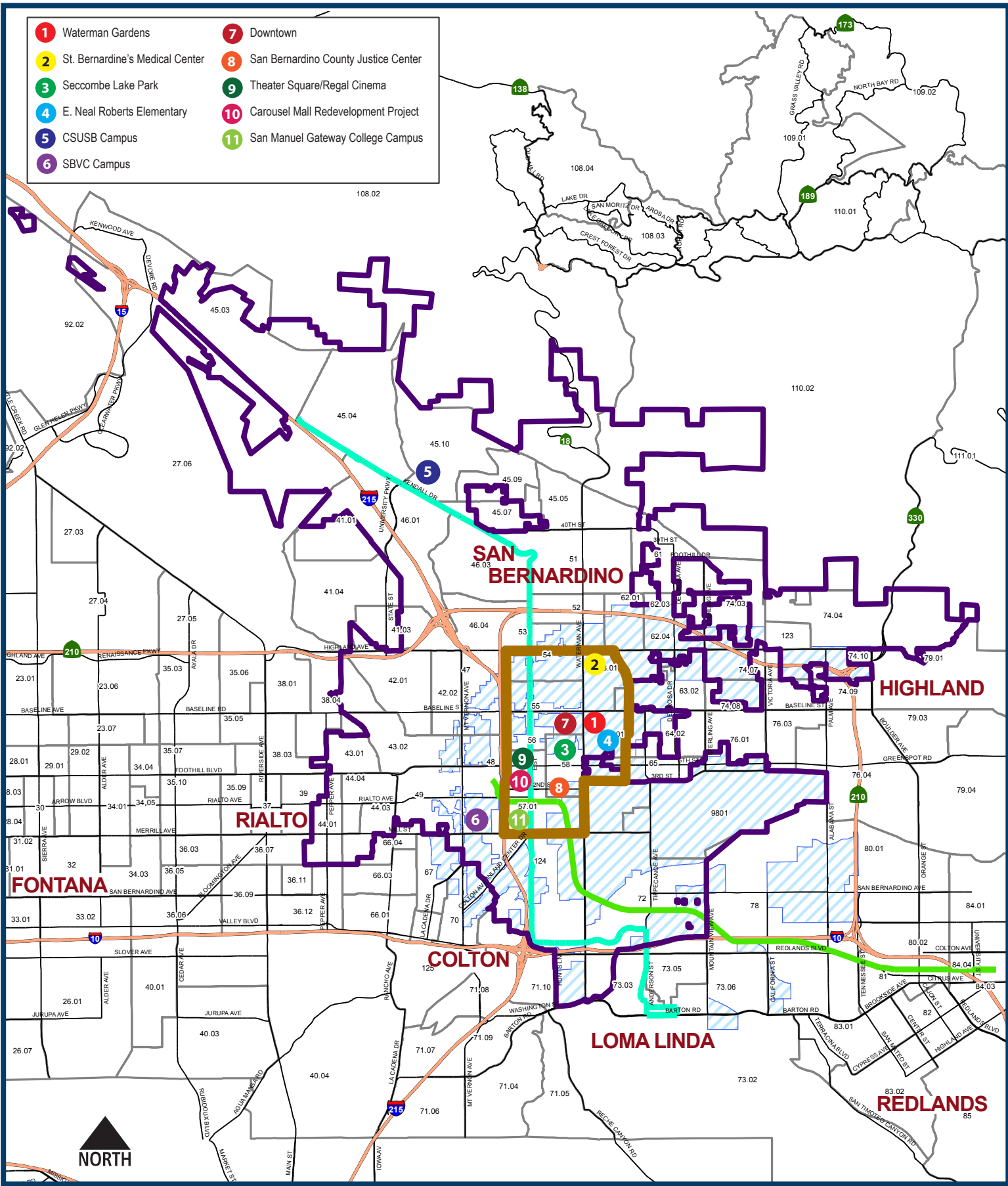
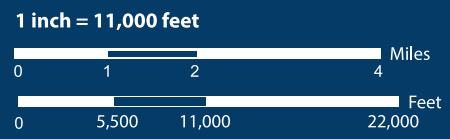


- 1 Waterman Gardens
- 2 St. Bernardine's Medical Center
- 3 Seccombe Lake Park
- 4 E. Neal Roberts Elementary
- 5 CSUSB Campus
- 6 SBVC Campus
- 7 Downtown
- 8 San Bernardino County Justice Center
- 9 Theater Square/Regal Cinema
- 10 Carousel Mall Redevelopment Project
- 11 San Manuel Gateway College Campus





















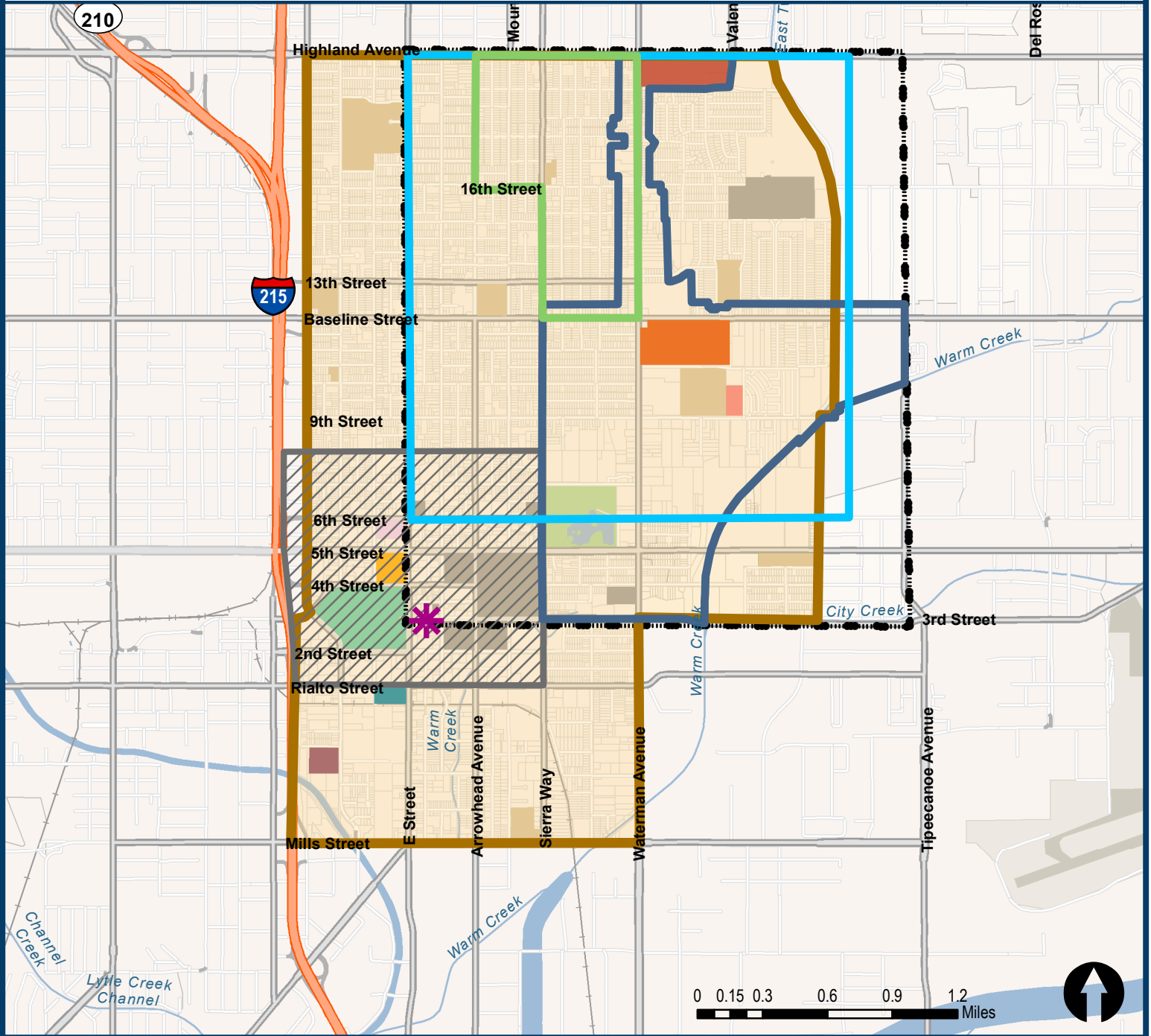
# Attachment A Regional Context Map



- Promise Zone
- IVDA Boundary
- City of San Bernardino Boundary
- Redlands Passenger Rail
- sbX Route
- Census Tracts

**LEGEND**

- |  |                                  |   |                                 |   |                                     |
|--|----------------------------------|---|---------------------------------|---|-------------------------------------|
|  | San Bernardino Promise Zone      |  | San Bernardino County Offices   |  | Carousel Mall Redevelopment Project |
|  | BCJI Program                     |  | SBCUSD Schools                  |  | City Transit Center                 |
|  | NeighborWorks Catalytic Grant    |  | Dignity Health Hospital         |  | Loma Linda Gateway College          |
|  | Neighborhood Transformation Plan |  | Waterman Gardens Redevelopment  |  | Feldheim Central Library            |
|  | Downtown/Civic Center            |  | Valencia/9th Street Development |  | Secombe Lake Park                   |
|  | NTC Target Area                  |  | Regal Theater Square            |  | San Bernardino City Hall            |



**Attachment B  
Community Context Map**

# SAN BERNARDINO PROMISE ZONE PARTNERSHIP STRUCTURE

## SAN BERNARDINO COUNTY IN PARTNERSHIP WITH THE CITY OF SAN BERNARDINO

**Lead Applicant:** San Bernardino County    **Program Manager:** National Community Renaissance (CORE)  
**Resident Engagement Director:** The Neighborhood Transformation Collaborative (NTC)

### LEADERSHIP COUNCIL

- San Bernardino County - *Greg Devereaux, Chief Executive Officer*
- City of San Bernardino - *Cary Davis, Mayor and Mark Scott, City Manager*
- San Bernardino City Unified School District (SBCUSD) - *Dr. Dale Marsden, Superintendent*
- Housing Authority of the County of San Bernardino (HACSB) - *Daniel Nackerman, Executive Director*
- The Waterman Gardens Partnership (CORE, Hope through Housing (HTH) and The Clancy Company) - *Steve PonTell, CEO of CORE and Patrick Clancy, Principal of the Clancy Company*
- Neighborhood Housing Services of the Inland Empire (NHSIE) - *Dawn Lee, Executive Director*
- Loma Linda University (LLU) - *Dr. Richard Hart, President*
- California State University, San Bernardino (CSUSB) - *Tomas Morales, President*
- San Bernardino Valley College (SBVC) - *Gloria Fisher, President*
- Inland Valley Development Agency (IVDA) - *Michael Burrows, Executive Director*
- Technical Employment Training (TET) - *Michael Gallo, President*
- Institute for Public Strategies (IPS) - *Daniel Skiles, Vice President*
- Dignity Health, St. Bernardine Medical Center - *Darryl VandenBosch, President/CEO*

### WORKING GROUPS ON IMPLEMENTATION INITIATIVES

#### Reduce Violent Crime

**Lead:** San Bernardino Police Department & IPS

**Partners:**

- County Dept. of Behavioral Health
- County Children & Family Services
- County Juvenile Probation
- County Adult & Aging Services
- City Code Enforcement
- SBCUSD
- CORE
- HACSB
- NHSIE

#### Improve Educational Opportunities

**Lead:** SBCUSD

**Partners:**

- San Bernardino County Preschool Services Dept.
- Hope through Housing First 5
- Head Start
- Children's Network
- CSUSB
- SBVC
- TET
- Boys & Girls Club
- LLU

#### Access & Create Jobs

**Lead:** County Transitional Assistance Department and County Workforce Development Board

**Partners:**

- City Workforce Investment Board
- IVDA
- TET
- HACSB
- CSUSB
- SBVC
- Inland Empire Jobs Corp

#### Increase Economic Activity

**Lead:** City Community & Economic Development Department

**Partners:**

- CORE
- The Clancy Company
- HACSB
- IPS
- City Managers Office
- AECOM Technical Services
- The Fransen Company

#### Improve Housing Opportunities

**Lead:** CORE & The Clancy Company

**Partners:**

- Build San Bernardino partnership which includes:*
- HACSB
- HTH
- NHSIE
- Habitat for Humanity
- Inland Empire Economic Recovery Corporation
- City Community Development Dept.
- Inland Fair Housing Mediation Board

#### Improve Health Outcomes

**Lead:** LLU and County Dept. of Public Health

**Partners:**

- County Dept. of Behavioral Health, Healthy San Bernardino Partnership, Inland Empire Health Plan, Molina Health Care, Dignity Health, SAC Health System, Community Clinics Association, Latino Health Collaborative, El Sol Partners for Better Health, LF Leadership, First 5, HTH, CORE, CSUSB

### ADDITIONAL SUPPORTING PARTNERS AND STAKEHOLDERS

### ROLES AND RESPONSIBILITIES

#### County/City

Overall program & fiscal management, policy issue resolutions, staff support to the Leadership Council

#### Leadership Council

Oversee Promise Zone initiatives; including policy recommendations to City and County

#### Working Groups

Implement strategy, conduct outreach, track & share metrics, updates to Leadership Council

#### Supporting Partners

Technical advisor, participation in working groups, support outreach

# Attachment D: San Bernardino Promise Zone

## IMPLEMENTATION INITIATIVES: PROCESS AND OUTCOMES OVERVIEW

### Community Engagement & Capacity Building

- Leadership Council Meetings
- Partner Working Groups
- Community Council Meetings
- Quarterly Learning Network Forums
- Annual Consortium Conference
- Data Sharing/Metrics



### Goals/Implementation Initiatives

#### 1. REDUCE VIOLENT CRIME

Improve safety and reduce violent crime through an aligned set of prevention, intervention, and suppression strategies.

IMPLEMENTATION PARTNERS: SBPD & IPS

#### 2. IMPROVE EDUCATIONAL OPPORTUNITIES

PK-12 students will develop 21st century skills that ensure graduation and higher education preparedness that support a pathway to careers while receiving support to overcome barriers to success in their communities.

IMPLEMENTATION PARTNER: SBCUSD

#### 3. ACCESS & CREATE JOBS

Increase access of SBPZ residents to best practice job readiness and training programs and substantial jobs in growing sectors.

IMPLEMENTATION PARTNER: County Transitional Assistance Dept.

#### 4. INCREASE ECONOMIC ACTIVITY

Attract new capital resources with sufficient depth and leveraging investment to help catalyze economic revitalization, support business growth, and enhance commercial areas.

IMPLEMENTATION PARTNERS: City Community & Economic Development Dept.

#### 5. IMPROVE HOUSING OPPORTUNITIES

Construct new, high quality affordable and workforce housing, facilitate home ownership, and preserve and improve existing housing stock.

IMPLEMENTATION PARTNERS: CORE, The Clancy Company, HACSB, NHSIE

#### 6. IMPROVE HEALTH OUTCOMES

Align with Affordable Care Act's Strategic Goals 1 & 3 to connect families living in SBPZ with secure and sufficient health insurance coverage and empower the community to advance their own health, safety and well-being through access, prevention and wellness programs.

IMPLEMENTATION PARTNERS: Loma Linda Univ. & County Dept. of Public Health

### Activities/Interventions

- Implement DOJ Byrne grant prevention activities
- Code enforcement crime free multifamily housing program
- Utilize place based and CPTED strategies
- Locate Police substation in the SBPZ
- "Hot-spot" policing
- Expand the Lights On San Bernardino! Campaign
- SBPD bicycle patrols

- Expand Head Start
- Create cradle to career environment
- Creation of GearUp coordinator at middle schools
- Establish resource hub for parents
- Implement STEAM centered academics
- Provide pre-kindergarten services

- Align certificate or degree based training with local job demand
- Establish partnerships with local businesses for preferential hiring of qualified SBPZ residents
- Increase access to the Employment Resources Center
- Offer tailored economic mobility plans to SBPZ families

- Implement the Waterman + Baseline Neighborhood Transformation Plan
- Establish a business improvement district along major commercial corridors
- Return neglected and underutilized properties to productive use through lot assembly and redevelopment incentives
- Re-brand area and launch marketing campaign
- Provide technical assistance for local businesses and start ups
- Implement BCJI strategies to engage business
- Facilitate site readiness by supporting investment in infrastructure

- Redevelop Waterman Gardens into 400 + mixed income community
- Provide services to support social and economic mobility
- Implement Build San Bernardino acquisition/rehab
- Promote homeownership to increase resident investment in the SBPZ
- Provide down-payment assistance and other financial tools
- End homelessness

- Map current healthcare and insurance options for families
- Annual health fairs promoting enrollment in Covered CA
- Locate FQHC at Waterman Gardens
- Pilot Promotores and Community Leadership Development Program
- Provide access to healthy foods, fitness and nutrition classes
- Free health screenings
- Build community gardens
- Create ped and bike friendly environment

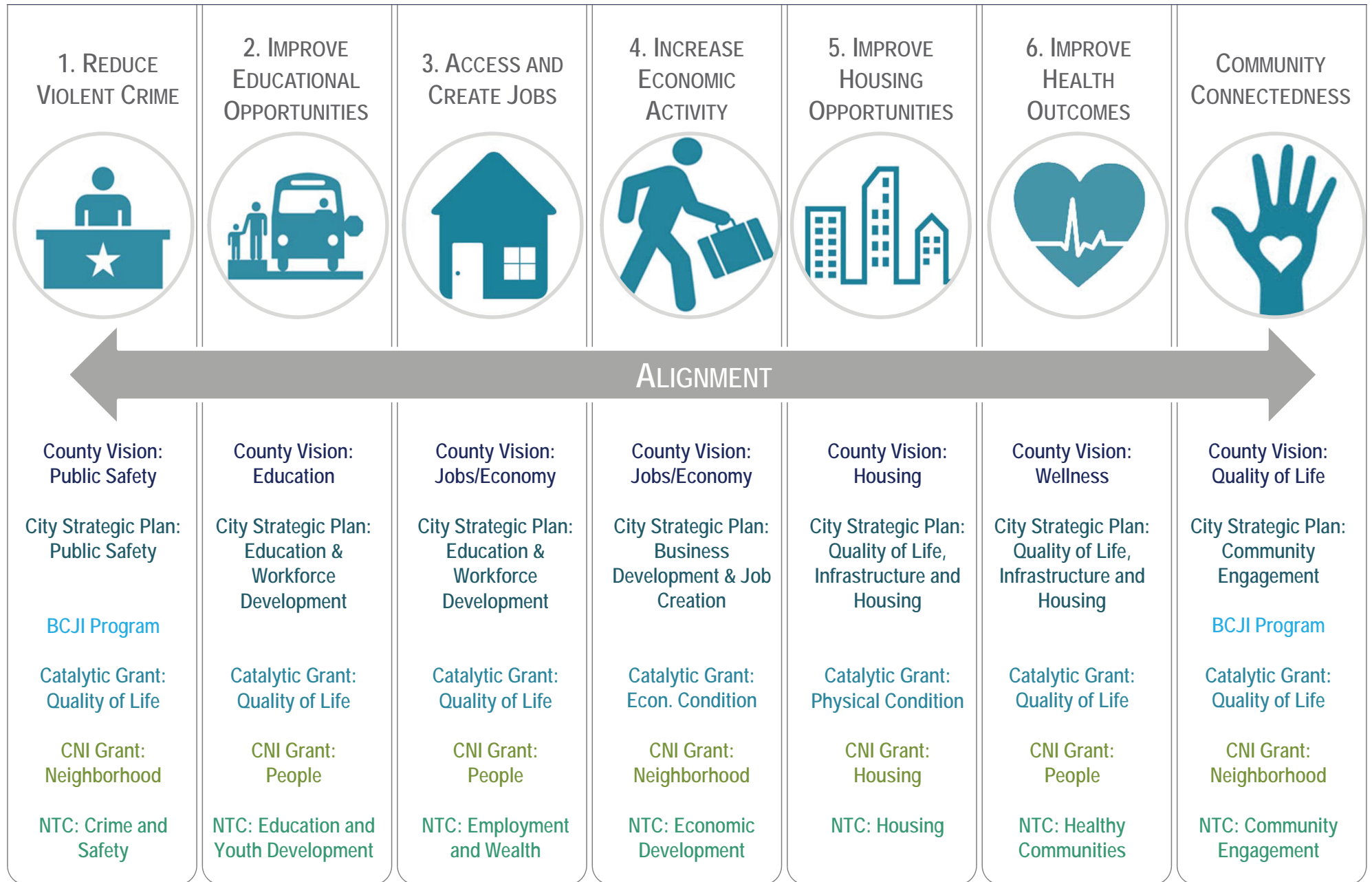
### Continued Progress Through

Sharing Lessons Learned, Continued Implementation and Initiatives Expansion, Alignment and Integration into Agency Operations and Plans



# Attachment E: San Bernardino Promise Zone

## GOAL ALIGNMENT



**Memorandum of Understanding  
Relating to the  
Promise Zone Initiative for San Bernardino**

**I. Purpose**

The purpose of this Memorandum of Understanding (MOU) is to provide a mutual understanding of the signatory agencies, organizations and governments that are collectively working to: 1) prepare a successful Promise Zone application in which the County of San Bernardino (County) in partnership with the City of San Bernardino (City) is the lead applicant with administrative and program management support from National Community Renaissance of California (CORE); and 2) complete the work effort under the Promise Zone designation to transform an area of extreme need in the City of San Bernardino into a healthy, sustainable, equitable and thriving place to work, live and play. The positive transformation of this community and its residents is dependent upon physical transformation of the area, linked to a comprehensive and coordinated public-private Promise Zone strategy to reduce violent crime, improve education, access and create jobs, increase economic activity and security, and improve health and wellness. The MOU promotes the continued collaboration of public and private sector organizations to achieve shared goals and outcomes in the 10-year Promise Zone designation. Further background on the Obama Administration's Promise Zone Initiative is provided at [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/comm\\_planning/economicdevelopment/programs/pz](http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/economicdevelopment/programs/pz).

**II. Agreement and Terms of Understanding**

a. The signatories hereby agree to support the implementation of the Promise Zone Plan (Plan) as described herein and in further detail in the Promise Zone application being submitted to the federal government on February 23, 2016.

b. The County of San Bernardino, in partnership with the City of San Bernardino, will serve as Lead Applicant. As Lead Applicant, the County will execute a Promise Zone designation agreement and be responsible to the Department of Housing and Urban Development (HUD) for fulfilling the responsibilities of the Promise Zone designation. The Lead organization will provide certification to other organizations applying for grants and other benefits that, if received, would help to advance the Plan.

c. National Community Renaissance of California (CORE) will serve as the program administrator/ manager and shall act in representative capacity with participating Federal agencies on behalf of the signatories and assume administrative responsibility for regular interaction with participating Federal agencies. These responsibilities will include organizing and coordinating activities pursuant to the proposed Promise Zone strategy. CORE will also assist the County as Lead Applicant in meeting its responsibilities for tracking outcomes, periodically reporting to the participating federal agencies, and participating in evaluation activities as requested by federal agencies.

d. The City, Housing Authority of the County of San Bernardino (HACSB), San Bernardino City Unified School District (SBCUSD), Loma Linda University (Loma Linda), Institute of Public Strategies (IPS), and CORE will serve as Implementing Partners. Implementing Partner organizations will fulfill specific responsibilities to carry out the day-to-day work and operations of the Plan as reflected in the application and their individual letters included therein. In addition, as reflected in the application, various County agencies will play implementing roles as part of the Lead Applicant and particular City departments will also be intimately involved as the local jurisdiction.

e. The following signatories agree to serve as the Leadership Council for implementation of the Plan. Their participation will be through the following individuals or their designees or replacements from time to time:

Serving on Leadership Council since October 2014:

- County of San Bernardino (Greg Devereaux, County Executive)
- City of San Bernardino (Carey Davis, Mayor, and Mark Scott, City Manager)
- San Bernardino City Unified School District (Dale Marsden, Superintendent)
- Housing Authority of the County of San Bernardino (Daniel Nackerman, Executive Director)
- The Waterman Gardens Partnership of CORE, Hope through Housing (HTH) and The Clancy Company (Steve PonTell, CEO of CORE and Patrick Clancy, Principal of The Clancy Company)
- Loma Linda University (Dr. Richard Hart, President)
- California State University, San Bernardino (Tomas Morales, President)
- San Bernardino Valley College (Dr. Gloria Fisher, President)
- Inland Valley Development Agency (Michael Burrows, Acting Executive Director)
- Technical Employment Training (Michael Gallo, President)
- Institute for Public Strategies (Daniel Skiles, Vice President)

Serving on Leadership Council since January 2016:

- Dignity Health, St. Bernardine Medical Center (Darryl VandenBosch, President)
- Neighborhood Housing Services of the Inland Empire (Dawn Lee, Executive Director)

In that capacity, they agree to meet regularly to oversee the work being carried out to accomplish the Plan, to share information, data and perspectives on the changing needs of the Promise Zone and on the efficacy of the Plan and to work collaboratively each using their best efforts to contribute to the successful implementation of the Plan as it evolves.

f. The Promise Zone Plan and Major Goals. The Plan for San Bernardino focuses on physical revitalization and family success within a high poverty area of extreme need designated as the San Bernardino Promise Zone (SBPZ). The Plan calls for residents of the SBPZ to increasingly benefit from education, employment, health & wellness, and other services and resources as identified in the Plan. Within the SBPZ are two synergistic areas: the Waterman + Baseline neighborhood and the Downtown/Central Business District and the process undertaken to revitalize these areas has - in capable and visionary and strongly locally grounded hands - evolved in collaboration with many others to be a model for other City neighborhoods.

A community-based planning process has resulted in the Waterman + Baseline Neighborhood Transformation Plan - a plan that provides comprehensive, consistent and multi-faceted strategies for revitalization of an outmoded public housing development and surrounding neighborhood. On face, the plan is a Specific Plan that legally conforms to California State requirements, provides eligibility to apply for a HUD Choice Neighborhood Implementation grant, and will implement a land use framework to promote the reuse of vacant and/or underutilized properties for approximately 710 acres in and around the public housing site, and identify needed transportation and infrastructure improvements. The neighborhood transformation began in March 2015 with a \$22 million initial phase of mixed income housing spurring the physical transformation and beginning to provide the annual revenue stream that will be increased as each phase is built ensuring the success and the sustainability of the effort. The physical transformation of the public housing and immediate surrounding area will consist of:

- Four phases of mixed income housing totaling nearly 400 units made possible by the HACSB/CORE/Clancy participation in the Rental Assistance Demonstration (RAD) and HACSB's commitment to enhance contract rent levels significantly;
- Repurposing , to the extent feasible, of adjacent public school buildings into a new K-12 campus with joint-use sport and recreational facilities, and with the neighborhood catchment area aligned with the focus of the neighborhood revitalization effort;
- Enlivening of the adjacent shopping area, in a partnership with its owner to first create new activity in its vast underutilized parking areas and over time to revitalize and expand commercial activity throughout the center; and
- Redevelopment of key, catalytic parcels along major corridors with significant mixed use facilities creating an attractive neighborhood to a growing array of households over time.

In the adjacent neighborhoods is a block by block home improvement effort, aided by the focused involvement of the Neighborhood Transformation Collaborative (NTC) of Central San Bernardino and Build San Bernardino partnership program - which includes HACSB, CORE, Hope Through Housing (HTH), the local Habitat for Humanity, Inland Empire Economic Recovery Corporation, Neighborhood Housing Services of the Inland Empire, and Housing Partners - will help stabilize and create a single family residential market. Along the two major corridors, the NTC partners are developing a roadmap of strategies, including formation of a business improvement district (BID) aimed at transforming the commercial corridors into safe and successful retail districts, providing opportunities for local businesses, increasing employment prospects, and bolstering tax revenues.

The redevelopment of the public housing and the revitalization of the surrounding neighborhoods as prescribed by the Waterman + Baseline Neighborhood Transformation Plan are an important aspect of the City's larger effort for revitalizing the adjacent Downtown, where several billion in public transportation and transit funds have been invested over the past decade and a number of catalytic redevelopment projects are completed or underway, including:

- Construction of the \$128 million San Bernardino Transit Center with phase one open in 2015 and phase two opening in mid-2016. The SB Transit center brings multiple modes of public transit to the Downtown, with an estimated 8,000 people passing through the Transit Center daily.
- sbX High-Speed Bus Rapid Transit (BRT) System (opened April 2014). sbX, the first high-speed BRT system outside of Los Angeles in Southern California, directly connects the Downtown along a sixteen mile corridor with California State University, San Bernardino (17,000 students & faculty) at the north and Loma Linda University & Medical Center (8,000 students & faculty) at the south.
- Due to the transit investments, private development and employment is also returning to the Downtown San Bernardino, the most significant of which is Loma Linda University's \$75 million medical facility and education center known as "Gateway College".

- A master developer is under contract to lead the redevelopment efforts of the outmoded Carousel Mall and Theater Square, totaling 47.5 acres and assuring the sites develop a synergy of uses benefitting the downtown core, including anticipated urban housing units for sale.
- As the county seat, downtown San Bernardino is home to numerous local, state and federal government offices, including: City Hall, the County Government Center, the 14-story state office building, and the new \$350 million, 12-story state courthouse which opened in 2015.
- Immediately adjacent to the Downtown core are three new elementary schools to serve downtown residents, a 5,000 seat baseball stadium that is home to the Los Angeles Angels minor league affiliate, and the 45-acre Seccombe Lake Park. Within a five-mile radius of downtown over 10,000 jobs have been added within last eight years, attracting employers such as Amazon, Hewlett-Packard, Michelin, Kohl's, Pep Boys, Mattel, and Stater Bros. Markets. Approximately two miles east of downtown is the San Bernardino International Airport with its 150,000 sf passenger terminal, international customs facility, executive/corporate air terminal, general aviation hanger space, and commercial aircraft maintenance and repair facilities.

With a strong public sector employment base, high transit ridership rates, future housing opportunities, and the Downtown's ethnically and culturally diverse population engaged, Downtown San Bernardino is poised to experience a renaissance in the coming years and needs the resources and technical assistance of the Federal government to accelerate efforts underway.

The Promise Zone Plan goes beyond the typical physical revitalization process in an effort to guide the SBPZ in a direction that improves the quality of life for existing and future residents. The transformation of families' prospects for success will be grounded in a place-based approach to supporting families and connecting them to critical resources already begun by HTH. There is a strong series of best practice job readiness, job training and job placement programs run and funded by the County – the Lead Applicant – and substantial job opportunities and job growth, especially in the logistics and distribution sector and the health care sector. HTH will increasingly invest its family support resources to ensure more and more families in the SBPZ are connected to those programs and those jobs and are supported over time as they make what for many will be a first transition to employment. The reform leadership of the SBCUSD is making progress in improving graduation rates and test scores and designing collaborations with local universities and employers to assure all students develop the knowledge, skills and proficiencies for success and have the opportunity to fully utilize them. HTH will work with SBCUSD and the County to expand early learning, after school and out of school programming and will provide support to parents' engagement in their children's education to assure we move the needle even more rapidly in the SBPZ. In addition, the full engagement of key actors in the health system and in public safety will assure an increasingly healthy neighborhood on those metrics.

The RAD-based housing effort will, as it is implemented, create annual revenue that will reach one-half million dollars to support the place-based strategies of HTH and provide the critical resources for the infrastructure of coordination of the Promise Zone effort. A key result of the Promise Zone designation will be the ability to compete effectively for a Choice Neighborhood award, a second Byrne criminal justice innovation grant and other federal programs which will provide resources for the critical expansion of the mixed income neighborhood build out, strengthening of the adjacent home ownership area, as well as provide capital for elements of the community facilities critical to a sustainable neighborhood.

g. With an intersection of need and opportunity in the targeted area – the signatories commit to serve Promise Zone residents through the alignment of offered and delivered services focused on achieving the six goals detailed in the Plan and summarized in Attachment A to this MOU. The Promise Zone partners agree to share client and program data gathered to evaluate strategies and make continuous improvements in order to expand successful evidence-based practices to communities throughout the City of San Bernardino and to have a broader city-wide collective impact. On that basis, they agree to use their best efforts to collaborate on its implementation. They further agree to work together to insure:

- Continuing clear delineation of accountabilities for implementation of the Plan;
- Continued agreements to share information and data on Plan implementation; and
- Mutual accountability to modify implementation activities based upon outcomes measures mutually derived.

The signatories agree that our collaborative and collective approach to this effort is critical to the success the Promise Zone Plan and reference and acknowledge, "Channeling Change: Making Collective Impact Work" written by Fay Hanleybrown, John Kania, & Mark Kramer for Stanford Social Innovation Review, 2012.

h. If this Plan is selected for Promise Zone designation, the signatories agree to develop and execute a more detailed Final Memorandum of Understanding governing the implementation of the Plan and in particular defining specifics




with respect to accountability, data sharing and continued Plan implementation improvement. If this Plan is not selected for Promise Zone designation, the signatories agree to meet, discuss and conclude how to proceed with the effort to achieve the goals of the Promise Zone Plan.

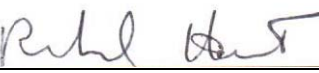
i. This Preliminary MOU is effective the 23rd day of February, 2016 and shall continue until modified pursuant to the preceding paragraph (Section II.h).

j. Signatories hereto agree to sign this MOU in counterparts and return to CORE with signature affixed thereto; in-lieu signatories hereto agree to transmit their electronic signature and authorize CORE to affix to MOU for application submittal.

**Leadership Council Implementing Partners:**

  
\_\_\_\_\_  
Greg Devereaux, CEO  
County of San Bernardino


  
\_\_\_\_\_  
Steve Pontell, President & CEO  
National Community Renaissance of California  
Hope Through Housing Foundation

  
\_\_\_\_\_  
Dr. Richard Hart, President  
Loma Linda University

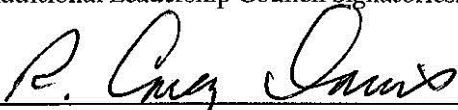
  
\_\_\_\_\_  
Daniel Skiles, Vice President  
Institute for Public Strategies

  
\_\_\_\_\_  
Mark Scott, City Manager  
City of San Bernardino


  
\_\_\_\_\_  
Daniel Nackerman, Executive Director  
Housing Authority of the County of San Bernardino

  
\_\_\_\_\_  
Dale Marsden, Superintendent  
San Bernardino City Unified School District

**Additional Leadership Council Signatories:**

  
\_\_\_\_\_  
Mayor R. Carey Davis  
City of San Bernardino

  
\_\_\_\_\_  
Dr. Tomas Morales, President  
California State University, San Bernardino


  
\_\_\_\_\_  
Patrick Clancy, Principal  
The Clancy Company

  
\_\_\_\_\_  
Steven J Sutorus, Business Manager  
San Bernardino Valley College

  
\_\_\_\_\_  
Michael Burrows, Acting Executive Director  
Inland Valley Development Agency

  
\_\_\_\_\_  
Michael Gallo, Founder and CEO  
Technical Employment Training, Inc.

  
\_\_\_\_\_  
Dawn Lee, Executive Director  
Neighborhood Housing Services of the  
Inland Empire

  
\_\_\_\_\_  
Darryl VandenBosch, President  
Dignity Health, St. Bernardine Medical Center

**Attachment A**  
**San Bernardino Promise Zone Plan Goals**

Each of the signatories to this MOU is committed to implementing the San Bernardino Promise Zone (SBPZ) Plan to revitalize an area of extreme need in the City of San Bernardino by partnering to achieve the following goals:

**Goal 1 – REDUCE VIOLENT CRIME. Improve safety, reduce violent crime, and transform perceptions of the SBPZ through an aligned set of prevention, intervention, and suppression strategies to address the underlying factors leading to crime.**

- **Subgoal 1.1:** Reduce all forms of violent crime in the SBPZ through “hot-spot” policing and implementation of evidence-based violence prevention strategies, including bicycle patrols, youth offender and parolee programs, and by locating a substation in the SBPZ.
- **Subgoal 1.2:** Reduce crime, drug activity, and gang activity in multifamily rental properties in the SBPZ through expansion of the City’s crime free multifamily housing program, utilizing place-based and CPTED strategies recommended by the BCJI Program.
- **Subgoal 1.3:** Target problematic businesses in hot spot areas, implementing BCJI interventions, including acquisition of vacant properties, street clean ups, façade projects, business owner empowerment, and enforcement of the deemed approved ordinance.

**Goal 2 - IMPROVE EDUCATIONAL OPPORTUNITIES. PK-12 students in the SBPZ will develop 21st century skills to ensure graduation and higher education preparedness that support a pathway to careers while receiving support to overcome barriers to success in their communities.**

- **Subgoal 2.1:** Increase early child 0-5 development opportunities by expanding Head Start and state pre-schools, providing pre-kindergarten services, and delivering parenting and family asset building courses to enhance social competence and school readiness.
- **Subgoal 2.2:** Enhance college and career pathways by delivering STEAM out of school programming, access to applied learning experiences through collaborative community partnerships and parent engagement opportunities.
- **Subgoal 2.3:** Students will complete a secondary school program and obtain a secondary diploma leaving them prepared for post-secondary education and qualified as technical workers across a variety of STEAM focused sectors.

**Goal 3 – ACCESS AND CREATE JOBS. Implement job readiness and training programs to prepare SBPZ residents for jobs in the growing sectors of healthcare, distribution, and logistics. Provide skill-based education to SBPZ residents to reduce the 20.2% unemployment rate.**

- **Subgoal 3.1:** Provide SBPZ residents with access to effective skills-based/ technical education programs, on-the-job training, and job-placement services to promote economic mobility and establish a workforce aligned with local employers’ needs.
- **Subgoal 3.2:** Seek partnerships and garner commitments from local businesses to hire newly qualified, eligible employees living within the SBPZ that have completed educational and skill-based training programs.

**GOAL 4 – INCREASE ECONOMIC ACTIVITY. Foster opportunity and vitality through attraction of new capital resources to catalyze economic revitalization, support neighborhood business growth, and enhance commercial areas while building on the character and composition of the neighborhood.**

- **Subgoal 4.1:** Revitalize the Downtown and commercial corridors within the SBPZ to retain existing businesses while establishing new opportunities for job-generating uses mixed with workforce housing. Subgoal 5.2: Foster neighborhood vitality and create a vibrant sense of place.
- **Subgoal 4.2:** Attract financial resources and investment to build local business capacity, encourage small start-up businesses, and spur economic development that aligns with SBPZ workforce development strategies to increase the number of high-paying jobs for qualified SBPZ residents.

**Goal 5 - IMPROVE HOUSING OPPORTUNITIES. Construct new, high quality affordable and workforce housing in identified opportunity areas, facilitate home ownership, and invest in existing housing stock to preserve and improve existing neighborhoods.**

- **Subgoal 5.1:** Transform the 38-acre Waterman Gardens public housing site into a privately-owned and managed 400+ home mixed-income, service enriched community and leverage this effort to revitalize the surrounding neighborhood.
- **Subgoal 5.2:** Preserve existing and create new opportunities for home ownership by collaborating with landowners and residents to improve neighborhood appearance and housing quality and assist existing and new homeowners in meeting physical and financial challenges.
- **Subgoal 5.3:** Reduce new episodes of homelessness and return entries by increasing permanent supportive units, building a unified system of continuous care to link housing and services and coordinate access, and expanding services for special needs.

**Goal 6 – IMPROVE HEALTH OUTCOMES. Align with the ACA’s Strategic Goals 1 & 3 to connect families living in the SBPZ with sufficient health insurance coverage and empower the community to advance their own health, safety and well-being through prevention and wellness programs.**

- **Subgoal 6.1:** Increase access to quality physical and mental health services by mapping existing healthcare and insurance options for families, launching a Promotores program, and building and operating a federally qualified health clinic in the SBPZ.
- **Subgoal 6.2:** Reduce preventable chronic health problems and financial burdens associated with disease through evidence-based community disease prevention programs including health education, healthy food access, and well-designed healthy spaces.



## Board of Supervisors

**James Ramos**  
Chairman

February 16, 2016

Ms. Valerie Piper  
Deputy Assistant Secretary for Economic Development  
U.S. Department of Housing and Urban Development  
451 Seventh Street SW., Room 7136  
Washington, DC 20410

Subject: Letter of Commitment to Implement the San Bernardino Promise Zone (SBPZ) Plan

Dear Ms. Piper:

For the past five years, the San Bernardino County community has been engaged in a Countywide Vision collective impact effort aimed at creating a “complete county” that provides its residents and investors with a broad range of choices and opportunities in how they grow, live, and prosper. Led by the County of San Bernardino Board of Supervisors and representatives from its 24 incorporated cities and towns, the Vision was developed entirely by county residents and community leaders and at its core recognizes that education, wellness, jobs and the economy, public safety, housing, the environment, water resources, and infrastructure are interrelated and interdependent components necessary for the future prosperity of our residents and investors. Adoption and implementation of the Vision is ongoing and has united educators, the healthcare community, law enforcement, business leaders, housing experts, elected officials, and others to support our regional priorities of ensuring the success of every child from cradle to career and making San Bernardino County a truly business-friendly environment.

As a regional government, the County is uniquely positioned and qualified to coordinate and support activities that achieve the outcomes our communities desire and deserve. Spanning more than 20,000 square miles and serving more than 2 million residents, San Bernardino County is larger than many states and delivers a complex mix of municipal and regional services. The County provides municipal services to approximately 295,000 residents in unincorporated communities, a population greater than that of any incorporated city within the County. As an arm of the state, the County is also the local provider of a variety of state and federal programs including health, human service and public safety services. The County is one of the region’s largest employers with more than 20,000 staff and awards hundreds of millions of dollars in contracts for goods and services annually. Our 2015-16 budget is \$5.2 billion, of which more than \$2 billion is received in the form of state and federal allocations and grant awards.

We fully support and are deeply committed to the San Bernardino Promise Zone (SBPZ) initiative. This effort aligns and complements the shared priorities of the Vision and our current and ongoing efforts to focus programs and services in our proposed Promise Zone. 63% of the residence in the City of San Bernardino currently receives some kind of health and human service aid. As the local service provider, the County is extremely vested in the revitalization of the area and the potential designation will build upon the successful partnership our agencies have. A recent example of that partnership was displayed when law enforcement from the San Bernardino Sherriff’s Department and the San Bernardino Police Department responded to the horrific events that occurred on December 2, 2015.

### BOARD OF SUPERVISORS

ROBERT A. LOVINGOOD  
Vice Chairman, First District

JANICE RUTHERFORD  
Second District

JAMES RAMOS  
Chairman, Third District

CURT HAGMAN  
Fourth District

JOSIE GONZALES  
Fifth District

GREGORY C. DEVEREAUX  
Chief Executive Officer

The County shares the commitment demonstrated by our regional leaders and program partners and is fully prepared and equipped to play a leadership role in the San Bernardino Promise Zone (SBPZ) effort as the Lead Applicant. That role includes my personal commitment, as well as that of the other members of our Board of Supervisors and Chief Executive Officer, to maintain participation on the Leadership Council and be a staunch advocate for the implementation of evidence-based practices to support the six goals outlined in the SBPZ plan.

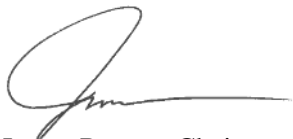
The County currently commits substantial resources and is engaged in collaborations to deliver programs and services in this area. The attached table summarizes several of the in place programs and demonstrates the scale of our local contribution to the SBPZ area.

As Lead Applicant, the County views its role to include the following:

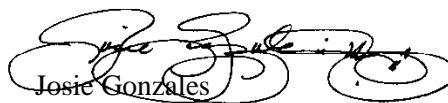
- Lead implementing partner in meeting the goal of accessing and creating jobs for Zone residents. Our Transitional Assistance Department CalWORKS program, in collaboration with the City of San Bernardino Workforce Investment Board, Hope through Housing and others provides access to employment training and other work related programs and services to residents of the SBPZ. Through partnerships with Loma Linda University and Inland Valley Development Agency, these efforts can be leveraged and focused to prepare residents for employment in the local and expanding need sectors of health care and logistics/distribution. This approach holds the potential to not only reduce unemployment but greatly increase long term earning potential and economic standing for SBPZ residents.
- Lead implementing partner in meeting the goal of improving health outcomes for SBPZ residents. Our Departments of Public and Behavioral Health are partnering with Loma Linda University in an effort to locate a Federally Qualified Health Center in the core revitalization area at the center of the PromiseZone. Local and immediate access to treatment, education and supportive health services holds the promise of improving medical outcomes and overall health management of SBPZ residents; it also exposes youth and adult residents to potential health service careers and opportunities.
- Lead implementing partner in data management and accountability with a focus on evidence-based models with well-defined evaluation and outcome metrics. The County knows that effective data collection and management is critical to inform planning, guide implementation and evaluate effectiveness of intervention initiatives. The County cultivates and maintains extensive systems for the collection, management and analysis of demographic, financial, geographic and other data. Our data systems align to and reference regional, state and national data sets and support monitoring and reporting requirements for various state and local funding streams.
- An active support role in all dimensions of the SBPZ effort by identifying new and expanding partnerships for delivery of programs and services within the SBPZ.

The Promise Zone designation is an opportunity to revitalize a City of tremendous need, expand collaborative leadership and commitment, and bring transformational change in an area challenged to overcome economic, educational, health and safety disadvantages. The Promise Zone designation will be a catalyst for this transformation. The SBPZ leadership and Lead Applicant understand what it takes for an effort of this type to be successful and is committed to maintaining a rigorous focus on moving the needle on key measures of success - particularly in education, employment, health, physical revitalization and investment throughout the SBPZ into the extended future.

We thank you for your consideration of our future application and look forward to working with the participating federal agencies to advance our mutual objectives.



James Ramos, Chair  
Supervisor, Third District



Josie Gonzales  
Supervisor, Fifth District



PROGRAM	DESCRIPTION	DEPARTMENT(S)/*PARTNERS	GOAL(S)
<b>Building Upward Mobility</b>	This program brings health and education resources directly to residents of affordable housing developments to improve elementary school reading skills and health outcomes and reduce bullying and school safety issues. Programs include: the “Rethink Your Drink” curriculum which educates individuals about drink/food product labels and the importance of physical activity; the “40 Developmental Assets for Adolescents” program focused on school safety and bullying; and a children’s reading program to connect parents with their kids.	Public Health; Community Development & Housing; Preschool Services (Head Start); *San Bernardino County Superintendent of Schools	1 5 6
<b>Employment Services</b>	On-site case manager coordinates access to child care, transportation and other supportive services for CalWORKs participants in a mandatory Welfare-to-Work activity.	Transitional Assistance	3
<b>Pathways to Success Apprenticeship</b>	Parents of enrolled Headstart students can receive free vocational training and priority hiring for specific Preschool positions.	Preschool Services (Head Start)	2 6
<b>Land Management Training</b>	Adults aged 18-25 can receive training and experience to develop workforce skills in parks/resource operations and management.	Regional Parks; *Urban Conservation Corps; *US Forest Service	3
<b>Juvenile Day Reporting Center</b>	Local youth can access resources and training focused on crime prevention, parenting and truancy at this center near Waterman Gardens. Tutoring assistance and counseling services are also available.	Probation	1 2
<b>Mental Health and Substance Abuse</b>	An outpatient clinic located near Waterman Gardens provides access to prevention, intervention, recovery and resiliency services for individuals and families including crisis intervention, assessment, counseling for youth, adults and older adults.	Behavioral Health	6
<b>Coalition Against Sexual Exploitation (CASE)</b>	Assists youth who are survivors of sexual exploitation and educates others in the community to identify and assist those at risk.	Probation; DBH; DPH; Children and Family Services, District Attorney, Children’s Network, Public Defender, *SB County Superintendent, Sheriff’s Department, *Superior Court of California – Juvenile Court Division	1 6
<b>Coordinated Asthma Referral &amp; Education (CARE)</b>	Children living with asthma can receive supportive services including home visits, environmental assessments, equipment, and supplies as well as treatment referral services.	Public Health	6
<b>Neighborhood Champions</b>	Application has been made to designate a public health clinic at 606 Mill Street in San Bernardino as a Federally Qualified Health Center. This clinic is easily accessible by bus from Waterman Gardens and would increase residents’ access to primary care, OB/GYN, pediatric, dental and other health services.	Public Health	6
<b>Transitional Age Youth Services</b>	A state-of-the-art facility near Waterman Gardens is targeted to meet the needs of youth ages 16-25 with mental health issues and who may have experience with group homes, foster care or the juvenile justice system.	Behavioral Health	1 6

Goal 1: Reduce Violent Crime  
Goal 4: Increase Economic Activity

Goal 2: Improve Educational Opportunities  
Goal 5: Increase Housing Opportunities

Goal 3: Access and Create Jobs  
Goal 6: Improve Health Outcomes

PROGRAM	DESCRIPTION	DEPARTMENT(S)/*PARTNERS	GOAL(S)
<b>Gender Responsive Adolescent Caseload Enrichment</b>	Specialized services to adolescent female probationers with a history of trauma, substance abuse, or runaway behaviors.	Probation	1
<b>Crime Intervention Partnership</b>	Encourages community engagement to reduce crime, violence, successful Post Release Community Supervision and probation reentry and gang dynamics through a coordinated approach of prevention, intervention, and suppression strategies.	Probation	1
<b>In-Roads</b>	Provides job readiness skills workshops, resume classes, and career counseling to individuals who will be released from the correctional system and those currently on probation.	Workforce Development; Probation; Sheriff	1 3
<b>CalWORKs Youth Employment</b>	Provides occupational training, work experience, counseling, tutoring and ongoing support services to youth in order to prepare them for placement and success in employment or higher education.	Workforce Development; Transitional Assistance	1 2 3
<b>On-site Employment Services</b>	On-site staff serves the residents of low-income housing communities with job preparation and placement services including job readiness skills workshops, resume classes, and career counseling.	Workforce Development;*Housing Authority	3
<b>Nurturing Parenting</b>	Evidence-based and outcomes focused curriculum; Family-centered training program designed to build positive child-rearing practices and reduce child abuse.	*First 5; Children and Family Services	2
<b>Screening Assessment Referral and Treatment (SART)</b>	Working collaboratively with nonprofits and County departments, SART is delivered to children who have experienced physical, sexual or emotional abuse; premature birth; poor maternal nutrition; prenatal exposure to alcohol or drugs; family violence, family substance abuse, maternal mental illness, or are involved in the foster system..	*First 5; Behavioral Health; Public Health; *Children's Network	6
<b>Early Identification Intervention Services (EIS)</b>	Services to children ages 0-5 who do not qualify for SART services, but display some type of developmental, behavioral concern or who are at risk for disabilities or special needs. Services are provided through a variety of activities.	*First 5; Behavioral Health; Public Health, *Children's Network	6
<b>Preschool Services/Head Start</b>	Education services are combined with support services to promote the physical, social, emotional, cognitive, and language development of young children and families. These services prepare the children, and the families that support them, for kindergarten.	Preschool Services (Head Start)	2
<b>Early Head Start (EHS)</b>	Services are provided to pregnant women, infants and toddlers up to age three. EHS is designed to assist with enhancing children's physical, emotional and intellectual development; pregnant women's access to comprehensive prenatal and postpartum care; parent education on their child's development; moving families towards self-sufficiency.	Preschool Services (Head Start)	2
<b>Early Head Start-Child Care Partnership (EHS-CCP)</b>	The EHS-CCP program is a collaborative between the EHS program and family child care homes/centers. The goal is to provide comprehensive services to children zero to 48 months and their families who participate in the child care subsidy program.	Preschool Services (Head Start)	2
<b>Early Smiles – Education Screening and Navigation</b>	Oral Health preventative care, education, navigation, screening and treatment is provided to children, 0-5, their parents and pregnant women using evidence-based curricula at target preschools, parent meetings, WIC clinics, community clinics, and mobile vans.	*First 5 San Bernardino	6
<b>CARES Plus</b>	CARES (Comprehensive Approaches to Raising Educational Standards) is a mechanism to retain the highest qualified early education teachers through incentives/stipends, and training to increase the quality of student education.	*First 5 San Bernardino, *San Bernardino County Superintendent of Schools;	2 3

Goal 1: Reduce Violent Crime  
Goal 4: Increase Economic Activity

Goal 2: Improve Educational Opportunities  
Goal 5: Increase Housing Opportunities

Goal 3: Access and Create Jobs  
Goal 6: Improve Health Outcomes



**OFFICE OF THE MAYOR  
R. CAREY DAVIS**

300 North "D" Street • San Bernardino • CA 92418-0001  
909.384.5133 • Fax: 909.384.5067  
[www.ci.san-bernardino.ca.us](http://www.ci.san-bernardino.ca.us)

February 23, 2016

Ms. Valerie Piper  
Deputy Assistant Secretary for Economic Development  
U.S. Department of Housing and Urban Development  
451 Seventh Street SW, Room 7136  
Washington, DC 20410

Dear Ms. Piper:

The City of San Bernardino strongly supports the application to designate a Promise Zone within the City. In order to demonstrate capacity of available resources, service delivery, and leadership in consortium coordination, the County of San Bernardino will serve as the Lead Applicant.

The City and County have a strong history of collaboration demonstrated recently through the emergency response to the December 2nd terrorist attack. In the aftermath of the deadliest terrorist attack since 9/11, the community is resilient, stronger and more united than ever. The City's Recovery Plan and Strategic Plan align with the Countywide Vision, and the County's physical presence in the City's Downtown furthers the union.

The City of San Bernardino will continue to be an active part of the Promise Zone plan implementation efforts. Personally, I have agreed to serve on the Leadership Council overseeing the effort. The City has committed resources to the redevelopment of the Waterman Gardens public housing project (\$3.4 million to date) as well as the redevelopment of the 43 acre transit-adjacent indoor mall and theater site which will be catalytic to revitalizing the Downtown. The City has aligned \$500,000 in CDBG funding with projects that will have an immediate physical impact in the Promise Zone while meeting citywide goals supported by the resident driven Strategic Plan. A Promise Zone designation will further these significant investments by allowing the City to receive preference, as well as compete for federal grants including a Choice Neighborhood Implementation grant and a second Byrne Criminal Justice grant. It will also allow us to utilize AmeriCorps VISTA volunteers to organize, communicate and implement Promise Zone activities and collaborate with a Federal liaison to assist the City in navigating and accessing Federal programs.

The City will be an active participant in specific departmental areas, including, but not limited to the Police Department, which will serve as the lead partner on public safety and crime reduction efforts. The San Bernardino Employment and Training Agency "SBET A" (workforce investment board), will serve as a collaborating agency with the County on accessing and creating jobs within the Promise Zone.

We know that collaboration between strong organizations and leaders can truly be transformative for both the area and for the City as a whole. Should you have any questions, please do not hesitate to contact my office.

Sincerely,

R. Carey Davis, Mayor

Ms. Valerie Piper  
Deputy Assistant Secretary for Economic Development  
U.S. Department of Housing and Urban Development  
451 Seventh Street SW., Room 7136  
Washington, DC 20410

RE: Third Round Promise Zone Application

Dear Ms. Piper,

National Community Renaissance of California (National CORE) is committed to serve as the program administrator/ manager of the Promise Zone implementation and shall act in a representative capacity with participating Federal agencies on behalf of the partners and assume administrative responsibility for regular interaction with participating Federal agencies. These responsibilities will include organizing and coordinating activities pursuant to the proposed Promise Zone strategy. National CORE will also assist the County as Lead Applicant in meeting its responsibilities for tracking outcomes, periodically reporting to the participating federal agencies, and participating in evaluation activities as requested by federal agencies.

National CORE is committed to coordinating the implementation of all the Promise Zone stated goals as well as taking the lead in implementing Promise Zone Goal 4 to increase economic activity, support business growth, and enhance commercial areas, and Goal 5, to improve existing neighborhoods through the creation and preservation of housing.

National CORE was established in 1992 as a 501(c) (3) not-for-profit public benefit corporation and currently has over 8,000 rental units under ownership in four states, including more than 6,700 throughout the Southern California region. National CORE is the developer, owner, operator and services provider of all its properties. For more than 20 years, National CORE has been a thought leader and pioneer in developing sustainable models that leverage community resources in a unique combination of quality developments paired with life-enhancing social services delivered through our sister non-profit organization, the Hope through Housing (HTH) Foundation. Headquartered in Rancho Cucamonga, California, National CORE is the nation's third largest not for profit affordable housing developer serving more than 25,000 residents in over 80 developments in California, Texas, Arkansas, and Florida.

National CORE has been honored with over 50 national awards, 17 regional and 65 local including being honored by the National Association of Homebuilders as the: Best Workforce Housing - Alta Vista in 2014; Best creative financing of an affordable Apartment - Encanto Court in 2012; Extraordinary Engagement Award, University of Southern California (USC) and the Inter-professional Geriatric Curriculum; Outstanding Resident Program in 2011.

National CORE operates and manages a growing portfolio of both multifamily and senior apartment communities in five states totaling more than \$830 million in assets under ownership and management. National CORE currently employs in excess of 380 people. We are a vertically integrated company with in-house construction (general contractor), property management, asset management, compliance, accounting and social programs/services departments. Our philosophy is to not only develop and maintain high-quality affordable housing, but to go beyond sticks and mortar to create vibrant communities that are safe and nurturing environments for our residents.

National CORE in partnership The Clancy Company has been working with the Housing Authority of San Bernardino (HACSB) on the redevelopment of the 38-acre Waterman Gardens complex, which entails







NATIONAL COMMUNITY RENAISSANCE

demolition of existing public housing units and constructing over four hundred affordable and market rate units in San Bernardino, CA. National CORE and The Clancy Company were officially selected by HACSB in March 2013 from a competitive RFP field of five national prominent developers to create a comprehensive, holistic strategy for improving the overall physical, social and economic conditions of the existing neighborhood. In December 2013, National CORE was awarded an allocation of RAD (Rental Assistance Demonstration) program funding for the first 252 units, which set into motion entitlement and financing efforts for the first phase of 76 units of the Waterman Gardens Master Plan. The first phase was awarded \$12M of 9% tax credits and construction of the first \$22M phase commenced in March 2015. The second phase was awarded approximately \$1.2M of 9% tax credits in September 2015, which is generating approximately \$13.8 million of equity and is expected to break ground in the spring of 2016.

Over the previous year, National CORE has worked closely with the City, HACSB, the school district and several other implementing organizations to prepare the Waterman + Baseline Neighborhood Transformation Plan. The Plan envisions the transformation of the Waterman Gardens public housing site and the surrounding neighborhood through a carefully crafted set of initiatives that align with the Promise Zone Plan including:

- Demolition of 252 public housing units, to be replaced with a 400+ homes mixed-use/mixed-income community including, market rate, senior affordable village, for sale town homes, affordable family units and over 100,000 sq. ft. of community recreational/health-wellness facilities.
- Collaboration with adjacent school district facilities to create to the extent feasible a new K-12 campus, as part of the overall neighborhood revitalization effort.
- Formulation of partnerships with adjacent land owners to facilitate economic development opportunities, enliven vast underutilized parking areas by programing neighborhood activities, with intent of creating a "mid- town" San Bernardino economic center as a catalyst for increased economic development.
- Improvement of the single family housing stock to the west of Waterman Gardens including improvements of existing single family homes and vacant/blighted properties as part of the Central San Bernardino Neighborhood Transformation Collaborative.
- Development of a land use plan and incentives to encourage and facilitate neighborhood revitalization and expedited commercial development throughout much of the Promise Zone boundary.

In the last year, National CORE also became a founding member of the Neighborhood Transformation Collaborative (NTC) of Central San Bernardino. Established in partnership with the Institute for Public Strategies (IPS) and Neighborhood Housing Services of the Inland Empire (NHSIE) the primary focus of the NTC is to align and leverage resources to create a healthy, sustainable and equitable community in the SBPZ. The NTC has seven priority areas that align with and enhance the goals outlined for the San Bernardino Promise Zone.

We agree with and fully support the San Bernardino Promise Zone Plan and welcome the opportunity to collaborate with other implementing partners to effectively invest and leverage federal dollars to achieve the vision for the Promise Zone. To ensure the success of the demonstration, we commit to continuous measurement and data sharing among partners. We will make every effort to participate at all levels. We look forward to this important endeavor for the city of San Bernardino, it's residents, and the multitude of partners that are coming together to make a positive impact for generations to come.

Steve PonTell, Chief Executive Officer





HOUSING AUTHORITY  
COUNTY  
OF SAN BERNARDINO

Ms. Valerie Piper  
Deputy Assistant Secretary for Economic Development  
U.S. Department of Housing and Urban Development  
451 Seventh Street SW., Room 7136  
Washington, DC 20410

February 23, 2016

Re: Promise Zone Application

Dear Ms. Piper:

We are pleased to support the County of San Bernardino in partnership with the City of San Bernardino, with administrative program support from National Community Renaissance of California (CORE), in applying for the Promise Zones designation for the identified area in the City of San Bernardino. This designation will truly help stimulate the much needed transformation of the most impacted area of one of the most impoverished cities in the U.S. into a sustainable, livable, and equitable community by creating jobs, increasing economic activity, improving educational opportunities, reducing violent crime, and leveraging private investment from investors, banks, and businesses.

Since 1941, HACSB is the largest provider of affordable housing in San Bernardino County, and is currently serving nearly 30,000 individuals and families, many of whom are seniors, veterans, children, and individuals with disabilities. The Housing Authority, a major landlord and stakeholder in both the growth and challenges of the city of San Bernardino since World War II, is clearly engaged in new promising results specifically in the areas of stable housing, economic advancement of low-income households, revitalizing neighborhoods, and increasing public safety. As a 'Moving to Work' demonstration site we have implemented strategies in the zone to incentivize rent structures, directly train residents, and move participants through now-streamlined housing programs. Our university research partner, Loma Linda University, has helped develop pragmatic metrics and outcomes that are directed at reducing poverty by advancing economic opportunities for residents. **We are fully committed to collaborating in this unique cross-sector, multi-agency partnership including designating over \$1,000,000 per year in annual resident service funding within the zone utilizing local MTW funds and non-federal sources, subject to continued Board approvals.**

HACSB has focused its mission on changing the lives of low income residents and initiatives to date include the following as examples:

- **'No Child Left Unsheltered':** Through this new child-first local initiative to help end true homelessness among children and their families, we've housed 86 people to date.
- **Crime Reduction:** Ongoing collaborative efforts with Institute of Public Strategies – Byrne Grantee – to increase homeownership in the area. New re-entry housing for 60+ probationers; nationally-recognized screening and lease management related to criminal activity.
- **Rent Streamlining:** Simplified rents and removed disincentives to employment.
- **Job Training:** Direct training and employment through initiatives such as 'ReUse Warehouse' recycling and deconstruction; Urban Conversation Corp work crews; Sprout of Life gardening and irrigation; and over 241 direct job placements since April 2013. Took over and succeeded in regional Section 3 job training and employment requirements.
- **Educational Services:** For 24 years, the Housing Authority has been proud to assist eligible participants in achieving their higher education goals through scholarships. To date, HACSB has awarded 285 students with \$208,750 in scholarships.

BOARD OF SUPERVISORS | GOVERNING BOARD OF COMMISSIONERS

ROBERT A. LOVINGOOD  
Vice Chairman, First District

JANICE RUTHERFORD  
Second District

JAMES RAMOS  
Chairman, Third District

CURT HAGMAN  
Fourth District

JOSIE GONZALES  
Fifth District

GREGORY C. DEVEREAUX  
Chief Executive Officer

- **Domestic Violence Reduction:** Direct local funding of 17 households; strict lease management policies and practices.
- **Neighborhood Revitalization:** A \$220 million urban project in pre-construction stages; a \$30 million mixed-use under construction.
- **Metrics and Outcomes:** With a paid university partner, created a research base and tracking system for over 1,000 low-income residents already enrolled in a nationally-recognized income enhancement model.
- **New Homeownership:** Assisted 206 low-income residents to become new home owners since 2000. Developed a new consortium of first time home experts working in the zone: 'Build San Bernardino'.

HACSB has a long history of direct engagement and support of local communities through Resident Council formation support, regular neighborhood group interaction, sophisticated customer service feedback systems, and a deserved reputation for community responsiveness. HACSB also issues monthly electronic newsletters, sponsors outreach events such as landlord workshops and housing expos, and is always in touch on the street level with local city law enforcement taskforces.


HACSB as you know is also fully committed to the 400+ unit new, mixed income housing development in place of our outmoded Waterman Gardens Public Housing Site at the center of the Zone. We have the CORE/Clancy team as our development partner, have been selected for participation in HUD's Rental Assistance Demonstration (RAD) and have agreed to provide additional rental subsidies so rents in the replacement 252 units can be as high as 120% of fair market rents - enabling replacement units to be highly competitive for many types of funding. To date the project has successfully secured over \$55 million to implement 2 phases of new affordable multifamily housing (138 units) which is currently under construction.

We agree with and fully support the San Bernardino Promise Zone Strategy and would welcome the opportunity to collaborate with National Community Renaissance of California and other implementing partners to effectively invest and leverage our dollars as such to achieve the vision for the Promise Zone.

If the zone is designated, HACSB commits to increase evidence based strategies such as the Pilot "Work" Requirement, Rent Reform and Five-year Lease Assistance while fully engaging in new crime reduction, educational level increases, job training and creation, and other demonstrable best practices. Combining both our Moving to Work and Promise Zones designation, we plan to leverage additional grants such as Jobs Plus Initiative, Community Neighborhood Initiatives, 100 Resilient Cities Challenge, and others.

To ensure the success of the demonstration, we commit to significant matching resources and continuous measurement and data sharing among partners. We will make every effort to participate at all levels. We look forward to this important endeavor for the city of San Bernardino, it's residents, and the unprecedented multitude of partners that are coming together to make a life-changing impact for generations to come.

Sincerely,



Daniel Nackerman  
Executive Director

February 23, 2016

Ms. Valerie Piper  
Deputy Assistant Secretary for Economic Development  
U.S. Department of Housing and Urban Development  
451 Seventh Street SW., Room 7136  
Washington, DC 20410

**Subject: Letter of Commitment to Implement the San Bernardino Promise Zone (SBPZ) Plan**

Dear Ms. Piper:

On behalf of the San Bernardino City Unified School District (SBCUSD), I am pleased to support the City of San Bernardino in partnership with the County of San Bernardino and the established consortium of implementing and supporting partners in support of the Promise Zones Initiative. The goals of the initiative align with the SBCUSD's shared priorities and the efforts currently underway in the Promise Zone proposal. SBCUSD is excited to work with participating federal agencies to advance mutual objectives and intends to utilize the Promise Zone designation to revitalize the City of San Bernardino, a city in tremendous need, to further mobilize an extensive list of committed organizations, and implement meaningful change with strong leadership collaborating together to govern and guide this effort. This designation will truly help to transform this much needed area of the city by creating jobs, increasing economic activity, improving educational opportunities, reducing violent crime and leveraging private investment. Specifically, the Promise Zone designation will be advantageous for the school district as it pursues federal grant funding.

SBCUSD is a major stakeholder in the economic health of the City, specifically in the area of improving educational opportunities. SBCUSD schools fall within the San Bernardino Promise Zone (SBPZ) – one high school and two elementary schools.

SBCUSD has established four evidenced based strategic objectives to ensure that all students achieve at high levels and improve their quality of life. The four strategic objectives are: (1) each student will develop and pursue an academic and career plan based on his or her interests and talents; (2) each student will demonstrate independent initiative, civic responsibility, and community pride; (3) each student will develop creativity through mastery of fundamental knowledge and applied skills; and (4) each student will enjoy learning throughout life by learning how to learn. The success and effectiveness of each strategic objective will be measured by its respective Key Performance Indicators (KPI) over a five year period; there are 23 KPIs in all. SBCUSD is fully committed to collaborating in this unique cross-sector, multi-agency partnership in meeting Goal 2 of the SBPZ plan to improve educational opportunities. The three sub-goals of Goal 2 and the work that will be undertaken in each will expand with the Promise Zone designation is as follows:

To implement **Sub-Goal 2.1** of the Promise Zone Plan, SBCUSD currently offers Pre-School, Transitional Kinder (TK), and Kindergarten (K) to 2.4% of 0-5 year old Inner Zone children. Understanding and valuing the importance of early child development in the long term success of students, SBCUSD is currently involved in and will expand them with our partners in a successful Promise Zone designation:

---

OFFICE OF THE SUPERINTENDENT

777 North F Street • San Bernardino, California 92410 • (909) 381-1240 • Fax (909) 885-6392

*Making Hope Happen*



- Providing child development, educational and/or financial courses for all parents to prepare children for primary school and college;
- Expanding State preschool programs;
- Offering annual health education classes provided to parents of Head Start student; and
- Exploring the expansion of Head Start programs

To implement **Sub-Goal 2.2** of the Promise Zone Plan, SBCUSD is in the third year of its five-year Community Engagement Plan (CEP). This plan was developed with direct involvement and active participation of a wide breadth of community members including parents, students, community organizations, local businesses, and local universities. The strategies and action plans in the CEP that are available and will expanded include:

- Creating a community resource hub where parents and staff are trained, coached, and monitored to respond to the needs of the community and students;
- Implementing STEAM centered after-school programs that provide professional mentoring for children and access to applied learning experiences through community partnership opportunities; and
- Continue the collaboration with Loma Linda University, Cal State San Bernardino, San Bernardino Valley College, non-profits, community based organizations, and businesses to expand college and career pathways in SBPZ schools.

To implement **Sub-Goal 2.3** of the Promise Zone Plan, SBCUSD high schools continue to increase their graduation rates and career pathways. Two of the high schools within the Outer Zone (San Bernardino High and Pacific High) have increased their graduation rates by 13.1% and 16.3% respectively in the past three years. In addition, SBCUSD has increased its College and Career Pathways at Promise Zone high schools to 14 in the last three years. A Promise Zone designation will allow SBCUSD to continue to expand partnerships and pathways, and consequently increase student participation and graduation rates. To this end, SBCUSD commits to the following:

- Full implementation of Common Core State Standards and all related professional development;
- Full implementation of the GEAR UP Grant in partnership with Cal State University San Bernardino and employment of a GEAR UP coordinator at every participating middle school in the SBPZ to leverage the relationships of community partners and post-secondary institutions to create sustainable post-graduation goals and critical life skills;
- Expanding career pathways experiences throughout the K-12 clusters to involve elementary, middle, and high schools and establish schools of choice; and
- Investigating the feasibility of re-purposing Roberts Elementary and Sierra High Schools into a K-12 neighborhood school with joint-use sports & recreational facilities.

SBCUSD supports the SBPZ strategy and looks forward to carrying-out this important endeavor for the City of San Bernardino, its residents, and the multitude of partners that are coming together to make a positive impact for generations to come. SBCUSD welcomes the opportunity to work with the County of San Bernardino, in partnership with the County and National Community Renaissance in the planning and implementation process after being selected for this designation. If necessary, SBCUSD will refine its efforts in light of evidence-based best practices. To ensure the success of this demonstration, SBCUSD commits to continuous measurement and data sharing among partners and will make every effort to participate at all levels.

Thank you in advance for your consideration of SBCUSD and the San Bernardino Promise Zone Initiative. Should you have any additional questions, please contact my office directly at (909) 381-1240.

Sincerely,



Dale Marsden, Ed.D.  
Superintendent of Schools



Institute for Public Strategies

February 23, 2016

Ms. Valerie Piper  
Deputy Assistant Secretary for Economic Development  
U.S. Department of Housing and Urban Development  
451 Seventh Street SW Room 7136  
Washington DC 20410

Re: Letter of Commitment for the San Bernardino Promise Zone Designation

Dear Ms. Piper:

On behalf of The Institute for Public Strategies (IPS), I am pleased to support to the San Bernardino Promise Zone (SBPZ) application and to express our commitment to act as an Implementation Partner in carrying out the crime prevention activities described in the application to achieve SBPZ Goal 1 - Crime Reduction.

IPS is uniquely qualified to conduct these activities, having skills and experience garnered over twenty years of implementing place-based strategies that are founded on solid research and driven through community engagement. IPS was founded in 1992 as a nonprofit 501(c) (3) organization based in San Diego County. Beginning in 1997 we participated in the San Diego/Tijuana Border Project to reduce binge and underage drinking, which was designated a National Model Program by SAMHSA in 2001. Since that time, our organization has provided leadership in mobilizing communities in Southern California and several other states to bring comprehensive and sustainable change in the areas of public health and safety.

For the past eight years, IPS has contracted with the San Bernardino County Department of Behavioral Health Services to implement substance abuse prevention strategies that create safer and healthier environments. To augment this work, IPS sought and was awarded a Byrne crime prevention grant for the City of San Bernardino. This project, which began in 2012 and is currently in its third year, is located in the north-central region of the city, an area that is known for violent crime, poverty, and urban blight. The project's strategy is to focus resources on 'hot spot' locations; areas that have excessive rates of criminal activity. This included community engagement in neighborhood revitalization activities such as development of murals on vacant lots and engagement of residents to organize neighborhood clean ups. The project also advanced community policing by sponsoring bicycle patrols and is working with business leaders to establish a Business Improvement District in an area previously plagued with urban blight and crime.

IPS is fully committed to working with all of the Promise Zone partners in the planning and implementation of the strategies identified by the Leadership Council to create a healthier, safer and more vibrant San Bernardino. We are also looking forward to applying for and receiving federal funding to help us implement a variety of new projects that would greatly benefit the area, should the city be awarded the Promise Zone designation. These would include programs to help support local Business Improvement Districts; programs to enhance community policing activities; programs to increase residents' access to healthy foods, such as Farmers Market Promotion program; programs to reduce crime, such as the Byrne Criminal Justice Initiative; and programs to prevent substance abuse, such as the Federal Drug Free Communities project.

Sincerely,

Daniel Skiles, Vice President  
Institute for Public Strategies

Promoting Vibrant, Healthy & Safe Communities

Administrative Office: 2615 Camino del Rio South, Ste 300 • San Diego, CA 92108  
Phone: 619-476-9100 • Fax: 619-476-9119 [www.publicstrategies.org](http://www.publicstrategies.org)



1390 North D Street/ San Bernardino, CA 92405 / Phone 909-884-6891 / Fax 909-884-8899 / [www.nhsie.org](http://www.nhsie.org)

Ms. Valerie Piper  
Deputy Assistant Secretary for Economic Development  
U.S. Department of Housing and Urban Development  
451 Seventh Street SW., Room 7136  
Washington, DC 20410

February 23, 2016

Re: Third Round Promise Zone Application

Dear Ms. Piper:

On behalf of Neighborhood Housing Services of the Inland Empire (NHSIE), I am pleased to support the County of San Bernardino in partnership with the City of San Bernardino, with administrative program support from National Community Renaissance of California, in applying for the Promise Zones designation for the identified area in the city of San Bernardino. This designation will truly help transform this much needed area of the city into a more equitable community.

Headquartered within the SBPZ boundary, NHSIE has assisted thousands of families for more than 30 years to attain and maintain homes they can afford in neighborhoods that they choose. We are a proud affiliate of NeighborWorks America and the National Council of La Raza. NHSIE is a major stakeholder in the economic health of the City of San Bernardino, specifically in the areas of creating home ownership opportunities, wealth building, improving housing stock, preventing foreclosures, increasing resident engagement, and providing financial capability educational opportunities to both adults and youth in the community. The Promise Zone designation leverages the work that we are already performing in the community and its related efforts to bring new investment to the region.

NHSIE was one of 5 agencies selected for the \$500,000 Catalytic national demonstration project through NeighborWorks America to deliver comprehensive place-based interventions in the Promise Zone target area. The project is well underway and is bringing positive changes in quality of life, physical and economic conditions of the residents in the area. The Catalytic project's goals are closely aligned with the tenets of the Promise Zone Plan and both would benefit from the coordinated delivery of economic development services in the region. NHSIE believes that home equity remains a key source of wealth and is working to combat the significant loss of wealth locally by creating new homeowners through down payment assistance, specialized realty services, and homebuyer education. The Catalytic program utilizes many of the services offered by NHSIE to strengthen the financial position and increase the efficacy of residents, and to encourage youth to excel in school. We recognize that such a comprehensive effort cannot be undertaken by a single entity and are proud to serve with CORE and IPS as co facilitators of a multidisciplinary collaborative of organizations already making positive impact in the region. The coordination of service delivery, sharing of resources, generation of resident led interventions, integrated communication, and implementation of best practices are tied to become a model for community collaboration. In addition to the Catalytic project, NHSIE is administering investment of over \$2M in the region for efforts including the acquisition, rehabilitation and resale of abandoned homes to first time homebuyers, down payment assistance, offering home repairs to mitigate health and safety issues for low income homeowners and community initiatives such as Lights On San Bernardino! Lights On, which employs crime prevention techniques through the introduction of lighting and landscaping design has been extremely well received by residents its early phase of implementation.

As a community based organization deeply rooted in the targeted neighborhood, we fully support the SBPZ Plan and welcome the opportunity to help break the cycle of poverty facing this region. If awarded, NHSIE will leverage the designation to bring in additional funds through our CHDO and CDFI designations to expand homeownership, revitalize neighborhoods, and facilitate financial education and college saving match programs that will empower residents for generations to come.

Sincerely,

Dawn Lee, Executive Director, Neighborhood Housing Services of the Inland Empire





---

## Office of the President

Ms. Valerie Piper  
Deputy Assistant Secretary for Economic Development  
U.S. Department of Housing and Urban Development  
451 Seventh Street SW, Room 7136  
Washington, D.C.

February 12, 2016

### **Re: Third Round Promise Zone Application**

Dear Ms. Piper:

On behalf of California State University, San Bernardino (CSUSB), I am pleased to support the County of San Bernardino, in partnership with the City of San Bernardino, with administrative oversight from National Community Renaissance, in an application for a Promise Zone designation for the identified area in the City of San Bernardino. All who know the challenges of this area will agree that such a designation would help to significantly improve the quality of life for those in and around this community by increasing educational attainment rates, creating higher paying jobs, minimizing serious crime, and attracting private investment.

As the only four-year public university in the County of San Bernardino, CSUSB is an anchor institution in the region and a major stakeholder in the economic wellbeing of its home city of San Bernardino. With nearly 20,000 students – nearly 90 percent of these from the Inland Empire – and with more than 2,000 employees, CSUSB is a springboard to opportunity for the communities it serves and plays a vital role in growing the economy and improving the quality of life.

Each year, the university produces nearly 4,000 graduates who help to fill and attract high-paying, knowledge-based jobs. Through CSUSB's 30 centers and institutes, faculty, staff and students lend their expertise to address important local issues, such as entrepreneurship, health disparities, economic education, literacy and recidivism. For example, CSUSB's model Re-entry Initiative, which offers post-custody services for recently released prisoners in San Bernardino, is helping to reduce recidivism in the city. Ninety percent of parolees who participate in the program stay out of custody while enrolled. Since the initiative began in 2011, over 2,000 parolees in San Bernardino have been served, and in the past year more than 250 have been placed in full- or part-time employment.

Cal State San Bernardino is recognized nationally for its commitment to volunteer service. More than 2,000 students participate annually in community engagement programs, volunteering over 82,000 hours – the equivalent of more than \$2 million – to local communities. As an example of its service to San Bernardino, CSUSB's recent annual Coyote Cares Day service project supported non-profit organizations and agencies in the city. Coyote Cares Day engaged more than 750 students, faculty, staff and alumni who provided over 3,000 hours of service to local organizations and communities, such as Catholic Charities, Salvation Army Emergency Shelter, Helping Hands Pantry, Central City Lutheran Mission, and several San Bernardino neighborhood associations. Additionally, seven

[5500 UNIVERSITY PARKWAY, SAN BERNARDINO, CA 92407-2393](http://www.calstate.edu/sanbernardino)

CSUSB students participated in a service learning academic program at Waterman Gardens, introducing art techniques to 20 children in the community and serving as role models.

In fall of 2015 and in partnership with the City of San Bernardino, the university established a *Stand Up for San Bernardino* internship program. This program provides stipends for up to 100 CSUSB students annually who are placed in internship opportunities in city departments or in non-profit agencies serving the city's residents. To date, 26 students have participated in these internship experiences here in the City of San Bernardino, applying their classroom knowledge to real-world, local challenges.

Raising educational levels is one of the most powerful forces for improving income and economic wellbeing in communities, and Cal State San Bernardino is working closely with San Bernardino City Schools to raise academic expectations at all levels of the educational continuum and create a college-going culture throughout San Bernardino. Evidence of this partnership is the university's \$14.5 million, six-year GEAR UP grant from the U.S. Department of Education. The GEAR UP project is focused entirely on middle and high school students in San Bernardino City schools, where the majority of students come from low-income households and educational attainment rates are among the lowest in the country. GEAR UP delivers best-practice, evidenced-based activities and support services to ensure more San Bernardino students graduate from high school prepared to succeed in college.

Sixteen full-time and 25 part-time CSUSB staff have been dedicated to GEAR UP, which is projected to serve up to 3,400 SBCUSD students over the course of the grant, beginning with last year's 7<sup>th</sup> grade class. Staff include site-based counselors, tutors, coaching specialists and instructors who are implementing such programs and services as individualize education plans, summer bridge programs to address academic deficiencies, supplement instruction, college field trips, financial and FAFSA completion workshops, college entrance exam preparation, and parent engagement programs. In addition to GEAR UP and its targeted efforts to promote high school graduation and address the college-going and college preparedness inequalities in San Bernardino, CSUSB recently entered into an agreement with SBCUSD, guaranteeing college admission for district students who fulfill basic requirements. *The San Bernardino Promise* ensures a place at Cal State San Bernardino for SBCUSD students who are on track with attendance and who meet college entrance prerequisites, such as the A to G educational curriculum.

Cal State San Bernardino is fully committed to continuing the economic, civic engagement and educational partnerships described herein, all of which are core to our mission and values as an anchor institution in San Bernardino. We agree with the vision for the San Bernardino Promise Zone Strategy, and we stand ready to work with you and other partners in this effort to assure our programs and resources described above play as significant a role as possible in the resurgence of this area and the long-term success of the residents within it.

Sincerely,



Tomás D. Morales, President

5500 UNIVERSITY PARKWAY, SAN BERNARDINO, CA 92407-2393





LOMA LINDA UNIVERSITY  
HEALTH

*January 29, 2016*

Ms. Valerie Piper  
Deputy Assistant Secretary for Economic Development  
U.S. Department of Housing and Urban Development  
451 Seventh Street SW., Room 7136  
Washington, DC 20410

Subject: Letter of Commitment to Implement the San Bernardino Promise Zone (SBPZ) Plan

Dear Ms. Piper:

Loma Linda University Health (LLUH) submits this letter declaring the commitment of the University and its related affiliates to the proposed San Bernardino Promise Zone (SBPZ) Plan. LLUH, as a steward of health and educational services, funding, and strategic health planning for this geographical area, will serve as the lead implementing partner for the Health Goals stated in the Plan.

LLUH is positioned to lead the implementation of these goals because of our expertise in health care, health professional education, and public health. Our work covers all aspects of quality health and wellness, where we have national expertise in cross cultural programs.

- Subgoal 6.1: Increase access to quality physical and mental health services
  - LLUH was a co-lead for a \$990,000 Covered California grant that has enabled us and our partners to expand our outreach and health education capacity. This contributed to a record sign up for insurance exchanges and over 1 million local lives covered under MediCal Managed care.
  - Community Vital Signs Initiative is a community health database created to establish a health improvement framework, provide in-depth analysis of current health needs and health resources in the community and use data to drive health goals for San Bernardino County. LLUH has been a partner in this process.
  - LLUH has been instrumental in public health outreach and care through its Social Action Community Health System (SACHS). SACHS was started in the 1960's by Loma Linda University students and staff to provide primary health care to the community. In 1995 it was deeded a large clinic building as Norton Air Base was converting to civilian use; since then, it has added two additional satellites, and now sees 35,000 patient visits annually as a FQHC clinic system.
  - The San Bernardino campus is a 150,000 sq. ft. clinic and educational facility under construction in the SBPZ area to expand these services. It will include the San Manuel Gateway College, offering certificate programs in the health professions to high school graduates.
  - Student interns are currently working on the ground in the SBPZ area assessing residents, in order to establish baseline data before we implement preventive programs.

*A Seventh-day Adventist Organization*

OFFICE OF THE PRESIDENT

11175 Campus Street, Loma Linda, California 92354  
909-558-4540 · fax 909-558-0242 · [www.lluhealth.org](http://www.lluhealth.org)

- Commitment of \$40,000 per year, for two years, to Hope through Housing Foundation to create a Promotores de Salud program at Waterman Gardens public housing. This program will engage the community in health decisions through an evidence-base, peer-to-peer community health model.
- Commitment of Randall Lewis Health Policy Fellow to this effort to assist with implementation of all activities.
- Subgoal 6.2: Reduce preventable chronic health problems and financial burdens associated with disease, through evidence-based community disease prevention programs including: health education, healthy food access, and designated healthy spaces.
  - LLUH has invested staff time and student interns to assist with the Waterman Gardens' Community Fresh Start Program. This type of grass-roots effort is an effective way to influence positive healthy behaviors, while engaging and empowering community members to take charge of their own health and health outcomes.
  - We are a major partner in covering the MediCal lives in this area and will provide a variety of disease management programs.

We believe that a collective impact strategy is the way to make long-term change in our community. As such, LLUH convenes and participates in a number of coalitions that have established a public health and wellness vision for the county and aligns resources and data to achieve systemic change and impactful results. Below is a list of these various consortiums:

- Community Vital Signs Initiative - LLUH is part of the working group for this initiative which is responsible for collecting information on community health indicators and outcomes in an effort to set community priorities and strategies.
- Healthy San Bernardino - A comprehensive source of community health and resources. Lama
- Linda is on the Health} San Bernardino County Working Group.
- The new San Bernardino Campus of LLUH, which will serve as an anchor facility in both health care and education for the SBPZ area.

We are confident in the ability of the County of San Bernardino and the City of San Bernardino to co-lead this effort with National CORE's administrative program support, and align the right partners as we continue our work building community assets in this impoverished neighborhood. We thank you for your consideration at this time, and hope to work with you as we revitalize this community.

Sincerely,



Richard H. Hart, MD, DrPH  
President and CEO

Ms. Valerie Piper  
Deputy Assistant Secretary for Economic Development  
U.S. Department of Housing and Urban Development  
451 Seventh Street SW., Room 7136  
Washington, DC 20410

Dear Ms. Piper:

Dignity Health St. Bernardine Medical Center submits this letter declaring the commitment of support to the proposed San Bernardino Promise Zone (SBPZ) Plan. As a steward of health and educational services, funding, and strategic health planning for this geographical area, Dignity Health will serve as a supporting partner for the Health Goals stated in the Plan.

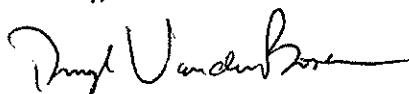
Dignity Health is positioned to support the implementation of these goals because St. Bernardine Medical Center is located within the heart of the SBPZ and provides critical health care services to the community. Our work covers all aspects of quality health and wellness, and we are a leader in providing excellent care and support to the residents in our community. Founded in 1931 and licensed for 342 beds, St. Bernardine Medical Center employs 1,711 employees and maintains professional relationships with 385 local physicians and 55 Allied Health Professionals. St. Bernardine Medical Center has a busy Emergency Department that annually receives over 81,000 visits. The hospital takes seriously its mission of *servicing and advocating for our sisters and brothers who are poor and disenfranchised*. For example, 106,879 Medi-Cal patients were served in Fiscal Year 2015, a 23% increase over the previous year.

Dignity Health has focused its mission on changing the lives of low income residents and many of our initiatives align with the SBPZ Plan:

- Sub goal 1: Increase access to quality physical and mental health services
  - Inland Empire Heat & Vascular Institute has been providing diagnostic, vascular and interventional services, electrophysiology, cardiothoracic surgery and cardiac rehabilitation dating back to the 1960's. A new partnership with University of California, Riverside will provide a three-year cardiovascular medicine fellowship program beginning July 1, 2016.
  - Understanding the importance of our residents having a medical home, in Fiscal Year 2015 St. Bernardine Medical Center provided \$300,000 in financial support to H Street Clinic, a local FQHC and member of Community Clinics Association.
  - Through the Dignity Health Community Grants Program, \$75,000 was recently awarded to Lestonnac Free Clinic to provide medical services to the most vulnerable in our community.
  - Dignity Health provides a Community Health Navigator to assist uninsured and homeless individuals in obtaining needed social services. Assistance is provided for enrolling in government sponsored plans, such as Covered California and CalFresh, as well as arranging referrals for needed services from local non-profit agencies.
- Sub goal 2: Reduce preventable chronic health problems and financial burdens associated with disease, through evidence-based community disease prevention programs including: health education, healthy food access, and designated healthy spaces.
  - Dignity Health promotes the Stanford model Chronic Disease Self-Management Program and provides community education free of charge several times a year. Health Educators maintain certification from Stanford University, and classes are offered in both English and Spanish.
  - The Baby & Family Center at St. Bernardine Medical Center offers the Sweet Success Program free of charge to women with gestational diabetes with the goal of full-term deliveries with zero fetal demise.

If designated a Promise Zone, Dignity Health commits to leveraging this designation with strategic initiatives of the hospital, including pursuing the establishment of a Federally Qualified Health Center on the campus of St. Bernardine Medical Center, in an effort to bring more direct, affordable health care resources to the medically underserved community of San Bernardino.

Sincerely,



Darryl VandenBosch, President/CEO  
Dignity Health dba St. Bernardine Medical Center





February 23, 2016

Ms. Valerie Piper  
Deputy Assistant Secretary for Economic Development  
U.S. Department of Housing and Urban Development  
451 Seventh Street SW Room 7136  
Washington DC 20410

Re: Letter of Commitment for the San Bernardino Promise Zone Designation

Dear Ms. Piper:

The Neighborhood Transformation Collaborative (NTC) is pleased to support to the San Bernardino Promise Zone (SBPZ) application and express our commitment to work collaboratively to implement the resident engagement strategies identified in the Promise Zone Plan. We believe that together we can connect neighbors, and transform a heavily impacted area of extreme need in the City of San Bernardino into a healthy, sustainable, equitable and thriving place to work, live and play.

Established in January 2015, the NTC is led by CORE, IPS and NHSIE, and dedicated to building the capacity of the SBPZ Supporting Partners and empowering residents to lead and take action. The NTC believes that the positive transformation of this community is dependent upon the physical revitalization of the area, linked to a comprehensive and coordinated public-private strategy to access and create jobs, increase economic activity and security, improve educational opportunities, improve health and wellness, and reduce violent crime. As such, efforts of the NTC include the alignment, prioritization and leveraging of agency resources for the neighborhood and the development of partnerships with local organizations to pursue key funding opportunities for the implementation of SBPZ and BCJI strategies.

The NTC conducts monthly capacity building meetings with local service providers, offering technical assistance and support based on case studies and national best practices in community development compiled in *Investing in What Works for America's Communities* published by the Federal Reserve Bank of San Francisco and the Urban Institute. NTC membership currently includes approximately 40 organizations each operating programs aligned with the six SBPZ goals. In collaboration with residents, the NTC conducted a strategic public participation program to identify issues and develop community-based, resident-led strategies that will increase engagement and efficacy. As a result, in 2015, the NTC was able to sponsor four residents to attend the annual NeighborWorks Community Leadership Institute held in Louisville, Kentucky. One outcome of this conference was the *Lights On! San Bernardino* campaign, a resident-led initiative to implement CPTED lighting and landscaping improvements one street at a time to address criminal activity in hot spot locations. Additionally, the NTC has successfully leveraged public and private funds to execute beautification projects, paint murals on vacant lots, and complete a commercial district diagnostic - the first phase of work toward establishing a business improvement district along Baseline Street.

Members of the NTC are fully committed to working with all of the Promise Zone partners in the planning and implementation of the strategies identified by the Leadership Council to create a healthier, safer and more vibrant San Bernardino. We are also looking forward to applying for and receiving federal funding to help us implement a variety of new projects that would greatly benefit the area, should the city be awarded the Promise Zone designation.

Sincerely,

Dawn Lee  
Neighborhood Housing Services  
of the Inland Empire

Alexa Washburn  
National Community Renaissance

James Baker  
Institute for Public Strategies



Ms. Valerie Piper  
Deputy Assistant Secretary  
U.S. Department of Housing and Urban Development  
451 Seventh Street, Room 7136  
Washington, DC 20410

Subject: Letter of Commitment to Implement the San Bernardino Promise Zone (SBPZ) Plan

Dear Ms. Piper:

The Clancy Company is fully committed to the success of the San Bernardino Promise Zone effort and believes its designation will be of significant value to the program as well as to the City. This letter will summarize my experience, describe my role in the effort and articulate why I believe San Bernardino and the Promise Zone program can both benefit significantly from its designation.

For over forty years, I built and led The Community Builders, one of the nation's strongest nonprofit housing and community development organizations. In that capacity, I have been deeply engaged in the growing practice of utilizing the physical transformation of distressed housing into quality living environments as the organizing point for more comprehensive neighborhood and human development efforts. From the transformation of Park DuValle in Louisville, Kentucky to the ongoing community building at Oakwood Shores on Chicago's south side, my work has been focused on how to transform distressed communities into communities of opportunity and increased success for their residents.

My company is partnered with National Community Renaissance in serving as the developer for the transformation of the outmoded Waterman Gardens public housing development. In that capacity, I have been intensely involved in the physical, financial and social planning for creating a new community of opportunity at the heart of the SBPZ and in the effort to have that revitalization serve as the organizing point for the Promise Zone effort. I am deeply personally committed to the success of this effort and to working closely with CORE, the County, the City and the host of others engaged in it.

From my work in San Bernardino over the past three years, I have come to view this City and this effort as highly unusual. An Air Force base closing over twenty years ago and the loss of other major employers combined with a period of political dysfunction to see a once strong small city become weakened, deteriorated and ultimately in bankruptcy. The resulting poverty, crime, unemployment and neighborhood distress is among the most severe I have seen in my career. But the City is poised for resurgence. With successful recall elections, a new City Manager, and a new businessman Mayor, the City is working its way out of needing bankruptcy protection. And with a truly outstanding array of leaders - many recent to the area - and institutions, a collective enterprise like this Promise Zone effort I have every confidence will be very successful. From an extremely high functioning and able County government to a collaborative reform school administration to an exceptional lead health care institution to a growing quality university - San Bernardino's leadership is harnessed to this collective effort in a way that is extraordinary, in my experience.

It is for these reasons that I believe San Bernardino can be a small city that can show the way for other smaller urban and suburban areas like it where poverty is increasingly found. It can be a model for collective action given the caliber of the individuals and institutions involved and the resources to provide the infrastructure for the effort that will be sustainable for years to come through the housing program at the core of the zone.

Thank you for your consideration.

Sincerely,

Patrick E. Clancy, Principal  
The Clancy Company





February 23, 2016

Ms. Valerie Piper  
Deputy Assistant Secretary for Economic Development  
U.S. Department of Housing and Urban Development  
451 Seventh Street SW., Room 7136  
Washington, DC 20410

Subject: Letter of Commitment to Implement the San Bernardino Promise Zone (SBPZ) Plan

Dear Ms. Piper:

Since its inception in 1998, HTH has had a mission to work in collaboration with National CORE to provide social services to low-income families and seniors, resulting in healthy, stable, and successful individuals, families, and communities. To achieve this mission, HTH has identified three key areas in which social services have a long-term impact: family self-sufficiency, child and youth development, and senior wellness. We currently oversee 7 state-licensed preschools, 33 after-school program sites, and a senior wellness program at 21 low-income apartment communities. All programs are offered at little or no cost to residents who live in the communities in which HTH serves.

Upon winning the contract to redevelop Waterman Gardens, HTH has been at the table with National CORE and many of the SBPZ partners to strategize the creation of a campus that will achieve the goals set forth in this proposal. HTH is the contracted Social Service provider at the Waterman Gardens community and works closely with the Housing Authority of San Bernardino and the residents living in the community to bring impactful, relevant programming in coordination with County agencies such as the San Bernardino Department of Behavioral Health & San Bernardino Department of Public Health (DPH), large institutions such as Loma Linda University, Health, and local community based organizations. HTH has been instrumental in bringing these partners together to develop the following programs:

- **Family Opportunity Center**: a wraparound family services and financial coaching program to assist families to move up economically by increasing their income & assets, decreasing their debt and improving their credit through leveraging community resources. HTH helps coordinate GED classes and provides referrals or direct assistance with household emergencies (ie. food, diapers, transportation, utility bills, rental assistance.)
- **Community Health Programs**: the Program Coordinator onsite at Waterman Gardens works in collaboration with all of the Health Goal partners listed in the SBPZ Plan to provide relevant and necessary health programs such as nutrition and health education classes, preventative health screenings, free exercise classes, and access to fresh foods. The DPH also trains residents to be health educators in their own communities
- **Community Engagement Opportunities**: the residents at Waterman Gardens are a critical resource in this community and HTH is proud to support their own efforts which include: Community meetings, Warm Springs Neighborhood Association meetings; Neighborhood Watch; and Cultural Community Events.
- **Youth Empowerment Programs**: HTH works with and facilitates multiple education and youth empowerment programs onsite including: Boys and Girls Club of Redlands onsite After School Program; Excel Tutoring in the summer that focuses on linking students to STEM career paths; and Girl Scouts of America.

Hope through Housing is committed to providing these programs and has leveraged its own grants and human resources to develop the above programs in the year that we have been onsite. We look forward to continuing and expanding this work with the SBPZ partners to create the largest impact possible for this deserving community. Thank you for your time and consideration.

Sincerely,

Ciriaco Pinedo, President of Hope Through Housing



## Inland Valley Development Agency San Bernardino International Airport



February 23, 2016

Deputy Assistant Secretary for Economic Development  
U.S. Department of Housing and Urban Development  
451 Seventh Street SW., Room 7136  
Washington, DC 20410

Re: Third Round Promise Zone Application

Dear Ms. Piper,

On behalf of the Inland Valley Development Agency (IVDA), I am pleased to support the County of San Bernardino in partnership with the City of San Bernardino, with administrative program support from National Community Renaissance of California, in applying for the Promise Zone designation for the identified area in the City of San Bernardino. This designation will truly help transform this much needed area of the city into a sustainable, livable, and equitable community by creating jobs, increasing economic activity, improving educational opportunities, reducing violent crime, and leveraging private investment.

The IVDA is a regional Joint Powers Authority, formed in 1990, comprised of the County of San Bernardino and the cities of San Bernardino, Lorna Linda and Colton. The purpose of the JVDA is to effectively redevelop and reuse property in and around the former Norton Air Force Base; which includes approximately 14,000 acres of residential, office, commercial, industrial, agricultural, aviation and other private and public land uses within a three (3) mile radius of the former Base. The IVDA was charged with the responsibility of replacing the 10,000 jobs lost due to the closure of the former Base<sup>1</sup>. This base reuse project area includes Waterman Gardens, within the proposed Promise Zone area.

The IVDA has developed and implemented intergovernmental agreements and public private partnerships with major stakeholders including Hillwood Development Company, LLC., Stater Bros., and the San Manuel Band of Mission Indians. In addition, we have proven experience in sourcing and administering federal grants with the Department of Transportation, Department of Defense and the United States Chamber of Commerce.

In December 2000, Dallas-based Hillwood Development Company, LLC. was selected by the IVDA as the master developer of what is now known as Alliance California. Hillwood is one of the world's premier real estate investment and development companies headed by Ross Perot Jr., son of the legendary entrepreneur and former presidential candidate. In an effort to fulfill a primary goal of job creation, the IVDA transferred substantial properties within the base reuse project area to Hillwood through the Master Disposition and Development Agreement and a comprehensive development plan was established and implemented for the Alliance-California project.

Hillwood and IVDA's business attraction programs have brought major Fortune 100 and 500 companies to the local area, including Mattel, Pep Boys, Kohls, Kohls.com, PepsiCo and Amazon. As of 2014, these companies, as well as others in the base reuse area, have created over 8,800 jobs in high demand

---

<sup>1</sup> The Economic and Social Impact of the San Bernardino International Airport (Phase I, 1994-2010), California State University San Bernardino Institute of Applied Research and Policy Analysis.



sectors including transportation, logistics and construction/manufacturing. On its own, the Hillwood Master Developer Agreement has had a direct economic impact of \$1,763,250,000 in the base reuse project area<sup>2</sup>.

The IVDA also provided administrative and financial oversight as a partner agency of the former San Bernardino Valley Enterprise Zone (SBVEZ), one of 40 Enterprise Zones designated by the State of California to enhance business development and employment efforts in depressed areas of cities and counties. The Enterprise Zone program provided a variety of state tax credits to businesses located within these areas. During its designation period, the SBVEZ vouchered over 40,000 employee tax credit vouchers for local businesses and was recognized as one of the most effective zones in the program. It is this type of experience that shows IVDA's ability to support existing job training, while aligning existing resources at an agency level, which has proven to be very effective.

In addition to creating jobs the IVDA has delivered over \$200 million in public infrastructure improvements, including roads, bridges, transportation corridors and facilities. These public improvements have significantly enhanced regional surface transportations networks, linking the former Air Force Base with I-10, I-215, SR 330 and major transportation centers such as the BNSF Railway San Bernardino Intermodal Rail Facility.

As a partner with National CORE, the IVDA has a proven track record and the experience to continue to align major employers with key workforce development and job training resources. As demonstrated above, the IVDA is a major stakeholder in the economic health of the City of San Bernardino, specifically in the areas of creating jobs and increasing economic activity, and is committed to being a continued link to employers in our development area, encouraging the training and hiring of inland residents.

We agree with and fully support the San Bernardino Promise Zone Strategy and welcome the opportunity to collaborate with National Community Renaissance of California in this unique cross-sector, multi-agency partnership to effectively invest and leverage our federal dollars to achieve the vision for the Promise Zone. To ensure the success of the demonstration, we commit to continuous measurement and data sharing among partners, as well as economic development staff support where needed. The IVDA will make every effort to participate at all levels.

We look forward to this important endeavor for the City of San Bernardino, it's residents, and the multitude of partners that are coming together to make a positive impact for generations to come.

Sincerely,

**INLAND VALLEY DEVELOPMENT AGENCY**



Michael Burrows  
Executive Director

---

<sup>2</sup> Alliance-California IVDA Board Update, June II, 2014, HiUwood, a Perot Company.



Ms. Valerie Piper  
Deputy Assistant Secretary for Economic Development  
U.S. Department of Housing and Urban Development  
451 Seventh Street SW., Room 7136  
Washington, DC 20410

23 February 2016  
Re: Third Round Promise Zone Application

Dear Ms. Piper,

On behalf of Technical Employment Training, Inc. (TET), I am pleased to support the County of San Bernardino in partnership with the City of San Bernardino, with administrative program support from National Community Renaissance of California, in applying for the Promise Zones designation for the identified area in the City of San Bernardino.

As the Founder of TET, President & CEO of Kelly Space & Technology, Inc., Chairman of the Career Pathways and Education Committee for the State of California Workforce Investment Board and as recent past-President of the San Bernardino City Unified School District (SBCUSD) Board of Education, I have a strong commitment to the success of our region and prosperity of its residents. TET is a major stakeholder in the economic health of the City of San Bernardino, specifically in the areas of creating jobs, increasing economic activity, improving educational opportunities and reducing poverty. TET has developed tangible business-education partnerships to provide our students with relevant, exciting, hands-on instruction, nationally-certified training and career placement within our regional demand and growth industry occupations.

As cited in the January 2012 United States General Accountability Office (GAO) report, TET's evidence-based strategy identifies four essential elements key to the success of any education, career development or training program as follows:

- (1) A relevant, rigorous and comprehensive curriculum embedded within an intensive training environment;
- (2) Conducted within an operational, applied learning and "on-the-job-training" setting that inspire and engage students with hands-on, real-world projects providing students with practical experience in addition to academic instruction;
- (3) Conferring employer-valued, nationally-recognized credentials and certifications as a demonstration of student proficiency and skill (825 to date), and;
- (4) Providing direct career placement within key regional industry sectors and the high-demand, high-growth occupations within these sectors as the key measure of success, which stands at nearly 81% with 276 students placed into full-time employment.

TET's evidence-based model aligns education, workforce investment and economic development along a continuum to move families from poverty to economic independence. Testimonials from our students, graduates and their families are moving. After spending only a few minutes with our students, it is obvious that they now see opportunity in life, where there was once despair. It is critical to the future of our Nation to be steadfast in creating a technologically-literate, high-quality, skilled and educated workforce able to meet the occupational demands of a globally-competitive economy and provide our residents with a passport to prosperity.

TET students rely on the Federal Workforce Investment and Opportunities Act (WIOA) funding to provide them with the needed skills and certifications to effectively compete for the good-paying jobs within our regional high demand occupations. The Promise Zone designation will ensure these students are a priority investment to leverage our federal, state and local resources to move families from dependency to prosperity. To ensure the success of the demonstration, we commit to continuous measurement and data sharing among partners. We will make every effort to participate at all levels.

Thank you for your consideration. If you have any questions, or if I can be of any assistance, please contact me anytime. We look forward to your favorable response.

Sincerely,

Michael J. Gallo, Founder & Chief Executive Officer of Technical Employment Training, Inc.

February 23, 2016

Ms. Valerie Piper  
Deputy Assistant Secretary for Economic Development  
U.S. Department of Housing and Urban Development  
451 Seventh Street SW., Room 7136  
Washington, DC 20410

Re: Third Round Promise Zone Application

Dear Ms. Piper,

On behalf of San Bernardino Valley College (SBVC), I am pleased to support the County of San Bernardino in partnership with the City of San Bernardino, with administrative program support from National Community Renaissance of California, in applying for the Promise Zones designation for the identified area in the city of San Bernardino. This designation will truly help transform this much needed area of the city into a sustainable, livable, and equitable community by creating jobs, increasing economic activity, improving educational opportunities, reducing violent crime, and leveraging private investment.

San Bernardino Valley College is a major stakeholder in the economic health of San Bernardino, specifically in the area of improving educational opportunities. We are fully dedicated to collaborating in this unique cross-sector, multi-agency partnership. SBVC serves approximately 16,000 students per year with roughly 1,700 new students from local feeder high schools. Nearly all students reside in the County of San Bernardino, and more than 50% reside in the City of San Bernardino. Thirty percent of these students enroll in Career Technical Education, a path that leads to employment. The other 70% are students with longer term goals; many plan to graduate and transfer to a four-year college such as to the partner university at California State University - San Bernardino.

SBVC offers online courses for working students, and 40% of courses on campus are offered during evening hours. More than 1,000 students per year report they are enrolling to acquire or upgrade their job skills. SBVC awards more than 1,200 degrees and certificates each year - and one-third of them are CTE certificates SBVC obtains community input through faculty and staff participation in a wide range of community organizations, service on industry advisory boards, and by sponsoring an Annual Educational Summit where community residents are invited to participate.

We agree with and fully support the San Bernardino Promise Zone Strategy and are excited at the opportunity to collaborate with National Community Renaissance of California and other partners to advance employment and educational opportunities in the SBPZ. To ensure the success of the demonstration, we commit to continuous measurement and data sharing among partners. We will make every effort to participate at all levels. We look forward to this important endeavor for the city of San Bernardino, its residents, and the multitude of partners who are coming together to make a positive impact for generations to come.

Sincerely,



Dr. Gloria Fisher, President of San Bernardino Valley College