

## **MEMORANDUM**

To: Darrell Doan, City of Elk Grove  
Luis Aguilar, City of Elk Grove

From: David Zehnder, Ellen Martin, and Allison Shaffer

Subject: Elk Grove Employment Dynamics; EPS #162059

Date: September 12, 2019

*The Economics of Land Use*



The City of Elk Grove (City) engaged Economic & Planning Systems, Inc. (EPS) to conduct an analysis detailing employment dynamics in the City since incorporation in 2000 (hereafter referred to as 2019 Analysis). The City is looking to gain a more nuanced understanding of its employment dynamics over time, including an accounting of the major employer expansions, contractions, and migrations, as well as the impact of annexation, the Great Recession, and the subsequent economic recovery on its jobs base. The 2019 Analysis is an update and expansion of a prior analysis performed by EPS in 2016 (hereafter referred to as 2016 Analysis).

EPS partnered with JACOBS to perform the 2019 Analysis. EPS compiled and analyzed employment and establishment data in the City for the years from 2000 through 2018, while JACOBS geocoded and mapped the data and prepared annual employment density exhibits.

EPS and JACOBS used the National Establishment Time-Series (NETS) Database to establish a baseline of the employers and their employees that operated in the City from 2000 to 2015, the last year for which NETS data was available.

Since NETS data was not available after 2015, EPS worked with the City to estimate the number of establishments and employers that operated in the City from 2015 through 2018 using trends established for the 2000 to 2015 timeframe, comparisons with similar data from other data sources, and information from the City and several individual employers. EPS and JACOBS used the establishment and employment estimates over time to identify and evaluate emerging employment centers in the City. The annual employment density graphics prepared by JACOBS highlight several separate areas of the City with increasing employment densities over the 2000-2018 timeframe.

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As a separate component of the analysis, EPS examined and summarized key characteristics of the City's employed resident population.

This memorandum offers a synopsis of EPS's findings and includes the following sections:

- Methodology
- City Establishments and Employment from 2000 through 2018
- Emerging Employment Centers
- Employed Resident Characteristics

## Methodology

### NETS Data Overview

The NETS data was compiled by Walls & Associates, LLC from annual establishment and employment data provided by Dun & Bradstreet. After receiving the most recent 2015 data from Dun & Bradstreet, Walls & Associates reviewed and updated prior years of data for each establishment included in the 2015 dataset that also existed in prior years. If Walls & Associates determined that the 2015 data release had more accurate employment information for a particular establishment than was reported in prior years, then they modified the prior years of data for that establishment. For example, Walls & Associates revised prior years' employment counts, NAICS, addresses, or home-based business status for specific establishments based on the 2015 data.

Both this 2019 Analysis and the prior 2016 Analysis utilized NETS establishment and employment data. The 2016 Analysis included NETS data through 2013, and the 2019 Analysis includes NETS data through 2015. The data for the common years (2000-2013) in the two analyses differed somewhat for many establishments because of the manner in which the NETS data was compiled, as described above. These data differences led to slightly different results for some years in the two analyses. For example, there were small differences in the jobs-housing ratios for some years, although the overall job-housing ratios and trends were generally consistent across the two studies.

### Annual Establishment and Employment Estimates

EPS performed the following steps to arrive at annual City establishment and employment estimates for 2000 through 2018:

1. EPS obtained the 2000-2015 NETS employment data for the Sacramento-Roseville-Arden-Arcade Metropolitan Statistical Area (MSA). This database included a record for each employment establishment in the Sacramento-Roseville-Arden-Arcade MSA.
2. JACOBS geocoded the data to identify the records for establishments located in the City. An Elk Grove database was created that contains only these City records. Each record contains a number of different data fields. The database includes approximately 18,400 unique establishment records. Note that this number of records is substantially greater than the number of establishments in the City in any one year since some records are for establishments that were in existence in one or more of the years from 2000 through 2015 but not in all of those years.

3. For certain establishments, EPS made adjustments to the NETS data in the Elk Grove database to reflect more accurate information from the City, the employers, and other sources.
4. EPS estimated establishment and employment growth from 2015 through 2018 using City data on new and expanded establishments as well as historical employment growth trends. The City provided 2015-2018 employment growth estimates data for larger establishments, while EPS estimated employment growth during that time period for other establishments using historical trends, as detailed later in this memorandum.

## **City Establishments and Employment from 2000 through 2018**

### **Overview**

The EPS analysis provides information on annual changes in establishments and employment in the City from incorporation in 2000 through 2018. The 2000 to 2015 estimates are based on NETS data for establishments located within the City boundaries in each year. Employment estimates, which include sole proprietors and the self-employed, are based on self-reported data from the establishments, and as a result, they represent a more stable measurement of jobs, as opposed to a count of employees that will fluctuate based on normal turnover and seasonality. For some establishments, EPS made adjustments to the NETS data to reflect information from the City, the employers, and other sources. For example, the Elk Grove Unified School District (EGUSD) employees were adjusted to reflect California Department of Education data that is reported by the school districts and was deemed to be more accurate than the NETS data.

Since NETS data was not available after 2015, EPS estimated the 2016 through 2018 establishment and employees based on trends established for the 2000 to 2015 timeframe, as well as information from the City, individual employers, and other employment data sources.

The employment analysis and results for 2000 through 2018 are detailed in the remainder of this section.

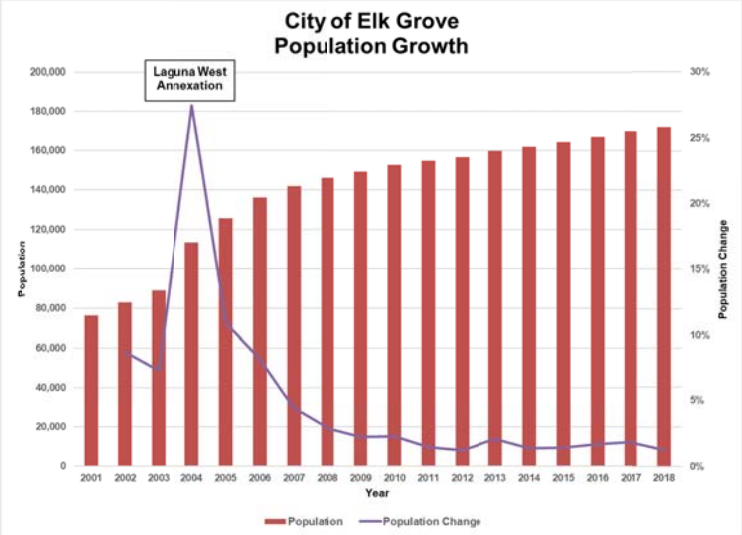
### **Population and Employment Trends**

EPS evaluated the annual population, employment, and home-based employment trends in the City from 2001 through 2018. Note that for comparison purposes, year 2000 data is excluded because population data was not available that year.

Both population and employment have increased in Elk Grove fairly steadily since incorporation in 2000. Overall, employment has increased at a significantly faster rate than population. The home-based portion of employment has increased at a much faster rate than employment overall. The large increases in both population and employment from 2003 to 2004 occurred mainly because of the annexation of the Laguna West area into the City. Consequently, the changes from 2003 to 2004 should not be used in a comparison of overall trends. The charts included below depict the population and employment trends graphically.

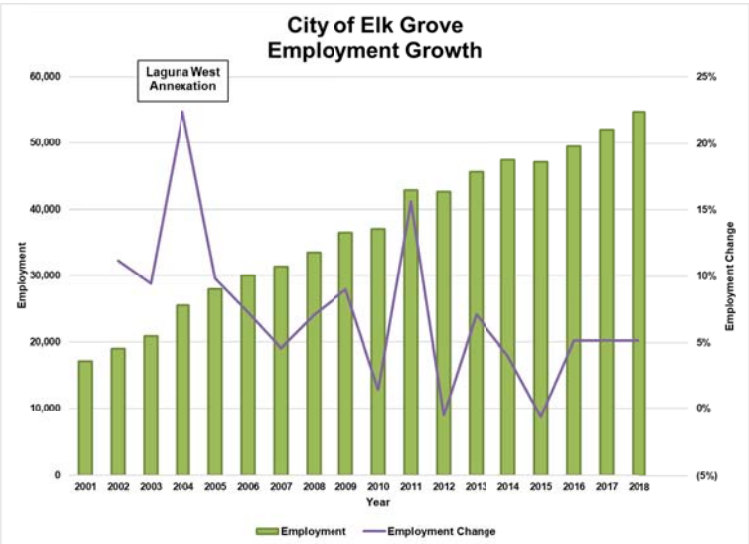
**Population**

Elk Grove population increased in each year from 2001 through 2018, with higher increases in the earlier years of incorporation. The annual average percentage increase in population has been relatively steady since 2009, ranging from approximately 1.2 percent to 2.2 percent.



**Employment**

Elk Grove employment increased in most years, with small decreases from 2011 to 2012 and 2014 to 2015. The annual rate of the employment changes has been much more volatile than the population changes, ranging from approximately a 0.6 percent decrease to an almost 16 percent increase (excluding the change from 2003 to 2004 when Laguna West was annexed).

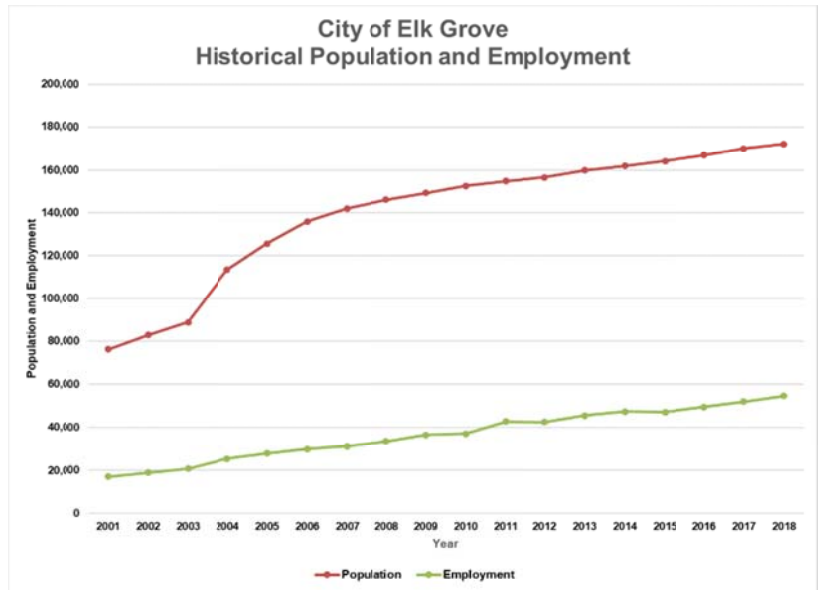


Note that the employment estimates in 2016 and 2017 were calculated using estimates for 2015 and 2018, assuming a constant rate of employment growth for the intervening years.



**Population and Employment Comparisons**

Population and employment both increased relatively steadily from 2001 through 2018 (excluding the larger than normal increases from 2003 to 2004, during which time Laguna West was annexed). The annual employment percentage changes were more variable and generally greater than the annual population percentage changes. Over the entire timeframe, the percentage increases in employment outpaced the percentage increases in population. Population increased by an average rate of approximately 5 percent annually, while employment increased by approximately 7 percent annually.



**City’s Largest Employers**

**Table 1** shows the number of employees for each of the City’s 25 largest employers. The number of employees for the 25 largest employers were based on the 2015 NETS data and adjusted in some cases to 2018 values using information from the City and the employers.

The City’s 25 largest employers accounted for approximately 32 percent of the total City employees in 2018. The number of employees for these 25 establishments grew from approximately 14,000 employees in 2015 to 17,600 employees in 2018. This job growth was primarily driven by increases in the number of employees at the EGUSD and Apple, Inc. The EGUSD steadily added employees at its existing facilities over the last several years and opened a new school in 2017. Apple, Inc. has continued to expand its Elk Grove campus and purchased an office building, which will house approximately 100 employees, near its existing campus. In October 2018, the Sacramento Business Journal reported that the number of Apple employees in Elk Grove had increased from 1,200 in 2011 to over 5,000 by 2017.

**Jobs-Housing Ratio**

Housing and employment choices are dependent on each other. Communities that keep the provision of both housing and employment opportunities in balance tend to reduce regional congestion and lost productivity in commuting by allowing workers to live where they work. If the balance tips too far in either direction, a community can either become a bedroom community where residents must commute large distances, or a jobs center that must draw its employees from elsewhere. While an exact match of housing and jobs would result in a ratio of 1.0, it ignores the reality that a housing unit can house multiple workers. In 2015, the Sacramento Area Council of Governments (SACOG) reported a jobs-housing ratio in 2008 of

1.22 for Sacramento County and 1.18 for the Sacramento Region. SACOG has established a target jobs-housing ratio of 1.4 for the region.<sup>1</sup>

**Table 2** shows the City's estimated jobs-housing ratio for each year from 2000 through 2018. The annual housing units were obtained from California Department of Finance (CA DOF). The 2000 through 2015 employment estimates were based on the NETS data, and the 2016 through 2018 employment was estimated by EPS, as discussed previously and detailed later in this memorandum.

From the time of City incorporation through 2015 (the last year in which NETS data was available), the jobs-housing ratio fluctuated from a low of 0.65 to a high of 0.90 in 2014, with a slight decrease to 0.89 in 2015.<sup>2</sup> In addition, EPS estimates that the jobs-housing ratio increased to approximately 1.00 by 2018 based on new employment estimates from 2015 through 2018 that are detailed later in this memorandum. The considerable rise in the jobs-housing ratio in the years since 2010 is largely attributable to the Apple and EGUSD expansions (discussed previously) and the increase in home-based business from 2010 to 2011 (discussed later in this memorandum).<sup>3</sup> The jobs-housing ratio should be used as a guide only. While some degree of jobs-housing balance is necessary if a community wants to reduce overall travel, the benefits can only be reaped if a match also exists between the skills of the residents and the employment opportunities offered.

## Annual Employees and Establishments—2000-2015

### *Citywide Changes*

**Tables 3** and **4** detail the number of establishments and employees for each year from 2000 through 2015 by major industry sector, as well as absolute year-over-year growth. The data in these tables is based on the NETS data, adjusted in some cases for information from the City and employers, as discussed previously. The major industry sectors included in the NETS database are defined by the 2-digit North American Industry Classification System (NAICS) code categories.<sup>4</sup>

From 2000 through 2003, the City had steady employment growth for a total of approximately 5,100 new jobs over the first three years since incorporation. From 2003 through 2004, nearly 4,700 new jobs were added. Many of these new jobs were attributable to the Laguna West annexation, as discussed below. From 2004 until 2009, the City experienced steady growth of approximately 1,400 to nearly 3,000 jobs per year.

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<sup>1</sup> Metropolitan Transportation Plan/Sustainable Communities Strategy, 2016.

<sup>2</sup> The 2010 Elk Grove Market Study reported the City's jobs-housing ratio as 0.62 in 2008. This study reports a higher figure of 0.68 for 2008, largely because of several key employment revisions, such as counting Apple's employees at its Elk Grove campus as jobs in Elk Grove.

<sup>3</sup> This ratio may decrease in the future if planned residential development is not accompanied by sufficient new employment opportunities to maintain or improve the jobs-housing balance.

<sup>4</sup> Definitions of the 2-digit NAICS code categories are provided in **Appendix C**.

From 2009 to 2010, employment increased only modestly, with an addition of approximately 500 jobs and a decrease of nearly 300 establishments. Maximum effects of the Great Recession were realized in 2009 in California, which likely led directly to the decrease in employee gains and decline in employers in Elk Grove. From 2010 to 2011, Elk Grove experienced rapid job growth as the City began to recover from the Great Recession. In those years, both establishments and employment experienced the largest absolute gains over the period tracked. More than 30 percent of the employment growth occurred in the Administrative and Waste Services industry.

Since 2011, employment changes have been more uneven, with small declines of employment in 2011 and 2014 and larger increases in 2012 and 2013. Overall, employment increased by approximately 4,300 employees from 2011 to 2015. Most of this job growth was driven by expansion and new facilities for a few prominent employers, including Apple and California Correctional Health Care Services. As discussed earlier, Apple has steadily expanded its Elk Grove Campus since 2011. In 2012, the relocation and consolidation of California Correctional Health Care Services' facilities into a new headquarters in Elk Grove resulted in an additional 1,500 jobs.

**Table 5** summarizes the change in establishments and employment from the City's incorporation in 2000 through 2015. The figures are reported by NAICS code categories and summarize information from **Tables 3** and **4**. Overall, Elk Grove experienced an increase of approximately 6,800 establishments and 31,400 jobs from 2000 to 2015. These increases represent average annual increases of approximately ten percent for new establishments and eight percent for new jobs over the 15-year time period.

**Appendix A** details the annual establishments and employees for each year from 2000 through 2015.

### ***Laguna West Annexation***

**Table 6** evaluates the change in establishments and employment by NAICS code from 2003 to 2004, during which time the City annexed Laguna West, and shows the share of growth over that time period that can be attributed to the City's expansion.<sup>5</sup> The annexation accounted for over 80 percent of the approximately 4,700 jobs added in 2003. Over half of the jobs added were manufacturing jobs. The great majority of these manufacturing jobs were located at the Apple campus in Laguna West. The annexation also brought significant growth in Wholesale Trade, Information, and Educational Services, Health Care, and Social Assistance jobs.

**Table 7** shows the Laguna West portion of the total City establishments and employment by NAICS code in 2004, the first full year following the Laguna West annexation. Laguna West accounted for approximately 15 percent of the total Citywide jobs in 2004.

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<sup>5</sup> The City also annexed Franklin Crossing in 2008. As there were no businesses located in the annexation area at that time, this annexation was not examined as part of the employment dynamics analysis.

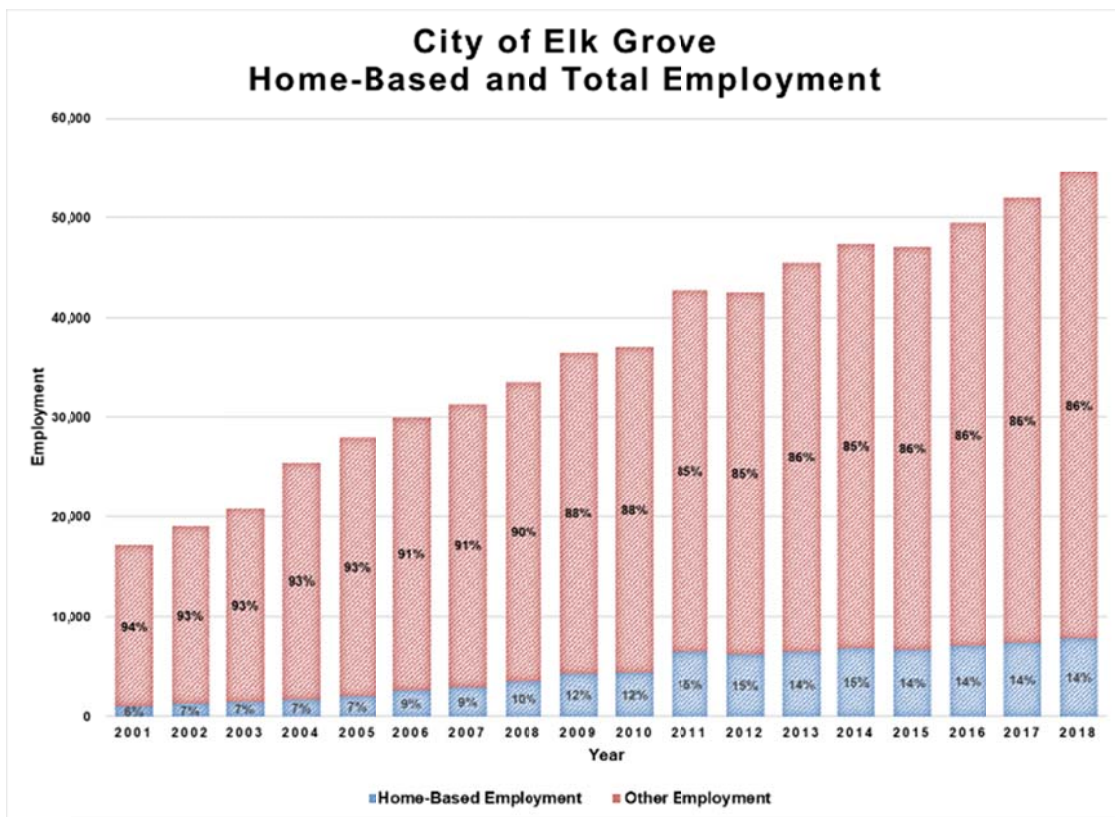
**Home-Based Businesses**

Tables 8 and 9 provide information related to home-based businesses, detailing the number of home-based establishments and employees for each year from 2000 through 2015 by NAICS code, as well as absolute year-over-year growth. Additionally, the home-based establishments and employees as a percentage of the total City establishments and employees are shown.

Home-based establishments and employment increased steadily from 2000 to 2009. From 2009 to 2010, there was a small decrease in home-based establishments and only a small increase in home-based employment. From 2010 to 2011, there were substantial increases in both home-based establishments and employment, with approximately 1,400 new establishments and 2,100 new employees added. Home-based businesses accounted for almost one-half of all new establishments and over one-third of all new employment in 2010. Studies have shown that business startup activity often increases in recessionary times, as people who have been laid off use downturns as opportunities to go into business for themselves. While this dynamic is very important in maintaining productivity, many of these new businesses do not last. From 2011 to 2015, following the end of the Great Recession, there was only a small increase of approximately 300 home-based jobs and a decrease of approximately 200 home-based establishments.

Home-Based Employment Percentage

Elk Grove home-based employment as a percentage of total employment in the City increased in every year from 2001 through 2011, from approximately 6 percent in 2001 to just over 15 percent in 2011. Since 2011, the home-based percentage of total employment has declined to approximately 14 percent.



*Note that because home-based employment estimates were not available after 2015, it was assumed that the home-based employment would increase at approximately the same annual rate as overall City employment. Consequently, the home-based employment as a percentage of overall employment is constant for 2015 through 2018.*

## **Employees and Establishments—2015-2018**

Since NETS data was not available after 2015, EPS estimated the 2015 through 2018 establishments and employees based on trends established for the 2000 to 2015 timeframe, as well as information from the City, individual employers, and other employment data sources.

As detailed in **Table 10**, it is estimated that 7,554 new employees and 599 new establishments were added from 2015 to 2018. City building permit data was used to estimate the additional employees and establishments for expansions and new establishments of greater than 5,000 building square feet. The new employees for all other businesses, including existing businesses without building expansions, were estimated based on the average annual percentage increase in employees for home-based businesses from 2010 to 2015. The new establishments for these smaller businesses were estimated using an average employees per establishment factor for home-based businesses. **Appendix B** includes the backup calculations used in the employment and establishment growth estimates for 2015 through 2018.

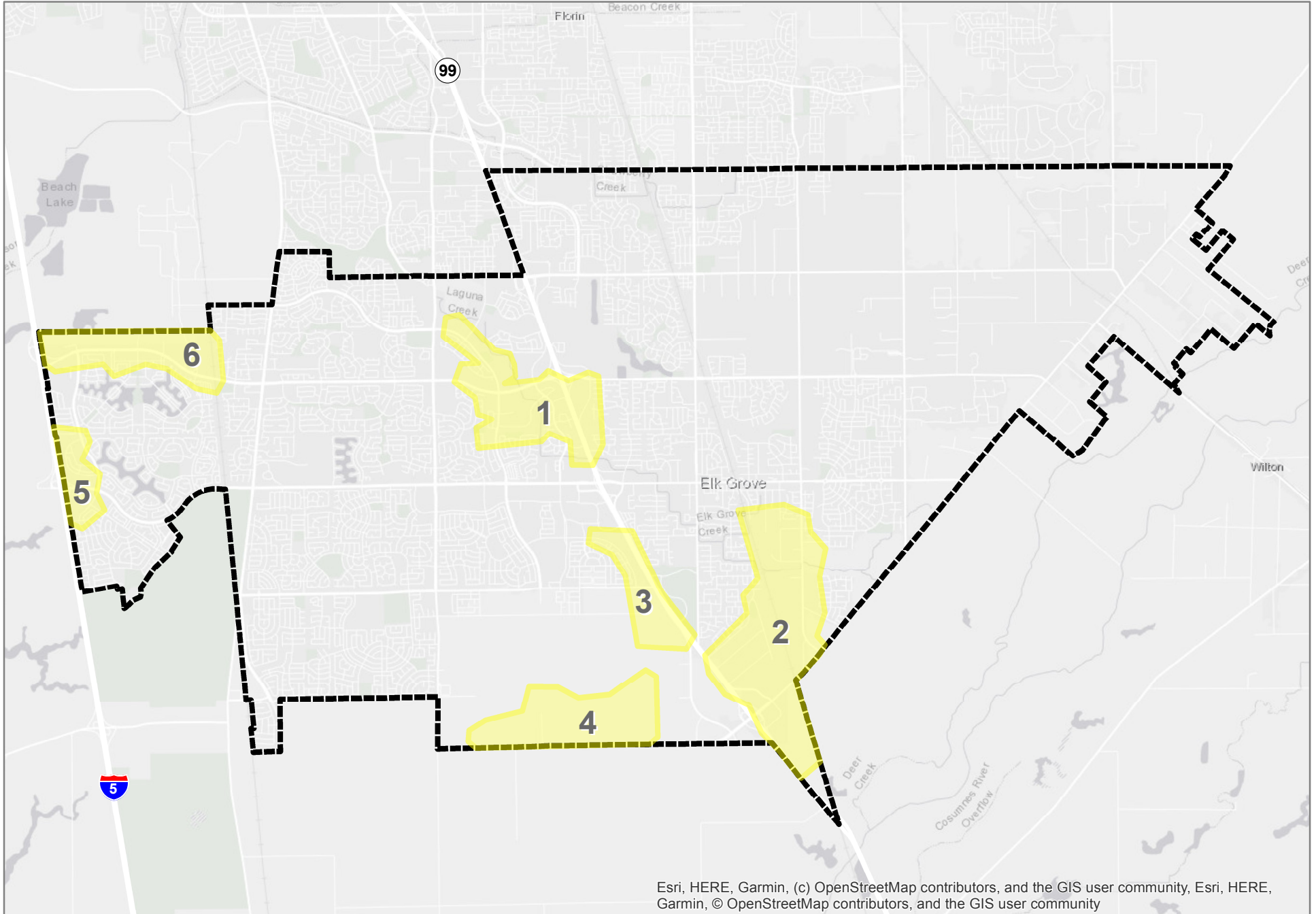
## **Emerging Employment Centers**

As mentioned at the beginning of this memorandum, JACOBS geocoded the NETS data to identify employment records in the City in each year from 2000-2015. In addition, 2018 employment was estimated based on information from the City and individual employers on changes that had occurred since 2015, and this 2018 data was also geocoded. JACOBS produced maps for each year that indicated employment densities throughout the City. These graphics are included in **Appendix D** of this memorandum.

The City General Plan identifies six emerging employment centers. **Map 1** shows the boundaries of these emerging employment centers. **Map 2** is the 2018 employment density heat map created by JACOBS. A comparison of the two maps shows that, with the exception of Areas 3 and 4, the emerging employment centers generally correspond with areas of high employment concentration in 2018. Although Areas 3 and 4 do not currently have high employment densities, they are areas in which the City is concentrating efforts to increase the employment density.

**Table 11** summarizes the establishment and employment counts for each emerging employment center. In total, the six areas account for approximately 12.9% of the Citywide establishments and 31.5% of the Citywide employment. **Table 12** and **Table 13** detail the estimated 2018 establishments and employment by industry in each of the emerging employment centers.

# Map 1: City of Elk Grove Emerging Employment Centers

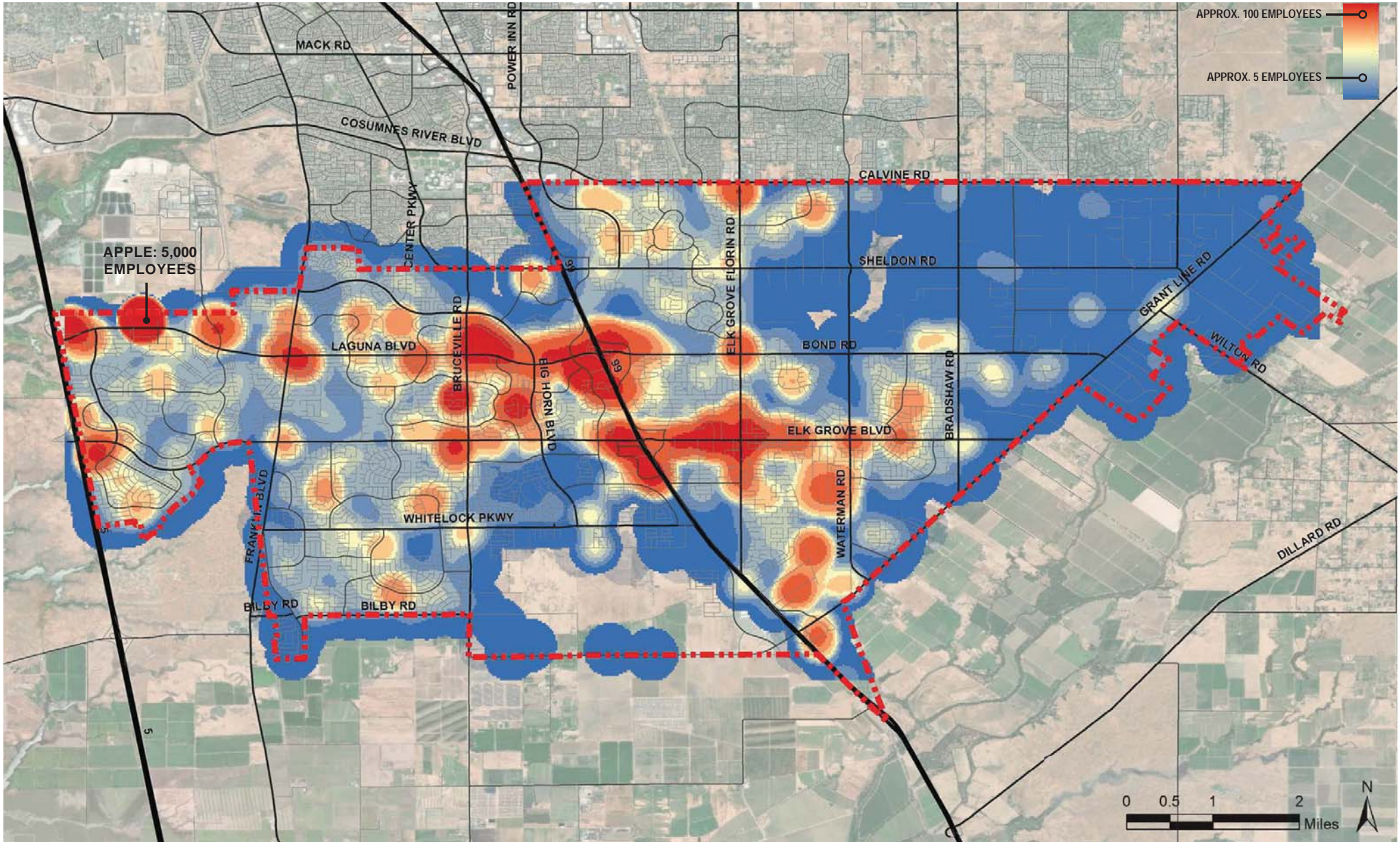


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# ELK GROVE, CA

## MAP 2 YEAR 2018 | EMPLOYMENT DENSITY HEAT MAP



## Employed Resident Characteristics

Elk Grove employed residents are defined as residents of Elk Grove who are employed, whether inside or outside of the City. The purpose of the employed resident characteristics analysis is to inform an assessment of the Elk Grove labor force's skills and competencies as they may relate to future economic development opportunities. This portion of analysis examines Elk Grove employed resident characteristics as well as characteristics for employees who commute to locations outside of Elk Grove. It is important to note that this analysis relies upon the United States Census Bureau data accessed through the OnTheMap application and using 2015 data.

### Employed Residents

**Tables 14** through **17** summarize various characteristics of employed residents both in the City and in Sacramento County as a whole.

The Sacramento County characteristics are provided for comparison purposes. These tables use the most recent United States Census Bureau data, which is effective as of 2015. In 2015, there were a total of 68,630 employed residents of the City:

- **Table 14** summarizes the number and percentage of City and Sacramento County employed residents by age range. Elk Grove employed residents aged 30 and over made up approximately 81.6 percent of all employed residents, a somewhat higher percentage than in all of Sacramento County where employed residents in the same age range made up 78 percent of all County employed residents.
- **Table 15** summarizes the number and percentage of City and Sacramento County employed residents by income level. As compared with Sacramento County, the City had more employed residents at the highest income level range and fewer employed residents at the lowest income range. Approximately, 79.7 percent of City employed residents earned income in the 2 higher income ranges, as compared with 77.0 percent of County employed residents.
- **Table 16** summarizes the number and percentage of City and Sacramento County employed residents in the City by educational attainment level. An estimated 65.9 percent of City employed residents had at least some college as compared with 64.1 percent of County employed residents.
- **Table 17** summarizes the number and percentage of City and Sacramento County employed residents by employment industry as defined by the 2-digit NAICS codes. It also categorizes these industries into the following three broader industry categories and summarizes the employed residents for each of these categories:
  - Goods Producing
  - Trade, Transportation, and Utilities
  - All Other Services

The Goods Producing and Trade, Transportation, and Utilities industry categories together account for only an estimated 26 percent of the City's employed residents, with



approximately 74 percent of the City’s employed residents in the All Other Services category. Over 43 percent of the City’s employed residents were employed in the Public Administration, Health Care and Social Assistance, and Educational Services industries, all of which are included in the All Other Services industry category. The distribution of employed residents among the different employment industries was fairly similar between the City and the County. The largest percentage difference occurred in the top industry for City employed residents, Public Administration, which accounted for 18.0 percent of the City’s employed residents but only 13.2 percent of the County’s employed residents.

### Employee Outflow

Tables 18 through 21 provide detail on the City’s employed residents who commute to work destinations outside of the City.

Table 18 details the number and percentage of the City’s employed residents by work place destination. As illustrated in the chart below, approximately 12.4 percent of the employed residents work in the City, while the remaining 87.6 percent commute to other employment locations. Approximately 33.2 percent of the City’s total employed residents commute to the City of Sacramento.

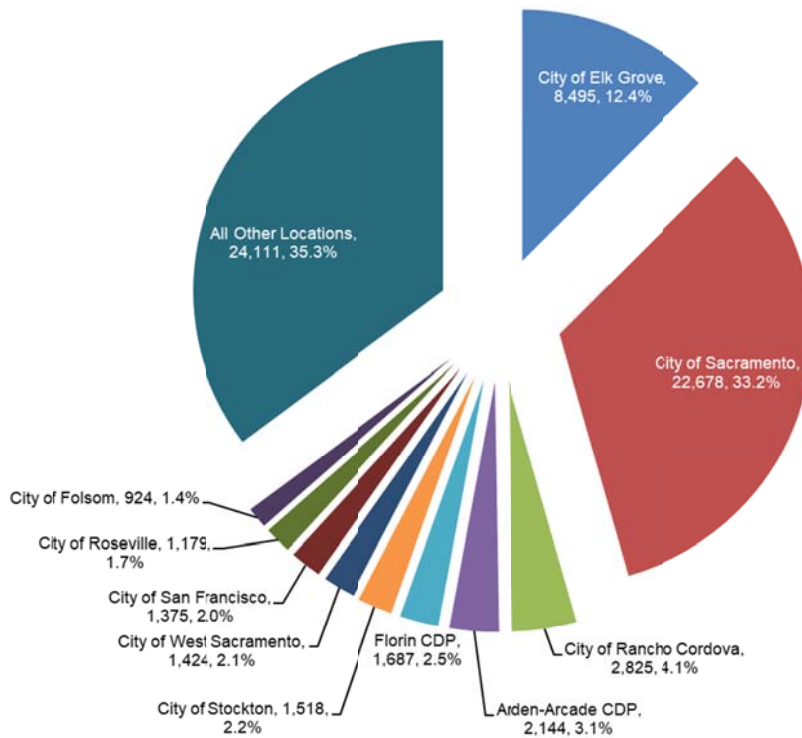


Table 19 summarizes several characteristics of the City’s employed residents who commute to work destinations outside of the City. For each work destination, the table includes the number and percentage of these employed residents by age range, income range, and industry segment.

### ***Age Range***

The age group percentage distribution of all City residents who commute to work outside of the City is very similar to the distribution of all City employed residents (see **Table 14**). For the residents who commute to the City of Sacramento, there are somewhat higher percentages in the two older age group categories than for residents who commute out of the City overall.

### ***Income Range***

The income percentage distribution for of all City residents who commute to work outside of the City is somewhat different than the distribution of all City employed residents (see **Table 15**). In general, City residents who commute to work outside of the City tend to have higher incomes than all City employed residents. Approximately 56 percent of the residents who commute out of the City are in the highest income category compared with 45 percent of all City employed residents.

### ***Industry Segment***

The U.S. Census Bureau reports employment data for the following three industry segments:

- Goods Producing
- Trade, Transportation, and Utilities
- All Other Services

The individual industries included in each of these three segments were detailed in **Table 17**, which detailed employed residents by industry for employed residents in the City and Sacramento County. The industry category distribution for all City residents who commute to work outside of the City is very similar to the distribution of all City employed residents shown in **Table 17**, with approximately 74 percent of all City residents who commute out of the City employed in the All Other Services industry category.

**Table 20** provides detail on the industry employment characteristics in jurisdictions where out-commuting employed residents work and compares that information to the employment characteristics of all employees in the City. For each work destination, the table shows the distribution of employment by industry sector in that locale to provide baseline context regarding the potential distribution of employment by industry for out-commuting Elk Grove residents.

**Table 21** compares employee characteristics for the following three categories of employees:

- Employees Living in Elk Grove and Employed Elsewhere
- Employees Living and Working in Elk Grove
- Employees Living Elsewhere and Employed in Elk Grove

For each of these categories of employees, **Table 21** shows the total number of employees and summarizes the number and percentage of employees by age range, income range, and industry segment.

Residents of the City who commute to work outside of the City tend to be older than either City residents who work in the City or non-City residents who commute to the City, with approximately 83 percent of these employees in the two older age groups as compared with

69 percent to 74 percent for people employed in the City, whether they live there or commute in from other areas.

Similarly, residents of the City who commute to work outside of the City have higher incomes than either City residents who work in the City or non-City residents who commute to the City, with approximately 72 percent of these employees in the two higher income levels as compared with 63 percent to 68 percent for people employed in the City, whether they live there or commute in from other areas.

A lower percentage of commuters to the City than of City residents work in industries included in the All Other Services category. Approximately 63 percent of commuters to the City are employed in these industries as compared with 74 percent to 77 percent of employed City residents, regardless of where they work.

## **Conclusion**

As documented herein, employment has increased substantially since City incorporation in 2000. Overall, employment increased from approximately 15,700 in 2000 to 54,600 in 2018, a gain of almost 39,000 jobs over 18 years. Over the same time frame, the jobs-housing ratio increased from approximately 0.68 to 1.00, indicating a greater rate of employment growth than of housing growth and increasing employment opportunities in Elk Grove. The three largest employers, Apple, Inc., the Elk Grove Unified School District, and California Correctional Health Care Services accounted for nearly 11,000 of the 54,600 total jobs in 2018.

Over the 18 years since City incorporation, employment concentration has increased significantly in several areas of the City. These major areas of employment concentration correspond with the following areas identified by the City as emerging employment centers: Laguna West, Central Elk Grove, Old Town, and Industrial Triangle.

Approximately 12.4 percent of the City's employed residents work in Elk Grove while the remainder commute to work in other areas of the region. Employee characteristics of out-commuting City residents largely track with characteristics of employees in the City with some distinct differences. There is a somewhat higher percentage of employees in the City who work in the Retail Trade and Educational Services industries as compared with employees who work in the major other areas in the region. In the other areas, there tends to be a somewhat higher percentage of employees who work in the Public Administration industry.

EPS appreciates the opportunity to assist Elk Grove in evaluating local employment dynamics. Please contact us at 916-649-8010 with any questions regarding this memorandum or the enclosed analysis.

**Table 1**  
**Elk Grove Employment Dynamics**  
**Estimated 25 Largest Employers in Elk Grove - 2018**

Company [1]	2018	
	Employees	Establishments
1 Apple, Inc.	5,000	1
2 Elk Grove Unified School District	4,263	36
3 CA Correctional Health Care Services	1,731	1
4 Raley's	889	7
5 Walmart	681	3
6 Kaiser Foundation Hospitals	524	3
7 Autozone, Inc. (Alldata)	400	1
8 City of Elk Grove	398	4
9 County of Sacramento	337	5
10 State of California	313	9
11 Elk Grove Auto Group	312	3
12 Universal Custom Display	285	2
13 Cosumnes CSD [2]	272	5
14 Sutter Medical Foundation	250	1
15 Kohl's Corporation	246	2
16 Target	200	1
17 Home Depot	200	1
18 Cardinal Healthcare	200	1
19 United States Postal Service	184	3
20 Decorative Specialties	165	1
21 Maita Auto Group	164	1
22 Frontier Communications Corporation	160	2
23 Starbucks	156	9
24 F Radich Motors	150	1
25 CVS Health Corporation	148	6
<b>Total Estimated 25 Largest Employers</b>	<b>17,628</b>	<b>109</b>
<b>Total Estimated City Employees</b>	<b>54,627</b>	<b>9,577</b>
<b>25 Largest Employers Percent Of Total</b>	<b>32%</b>	<b>1%</b>

*top 25*

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

- [1] The following three companies included in the 25 Largest Employers list in the 2016 Analysis are no longer among the 25 largest employers: Dignity Health, Farmers & Merchant Bancorp, and Schneider National. Employment estimates were revised downward for the first two employers following additional research, and Schneider National is no longer in business.
- [2] Corrected 2016 Analysis to include Fire Department employees. Obtained 2018 numbers from Cosumnes CSD in 2018/19. Deducted an estimated 20 employees at 2 Galt fire stations.

**Table 2**  
**Elk Grove Employment Dynamics**  
**Elk Grove Jobs-Housing Ratio 2000-2018**

Year (as of Jan. 1)	Total Employment [1]	Pct. Change	Housing Units	Pct. Change	Job-Housing Ratio
<b>2000</b>	15,695		N/A		N/A
<b>2001</b>	17,116	9.1%	25,211	N/A	0.68
<b>2002</b>	19,021	11.1%	27,004	7.1%	0.70
<b>2003</b>	20,808	9.4%	28,886	7.0%	0.72
<b>2004</b>	25,463	22.4%	37,580	30.1%	0.68
<b>2005</b>	27,951	9.8%	41,905	11.5%	0.67
<b>2006</b>	29,966	7.2%	45,696	9.0%	0.66
<b>2007</b>	31,319	4.5%	47,878	4.8%	0.65
<b>2008</b>	33,519	7.0%	49,011	2.4%	0.68
<b>2009</b>	36,518	8.9%	49,833	1.7%	0.73
<b>2010</b>	37,035	1.4%	50,634	1.6%	0.73
<b>2011</b>	42,797	15.6%	50,869	0.5%	0.84
<b>2012</b>	42,566	(0.5%)	51,207	0.7%	0.83
<b>2013</b>	45,571	7.1%	51,973	1.5%	0.88
<b>2014</b>	47,372	4.0%	52,383	0.8%	0.90
<b>2015</b>	47,073	(0.6%)	52,723	0.6%	0.89
<b>2016</b>	49,467	5.1%	53,269	1.0%	0.93
<b>2017</b>	51,983	5.1%	53,829	1.1%	0.97
<b>2018</b>	<b>54,627</b>	<b>5.1%</b>	<b>54,858</b>	<b>1.9%</b>	<b>1.00</b>

*jh*

Source: California Department of Finance, City of Elk Grove, Walls & Associates, JACOBS, and EPS.

[1] See Table 4 for 2001-2015 estimates and Table 10 for 2018 estimate. Employment for 2016 and 2017 is estimated using equal annual percentage increases between 2015 and 2018.

**Table 3  
Elk Grove Employment Dynamics  
Elk Grove Establishment Growth, 2000-2015**

NAICS Code	Industry	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Growth 2000-2015
<b>Establishments</b>																		
11	Agriculture, Forestry, Fishing and Hunting	40	40	39	40	35	49	38	38	38	44	37	44	33	40	40	38	38
21	Mining	1	2	3	3	3	4	4	5	4	4	3	3	3	3	3	3	2
22	Utilities	2	2	1	2	2	2	2	2	3	3	3	3	2	3	4	4	4
23	Construction	238	252	277	331	355	398	426	451	514	587	569	845	720	722	693	668	668
31-33	Manufacturing	83	97	111	127	150	172	177	185	189	205	180	214	187	185	182	170	170
42	Wholesale Trade	84	97	107	121	148	165	157	163	202	235	217	339	301	303	298	262	262
44-45	Retail Trade	335	378	424	463	532	582	623	639	697	750	679	866	806	811	770	726	726
48-49	Transportation and Warehousing	58	63	79	93	102	113	127	134	160	192	174	248	229	229	268	246	246
51	Information	60	65	70	91	110	120	117	123	128	138	117	171	153	155	140	115	115
52	Finance and Insurance	98	114	128	155	192	232	275	304	363	431	353	459	393	396	409	392	392
53	Real Estate and Rental and Leasing	88	108	129	152	175	214	277	302	340	372	328	452	424	430	407	402	402
54	Professional, Scientific, and Technical Services	268	318	369	431	470	498	554	584	675	808	805	1,241	1,164	1,171	1,139	1,166	1,166
55	Management of Companies & Enterprises	1	1	0	0	0	0	2	3	7	11	10	18	16	16	16	15	15
56	Administrative and Waste Services	181	203	316	400	449	604	919	1,066	1,329	2,053	2,068	3,153	2,570	2,499	2,575	2,399	2,399
61-62	Educational Services, Health Care and Social Assistance	206	240	301	317	349	389	412	447	508	570	564	777	834	836	870	845	845
71	Arts, Entertainment, and Recreation	40	54	58	63	75	76	87	100	107	115	127	171	152	154	154	150	150
72	Accommodation and Food Services	87	108	120	136	151	161	184	219	221	233	237	279	278	281	296	325	325
81	Other Services	250	284	380	412	434	461	493	531	592	651	648	889	839	847	793	718	718
92	Public Administration	13	13	14	13	15	16	14	16	20	21	16	21	29	30	35	39	39
99	Unclassified	1	1	5	5	5	4	9	14	16	26	36	70	92	93	170	296	296
	<b>Total Establishments</b>	<b>2,134</b>	<b>2,440</b>	<b>2,931</b>	<b>3,355</b>	<b>3,752</b>	<b>4,260</b>	<b>4,897</b>	<b>5,326</b>	<b>6,113</b>	<b>7,449</b>	<b>7,171</b>	<b>10,263</b>	<b>9,225</b>	<b>9,204</b>	<b>9,262</b>	<b>8,978</b>	<b>8,978</b>
	<b>Total Employees</b>	<b>15,695</b>	<b>17,116</b>	<b>19,021</b>	<b>20,808</b>	<b>25,463</b>	<b>27,951</b>	<b>29,966</b>	<b>31,319</b>	<b>33,519</b>	<b>36,518</b>	<b>37,035</b>	<b>42,797</b>	<b>42,566</b>	<b>45,571</b>	<b>47,372</b>	<b>47,073</b>	<b>47,073</b>
<b>Year Over Year Growth in Establishments</b>																		
11	Agriculture, Forestry, Fishing and Hunting		0	(1)	1	(5)	14	(11)	0	0	6	(7)	7	(11)	7	0	(2)	(2)
21	Mining		1	1	0	0	1	0	1	(1)	0	(1)	0	0	0	0	(1)	1
22	Utilities		0	(1)	1	0	0	0	0	1	0	0	(1)	1	1	0	0	2
23	Construction		14	25	54	24	43	28	25	63	73	(18)	276	(125)	2	(29)	(25)	430
31-33	Manufacturing		14	14	16	23	22	5	8	4	16	(25)	34	(27)	(2)	(3)	(12)	87
42	Wholesale Trade		13	10	14	27	17	(8)	6	39	33	(18)	122	(38)	2	(5)	(36)	178
44-45	Retail Trade		43	46	39	69	50	41	16	58	53	(71)	187	(60)	5	(41)	(44)	391
48-49	Transportation and Warehousing		5	16	14	9	11	14	7	26	32	(18)	74	(19)	0	39	(22)	188
51	Information		5	5	21	19	10	(3)	6	5	10	(21)	54	(18)	2	(15)	(25)	55
52	Finance and Insurance		16	14	27	37	40	43	29	59	68	(78)	106	(66)	3	13	(17)	294
53	Real Estate and Rental and Leasing		20	21	23	23	39	63	25	38	32	(44)	124	(28)	6	(23)	(5)	314
54	Professional, Scientific, and Technical Services		50	51	62	39	28	56	30	91	133	(3)	436	(77)	7	(32)	27	898
55	Management of Companies & Enterprises		0	(1)	0	0	0	2	1	4	4	(1)	8	(2)	0	0	(1)	14
56	Administrative and Waste Services (56)		22	113	84	49	155	315	147	263	724	15	1,085	(583)	(71)	76	(176)	2,218
61-62	Educational Services, Health Care and Social Assistance		34	61	16	32	40	23	35	61	62	(6)	213	57	2	34	(25)	639
71	Arts, Entertainment, and Recreation		14	4	5	12	1	11	13	7	8	12	44	(19)	2	0	(4)	110
72	Accommodation and Food Services		21	12	16	15	10	23	35	2	12	4	42	(1)	3	15	29	238
81	Other Services		34	96	32	22	27	32	38	61	59	(3)	241	(50)	8	(54)	(75)	468
92	Public Administration		0	1	(1)	2	1	(2)	2	4	1	(5)	5	8	1	5	4	26
99	Unclassified		0	4	0	0	(1)	5	5	2	10	10	34	22	1	77	126	295
	<b>Total Year Over Year Growth in Establishments</b>		<b>306</b>	<b>491</b>	<b>424</b>	<b>397</b>	<b>508</b>	<b>637</b>	<b>429</b>	<b>787</b>	<b>1,336</b>	<b>(278)</b>	<b>3,092</b>	<b>(1,038)</b>	<b>(21)</b>	<b>58</b>	<b>(284)</b>	<b>6,844</b>
	<b>Total Year Over Year Growth in Employees</b>		<b>1,421</b>	<b>1,905</b>	<b>1,787</b>	<b>4,655</b>	<b>2,488</b>	<b>2,015</b>	<b>1,353</b>	<b>2,200</b>	<b>2,999</b>	<b>517</b>	<b>5,762</b>	<b>(231)</b>	<b>3,005</b>	<b>1,801</b>	<b>(299)</b>	<b>31,378</b>

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estabgrowth

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

**Table 4  
Elk Grove Employment Dynamics  
Elk Grove Employment Growth, 2000-2015**

NAICS Code	Industry	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Growth 2000-2015
<b>Employment</b>																		
11	Agriculture, Forestry, Fishing and Hunting	101	102	102	103	131	219	138	140	143	152	111	121	101	119	88	93	
21	Mining	20	23	24	24	24	26	10	12	20	20	18	18	18	18	18	18	4
22	Utilities	10	10	9	14	14	17	17	17	18	18	18	19	16	18	21	18	
23	Construction	1,202	1,214	1,384	1,449	1,570	1,692	1,734	1,793	1,776	1,920	1,903	2,174	1,954	2,120	2,060	1,836	
31-33	Manufacturing	739	846	877	1,031	3,070	3,231	3,156	3,154	3,158	3,184	3,134	3,254	3,369	3,970	3,862	3,817	
42	Wholesale Trade	556	537	523	560	848	907	912	854	964	1,033	963	1,201	1,130	1,207	1,231	1,141	
44-45	Retail Trade	3,230	3,758	3,892	4,280	4,325	4,820	5,462	5,494	5,842	6,022	6,112	6,570	6,446	6,629	6,983	6,887	
48-49	Transportation and Warehousing	412	457	458	659	733	927	968	985	1,049	1,131	1,084	1,126	1,103	1,116	1,210	881	
51	Information	742	462	477	719	1,166	1,197	1,086	1,104	1,029	1,026	992	1,094	1,182	1,025	1,032	936	
52	Finance and Insurance	453	452	491	572	1,076	1,178	1,337	1,417	1,561	1,863	1,629	1,817	1,723	1,753	1,924	1,912	
53	Real Estate and Rental and Leasing	406	432	539	587	687	803	972	1,092	1,193	1,276	1,184	1,372	1,239	1,302	1,227	1,247	
54	Professional, Scientific, and Technical Services	725	866	988	1,047	1,131	1,212	1,419	1,556	1,790	2,174	2,105	2,620	2,609	2,721	2,806	2,886	
55	Management of Companies & Enterprises	1	1	0	0	0	0	4	6	14	23	21	37	33	37	37	33	
56	Administrative and Waste Services	606	643	859	1,027	1,112	1,633	1,944	2,224	2,743	3,900	4,210	5,967	5,279	5,317	5,676	5,241	
61-62	Educational Services, Health Care and Social Assistance	3,238	3,476	3,963	4,083	4,548	4,852	5,137	5,433	5,838	6,116	6,499	7,052	7,555	9,205	9,786	9,677	
71	Arts, Entertainment, and Recreation	314	341	428	471	526	462	598	575	575	621	657	762	753	744	676	681	
72	Accommodation and Food Services	1,409	1,586	1,872	2,109	2,275	2,397	2,559	2,815	2,853	2,925	3,123	3,628	3,778	3,852	4,044	4,432	
81	Other Services	1,127	1,259	1,454	1,454	1,453	1,603	1,669	1,766	1,965	2,083	2,192	2,618	2,463	2,590	2,413	2,326	
92	Public Administration	403	650	665	603	758	760	814	835	907	895	953	1,287	1,299	1,339	1,384	1,384	
99	Unclassified	1	1	16	16	16	15	30	47	81	124	185	394	528	529	939	1,641	
	<b>Total Employment</b>	<b>15,695</b>	<b>17,116</b>	<b>19,021</b>	<b>20,808</b>	<b>25,463</b>	<b>27,951</b>	<b>29,966</b>	<b>31,319</b>	<b>33,519</b>	<b>36,518</b>	<b>37,035</b>	<b>42,797</b>	<b>42,566</b>	<b>45,571</b>	<b>47,372</b>	<b>47,073</b>	
	<b>Total Establishments</b>	<b>2,134</b>	<b>2,440</b>	<b>2,931</b>	<b>3,355</b>	<b>3,752</b>	<b>4,260</b>	<b>4,897</b>	<b>5,326</b>	<b>6,113</b>	<b>7,449</b>	<b>7,171</b>	<b>10,263</b>	<b>9,225</b>	<b>9,204</b>	<b>9,262</b>	<b>8,978</b>	
<b>Year Over Year Growth in Employment</b>																		
11	Agriculture, Forestry, Fishing and Hunting		1	0	1	28	88	(81)	2	3	9	(41)	10	(20)	18	(31)	5	(8)
21	Mining		3	1	0	0	2	(16)	2	8	0	(2)	0	0	0	0	(14)	(16)
22	Utilities		0	(1)	5	0	3	0	0	1	0	0	1	(3)	2	3	(3)	8
23	Construction		12	170	65	121	122	42	59	(17)	144	(17)	271	(220)	166	(60)	(224)	634
31-33	Manufacturing		107	31	154	2,039	161	(75)	(2)	4	26	(50)	120	115	601	(108)	(45)	3,078
42	Wholesale Trade		(19)	(14)	37	288	59	5	(58)	110	69	(70)	238	(71)	77	24	(90)	585
44-45	Retail Trade		528	134	388	45	495	642	32	348	180	90	458	(124)	183	354	(96)	3,657
48-49	Transportation and Warehousing		45	1	201	74	194	41	17	64	82	(47)	42	(23)	13	94	(329)	469
51	Information		(280)	15	242	447	31	(111)	18	(75)	(3)	(34)	102	88	(157)	7	(96)	194
52	Finance and Insurance		(1)	39	81	504	102	159	80	144	302	(234)	188	(94)	30	171	(12)	1,459
53	Real Estate and Rental and Leasing		26	107	48	100	116	169	120	101	83	(92)	188	(133)	63	(75)	20	841
54	Professional, Scientific, and Technical Services		141	122	59	84	81	207	137	234	384	(69)	515	(11)	112	85	80	2,161
55	Management of Companies & Enterprises		0	(1)	0	0	0	4	2	8	9	(2)	16	(4)	4	0	(4)	32
56	Administrative and Waste Services		37	216	168	85	521	311	280	519	1,157	310	1,757	(688)	38	359	(435)	4,635
61-62	Educational Services, Health Care and Social Assistance		238	487	120	465	304	285	296	405	278	383	553	503	1,650	581	(109)	6,439
71	Arts, Entertainment, and Recreation		27	87	43	55	(64)	136	(23)	0	46	36	105	(9)	(9)	(68)	5	367
72	Accommodation and Food Services		177	286	237	166	122	162	256	38	72	198	505	150	74	192	388	3,023
81	Other Services		132	195	0	(1)	150	66	97	199	118	109	426	(155)	127	(177)	(87)	1,199
92	Public Administration		247	15	(62)	155	2	54	21	72	0	(12)	58	334	12	40	45	981
99	Unclassified		0	15	0	0	(1)	15	17	34	43	61	209	134	1	410	702	1,640
	<b>Total Year Over Year Growth in Employment</b>		<b>1,421</b>	<b>1,905</b>	<b>1,787</b>	<b>4,655</b>	<b>2,488</b>	<b>2,015</b>	<b>1,353</b>	<b>2,200</b>	<b>2,999</b>	<b>517</b>	<b>5,762</b>	<b>(231)</b>	<b>3,005</b>	<b>1,801</b>	<b>(299)</b>	<b>31,378</b>
	<b>Total Year Over Year Growth in Establishments</b>		<b>306</b>	<b>491</b>	<b>424</b>	<b>397</b>	<b>508</b>	<b>637</b>	<b>429</b>	<b>787</b>	<b>1,336</b>	<b>(278)</b>	<b>3,092</b>	<b>(1,038)</b>	<b>(21)</b>	<b>58</b>	<b>(284)</b>	<b>6,844</b>

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

empgrowth

**Table 5**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment Growth, 2000-2015**

NAICS Code	Industry	Establishments					Employment				
		2000	2015	Growth 2000-2015	Average Annual Pct.	Pct. Of Total Growth	2000	2015	Growth 2000-2015	Average Annual Pct.	Pct. Of Total Growth
<b>Total Establishments and Employment</b>											
11	Agriculture, Forestry, Fishing and Hunting	40	38	(2)	(0.3%)	(0.0%)	101	93	(8)	(0.5%)	(0.0%)
21	Mining	1	2	1	4.7%	0.0%	20	4	(16)	(10.2%)	(0.1%)
22	Utilities	2	4	2	4.7%	0.0%	10	18	8	4.0%	0.0%
23	Construction	238	668	430	7.1%	6.3%	1,202	1,836	634	2.9%	2.0%
31-33	Manufacturing	83	170	87	4.9%	1.3%	739	3,817	3,078	11.6%	9.8%
42	Wholesale Trade	84	262	178	7.9%	2.6%	556	1,141	585	4.9%	1.9%
44-45	Retail Trade	335	726	391	5.3%	5.7%	3,230	6,887	3,657	5.2%	11.7%
48-49	Transportation and Warehousing	58	246	188	10.1%	2.7%	412	881	469	5.2%	1.5%
51	Information	60	115	55	4.4%	0.8%	742	936	194	1.6%	0.6%
52	Finance and Insurance	98	392	294	9.7%	4.3%	453	1,912	1,459	10.1%	4.6%
53	Real Estate and Rental and Leasing	88	402	314	10.7%	4.6%	406	1,247	841	7.8%	2.7%
54	Professional, Scientific, and Technical Services	268	1,166	898	10.3%	13.1%	725	2,886	2,161	9.6%	6.9%
55	Management of Companies & Enterprises	1	15	14	19.8%	0.2%	1	33	32	26.3%	0.1%
56	Administrative and Waste Services (56)	181	2,399	2,218	18.8%	32.4%	606	5,241	4,635	15.5%	14.8%
61-62	Educational Services, Health Care and Social Assistance	206	845	639	9.9%	9.3%	3,238	9,677	6,439	7.6%	20.5%
71	Arts, Entertainment, and Recreation	40	150	110	9.2%	1.6%	314	681	367	5.3%	1.2%
72	Accommodation and Food Services	87	325	238	9.2%	3.5%	1,409	4,432	3,023	7.9%	9.6%
81	Other Services	250	718	468	7.3%	6.8%	1,127	2,326	1,199	4.9%	3.8%
92	Public Administration	13	39	26	7.6%	0.4%	403	1,384	981	8.6%	3.1%
99	Unclassified	1	296	295	46.1%	4.3%	1	1,641	1,640	63.8%	5.2%
	<b>Total</b>	<b>2,134</b>	<b>8,978</b>	<b>6,844</b>	<b>10.1%</b>	<b>100.0%</b>	<b>15,695</b>	<b>47,073</b>	<b>31,378</b>	<b>7.6%</b>	<b>100.0%</b>

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

2000\_2015



**Table 6**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment Growth Due to Laguna West Annexation**

NAICS Code	Industry	Establishments			Employment		
		Citywide Growth 2003-2004	Laguna West 2004	Laguna West Pct. of Growth	Citywide Growth 2003-2004	Laguna West 2004	Laguna West Pct. of Growth
<b>Total Establishments and Employment</b>							
11	Agriculture, Forestry, Fishing and Hunting	(5)	1	N/A	28	38	135.7%
21	Mining	0	0	N/A	0	0	N/A
22	Utilities	0	0	N/A	0	0	N/A
23	Construction	24	24	100.0%	121	84	69.4%
31-33	Manufacturing	23	20	87.0%	2,039	2,000	98.1%
42	Wholesale Trade	27	17	63.0%	288	245	85.1%
44-45	Retail Trade	69	44	63.8%	45	145	322.2%
48-49	Transportation and Warehousing	9	7	77.8%	74	12	16.2%
51	Information	19	13	68.4%	447	437	97.8%
52	Finance and Insurance	37	16	43.2%	504	36	7.1%
53	Real Estate and Rental and Leasing	23	16	69.6%	100	34	34.0%
54	Professional, Scientific, and Technical Services	39	50	128.2%	84	106	126.2%
55	Management of Companies & Enterprises	0	0	N/A	0	0	N/A
56	Administrative and Waste Services (56)	49	35	71.4%	85	63	74.1%
61-62	Educational Services, Health Care and Social Assistance	32	33	103.1%	465	333	71.6%
71	Arts, Entertainment, and Recreation	12	7	58.3%	55	28	50.9%
72	Accommodation and Food Services	15	11	73.3%	166	159	95.8%
81	Other Services	22	22	100.0%	(1)	78	N/A
92	Public Administration	2	0	0.0%	155	0	0.0%
99	Unclassified	0	0	N/A	0	0	N/A
	<b>Total</b>	<b>397</b>	<b>316</b>	<b>79.6%</b>	<b>4,655</b>	<b>3,798</b>	<b>81.6%</b>

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

annex

[1] In some cases, the Laguna West establishments and employment are greater than the Citywide establishments and employment because establishments and employment loss in other areas of the City.

**Table 7**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Area, 2004**

NAICS Code	Industry	2004 Establishments			2004 Employment		
		City Excl. Laguna West	Laguna West Annexation	Total City	City Excl. Laguna West	Laguna West Annexation	Total City
<b>Total Establishments and Employment</b>							
11	Agriculture, Forestry, Fishing and Hunting	34	1	35	93	38	131
21	Mining	3	0	3	24	0	24
22	Utilities	2	0	2	14	0	14
23	Construction	331	24	355	1,486	84	1,570
31-33	Manufacturing	130	20	150	1,070	2,000	3,070
42	Wholesale Trade	131	17	148	603	245	848
44-45	Retail Trade	488	44	532	4,180	145	4,325
48-49	Transportation and Warehousing	95	7	102	721	12	733
51	Information	97	13	110	729	437	1,166
52	Finance and Insurance	176	16	192	1,040	36	1,076
53	Real Estate and Rental and Leasing	159	16	175	653	34	687
54	Professional, Scientific, and Technical Services	420	50	470	1,025	106	1,131
55	Management of Companies & Enterprises	0	0	0	0	0	0
56	Administrative and Waste Services (56)	414	35	449	1,049	63	1,112
61-62	Educational Services, Health Care and Social Assistance	316	33	349	4,215	333	4,548
71	Arts, Entertainment, and Recreation	68	7	75	498	28	526
72	Accommodation and Food Services	140	11	151	2,116	159	2,275
81	Other Services	412	22	434	1,375	78	1,453
92	Public Administration	15	0	15	758	0	758
99	Unclassified	5	0	5	16	0	16
	<b>Total</b>	<b>3,436</b>	<b>316</b>	<b>3,752</b>	<b>21,665</b>	<b>3,798</b>	<b>25,463</b>
	<b>Percent of Total</b>	<b>92%</b>	<b>8%</b>	<b>100%</b>	<b>85%</b>	<b>15%</b>	<b>100%</b>

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annex2

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

**Table 8**  
**Elk Grove Employment Dynamics**  
**Elk Grove Home-Based Establishment Growth, 2000-2015**

NAICS Code	Industry	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Growth 2000-2015
<b>Establishments</b>																		
11	Agriculture, Forestry, Fishing and Hunting	19	20	21	22	19	25	19	19	20	25	23	27	21	24	25	22	
21	Mining	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
22	Utilities	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	
23	Construction	86	90	107	126	140	168	199	214	249	287	284	416	390	391	395	394	
31-33	Manufacturing	25	33	42	44	49	57	67	69	69	72	65	73	63	63	65	61	
42	Wholesale Trade	18	23	29	34	41	47	48	54	68	81	79	110	107	108	108	103	
44-45	Retail Trade	63	86	95	103	125	142	149	165	185	199	171	264	272	277	271	259	
48-49	Transportation and Warehousing	18	19	25	29	34	41	51	58	70	79	74	103	94	95	125	114	
51	Information	24	32	36	39	43	44	46	48	55	58	48	65	61	61	59	54	
52	Finance and Insurance	12	17	25	32	45	52	70	83	111	124	96	126	116	116	130	136	
53	Real Estate and Rental and Leasing	17	23	26	34	42	56	91	101	114	122	100	146	138	139	134	142	
54	Professional, Scientific, and Technical Services	91	113	131	142	175	194	241	260	294	350	360	608	606	605	610	661	
55	Management of Companies & Enterprises	1	1	0	0	0	0	0	0	1	2	3	4	4	4	6	6	
56	Administrative and Waste Services (56)	55	68	130	161	185	266	503	597	771	1,090	1,194	1,858	1,643	1,614	1,761	1,682	
61-62	Educational Services, Health Care and Social Assistance	25	33	40	47	58	68	71	78	90	99	90	133	128	127	127	118	
71	Arts, Entertainment, and Recreation	15	21	22	27	35	33	34	39	42	40	42	56	49	51	49	49	
72	Accommodation and Food Services	3	9	13	12	14	13	14	16	16	20	19	19	14	16	14	15	
81	Other Services	49	56	66	75	79	91	102	116	137	148	126	176	167	170	179	160	
92	Public Administration	0	0	0	0	0	0	0	0	2	3	0	0	0	0	0	0	
99	Unclassified	0	0	0	0	0	0	0	0	0	0	0	0	1	1	4	18	
	<b>Total Establishments</b>	<b>521</b>	<b>644</b>	<b>809</b>	<b>928</b>	<b>1,085</b>	<b>1,298</b>	<b>1,706</b>	<b>1,918</b>	<b>2,295</b>	<b>2,800</b>	<b>2,775</b>	<b>4,185</b>	<b>3,875</b>	<b>3,864</b>	<b>4,064</b>	<b>3,996</b>	
	<b>Pct. Of Total Establishments</b>	<b>24%</b>	<b>26%</b>	<b>28%</b>	<b>28%</b>	<b>29%</b>	<b>30%</b>	<b>35%</b>	<b>36%</b>	<b>38%</b>	<b>38%</b>	<b>39%</b>	<b>41%</b>	<b>42%</b>	<b>42%</b>	<b>44%</b>	<b>45%</b>	
	<b>Total Employees</b>	<b>835</b>	<b>1,016</b>	<b>1,292</b>	<b>1,475</b>	<b>1,679</b>	<b>1,982</b>	<b>2,636</b>	<b>2,920</b>	<b>3,518</b>	<b>4,314</b>	<b>4,384</b>	<b>6,445</b>	<b>6,279</b>	<b>6,455</b>	<b>6,891</b>	<b>6,744</b>	
<b>Year Over Year Growth in Establishments</b>																		
11	Agriculture, Forestry, Fishing and Hunting		1	1	1	(3)	6	(6)	0	1	5	(2)	4	(6)	3	1	(3)	3
21	Mining		0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
22	Utilities		0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
23	Construction		4	17	19	14	28	31	15	35	38	(3)	132	(26)	1	4	(1)	308
31-33	Manufacturing		8	9	2	5	8	10	2	0	3	(7)	8	(10)	0	2	(4)	36
42	Wholesale Trade		5	6	5	7	6	1	6	14	13	(2)	31	(3)	1	0	(5)	85
44-45	Retail Trade		23	9	8	22	17	7	16	20	14	(28)	93	8	5	(6)	(12)	196
48-49	Transportation and Warehousing		1	6	4	5	7	10	7	12	9	(5)	29	(9)	1	30	(11)	96
51	Information		8	4	3	4	1	2	2	7	3	(10)	17	(4)	0	(2)	(5)	30
52	Finance and Insurance		5	8	7	13	7	18	13	28	13	(28)	30	(10)	0	14	6	124
53	Real Estate and Rental and Leasing		6	3	8	8	14	35	10	13	8	(22)	46	(8)	1	(5)	8	125
54	Professional, Scientific, and Technical Services		22	18	11	33	19	47	19	34	56	10	248	(2)	(1)	5	51	570
55	Management of Companies & Enterprises		0	(1)	0	0	0	0	0	1	1	1	0	0	0	2	0	5
56	Administrative and Waste Services (56)		13	62	31	24	81	237	94	174	319	104	664	(215)	(29)	147	(79)	1,627
61-62	Educational Services, Health Care and Social Assistance		8	7	7	11	10	3	7	12	9	(9)	43	(5)	(1)	0	(9)	93
71	Arts, Entertainment, and Recreation		6	1	5	8	(2)	1	5	3	(2)	2	14	(7)	2	(2)	0	34
72	Accommodation and Food Services		6	4	(1)	2	(1)	1	2	0	4	(1)	0	(5)	2	(2)	1	12
81	Other Services		7	10	9	4	12	11	14	21	11	(22)	50	(9)	3	9	(19)	111
92	Public Administration		0	0	0	0	0	0	0	2	1	(3)	0	0	0	0	0	0
99	Unclassified		0	0	0	0	0	0	0	0	0	0	0	1	0	3	14	18
	<b>Total Year Over Year Growth in Establishments</b>		<b>123</b>	<b>165</b>	<b>119</b>	<b>157</b>	<b>213</b>	<b>408</b>	<b>212</b>	<b>377</b>	<b>505</b>	<b>(25)</b>	<b>1,410</b>	<b>(310)</b>	<b>(11)</b>	<b>200</b>	<b>(68)</b>	<b>3,475</b>
	<b>Total Year Over Year Growth in Employees</b>		<b>181</b>	<b>276</b>	<b>183</b>	<b>204</b>	<b>303</b>	<b>654</b>	<b>284</b>	<b>598</b>	<b>796</b>	<b>70</b>	<b>2,061</b>	<b>(166)</b>	<b>176</b>	<b>436</b>	<b>(147)</b>	<b>5,909</b>

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

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**Table 9**  
**Elk Grove Employment Dynamics**  
**Elk Grove Home-Based Employment Growth, 2000-2015**

NAICS Code	Industry	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Growth 2000-2015
<b>Employment</b>																		
11	Agriculture, Forestry, Fishing and Hunting	24	27	30	32	26	34	23	23	25	32	31	36	30	36	39	37	
21	Mining	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
22	Utilities	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	
23	Construction	139	141	181	200	209	236	281	290	338	392	406	576	585	622	645	631	
31-33	Manufacturing	36	51	62	67	70	88	99	99	100	104	94	110	97	98	105	96	
42	Wholesale Trade	21	33	48	60	78	86	86	86	108	126	124	174	181	190	186	170	
44-45	Retail Trade	102	135	151	154	184	211	221	241	270	297	256	381	407	438	436	399	
48-49	Transportation and Warehousing	26	28	37	39	46	57	75	86	109	125	119	157	148	165	219	196	
51	Information	32	48	53	57	63	66	62	67	76	84	69	101	96	99	100	93	
52	Finance and Insurance	18	27	37	48	69	78	114	137	193	225	175	233	218	218	250	261	
53	Real Estate and Rental and Leasing	36	41	47	62	67	94	161	179	203	217	181	274	259	262	247	261	
54	Professional, Scientific, and Technical Services	133	167	188	199	241	268	327	348	401	469	483	774	801	841	875	950	
55	Management of Companies & Enterprises	1	1	0	0	0	0	0	0	2	4	6	8	8	8	12	12	
56	Administrative and Waste Services (56)	79	96	203	263	293	413	813	961	1,240	1,753	2,008	3,044	2,894	2,936	3,213	3,046	
61-62	Educational Services, Health Care and Social Assistance	45	56	66	78	97	108	113	122	138	151	135	199	191	193	193	186	
71	Arts, Entertainment, and Recreation	64	72	76	92	99	95	97	98	102	97	99	116	111	74	70	70	
72	Accommodation and Food Services	7	14	17	15	20	16	18	20	20	24	23	23	17	20	18	20	
81	Other Services	72	79	95	108	116	131	145	162	184	204	174	238	233	250	266	232	
92	Public Administration	0	0	0	0	0	0	0	0	8	9	0	0	0	0	0	0	
99	Unclassified	0	0	0	0	0	0	0	0	0	0	0	0	2	2	14	81	
	<b>Total Employment</b>	<b>835</b>	<b>1,016</b>	<b>1,292</b>	<b>1,475</b>	<b>1,679</b>	<b>1,982</b>	<b>2,636</b>	<b>2,920</b>	<b>3,518</b>	<b>4,314</b>	<b>4,384</b>	<b>6,445</b>	<b>6,279</b>	<b>6,455</b>	<b>6,891</b>	<b>6,744</b>	
	<b>Pct. Of Total Employment</b>	<b>5%</b>	<b>6%</b>	<b>7%</b>	<b>7%</b>	<b>7%</b>	<b>9%</b>	<b>9%</b>	<b>10%</b>	<b>12%</b>	<b>12%</b>	<b>15%</b>	<b>15%</b>	<b>14%</b>	<b>15%</b>	<b>14%</b>	<b>14%</b>	
	<b>Total Establishments</b>	<b>521</b>	<b>644</b>	<b>809</b>	<b>928</b>	<b>1,085</b>	<b>1,298</b>	<b>1,706</b>	<b>1,918</b>	<b>2,295</b>	<b>2,800</b>	<b>2,775</b>	<b>4,185</b>	<b>3,875</b>	<b>3,864</b>	<b>4,064</b>	<b>3,996</b>	
<b>Year Over Year Growth in Employment</b>																		
11	Agriculture, Forestry, Fishing and Hunting		3	3	2	(6)	8	(11)	0	2	7	(1)	5	(6)	6	3	(2)	13
21	Mining		0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
22	Utilities		0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	2
23	Construction		2	40	19	9	27	45	9	48	54	14	170	9	37	23	(14)	492
31-33	Manufacturing		15	11	5	3	18	11	0	1	4	(10)	16	(13)	1	7	(9)	60
42	Wholesale Trade		12	15	12	18	8	0	0	22	18	(2)	50	7	9	(4)	(16)	149
44-45	Retail Trade		33	16	3	30	27	10	20	29	27	(41)	125	26	31	(2)	(37)	297
48-49	Transportation and Warehousing		2	9	2	7	11	18	11	23	16	(6)	38	(9)	17	54	(23)	170
51	Information		16	5	4	6	3	(4)	5	9	8	(15)	32	(5)	3	1	(7)	61
52	Finance and Insurance		9	10	11	21	9	36	23	56	32	(50)	58	(15)	0	32	11	243
53	Real Estate and Rental and Leasing		5	6	15	5	27	67	18	24	14	(36)	93	(15)	3	(15)	14	225
54	Professional, Scientific, and Technical Services		34	21	11	42	27	59	21	53	68	14	291	27	40	34	75	817
55	Management of Companies & Enterprises		0	(1)	0	0	0	0	0	2	2	2	0	0	4	0	0	11
56	Administrative and Waste Services (56)		17	107	60	30	120	400	148	279	513	255	1,036	(150)	42	277	(167)	2,967
61-62	Educational Services, Health Care and Social Assistance		11	10	12	19	11	5	9	16	13	(16)	64	(8)	2	0	(7)	141
71	Arts, Entertainment, and Recreation		8	4	16	7	(4)	2	1	4	(5)	2	17	(5)	(37)	(4)	0	6
72	Accommodation and Food Services		7	3	(2)	5	(4)	2	2	0	4	(1)	0	(6)	3	(2)	2	13
81	Other Services		7	16	13	8	15	14	17	22	20	(30)	64	(5)	17	16	(34)	160
92	Public Administration		0	0	0	0	0	0	0	8	1	(9)	0	0	0	0	0	0
99	Unclassified		0	0	0	0	0	0	0	0	0	0	0	2	0	12	67	81
	<b>Total Year Over Year Growth in Employment</b>		<b>181</b>	<b>276</b>	<b>183</b>	<b>204</b>	<b>303</b>	<b>654</b>	<b>284</b>	<b>598</b>	<b>796</b>	<b>70</b>	<b>2,061</b>	<b>(166)</b>	<b>176</b>	<b>436</b>	<b>(147)</b>	<b>5,909</b>
	<b>Total Year Over Year Growth in Establishments</b>		<b>123</b>	<b>165</b>	<b>119</b>	<b>157</b>	<b>213</b>	<b>408</b>	<b>212</b>	<b>377</b>	<b>505</b>	<b>(25)</b>	<b>1,410</b>	<b>(310)</b>	<b>(11)</b>	<b>200</b>	<b>(68)</b>	<b>3,475</b>

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Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

**Table 10**  
**Elk Grove Employment Dynamics**  
**Total Projected Employment and Establishments (2015-2018)**

Item	Source	Formula	Employment	Establishments
<b>Average Employees per Home-Based Establishment</b>	Table B1	A		1.93
<b>Employment as of Jan. 1, 2015</b>	Table 4		<b>47,073</b>	<b>8,978</b>
<b>Estimated Employment and Establishment Growth</b>				
<b>Major Employers</b>				
EGUSD Estimated Employee Growth (2015-16 - 2017-18)	Table 1		677	1
Apple	Table 1		2,500	0
California Correctional	Table 1		131	0
Kaiser	Table 1		103	1
City of Elk Grove	Table 1		39	0
Cosumnes CSD	Table 1		17	0
<b>Subtotal</b>			<b>3,467</b>	<b>2</b>
<b>Employment Generated by Building Permits Over 5,000 Sq. Ft. (7/15 - 7/18) [1]</b>	Table B2		<b>3,043</b>	<b>57</b>
<b>Small Business Growth (Based on Home-Based Averages)</b>	Table B5	<i>Est.=Emp/A</i>	<b>1,044</b>	<b>540</b>
<b>Total Estimated Employment and Establishment Growth (2015-2018)</b>			<b>7,554</b>	<b>599</b>
<b>Estimated Employment and Establishments as of July 2018</b>			<b>54,627</b>	<b>9,577</b>

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Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

[1] Excludes Apple and California Correctional Health Care Services employees, which are included in Major Employers section.

**Table 11**  
**Elk Grove Employment Dynamics**  
**Elk Grove Emerging Employment Centers Establishments and Employment - 2018**

Area	Establishments		Employment	
	Number	Percentage Of Citywide Total	Number	Percentage Of Citywide Total
<b>Employment Center</b>				
1	623	6.5%	6,172	11.3%
2	363	3.8%	2,965	5.4%
3	13	0.1%	796	1.5%
4	4	0.0%	6	0.0%
5	108	1.1%	869	1.6%
6	128	1.3%	6,394	11.7%
<b>Subtotal</b>	<b>1,239</b>	<b>12.9%</b>	<b>17,202</b>	<b>31.5%</b>
<b>Remainder of City</b>	<b>8,338</b>	<b>87.1%</b>	<b>37,425</b>	<b>68.5%</b>
<b>Citywide Total</b>	<b>9,577</b>	<b>100.0%</b>	<b>54,627</b>	<b>100.0%</b>

ec

Source: City of Elk Grove; EPS.

**Table 12**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishments by Industry and Employment Center - 2018**

Item	Establishments by Employment Center						Total	Pct. of Total	
	1	2	3	4	5	6			
<b>NAICS 2-Digit</b>									
11	Agriculture, Forestry, Fishing and Hunting	1	2	0	0	0	0	3	0.2%
21	Mining	0	1	0	0	0	0	1	0.1%
22	Utilities	1	1	0	0	0	0	2	0.2%
23	Construction	25	44	2	0	2	9	82	6.6%
31-33	Manufacturing	4	29	0	0	4	9	46	3.7%
42	Wholesale Trade	10	31	1	0	2	4	48	3.9%
44-45	Retail Trade	35	52	5	1	7	11	111	9.0%
48-49	Transportation and Warehousing	6	13	0	1	2	5	27	2.2%
51	Information	11	4	0	1	1	2	19	1.5%
52	Finance and Insurance	59	6	1	0	10	7	83	6.7%
53	Real Estate and Rental and Leasing	59	12	0	0	7	2	80	6.5%
54	Professional, Scientific, and Technical Services	91	23	0	0	12	10	136	11.0%
55	Management of Companies & Enterprises	1	0	0	0	1	0	2	0.2%
56	Administrative and Waste Services (56)	69	45	1	1	12	14	142	11.5%
61-62	Educational Services, Health Care and Social Assistance	162	11	2	0	18	24	217	17.5%
71	Arts, Entertainment, and Recreation	1	6	0	0	3	9	19	1.5%
72	Accommodation and Food Services	19	6	0	0	7	7	39	3.1%
81	Other Services	29	51	1	0	10	7	98	7.9%
92	Public Administration	6	8	0	0	0	3	17	1.4%
99	Unclassified	34	18	0	0	10	5	67	5.4%
<b>Total</b>		<b>623</b>	<b>363</b>	<b>13</b>	<b>4</b>	<b>108</b>	<b>128</b>	<b>1,239</b>	<b>100.0%</b>

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ec est

Source: City of Elk Grove; EPS.

**Table 13**  
**Elk Grove Employment Dynamics**  
**Elk Grove Employment by Industry and Employment Center - 2018**

Item	Employment by Employment Center						Total	Pct. of Total	
	1	2	3	4	5	6			
<b>NAICS 2-Digit</b>									
11	Agriculture, Forestry, Fishing and Hunting	2	4	0	0	0	0	6	0.0%
21	Mining	0	3	0	0	0	0	3	0.0%
22	Utilities	3	1	0	0	0	0	4	0.0%
23	Construction	55	409	2	0	4	26	496	2.9%
31-33	Manufacturing	71	799	0	0	13	5,202	6,085	35.4%
42	Wholesale Trade	26	347	1	0	3	213	590	3.4%
44-45	Retail Trade	249	257	421	1	11	51	990	5.8%
48-49	Transportation and Warehousing	26	105	0	1	5	11	148	0.9%
51	Information	253	13	0	2	400	19	687	4.0%
52	Finance and Insurance	724	16	2	0	63	23	828	4.8%
53	Real Estate and Rental and Leasing	157	25	0	0	18	7	207	1.2%
54	Professional, Scientific, and Technical Services	293	75	0	0	30	31	429	2.5%
55	Management of Companies & Enterprises	3	0	0	0	2	0	5	0.0%
56	Administrative and Waste Services (56)	148	251	5	2	26	46	478	2.8%
61-62	Educational Services, Health Care and Social Assistance	2,849	37	360	0	103	298	3,647	21.2%
71	Arts, Entertainment, and Recreation	3	20	0	0	12	25	60	0.3%
72	Accommodation and Food Services	434	53	0	0	110	224	821	4.8%
81	Other Services	109	250	5	0	18	28	410	2.4%
92	Public Administration	617	218	0	0	0	163	998	5.8%
99	Unclassified	150	82	0	0	51	27	310	1.8%
<b>Total</b>		<b>6,172</b>	<b>2,965</b>	<b>796</b>	<b>6</b>	<b>869</b>	<b>6,394</b>	<b>17,202</b>	<b>100.0%</b>

*ec emp*

Source: City of Elk Grove; EPS.



**Table 14**  
**Elk Grove Employment Dynamics**  
**Employed Residents by Age Range**

Item	City of Elk Grove		Sacramento County	
	Total	Percentage	Total	Percentage
<b>Age Range</b>				
Age 29 or younger	12,599	18.4%	134,755	22.0%
Age 30 to 54	42,183	61.7%	351,510	57.3%
Age 55 or older	13,578	19.9%	127,220	20.7%
<b>Total</b>	<b>68,360</b>	<b>100.0%</b>	<b>613,485</b>	<b>100.0%</b>

*age*

Source: US Census Bureau, 2018, OnTheMap Application - 2015 Survey Data

**Table 15**  
**Elk Grove Employment Dynamics**  
**Employed Residents by Income Range**

Item	City of Elk Grove		Sacramento County	
	Total	Percentage	Total	Percentage
<b>Income Range</b>				
\$1,250 per month or less	13,824	20.2%	140,736	22.9%
\$1,251 to \$3,333 per month	18,277	26.7%	194,667	31.7%
More than \$3,333 per month	36,259	53.0%	278,082	45.3%
<b>Total</b>	<b>68,360</b>	<b>100.0%</b>	<b>613,485</b>	<b>100.0%</b>

*income*

Source: US Census Bureau, 2018, OnTheMap Application - 2015 Survey Data

**Table 16**  
**Elk Grove Employment Dynamics**  
**Employed Residents by Educational Attainment Level**

Item	City of Elk Grove		Sacramento County	
	Total	Percentage	Total	Percentage
<b>Educational Attainment</b>				
Less than high school	7,389	13.3%	66,496	13.9%
High school or equivalent, no college	11,632	20.9%	105,272	22.0%
Some college or Associate degree	17,999	32.3%	156,683	32.7%
Bachelor's degree or advanced degree	18,741	33.6%	150,279	31.4%
<b>Subtotal</b>	<b>55,761</b>	<b>100.0%</b>	<b>478,730</b>	<b>100.0%</b>
Educational attainment not available (workers aged 29 or younger)	12,599		134,755	
<b>Total</b>	<b>68,360</b>		<b>613,485</b>	

*education*

Source: US Census Bureau, 2018, OnTheMap Application - 2015 Survey Data

**Table 17**  
**Elk Grove Employment Dynamics**  
**Employed Residents by Employment Industry**

Item	City of Elk Grove		Sacramento County	
	Total	Percentage	Total	Percentage
<b>Industry</b>				
Public Administration	12,290	18.0%	80,732	13.2%
Health Care and Social Assistance	10,747	15.7%	93,952	15.3%
Educational Services	6,517	9.5%	51,918	8.5%
Retail Trade	6,319	9.2%	62,498	10.2%
Accommodation and Food Services	5,518	8.1%	54,878	8.9%
Professional, Scientific, and Technical Services	3,898	5.7%	39,796	6.5%
Administration & Support, Waste Management and Remediation	3,531	5.2%	38,633	6.3%
Manufacturing	3,064	4.5%	27,438	4.5%
Construction	2,736	4.0%	29,882	4.9%
Finance and Insurance	2,291	3.4%	23,825	3.9%
Wholesale Trade	2,056	3.0%	20,481	3.3%
Other Services (excluding Public Administration)	1,898	2.8%	20,001	3.3%
Transportation and Warehousing	1,872	2.7%	16,778	2.7%
Information	1,199	1.8%	10,473	1.7%
Arts, Entertainment, and Recreation	1,014	1.5%	10,781	1.8%
Management of Companies and Enterprises	996	1.5%	9,758	1.6%
Agriculture, Forestry, Fishing and Hunting	841	1.2%	7,605	1.2%
Real Estate and Rental and Leasing	789	1.2%	8,694	1.4%
Utilities	755	1.1%	5,018	0.8%
Mining, Quarrying, and Oil and Gas Extraction	29	0.0%	344	0.1%
<b>Total</b>	<b>68,360</b>	<b>100.0%</b>	<b>613,485</b>	<b>100.0%</b>

**Summary by Industry Category**

**Goods Producing**

Agriculture, Forestry, Fishing and Hunting	841	1.2%	7,605	1.2%
Mining	29	0.0%	344	0.1%
Construction	2,736	4.0%	29,882	4.9%
Manufacturing	3,064	4.5%	27,438	4.5%
<b>Subtotal Goods Producing</b>	<b>6,670</b>	<b>9.8%</b>	<b>65,269</b>	<b>10.6%</b>

**Trade, Transportation, and Utilities**

Utilities	755	1.1%	5,018	0.8%
Wholesale Trade	2,056	3.0%	20,481	3.3%
Retail Trade	6,319	9.2%	62,498	10.2%
Transportation and Warehousing	1,872	2.7%	16,778	2.7%
<b>Subtotal Trade, Transportation, and Utilities</b>	<b>11,002</b>	<b>16.1%</b>	<b>104,775</b>	<b>17.1%</b>

**All Other Services**

Information	1,199	1.8%	10,473	1.7%
Finance and Insurance	2,291	3.4%	23,825	3.9%
Real Estate and Rental and Leasing	789	1.2%	8,694	1.4%
Professional, Scientific, and Technical Services	3,898	5.7%	39,796	6.5%
Management of Companies & Enterprises	996	1.5%	9,758	1.6%
Administrative and Waste Services	3,531	5.2%	38,633	6.3%
Educational Services	6,517	9.5%	51,918	8.5%
Health Care and Social Assistance	10,747	15.7%	93,952	15.3%
Arts, Entertainment, and Recreation	1,014	1.5%	10,781	1.8%
Accommodation and Food Services	5,518	8.1%	54,878	8.9%
Other Services	1,898	2.8%	20,001	3.3%
Public Administration	12,290	18.0%	80,732	13.2%
<b>Subtotal All Other Services</b>	<b>50,688</b>	<b>74.1%</b>	<b>443,441</b>	<b>72.3%</b>

<b>Total</b>	<b>68,360</b>	<b>100.0%</b>	<b>613,485</b>	<b>100.0%</b>
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industry

Source: US Census Bureau, 2018, OnTheMap Application - 2015 Survey Data

**Table 18**  
**Elk Grove Employment Dynamics**  
**Elk Grove Employed Residents by Work Destination**

Jurisdiction	Total	Percentage
<b>City of Elk Grove</b>	8,495	12.4%
<b>Other Jurisdictions</b>		
City of Sacramento	22,678	33.2%
City of Rancho Cordova	2,825	4.1%
Arden-Arcade CDP	2,144	3.1%
Florin CDP	1,687	2.5%
City of Stockton	1,518	2.2%
City of West Sacramento	1,424	2.1%
City of San Francisco	1,375	2.0%
City of Roseville	1,179	1.7%
City of Folsom	924	1.4%
City of San Jose	780	1.1%
La Riviera CDP	765	1.1%
Carmichael CDP	597	0.9%
City of Oakland	513	0.8%
North Highlands CDP	472	0.7%
City of Lodi	458	0.7%
City of Vacaville	455	0.7%
Rosemont CDP	453	0.7%
Vineyard CDP	407	0.6%
City of Citrus Heights	378	0.6%
City of Woodland	361	0.5%
City of Davis	329	0.5%
Parkway CDP	324	0.5%
El Dorado Hills CDP	314	0.5%
City of Los Angeles	281	0.4%
Gold River CDP	272	0.4%
City of Santa Clara	268	0.4%
Mather CDP	264	0.4%
City of Fairfield	260	0.4%
City of Rocklin	257	0.4%
City of Galt	252	0.4%
City of Pleasanton	242	0.4%
City of Modesto	238	0.3%
City of Concord	237	0.3%
City of Fresno	231	0.3%
City of Fremont	209	0.3%
City of San Diego	201	0.3%
City of Walnut Creek	196	0.3%
City of Vallejo	192	0.3%
City of Livermore	185	0.3%
City of Santa Rosa	179	0.3%
City of Hayward	160	0.2%
City of San Leandro	151	0.2%
McClellan Park CDP	147	0.2%
City of Irvine	141	0.2%
City of Tracy	141	0.2%
City of Cupertino	139	0.2%
City of South San Francisco	134	0.2%
City of Antioch	130	0.2%
City of Chico	129	0.2%
Other	12,269	17.9%
<b>Total Other Jurisdictions</b>	<b>59,865</b>	<b>87.6%</b>
<b>Total</b>	<b>68,360</b>	<b>100.0%</b>

work

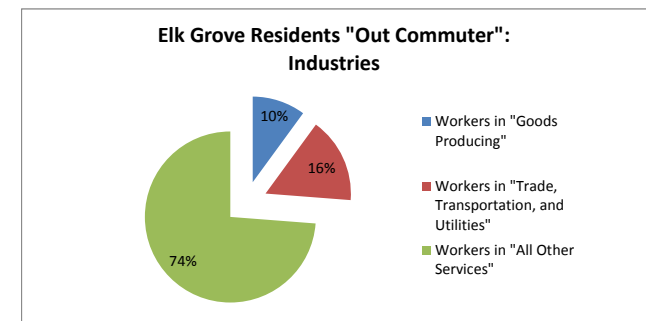
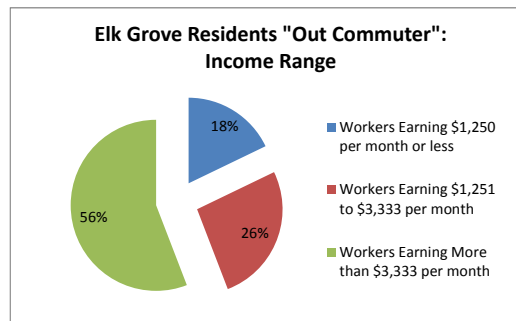
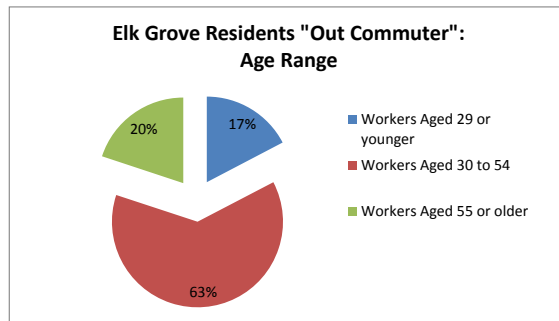
Source: US Census Bureau, 2018, OnTheMap  
 Application - 2015 Survey Data

**Table 19**  
**Elk Grove Employment Dynamics**  
**Elk Grove Out-Commuting Residents Characteristics by Work Destination**

Item	City of Sacramento		City of Rancho Cordova		Arden-Arcade CDP		Florin CDP		City of Stockton		City of West Sacramento		City of San Francisco		City of Roseville		City of Folsom		All Other Locations		Total Commuters	
	Number	Pct.	Number	Pct.	Number	Pct.	Number	Pct.	Number	Pct.	Number	Pct.	Number	Pct.	Number	Pct.	Number	Pct.	Number	Pct.	Number	Pct.
<b>Total Elk Grove Commuters</b>	<b>22,678</b>		<b>2,825</b>		<b>2,144</b>		<b>1,687</b>		<b>1,518</b>		<b>1,424</b>		<b>1,375</b>		<b>1,179</b>		<b>924</b>		<b>24,111</b>		<b>59,865</b>	
<b>Age Range</b>																						
Workers Aged 29 or younger	3,033	13%	411	15%	396	18%	318	19%	267	18%	232	16%	286	21%	280	24%	199	22%	4,963	21%	<b>10,385</b>	<b>17%</b>
Workers Aged 30 to 54	14,883	66%	1,888	67%	1,320	62%	994	59%	965	64%	922	65%	829	60%	716	61%	603	65%	14,425	60%	<b>37,545</b>	<b>63%</b>
Workers Aged 55 or older	4,762	21%	526	19%	428	20%	375	22%	286	19%	270	19%	260	19%	183	16%	122	13%	4,723	20%	<b>11,935</b>	<b>20%</b>
<b>Income Range</b>																						
Workers Earning \$1,250 per month or less	3,130	14%	334	12%	467	22%	412	24%	324	21%	209	15%	187	14%	283	24%	154	17%	5,195	22%	<b>10,695</b>	<b>18%</b>
Workers Earning \$1,251 to \$3,333 per month	4,905	22%	791	28%	645	30%	554	33%	355	23%	386	27%	333	24%	340	29%	224	24%	7,200	30%	<b>15,733</b>	<b>26%</b>
Workers Earning More than \$3,333 per month	14,643	65%	1,700	60%	1,032	48%	721	43%	839	55%	829	58%	855	62%	556	47%	546	59%	11,716	49%	<b>33,437</b>	<b>56%</b>
<b>Industries [1]</b>																						
Workers in "Goods Producing"	1,089	5%	417	15%	31	1%	269	16%	102	7%	244	17%	51	4%	94	8%	30	3%	3,696	15%	<b>6,023</b>	<b>10%</b>
Workers in "Trade, Transportation, and Utilities"	2,513	11%	235	8%	260	12%	421	25%	336	22%	451	32%	231	17%	232	20%	151	16%	4,842	20%	<b>9,672</b>	<b>16%</b>
Workers in "All Other Services"	19,076	84%	2,173	77%	1,853	86%	997	59%	1,080	71%	729	51%	1,093	79%	853	72%	743	80%	15,573	65%	<b>44,170</b>	<b>74%</b>

outcommuter

34



Source: US Census Bureau, 2018, OnTheMap Application - 2015 Survey Data

[1] Goods Producing: NAICS 11, 21, 23, and 31-33.  
 Trade, Transportation, and Utilities: NAICS 22, 42, 44-45, and 48-49.  
 All Other Services: 51-56, 61-62, 71-72, 81, 92.

**Table 20**  
**Elk Grove Employment Dynamics**  
**Employment Composition of Elk Grove Worker Destinations**

Item	Other Areas [2]										
	City of Elk Grove [1]	City of Sacramento	City of Rancho Cordova	Arden-Arcade CDP	Florin CDP	City of Stockton	City of West Sacramento	City of San Francisco	City of Roseville	City of Folsom	Other Locations [3]
<b>Total Jobs [4]</b>	<b>8,495</b>	<b>22,678</b>	<b>2,825</b>	<b>2,144</b>	<b>1,687</b>	<b>1,518</b>	<b>1,424</b>	<b>1,375</b>	<b>1,179</b>	<b>924</b>	<b>24,111</b>
Agriculture, Forestry, Fishing and Hunting	0.2%	0.0%	0.0%	0.1%	0.2%	1.5%	0.2%	0.0%	0.0%	0.0%	1.0%
Mining, Quarrying, and Oil and Gas Extraction	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.1%
Utilities	0.0%	1.6%	0.0%	0.0%	0.1%	2.6%	0.0%	1.9%	0.0%	1.6%	0.8%
Construction	4.0%	3.3%	7.5%	1.9%	5.8%	2.8%	5.9%	2.7%	5.4%	2.3%	5.6%
Manufacturing	8.4%	2.6%	8.2%	0.5%	13.6%	5.4%	12.5%	1.4%	4.8%	1.1%	4.1%
Wholesale Trade	2.5%	2.8%	3.7%	0.8%	2.6%	4.7%	12.6%	2.4%	2.4%	1.3%	3.1%
Retail Trade	15.2%	6.2%	7.1%	13.6%	23.6%	11.6%	9.9%	6.8%	17.6%	15.5%	10.3%
Transportation and Warehousing	1.9%	2.4%	1.4%	0.1%	6.1%	4.2%	10.9%	2.3%	1.3%	0.1%	2.5%
Information	2.1%	1.4%	0.8%	3.7%	0.2%	1.1%	2.6%	5.2%	1.3%	1.4%	1.6%
Finance and Insurance	4.2%	2.0%	17.6%	3.9%	1.5%	2.1%	0.9%	5.9%	8.5%	5.6%	4.3%
Real Estate and Rental and Leasing	2.7%	1.1%	1.2%	2.1%	0.8%	1.3%	2.1%	2.0%	2.3%	1.3%	1.5%
Professional, Scientific, and Technical Services	6.4%	5.8%	10.7%	3.7%	1.8%	2.4%	6.9%	17.3%	5.5%	25.7%	6.3%
Management of Companies and Enterprises	0.1%	0.7%	7.9%	0.4%	0.0%	1.4%	2.6%	3.6%	1.8%	2.5%	1.5%
Administration & Support, Waste Management and Remediation	11.5%	5.7%	8.4%	12.3%	0.8%	8.1%	5.1%	6.5%	6.3%	2.5%	6.0%
Educational Services	10.3%	6.8%	3.8%	6.8%	8.8%	10.5%	3.5%	8.0%	4.4%	4.2%	8.0%
Health Care and Social Assistance	11.0%	15.7%	8.7%	28.2%	16.2%	21.5%	7.8%	11.2%	19.8%	9.7%	14.9%
Arts, Entertainment, and Recreation	1.5%	1.5%	0.9%	1.4%	1.1%	1.2%	1.8%	2.4%	1.0%	1.6%	2.0%
Accommodation and Food Services	9.8%	7.3%	5.1%	9.7%	10.9%	7.2%	5.5%	11.8%	11.7%	10.7%	9.1%
Other Services (excluding Public Administration)	5.1%	3.3%	1.7%	3.1%	5.9%	2.7%	3.6%	4.2%	3.7%	2.9%	3.3%
Public Administration	3.0%	29.6%	5.3%	7.6%	0.1%	7.8%	5.9%	4.3%	2.2%	9.9%	14.2%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

industry outflow

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2015); Walls & Associates; and EPS.

[1] Elk Grove percentages based on 2015 NETS data. Unclassified percentage (3.5%) spread proportionately to other industries.

[2] Other Areas percentages from OnTheMap Application data.

[3] City of Elk Grove residents working in All Other Location percentages estimated using the weighted average percentages for Sacramento County, Yolo County, El Dorado County, and Placer County.

[4] See Table 18.

**Table 21**  
**Elk Grove Employment Dynamics**  
**City of Elk Grove Employee Inflow and Outflow**

Item	City Residents				Commuters to City	
	Employed Outside City		Employed In City		Number	Pct.
	Number	Pct.	Number	Pct.		
<b>Total Jobs</b>	<b>59,865</b>		<b>8,495</b>		<b>23,443</b>	
<b>Age Range</b>						
Workers Aged 29 or younger	10,385	17%	2,214	26%	7,177	31%
Workers Aged 30 to 54	37,545	63%	4,638	55%	12,203	52%
Workers Aged 55 or older	11,935	20%	1,643	19%	4,063	17%
<b>Total</b>	<b>59,865</b>		<b>8,495</b>		<b>23,443</b>	
<b>Income Range</b>						
Workers Earning \$1,250 per month or less	10,695	18%	3,129	37%	7,291	31%
Workers Earning \$1,251 to \$3,333 per month	15,733	26%	2,544	30%	8,542	36%
Workers Earning More than \$3,333 per month	33,437	56%	2,822	33%	7,610	32%
<b>Total</b>	<b>59,865</b>		<b>8,495</b>		<b>23,443</b>	
<b>Industries [1]</b>						
Workers in the "Goods Producing" Industry Class	6,023	10%	647	8%	2,627	11%
Workers in the "Trade, Transportation, and Utilities" Industry Class	9,672	16%	1,330	16%	6,051	26%
Workers in the "All Other Services" Industry Class	44,170	74%	6,518	77%	14,765	63%
<b>Total</b>	<b>59,865</b>		<b>8,495</b>		<b>23,443</b>	

*detail*

Source: US Census Bureau, 2018, OnTheMap Application - 2015 Survey Data

[1] Goods Producing: NAICS 11, 21, 23, and 31-33.  
 Trade, Transportation, and Utilities: NAICS 22, 42, 44-45, and 48-49.  
 All Other Services: 51-56, 61-62, 71-72, 81, 92.



## APPENDICES:

- Appendix A: Detailed Employee and Establishment Data by Year
- Appendix B: 2015–2018 Employment Backup Calculations
- Appendix C: NAICS Code Definitions
- Appendix D: Employment Density Maps by Year



## APPENDIX A:

### Detailed Employee and Establishment Data by Year

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**Table A-1**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2000**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	40	1.9%	101	0.6%
21	Mining	1	0.0%	20	0.1%
22	Utilities	2	0.1%	10	0.1%
23	Construction	238	11.2%	1,202	7.7%
31-33	Manufacturing	83	3.9%	739	4.7%
42	Wholesale Trade	84	3.9%	556	3.5%
44-45	Retail Trade	335	15.7%	3,230	20.6%
48-49	Transportation and Warehousing	58	2.7%	412	2.6%
51	Information	60	2.8%	742	4.7%
52	Finance and Insurance	98	4.6%	453	2.9%
53	Real Estate and Rental and Leasing	88	4.1%	406	2.6%
54	Professional, Scientific, and Technical Services	268	12.6%	725	4.6%
55	Management of Companies & Enterprises	1	0.0%	1	0.0%
56	Administrative and Waste Services (56)	181	8.5%	606	3.9%
61-62	Educational Services, Health Care and Social Assistance	206	9.7%	3,238	20.6%
71	Arts, Entertainment, and Recreation	40	1.9%	314	2.0%
72	Accommodation and Food Services	87	4.1%	1,409	9.0%
81	Other Services	250	11.7%	1,127	7.2%
92	Public Administration	13	0.6%	403	2.6%
99	Unclassified	1	0.0%	1	0.0%
	<b>Total</b>	<b>2,134</b>	<b>100.0%</b>	<b>15,695</b>	<b>100.0%</b>

2000

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

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**Table A-2**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2001**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	40	1.6%	102	0.6%
21	Mining	2	0.1%	23	0.1%
22	Utilities	2	0.1%	10	0.1%
23	Construction	252	10.3%	1,214	7.1%
31-33	Manufacturing	97	4.0%	846	4.9%
42	Wholesale Trade	97	4.0%	537	3.1%
44-45	Retail Trade	378	15.5%	3,758	22.0%
48-49	Transportation and Warehousing	63	2.6%	457	2.7%
51	Information	65	2.7%	462	2.7%
52	Finance and Insurance	114	4.7%	452	2.6%
53	Real Estate and Rental and Leasing	108	4.4%	432	2.5%
54	Professional, Scientific, and Technical Services	318	13.0%	866	5.1%
55	Management of Companies & Enterprises	1	0.0%	1	0.0%
56	Administrative and Waste Services (56)	203	8.3%	643	3.8%
61-62	Educational Services, Health Care and Social Assistance	240	9.8%	3,476	20.3%
71	Arts, Entertainment, and Recreation	54	2.2%	341	2.0%
72	Accommodation and Food Services	108	4.4%	1,586	9.3%
81	Other Services	284	11.6%	1,259	7.4%
92	Public Administration	13	0.5%	650	3.8%
99	Unclassified	1	0.0%	1	0.0%
	<b>Total</b>	<b>2,440</b>	<b>100.0%</b>	<b>17,116</b>	<b>100.0%</b>

2001

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

**Table A-3**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2002**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	39	1.3%	102	0.5%
21	Mining	3	0.1%	24	0.1%
22	Utilities	1	0.0%	9	0.0%
23	Construction	277	9.5%	1,384	7.3%
31-33	Manufacturing	111	3.8%	877	4.6%
42	Wholesale Trade	107	3.7%	523	2.7%
44-45	Retail Trade	424	14.5%	3,892	20.5%
48-49	Transportation and Warehousing	79	2.7%	458	2.4%
51	Information	70	2.4%	477	2.5%
52	Finance and Insurance	128	4.4%	491	2.6%
53	Real Estate and Rental and Leasing	129	4.4%	539	2.8%
54	Professional, Scientific, and Technical Services	369	12.6%	988	5.2%
55	Management of Companies & Enterprises	0	0.0%	0	0.0%
56	Administrative and Waste Services (56)	316	10.8%	859	4.5%
61-62	Educational Services, Health Care and Social Assistance	301	10.3%	3,963	20.8%
71	Arts, Entertainment, and Recreation	58	2.0%	428	2.3%
72	Accommodation and Food Services	120	4.1%	1,872	9.8%
81	Other Services	380	13.0%	1,454	7.6%
92	Public Administration	14	0.5%	665	3.5%
99	Unclassified	5	0.2%	16	0.1%
	<b>Total</b>	<b>2,931</b>	<b>100.0%</b>	<b>19,021</b>	<b>100.0%</b>

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

2002

A-3

**Table A-4**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2003**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	40	1.2%	103	0.5%
21	Mining	3	0.1%	24	0.1%
22	Utilities	2	0.1%	14	0.1%
23	Construction	331	9.9%	1,449	7.0%
31-33	Manufacturing	127	3.8%	1,031	5.0%
42	Wholesale Trade	121	3.6%	560	2.7%
44-45	Retail Trade	463	13.8%	4,280	20.6%
48-49	Transportation and Warehousing	93	2.8%	659	3.2%
51	Information	91	2.7%	719	3.5%
52	Finance and Insurance	155	4.6%	572	2.7%
53	Real Estate and Rental and Leasing	152	4.5%	587	2.8%
54	Professional, Scientific, and Technical Services	431	12.8%	1,047	5.0%
55	Management of Companies & Enterprises	0	0.0%	0	0.0%
56	Administrative and Waste Services (56)	400	11.9%	1,027	4.9%
61-62	Educational Services, Health Care and Social Assistance	317	9.4%	4,083	19.6%
71	Arts, Entertainment, and Recreation	63	1.9%	471	2.3%
72	Accommodation and Food Services	136	4.1%	2,109	10.1%
81	Other Services	412	12.3%	1,454	7.0%
92	Public Administration	13	0.4%	603	2.9%
99	Unclassified	5	0.1%	16	0.1%
	<b>Total</b>	<b>3,355</b>	<b>100.0%</b>	<b>20,808</b>	<b>100.0%</b>

A-4

2003

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

**Table A-5**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2004**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	35	0.9%	131	0.5%
21	Mining	3	0.1%	24	0.1%
22	Utilities	2	0.1%	14	0.1%
23	Construction	355	9.5%	1,570	6.2%
31-33	Manufacturing	150	4.0%	3,070	12.1%
42	Wholesale Trade	148	3.9%	848	3.3%
44-45	Retail Trade	532	14.2%	4,325	17.0%
48-49	Transportation and Warehousing	102	2.7%	733	2.9%
51	Information	110	2.9%	1,166	4.6%
52	Finance and Insurance	192	5.1%	1,076	4.2%
53	Real Estate and Rental and Leasing	175	4.7%	687	2.7%
54	Professional, Scientific, and Technical Services	470	12.5%	1,131	4.4%
55	Management of Companies & Enterprises	0	0.0%	0	0.0%
56	Administrative and Waste Services (56)	449	12.0%	1,112	4.4%
61-62	Educational Services, Health Care and Social Assistance	349	9.3%	4,548	17.9%
71	Arts, Entertainment, and Recreation	75	2.0%	526	2.1%
72	Accommodation and Food Services	151	4.0%	2,275	8.9%
81	Other Services	434	11.6%	1,453	5.7%
92	Public Administration	15	0.4%	758	3.0%
99	Unclassified	5	0.1%	16	0.1%
	<b>Total</b>	<b>3,752</b>	<b>100.0%</b>	<b>25,463</b>	<b>100.0%</b>

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

2004

**Table A-6**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2005**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	49	1.2%	219	0.8%
21	Mining	4	0.1%	26	0.1%
22	Utilities	2	0.0%	17	0.1%
23	Construction	398	9.3%	1,692	6.1%
31-33	Manufacturing	172	4.0%	3,231	11.6%
42	Wholesale Trade	165	3.9%	907	3.2%
44-45	Retail Trade	582	13.7%	4,820	17.2%
48-49	Transportation and Warehousing	113	2.7%	927	3.3%
51	Information	120	2.8%	1,197	4.3%
52	Finance and Insurance	232	5.4%	1,178	4.2%
53	Real Estate and Rental and Leasing	214	5.0%	803	2.9%
54	Professional, Scientific, and Technical Services	498	11.7%	1,212	4.3%
55	Management of Companies & Enterprises	0	0.0%	0	0.0%
56	Administrative and Waste Services (56)	604	14.2%	1,633	5.8%
61-62	Educational Services, Health Care and Social Assistance	389	9.1%	4,852	17.4%
71	Arts, Entertainment, and Recreation	76	1.8%	462	1.7%
72	Accommodation and Food Services	161	3.8%	2,397	8.6%
81	Other Services	461	10.8%	1,603	5.7%
92	Public Administration	16	0.4%	760	2.7%
99	Unclassified	4	0.1%	15	0.1%
	<b>Total</b>	<b>4,260</b>	<b>100.0%</b>	<b>27,951</b>	<b>100.0%</b>

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

2005



**Table A-7**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2006**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	38	0.8%	138	0.5%
21	Mining	4	0.1%	10	0.0%
22	Utilities	2	0.0%	17	0.1%
23	Construction	426	8.7%	1,734	5.8%
31-33	Manufacturing	177	3.6%	3,156	10.5%
42	Wholesale Trade	157	3.2%	912	3.0%
44-45	Retail Trade	623	12.7%	5,462	18.2%
48-49	Transportation and Warehousing	127	2.6%	968	3.2%
51	Information	117	2.4%	1,086	3.6%
52	Finance and Insurance	275	5.6%	1,337	4.5%
53	Real Estate and Rental and Leasing	277	5.7%	972	3.2%
54	Professional, Scientific, and Technical Services	554	11.3%	1,419	4.7%
55	Management of Companies & Enterprises	2	0.0%	4	0.0%
56	Administrative and Waste Services (56)	919	18.8%	1,944	6.5%
61-62	Educational Services, Health Care and Social Assistance	412	8.4%	5,137	17.1%
71	Arts, Entertainment, and Recreation	87	1.8%	598	2.0%
72	Accommodation and Food Services	184	3.8%	2,559	8.5%
81	Other Services	493	10.1%	1,669	5.6%
92	Public Administration	14	0.3%	814	2.7%
99	Unclassified	9	0.2%	30	0.1%
	<b>Total</b>	<b>4,897</b>	<b>100.0%</b>	<b>29,966</b>	<b>100.0%</b>

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

2006

**Table A-8**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2007**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	38	0.7%	140	0.4%
21	Mining	5	0.1%	12	0.0%
22	Utilities	2	0.0%	17	0.1%
23	Construction	451	8.5%	1,793	5.7%
31-33	Manufacturing	185	3.5%	3,154	10.1%
42	Wholesale Trade	163	3.1%	854	2.7%
44-45	Retail Trade	639	12.0%	5,494	17.5%
48-49	Transportation and Warehousing	134	2.5%	985	3.1%
51	Information	123	2.3%	1,104	3.5%
52	Finance and Insurance	304	5.7%	1,417	4.5%
53	Real Estate and Rental and Leasing	302	5.7%	1,092	3.5%
54	Professional, Scientific, and Technical Services	584	11.0%	1,556	5.0%
55	Management of Companies & Enterprises	3	0.1%	6	0.0%
56	Administrative and Waste Services (56)	1,066	20.0%	2,224	7.1%
61-62	Educational Services, Health Care and Social Assistance	447	8.4%	5,433	17.3%
71	Arts, Entertainment, and Recreation	100	1.9%	575	1.8%
72	Accommodation and Food Services	219	4.1%	2,815	9.0%
81	Other Services	531	10.0%	1,766	5.6%
92	Public Administration	16	0.3%	835	2.7%
99	Unclassified	14	0.3%	47	0.2%
	<b>Total</b>	<b>5,326</b>	<b>100.0%</b>	<b>31,319</b>	<b>100.0%</b>

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

2007

**Table A-9**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2008**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	38	0.6%	143	0.4%
21	Mining	4	0.1%	20	0.1%
22	Utilities	3	0.0%	18	0.1%
23	Construction	514	8.4%	1,776	5.3%
31-33	Manufacturing	189	3.1%	3,158	9.4%
42	Wholesale Trade	202	3.3%	964	2.9%
44-45	Retail Trade	697	11.4%	5,842	17.4%
48-49	Transportation and Warehousing	160	2.6%	1,049	3.1%
51	Information	128	2.1%	1,029	3.1%
52	Finance and Insurance	363	5.9%	1,561	4.7%
53	Real Estate and Rental and Leasing	340	5.6%	1,193	3.6%
54	Professional, Scientific, and Technical Services	675	11.0%	1,790	5.3%
55	Management of Companies & Enterprises	7	0.1%	14	0.0%
56	Administrative and Waste Services (56)	1,329	21.7%	2,743	8.2%
61-62	Educational Services, Health Care and Social Assistance	508	8.3%	5,838	17.4%
71	Arts, Entertainment, and Recreation	107	1.8%	575	1.7%
72	Accommodation and Food Services	221	3.6%	2,853	8.5%
81	Other Services	592	9.7%	1,965	5.9%
92	Public Administration	20	0.3%	907	2.7%
99	Unclassified	16	0.3%	81	0.2%
	<b>Total</b>	<b>6,113</b>	<b>100.0%</b>	<b>33,519</b>	<b>100.0%</b>

A-9

2008

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

**Table A-10**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2009**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	44	0.6%	152	0.4%
21	Mining	4	0.1%	20	0.1%
22	Utilities	3	0.0%	18	0.0%
23	Construction	587	7.9%	1,920	5.3%
31-33	Manufacturing	205	2.8%	3,184	8.7%
42	Wholesale Trade	235	3.2%	1,033	2.8%
44-45	Retail Trade	750	10.1%	6,022	16.5%
48-49	Transportation and Warehousing	192	2.6%	1,131	3.1%
51	Information	138	1.9%	1,026	2.8%
52	Finance and Insurance	431	5.8%	1,863	5.1%
53	Real Estate and Rental and Leasing	372	5.0%	1,276	3.5%
54	Professional, Scientific, and Technical Services	808	10.8%	2,174	6.0%
55	Management of Companies & Enterprises	11	0.1%	23	0.1%
56	Administrative and Waste Services (56)	2,053	27.6%	3,900	10.7%
61-62	Educational Services, Health Care and Social Assistance	570	7.7%	6,116	16.7%
71	Arts, Entertainment, and Recreation	115	1.5%	621	1.7%
72	Accommodation and Food Services	233	3.1%	2,925	8.0%
81	Other Services	651	8.7%	2,083	5.7%
92	Public Administration	21	0.3%	907	2.5%
99	Unclassified	26	0.3%	124	0.3%
	<b>Total</b>	<b>7,449</b>	<b>100.0%</b>	<b>36,518</b>	<b>100.0%</b>

A-10

2009

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

**Table A-11**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2010**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	37	0.5%	111	0.3%
21	Mining	3	0.0%	18	0.0%
22	Utilities	3	0.0%	18	0.0%
23	Construction	569	7.9%	1,903	5.1%
31-33	Manufacturing	180	2.5%	3,134	8.5%
42	Wholesale Trade	217	3.0%	963	2.6%
44-45	Retail Trade	679	9.5%	6,112	16.5%
48-49	Transportation and Warehousing	174	2.4%	1,084	2.9%
51	Information	117	1.6%	992	2.7%
52	Finance and Insurance	353	4.9%	1,629	4.4%
53	Real Estate and Rental and Leasing	328	4.6%	1,184	3.2%
54	Professional, Scientific, and Technical Services	805	11.2%	2,105	5.7%
55	Management of Companies & Enterprises	10	0.1%	21	0.1%
56	Administrative and Waste Services (56)	2,068	28.8%	4,210	11.4%
61-62	Educational Services, Health Care and Social Assistance	564	7.9%	6,499	17.5%
71	Arts, Entertainment, and Recreation	127	1.8%	657	1.8%
72	Accommodation and Food Services	237	3.3%	3,123	8.4%
81	Other Services	648	9.0%	2,192	5.9%
92	Public Administration	16	0.2%	895	2.4%
99	Unclassified	36	0.5%	185	0.5%
	<b>Total</b>	<b>7,171</b>	<b>100.0%</b>	<b>37,035</b>	<b>100.0%</b>

A-11

2010

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

**Table A-12**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2011**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	44	0.4%	121	0.3%
21	Mining	3	0.0%	18	0.0%
22	Utilities	3	0.0%	19	0.0%
23	Construction	845	8.2%	2,174	5.1%
31-33	Manufacturing	214	2.1%	3,254	7.6%
42	Wholesale Trade	339	3.3%	1,201	2.8%
44-45	Retail Trade	866	8.4%	6,570	15.4%
48-49	Transportation and Warehousing	248	2.4%	1,126	2.6%
51	Information	171	1.7%	1,094	2.6%
52	Finance and Insurance	459	4.5%	1,817	4.2%
53	Real Estate and Rental and Leasing	452	4.4%	1,372	3.2%
54	Professional, Scientific, and Technical Services	1,241	12.1%	2,620	6.1%
55	Management of Companies & Enterprises	18	0.2%	37	0.1%
56	Administrative and Waste Services (56)	3,153	30.7%	5,967	13.9%
61-62	Educational Services, Health Care and Social Assistance	777	7.6%	7,052	16.5%
71	Arts, Entertainment, and Recreation	171	1.7%	762	1.8%
72	Accommodation and Food Services	279	2.7%	3,628	8.5%
81	Other Services	889	8.7%	2,618	6.1%
92	Public Administration	21	0.2%	953	2.2%
99	Unclassified	70	0.7%	394	0.9%
	<b>Total</b>	<b>10,263</b>	<b>100.0%</b>	<b>42,797</b>	<b>100.0%</b>

A-12

2011

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

**Table A-13**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2012**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	33	0.4%	101	0.2%
21	Mining	3	0.0%	18	0.0%
22	Utilities	2	0.0%	16	0.0%
23	Construction	720	7.8%	1,954	4.6%
31-33	Manufacturing	187	2.0%	3,369	7.9%
42	Wholesale Trade	301	3.3%	1,130	2.7%
44-45	Retail Trade	806	8.7%	6,446	15.1%
48-49	Transportation and Warehousing	229	2.5%	1,103	2.6%
51	Information	153	1.7%	1,182	2.8%
52	Finance and Insurance	393	4.3%	1,723	4.0%
53	Real Estate and Rental and Leasing	424	4.6%	1,239	2.9%
54	Professional, Scientific, and Technical Services	1,164	12.6%	2,609	6.1%
55	Management of Companies & Enterprises	16	0.2%	33	0.1%
56	Administrative and Waste Services (56)	2,570	27.9%	5,279	12.4%
61-62	Educational Services, Health Care and Social Assistance	834	9.0%	7,555	17.7%
71	Arts, Entertainment, and Recreation	152	1.6%	753	1.8%
72	Accommodation and Food Services	278	3.0%	3,778	8.9%
81	Other Services	839	9.1%	2,463	5.8%
92	Public Administration	29	0.3%	1,287	3.0%
99	Unclassified	92	1.0%	528	1.2%
	<b>Total</b>	<b>9,225</b>	<b>100.0%</b>	<b>42,566</b>	<b>100.0%</b>

A-13

2012

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

**Table A-14**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2013**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	40	0.4%	119	0.3%
21	Mining	3	0.0%	18	0.0%
22	Utilities	3	0.0%	18	0.0%
23	Construction	722	7.8%	2,120	4.7%
31-33	Manufacturing	185	2.0%	3,970	8.7%
42	Wholesale Trade	303	3.3%	1,207	2.6%
44-45	Retail Trade	811	8.8%	6,629	14.5%
48-49	Transportation and Warehousing	229	2.5%	1,116	2.4%
51	Information	155	1.7%	1,025	2.2%
52	Finance and Insurance	396	4.3%	1,753	3.8%
53	Real Estate and Rental and Leasing	430	4.7%	1,302	2.9%
54	Professional, Scientific, and Technical Services	1,171	12.7%	2,721	6.0%
55	Management of Companies & Enterprises	16	0.2%	37	0.1%
56	Administrative and Waste Services (56)	2,499	27.2%	5,317	11.7%
61-62	Educational Services, Health Care and Social Assistance	836	9.1%	9,205	20.2%
71	Arts, Entertainment, and Recreation	154	1.7%	744	1.6%
72	Accommodation and Food Services	281	3.1%	3,852	8.5%
81	Other Services	847	9.2%	2,590	5.7%
92	Public Administration	30	0.3%	1,299	2.9%
99	Unclassified	93	1.0%	529	1.2%
	<b>Total</b>	<b>9,204</b>	<b>100.0%</b>	<b>45,571</b>	<b>100.0%</b>

2013

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

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**Table A-15**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2014**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	40	0.4%	88	0.2%
21	Mining	3	0.0%	18	0.0%
22	Utilities	4	0.0%	21	0.0%
23	Construction	693	7.5%	2,060	4.3%
31-33	Manufacturing	182	2.0%	3,862	8.2%
42	Wholesale Trade	298	3.2%	1,231	2.6%
44-45	Retail Trade	770	8.3%	6,983	14.7%
48-49	Transportation and Warehousing	268	2.9%	1,210	2.6%
51	Information	140	1.5%	1,032	2.2%
52	Finance and Insurance	409	4.4%	1,924	4.1%
53	Real Estate and Rental and Leasing	407	4.4%	1,227	2.6%
54	Professional, Scientific, and Technical Services	1,139	12.3%	2,806	5.9%
55	Management of Companies & Enterprises	16	0.2%	37	0.1%
56	Administrative and Waste Services (56)	2,575	27.8%	5,676	12.0%
61-62	Educational Services, Health Care and Social Assistance	870	9.4%	9,786	20.7%
71	Arts, Entertainment, and Recreation	154	1.7%	676	1.4%
72	Accommodation and Food Services	296	3.2%	4,044	8.5%
81	Other Services	793	8.6%	2,413	5.1%
92	Public Administration	35	0.4%	1,339	2.8%
99	Unclassified	170	1.8%	939	2.0%
	<b>Total</b>	<b>9,262</b>	<b>100.0%</b>	<b>47,372</b>	<b>100.0%</b>

2014

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

A-15

**Table A-16**  
**Elk Grove Employment Dynamics**  
**Elk Grove Establishment and Employment by Major Sector, 2015**

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	38	0.4%	93	0.2%
21	Mining	2	0.0%	4	0.0%
22	Utilities	4	0.0%	18	0.0%
23	Construction	668	7.4%	1,836	3.9%
31-33	Manufacturing	170	1.9%	3,817	8.1%
42	Wholesale Trade	262	2.9%	1,141	2.4%
44-45	Retail Trade	726	8.1%	6,887	14.6%
48-49	Transportation and Warehousing	246	2.7%	881	1.9%
51	Information	115	1.3%	936	2.0%
52	Finance and Insurance	392	4.4%	1,912	4.1%
53	Real Estate and Rental and Leasing	402	4.5%	1,247	2.6%
54	Professional, Scientific, and Technical Services	1,166	13.0%	2,886	6.1%
55	Management of Companies & Enterprises	15	0.2%	33	0.1%
56	Administrative and Waste Services (56)	2,399	26.7%	5,241	11.1%
61-62	Educational Services, Health Care and Social Assistance	845	9.4%	9,677	20.6%
71	Arts, Entertainment, and Recreation	150	1.7%	681	1.4%
72	Accommodation and Food Services	325	3.6%	4,432	9.4%
81	Other Services	718	8.0%	2,326	4.9%
92	Public Administration	39	0.4%	1,384	2.9%
99	Unclassified	296	3.3%	1,641	3.5%
	<b>Total</b>	<b>8,978</b>	<b>100.0%</b>	<b>47,073</b>	<b>100.0%</b>

A-16

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

2015

## APPENDIX B:

### 2015–2018 Employment Backup Calculations

Table B1	Employees per Establishment Factors.....	B-1
Table B2	Elk Grove Employment Growth—July 2015-July 2018 <i>Private Businesses with over 5,000 square feet (3 pages)....</i>	B-2
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**Table B1  
Elk Grove Employment Dynamics  
Employees per Establishment Factors**

Year (as of Jan. 1)	All			Home-Based			All Other		
	Emp.	Estab.	Emp. per Estab.	Emp.	Estab.	Emp. per Estab.	Emp.	Estab.	Emp. per Estab.
<b>2000</b>	15,695	2,134	7.35	835	521	1.60	14,860	1,613	9.21
<b>2001</b>	17,116	2,440	7.01	1,016	644	1.58	16,100	1,796	8.96
<b>2002</b>	19,021	2,931	6.49	1,292	809	1.60	17,729	2,122	8.35
<b>2003</b>	20,808	3,355	6.20	1,475	928	1.59	19,333	2,427	7.97
<b>2004</b>	25,463	3,752	6.79	1,679	1,085	1.55	23,784	2,667	8.92
<b>2005</b>	27,951	4,260	6.56	1,982	1,298	1.53	25,969	2,962	8.77
<b>2006</b>	29,966	4,897	6.12	2,636	1,706	1.55	27,330	3,191	8.56
<b>2007</b>	31,319	5,326	5.88	2,920	1,918	1.52	28,399	3,408	8.33
<b>2008</b>	33,519	6,113	5.48	3,518	2,295	1.53	30,001	3,818	7.86
<b>2009</b>	36,518	7,449	4.90	4,314	2,800	1.54	32,204	4,649	6.93
<b>2010</b>	37,035	7,171	5.16	4,384	2,775	1.58	32,651	4,396	7.43
<b>2011</b>	42,797	10,263	4.17	6,445	4,185	1.54	36,352	6,078	5.98
<b>2012</b>	42,566	9,225	4.61	6,279	3,875	1.62	36,287	5,350	6.78
<b>2013</b>	45,571	9,204	4.95	6,455	3,864	1.67	39,116	5,340	7.33
<b>2014</b>	47,372	9,262	5.11	6,891	4,064	1.70	40,481	5,198	7.79
<b>2015</b>	47,073	8,978	5.24	6,744	3,996	1.69	40,329	4,982	8.09
<b>2010-2015 Growth</b>	<b>10,038</b>	<b>1,807</b>	<b>5.56</b>	<b>2,360</b>	<b>1,221</b>	<b>1.93</b>	<b>7,678</b>	<b>586</b>	<b>13.10</b>

*emp per est*

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

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**Table B2**  
**Elk Grove Employment Dynamics**  
**Elk Grove Employment Growth - July 2015- July 2018**  
**Private Businesses with over 5,000 square feet**

Establishment	Industry	New Location?	Business Open?	NAICS	Square Feet	City Assumptions			Revised Assumption			
						Sq. Ft. per Emp.	Jobs	Current Jobs	Sq. Ft. per Emp.	Jobs	Current Jobs	Factor
<b>Directly Assisted</b>												
<b>Attraction</b>												
Chicago Fire Pizza	Accommodation and Food Services	Y	Y	72	7,488	150	50	50	150	50	50	Restaurant
Marriott Town Suites*	Accommodation and Food Services	Y	N	72	59,031	650	91	0	1,000	59	0	Hotel
Cali Glow	Arts, Entertainment, and Recreation	Y	Y	71	11,329	500	23	23	500	23	23	Entertainment
Rockin' Jump	Arts, Entertainment, and Recreation	Y	Y	71	24,000	500	48	48	500	48	48	Entertainment
SafeSplash*	Arts, Entertainment, and Recreation	Y	N	71	6,756	500	14	0	500	14	0	Entertainment
School of Rock	Arts, Entertainment, and Recreation	Y	Y	71	7,300	850	9	9	850	9	9	Education
California Northstate University	Educational Services	Y	Y	61	134,325	850	158	158	1,000	134	134	Higher Education
PDM Steel	Management of Companies and Enterprises	Y	Y	55	8,248	250	33	33	350	24	24	Office
Mi Rancho*	Manufacturing	Y	Y	31-33	150,000	545	275	275	545	275	275	City Estimate
InnoGrove (27 Businesses)	Professional, Scientific, and Technical Services	Y	Y	54	6,500	120	54	54	120	54	54	City Estimate
Costco	Retail Trade	Y	Y	44-45	150,000	750	200	200	750	200	200	Retail (Warehouse)
Dick's Sporting Goods	Retail Trade	Y	Y	44-45	39,638	500	79	79	500	79	79	Retail (Standard)
Dreaming Dog Brewery	Manufacturing	Y	Y	31-33	6,429	1,000	6	6	1,000	6	6	Specialty Brewing
Enterprise Car Sales*	Retail Trade	Y	N	44-45	8,276	400	21	0	400	21	0	Automotive
Flatland Brewing Company	Manufacturing	Y	Y	31-33	3,000	1,000	3	3	1,000	3	3	Specialty Brewing
Green Acres	Retail Trade	Y	Y	44-45	33,200	500	66	66	500	66	66	Retail (Standard)
Smart & Final	Retail Trade	Y	Y	44-45	27,060	500	54	54	500	54	54	Retail (Standard)
The Ridge*	Retail Trade	Y	N	44-45	250,000	500	500	0	500	500	0	Retail (Standard)
Tilted Mash Brewing Company	Manufacturing	Y	Y	31-33	7,200	1,000	7	7	1,000	7	7	Specialty Brewing
Waterman Brewing Company	Manufacturing	Y	Y	31-33	2,576	1,000	3	3	1,000	3	3	Specialty Brewing
<b>Subtotal</b>							<b>1,693</b>	<b>1,068</b>		<b>1,628</b>	<b>1,035</b>	
<b>Expansion</b>												
CA Correctional Health Care Services	Health Care and Social Assistance	N	Y	62	45,825	250	183	183	350	131	131	Medical
Apple (off campus)*	Professional, Scientific, and Technical Services	Y	N	54	25,000	250	100	0	350	71	0	Office
Apple / Pegatron (on campus)	Professional, Scientific, and Technical Services	N	Y	54	134,122	67	2,500	2,500	54	2,500	2,500	2,500 total for Apple
Elk Grove Custom	Retail Trade	N	Y	44-45	35,748	400	89	89	400	89	89	Automotive
Elk Grove Power Sports*	Retail Trade	N	N	44-45	35,000	400	88	0	400	88	0	Automotive
<b>Subtotal</b>							<b>2,960</b>	<b>2,773</b>		<b>2,879</b>	<b>2,720</b>	
<b>Retention</b>												
Universal Custom Display	Manufacturing	N	Y	31-33	58,552	300	195	195	500	117	117	Manufacturing (Small)
<b>Total Directly Assisted</b>							<b>4,849</b>	<b>4,036</b>		<b>4,625</b>	<b>3,872</b>	

B-2

**Table B2**  
**Elk Grove Employment Dynamics**  
**Elk Grove Employment Growth - July 2015- July 2018**  
**Private Businesses with over 5,000 square feet**

Establishment	Industry	New Location?	Business Open?	NAICS	Square Feet	City Assumptions			Revised Assumption			
						Sq. Ft. per Emp.	Current Jobs	Jobs	Sq. Ft. per Emp.	Current Jobs	Jobs	Factor
<b>Indirectly Assisted</b>												
<b>Attraction</b>												
Black Bear Diner	Accommodation and Food Services	Y	Y	72	5,500	150	37	37	150	37	37	Restaurant
Bonchon	Accommodation and Food Services	Y	Y	72	9,968	150	66	66	150	66	66	Restaurant
Sizzler	Accommodation and Food Services	Y	CLOSED	72	6,654	150	44	0	150	44	0	Restaurant
Well Season Seafood Restaurant	Accommodation and Food Services	Y	Y	72	31,479	150	210	210	150	210	210	Restaurant
Music Mayhem	Arts, Entertainment, Rec	Y	Y	71	9,900	500	20	20	500	20	20	Entertainment
Pinot's Palette	Arts, Entertainment, Rec	Y	Y	71	6,090	500	12	12	500	12	12	Entertainment
Soccer Academy	Arts, Entertainment, Rec	Y	Y	71	7,920	500	16	16	500	16	16	Entertainment
Servpro	Construction	Y	Y	23	16,800	300	56	56	500	34	34	Manufacturing (Small)
My Friends Daycare	Educational Services	Y	Y	61	5,025	250	20	20	350	14	14	Medical
Bank of Stockton	Finance and Insurance	Y	Y	52	12,700	250	51	51	350	36	36	Office
Homestreet Bank	Finance and Insurance	Y	Y	52	11,604	250	46	46	350	33	33	Office
Burger Physical Therapy	Health Care and Social Assistance	Y	Y	62	5,070	250	20	20	350	14	14	Medical
Center for Autism and Related Disorders	Health Care and Social Assistance	Y	Y	62	5,148	250	21	21	350	15	15	Medical
Community Psychiatry	Health Care and Social Assistance	Y	Y	62	10,272	250	41	41	350	29	29	Medical
Dr. Banga	Health Care and Social Assistance	Y	Y	62	5,790	250	23	23	350	17	17	Medical
Fillon Home Care Facility	Health Care and Social Assistance	Y	Y	62	8,661	250	35	35	350	25	25	Medical
Innovation Dental	Health Care and Social Assistance	Y	Y	62	5,526	250	22	22	350	16	16	Medical
Jane Johnson Speech Services	Health Care and Social Assistance	Y	Y	62	14,075	250	56	56	350	40	40	Medical
Khattab Medical Office	Health Care and Social Assistance	Y	Y	62	0		0	0	850	16	16	Employee est. from Manta
Ora Dentistry	Health Care and Social Assistance	Y	Y	62	6,063	250	24	24	350	17	17	Medical
Radnet	Health Care and Social Assistance	Y	Y	62	47,750	250	191	191	350	136	136	Medical
The Landing Assisted Living	Health Care and Social Assistance	Y	N	62	116,136	250	465	0	350	332	0	Medical
GNB KL Group	Manufacturing	Y	Y	31-33	7,002	300	23	23	500	14	14	Manufacturing (Small)
Verne Maranda & Son	Manufacturing	Y	Y	31-33	5,000	300	17	17	500	10	10	Manufacturing (Small)
Advanced Organics Research	Professional, Scientific, and Technical Services	Y	Y	54	8,100	250	32	32	350	23	23	Office
Blakeslee	Real Estate and Rental and Leasing	Y	Y	53	12,650	500	25	25	350	36	36	Office
Interstate Realty	Real Estate and Rental and Leasing	Y	Y	53	32,728	250	131	131	350	94	94	Office
1320 Performance	Retail Trade	Y	Y	44-45	9,900	500	20	20	500	20	20	Retail (Standard)
Adams International Market	Retail Trade	Y	Y	44-45	0		0	0		8	8	Employee est. from Manta
Fallas	Retail Trade	Y	CLOSED	44-45	9,495	500	19	0	500	19	0	Retail (Standard)
Harbor Freight	Retail Trade	Y	Y	44-45	14,982	500	30	30	500	30	30	Retail (Standard)
Island Pacific Supermarket	Retail Trade	Y	Y	44-45	13,963	500	28	28	500	28	28	Retail (Standard)
Keho Eyewear	Retail Trade	Y	Y	44-45	5,092	500	10	10	500	10	10	Retail (Standard)
Lumber Liquidators	Retail Trade	Y	Y	44-45	8,927	500	18	18	500	18	18	Retail (Standard)
Shoes That Fit	Retail Trade	Y	Y	44-45	8,700	500	17	17	500	17	17	Retail (Standard)
Spectrum Nail Spa	Retail Trade	Y	Y	44-45	6,000	500	12	12	500	12	12	Retail (Standard)
Total Wine and More	Retail Trade	Y	Y	44-45	21,345	500	43	43	500	43	43	Retail (Standard)
Wheel Pros LLC	Retail Trade	Y	Y	44-45	25,660	400	64	64	400	64	64	Automotive
<b>Subtotal</b>							<b>1,966</b>	<b>1,438</b>		<b>1,626</b>	<b>1,231</b>	

B-3

**Table B2**  
**Elk Grove Employment Dynamics**  
**Elk Grove Employment Growth - July 2015- July 2018**  
**Private Businesses with over 5,000 square feet**

Establishment	Industry	New Location?	Business Open?	NAICS	Square Feet	City Assumptions			Revised Assumption			
						Sq. Ft. per Emp.	Jobs	Current Jobs	Sq. Ft. per Emp.	Jobs	Current Jobs	Factor
<b>Expansion</b>												
Peet's Coffee	Accommodation and Food Services	Y	Y	72	5,019	150	33	33	150	33	33	Restaurant
Elk Grove Baseball Center	Arts, Entertainment, Rec	Y	Y	71	38,640	500	77	77	500	77	77	Entertainment
CA Northstate University (event center)	Educational Services	N	Y	61	14,328	650	22	22	1,000	14	14	Higher Education
Blood Source	Health Care and Social Assistance	Y	Y	62	5,000	250	20	20	350	14	14	Medical
Mondelez	Manufacturing	N	Y	31-33	65,000	750	87	87	750	87	87	Manufacturing (Large)
Coldwell Banker	Real Estate and Rental and Leasing	Y	Y	53	28,468	250	114	114	350	81	81	Office
Toyota Auto Service	Retail Trade	N	Y	44-45	65,229	400	163	163	400	163	163	Automotive
AM/PM	Retail Trade	Y	Y	44-45	13,635	500	27	27	500	27	27	Retail (Standard)
Chevron	Retail Trade	N	N	44-45	11,576	500	23	0	500	23	0	Retail (Standard)
Goodwill	Retail Trade	Y	Y	44-45	22,259	500	45	45	500	45	45	Retail (Standard)
Sage Pools	Retail Trade	N	Y	44-45	5,347	500	11	11	500	11	11	Retail (Standard)
Sports Shop	Retail Trade	N	Y	44-45	8,970	500	18	18	500	18	18	Retail (Standard)
<b>Subtotal</b>							<b>640</b>	<b>617</b>		<b>594</b>	<b>571</b>	
<b>Total Indirectly Assisted</b>							<b>2,606</b>	<b>2,055</b>		<b>2,220</b>	<b>1,801</b>	
<b>Total Estimated New Jobs from 2015-2018</b>						<b>7,455</b>	<b>6,091</b>		<b>6,844</b>	<b>5,674</b>		
<b>Average New Jobs per Year</b>						<b>2,485</b>	<b>2,030</b>		<b>2,281</b>	<b>1,891</b>		
<b>Total New Establishments (Attraction Establishments) from 2015-2018</b>			<b>57</b>									
<b>New Establishments per Year</b>			<b>19</b>									

B-4

Source: City of Elk Grove and EPS.

over 5000

**Table B3**  
**Elk Grove Employment Dynamics**  
**Employment Factors**

<b>Category</b>	<b>City Factors</b>	<b>Revised Factors</b>
Automotive	400	400
Education	850	850
Entertainment	500	500
Higher Education	650	1,000
Hotel	650	1,000
Manufacturing (Large)	750	750
Manufacturing (Small)	300	500
Medical	250	350
Office	250	350
Restaurant	150	150
Retail (Standard)	500	500
Retail (Warehouse)	750	750
Specialty Brewing	1000	1,000

*factor*

Source: City of Elk Grove and EPS.



**Table B4**  
**Elk Grove Employment Dynamics**  
**Elk Grove Employment Growth by NAICS - 2015-2018**  
*Private Businesses with over 5,000 square feet*

NAICS Code	Industry	Establishments		Employment	
		Total	Share	Total	Share
<b>Total Establishments and Employment</b>					
11	Agriculture, Forestry, Fishing and Hunting	0	0.0%	0	0.0%
21	Mining	0	0.0%	0	0.0%
22	Utilities	0	0.0%	0	0.0%
23	Construction	1	1.8%	34	0.6%
31-33	Manufacturing	7	12.3%	522	9.2%
42	Wholesale Trade	0	0.0%	0	0.0%
44-45	Retail Trade	16	28.1%	1,003	17.7%
48-49	Transportation and Warehousing	0	0.0%	0	0.0%
51	Information	0	0.0%	0	0.0%
52	Finance and Insurance	2	3.5%	69	1.2%
53	Real Estate and Rental and Leasing	3	5.3%	211	3.7%
54	Professional, Scientific, and Technical Services	2	3.5%	2,577	45.4%
55	Management of Companies & Enterprises	1	1.8%	24	0.4%
56	Administrative and Waste Services	0	0.0%	0	0.0%
61-62	Educational Services, Health Care and Social Assistance	13	22.8%	634	11.2%
71	Arts, Entertainment, and Recreation	7	12.3%	204	3.6%
72	Accommodation and Food Services	5	8.8%	396	7.0%
81	Other Services	0	0.0%	0	0.0%
92	Public Administration	0	0.0%	0	0.0%
99	Unclassified	0	0.0%	0	0.0%
	<b>Total</b>	<b>57</b>	<b>100.0%</b>	<b>5,674</b>	<b>100.0%</b>

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15-18 naics

Source: City of Elk Grove and EPS.

**Table B5**  
**Elk Grove Employment Dynamics**  
**Historical and Projected Elk Grove Employment Growth**

Year (as of Jan. 1)	All Employment			Home-Based Employment			All Other Employment		
	Total	Annual Change	Annual Pct. Change	Total	Annual Change	Annual Pct. Change	Total	Annual Change	Annual Pct. Change
<b>2000</b>	15,695			835			14,860		
<b>2001</b>	17,116	1,421	9.1%	1,016	181	21.7%	16,100	1,240	8.3%
<b>2002</b>	19,021	1,905	11.1%	1,292	276	27.2%	17,729	1,629	10.1%
<b>2003</b>	20,808	1,787	9.4%	1,475	183	14.2%	19,333	1,604	9.0%
<b>2004</b>	25,463	4,655	22.4%	1,679	204	13.8%	23,784	4,451	23.0%
<b>2005</b>	27,951	2,488	9.8%	1,982	303	18.0%	25,969	2,185	9.2%
<b>2006</b>	29,966	2,015	7.2%	2,636	654	33.0%	27,330	1,361	5.2%
<b>2007</b>	31,319	1,353	4.5%	2,920	284	10.8%	28,399	1,069	3.9%
<b>2008</b>	33,519	2,200	7.0%	3,518	598	20.5%	30,001	1,602	5.6%
<b>2009</b>	36,518	2,999	8.9%	4,314	796	22.6%	32,204	2,203	7.3%
<b>2010</b>	37,035	517	1.4%	4,384	70	1.6%	32,651	447	1.4%
<b>2011</b>	42,797	5,762	15.6%	6,445	2,061	47.0%	36,352	3,701	11.3%
<b>2012</b>	42,566	(231)	(0.5%)	6,279	(166)	(2.6%)	36,287	(65)	(0.2%)
<b>2013</b>	45,571	3,005	7.1%	6,455	176	2.8%	39,116	2,829	7.8%
<b>2014</b>	47,372	1,801	4.0%	6,891	436	6.8%	40,481	1,365	3.5%
<b>2015</b>	47,073	(299)	(0.6%)	6,744	(147)	(2.1%)	40,329	(152)	(0.4%)
<b>Average Pct. Increase from 2010-2015</b>			<b>4.9%</b>						
<b>2015</b>	47,073			6,744			40,329		
<b>2016</b>	49,386	2,313	4.9%	7,075	331	4.9%	42,311	1,982	4.9%
<b>2017</b>	51,813	2,427	4.9%	7,423	348	4.9%	44,390	2,079	4.9%
<b>2018</b>	54,359	2,546	4.9%	7,788	365	4.9%	46,571	2,181	4.9%
<b>Total Change</b>		<b>7,286</b>			<b>1,044</b>			<b>6,242</b>	

15-18 dtl

Source: City of Elk Grove, Walls & Associates, JACOBS, and EPS.

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APPENDIX C:  
NAICS Code Definitions

Table C-1 NAICS Definitions (7 pages).....C-1



**Table C-1  
Elk Grove Employment Dynamics  
NAICS Definitions**

NAICS Industry			NAICS Subcategories	
Code	Name	2012 NAICS Definition	Code	Name
11	<b>Agriculture, Forestry, Fishing and Hunting</b>	Comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or the animals' natural habitats. The establishments in this sector often are described as farms, ranches, dairies, greenhouses, nurseries, orchards, or hatcheries.	111	Crop Production
			112	Animal Production and Aquaculture
			113	Forestry and Logging
			114	Fishing, Hunting and Trapping
			115	Support Activities for Agriculture and Forestry
21	<b>Mining, Quarrying, and Oil &amp; Gas Extraction</b>	Comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term mining is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other preparation customarily performed at the mine site or as a part of mining activity. Industries include establishments that develop the mine site, or as part of mining activity.	211	Oil and Gas Extraction
			212	Mining (Except Oil & Gas)
			213	Support Activities for Mining
22	<b>Utilities</b>	Comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. In this sector, the specific activities associated with the utility services provided vary by utility: electric power includes generation, transmission, and distribution; natural gas includes distribution; steam supply includes provision or distribution; water supply includes treatment and distribution; and sewage removal includes collection, treatment, and disposal of waste through sewer systems and sewage treatment facilities. Waste management services are excluded from this sector.	2211	Electric Power Generation, Transmission & Distribution
			2212	Natural Gas Distribution
			2213	Water, Sewage, & Other Systems
23	<b>Construction</b>	Comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Also includes establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites. Establishments primarily engaged in activities to produce a specific component (e.g., masonry, painting, and electrical work) of a construction project are commonly known as specialty trade contractors. Activities of specialty trade contractors are usually subcontracted from other construction establishments, but especially in remodeling and repair construction, the work may be done directly for the owner of the property.	236	Construction of Buildings
			2361	Residential Building Construction
			2362	Nonresidential Building Construction
			237	Heavy and Civil Engineering Construction
			2371	Utility System Construction
			2372	Land Subdivision
			2373	Highway, Street, and Bridge Construction
			2379	Other Heavy and Civil Engineering Construction
			238	Specialty Trade Contractors
			2381	Foundation, Structure, and Building Exterior Contractors
			2382	Building Equipment Contractors
			2383	Building Finishing Contractors
			2389	Other Specialty Trade Contractors

C-1

**Table C-1  
Elk Grove Employment Dynamics  
NAICS Definitions**

NAICS Industry		2012 NAICS Definition	NAICS Subcategories	
Code	Name		Code	Name
<b>31-33</b>	<b>Manufacturing</b>	Comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is considered manufacturing, except in cases where the activity is appropriately classified in Sector 23, Construction. Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them. The boundaries of manufacturing and the other sectors of the classification system can be somewhat blurry. The establishments in the manufacturing sector are engaged in the transformation of materials into new products. Their output is a new product.	311	Food Manufacturing
			312	Beverage & Tobacco Product Manufacturing
			313	Textile Mills
			314	Textile Product Mills
			315	Apparel Manufacturing
			316	Leather & Applied Product Manufacturing
			321	Wood Product Manufacturing
			322	Paper Manufacturing
			323	Printing & Related Support Activities
			324	Petroleum & Coal Products Manufacturing
			325	Chemical Manufacturing
			326	Plastics & Rubber Products Manufacturing
			327	Nonmetallic Mineral Product Manufacturing
			331	Primary Metal Manufacturing
			332	Fabricated Metal Product Manufacturing
			333	Machinery Manufacturing
			334	Computer & Electronic Product Manufacturing
			335	Electrical Equipment, Appliance, & Component Manufacturing
			336	Transportation Equipment Manufacturing
			337	Furniture & Related Product Manufacturing
			339	Miscellaneous Manufacturing
<b>42</b>	<b>Wholesale Trade</b>	Comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The merchandise described in this sector includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing. Wholesalers sell merchandise to other businesses and normally operate from a warehouse or office. This sector comprises two main types of wholesalers: merchant wholesalers that sell goods on their own account and business-to-business electronic markets, agents, and brokers that arrange sales and purchases for others generally for a commission or fee.	423	Merchant Wholesalers, Durable Goods
			424	Merchant Wholesalers, Nondurable Goods
			425	Wholesale Electronic Markets & Agents & Brokers

C-2

**Table C-1  
Elk Grove Employment Dynamics  
NAICS Definitions**

NAICS Industry		2012 NAICS Definition	NAICS Subcategories	
Code	Name		Code	Name
<b>44-45</b>	<b>Retail Trade</b>	<p>Comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise; retailers are, therefore, organized to sell merchandise in small quantities to the general public. This sector comprises two main types of retailers: store and Non-store retailers.</p> <p>1. Store retailers operate fixed point-of-sale locations, located and designed to attract a high volume of walk-in customers. They typically sell merchandise to the general public for personal or household consumption, but some also serve business and institutional clients.</p> <p>2. Non-store retailers, like store retailers, are organized to serve the general public, but their retailing methods differ. The establishments of this subsector reach customers and market merchandise with methods, such as the broadcasting of "infomercials," the broadcasting and publishing of direct-response advertising, the publishing of paper and electronic catalogs, door-to-door solicitation, in-home demonstration, selling from portable stalls (street vendors, except food), and distribution through vending machines. Establishments engaged in the direct sale (non-store) of products, such as home heating oil dealers and home delivery newspaper routes are included here.</p>	441	Motor Vehicle & Parts Dealers
			442	Furniture & Home Furnishings Stores
			443	Electronics & Appliance Stores
			444	Building Material & Garden Equipment & Supplies Dealers
			445	Food & Beverage Stores
			446	Health & Personal Care Stores
			447	Gasoline Stations
			448	Clothing & Clothing Accessories Stores
			451	Sporting Goods, Hobby, Musical Instrument & Book Stores
			452	General Merchandise Stores
			4522	Department Stores
			4523	General Merchandise Stores, Including Warehouse Clubs & Supercenters
			453	Miscellaneous Store Retailers
			4531	Florists
			4532	Office Supplies, Stationery, & Gift Stores
			4533	Used Merchandise Stores
			4539	Other Miscellaneous Store Retailers
			454	Non-store Retailers
			4541	Electronic Shopping & Mail-Order Houses
			4542	Vending Machine Operators
			4543	Direct Selling Establishments
<b>48-49</b>	<b>Transportation &amp; Warehousing</b>	<p>Includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline.</p>	481	Air Transportation
			482	Rail Transportation
			483	Water Transportation
			484	Truck Transportation
			485	Transit & Ground Passenger Transportation
			486	Pipeline Transportation
			487	Scenic & Sightseeing Transportation
			488	Support Activities for Transportation
			491	Postal Service
			492	Couriers & Messengers
			493	Warehousing & Storage

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**Table C-1  
Elk Grove Employment Dynamics  
NAICS Definitions**

NAICS Industry		2012 NAICS Definition	NAICS Subcategories	
Code	Name		Code	Name
<b>51</b>	<b>Information</b>	Comprises establishments engaged in the following processes: (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data. The main components of this sector are the publishing industries, including software publishing, and both traditional publishing and publishing exclusively on the Internet; the motion picture and sound recording industries; the broadcasting industries, including traditional broadcasting and those broadcasting exclusively over the Internet; the telecommunications industries; Web search portals, data processing industries, and the information services industries.	511	Publishing Industries (Except Internet)
			5111	Newspaper, Periodical, Book & Directory Publishers
			5112	Software Publishers
			512	Motion Picture & Sound Recording Industries
			515	Broadcasting (Except Internet)
			5151	Radio & Television Broadcasting
			5152	Cable & Other Subscription Programming
			517	Telecommunications
			518	Data Processing, Hosting & Related Services
			519	Other Information Services
<b>52</b>	<b>Finance &amp; Insurance</b>	Comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions. Three principal types of activities are identified: 1. Raising funds by taking deposits and/or issuing securities and, in the process, incurring liabilities. Establishments engaged in this activity use raised funds to acquire financial assets by making loans and/or purchasing securities. Putting themselves at risk, they channel funds from lenders to borrowers and transform or repackage the funds with respect to maturity, scale, and risk. This activity is known as financial intermediation. 2. Pooling of risk by underwriting insurance and annuities. Establishments engaged in this activity collect fees, insurance premiums, or annuity considerations; build up reserves; invest those reserves; and make contractual payments. Fees are based on the expected incidence of the insured risk and the expected return on investment. 3. Providing specialized services facilitating or supporting financial intermediation, insurance, and employee benefit programs.	521	Monetary Authorities - Central Bank
			522	Credit Intermediation & Related Activities
			523	Securities, Commodity Contracts, & Other Financial Investments & Related Activities
			524	Insurance Carriers & Related Activities
			525	Funds, Trusts & Other Financial Vehicles
<b>53</b>	<b>Real Estate &amp; Rental &amp; Leasing</b>	Comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as is the case with patents and trademarks. This sector also includes establishments primarily engaged in managing real estate for others, selling, renting and/or buying real estate for others, and appraising real estate.	531	Real Estate
			5311	Lessors of Real Estate
			5312	Office of Real Estate Agents & Brokers
			5313	Activities Related to Real Estate
			532	Rental & Leasing Services
			5321	Automotive Equipment Rental & Leasing
			5322	Consumer Goods Rental
			5323	General Rental Centers
			5324	Commercial & Industry Machinery & Equipment Rental & Leasing
			533	Lessors of Nonfinancial Intangible Assets (Except Copyrighted Works)

C-4

**Table C-1  
Elk Grove Employment Dynamics  
NAICS Definitions**

NAICS Industry		2012 NAICS Definition	NAICS Subcategories	
Code	Name		Code	Name
54	<b>Professional, Scientific, &amp; Technical Services</b>	Comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services.	541	Professional, Scientific & Technical Services
			5411	Legal Services
			5412	Accounting, Tax Preparation, Bookkeeping & Payroll Services
			5413	Architectural, Engineering & Related Services
			5414	Specialized Design Services
			5415	Computer Systems Design & Related Services
			5416	Management, Scientific & Technical Consulting Services
			5417	Scientific Research & Development Services
			5418	Advertising, Public Relations & Related Services
			5419	Other Professional, Scientific & Technical Services
55	<b>Management of Companies &amp; Enterprises</b>	Comprises (1) establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions or (2) establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision making role of the company or enterprise. Establishments that administer, oversee, and manage may hold the securities of the company or enterprise. Establishments in this sector perform essential activities that are often undertaken in-house by establishments in many sectors of the economy. By consolidating the performance of these activities of the enterprise at one establishment, economies of scale are achieved.	551	Management of Companies & Enterprises
56	<b>Administrative &amp; Support &amp; Waste Management &amp; Remediation Services</b>	Comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services.	561	Administrative & Support Services
			5611	Office Administrative Services
			5612	Facilities Support Services
			5613	Employment Services
			5614	Business Support Services
			5615	Travel Arrangement & Reservation Services
			5616	Investigation & Security Services
			5617	Services to Buildings & Dwellings
			5619	Other Support Services
			562	Waste Management & Remediation Services

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**Table C-1  
Elk Grove Employment Dynamics  
NAICS Definitions**

NAICS Industry		2012 NAICS Definition	NAICS Subcategories	
Code	Name		Code	Name
61	<b>Educational Services</b>	Comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their students.	611	Educational Services
			6111	Elementary & Secondary Schools
			6112	Junior Colleges
			6113	Colleges, Universities, & Professional Schools
			6114	Business Schools & Computer & Management Training
			6115	Technical & Trade Schools
			6116	Other Schools & Instruction
			6117	Educational Support Services
62	<b>Health Care &amp; Social Assistance</b>	Comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise.	621	Ambulatory Health Care Services
			622	Hospitals
			623	Nursing & Residential Care Facilities
			624	Social Assistance
			6241	Individual & Family Services
			6242	Community Food & Housing, Emergency & Other Relief Services
			6243	Vocational Rehabilitation Services
			6244	Child Day Care Services
71	<b>Arts, Entertainment &amp; Recreation</b>	Includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises (1) establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; (2) establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and (3) establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests.	711	Performing Arts, Spectator Sports & Related Industries
			712	Museums, Historical Sites & Similar Institutions
			713	Amusement, Gambling & Recreation Industries
72	<b>Accommodation &amp; Food Services</b>	Comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment. Excluded from this sector are civic and social organizations; amusement and recreation parks; theaters; and other recreation or entertainment facilities providing food and beverage services.	721	Accommodation
			7211	Traveler Accommodation
			7212	RV Parks & Recreational Camps
			7213	Rooming & Boarding Houses, Dormitories, & Workers' Camps
			722	Food Services & Drinking Places

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**Table C-1  
Elk Grove Employment Dynamics  
NAICS Definitions**

NAICS Industry		2012 NAICS Definition	NAICS Subcategories	
Code	Name		Code	Name
81	<b>Other Services (Except Public Administration)</b>	Comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing dry cleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services.	811	Repair & Maintenance
			812	Personal & Laundry Services
			813	Religious, Grantmaking, Civic, Professional, & Similar Organizations
			814	Private Households
92	<b>Public Administration</b>	Consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, provide for public safety and for national defense. In general, government establishments in the Public Administration sector oversee governmental programs and activities that are not performed by private establishments. Establishments in this sector typically are engaged in the organization and financing of the production of public goods and services, most of which are provided for free or at prices that are not economically significant. Government establishments also engage in a wide range of productive activities covering not only public goods and services but also individual goods and services similar to those produced in sectors typically identified with private-sector establishments. In general, ownership is not a criterion for classification in NAICS. Therefore, government establishments engaged in the production of private-sector-like goods and services should be classified in the same industry as private-sector establishments engaged in similar activities.	921	Executive, Legislative, & Other General Government Support
			922	Justice, Public Order & Safety Activities
			923	Administration of Human Resources Programs
			924	Administration of Environmental Quality Programs
			925	Administration of Housing Programs, Urban Planning, & Community Development
			926	Administration of Economic Programs
			927	Space Research & Technology
			928	National Security & International Affairs

Source: US Census Bureau.

naics def

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## APPENDIX D:

### Employment Density Maps by Year

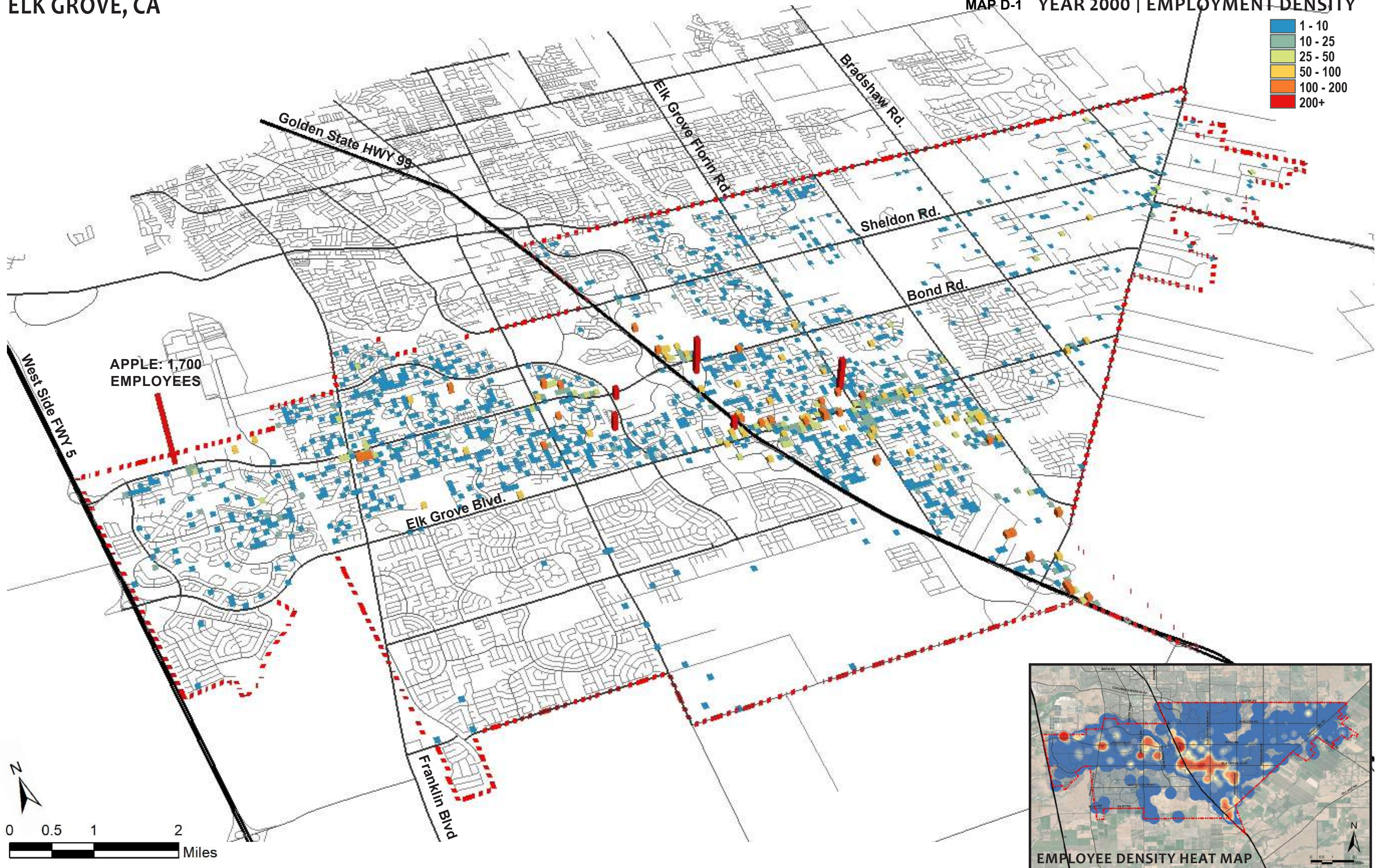
Map D-1	Year 2000—Employment Density
Map D-2	Year 2001—Employment Density
Map D-3	Year 2002—Employment Density
Map D-4	Year 2003—Employment Density
Map D-5	Year 2004—Employment Density
Map D-6	Year 2005—Employment Density
Map D-7	Year 2006—Employment Density
Map D-8	Year 2007—Employment Density
Map D-9	Year 2008—Employment Density
Map D-10	Year 2009—Employment Density
Map D-11	Year 2010—Employment Density
Map D-12	Year 2011—Employment Density
Map D-13	Year 2012—Employment Density
Map D-14	Year 2013—Employment Density
Map D-15	Year 2014—Employment Density
Map D-16	Year 2015—Employment Density
Map D-17	Year 2018—Employment Density
Map D-18	Year 2000—Employment Density Heat Map
Map D-19	Year 2001—Employment Density Heat Map
Map D-20	Year 2002—Employment Density Heat Map
Map D-21	Year 2003—Employment Density Heat Map
Map D-22	Year 2004—Employment Density Heat Map
Map D-23	Year 2005—Employment Density Heat Map
Map D-24	Year 2006—Employment Density Heat Map
Map D-25	Year 2007—Employment Density Heat Map
Map D-26	Year 2008—Employment Density Heat Map
Map D-27	Year 2009—Employment Density Heat Map
Map D-28	Year 2010—Employment Density Heat Map
Map D-29	Year 2011—Employment Density Heat Map
Map D-30	Year 2012—Employment Density Heat Map
Map D-31	Year 2013—Employment Density Heat Map
Map D-32	Year 2014—Employment Density Heat Map
Map D-33	Year 2015—Employment Density Heat Map
Map D-34	Year 2018—Employment Density Heat Map





# ELK GROVE, CA

## MAP D-1 YEAR 2000 | EMPLOYMENT DENSITY





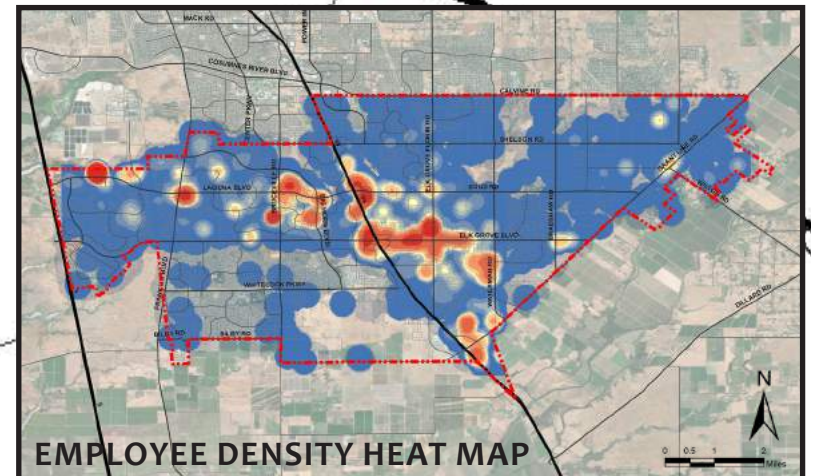
# ELK GROVE, CA

MAP D-2 YEAR 2001 | EMPLOYMENT DENSITY



- 1 - 10
- 10 - 25
- 25 - 50
- 50 - 100
- 100 - 200
- 200+

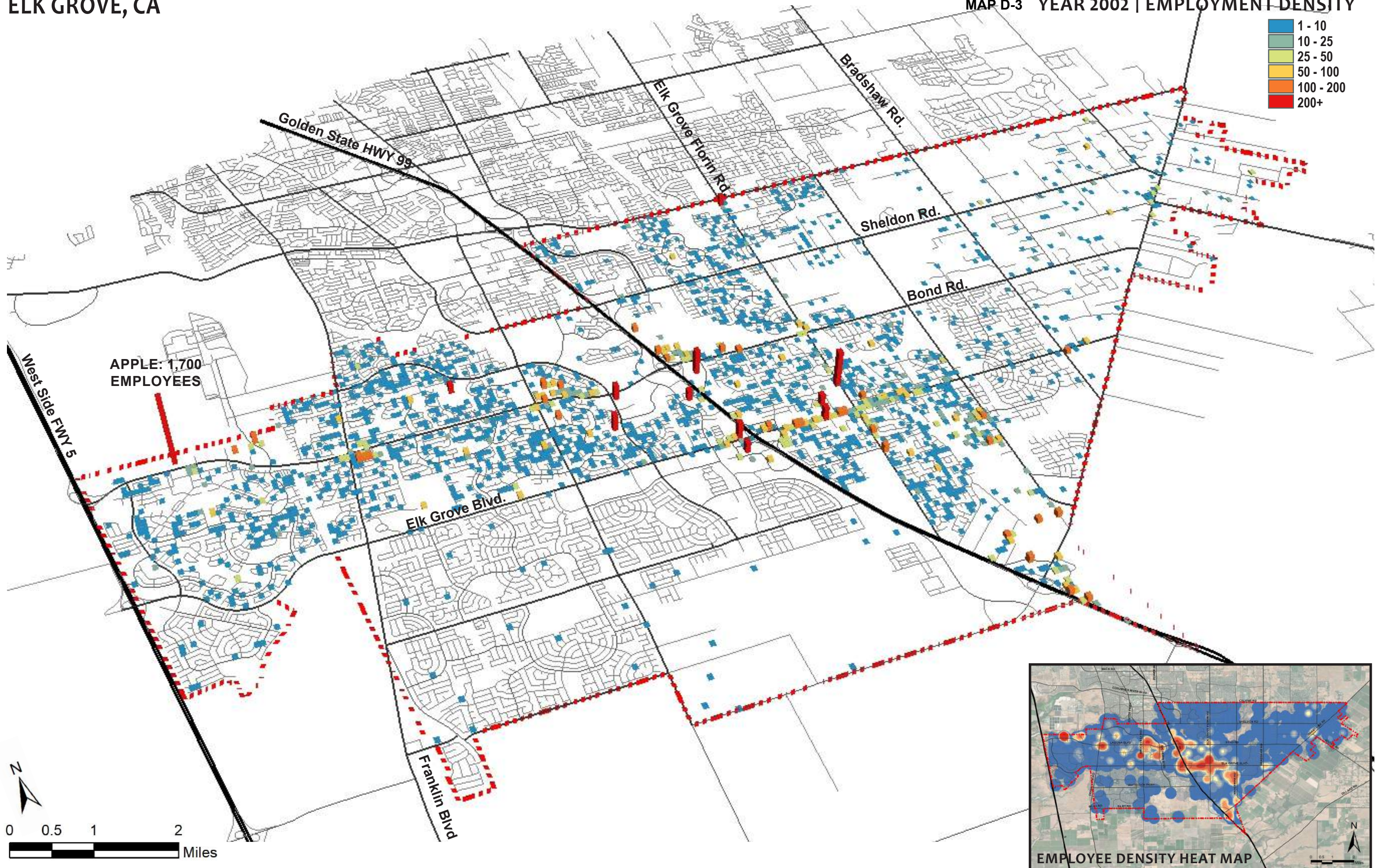
APPLE: 1,700  
EMPLOYEES





# ELK GROVE, CA

## MAP D-3 YEAR 2002 | EMPLOYMENT DENSITY





# ELK GROVE, CA

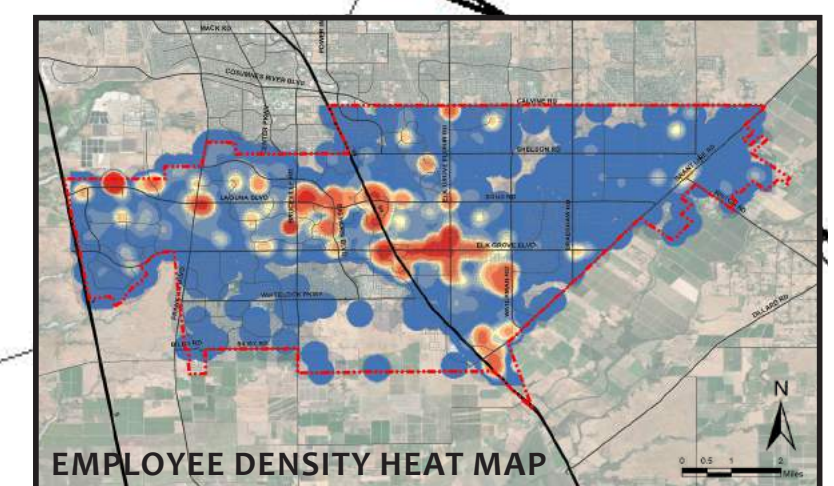
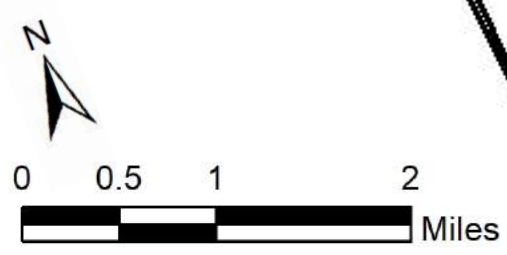
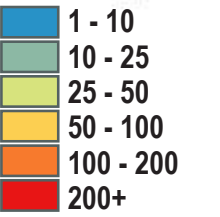
## MAP D-4 YEAR 2003 | EMPLOYMENT DENSITY





# ELK GROVE, CA

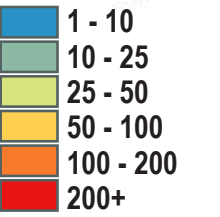
MAP D-5 YEAR 2004 | EMPLOYMENT DENSITY





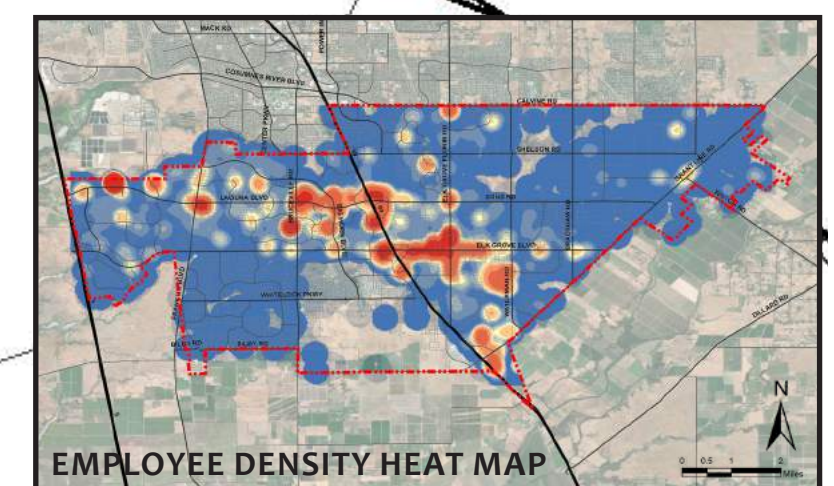
# ELK GROVE, CA

MAP D-6 YEAR 2005 | EMPLOYMENT DENSITY



TOTAL EMPLOYEES: 25,919

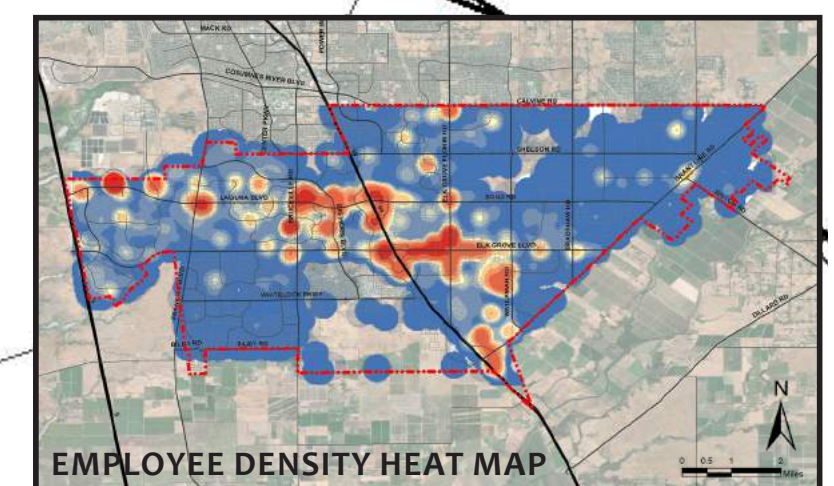
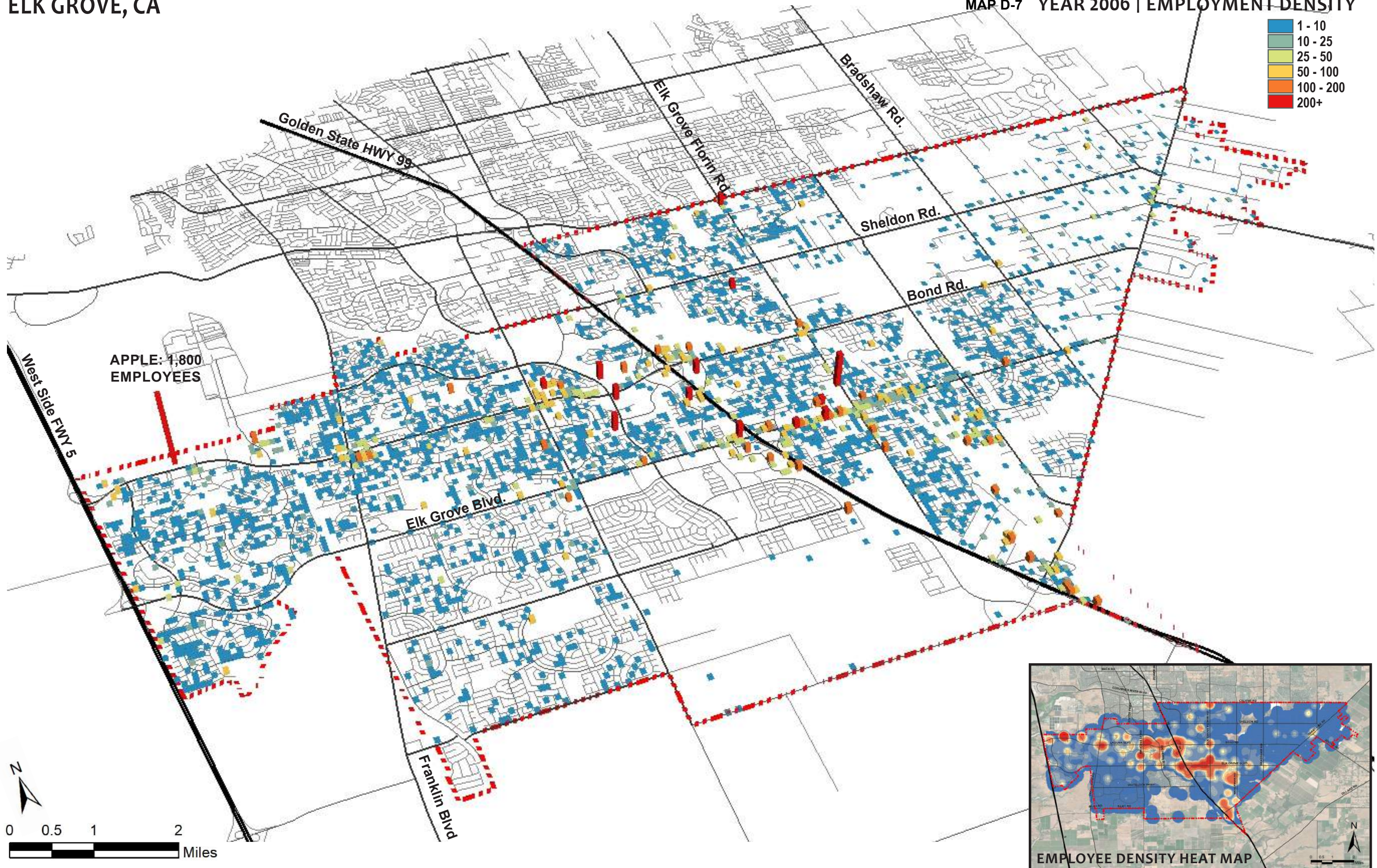
APPLE: 1,800 EMPLOYEES





# ELK GROVE, CA

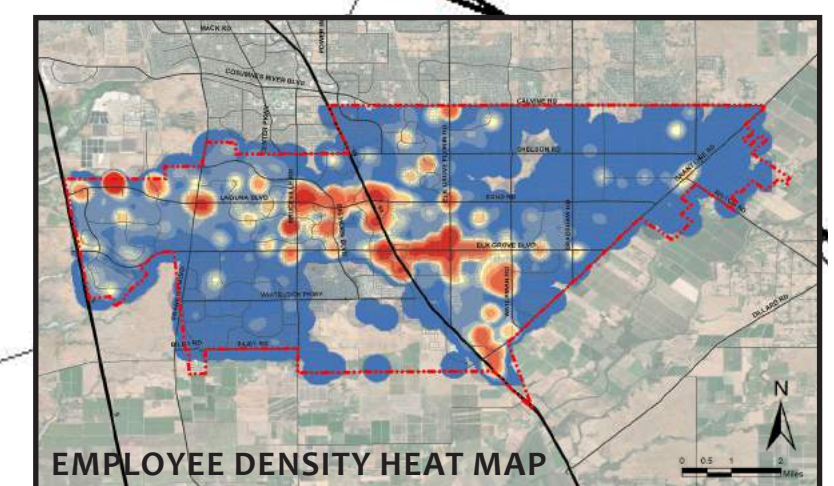
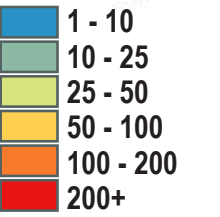
MAP D-7 YEAR 2006 | EMPLOYMENT DENSITY





# ELK GROVE, CA

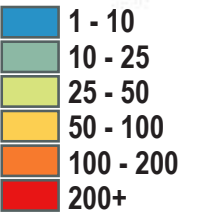
MAP D-8 YEAR 2007 | EMPLOYMENT DENSITY





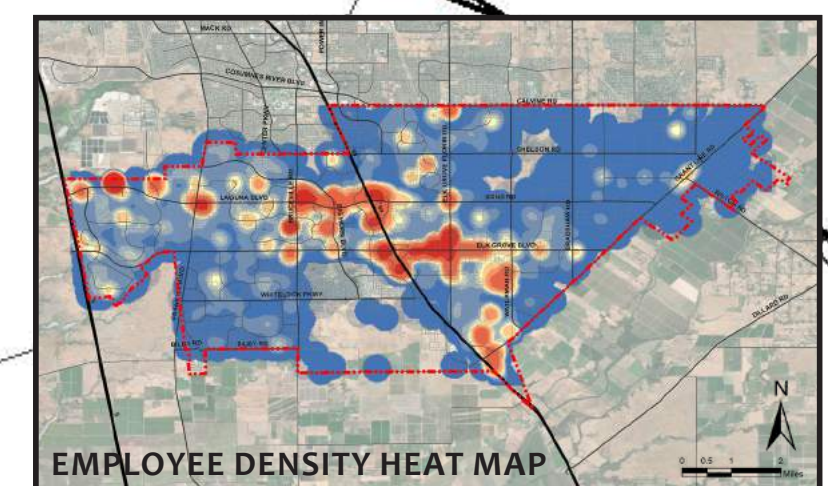
# ELK GROVE, CA

MAP D-9 YEAR 2008 | EMPLOYMENT DENSITY



TOTAL EMPLOYEES: 31,728

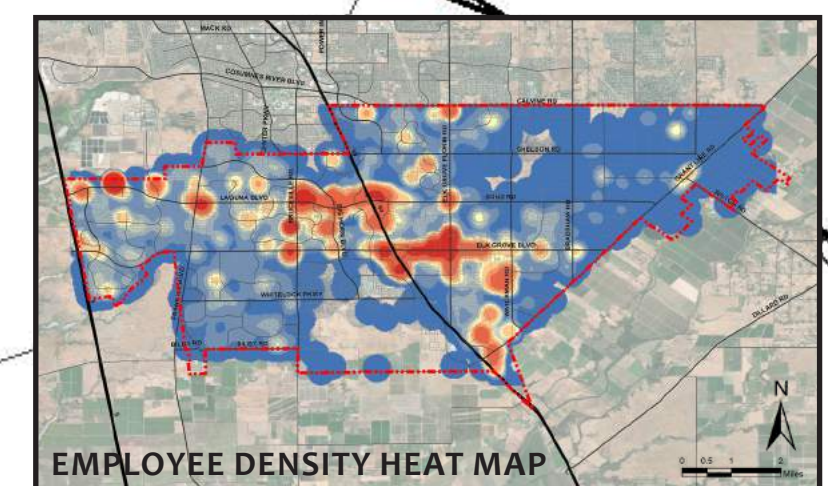
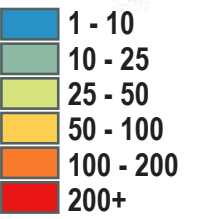
APPLE: 1,800 EMPLOYEES





# ELK GROVE, CA

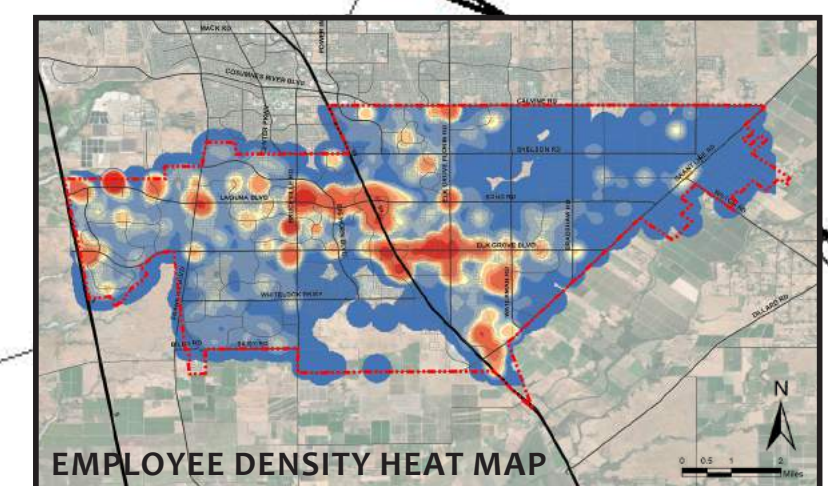
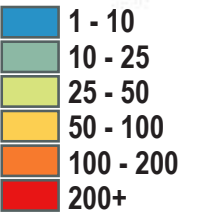
MAP D-10 YEAR 2009 | EMPLOYMENT DENSITY





# ELK GROVE, CA

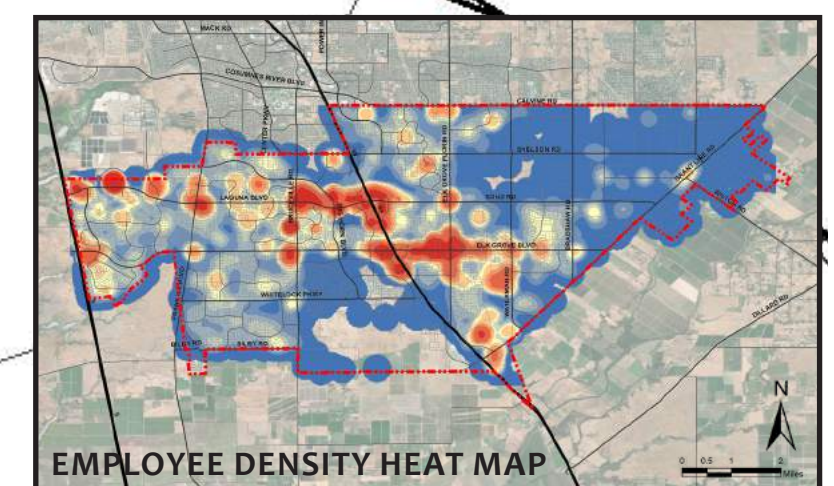
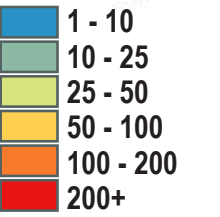
MAP D-11 YEAR 2010 | EMPLOYMENT DENSITY





# ELK GROVE, CA

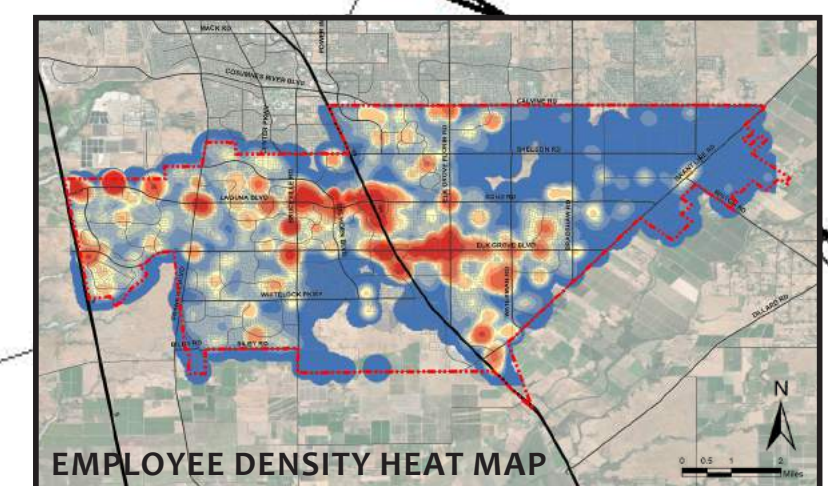
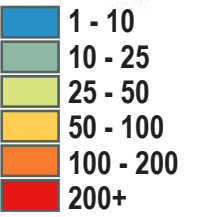
MAP D-12 YEAR 2011 | EMPLOYMENT DENSITY





# ELK GROVE, CA

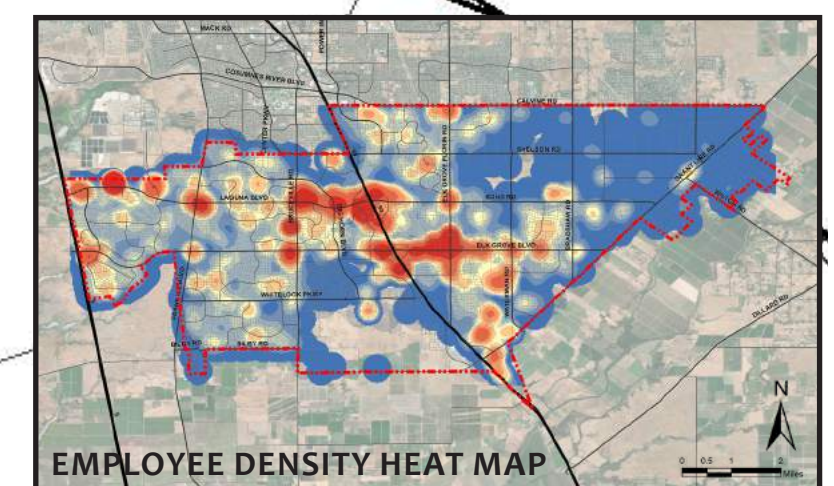
MAP D-13 YEAR 2012 | EMPLOYMENT DENSITY





# ELK GROVE, CA

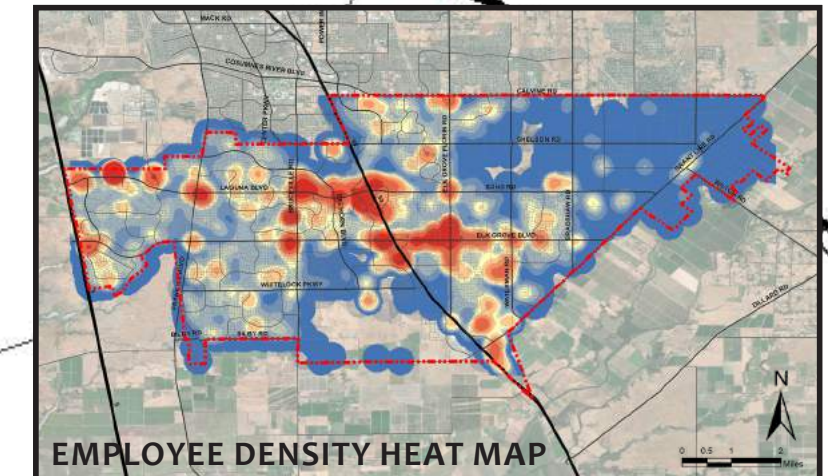
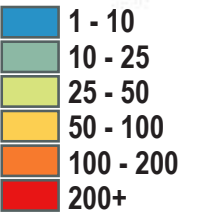
MAP D-14 YEAR 2013 | EMPLOYMENT DENSITY





# ELK GROVE, CA

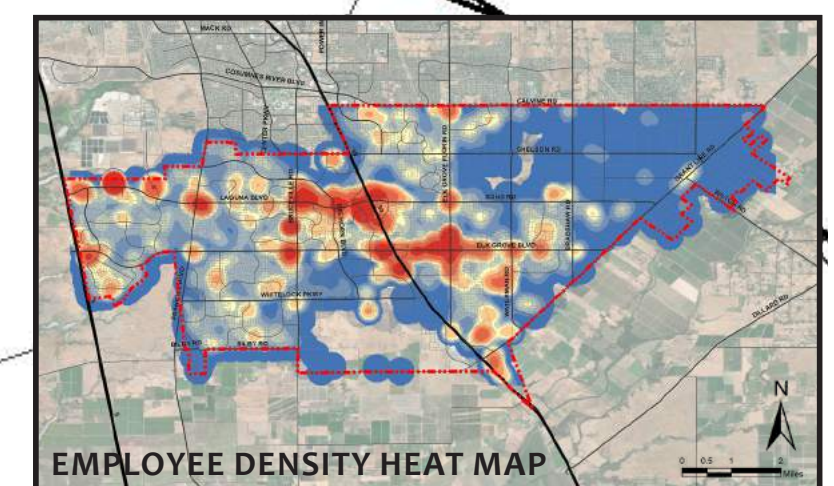
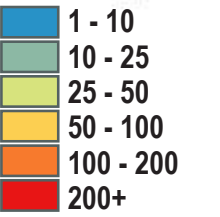
MAP D-15 YEAR 2014 | EMPLOYMENT DENSITY





# ELK GROVE, CA

MAP D-16 YEAR 2015 | EMPLOYMENT DENSITY





# ELK GROVE, CA

MAP D-17 YEAR 2018 | EMPLOYMENT DENSITY





