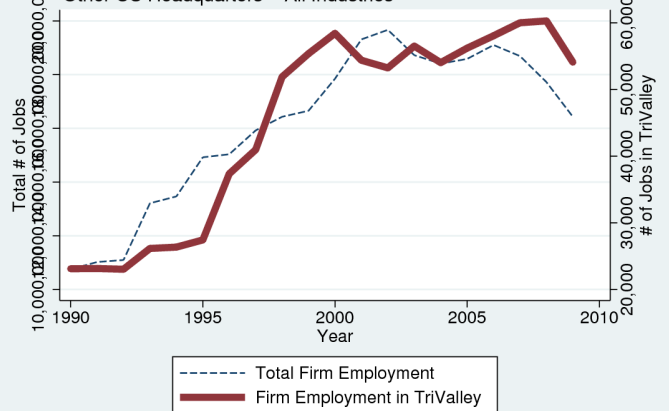
### Employment Patterns of MultiEstab Firms

Other US Headquarters – All Industries

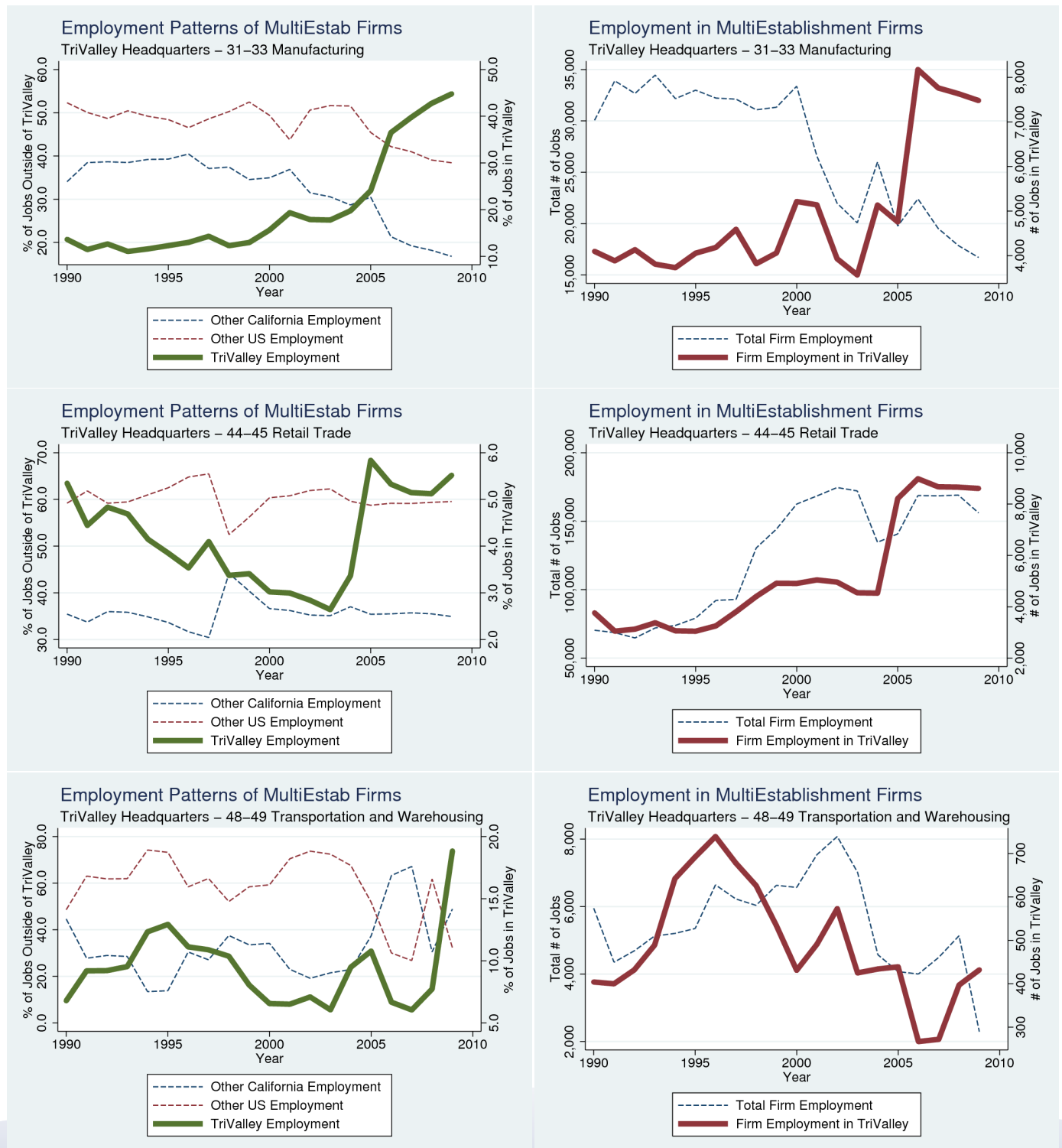


### Employment in MultiEstablishment Firms

Other US Headquarters – All Industries



## IntraFirm Geographical Employment Changes - by Major Industry



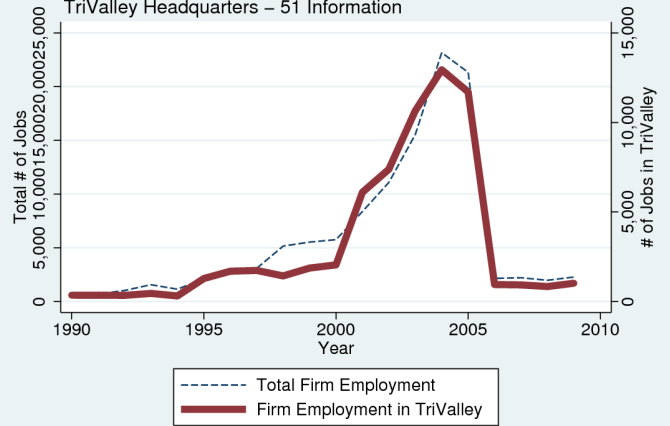
### Employment Patterns of MultiEstab Firms

TriValley Headquarters – 51 Information



### Employment in MultiEstablishment Firms

TriValley Headquarters – 51 Information



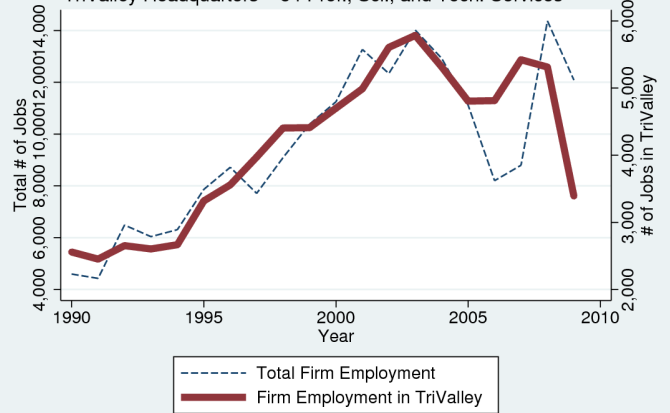
### Employment Patterns of MultiEstab Firms

TriValley Headquarters – 54 Prof., Sci., and Tech. Services



### Employment in MultiEstablishment Firms

TriValley Headquarters – 54 Prof., Sci., and Tech. Services



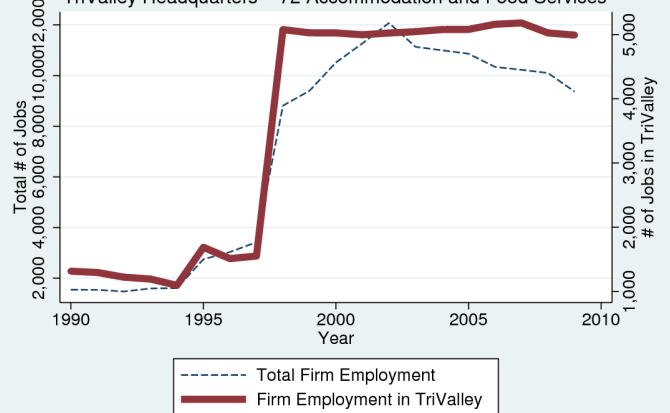
### Employment Patterns of MultiEstab Firms

TriValley Headquarters – 72 Accommodation and Food Services



### Employment in MultiEstablishment Firms

TriValley 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	20	6	30.61	15.56
56	Admin Support and Waste Mgmt Svcs	2,233	477	21.35	18.37
51	Information	498	66	13.21	30.57
71	Arts, Entertainment, and Recreation	383	49	12.67	36.13
48-49	Transportation and Warehousing	302	35	11.62	27.19
52	Finance and Insurance	1,277	147	11.48	24.36
	<b>TriValley</b>	19,479	2,217	11.38	28.87
54	Prof., Sci., and Tech. Services	3,375	366	10.84	33.97
11	Ag., Forestry, Fishing and Hunting	141	15	10.69	35.40
53	Real Estate and Rental and Leasing	1,023	108	10.52	29.00
81	Other Services (except Public Admin)	1,690	176	10.43	36.06
44-45	Retail Trade	2,174	218	10.02	30.96
23	Construction	1,691	166	9.79	29.00
62	Health Care and Social Assistance	1,403	132	9.42	34.41
61	Educational Services	292	26	8.85	35.40
42	Wholesale Trade	1,220	103	8.44	28.65
31-33	Manufacturing	989	78	7.86	31.56
72	Accommodation and Food Services	660	46	6.98	40.67
22	Utilities	18	1	5.60	40.00
21	Mining	21	1	5.08	12.50
92	Public Administration	70	3	4.31	26.67

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
<b>Contra Costa</b>	52,373	5,763	11.00	29.35
<b>Western Contra Costa</b>	7,900	866	10.97	27.11
<b>Eastern Contra Costa</b>	7,828	1,033	13.20	26.48
<b>Central Contra Costa</b>	20,146	1,985	9.86	30.45
<b>Alameda</b>	81,401	8,733	10.73	29.59
<b>Central Alameda</b>	13,843	1,434	10.36	28.26
<b>Northern Alameda</b>	37,162	3,847	10.35	29.64
<b>Southern Alameda</b>	14,884	1,747	11.74	28.95
<b>TriValley</b>	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: Tri-Valley Startup Activity - Average Annual Statistics**

County	# Establishments	# Births	Startup Activity	5 Year Survival
<b>TriValley</b>	19,479	2,217	11.38	28.87
<b>Alameda</b>	81,401	8,733	10.73	29.59
<b>Contra Costa</b>	52,373	5,763	11.00	29.35
<b>Marin</b>	25,448	2,468	9.70	33.48
<b>Napa</b>	8,523	794	9.31	34.61
<b>San Francisco</b>	62,931	6,196	9.85	32.48
<b>San Mateo</b>	45,127	4,536	10.05	31.24
<b>Santa Clara</b>	98,641	10,813	10.96	31.43
<b>Solano</b>	17,037	1,993	11.70	29.90
<b>Sonoma</b>	30,567	2,897	9.48	32.92
California	1,953,411	218,871	11.20	30.19
<b>Los Angeles</b>	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: Tri-Valley Startup Activity - Average Annual Statistics  
NAICS 31-33: Manufacturing**

County	# Establishments	# Births	Startup Activity	5 Year Survival
<b>TriValley</b>	989	78	7.86	31.56
<b>Alameda</b>	5,171	336	6.49	34.87
<b>Contra Costa</b>	2,102	154	7.35	32.38
<b>Marin</b>	1,016	69	6.77	37.98
<b>Napa</b>	694	45	6.51	44.99
<b>San Francisco</b>	2,540	176	6.94	36.06
<b>San Mateo</b>	45,127	4,536	10.05	31.24
<b>Santa Clara</b>	7,237	487	6.74	37.98
<b>Solano</b>	751	59	7.79	33.14
<b>Sonoma</b>	1,926	121	6.26	39.01
California	114,305	8,370	7.32	36.01
<b>Los Angeles</b>	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: Tri-Valley Startup Activity - Average Annual Statistics  
NAICS 51: Information**

County	# Establishments	# Births	Startup Activity	5 Year Survival
<b>TriValley</b>	498	66	13.21	30.57
<b>Alameda</b>	2,249	300	13.33	30.06
<b>Contra Costa</b>	1,153	154	13.38	28.71
<b>Marin</b>	1,043	111	10.64	31.97
<b>Napa</b>	147	18	12.44	39.05
<b>San Francisco</b>	2,482	303	12.21	31.79
<b>San Mateo</b>	45,127	4,536	10.05	31.24
<b>Santa Clara</b>	3,312	466	14.07	32.38
<b>Solano</b>	307	44	14.46	32.13
<b>Sonoma</b>	665	74	11.13	34.86
California	54,713	7,272	13.29	31.30
<b>Los Angeles</b>	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: Tri-Valley Startup Activity - Average Annual Statistics  
NAICS 54: Prof, Sci, and Tech Svcs**

County	# Establishments	# Births	Startup Activity	5 Year Survival
<b>TriValley</b>	3,375	366	10.84	33.97
<b>Alameda</b>	11,975	1,276	10.65	34.28
<b>Contra Costa</b>	8,223	841	10.23	33.68
<b>Marin</b>	5,286	462	8.74	38.14
<b>Napa</b>	1,029	99	9.61	35.31
<b>San Francisco</b>	12,320	1,186	9.63	34.74
<b>San Mateo</b>	45,127	4,536	10.05	31.24
<b>Santa Clara</b>	17,254	1,837	10.65	35.89
<b>Solano</b>	1,710	219	12.78	30.90
<b>Sonoma</b>	4,049	380	9.38	35.00
California	258,967	28,564	11.03	32.93
<b>Los Angeles</b>	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: Tri-Valley Startup Activity - Average Annual Statistics  
NAICS 81: Other Services**

County	# Establishments	# Births	Startup Activity	5 Year Survival
<b>TriValley</b>	1,690	176	10.43	36.06
<b>Alameda</b>	9,504	889	9.36	35.42
<b>Contra Costa</b>	5,726	560	9.78	35.42
<b>Marin</b>	2,198	182	8.26	37.56
<b>Napa</b>	786	66	8.43	42.80
<b>San Francisco</b>	6,201	517	8.34	38.63
<b>San Mateo</b>	45,127	4,536	10.05	31.24
<b>Santa Clara</b>	9,541	907	9.51	34.84
<b>Solano</b>	2,330	231	9.92	36.01
<b>Sonoma</b>	3,185	274	8.59	38.44
California	212,117	21,040	9.92	35.28
<b>Los Angeles</b>	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.