

2012-2015

# SMART RIVERSIDE

## Strategic Plan



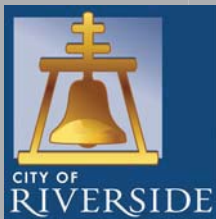
Attracting Hi-Tech Businesses



Retaining College Graduates



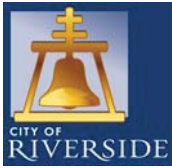
Free PCs for the Community



CITY OF RIVERSIDE

The City of Arts & Innovation

Technology Leadership  
Education



# SMARTRIVERSIDE STRATEGIC PLAN

*The City of Arts and Innovation*

2012-15



## Attracting High Tech Companies and Graduates to Riverside

Helping thousands of families get technology training, PCs & internet access

A model for Business, Government, Education & Community Collaboration



The Intelligent Community Forum recognized Riverside as one of the top 7 most intelligent communities in the world for the past two years in a row

The Center for Digital Government ranked Riverside as having one of the top ten websites in the nation for the past six years in a row

Digital Cities Survey recognizes cities that are using technology to create a seamless environment between local government and constituents. Riverside has ranked top ten U.S. for the past Six years in a row





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### On the Cover:

A: George Hoanzl: Jaguar Computer Systems - B: Rajan Kasetty: Terrafore, Inc. - C: Matt Frymire: Riverside County  
 D: Kristin Tillquist: Chief of Staff for Mayor Loveridge, City of Riverside - E: Gordon Bourns: Bourns, Inc.  
 F: Ben Nunnally: Motorola - G: Kathy Barr: AT&T  
 H: Ronald O. Loveridge: Mayor, City of Riverside  
 I: Lea Peterson: Sempra Utilities/So Cal Gas Company  
 J: Deanna Lorson: Assistant City Manager, City of Riverside -  
 K: Steve Reneker: SmartRiverside/City of Riverside - L : Greg Lee: City of Riverside - M : Fred Speer: Xerox/City of Riverside - N : Reza Abbaschian: Dean, UCR Bourns College of Engineering - O: Amro Albanna: Avisio/IEC Corp - P : Sundip Doshi: Surado Solutions, Inc. - Q: Rick Miller: Riverside Unified School District (RUSD) - R: Drew Jorgenson: OmniPlatform





## Executive Summary

The City of Riverside is the high technology centerpiece of Southern California's Inland Empire, one of the fastest growing regions in the United States.

Riverside's high technology businesses, city leaders, community organizations, universities, government agencies, high tech suppliers, and venture capitalists have joined together as SmartRiverside and have created one of the Country's leading digital cities, economic development hot spots, regions for job growth, and attractive places to live, work and enjoy.

SmartRiverside is highly focused on retaining local high tech graduates and bringing high tech companies to Riverside.

High technology companies are attracted to Riverside for many reasons. The City is completely wireless, has a fiber infrastructure, is a major research center, an outstanding source for high technology graduates, has implemented dozens of leading edge citizen centered applications, provides 24 hour "virtual city hall" access, offers business and employee incentives, and is a model city for high technology collaboration.

SmartRiverside's Digital Inclusion Center is among the most outstanding and highly recognized centers in the United States. It's a diverse non-profit organization with dozens of community relationships and strong ties with the United Way. It is managed by a computer services company, hires and trains at-risk youth for staff operations, is a California certified e-waste collector and operates several successful community programs including a charity golf tournament, a technology smartstore and an e-bay sales center.

SmartRiverside has already helped more than 5000 families get free technology training, PCs and internet access and plans to help 5000 more over the next 3 years. Low income families willing to spend 8 hours in no-charge certified classroom training receive free refurbished computers loaded with Microsoft Office software, a wireless broadband access device, free support (including PC replacement) and free internet access, as long as they reside in Riverside and earn \$45,000 or less in family income.

SmartRiverside is building a high tech job pipeline to help attract businesses and students to Riverside, benefit local companies and graduates, support area colleges and universities, and help transform the region into a high technology community.

This job growth program will identify and promote Riverside's high tech businesses, encourage collaboration and partnership among local companies, and create a database of career opportunities, job openings and internship interests.

The program will also identify and promote high tech career paths offered by local colleges and universities, create a forum for student recognition, identify and support local internships, provide career counseling and establish two way communications between graduates and high tech companies.

SmartRiverside is also working to establish a venture creation competition for students, researchers, and community members. This annual competition is modeled after a successful MIT program and will award cash prizes and in-kind services to students and start-up companies.



## RIVERSIDE, CALIFORNIA

“The City of Arts and Innovation”



### High Tech Business Attraction

- Technology Ombudsman
- City owned Utility
- Tennant Improvement
- Employee Relocation
- Mortgage Assistance
- Incubator for fostering start-up companies
- Economic Development website

### A High Technology City

- Connected Residents
- A Center of Research & Innovation
- Bus, Gov & Community Collaboration
- Tri-Tech small bus dev center
- CEO Forum for High Tech Companies
- Local Tech Coast Angel Investor Group
- Explore Riverside Website

- Free WiFi and free PCs for every low income family
- Multiple E-Waste collection centers for tax deductible donations
- 4.9 GHz wireless public safety network
- Video Security for parks, utility and City facilities
- High speed fiber, DSL and cable internet services
- Mobile Apps for access to City services

<i>Vision</i>	<i>Technology Infrastructure</i>	<i>Relationships</i>	<i>Quality of Life</i>	<i>Citizen Access</i>
<i>Innovation</i>	<i>Research</i>	<i>Competitive</i>	<i>Creative Recruiting</i>	<i>High Paying Jobs</i>
				<i>Reputation</i>



## Vision

Establish the City of Riverside as the innovation center of the Inland Empire to attract new high technology businesses, incubate new start up technology companies, create technology jobs through collaboration with local businesses and education institutions, and provide computers and internet access to every citizen.

## Mission

Develop high technology programs and initiatives that benefit businesses, schools, governments, and residences through self sustaining revenue sources.

## Goals

1. Establish a presence of 30 high tech businesses in Riverside by 2015
2. Help 10,000 families get technology training, PCs, and internet access by 2015
3. Create and promote an ongoing high tech jobs pipeline by 2013
4. Establish a high technology awards program for students and enterprises to compete and grow
5. Anchor IE Tech Week with the Long Night of Art and Innovation

Mayor Ron Loveridge Steve Reneker Sundip Doshi George Hoanzl Richard Roth John Tillquist / Reza Abbaschian Amro Albanna Christina Arizpuro  
Gordon Bourns Joe Caldwell Mark Christiansen Nick Ferguson Belinda Graham Deborah Hafford Mark Hawkins Chris Herry Nate Johnson Drew Jorgenson  
Rajan Kasetty James Kidd Greg Lee Deanna Lorson Bob Monaghan Rick Miller Ben Nunnally Lea Petersen Cindy Roth Ritz Sherman Fred Speer Mark Starr  
Darrell Stewart Kristin Tillquist Wendel Tucker Dave Wright



## 2012-2015 Objectives (goal)

1. Refresh high technology vision, goals, annual objectives and action plans (all)
2. Help 3 high tech businesses per year establish a presence in Riverside (1)
3. Help place 5 high tech graduates per year in local high tech businesses (3)
4. Expand working relationships with Riverside high tech businesses and colleges (3)
5. Establish working groups to solve problems and achieve goals (all)
  - a. Marketing, Awareness and High Tech Business Recruiting (1,2)
  - b. Career Placement (3)
  - c. Revenue and Programs (Charity Golf Tournament, Venture Creation Competition, Long Night of Arts and Innovation) (4,5)

## 2012-2015 Action Plans (objective)

1. Agree on vision, mission, goals, objectives and action plans (1)
2. Identify 6 high tech business targets for recruitment per year (2)
3. Establish working groups & communicate objectives and action plans (5)
4. Formalize relationships with the Chamber, CEO Forum, Tri-Tech, TCA, County Workforce and Economic Development Boards and local leaders (5)
5. Establish a proactive grant seeking program to achieve financial targets (5c)
6. Communicate progress and needs to board members monthly (5)
7. Identify and establish relationships with Riverside High Tech Businesses (4,5b)
  - a. What do they do?
  - b. What high tech careers do they offer?
  - c. What are their 5 year plans for revenue and job growth?
  - d. What job openings do they have?
  - e. What internships do they have/could use?
8. Identify and establish relationships with Riverside colleges (3,4,5b)
  - a. What high tech degree paths do they offer?
  - b. Who are their best students (skills, experiences, interests, GPA)?
  - c. What internships are they interested in?
  - d. What are their plans when they graduate?
  - e. Tell them about local opportunities.
  - f. Identify 10 seniors as targets to help per year
9. Formalize the SmartRiverside brand and tag line (5a)
  - a. Trademark and merchandize the brand
  - b. Sell high tech and green products & services
  - c. Promote sponsorships on the SmartRiverside website
  - d. Communicate, promote, and advertise successes
10. Establish a venture creation competition for students, researchers & community members (5c)



## Financial Targets \*

	2012/13	2013/14	2014/15
Total SmartRiverside Revenue	\$310,000	\$370,000	\$400,000
Total SmartRiverside Expense	325,000	351,000	375,000
Net Increase/(Decrease)	(\$15,000)	\$19,000	\$25,000
High Technology Incentive Programs			
Revenue	\$40,000	\$40,000	\$40,000
Expense	40,000	40,000	40,000
Net Increase/Decrease	\$0	\$0	\$0
Digital Inclusion Center Programs			
Digital Inclusion Center Operations			
Revenue	\$60,000	\$65,000	\$70,000
Expense	135,000	140,000	140,000
Net Increase/Decrease	(\$75,000)	(\$75,000)	(\$70,000)
E-Waste			
Revenue	\$100,000	\$115,000	\$120,000
Expense	85,000	90,000	90,000
Net Increase/Decrease	\$15,000	\$25,000	\$30,000
Charity Golf tournament			
Revenue	\$110,000	\$130,000	\$130,000
Expense	55,000	65,000	65,000
Net Inceas/Decrease	\$55,000	\$65,000	\$65,000
Venture Creation Competition			
Revenue	\$0	\$10,000	\$10,000
Expense	5,000	8,000	10,000
Net Increase/Decrease	(\$5,000)	\$2,000	\$0
Long Night of Arts and Innovation			
Revenue	\$0	\$10,000	\$10,000
Expense	5,000	8,000	\$10,000
Net Increase/Decrease	(\$5,000)	\$2,000	\$0
DI Programs Net Increase	\$15,000	\$19,000	\$25,000

\* Last two years audited financials available upon request



## Appendix A – Characteristics of Smart High Tech Cities



### SMART CITIES HAVE

- Affordable homes
- Reasonable cost of living
- Quality health care
- Strong economies
- Outstanding entertainment & cultural choices
- Atmosphere & ambiance
- Universities and colleges with strong R&D programs
- High percentage of bachelor degrees
- Creative and intellectual energy
- Access to venture capital
- R&D tax credits
- Excellent job opportunities & high employment growth
- Services they market to others
- City guides to services and activities
- Affordable access to broadband
- Digital Inclusion Programs including government TV channels, electronic boards & frequent digital public communications

### HIGH TECH CITIES HAVE

- Exceptional internet sites
- High speed internet choices
- Internet availability anywhere, anytime
- Wireless hot spots
- Connected Citizens
- 24 hour City Hall
- Programs to attract high tech businesses
- Intelligent traffic and transportation systems
- Electronic graffiti removal programs
- Energy efficient smart grids and smart homes
- Environmentally friendly “Green” energy projects
- Online “virtual tours” that visualize projects, revitalized neighborhoods, urban landscapes, bike paths, signage and way finding systems
- Video based Tele-medicine and Emergency Service
- Tele-justice
- Self-service Kiosks
- Electronic benefits distribution & payment cards
- Digital property and project mapping system easily accessible by citizens
- Alternative fuel vehicle programs
- Solar powered solutions
- 311 and Reverse 911 solutions
- Video production and security systems
- Social networking presence (YouTube, Twitter, LinkedIn, Facebook)
- Commercialization hubs to foster business start-ups
- Digital Schools

### A UBIQUITOUS CITY IS

A ubiquitous city is where all major information systems (residential, medical, business, governmental and the like) share data, and computers with internet access are built into the houses, streets and office buildings. New Songdo, located on a man-made island of nearly 1,500 acres off the Incheon coast about 40 miles from Seoul, is rising from the ground up as a U-city.



## APPENDIX B - SMART RIVERSIDE SURVEY SUMMARY - Smart Riverside Board Members, Government and Education Leaders, Elected Officials and High Technology CEOs

What is a smart or high tech city?

- A great place to live, work and enjoy (quality of life)
- A forward thinking city with government, community and business leaders collaborating on a common vision (vision)
- Where city and university management are heavily involved with the business and technology communities (relationships)
- One with outstanding technology infrastructure including WiFi and Fiber communications (technology infrastructure)
- Where citizens, visitors and workers have easy access 24/7 to the services they need, want and use (access)
- A competitive city fostering business growth (recruiting, fast-tracking, using, supporting) (competitive)
- One that fosters innovation, not just products but creating things that don't exist (research center)
- One that attracts high technology and innovative companies and graduates (aggressive recruiting)
- One that is creative in using incentives, space, marketing & local offerings (creative recruiting)
- One that promotes Innovative technology (solar, alt fuels & cars, advanced solutions, efficient green systems) (innovative)
- One with an abundance of technology companies and high paying jobs (high paying jobs)
- One with a reputation as a high technology and smart city (reputation)

What are you most proud of about SR?

What's working well?

- The digital inclusion program
- The amount of families that have been helped with free technology training, PCs and internet access
- Helping gang members and troubled youth get skill and employment (Project Bridge)
- The partnerships with the United Way, Salvation Army, Best Buy, RCC, RUSD, CETF, City office on aging, and others
- The Charity golf tournament, e-waste & e-bay fund-raising programs
- The WiFi initiative: Used by public safety, major city departments and is constituent free
- The focus on high tech companies and high tech talent (Inland Empire leadership)
- City government, business, and community leaders working together, planning and collaborating
- The City commitment including the Council, Mayor, City Management and Department Directors
- The economic development incentive programs (tenant improvement, emp relocation & mortgage assistance)
- City technology successes (Website, 311, WiFi, GIS, video, graffiti, property profiler & other citizen inclusion applications)
- Social networking initiatives (YouTube, Linked-in, Twitter and Facebook pushes)

What improvements are needed?

- We need to clarify our vision, goals, and action plans
- We need to substantially increase our focus on high tech business
- We need more adequate resources
- We need better funding
- We need reliable, continuous sources of funds
- We need more investment funds for high tech recruiting, incentives and support
- We should do fee based mixers and promote each other
- We need to help the digital inclusion center become self-sustaining
- We should conduct an annual assessment of all programs and events and recommend improvements
- We should use metrics to measure results and we should ask past PC recipients how they have benefited
- We should consider activity beyond the City limits
- We need to rethink IE Tech Week
- More collaboration and action from board members
- We need subcommittees where board members and staff can work together to solve problems and accomplish goals
- Bourns was Riverside's 1st high tech business. Gordon (or his representative) should be invited to be on the board
- We should recruit (for the board) City leaders in Real Estate, Development, Engineering and Public Relations
- We should ask board members to solicit organizations for PCs and other non-cash e-waste items
- The board should get digitally connected and communicate regularly (on-line forum, blackboard, brainstorming)
- We need to better market SmartRiverside
- We should improve branding and public relations
- We should improve the website and leverage it for branding and marketing
- We should promote our use of social networking tools (Facebook, YouTube and others)
- We should continuously communicate with, involve, and obtain buy-in from the City Council and City Manager
- We should get more local businesses involved in programs and events
- We should sponsor high school and college competitions with T-shirts and other merchandizing
- We should reach out, make calls, send notices, and use facebook for things we need

What are our top issues/obstacles?

- We don't have a clearly communicated or understood mission, set of goals, or action plans
- We don't have adequate funding and resources (leadership, staff, inventory)
- We don't commit enough funding and resources to high technology business attraction and expansion
- We don't have enough active participation from Riverside's largest & most influential cross-industry companies
- We need better branding and awareness
- Riverside's image - This is a great place to live and work (we need to better convey this message)



## APPENDIX B – Continued

What should we do to increase revenue?

- Get more high tech businesses here
- Help innovative students establish businesses (venture capital/Angels)
- Formalize programs & assign resources to pursue grants, stimulus funds, donations, foundations, endowments, & events.
- Recruit experienced grant writers and fund raisers
- Establish committees to organize, market, raise money for, and assess key events (golf, Fox, IE tech week, run, AVP, Airshow)
- Collect registration fees for 5k/10k runs and other events
- Establish beautification events to improve the quality of life in Riverside
- Sponsor fee based mixers for local businesses
- Leverage constant contact software
- Evaluate lessons learned from foundations, other non-profits and cities with similar histories
- Collaborate with City and County economic development groups
- Formalize the SmartRiverside brand and tag line
- Merchandize the brand
- Promote sponsorships on the SmartRiverside website
- Sell high tech products and services (including 2nd PCs to interested families) and sell green solutions
- Communicate/promote/advertise successes
- Leverage WiFi
- Expand beyond Riverside
- Establish a long term vision for the River and pursue natural resources grants (Recreation program, boardwalk, etc)

What alliances will help SmartRiverside?

- The Chamber of Commerce (collaboration, programs, mixers, red team)
- The CEO Forum, Tech Coast Angels, Tri-tech
- UCR, RCC and RUSD (and consider vocational certification programs through SmartRiverside)
- Bourns and other large influential Riverside Businesses (Real Est, Pub Rel, Fund Raisers and Developers)
- The County Workforce Development Board and Inland Empire Economic Partnership
- Global organizations, sister cities and student exchange programs
- ESRI to earn recognition as a world leader in the use of map based (GIS) technology solutions
- Provide ESRI software to DI participants and use their site selection tool for high tech recruiting

What should we ask of the board?

- Committee participation
- Involvement and interaction outside the board meetings
- Problem solving and event participation
- Help with fundraising activities (dollars, donations and in-kind services)
- Help lessen the executive director's workload
- Rethink board meetings
- Tour digital inclusion center and attend a training class
- Leverage resources and contacts from other boards

Should the board be different?

- The mix of gov, industry, high tech, university and community is outstanding
- It should be broadened to include more City leaders and leading City firms
- There should be working committees
- Add members that can support the mission but provide substantial discussion before expanding beyond 30

Who are the High Tech/Smart Cities?

- Riverside has the best digital inclusion program in the U.S.
- Silicon Valley (San Jose) - High tech incubation, corp incentives, City involvement, established firms
- Raleigh /NC (Research Triangle Park), Austin - Research centers, college towns, HQ sites
- Orlando, Boulder, Cambridge - Clusters of high tech companies
- San Diego, Irvine, Portland, San Francisco, NY - Reputation, participation and wealth
- Dubai, Ireland, Finland, Stockholm - International leaders

