

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

880



FROM: Economic Development Agency

SUBMITTAL DATE:
August 28, 2013

SUBJECT: Economic Development Strategic Action Plan for Fiscal Years 2013-2016

RECOMMENDED MOTION: That the Board of Supervisors receive and file the Economic Development Agency's Economic Development Strategic Action Plan for Fiscal Years 2013-2016.

BACKGROUND: Attached is the Economic Development Agency's (EDA's) Economic Strategic Action Plan for Fiscal Years 2013-2016, which outlines the economic development strategy for Riverside County. This Strategic Action Plan will serve as the foundation to EDA's business plan, which is currently being developed with final presentation to the Board in early 2014. As part of this plan, EDA has aligned the Economic Development division more closely with the Workforce Development Division, as both divisions work on similar goals. The Strategic Action Plan focuses on six industries, with five initiatives along with performance measurements. It is EDA's intention to return to the Board with regular updates on the economic development activities in the county and to modify the plan whenever needed.

Robert Field
Assistant County Executive Officer/EDA

Departmental Concurrence

FINANCIAL DATA	Current F.Y. Total Cost:	\$ 0	In Current Year Budget:	N/A
	Current F.Y. Net County Cost:	\$ 0	Budget Adjustment:	N/A
	Annual Net County Cost:	\$ 0	For Fiscal Year:	2013/14

COMPANION ITEM ON BOARD AGENDA: No

SOURCE OF FUNDS: Economic Development Division

Positions To Be Deleted Per A-30	<input type="checkbox"/>
Requires 4/5 Vote	<input type="checkbox"/>

C.E.O. RECOMMENDATION:

APPROVE

BY:
Jennifer L. Sargent

County Executive Office Signature

- Dep't Recomm.: Consent Policy
- Per Exec. Ofc.: Consent Policy

Prev. Agn. Ref.: 3-3 of 5/21/13

District: All

Agenda Number:
2-20



2013-2016 Economic Development Strategic Action Plan

**County of Riverside
Economic Development Agency**

Economic Development • Foreign Trade • Workforce Development





FOREWORD

Riverside County is one of the best locations within the great state of California in which to live, work, and enjoy all that life has to offer. There are many positive signs that the county is recovering from the Great Recession - unemployment is decreasing, industrial building activity is rising, and foreclosures are slowing down.

This plan serves as a foundation for the County of Riverside's efforts to invigorate the region's economy. We have identified key initiatives that we believe will facilitate increased economic growth, and serve the interests of our business community. It is intended that this strategic action plan remain relevant and updated based on current economic conditions and as new initiatives and strategies are identified.

EDA's MISSION

The Riverside County Economic Development Agency is dedicated to enhancing the economic position of the county; improving the quality of life for our residents; building and managing county facilities; encouraging business growth within the county; developing a trained workforce, improving existing communities; offering a variety of housing opportunities and providing cultural and entertainment activities.

EDA's VISION

Riverside County Economic Development Agency strives to make Riverside County the most business friendly, family oriented and healthy community in the nation. We envision every resident having access to high-paying jobs, a world-class education, quality housing, culturally enriched activities and safe, healthy communities.

Robert D. Field
Assistant County Executive Officer

TABLE OF CONTENTS

- RIVERSIDE COUNTY – A BUSINESS FRIENDLY COUNTY..... 1**
- Strategic Advantages and Challenges..... 1
- PRIORITY INDUSTRY SECTORS 2**
- Healthcare..... 2
- Infrastructure/Renewable Energy/Utilities..... 2
- Professional and Business Services 3
- Manufacturing..... 3
- Logistics 3
- Tourism..... 4
- Agriculture..... 4
- RIVERSIDE COUNTY ECONOMIC PROFILE..... 6**
- INITIATIVE #1 DEVELOP A BUSINESS ECOSYSTEM THAT SUPPORTS
BUSINESS GROWTH, RETENTION, AND EXPANSION 8**
- INITIATIVE #2 FOSTER AN INNOVATION AND ENTREPRENEURSHIP
INFRASTRUCTURE10**
- INITIATIVE #3 FOSTER A GLOBAL ECONOMY BY ADVANCING
INTERNATIONAL TRADE11**
- INITIATIVE #4 PREPARE AND EDUCATE A HIGHLY SKILLED WORKFORCE
TO MEET THE NEEDS OF THE REGIONAL ECONOMY12**
- INITIATIVE #5 STRENGTHEN BRAND IDENTITY AND AWARENESS14**
- DESIRED OUTCOMES.....15**



RIVERSIDE COUNTY – A BUSINESS FRIENDLY COUNTY

STRATEGIC ADVANTAGES AND CHALLENGES

Riverside County is the fourth largest county in the state both geographically and by population. The County's population of 2.3 million in 2013 is expected to reach 3.5 million by 2030, which will make Riverside County the state's second most populous. Riverside County has 705,549 households, projected to grow to 985,000 by 2030. Covering nearly 7,300 square miles, Riverside County includes five distinct economic regions: Northwest, Southwest, Hemet-San Jacinto Valley, the San Geronio Pass, and the Coachella and Palo Verde Valleys. Each has its own particular characteristics and attributes, which help to focus efforts to expand and enhance the economy within each area.

Riverside County suffered a long and deep recession starting in 2007, marked by a surge in the number of foreclosures, along with plummeting home values and historically high unemployment. The local economy began to recover in 2010 and it's expected to regain full economic health over the next four years. There are positive forces working in the county. Home prices are once again amongst the most affordable in the region. High trade volumes at the local ports in 2010 and continued increases in loaded containers through 2011 positively impact the local warehouse and distribution system network. The healthcare sector has grown, even during the recession. The industrial real estate market has seen lower vacancy rates and several new openings, such as the Sysco Foods facility in the Meridian Business Park at the former March Air Force Base.

Riverside County shares borders with Los Angeles, Imperial, Orange, San Diego, and San Bernardino counties and spreads to within 14 miles of the Pacific Ocean to the Colorado River. Because of its strategic location, the county offers superior transportation and logistical advantages by providing timely access to domestic and global markets. The county is within a 60 mile radius of world-class air, land, rail and sea facilities for commercial shipping and cargo. The county also has an expanding transportation network. Through 2016, Riverside County will invest almost \$2 billion in transportation investments.

A key component of this county's and region's success lies in the education system from its K-12 system through its many community colleges and universities. This system produces a network of highly-skilled graduates specializing in entrepreneurship, engineering, and healthcare. In August 2013, the University of California, Riverside welcomed its inaugural class of students to the first new University of California medical school in over 40 years.

Riverside County offers businesses the unique combination of location within a marketplace of 25 million Southern California customers, easy access to main east/west and north/south transportation routes, an available trained workforce, a reasonable cost of living and business-friendly environment, a global perspective and the lowest net cost of doing business in Southern California.

PRIORITY INDUSTRY SECTORS

HEALTHCARE

Riverside County is one of the fastest growing regions in the state yet ranks 47th out of 58 counties with an abnormally high ratio of 2,514 people for every doctor. A 2007 RAND study predicts the four-county inland Southern California region will face a 32% shortfall in the number of physicians providing patient care by 2020. In addition to the demands of a rapidly growing population, the Affordable Care Act will provide health insurance to many who are not currently covered and thus an increased demand for medical care.

Healthcare services grew by 38.3 percent between 2001 and 2012. The sector plays a critical role in spurring economic growth in the region. It is the largest employer in the county and offers high wage and high growth opportunities for residents. The opening of the new University of California, Riverside Medical School will also provide programs at the Masters and Doctoral degree levels attracting more students and populating the healthcare workforce with more highly skilled workers. The new medical school has adopted a clear mission to expand and diversify the physician workforce. Along with training more physicians to provide health care, the medical school is expected to provide a substantial economic stimulus to Riverside County. An important statistic is that 40% of practitioners begin their careers where they finish their residency training. A White House report states that each new primary care physician creates twenty-three new jobs and an estimated economic impact of more than \$1 million.

INFRASTRUCTURE/RENEWABLE ENERGY/UTILITIES

The construction and infrastructure sectors are on the rebound and will see significant gains as industrial and residential real estate demand increases. Construction and infrastructure development advances growth and promotes investment in the county and has an abnormally high 2013 median income (\$51,649) due to the few jobs at building sites. More realistic was the \$44,946 of 2007. Unfortunately, this group is unusually cyclical, adding 68,400 jobs from 1990-2006, but losing 66,300 from 2006-2012. The sector will soon expand as the housing crisis starts ending. Few qualifications are needed to enter the field, but on-the-job or skill training is needed to advance. Union apprenticeship training is helpful. This sector includes several industries within heavy and civil engineering construction and specialty trade contractors. Specialty trade contractors generally perform activities that are specific to heavy and civil engineering construction projects, site preparation activities, such as excavating and grading, demolition of buildings and other structures, and local and regional roadways, water and sewer lines, and flood control facilities.

Riverside County is a fertile market for renewable energy development. The county has been on the forefront of wind energy development for decades and is now one of the premier solar energy regions of the country. The federal Bureau of Land Management has identified eastern Riverside County as the Riverside East Solar Energy Zone (SEZ). This solar zone consists of land that is deemed the most suitable for utility-scale solar development. The Riverside East SEZ is the largest of the SEZs and has 147,910 acres of developable area. As of March 2013, there were four authorized utility-scale solar



projects and six pending solar project applications located within or partially within the SEZ. Additionally, the San Geronio Pass is a wind resource area with average wind speeds of 15 to 20 miles per hour. The San Geronio wind farm has about 2,500 wind turbines with a capacity of 359 megawatts and generates annually about 893 gigawatt-hours of electricity.

Industries in the Utilities subsector provide electric power, natural gas, steam supply, water supply, and sewage removal through a permanent infrastructure of lines, mains, and pipes. Establishments are grouped together based on the utility service provided and the particular system or facilities required to perform the service. Utilities employment grew 12.5 percent between 2001 and 2012.

PROFESSIONAL AND BUSINESS SERVICES

Industries in the professional and business service firms engage in processes where human capital is the major input. The services offered by these firms are based on the intellectual skill sets of their employees and service delivery is provided by individual or team units. The distinguishing feature of this sector is the fact that most of the industries grouped in it have production processes that are almost wholly dependent on worker skills. Most positions require college degrees. Entry level positions in these three sectors are available but are likely to be lower paying.

Professionals and business firms had high 2013 median pay (\$64,754), but require advanced degrees or training. The biggest industry job gains in this region so far in 2013 year have been in leisure and hospitality, education and health services, professional and business services and trade, and transportation. Also, government employment (meaning state and local government employment) is expected to rise over the forecast period. This sector grew by 53.2 percent between 2001 and 2012.

MANUFACTURING

Manufacturers in Riverside County generate 2.5 billion in wages. The average earnings per job are \$63,481, with the Petroleum and Coal Products Manufacturing subsector having the highest earnings at \$125,560. Manufacturing has a workforce of 39,028, representing 6.8 percent of all jobs in the county. In reaction to the high cost of regulation, firms have become very efficient and have expanded without hiring. With baby boomer workers retiring, jobs are opening for those with technical training. The manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformations of materials, substances, or components into new products. Businesses in this sector includes generally reflect distinct production processes related to material inputs, production equipment, and employee skills. Types of manufacturers include food manufacturing, plastics and rubber products, transportation equipment manufacturing, and wood products, among others. Manufacturing is becoming more advanced with the use of innovative technology to improve products and processes.

LOGISTICS

Riverside County is uniquely positioned as a key transportation and goods movement hub with the regional, national, and international economy. Its proximity to the Ports of Los Angeles and Long Beach, major railroad and freeway infrastructure, and available land make it a critical goods movement hub. Products entering the Ports enter the region and are distributed to consumers in Southern California and distributed to the rest of state and country. All sectors related to the logistics industry (mainly wholesale trade and transportation) will experience significant growth in 2013 due to increases in imports and e-commerce. Retail trade will also witness solid growth this year as unemployment declines and business activity picks up.

Loaded inbound containers (imports) at the combined local ports have increased year-to-date (through May 2013) by 3.1% and are moving towards the peak levels reached back in 2006 and 2007. Cargo volumes are expected to grow over the next two years as the U.S. economy improves and the overall global economy experiences a stronger growth trajectory. The increase in activity along with substantial growth in E-commerce will continue to positively impact Riverside County's warehouse and distribution system network.

TOURISM

Riverside County is an established Tourism destination that attracts visitors from around the globe. In eastern Riverside County's Coachella Valley, tourism is a major staple of the economy with visitors spending over \$4 billion in 2011 that supports over 43,000 jobs. The Coachella Valley offers natural beauty that attracts visitors to places such as Joshua Tree National Park and the San Jacinto Mountains including the nearby mountain community of Idyllwild. The desert communities contain numerous resort and spa destinations that include some of the country's finest golf courses. The Coachella Music and Arts Festival, the Stagecoach Music Festival, and the Riverside County Fair and National Date Festival attract hundreds of thousands of visitors every year. Every March, Indian Wells Tennis Garden hosts the BNP Paribas Open, one of the world's largest professional tennis tournaments. With its distinctive attractions and world class events, the Coachella Valley had a strong season in 2011-2012.

In western Riverside County, the Temecula Valley Wine Country has become one of the county's top tourist destinations with over thirty award winning wineries and equestrian centers. This region expects to grow from over 30 wineries to 120 at full build-out. Another tourist draw in western Riverside County is the Santa Rosa Ecological Preserve that straddles the hills between southwestern Riverside County and Orange County. Finally, the City of Riverside's annual Festival of Lights attracts thousands of visitors to its downtown to see the spectacularly-adorned Historic Mission Inn and surround area.

The Tourism sector creates jobs across a broad spectrum of skill sets and educational levels and offers employment across an extensive variety of Tourism subsectors – from hospitality to retail, restaurants and attractions, to rental cars and other transportation businesses. Tourism is remarkably resilient, weathering down economies better than most other industries. Domestic and International visitors spent \$6.3 billion in Riverside County in 2011. This spending accounted for combined earnings of \$1.7 billion. Travel spending generated \$110 million in local taxes and \$273 million in state taxes. The Tourism industry grew 29.2 percent from 2001 to 2012.

AGRICULTURE

The Agriculture industry in Riverside County is a \$1.3 billion industry and supports over 30,000 jobs. The Agriculture industry returns \$4 billion to the local economy. In 2010, Riverside County ranked 14th in the state in total value of agricultural production engaged in growing crops, raising animals and raising fish. Agricultural production includes establishments performing the complete farm or ranch operation. Agricultural support activities include establishments that perform one or more activities associated with farm operation, such as soil preparation, planting, harvesting and management on a contract or fee basis. Riverside County has the largest agriculture-tourism trail in the state of California that features over 100 farms, festivals, organically grown fruit and vegetables and world-class wineries.

Exporting is an important component to our Agriculture industry with farmers exporting crops and commodities to 70 countries. Crop values vary from year to year based on production, market fluctuations and weather. 2011 presented favorable conditions for many of Riverside County's top commodities. After three years of declines, many of Riverside

County's key crops increased values for the first time since the beginning of the Great Recession. Leading crops include: nursery stock, milk, table grapes, field and seed crops, hay, and bell peppers.

RIVERSIDE COUNTY ECONOMIC PROFILE

ECONOMIC SNAPSHOT

2013 Population: 2,255,059

Ranking in state by population: 4th

Population Growth, 2004-2013: 24.3%

Median Household Income: \$52,883

Average Household Income: \$69,898

Total Jobs: 566,262

Total Establishments: 50,989

K-12 Students: 425,968

College Students: 90,976

High School Diploma or higher: 77.3%

Bachelor's degree or higher: 19.6%

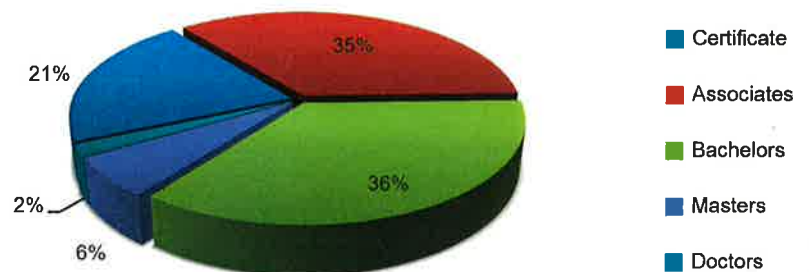
Source: American Community Survey, California Department of Education, California Department of Finance, California Employment Development Department, EMSI, National Center for Education Statistics

COLLEGES AND UNIVERSITIES

- University of California, Riverside
- University of California Riverside, Palm Desert
- California State University San Bernardino, Palm Desert
- California State University San Marcos, Temecula
- California Baptist University
- La Sierra University
- College of the Desert
- Moreno Valley College
- Mt. San Jacinto College
- Norco College
- Palo Verde College
- Riverside City College

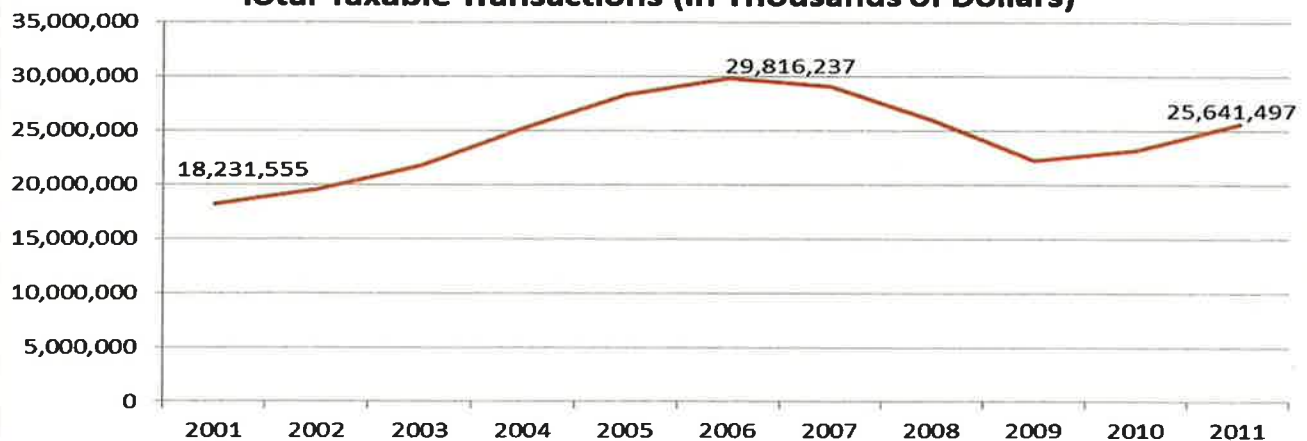
Awards/Degrees Conferred in Riverside County in 2012:

Total number = 14,200



Source National Center for Education Statistics

County of Riverside: Total Taxable Transactions (in Thousands of Dollars)



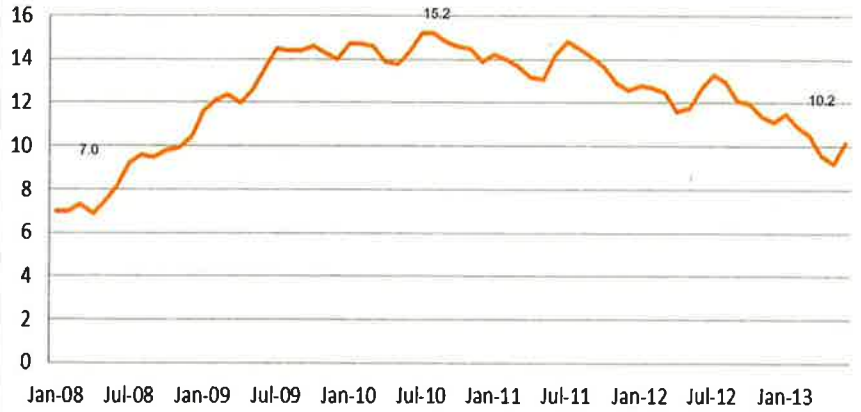
Source: State of California, Board of Equalization

EMPLOYMENT SNAPSHOT: JUNE 2013

- Total Labor Force: 934,500
- Employment: 839,200
- Unemployment: 95,300
- Unemployment Rate: 10.2%

Source: State Of California, Employment Development Department

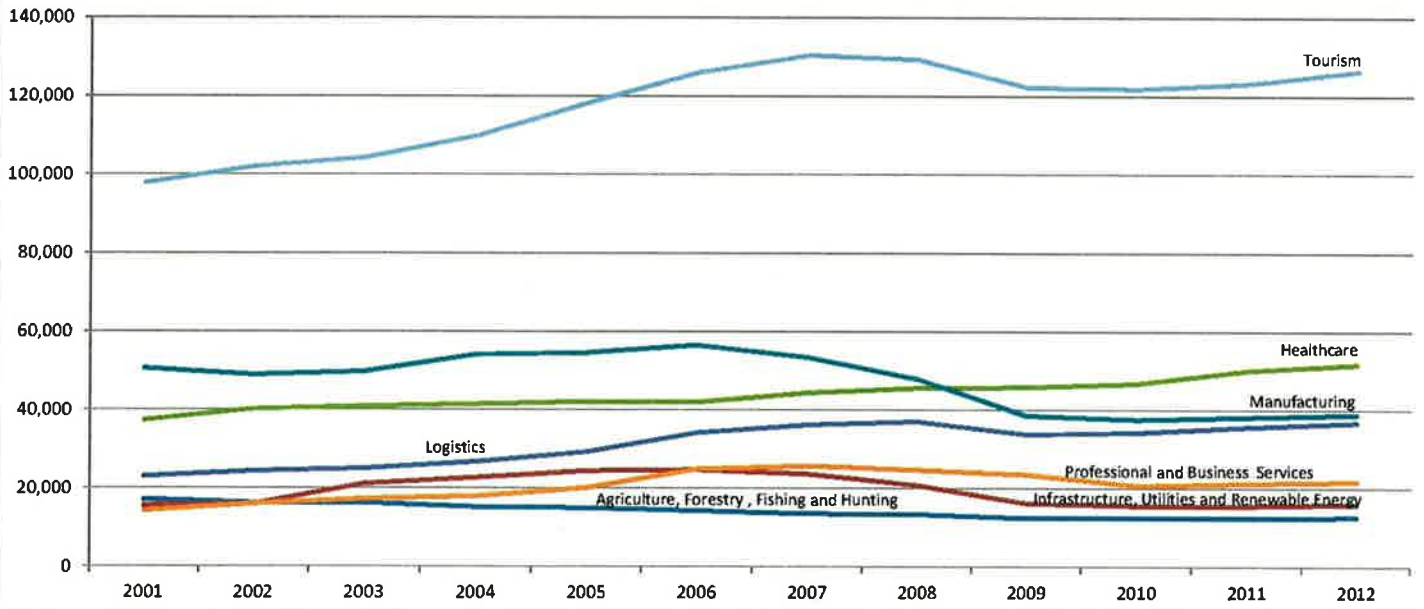
County of Riverside Unemployment Rate Historical Trend Jan 2008 to June 2013



Source: State of California, Employment Development Department

County of Riverside: Industry Growth Historical Trends

Source: © 2013 Economic Modeling Specialists Intl.,



INITIATIVE #1

DEVELOP A BUSINESS ECOSYSTEM THAT SUPPORTS BUSINESS ATTRACTION, RETENTION, AND EXPANSION

In striving to achieve and maintain a reputation as business-friendly, EDA is committed to developing an ecosystem supportive of business attraction, growth and retention. There are a number of ways to define economic development, but the defining characteristic of a successful economic development plan is its ability to support the efforts of the private sector to sustain and expand an existing business or open a new one. Our ultimate goal is to ensure Riverside County is the most desirable county to conduct business.

ACTIONS TO GET US THERE:

Item 1.1 Develop a Business Attraction Effort that Highlights Local Market Assets to Impact High-Skill, High-Wage Job Creation and Commute Reduction

- a. Create a Business Attraction Plan focused on the Priority Industry Sectors – Advanced Technology, Renewable Energy, Logistics, and Manufacturing.
- b. Maintain an aggressive, targeted outreach program at various industry tradeshows and conferences through the Team Riverside County business attraction program.
- c. Host a series of topical events bringing industry experts locally to benefit local communities such as Meet the Consultants Forum and broker networking events.
- d. Enhance outreach program and topical industry events with networking functions and activities when possible.
- e. Actively participate in industry associations such as NAIOP and the Industrial Asset Management Council in order to forge relationships with corporate site selectors and real estate decision-makers.

Item 1.2 Increase the Business Retention and Expansion Outreach Efforts

- a. Implement strategies to identify businesses in need of assistance and conduct outreach
- b. Coordinate with core partners to address the needs of struggling businesses that have been identified by referrals from cities or other partners.
- c. Conduct a business needs analysis and develop action plans for businesses identified as "at risk" for closure or employee layoff.
- d. Ensure the delivery of all resources in an attempt to stabilize the business and retain its employees.
- e. Provide follow-up for 12 months for all businesses that are successfully retained.
- f. Participate in the "Just Add One" national business expansion campaign to promote Riverside County businesses to hire just one additional employee.
- g. Expand hiring incentives program to assist businesses with hiring additional employees.
- h. Launch an Economic Development Assistance Program to provide loans to small businesses

Item 1.3 Stimulate Business Investment and Job Creation through Incentive Zones

- a. Identify and map incentive zones using the ESRI platform that is easy and clear to navigate. Mapping will be made available to the public via the Economic Development Agency website.

- b. The County of Riverside, together with its partners, should apply for new Incentive Zone designations.

Item 1.4 Streamline the Fast Track Program Implementation

- a. Conduct process analysis and improvement on the Fast Track process internally and with customers.
- b. Implement an online customer service feedback system to assess customer satisfaction levels.

Item 1.5 Create Higher Education Institution Profiles

- a. Create profiles of all higher education institutions in Inland Southern California to be used for attracting and retaining businesses.

INITIATIVE #2

FOSTER AN INNOVATION AND ENTREPRENEURSHIP

INFRASTRUCTURE

A new and emerging sector is the Innovation Economy. This sector of the economy is generally a knowledge-based sector in areas such as software development, biosciences, environmental sciences, and the healthcare industry. Often the companies in this sector emanate from local universities and community colleges, or start-ups generated by graduates from those institutions. Our goal is to foster an environment that supports entrepreneurship where innovative ideas can be brought to the marketplace.

ACTIONS TO GET US THERE:

Item 2.1 Support and Expand “High-Tech” Business Community

- a. Collect and maintain data on the many innovation assets already in place in Riverside County.
- b. Implement an Innovation Performance Index that measures several key factors all of which indicate the performance of and likely success of high tech businesses in a region.
- c. Explore options for completing the Quality of the Economy Index (QEI).

Item 2.2 Position the Economic Development Agency to be a Regional Economic Data Center

- a. Produce quarterly economic reports detailing employment, real estate, and general economic data.
- b. Coordinate data release through Workforce Investment Board Chairperson and media outlets.

Item 2.3 Coordinate the Development of an Entrepreneurship Infrastructure in Riverside County

- a. Establish a working group of Small Business Development Centers and other EDA funded business organizations to coordinate service delivery.
- b. Host a series of webinars and educational programs aimed at assisting entrepreneurs and innovation companies.

Item 2.4 Support the Implementation of the Western Riverside County iHUB

- a. Implement the iHub program in accordance with the plan submitted to the Governor's Office of Business and Economic Development.
- b. Use existing workforce development systems and models with proven success; such as, apprenticeship training programs that will provide workers with labor market mobility.

Item 2.5 Support the Establishment of the Riverside County Incubator/Technology Center

- a. Coordinate establishment and operation of technology center with partner organizations.
- b. Promote the incubator for tenant attraction and participate with screening potential tenant companies.

INITIATIVE #3

FOSTER A GLOBAL ECONOMY BY ADVANCING INTERNATIONAL TRADE

Business in Riverside County goes far beyond our county, state, and national borders. Our businesses sell their products and services all around the world. Importing and exporting is increasing and Riverside County businesses are taking advantage of opportunities in the world market. Foreign investors are placing confidence and resources in our region, investing in business, purchasing homes, and importing the many products produced in our county.

ACTIONS TO GET US THERE:

Item 3.1 Attract Foreign Direct Investment

- a. Plan and execute international trade missions for various business and governmental sectors to emerging and established markets for business development.
- b. Work with EB-5 Regional Investment Centers to improve the processing of initial center designation and the time it takes Homeland Security to process investor applications.
- c. Reauthorize partnership with the Canada California Business Council and continue to foster trade and relationship development that promotes trade and investment.
- d. Expansion and support of the existing Foreign Trade Zones (FTZ) and increase business awareness of these FTZs.
- e. Promote and facilitate export opportunities and Foreign Direct Investment in the wine country region.

Item 3.2 Expand Access to Global Markets

- a. Work with federal, state, local government and businesses to expand free trade in the Europe Union and in the Pacific Rim. These agreements reduce tariffs on goods made in our county and result in increased exports
- b. Grow business opportunities in emerging markets and develop partnership with African nations, which need goods and services. Riverside County will position itself to assist business leaders develop these opportunities.
- c. Form the Strategic Banking Initiative, which is a partnership opportunity extended to all banks serving the county and 28 cities, which also helps elevate awareness of banking and investment opportunity for the international investor.
- d. Continue the publication of Export Magazine using privately collected funds and expand the readership of the magazine by 15 percent over the next 3 years.

Item 3.3 Increase Legislative Outreach and Education Efforts

- a. Expand the College of Foreign Trade programs to include agri-business interests and secure accreditation for the course for award of CEU for students in attendance.
- b. Testify in the Senate and Assembly in favor of legislation that increased export from the county or increases international investment as needed and requested by the administration, Speaker, Pro Tem, or members.
- c. Utilizing the Board of Supervisors approved cooperative agreements, add at least five more cities to EDA's Office of Foreign Trade over the next consecutive three years.

INITIATIVE #4

PREPARE AND EDUCATE A HIGHLY SKILLED WORKFORCE TO MEET THE NEEDS OF THE REGIONAL ECONOMY

Riverside County continues its economic recovery that began in 2010, yet skill shortages continue in many industries and a relatively large pool of unemployed workers still exists. Our local residents are willing to work but lack the specific skills businesses need, particularly in priority industry sectors. Over the next few years, the local workforce system will also be impacted by dramatic demographic shifts and a baby boomer population reaching retirement age, creating new challenges and opportunities to create a workforce system focused on innovation and skills development. In partnership with the Workforce Investment Board, EDA is committed to being responsive to the economic imperatives of our priority industry sectors and effective in addressing the barriers of our workforce who do not have the skills industries need to succeed.

ACTIONS TO GET US THERE:

Item 4.1 Support Industry Need by Advancing the Alignment of the Local Workforce Development and Education Systems in Collaboration with Secondary and Post-Secondary Education Partners

- a. Co-organize with local education partners (School Districts, County Office of Education, Community Colleges and Universities) regional cross-system collaborations that develop strategies to respond to local labor market needs.
- b. Evaluate the current industry sector approach to ensure targets are in the current and future economic growth sectors.
- c. Strengthen employer engagement through industry alliances in the targeted industries.
- d. Maintain and grow the market share of businesses accessing workforce services.
- e. Align training funds with local economic development forecasts for industry attraction.
- f. Co-Organize with local education partners (K-12, County Office of Education, Colleges and Universities) regional cross-system collaborative that develop strategies to respond to local labor market needs.

Item 4.2 Prepare the Workforce for Current and Future Economic Needs

- a. Develop sustainable forecasting mechanisms to be proactive in determining current and future skill needs of business and industry.
- b. Leverage the development of career ladders to move entry level workers to more skilled levels.
- c. Implement pathways to develop skills and obtain certifications required for middle skill jobs.
- d. Deliver consistently high quality services that result in connecting employers and qualified workers.
- e. Examine opportunities for innovative youth funding that expand our outreach to all youth in Riverside County.
- f. Identify workforce strategies and solutions that address critical challenges and the needs of youth (i.e. dropout rate, under employment, unemployment, housing, etc.).
- g. Design post-secondary information sessions to help youth with the application process for admittance into community college or universities, including applying for financial aid.

Item 4.3 Support System Alignment, Service Integration, and Continuous Improvement Using Data to Support Evidence-Based Policymaking

- a. Identify, articulate and influence workforce trends and policy through research, benchmarking and evaluation.
- b. Identify and advocate for future workforce development issues.
- c. Actively engage in the political, media, and community process with regard to policy development.
- d. Influence funding decisions by staying connected to the legislature and to government.
- e. Leverage related workforce issues and structures (e.g., identify the policy nexus between social services, economic development, and educational issues) to promote joint advocacy efforts when appropriate.

INITIATIVE #5

STRENGTHEN BRAND IDENTITY AND AWARENESS

The County of Riverside offers an arsenal of programs and services for the benefit of business. A comprehensive, coordinated and strategic marketing effort will be implemented to rebrand and reposition the County's Economic Development brand as a forward-thinking, creative, and dynamic catalyst for business success. The new brand identity will drive business development tactics in the coming years. As economic development activities increase, county priorities and strategies will continue to evolve in keeping with the changing business environment and community.

ACTIONS TO GET US THERE:

Item 5.1 Develop a National Branding Campaign

- a. Develop, implement and maintain an overall branding strategy to include both print and digital media for national and regional publications to support brand awareness.
- b. Actively reach out to key decision makers to inform them what Riverside County has to offer with a clear, consistent message.

Item 5.2 Develop a Media Team/Media Strategy

- a. Develop, implement and maintain an overall communication and media strategy for economic development to disseminate information on programs, events, press releases, and other activities including digital marketing channels such as LinkedIn, Twitter, Facebook, and other commonly used sites.

Item 5.3 Conduct Local Outreach with Partners

- a. Expand existing efforts with partner organizations such as the Inland Empire, Coachella Valley, and TriTech Small Business Development Centers and Workforce Investment Board to reach local businesses regarding available services.
- b. Develop branded collateral to support outreach efforts.

Item 5.4 Create a Business Portal to Riverside County

- a. Provide access to a website that contains all the relevant information for businesses and real estate professionals.

DESIRED OUTCOMES OF THE STRATEGIC ACTION PLAN

The initiatives and strategic actions outlined in this plan are intended to produce the following outcomes:

(Please note - The team will identify the desired outcomes upon approval of the plan. Some examples of possible outcomes are below.)

- The number of businesses attracted to conduct business in Riverside County resulting from our business attraction strategies
- Number of jobs created as a result of our business attraction and business expansion efforts
- Number of businesses saved and lay-offs averted resulting from our business retention strategies
- Number of individuals entering employment
- Number of training related placements
- Increase the supply of skilled workers in the targeted industries
- Number of new businesses and repeat businesses using our business solutions services increases
- Customer Satisfaction increases and is sustained
- Amount of direct foreign investment increases
- Number of start-up businesses
- Increased local, state and national brand awareness about the incentives and benefits of doing business in Riverside County.