

# **San Bernardino Strategic Planning Process**

## **February – May 2015**

In February of 2015 the City of San Bernardino initiated a Strategic Planning Process designed to integrate with, and provide guidance to the City's plan to exit bankruptcy, the Plan of Adjustment work already underway.

The Strategic Planning Process was designed to be community-based – that is to use community input and community leaders to build a new vision and a set of high level approaches to bridge from the current state to a revitalized city.

Because the process needed to be on a fast track to support the Plan of Adjustment and May 30 deadline with the courts, the initial phase of planning was truncated from more typical planning processes. A set of five Town Hall Meetings were conducted in February, one in each city ward. Over 600 people attended these sessions in which they were asked to identify both city assets and key challenges in revitalizing the city. Participants in these events were positive and excited to be included in the process. The detailed input from these sessions is appended to this document.

In addition, an electronic survey was made available to residents across the city. Approximately 450 people completed the survey. The results from the electronic survey and the Town Hall meetings were consistent. The detailed survey results are also appended to this document.

Seventeen community leaders from education, business, county government, non-profits, faith-based institutions and other sectors were invited to participate in strategic planning session on March 18-19, 2015. The specific outcomes for the session were as follows:

1. Build shared understanding about the current state of the city and the requirements of the POA.
2. Develop a new inspiration for the city – elements of a vision.
3. Identify the specific internal and external patterns that will need to be addressed in order to achieve a revitalization of the city.
4. Develop a new context and set of high level approaches for the city.

This two-day process was open to the public and designed in a unique way. Because the City Council will ultimately adopt both the Plan of Adjustment and the Strategic Plan, the council members were invited to have a “seat at the table”, and yet assume a listening mode. In this way they could be directly informed by the thinking of the seventeen members of the Core Planning Team and the planning could be truly designed by the community.

The agenda for the two days was simple in its design. The first day was focused on building shared understanding of the current city context and initial visioning, with the second day to be focused on further visioning and identifying high level strategic approaches. A copy of the agenda is appended to this document.

Although simple in design, in reality the current issues that have surfaced in the Plan of Adjustment work appropriately dominated the attention and concern of the Core Planning Team. As a consequence, the vision and strategic approaches need further refinement that will come through a series of work sessions between March 23 and April 23<sup>rd</sup>, with their input coming back to the Core Planning Team on April 24<sup>th</sup>.

## **Major Findings, Results, Recommendations and Directions**

1. Redefining and reformulating the relationships between the City Mayor, City Manager, City Council and the City Attorney is imperative in order to move city governance from being dysfunctional to functional, and eventually to deliver effective and efficient operations throughout the city. A full strategy and process was proposed and designed for this purpose. See attachments for the document developed and approved by all parties. Formal voting on this process will occur at an April City Council meeting.
2. The Core Planning Team centered their vision discussion around 5 key themes:
  - A place where dreams and aspirations can come true – a place where everyone cares for each other and where we feel responsible for each other. An empowered community that truly embraces its rich diversity and a place that is safe for all of its' residents.
  - A city that is built on its competitive advantages and its assets and one that leverages these assets through committed and collaborative and interdependent partnerships.
  - A city where all young people will succeed through a rich interconnected web of educational supports. A city that is known for being focused on developing college-bound students.
  - A city that recognizes the importance of homeownership, one with strong code enforcement and effective processes for working with landlords.
  - We have an efficient and effective governmental system that connects with other governmental systems and focuses on shared goals (collective impact). We have leveraged our impact through our efficiency, collaboration, shared focus and partnerships.
3. Throughout the conversations several core planning principles continued to surface:
  - The importance of building strong, interconnected partnerships focused on mutual shared goals and values – collective impact.
  - The imperative to actively involve and communicate with all residents of the city. Community empowerment needs to be at the core of all the work. The best answers and active support will come from the community.
  - The work of the city and of the planning process needs to be transparent and accessible to all residents of the city.
  - Voter education and engagement will be key to the accountability and ownership that will be necessary for city revitalization.
  - The importance of immediately responding to some of the highest and most visible community concerns in order to build credibility for the process.
  - Don't reinvent the wheel. Build on existing assets and the work that is already going in our community and county.
  - We need to do the right things. The needs of the city come before personal agenda.

4. The last component of work over the 2-day planning process was to identify some high level areas for strategy development. There was consensus in understanding the interconnected nature of the identified strategic priorities, and that efforts need to go on at various levels both concurrently and in a staged manner relative to available resources.

The following categories were identified with their associated possible goals and actions. These categories are consistent with the priorities identified through the Town Hall meetings and Community Survey.

The numbers next to the category header represent a rough polling based on two criteria – what is most urgent and what category will build the best foundation for success in reaching our vision. By consensus, the “Leadership Agreement” category was seen as most important and as a prerequisite. As such, no votes were cast for this priority – it was taken as a given.

### **The “Leadership Agreement”**

- Implement common council/Mayor/Attorney/City Manager agreement
- The Big 4 and the 17 Core Planning Team to make a public declaration in front of the “All America City” sign.
- Consistent accountability of stakeholder to “Leadership Agreement”.
- Learn from our missteps but still be willing to take risks.
- City and community leadership hold themselves and others accountable.
- Voter education by community partners to create support for the new “Leadership Agreement”.
- Improve the city climate.

### **Safety and Crime (14)**

- Marked reduction in crime
- Signs on homes and businesses with message of safety in the neighborhood – i.e. Neighborhood Watch programs.
- Create safe zone in different wards for kids to be safe from gang violence and gang recruitment.
- Addressing crime through strengthened and empowered communities and neighborhoods.
- Increase community involvement in improving the city’s appearance and public safety.

### **Housing (10)**

- Full implementation of city-wide housing receivership program.
- Stimulate city-wide increase in homeownership rate (+10% within 10 years).
- Create a program of housing incentives for teachers, police, fire and city personnel.
- Strengthen code enforcement ability to sanction absentee landlords with blighted properties.
- Reduce poverty by empowering existing residents and attracting higher income and residents.

### **Education and Workforce Development (9)**

- Develop and provide unpaid training locations for student trainees.
- Develop a city-wide commitment to a college and career-going culture.

- Resume intake center specifically for the residents of San Bernardino.
- Work to retain students graduating from SBCC and CSUSB.

### **Community Engagement (9)**

- Identify and enlist community groups to advocate and communicate our shared vision to others.
- Create a culture of community engagement, education and transparency
- See more signs of positive action in the City – i.e. murals, no encampments
- Work with grassroots organizations to foster pride in our city.
- Clean up of city gateway beautification
- Determine the top 5 “doable” community suggestions to be implemented immediately.
- Establish a “San Bernardino Cares Day” quarterly
- Visible rehabilitation of streets

### **Business Development and Partnerships (8)**

- Provide incentives for businesses to locate in San Bernardino.
- Consider utilizing the “Launch Initiative” as a collective impact hub for community revitalization.
- City Council creates “enhanced infrastructure financing district” as post-redevelopment investment structure.
- Re-work our city processes in order to become more business-friendly.
- Work with local business to expand partnerships.
- Create a committee to work on partnerships with all possible partners to take advantage of our current competitive advantages.
- Look beyond our city for expanded opportunities.
- Stimulate city-wide business development and entrepreneurships.
- Formalize a collective impact “charter” with key interdependent partners.
- Integrate skilled faculty from CSUSB and SBVCC in addressing city issues.
- Municipal code and ordinance review and overhaul.
- Market the airport for passengers and freight.
- Full-scale effort towards an active airport.

### **Public Relations (5)**

- Public relations campaign to highlight the right things about San Bernardino.
- Work with local media (Sun, P.E.) to get more positive coverage of the city.
- Develop a public engagement marketing approach to ensure entire community involvement.
- Quarterly Community Roadshow meetings throughout the city.
- Expand the local TV channel.
- Connect better with KVCR

### **Downtown (0)**

- Rebuild downtown with attractions for younger residents, including restaurants, etc.
- Human Relations Commission – (0)

- Reactivate the Human Relations Commission

### **Next Steps for the Planning Process:**

The Mayor, in consultation with Management Partners, presented a set of proposed next steps for the Strategic Planning Process and the Plan of Adjustment. It is essential that everyone is working on a very tight timeline between now and May 30, 2015.

Teams of city staff working with content experts will take the initial strategic thinking identified in this document and develop goals and enabling strategies on the priority work. This set of proposed plans will come back to the Core Planning Team for a full day planning session on April 24<sup>th</sup>. A copy of the proposed set of next steps is appended to this document.

## **Appendices**

**Appendix A:** Findings and Notes from the March 18-19<sup>th</sup> Strategic Planning Session

**Appendix B:** Agenda for March 18-19<sup>th</sup> Strategic Planning Session

**Appendix C:** Summary of Town Hall Meetings

**Appendix D:** Proposed Leadership Agreement

**Appendix E:** Next Steps Plan

**Appendix F:** Summary of Community Survey

# Appendix A: Findings and Notes from the March 18-19<sup>th</sup> Strategic Planning Session

## Current Context Conversations

Management Partners presented their high level findings about the current city context. They presented a compelling history of decline that today has resulted in:

- Low median household income
- High poverty
- Low education attainment
- High unemployment
- High crime rate
- Declining share of assessed value
- Declining share of income
- Declining share of population

Their analysis shows several major themes behind the decline:

- A commitment to service delivery and the community, but few tools to deliver. An organization that is unable to support even average service levels.
- Long-standing, systemic organizational dysfunction. Organizational culture is in disarray.
- Leadership confusion: who's in charge?
- Employee recruitment and retention issues.
- Lack of trust and accountability.
- Inconsistent management or policy framework to support informed decision making.
- Information technology is a low priority.

Their assessment of the underlying cause that the city is operating on a **dysfunctional city charter**.

This input was then followed by an in-depth dialogue of the Core Planning Team. Their comments included the following concerns and recommendations:

- We need a shared vision and operating context/framework to hold leadership accountable to deliver what our city needs and wants.
- We will need a 2-part process to bring city government from dysfunctional to functional. The four entities (Council, Mayor, City Manager and City Attorney) need to agree on a new management construct. The second component is that they all need to agree on re-writing and or repealing the current city charter. These parties need to go before the public and state their rationale and commitment to these two steps.
- We will need to make sure that we educate the voters on these essential steps in the Plan of Adjustment and the need for significant change. In addition, there is a need for the public to hold the entire leadership team accountable to these changes. There should be a public signing ceremony.

- We should consider maintaining the Ward focus and have council members elected at-large.
- We need to eliminate the inconsistencies in governance so that developers feel comfortable coming to the city.
- People in power need to relinquish some power for the good of the city/people. Put the interests of the city above their personal agendas. All elected officials need to be aligned around the interests and needs of the city.
- We need to tackle the real issues that got us into bankruptcy.

At the conclusion of this conversation the Core Planning Team asked Management Partners to provide a draft “Leadership Agreement” that the team could discuss and alter by the end of the strategic planning session. The document was prepared and presented on the morning of day 2. Generally the Core Planning Team was in full support of this approach. The Core Planning Team identified the following possible changes to the draft document prepared by Management Partners:

### Feedback specific to the Leadership Agreement:

- The intent of this work is to create effective and efficient operations for the city. We want to focus on this outcome and indicate that an initial step is around the Leadership Agreement and revision/repeal of the city charter.
- For this Leadership Agreement to sustain and work we (Core Planning Team) need to have a continuing and active role in supporting this work and holding the players accountable. This team could be part of a regular feedback and review process specific to the Leadership Agreement.
- We will also need to create a new perspective about the role the public plays in supporting the work of the city leadership and government. They will also need to have a new perspective and set of behaviors that support the work.
- We also want to propose that the work of the Charter Revision Committee is re-tasked to one of repealing/re-writing a new charter that reflects effective and efficient city operations.
- The role of the Mayor needs to be clearly articulated as the key shaper of the city image and the key representative of the city.
- We need to be certain in any new agreement and/or charter that we are very clear on our terminology and the roles and responsibilities of all the key players.
- Specific mechanisms for collaboration, transparency, communication and codes of conduct need to be articulated in the Leadership Agreement. Accountability mechanisms need to be built into the process as much as is possible.
- Process that is very transparent to voters and builds an effective case for change.
- We need to be more explicit on #4 as per recommendations of Bob Deis.
- Under City Manager – clearly stated that City Manager will serve as the “CEO” and is accountable and responsible to the Council
- Clarity around the “code of conduct” and rules of engagement for the Big 4.
- It may be useful to have a referee of sorts or mediator to hold the Big 4 accountable.
- Inclusion of roles and responsibilities put inside a contract for the City Manager.
- Clarification of the roles of the Council and the Mayor specific to accountability of the City Manager.
- We need a commitment of the Council members to self-police.
- #2 & 3 need to go under Mayor as well.
- City Manager – sole authority for managing and directing staff.

- #1 under Mayor and City Council – consider quarterly pulse checks.
- We need to be more direct with our wording – instead of “will avoid” it should be “will not”; for the Mayor, instead of “a key face” it should be “the key face”
- We need to be careful that the language is not too legal – we don’t want to run into legal interpretations or limitations.
- Replace word “power” with authority and responsibility.
- Performance evaluations for council members that support and provide constructive feedback.
- We want to continue to use Management Partners to support our work.
- We may not need a full time Mayor.

A small sub-team of the Core Planning Team worked with Bob Deis over lunch and brought back a revised draft for consideration by all members in the planning session (Core Planning Team, City Council, Mayor, City Manager and City attorney). The completed draft is appended to this document and it received endorsement by all members attending the session.

## **Looking to the Future**

This section was a four-step process. The first step involved an overview of the results from the Town Hall meetings and the Community Survey findings. The second step involved watching a video that reframes the nature of visioning – how to switch perspectives and modes of thinking from the current patterns to new patterns. The third was a dialogue among the Core Planning Team to identify those possibilities that would be inspirational and commitment-building. The last step was to focus down to the most important vision elements.

### **Step 1: Town Hall Meetings and Community Survey Results:**

In these processes, participants were asked about existing assets, possible futures and key changes they would like to see. The results from both processes were fairly consistent. The tabulated results from the Town Hall meetings were as follows (What are the 3 changes you would like to see for our city?):

#### Community Infrastructure (22)

Street improvements, lighting, parks, trees, walking & biking, dealing with homelessness.

#### Public Safety (17)

Reduce crime, gangs, graffiti, get rid of illegal marijuana dispensaries, increased community policing.

#### Pride, Community Ownership, Volunteerism (12)

Volunteer programs to clean up and restore neighborhoods and the community; community empowerment, involvement and ownership for the city.

#### Programs for Youth (12)

Activities for youth; job development training for youth; live here and play here.

#### Community PR and Marketing (11)

Marketing a positive image; customer service in government; efficient government operations; showcase city assets.

Attract, Retain and Support Local Business (11)

Business friendly environment, zoning changes, lower business taxes, programs to support local businesses.

Health Government – Code Enforcement (10)

Code enforcement; get back to the basics of city services; government officials who live in and care about the city; restructure city charter; accountable city officials.

Create a vital and attractive Downtown Hub (8)

Restore downtown as a focal point with vendors, arts, farmer’s markets; sports center.

Planning Process (5)

Coherent planning and redevelopment processes that are transparent to the community; economic development to create balanced economic demographics.

**Step 3: Dialogue Process – Inspirational Elements of an Emerging Vision**

The Core Planning Team dialogue resulted in the following initial vision elements:

- A place where my dreams and aspirations can come true – a place where everyone cares for each other and where we feel responsible for each other. A place where we truly embrace our diversity – a place where we have celebrations of diversity/culture every weekend.
- For the city to succeed it needs to do so in partnership – partnership with our residents, with our hospitals, colleges, business, etc. We need to focus on building partnership that reflect our assets and competitive advantages – i.e. 66ers, hospitals, railroads, transportation, county government, Orange Show, San Manuel.
- The city lives the way it looks.
- We will have a strong PR campaign that focuses on a Safe City. We have successfully marketed and branded our new identity all the way down to our street signs.
- We will create a vibrant downtown area that includes a student run “hub of innovation”.
- We will have multiple types of sports activities for youth and other community members.
- If you move to the City of San Bernardino you will succeed through education. We are a college going culture at the highest levels. We will have a campaign by every key partner that focuses on education and youth development. We will be known for being a college and career ready city that raises the bar for all students. We will

start our campaign at 0-36 months. Imagine a picture of the All American Sign with all the leaders and partners literally drawing a line in the sand.

- We will “dial down” on housing – strong code enforcement; effective processes for landlords; crime-free certification.
- We have an efficient and effective governmental system that connects with other governmental systems and focuses on the shared goals (collective impact). We have leveraged our impact through our efficiency, collaboration, shared focus and partnerships.

#### **Step 4: Focusing the Vision**

A second pass at the vision elements took place in the afternoon of day 2. Participants were still largely focused on finalizing the Leadership Agreement document and process. Because of this the author of this document has attempted to take a stab at this step based on the limited input from the team:

- A place where dreams and aspirations can come true – a place where everyone cares for each other and where we feel responsible for each other. An empowered community that truly embraces its rich diversity and a place that is safe for all of its residents.
- A city that is built on its competitive advantages and its assets and one that leverages these assets through committed and collaborative and interdependent partnerships.
- A city where all young people will succeed through a rich interconnected web of educational supports. A city that is known for being focused on developing college-bound students.
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- We have an efficient and effective governmental system that connects with other governmental systems and focuses on the shared goals (collective impact). We have leveraged our impact through our efficiency, collaboration, shared focus and partnerships.

### **Possible Areas of Strategy and Approach**

The last component of work over the 2-day planning process was to identify some high level areas for strategy development. The workshop method was employed for this work. The guiding question was:

“What steps or actions should we take that will bridge us from our current state to our desired vision for the future?”

The following categories were identified with their associated possible goals and actions. The numbers next to the category header represent a rough polling based on two criteria

– what is most urgent and what category will build the best foundation for success in reaching our vision. By consensus the “Leadership Agreement” category was seen as most important and as a prerequisite. As such, no votes were cast for this priority – it was taken as a given.

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- Improve community involvement in improving the city’s appearance and public safety.

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- Full implementation of city-wide housing receivership program.
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- Look beyond our city for expanded opportunities.
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- Integrate skilled faculty from CSUSB and SBVCC into addressing city issues.
- Municipal code and ordinance review and overhaul.
- Market the airport for passengers and freight.
- Full scale effort to active airport.

### **Public Relations (5)**

- Public relations campaign to highlight the right things about San Bernardino.
- Work with local media (Sun, P.E.) to get more positive coverage of the city.
- Develop a public engagement marketing approach to ensure entire community involvement.
- Quarterly Community Roadshow meetings throughout the city.
- Expand the local TV channel.
- Connect better with KVCR

### **Downtown (0)**

- Rebuild downtown with attractions for younger residents, including restaurants, etc.
- Human Relations Commission – (0)
- Reactivate the Human Relations Commission

# Appendix B: Agenda for March 18-19<sup>th</sup> Strategic Planning Session

## San Bernardino City Strategic Planning

### Desired Outcomes:

5. Build shared understanding about the current state of the city and the requirements of the POA.
6. Develop a new inspiration for the city – what we can become.
7. Identify the specific internal and external patterns that will need to be addressed in order to achieve a revitalization of the city.
8. Develop a new context and set of high level approaches for the city.
9. Identify specific process steps that will get us from where we are today to our new future – involvement, engagement, etc.

### Agenda Sequence:

#### I. Welcome and Framing

8:30 – 9:30

- A. Welcome by Mayor
- B. Introductions of Facilitators and Introduction Process
  1. Introduction of Planning Participants
- C. Outcomes for the 2-day planning process
- D. Role of Council Members and Public Input
- E. Review of the Agenda Sequence

#### II. Current Context

9:30 – 12:00

- A. What is the historical background of what happened that gets us to our circumstances today?
- B. Plan of Adjustment and the connection of the POA to this Planning Process? Managing Partners.
- C. What did we learn through the Town Hall Meetings and the Community-Wide Survey?
- D. What are the key insights that we want to bring into our thinking as a planning team?
  - Small group followed by whole group conversation. Include council members into small groups

#### Lunch Break

12:00 – 12:45

#### III. Creating a Powerful Future for the City of San Bernardino

12:45 - 2:30

1. Community Visioning
  - Small group process
  - Whole group conversation
  - Distillation of key vision themes – goals and principles

#### IV. Public Input

2:30 – 3:30

### Day 2:

#### I. Building a New Leadership Contract

8:30 – 10:00

1. Input from Management Partners
2. Questions about the intent
3. What changes would you propose, and why?
4. Reactions and comments from key players in strategy.
5. What need to be the immediate next steps with this strategy?

**II. Continuing the Vision Work 10:00 – 12:00**

**Small Groups**

- A. What seem to be the most compelling elements of this vision?
- B. What would be the sequence of these elements

**Fishbowl of Core Planning Team –**

Goals, principles, driving beliefs and possible Dilemmas

**II. Key Tensions and Dilemmas 8:45 – 10:30**

- A. Understanding our current context and the desired future - What might be the big dilemmas, paradoxes, issues that we will need to address in our strategic plan in order to be successful?

**III. New Context for the City 10:30 – 11:45**

- A. Given what we have learned about the restraining patterns, what new context do we wish to create that will actively enhance our positive patterns and interrupt the restraining patterns in our current trajectory?

**IV. Broad Approaches and Strategies 12:30 – 2:15**

- A. Given the insights about our new context, what broad approaches will be called for in our new strategic plan?
- B. We may want to do the Workshop Method
- C. Next Approaches for the Planning Process

**V. Public Input 2:15 – 3:15**

**VI. Reflection and Summary of Next Steps 3:15 – 3:30**

# Appendix C: Summary of Town Hall Meetings

## Key Themes

• Community Infrastructure	22
• Public Safety	17
• Pride, volunteerism and Ownership	12
• Programs for Youth	12
• Community PR and Marketing	11
• Attract, Retain and Support Local Business	11
• Healthy City Services and Code Enforcement	10
• Create a vital and attractive hub	8
• An effective Planning Process	5

## What are the key changes people want to see?

Restore the level of public safety - fire and police - visibility	17
High effective marketing, operations, customer service	4
Review of City Charter- more efficient government	3
Youth programs and job preparation - pride in playing & working here - students - job development	10
Fix and improve city infrastructure - streets, lights, trees and parks - beautification - walking and biking ,skate parks	22
Retain and Attract more businesses- business friendly - zoning	7
Enforcement and prevention of crime and homelessness, code enforc	11
Establish a culture of ownership- community input and outreach	5
Stop doing projects tied to State, Fed and nonprofits	2
Start respecting city employees and stop going to private companies	2
Work on attracting small local businesses rather than big boxes	2
Dedicated, transparent and accountable elected officials	
Showcase our city's assets - market in a positive way- museums, etc	
Recycling	
Senior housing	2
Coherent planning and redevelopment plan- transparency	3
Lower business taxes	2
Restore downtown - Local hub or focal point, vendor booths, sports farmers market	3
Sports facility as alternative to crime	2

Prayer back in school	
Get the airport working for the public	
Economic development, balanced demography	2
Get back to the basics of healthy government structure and function	
Take pride in your home and clean up neighborhoods	3
Small business support - improve access to businesses	2
Regulate marijuana dispensaries	2
Outsource police and fire	
Increase family/felon/resources and libraries	
Match the code to surrounding cities - higher development standards	2
Affordable housing for those on disability	
Job development	4
Government officials who live in the city and understand	
Volunteer projects - community gardens, clean-up	3
Apprentice programs in crafts. Electrical	

# Appendix D: Leadership Agreement

## San Bernardino's Interim Charter Agreement March 19, 2015

### **Problem/Opportunity Statement**

The City of San Bernardino's Strategic Planning Core Team, a group of diverse community and institutional leaders, was tasked with recommending to the City Council a new direction for the City, a strategic plan. This Plan will provide a roadmap for the renaissance of San Bernardino and direction for the City's impending bankruptcy exit plan i.e. Plan of Adjustment.

In order to plan for a new future, we needed to understand the current organizational context. We listened to a high-level assessment of the City organization to evaluate barriers to excellence. We discussed the potential causes for the City's bankruptcy, the reason(s) why the City cannot provide adequate services and why it is so hard to determine who is in charge and ultimate accountability for organizational performance. These have to be addressed in order to achieve the vision and goals of a strategic plan, let alone exiting bankruptcy.

It is very apparent to us that the City's Charter is a compendium of conflicting provisions, a recipe for inefficiency and finger pointing given the overlapping of legislative (policy making) and managerial responsibilities between the Mayor, Common Council, the City Attorney and City Manager. It is unclear who is in charge and whom to hold accountable. If that wasn't enough, there is a long list of attorney opinions that together with the extreme length and complexity of the charter, has created the proverbial "Gordian knot" which greatly reduces the City's effectiveness.

The Charter is also difficult to change. Yet, time is of the essence. The frustrated bankruptcy judge has ordered the City to produce a Plan of Adjustment by May 30<sup>th</sup>. Additionally, San Bernardino's economy continues its slide as an economic island in one of the fastest growing regions in the country. If one cares about San Bernardino's future, a change in decision making and operating practices needs to occur immediately.

### **Recommendation**

The City's bankruptcy confirms the need to completely replace San Bernardino's City Charter. This likely cannot be approved until 2016. A process should be put in place leading to a proposed new City Charter that draws from other successful cities' experiences. In the near term, we believe the four principals (Mayor, City Council, City Attorney and City Manager) should formally agree to a list of operating practices that are ubiquitous in high-functioning cities of a similar size. We recommend this occur on or before the City's April 6, 2015 Common Council Meeting.

This formal agreement should include commitments individually and as a governing body to follow "good governance" practices, including:

## Common Council

- 1) The Common Council will adopt policy, approve contracts, and undertake other obligations consistent with the Charter and Code. It will not micro-manage the methods used by management and staff to achieve the Council goals.
- 2) The Common Council will make the necessary decisions to expeditiously exit bankruptcy, as well as develop and implement a strategic and tactical plan that ensures San Bernardino's success in the foreseeable future. To this end, it will comply with judge Jury's order to produce a confirmable Plan of Adjustment by May 30, 2015.
- 3) The Common Council will provide the resources to pursue the City's best interests in bankruptcy court along with a robust communication plan to inform the citizenry what is at stake.
- 4) The Common Council will adopt a Citywide perspective first and a ward view secondarily.

## Mayor

- 1) The Mayor will build consensus with the Common Council to create and implement a shared vision and plan of implementation.
- 2) The Mayor will establish and maintain partnerships and regional leadership roles to advance the City's interest.
- 3) The Mayor will be the key "face" and the chief spokesperson for the City.
- 4) The Mayor will be the presiding officer at meetings of the Common Council and should fully participate in discussions.
- 5) The Mayor will not intrude into the role of the City Manager.
- 6) The Mayor will work with the Common Council and City Manager to coordinate goal setting and the performance evaluation of the City Manager.

## Mayor and Common Council

- 1) The Mayor and Common Council will jointly develop clear expectations of their City Manager and hold him/her accountable by conducting performance evaluations at least every 6 months.
- 2) The Mayor and Common Council will develop and implement norms (Code of Conduct) to guide and direct their interactions and duties, including measures to hold one another accountable for deviations from the ideals set forth here and in the Code.
- 3) Neither the Mayor nor the Common Council will intrude into the duties that are typically managerial in nature, such as the appointment or removal of staff.
- 4) Neither the Mayor nor the Common Council will direct departmental staff.

## City Attorney

- 1) The City Attorney will provide legal advice to the Mayor, Common Council and City Manager, and will not participate in the formulation of policy or managerial matters.

## City Manager

- 1) The City Manager will be the sole authority for managing City operations and directing City staff.
- 2) The City Manager will make business and policy recommendations based on professional judgment and best practices, and not the “political winds” of the community and Common Council.
- 3) The City Manager will have both the authority and accountability to produce a confirmable Plan of Adjustment for Common Council approval by May 30, 2015. The City Manager will be responsible for implementing the Plan of Adjustment to ensure the City exits bankruptcy as soon as possible.
- 4) The City Manager will not abdicate his/her authority to the Common Council or Mayor, including providing that insulation between politics and administration.
- 5) The City Manager will be accountable for the implementation of Council goals and policy, and the overall performance of the City.
- 6) The City Manager is responsible for keeping the Common Council and Mayor current on important emerging issues and properly briefed on business matters before the Common Council at their biweekly meeting.

## Independent Legal Review

Given the complex San Bernardino City Charter, the City should seek an independent legal review to ensure the principles mentioned above can be effectuated on an interim basis until a wholesale Charter revision can take place and be submitted to the voters.

## Brief Bankruptcy Court

The City will brief the Bankruptcy Court on these operational efforts and request any assistance the Court can provide in the interests of helping San Bernardino operate in a more modern and commonplace manner.

# Appendix E: Next Steps Plan

**City of San Bernardino  
Strategic Plan  
March 2015  
NEXT STEPS**

**1) April 2015**

- A. Strategic Planning Core Team presents their work to the City Council in open session (4/6/15). No formal action on the plan is taken but the Council directs staff to convene internal leadership teams to develop more specific strategies for achieving the Strategic Plan goals.

Note: this has two purposes. First, the City organization has to understand and own the new direction because they will have to implement it. Second, proven programs and strategies need to be put into place to effectuate the goals identified in the Strategic Plan. Staff is in the best position to determine.

- B. City convenes leadership teams to develop specific strategies to achieve the Strategic Plan goals.
- C. The San Bernardino Bankruptcy Team needs to review staff proposals and ensure the Plan of Adjustment aligns with and supports the Strategic Plan.
- D. City leadership teams report back to the Strategic Planning Core Team as to their work product and solicits their support. This combined work product, the Strategic Planning Core Team and City leadership teams, becomes the City's proposed Strategic Plan.

**2) May 2015**

- A. The Strategic Planning Core Team and the City leadership teams present the proposed City of San Bernardino Strategic Plan to the City Council for adoption.

Note: this can be scheduled with the San Bernardino Plan of Adjustment for Council approval on the same date.

3) **Summer or Fall 2015**

- A. The timing of this next step is difficult to predict given the actual Strategic Plan, the City's Plan of Adjustment and the judges and litigants responses are difficult to predict at this time. However, the City will develop and implement a public involvement program that builds on the successful Community Engagement Program that was supported by the San Bernardino City Unified School District.

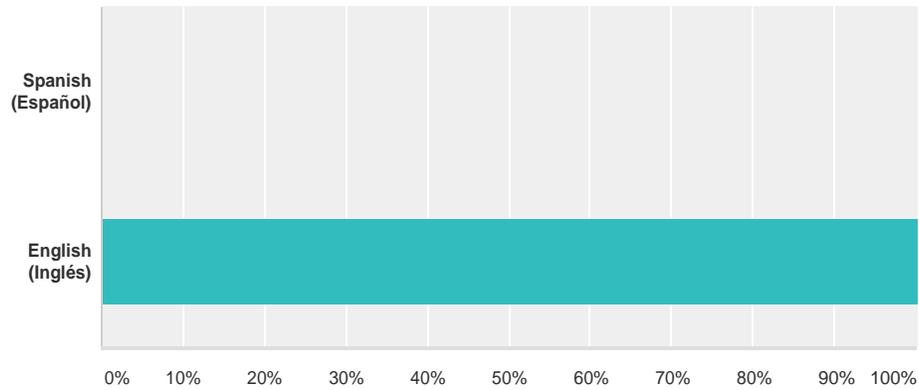
This public engagement program will include: components of the **Strategic Plan** i.e. how it was designed, the rationale for the goals and strategies included in it and the programs that will be put into place to achieve them. It will also include the **Plan of Adjustment**, again with the rationale for the changes that will be included in that plan.

The actual implementation of the initiatives in the Strategic Plan will be determined by numerous factors, including: the litigation process and its timing, the nature of the recommendations in the Strategic Plan, whether we need more resources and what we can accomplish on our own without requiring court approval.

# Appendix F: Summary of Community Survey

## Q1 Please select the language for the survey (Por favor seleccione el idioma de la encuesta):

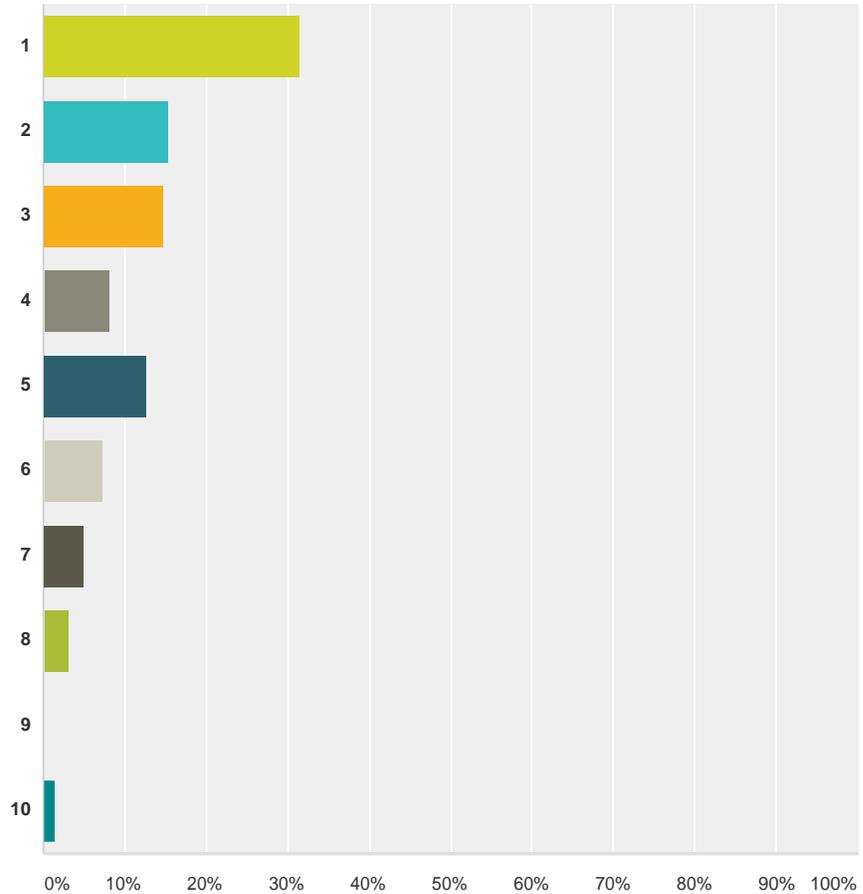
Answered: 459 Skipped: 0



Answer Choices	Responses
Spanish (Español)	1.96% 9
English (Inglés)	98.04% 450
<b>Total</b>	<b>459</b>

**Q2 On a scale of 1-10, with 10 being high and 1 being low, how likely would you be to recommend a friend, relative or colleague to move to the City of San Bernardino?**

Answered: 402 Skipped: 57

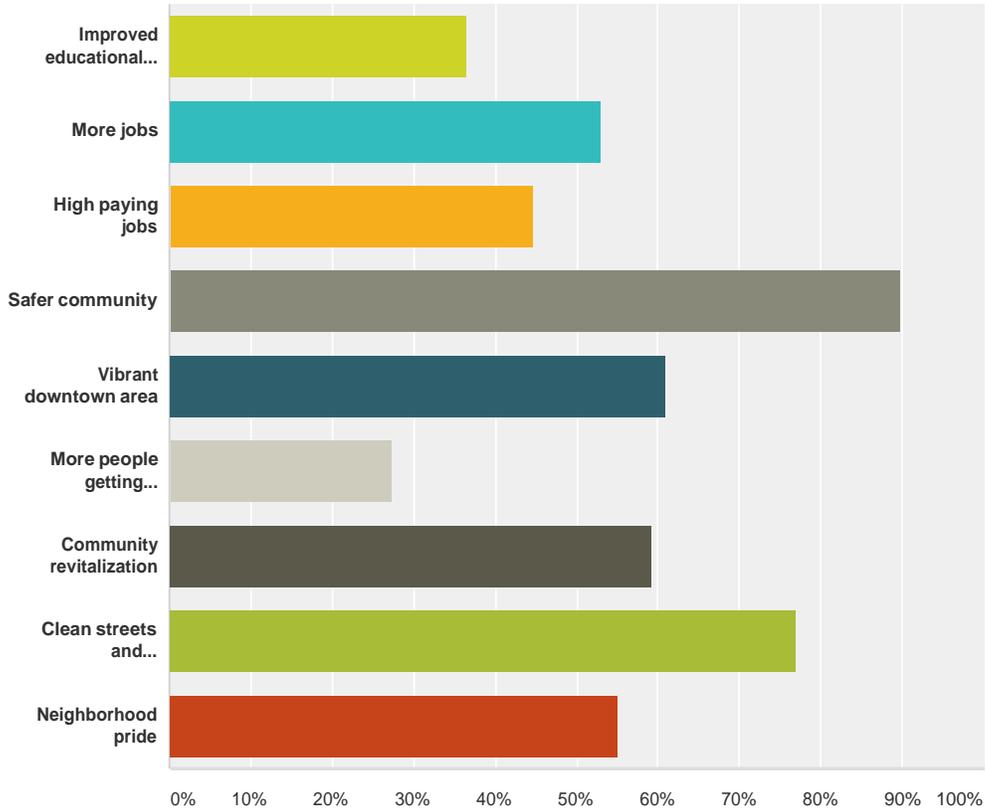


Answer Choices	Responses	
1	31.59%	127
2	15.42%	62
3	14.93%	60
4	8.21%	33
5	12.69%	51
6	7.21%	29
7	4.98%	20
8	3.23%	13
9	0.25%	1
10	1.49%	6



### Q3 If you didn't rate the last question as an 8 or above, what would have to take place for you to increase your rating to an 8 or above?

Answered: 374 Skipped: 85



Answer Choices	Responses
Improved educational opportunities	36.63% 137
More jobs	52.94% 198
High paying jobs	44.65% 167
Safer community	89.84% 336
Vibrant downtown area	60.96% 228
More people getting involved in community projects	27.27% 102
Community revitalization	59.36% 222
Clean streets and neighborhoods	77.01% 288
Neighborhood pride	55.08% 206
<b>Total Respondents: 374</b>	

#	Other (please specify)	Date
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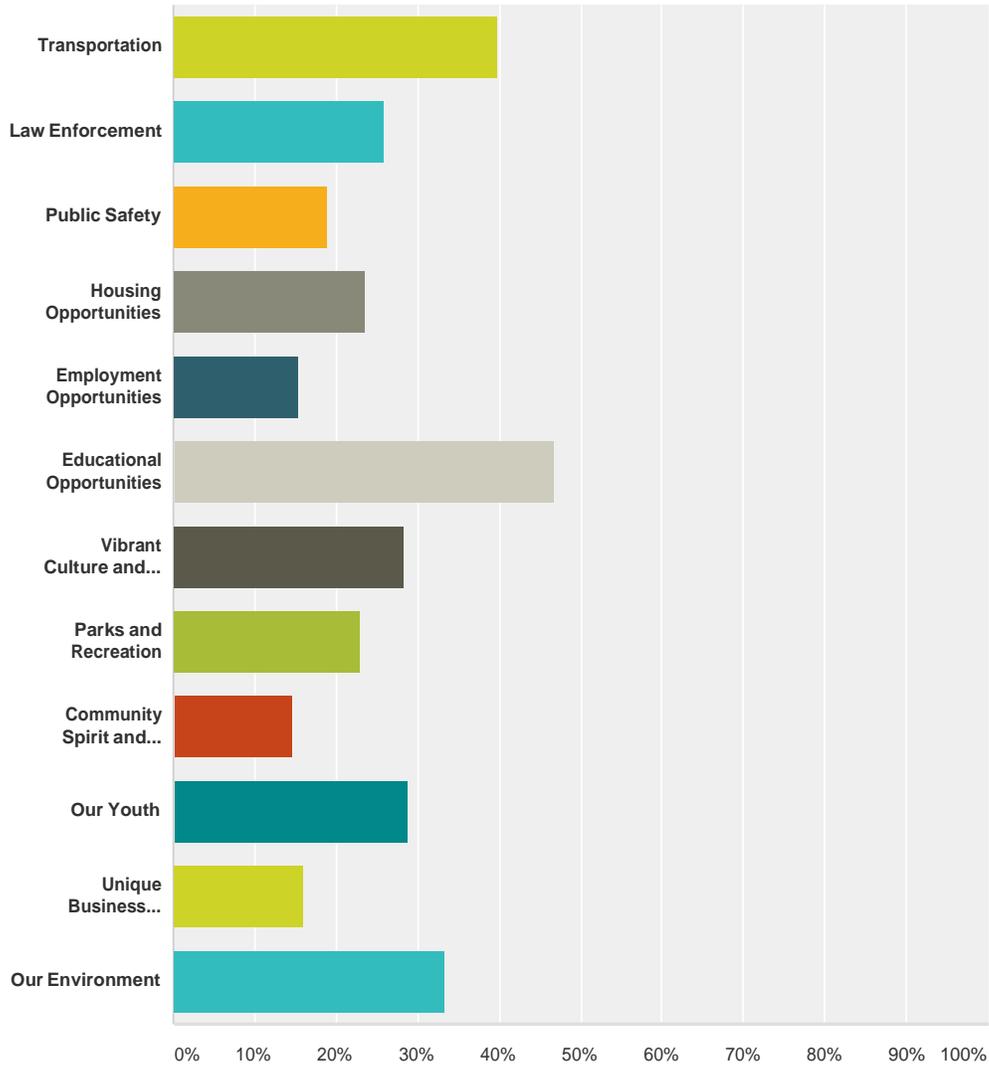
1	Lower property taxes	3/2/2015 4:59 PM
2	more trees and healthier food options	2/26/2015 4:32 PM
3	Better police services	2/26/2015 12:40 PM
4	improved housing stock, higher level of (non-public safety) public services	2/25/2015 5:35 PM
5	Better police services	2/25/2015 1:18 PM
6	A more diverse community. I mean real diversity. Different religions. Minorities other than Hispanic and Black. Encourage languages other than Spanish.	2/25/2015 12:52 PM
7	Rent that is not super high.	2/23/2015 8:47 PM
8	higher success rate of graduates of SBCUSD students	2/23/2015 7:37 AM
9	Increase our police force, criminals know we do not have the manpower to protect the residents of this large city.	2/23/2015 4:12 AM
10	remove gangs; more police and safety; safer schools with CSOs; get rid of "ghetto" areas that increase crime	2/21/2015 6:25 PM
11	police and firemen who actually lived in the city	2/21/2015 8:57 AM
12	police crackdowns on gang related problems	2/20/2015 8:22 PM
13	Encourage Business influx by incentives, tax moratorium, and enterprize zone initiatives.	2/20/2015 4:36 PM
14	Stop the fighting within Clty Hall	2/20/2015 1:17 PM
15	Stop inviting homeless and building low income housing	2/20/2015 12:15 PM
16	better city government	2/20/2015 11:48 AM
17	remove the homeless from shopping centers	2/19/2015 8:42 PM
18	Speed bumps to make streets safer, more lighting.	2/19/2015 11:26 AM
19	not safe, too many bad people, not safe to even go to store	2/19/2015 10:20 AM
20	good management of the homeless "problem"; stronger understanding of the importance of a vibrant public library system	2/18/2015 11:34 AM
21	A feeling that law enforcement cares about more than just getting a paycheck and telling residents they suck for living here. (Yes, I've been told that.)	2/18/2015 10:27 AM
22	clean up parks	2/18/2015 9:38 AM
23	Stop wasting taxpayer money on stupid projects like the SBX that makes no sense at all. occupy the vacant buildings and malls before building new ones or knock them down so they are not eye sores. address the homeless issue ( again there are quite a few empty buildings that can accomodate this) pay close attention when planning on spending a budget and get quality work for our tax paying dollars; not like the street re-surface on Sterling. fix street light that stay on constantly throughout the day and put lighting in dark area where it is much needed.	2/17/2015 8:42 PM
24	more cultural activities	2/17/2015 2:46 PM
25	Street need to be fixed, too many pot holes throughout ENTIRE city	2/17/2015 2:27 PM
26	Fewer taggers/gangs. More businesses in the empty buildings. Fewer pot stores.	2/17/2015 1:55 PM
27	It's time to stop writing off San Bernardino as hopeless! I believe San Bernardino was a great city and can be again. I believe its leaders need to have vision and not dismiss the city as hopeless. San Bernardino is in an excellent location geographically. It COULD have a thriving downtown area like Pasadena, Riverside, Upland, Covina, Pomona. Businesses need to have an incentive to try out downtown San Bernardino. Other cities take their landmark/historic buildings and renovate them and turn them into jewels. San Bernardino tears them down. Other cities create lofts in their downtown areas for living and business. Make San Bernardino's downtown area safe and inviting. It has excellent freeway access to both sides of the city. We have the Orange Show Fairgrounds that are under-utilized. We've had big name entertainment there in the past, why not again? Instead it goes to Ontario and Citizens Arena. We have two outdated malls. We need to do something with them, instead new business goes to Redlands and the Citrus Center. San Bernardino has so much potential!	2/17/2015 12:28 PM
28	Cooperative politics	2/17/2015 10:20 AM
29	Monies for in class problem/project based learning supplies to engage students, parents, teachers and community in real life, problem solving and employment based scenarios.	2/17/2015 9:46 AM
30	keep promoting entitlement will not help revitalization	2/17/2015 8:49 AM

31	less graffiti, less low income housing, less homelessness	2/16/2015 5:14 PM
32	decrease influx of welfare/unemployed people	2/16/2015 3:01 PM
33	Until the City of S.B. can get out from under the boot of the Police and Firefighters unions and renegotiate reasonable pay and retirement, this city will continue on the road to financial ruin.	2/16/2015 10:44 AM
34	As an educator, it is very sad to hear that my students have to lay on the floor because of drive by shootings. There is not enough police protection in our neighborhoods. It is not safe to be out at night. Drug deals are done in broad daylight.	2/16/2015 9:13 AM
35	If you don't speak Spanish don't bother coming here	2/15/2015 10:36 AM
36	Better cops	2/15/2015 8:15 AM
37	more cultural activities, support for libraries, museums etc.	2/14/2015 8:19 PM
38	More Police Officers!	2/14/2015 4:37 PM
39	get rid of the thug element	2/14/2015 2:08 PM
40	Less politics especially in the SBCUSD specifically the superintendent Marsden.	2/14/2015 9:48 AM
41	ALL elected officials being more honest in telling residents the truth not what residents want to hear then shaking it off; honesty	2/14/2015 6:07 AM
42	Get rid of the monthly garage/yard sales, they are a further blight to the city streets with the ragged yard signs that stay up for months. Besides these yard sales go every weekend including the weekdays, no one really knows when they are or even care. The city charter should never have been changed, this city looks more run down as a result of it.	2/13/2015 11:38 PM
43	Crime rates lower	2/13/2015 10:49 PM
44	Human-scaled environment conducive to cafe culture	2/13/2015 9:31 PM
45	No homeless begging at every freeway exit	2/13/2015 7:48 PM
46	more taxpayers and fewer tax benefit recipients	2/13/2015 7:13 PM
47	Save money by Focusing on ONE common language, English. I was disgusted to see the first question showing Spanish first on the list, which is not even alphabetic. I'm of German descent. I could demand the opportunity to answer this questionnaire in the language of my ancestors, who, however, were wise enough to learn the common language of the land they migrated to!	2/13/2015 7:07 PM
48	Increased city services. Return police staffing to previous yrs. revise charter section 187	2/13/2015 4:56 PM
49	no gangs	2/13/2015 4:29 PM
50	get rid of the transients	2/13/2015 3:39 PM
51	More things to do in San Bernardino for children and adults	2/13/2015 3:13 PM
52	Fix the streets and remove graffiti	2/13/2015 3:08 PM
53	No-kill animal shelter	2/13/2015 3:03 PM
54	Increased interest by employees on the city as a whole instead of self interests paid for by the largely poverty stricken people of the city	2/13/2015 2:59 PM
55	No-kill animal shelter	2/13/2015 2:59 PM
56	Stop promoting low income housing	2/13/2015 2:49 PM
57	Higher home values	2/13/2015 2:11 PM
58	No more reverse discrimination - As a teacher, I have to be overly sensitive to others, while they do not to me because I am of the "supposed" privileged race: "white". When you work in a title one school, any other race calls racism, I lose my job. If my parents are racist, it is tolerated and not dealt with.	2/13/2015 2:06 PM
59	Better Shops and More Things to Do	2/13/2015 2:05 PM
60	removal of the high density housing between baseline and highland. those areas are a blight.	2/13/2015 1:57 PM
61	NO TAGGING anywhere or Prostitution on Baseline	2/13/2015 1:41 PM
62	Clean up Downtown, the west side, and the area around San Geronio High School.	2/13/2015 1:38 PM

63	Get rid of that stupid new bus system that ruined our downtown, is used by very few people, and is a brutal reminder of the government funded poverty in this town.	2/13/2015 1:31 PM
64	Change the city charter.	2/13/2015 1:31 PM
65	Under improved educational opportunities, more vocational hands/on experience i.e A/C training, metal shop, construction, i.e.	2/13/2015 1:30 PM
66	Less social welfare, section 8, ect and more jobs	2/13/2015 1:21 PM
67	Less Murders	2/13/2015 1:19 PM
68	street renovations	2/13/2015 1:14 PM
69	crime, safety issues, the city is a shithole	2/13/2015 1:11 PM
70	Community Center and More Money to Our Schools	2/13/2015 1:10 PM
71	stores that willing to locate here	2/13/2015 1:08 PM
72	Honesty and integrity in city government	2/13/2015 1:01 PM
73	Hate to say it but...more like downtown and old Redlands (small shops in areas where you can stroll, revitalized neighborhoods that show pride of residence).	2/13/2015 1:00 PM
74	No organized crime and drug gangs with unlicensed cars and tinted windows driving dangerously through our neighborhoods, AND less air pollution!!! Better jobs won't replace the money made from drugs. We need tough cops who are willing to battle gangs. Why aren't these even options?	2/12/2015 6:22 PM
75	More or better shopping centers - such as Victoria Gardens or Citrus Plaza	2/12/2015 2:21 PM
76	clean up the crime and prostitution.	2/12/2015 12:04 AM
77	consistent governance	2/11/2015 11:34 AM
78	decrease the number of criminals, low income people, people on public aid, people without education or job skills, a moratorium on low income housing and non-profits, liquor stores, 99c stores, tattoo parlors, pawnshops, etc. etc. instead get wel educated and/or skilled middle income residents form other cities, focus on getting quality middle income housing and businesses, make San Bernardino the safest city in california and we will prosper!	2/10/2015 5:00 PM
79	housing	2/9/2015 9:45 AM
80	just need to feel safe and i dont in the city at night.	2/5/2015 7:50 AM

**Q4 From the list below, what are the greatest assets that the city has that we can build upon to revitalize our city? Please check the all of the ones that you believe are current strengths.**

Answered: 306 Skipped: 153

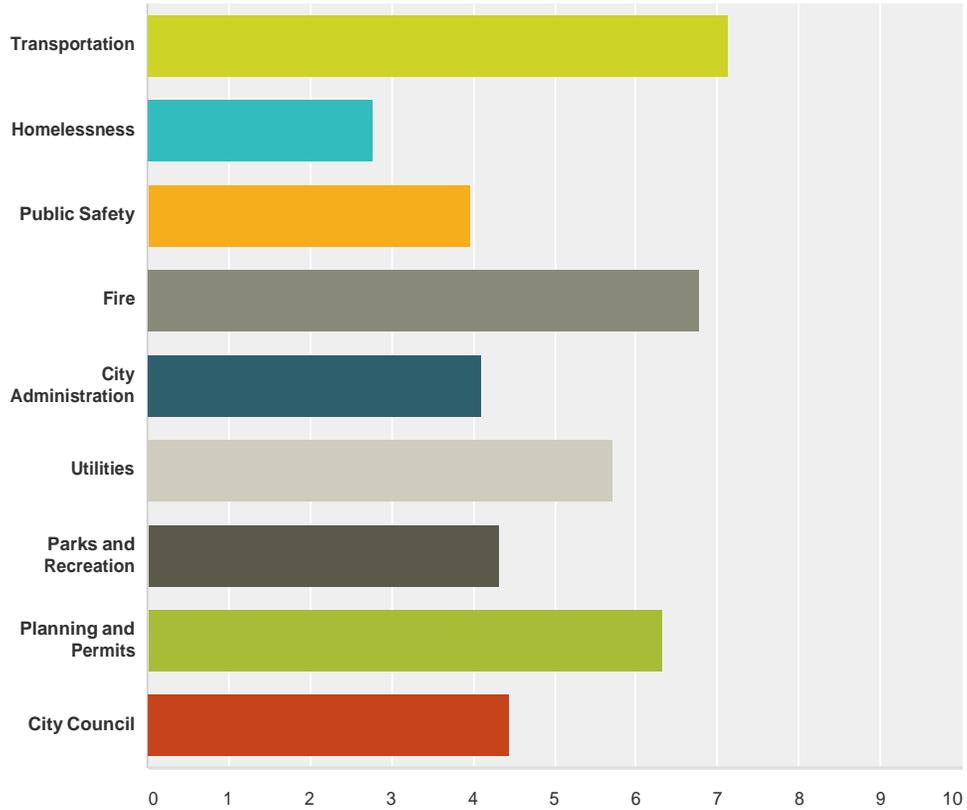


Answer Choices	Responses	Count
Transportation	39.87%	122
Law Enforcement	25.82%	79
Public Safety	18.95%	58
Housing Opportunities	23.53%	72
Employment Opportunities	15.36%	47
Educational Opportunities	46.73%	143

Vibrant Culture and Diversity	<b>28.43%</b>	87
Parks and Recreation	<b>22.88%</b>	70
Community Spirit and Pride	<b>14.71%</b>	45
Our Youth	<b>28.76%</b>	88
Unique Business Sectors	<b>16.01%</b>	49
Our Environment	<b>33.33%</b>	102
<b>Total Respondents: 306</b>		

**Q5 Please rate the following service areas based on your level of satisfaction on a scale of 1-10, with 10 being completely satisfied and 1 being very dissatisfied. Please check N/A if the item does not apply to you.**

Answered: 328 Skipped: 131

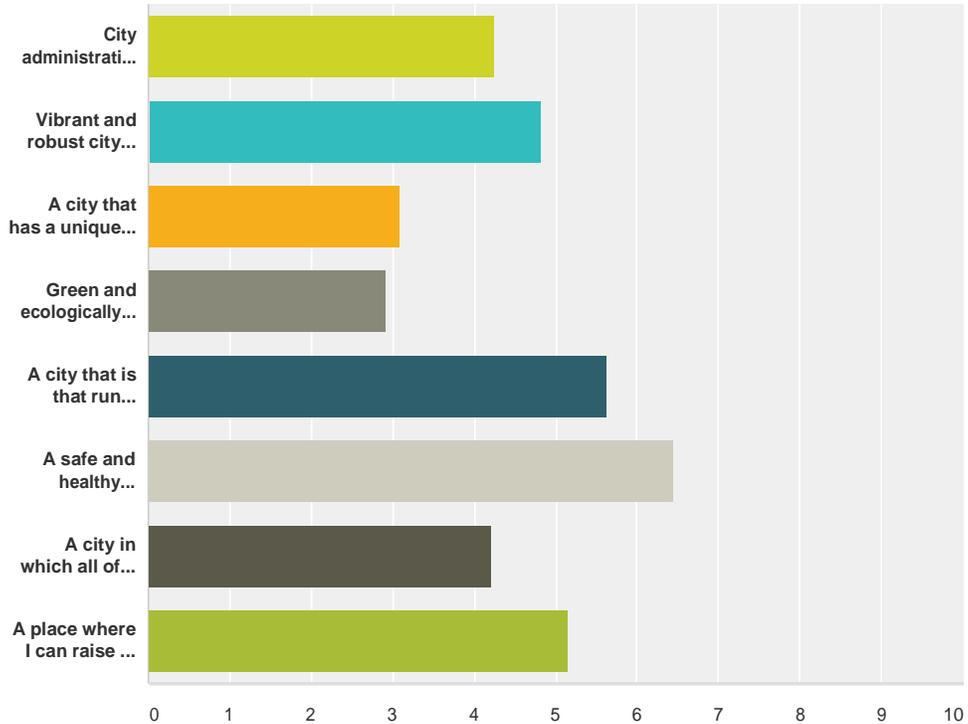


	1	2	3	4	5	6	7	8	9	10	N/A	Total	Weighted Average
Transportation	6.27% 20	2.82% 9	5.64% 18	5.33% 17	14.73% 47	5.33% 17	7.84% 25	14.73% 47	8.15% 26	7.21% 23	21.94% 70	319	7.15
Homelessness	55.11% 178	14.55% 47	8.05% 26	4.64% 15	4.64% 15	1.55% 5	0.62% 2	1.24% 4	0.62% 2	0.93% 3	8.05% 26	323	2.77
Public Safety	20.43% 66	16.72% 54	15.79% 51	8.67% 28	11.76% 38	7.74% 25	6.81% 22	5.88% 19	2.79% 9	2.17% 7	1.24% 4	323	3.96
Fire	4.09% 13	3.46% 11	5.97% 19	5.97% 19	14.78% 47	8.49% 27	11.32% 36	17.61% 56	10.06% 32	11.01% 35	7.23% 23	318	6.78
City Administration	22.29% 72	12.69% 41	13.62% 44	10.53% 34	15.17% 49	7.43% 24	6.50% 21	4.02% 13	0.93% 3	0.62% 2	6.19% 20	323	4.11
Utilities	9.32% 30	4.66% 15	9.63% 31	6.52% 21	21.74% 70	9.94% 32	7.14% 23	14.60% 47	6.83% 22	4.35% 14	5.28% 17	322	5.72
Parks and Recreation	18.27% 59	10.84% 35	13.00% 42	12.69% 41	19.81% 64	5.57% 18	6.81% 22	5.57% 18	1.55% 5	0.31% 1	5.57% 18	323	4.33

Planning and Permits	<b>14.29%</b> 46	<b>7.45%</b> 24	<b>7.76%</b> 25	<b>6.83%</b> 22	<b>15.53%</b> 50	<b>5.90%</b> 19	<b>3.11%</b> 10	<b>3.73%</b> 12	<b>0.93%</b> 3	<b>0.31%</b> 1	<b>34.16%</b> 110	322	6.32
City Council	<b>24.30%</b> 78	<b>9.97%</b> 32	<b>12.46%</b> 40	<b>10.28%</b> 33	<b>13.71%</b> 44	<b>6.85%</b> 22	<b>5.30%</b> 17	<b>3.43%</b> 11	<b>0.62%</b> 2	<b>0.93%</b> 3	<b>12.15%</b> 39	321	4.45

**Q6 Please rank these characteristics in order, with 1 being the characteristic you most want San Bernardino to have in the future.**

Answered: 323 Skipped: 136



	1	2	3	4	5	6	7	8	Total	Score
City administration that is friendly and welcoming to new and existing businesses.	6.71% 19	9.89% 28	11.66% 33	16.61% 47	17.31% 49	15.19% 43	11.66% 33	10.95% 31	283	4.25
Vibrant and robust city center with a variety of stores, restaurants and activities.	10.07% 29	13.19% 38	15.63% 45	17.01% 49	16.67% 48	13.89% 40	7.99% 23	5.56% 16	288	4.82
A city that has a unique culture and identity.	3.47% 10	4.17% 12	7.99% 23	8.33% 24	9.38% 27	15.28% 44	28.82% 83	22.57% 65	288	3.10
Green and ecologically friendly city.	1.37% 4	4.12% 12	4.47% 13	11.68% 34	12.37% 36	14.78% 43	23.02% 67	28.18% 82	291	2.93
A city that is that run efficiently and that makes decisions based on the best interests of its citizens and is future.	19.58% 56	17.13% 49	19.93% 57	14.34% 41	16.08% 46	6.64% 19	5.24% 15	1.05% 3	286	5.64
A safe and healthy community.	39.58% 114	22.22% 64	14.24% 41	9.72% 28	5.21% 15	4.17% 12	1.74% 5	3.13% 9	288	6.46
A city in which all of its citizens work together to take care of each other and the community.	3.46% 10	9.69% 28	16.96% 49	14.19% 41	14.88% 43	19.38% 56	13.49% 39	7.96% 23	289	4.21
A place where I can raise my children and where they want to stay to raise their children.	22.12% 69	20.83% 65	10.58% 33	8.65% 27	9.62% 30	8.01% 25	3.85% 12	16.35% 51	312	5.16

## Q7 What is the one thing that you are most proud about being a citizen of the city of San Bernardino?

Answered: 257 Skipped: 202

#	Responses	Date
1	How close the city is to cities with beautiful recreation facilities	3/2/2015 5:07 PM
2	Affordability	3/2/2015 8:57 AM
3	The city is centrally located to the mountains, beaches and deserts. Everything is within an hour drive.	3/1/2015 4:45 AM
4	It's made me high vigilance of danger and personal safety.	2/28/2015 12:06 PM
5	I've lived here all my life. I remember when we were an All American City. This is the home of the birth of fast food restaurants and Santa Fe's 3751, and we're on Route 66. We're also located in a beautiful area of Southern California.	2/27/2015 11:16 AM
6	A police dept. that is working under reduced manpower and continues to perform exceptionally well.	2/27/2015 8:27 AM
7	its diversity	2/27/2015 4:21 AM
8	We have a beautiful view of the mountains.	2/26/2015 7:22 PM
9	beautiful skies to star gaze.	2/26/2015 4:37 PM
10	sorry not one I wish I HAD THE RESOURCES TO MOVE OUT	2/26/2015 4:26 PM
11	I'm proud that San Bernardino is centrally located to so many awesome places (desert, mountains, etc.) and we have a great history to build on.	2/26/2015 12:42 PM
12	The history	2/25/2015 11:45 PM
13	I'm proud of Metrolink and San Bernardino's role in creating the system. I think we need to use Metrolink to our advantage to get people to travel to our city for entertainment. We need to better connect Metrolink to Hospitality Lane, and SBx is a good start. We also need to encourage business development near the station that is more upscale that what we have there now, like a really unique restaurant or shopping experience.	2/25/2015 1:20 PM
14	I am most proud that I am one among a minority that lives in San Bernardino, has a full-time job, pays all my fees and taxes on time, and is not a criminal.	2/25/2015 12:55 PM
15	0	2/25/2015 5:21 AM
16	0	2/24/2015 8:25 PM
17	I honestly can't think of anything to be proud of.	2/23/2015 11:20 PM
18	I like being back in an area that has sidewalks and streetlights. There are activities here. We have a library. We have our dual theater area back with Regal Cinema.	2/23/2015 8:51 PM
19	Home to Route 66 and McDonald's	2/23/2015 6:28 PM
20	The Orange Show	2/23/2015 6:07 PM
21	The ability to grow as a city. This is my hometown. I went to school here my children were raised here. I hurts everytime I look around and see apts going up and Families unsafe. I have a hard time remembering how it use to be.	2/23/2015 1:02 PM
22	all of the above are vital to the success of San Bernardino's future. My family is is San Bernardino based and has been for years. My mother and father were both Berdoo Cardinals and met in San Bernardino.	2/23/2015 7:42 AM
23	Our past history and the hope that we can return to a thriving community again in the near future.	2/23/2015 7:29 AM
24	There are some hard working people that want to make San Bernardino a safe place to live and raise a family.	2/23/2015 4:15 AM
25	The past greatness and future potential of my city that has seemingly be left to rot with the pot shops, 99 cent stores, vagrancy, and panhandling while every other surrounding city has superior housing, community, and business development.	2/22/2015 7:25 PM

26	I am not proud to live in SB. My family worries about my safety and my job in a city where poverty, safety, homelessness, crime, prostitution, corruption are nearly the highest in the entire nation.	2/21/2015 6:29 PM
27	CSUSB	2/21/2015 1:20 PM
28	the opportunities available to students in our district	2/21/2015 10:56 AM
29	There is very little to be proud of. If I had to choose one thing, it would be CSUSB.	2/21/2015 9:02 AM
30	I'm not proud at all.	2/21/2015 12:42 AM
31	That we were once a productive city.	2/20/2015 10:03 PM
32	I remember what it was like in the past.	2/20/2015 9:50 PM
33	Hard to think of one. I live here because I could not afford any other place. I wish my kids are exposed to a better educational system and better surroundings.	2/20/2015 8:25 PM
34	I'm new to the city. I have noticed the strong sense of community here and do enjoy that	2/20/2015 7:19 PM
35	Honestly nothing I'm about to move out of this horrible place	2/20/2015 4:58 PM
36	Can't think of anything the decline is so devastating over the past 20 years.	2/20/2015 4:39 PM
37	That I am a teacher in the SBCUSD District that works HARD to provide and education so our youth can become successful!	2/20/2015 4:32 PM
38	I was born here 60 years ago and recently retired from 28 years of service with the San Bernardino County Sheriffs department. I have lived in the city of San Bernardino most of my life and at this time in our cities history I am ashamed at what the city has become. We have become a community that cannot support its needs because our taxpaying middle class has fled. In the last year I have faced off criminals in my driveway at 3am, apprehended criminals who were burglarizing my neighbors home and defended myself from attack by a loose pit bull dog at 4:30 am while trying to load my car for a trip to see a friend (who has already fled). Stop the panhandling! Do not confuse panhandling as a homeless problem, it is NOT! After working in the local jails for 28 years I can personally attest to the fact that most of these panhandlers are not homeless, they are scamming people. Prop 47 has added to an already bad situation but I'll stop right here. The likelihood that my family will stay here for the long haul is pretty slim at this time.	2/20/2015 4:27 PM
39	The pride that is evident.	2/20/2015 3:24 PM
40	Its location...	2/20/2015 2:26 PM
41	Are you kidding me??? We got rid of the " Pennman era"	2/20/2015 1:21 PM
42	I grew up here, I own my home here, I work here, I grew up here & I am giving back to my community.	2/20/2015 11:53 AM
43	History of a great city.	2/19/2015 9:16 PM
44	My home	2/19/2015 8:46 PM
45	Airport and land around the airport.	2/19/2015 6:59 PM
46	I'm most proud of the local businesses that have stayed with us through thick and thin. SB is a hard place to start a business and keep it running successfully. We should make it easier for small business owners.	2/19/2015 5:11 PM
47	public libraries	2/19/2015 5:06 PM
48	The affordability of the housing stock,	2/19/2015 3:27 PM
49	Wow, tough one. At this point very little to be proud of...	2/19/2015 3:23 PM
50	At this point, I can not identify a positive characteristic of the city that I would be able to communicate to others.	2/19/2015 2:47 PM
51	the gateway to calif	2/19/2015 2:24 PM
52	Nothing. I used to have lots of pride. We have a great geographic position (close to cities, mountains, deserts, etc.). We were instrumental, along with other local cities, in creating Metrolink. We had a nice, homey quality. Now all I see is graffiti, trash, and empty buildings everywhere.	2/19/2015 12:38 PM
53	Just the fact I live close to work and my children's Charter school. I only moved to San Bernardino because of the school my children attend, SOAR Charter Academy.	2/19/2015 11:36 AM
54	Diversity	2/19/2015 11:28 AM
55	With all the changes that have gone on in the City, I am still here, with hopes of brighter future. This was once such a beautiful, safe place to live.	2/19/2015 10:12 AM

56	I am proud of what the city's diversity.	2/19/2015 10:10 AM
57	It's HISTORY	2/19/2015 8:47 AM
58	It has potential being one of the bigger cities in the Inland Empire.	2/18/2015 2:48 PM
59	N/A	2/18/2015 2:12 PM
60	Cal State, close to the mountains, easy access to other cities and my family.	2/18/2015 12:39 PM
61	The residents who have lived here for years (myself for 64 years) don't give up on the City and keep believing in its potential.	2/18/2015 11:35 AM
62	I used to be proud to live in San Bernardino. Now, I feel one of the biggest mistakes I made in my life was buying a home here. That mistake will be a regret I have for the rest of my life because I don't believe that my city, my council representatives, and especially my police force cares anything about me except that I keep paying lots of taxes and fees on every service I get. But, when I need something, it's too bad for me.	2/18/2015 10:31 AM
63	There is a great system for students to be educated (Kinder though college) in the city of San Bernardino	2/18/2015 10:29 AM
64	Born here and have lived here all of my adult life.	2/18/2015 9:44 AM
65	Cal State University	2/18/2015 6:57 AM
66	We are a city looking to grow and develop into a place where we want to live and share with each other.	2/17/2015 9:55 PM
67	Some of my elementary school teachers at kendall elementary from 95-2000, avhs 04-08, csusb 08-12.	2/17/2015 9:08 PM
68	N/a	2/17/2015 9:06 PM
69	The strong historical tie to the railroad and orchards	2/17/2015 8:47 PM
70	I am proud of our police department. They work hard to keep our community and streets safe from gangs and drug dealers	2/17/2015 7:42 PM
71	There is a great view of the mountains; values of the homes are reasonable.	2/17/2015 6:50 PM
72	I am not proud about being a citizen of SB. Too many times the citizens say they are from surrounding cities, such as, Redlands, Riverside, and Highland (never Rialto). I live where I live and I never claim another city. It is embarrassing when you say SB and people make a face or make negative comments. We have a horrible reputation and an ugly city. If I know about events and volunteering opportunities in my Perris Hills area, I always go. Revitalize downtown but how about helping us revitalize our homes and neighborhoods so our city can be beautiful?	2/17/2015 5:34 PM
73	It's trying to improve	2/17/2015 5:11 PM
74	It's history (Berdoe)...it is home; I was born and raised here and went to Urbana, Richardson, San Geronimo, SBVC, and CSUSB. Unfortunately I couldn't take the downturn any longer and moved out of the city 4 years ago and continue to help the community by working for SBCUSD. Also, the proximity to mountains, desert, and beaches as well as the Route 66 event...that no longer takes place in SB...are things to be proud of!	2/17/2015 3:30 PM
75	I was raised, went to school and now work as a Psychologist in the san Bernardino school district	2/17/2015 3:28 PM
76	We're in the middle of everything. LA is 1 hr away. The mountains and lakes are about 45 minutes away. Las Vegas is only 3 hrs away, OC is 1 hour, San Diego is 2 hours. Most of the adjacent neighboring cities have safe places we can visit. What we need to do is what Fontana is doing. We need to invest our money in our parks and recreation system. Our parks needs to generate revenue by centralizing all of the kids clubs and sports teams that are taking place in our city. The same way that Fontana is taking care of their youth programs. If we create safe parks and fun places for our kids to play at, I feel that there will be more buy in with productive people that are will to stay within the city. If we do not cater to our families, San Bernardino will keep attracting citizens that are non desirable and non productive.	2/17/2015 2:56 PM
77	no comment...	2/17/2015 2:32 PM
78	i cannot think of a thing.	2/17/2015 2:02 PM
79	That we have a 4 year University here. CSUSB	2/17/2015 1:31 PM
80	Beautiful trees and mountains	2/17/2015 1:03 PM
81	Great teachers in the SBCUSD school system!	2/17/2015 12:55 PM
82	That it has a great history ( Santa Fe and the railroad, Norton Air Force base, Citrus Industry, Route 66, Native history, The Orange Show/Swing Auditorium). I want it to be great again on par with other great Southern California cities. Leaders need to have have vision and care about Berdoe.	2/17/2015 12:38 PM

83	Amongst all the negative and bad things that are said, and all the mis management I still have hope. Barely.	2/17/2015 12:37 PM
84	My family immediate and extended family being born and raised here. Also the landscape of valleys and mountains.	2/17/2015 12:24 PM
85	NONE	2/17/2015 12:04 PM
86	San Bernardino gave the World Mcdonalds Hamburgers and Hells Angeles!	2/17/2015 11:28 AM
87	It's History. I hope future generations can say the same.	2/17/2015 10:40 AM
88	The city provides opportunities for families to get back on their feet with low cost of housing and a variety of job opportunities. The one thing that breaks my heart about the city is the high crime rate and amount of trash and graffiti that surrounds the city.	2/17/2015 10:38 AM
89	Location. Mountains, beautiful views and weather. San Bernardino City Schools.	2/17/2015 10:32 AM
90	It's rich history. I	2/17/2015 10:23 AM
91	Its historical background.	2/17/2015 10:12 AM
92	Our optimism. We do not turn children away in need!	2/17/2015 9:50 AM
93	I have lived here all my life. Raised my kids here.	2/17/2015 9:40 AM
94	The amazing history of the settlement	2/17/2015 9:32 AM
95	Our Colleges- Valley College and Cal State	2/17/2015 9:28 AM
96	The history	2/17/2015 9:26 AM
97	Cal State San Bernardino is a wonderful university with competitive programs and educational opportunities.	2/17/2015 9:00 AM
98	It's rich history in the past, but not recent 20 or 30 years	2/17/2015 8:56 AM
99	School District	2/17/2015 8:43 AM
100	That this city has great potential. If only its residents were not so complacent.	2/17/2015 8:35 AM
101	My child's school and teacher is great.	2/17/2015 7:30 AM
102	I'm close to work. It is a city that is rich in history.	2/16/2015 8:05 PM
103	Nothing at the moment. Waiting for the change that will make me stay.	2/16/2015 7:46 PM
104	The housing is affordable.	2/16/2015 6:29 PM
105	I am most proud of the fact that most people are very friendly. The weather is excellent. The educational opportunities are abundant and accessible.	2/16/2015 5:50 PM
106	We sit at the base of the mountains.	2/16/2015 5:17 PM
107	recycle for trash	2/16/2015 3:14 PM
108	I can always count on the graffiti patrol to take care of problems whenever I file a request.	2/16/2015 3:07 PM
109	nothing right now	2/16/2015 2:34 PM
110	The people who live here and do care about their neighborhoods and schools.	2/16/2015 12:18 PM
111	San Bernardino is a great place to be and grow.	2/16/2015 11:40 AM
112	Schools	2/16/2015 11:14 AM
113	I am most proud that the majority of people I know who live in San Bernardino are kind and hard working and will work together to help out others around them when things get tough as they have over the last 25 years.	2/16/2015 11:04 AM
114	This is a cheap place to live.	2/16/2015 10:47 AM
115	I'm proud that San Bernardino is in a beautiful area of California.	2/16/2015 10:15 AM
116	The positive impact that the teachers of the SBCUSD have on the lives of the students who live in below standard crime ridden neighborhoods. I live in this community and I do not understand why so much money was put into a bus that very few people ride on a daily basis. WASTEFUL-this money should have been put into providing safer neighborhoods.	2/16/2015 9:14 AM

117	Historically this was a distinguish city! Many famous people and innovative ideas grew out of San Bernardino. I believe most of our citizens don't realize the rich heritage of San Bernardino. Not that we should only focus on our past successes, but that we have the potential to revise that innovative and progressive spirit again!	2/16/2015 9:08 AM
118	I can tell my students that I grew up in San Bernardino but it definitely is not the same city.	2/16/2015 8:30 AM
119	I am most proud of being born and raised here. I had an amazing childhood and I expect the same for the generations that follow.	2/16/2015 7:56 AM
120	San Bernardino has some positive things going for it. I enjoy attending the plays and symphonies at the California theatre. I enjoy that I live by the hills and that I can hike out my backyard anytime I want to. Both my children are involved in youth orchestra programs (Symphonie Jeunesse and Simphonia Mexicana)-- which fantastic youth arts opportunities not available in any surrounding community. The School Superintendent has created some unprecedented opportunities for school aged youth to attend college-An opportunity many would not otherwise have. Unfortunately, the city reputation takes a beating by outsiders for all the items that make the news. All the positive aspects of the city are not well known or celebrated, and that is a shame.	2/16/2015 6:19 AM
121	The geographical location of the city and the natural beauty that surrounds it.	2/15/2015 11:52 PM
122	The school district seems to value and encourage our youth to seek positive choices and follow their educational path to a bright future!	2/15/2015 5:23 PM
123	We have youth that is brilliant and unreached.	2/15/2015 1:03 PM
124	There are neighbors I can count on.	2/15/2015 10:44 AM
125	The location: we are surrounded by the most beautiful mountains and have the best weather.. It's a quiet community, but it's easy to get to other places within an 30-60 minutes.	2/15/2015 10:13 AM
126	Very little traffic. Easy to get across town. Love the new 215 between the 10 and 210	2/15/2015 8:17 AM
127	The beauty of the mountains, the possibility of capitalizing on the natural beauty of the city.	2/14/2015 8:22 PM
128	This city has a lot of history behind it. It's a beautiful city and could thrive if it made good choices.	2/14/2015 5:52 PM
129	I remember what San Bernardino was back in the day.....	2/14/2015 4:40 PM
130	Currently our streets are a mess, downtown is a mess, trash is everywhere, I am sorry to say I am not currently proud of my city, and I have lived here for the past 43 years.	2/14/2015 2:13 PM
131	The diversity. The history. The location	2/14/2015 1:28 PM
132	I am most proud of CSUSB and SBHS.	2/14/2015 1:22 PM
133	Proximity to mountains, deserts, ocean and So Cal attractions. Unusual history as a "wild west" town. Geothermal resources.	2/14/2015 11:13 AM
134	SO many marijuana events, 420 friendly people, 2% of population with medical cards & growing.	2/14/2015 11:04 AM
135	I'm proud about being a citizen of San Bernardino in that, even though I and others like me feel completely beat down and discouraged about how San Bernardino is compared to how it used to be, we continue to live here and have hope for its future. We hope against all hope that something will change and make San Bernardino a place to be proud of living in again. I'm getting older and it may not happen in my lifetime, but there are people like me who know the city's potential and stay here even though they could easily move somewhere much nicer.	2/14/2015 10:31 AM
136	I hate the city and cannot wait for the day I can move. I have lived here 3 years, in the same house. The schools are ineffective, both charter and public. There are no choices to have your child bussed to a better school district. Every single school is title 1?? The kids are exposed to drugs and alcohol way too soon. There is sex trafficking, I see prostitution every night. Behind buildings such as public library the smell of urine is overwhelming. Homeless leave trash and blankets all over the city. The amount of homeless people is probably less than the amount of unoccupied houses. At least build more shelters or something...makes them more accessible. And there needs to be a way where one can get help with housing BEFORE they are actually homeless (that would help). The mountains are pretty. the rent is affordable.	2/14/2015 10:02 AM
137	Beautiful mountains as our backdrop... Sad that I can't say anything else.	2/14/2015 9:16 AM
138	Can't come up with anything right now. I am embarrassed to say that I live here.	2/14/2015 9:05 AM
139	there is not one thing. It is embarrassing to say you are from san bernardino.	2/14/2015 8:57 AM
140	The school that my children attend is one of the best schools in the nation	2/14/2015 8:57 AM
141	Nothing	2/14/2015 6:11 AM
142	Looking at the mountains.	2/13/2015 11:46 PM

143	The beauty.	2/13/2015 10:51 PM
144	CSUSB	2/13/2015 9:33 PM
145	Our schools	2/13/2015 9:08 PM
146	It is a short drive to work.	2/13/2015 7:53 PM
147	I am NOT proud about being a citizen of San Bernardino.	2/13/2015 7:37 PM
148	The location	2/13/2015 7:29 PM
149	Back in the Seventies, Sunset Magazine rated San Bernardino as the best place to live west of the Rockies. I'd like to see San Bernardino returned back to that high standard. It can be done, but it will take a lot of hard, no-nonsense work.	2/13/2015 7:23 PM
150	The city has many people willing to work and improve their economic situations.	2/13/2015 7:20 PM
151	Actually, I can't think of anything.	2/13/2015 7:17 PM
152	Our location is in close proximity to beaches, mountains, and parks. We have a good history of significant milestones.	2/13/2015 7:05 PM
153	Nothing at present but hopefully something once improvements begin to take place.	2/13/2015 6:10 PM
154	I have lived and worked here all my life. Most proud? All American City in the 1970s.	2/13/2015 5:47 PM
155	Nothing.	2/13/2015 5:32 PM
156	I live in a very nice, peaceful, quaint Verdemont Hgts	2/13/2015 4:59 PM
157	??????	2/13/2015 4:35 PM
158	I'm proud of this city's history.	2/13/2015 4:23 PM
159	Surviving in the city	2/13/2015 3:53 PM
160	the weather	2/13/2015 3:44 PM
161	Cal State San Bernardino	2/13/2015 3:36 PM
162	There are so many good people who live in SB.	2/13/2015 3:35 PM
163	I am proud of many of the young people living in our city.	2/13/2015 3:28 PM
164	I'm not	2/13/2015 3:17 PM
165	Nothing.. They want everything for free or they are retired hard working people that can't move because the value of there house has demenished	2/13/2015 3:17 PM
166	Location/schools	2/13/2015 3:16 PM
167	That I have lived here for my entire life(57 years) and know what the city can be and believe that it will be good again. There is potential. I am proud to work and live in San Bernardino, inspite of the negativity and the decline it has taken.	2/13/2015 3:14 PM
168	our Schools	2/13/2015 3:13 PM
169	I don't live in San Bernardino anymore. I grew-up there, but am said to say that it started to go down hill when the base left. It's dirty, not safe, and sad to see how it has gone down-hill especially the last 12 - 14 years.	2/13/2015 3:12 PM
170	San Bernardino City schools have great teachers that are always looking for ways to improve our youth and our communities.	2/13/2015 3:12 PM
171	THAT IT ONCE WAS A CITY TO BE PROUD OF.....	2/13/2015 3:11 PM
172	Nothing at all I'm ashamed of our third-world city - boarded up businesses, dead downtown, a hellacious animal shelter(Mayor Davis' comment at the Council meeting pushed the city further into ignominiousness, graffiti everywhere, huge amounts of property crimes, a city full of renters and not homeowners, the known corrupt airport chief, too many \$.99 stores & check advance places	2/13/2015 3:08 PM
173	That I grew up here.	2/13/2015 3:07 PM
174	Being able to find cool restaurants for me and my friends to eat at near Hospitality Lane	2/13/2015 2:56 PM
175	I'm still alive and trying to move the city forward	2/13/2015 2:52 PM
176	I am not proud of being a citizen of "San Bernardghetto."	2/13/2015 2:46 PM

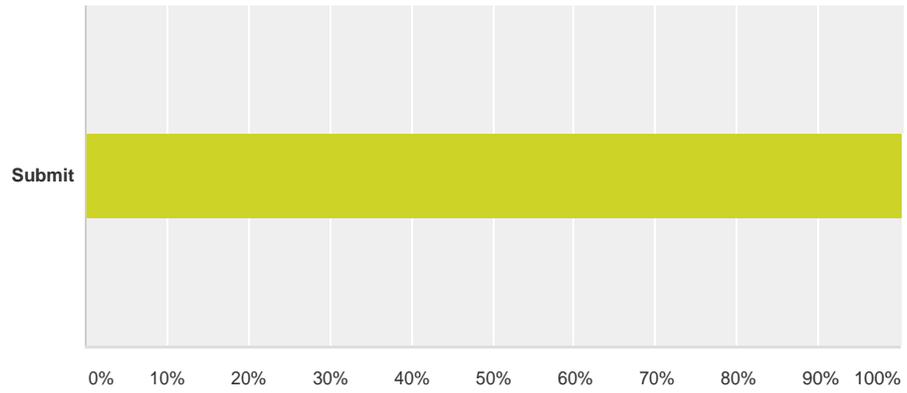
177	The history of the city and the beautiful mountain backdrop	2/13/2015 2:45 PM
178	community	2/13/2015 2:41 PM
179	none of the above, this poor town looks like a ghost town.	2/13/2015 2:40 PM
180	Family ties dating back to 1900.	2/13/2015 2:37 PM
181	I currently am not proud to tell people that I am affiliated with the city of San Bernardino.	2/13/2015 2:31 PM
182	There are good colleges within easy driving distance	2/13/2015 2:27 PM
183	The diversity of the people and how tolerant most of them are of people's differences.	2/13/2015 2:21 PM
184	I can honestly say nothing. I'm embarrassed of this city. The violence the homeless population the run down looking areas. Its all out of control.	2/13/2015 2:19 PM
185	We are not done, nor out. We are VERY misinformed and caudle our citizens too much; but, this survey is a start. So, I am proud of that too.	2/13/2015 2:12 PM
186	It sounds terrible, but honestly, I am proud of the fact that I got out of San Bernardino. Growing up here (or when people hear you are from here), they do not expect very much from you. I am proud that I was able to go to college (in Riverside) and get a degree to become a teacher. I now teach for the SBCUSD school district, which I love--because I feel like a great example for my students of someone who got beyond the "San Bernardino" reputation, and I hope to inspire them to also reach beyond expectations they (or others) may have for themselves. I also would like to credit my own teachers and the AVID program for helping me get an education, which now allows me to give back to this city.	2/13/2015 2:07 PM
187	I am most proud of my disdain of the bus system on E street. I tell all my friends how bad it is, how much it has devastated business along that street. Further the bus system on hospitality has caused much more pollution, congestion dangerous situation for pedestrians. yes, im proud to point out these failures in govt administration.	2/13/2015 2:04 PM
188	The leadership at SBCUSD. Dale Marsden should be cloned.	2/13/2015 2:03 PM
189	having CSUSB here.	2/13/2015 1:58 PM
190	None. This city is very run down. Cities in surrounding areas are revitalizing. There's no pride in this city, other than maybe those of social status. San Bernardino needs a complete makeover, or it will become a "Detroit", or has it already surpassed Detroit?	2/13/2015 1:57 PM
191	I am proud that our city has a rich history that we we can build on. I've grown up in this city, so I want to see it rise from the ashes and flourish again.	2/13/2015 1:52 PM
192	the positive changes that our eduction system is going through for the benefit of our children.	2/13/2015 1:50 PM
193	Opportunities to make a difference	2/13/2015 1:49 PM
194	My sibilings and I are raising our children here. It's beautiful	2/13/2015 1:46 PM
195	nothing, I do not tell people I live here	2/13/2015 1:42 PM
196	I am proud of it's proximity to the Mountains, Beaches and LA.	2/13/2015 1:41 PM
197	Our location. We are surrounded by beautiful mountains, however, an ugly city.	2/13/2015 1:40 PM
198	I am a citizen of Highland, but I have worked in SB for over 30 years with youth. I am proud of our school and it's community that supports our school.	2/13/2015 1:40 PM
199	The beauty of the mountains and the surrounding availability of shopping.	2/13/2015 1:40 PM
200	It once was a city to be proud of	2/13/2015 1:39 PM
201	The beauty that surrounds our vally can be inspirational to the neighborhoods we live in.	2/13/2015 1:36 PM
202	Unfortunately I'm not proud of being a citizen of San Bernardino. If really pressed, I would note CSUSB.	2/13/2015 1:36 PM
203	My own house and yard. Almost everything beyond my neighborhood looks dirty, old, rundown and ugly.	2/13/2015 1:36 PM
204	I was born and raised here. This was once a beautiful and thriving city. I would like to have this restored. I'm so tired of seeing EBT everywhere.	2/13/2015 1:36 PM
205	At this moment there is no comment to be made. Very disappointed that our city ranks high numbers for all the negative reasons.	2/13/2015 1:35 PM

206	The unbelievable scenery on any given day, of the mountains. Its breath taking. I love it. The affordable housing is a big plus. All the new schools for public education. The new highways for transportation. The new city bus system. I was born and raised here, I work here, and I have to say I am really tired of hearing all the negative media that is put out from news sources about san bernardino. I think the city and the county has so much natural beauty to offer from the deserts to the mountains, to the valley areas. The fantastic new highways running through san bernardino are amazing. All the new schools are fantastic. We need to feel safer in certain areas, and homelessness is an issue. I want San Bernardino to make a big come back. Its time to turn the negative views of this city around.	2/13/2015 1:35 PM
207	I am proud that we have dynamic students, committed community members and the potential for growth.	2/13/2015 1:35 PM
208	not too many things; cant take kids to a nice library, cant go to a movie theater that feels safe, tired of the same restaurants on Hospitality (if there was ambiance in the surrounding area, would help) there are not very many parks, the ones we have are very unsafe, too many bus lanes downtown, Carousel Mall looks like an indoor swapmeet (lived here since it was called Central City Mall, when it was okay), there are lots of old buildings that can no longer be used, I rather see a vacant field then an old useless building used to house drugs and street people, too many motels in the downtown area that are all used for the wrong reasons. all of these factors bring the wrong people to the trying to be right areas.	2/13/2015 1:30 PM
209	The scenic area in the north part of town, the university, and the school district.	2/13/2015 1:28 PM
210	Its not as bad as it used to be. School district has vision.	2/13/2015 1:28 PM
211	I'm not proud our city at all. Poor decisions have lead the city into bankruptcy and unsafe neighborhoods have driven out the middle class.	2/13/2015 1:27 PM
212	How they are finally trying to beautify the city.	2/13/2015 1:27 PM
213	I'm not homeless.	2/13/2015 1:27 PM
214	THE WAY WORLD OUTREACH AND THE DIFRRENTS ITS MAKING IN ARE CITY THANK YOU PASTER MARCO GARCIA	2/13/2015 1:26 PM
215	N/A	2/13/2015 1:26 PM
216	It's beautiful hills and scenery.	2/13/2015 1:25 PM
217	The people. Our residents are survivors, despite poor local government and the high crime rate.	2/13/2015 1:24 PM
218	Innovative school district.	2/13/2015 1:21 PM
219	Our schools and educators	2/13/2015 1:21 PM
220	I grew up in this City.	2/13/2015 1:20 PM
221	Students who overcome the numerous obstacles that San bernardino has and go on to 4 year universities	2/13/2015 1:20 PM
222	There is the opportunity to grow and develop the community. It has good bones.	2/13/2015 1:20 PM
223	My family has been in San Bernardion for over 90 years. i am most proud of my family roots in this town. i do not have much else to be proud of in this town.	2/13/2015 1:20 PM
224	Affordability in housing prices.	2/13/2015 1:20 PM
225	Climate is temperate and for the most part sunny. WE have a great view of the mountains. New job opportunities are slowly improving. Loss of Norton AFB was the beginning of the spiral downward to this area, as far as jobs, new homes, career opportunities.	2/13/2015 1:19 PM
226	I used to be very proud of being from San Bernardino but that pride is gone now. Our streets are so ugly, the work opportunities are gone and the crime rate is so high. The only thing that binds me to this city is that my family is here. I would LOVE to get that Pride back.	2/13/2015 1:18 PM
227	Its long history	2/13/2015 1:18 PM
228	I live and work in this city. I was born and raised here. There are still many great things about this city including a sense of pride with San Bernardino natives. We have rich history in this city.	2/13/2015 1:18 PM
229	I love the ideal location of our city in Southern California	2/13/2015 1:17 PM
230	It's history	2/13/2015 1:16 PM
231	nothing	2/13/2015 1:16 PM
232	How far I have come	2/13/2015 1:15 PM
233	history of the area. climate	2/13/2015 1:14 PM

234	I am no longer a citizen of this town. I would be embarrassed if I had to say I lived here. I only work here now, and that's bad enough. The city has been run into the ground by city administrators, and is now a shithole full of gangs, crime, trashy houses, welfare, and human trash.	2/13/2015 1:13 PM
235	I'm proud to be one of the families that have continued to live and thrive in San Bernardino. I wish more families would provide as positive role models for the others living in San Bernardino.	2/13/2015 1:10 PM
236	educational opportunities	2/13/2015 1:09 PM
237	Nothing, I am actually embarrassed to be a citizen of San Bernardino	2/13/2015 1:08 PM
238	Honestly, I'm not proud. I used to be proud. Now I just wish I could afford to leave this city. The police don't care. I see graffiti and run down buildings everywhere I go. I feel like the majority of residents are criminals and freeloaders with just a small group of honest, hardworking citizens having to carry everyone else.	2/13/2015 1:06 PM
239	The history and central location of San Bernardino to mountains, desert, beach, and post-secondary education.	2/13/2015 1:04 PM
240	Our School District	2/13/2015 11:46 AM
241	We're home to the very first Mcdonald's	2/13/2015 11:09 AM
242	I was born and raised here and have spent my 72 years in S.B. Sadly, at this time I find nothing to be proud of.	2/13/2015 9:29 AM
243	It's history and the pride long-time residents have for the community.	2/13/2015 9:29 AM
244	The only thing good going for it is the new SBX bus line and the new movie theater. Otherwise, I'm embarrassed of SB as the bad outweighs the good. We are a murder capital with weekly homicides and we need to stop organized crime by drug gangs running in our city, along with organized prostitution and sex trafficking. None of the options listed in this survey address these adequately! A survey based on popular perception is incapable of understanding the systemic problems our city is experiencing. Things like "code enforcement" still does NOT focus on the perpetrators organizing these crimes. Along with our poor air pollution, crime creates an unsafe environment that I do NOT want to raise children in! Why is our police force impotent to stop organized crime? We need an army practically! Our city council members are still grandstanding, perhaps because they don't get paid enough to actually do the work of understanding what the real problems are and how to actually fix those problems. I'm thankful for this survey though.	2/12/2015 6:36 PM
245	It's history	2/12/2015 2:25 PM
246	our beautiful mountains and the city prime location to do all the great things in Southern California	2/12/2015 12:18 PM
247	There is not one thing to be proud of. I work here because the criminal element is the basis for my business and I live here because it is less expensive and a lesser commute than living outside the city limits.	2/11/2015 11:40 AM
248	You tell me!	2/10/2015 5:10 PM
249	from here; weather; opportunities to recreate outdoors all year	2/10/2015 8:42 AM
250	I have none	2/10/2015 6:59 AM
251	Location and home price value	2/9/2015 9:51 AM
252	History and rich diversity	2/9/2015 6:45 AM
253	I wouldn't use the word proud. I'm just very happy to live in the north west side of the city. Verdemon Heights is the safest place in the city and needs to have more focus on business development and beautification of its streets.	2/7/2015 8:23 AM
254	Our History and California Theater	2/6/2015 6:34 PM
255	My son graduated high school	2/6/2015 1:46 PM
256	I can truly say we are doing our part by owning and maintaining our home, we work in the city and pay taxes and follow the law so that we aren't a burden on our already over burdened city.	2/5/2015 8:48 PM
257	We have a great bus system.	2/5/2015 7:55 AM

### Q8 To submit your survey, click below:

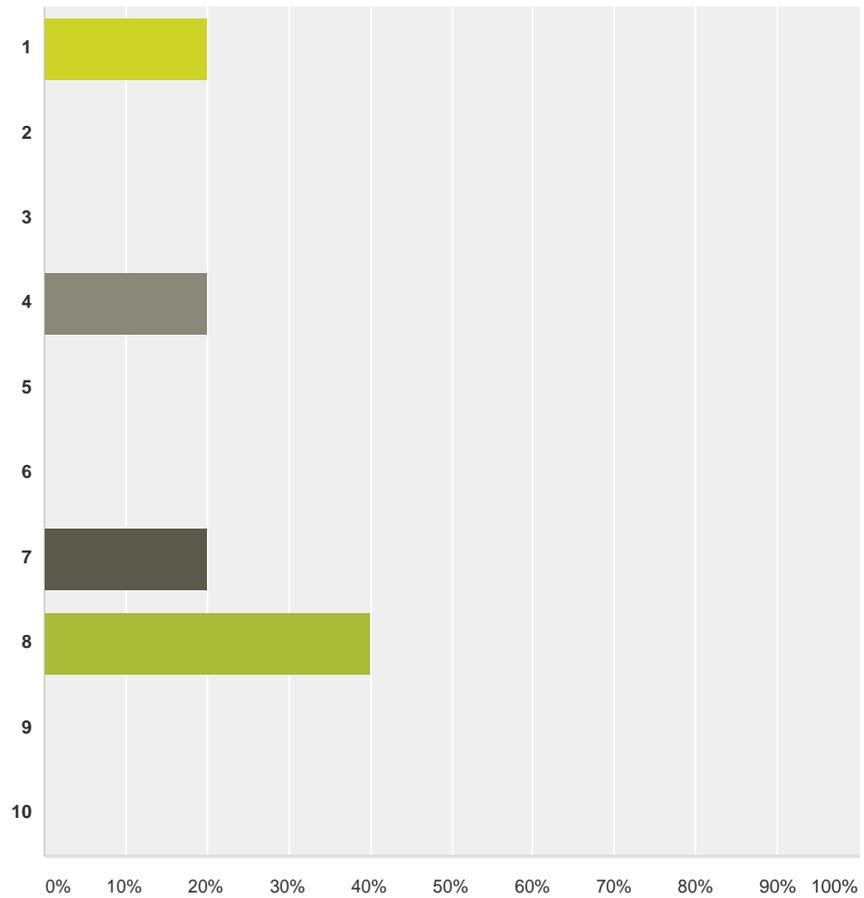
Answered: 323 Skipped: 136



Answer Choices	Responses
Submit	100.00% 323
<b>Total</b>	<b>323</b>

**Q9 En una escala de 1-10, con el 10 siendo el más alto y el 1 siendo el más bajo, indique la probabilidad de que usted recomiende a un amigo, pariente o colega a mudarse a la ciudad de San Bernardino.**

Answered: 5 Skipped: 454

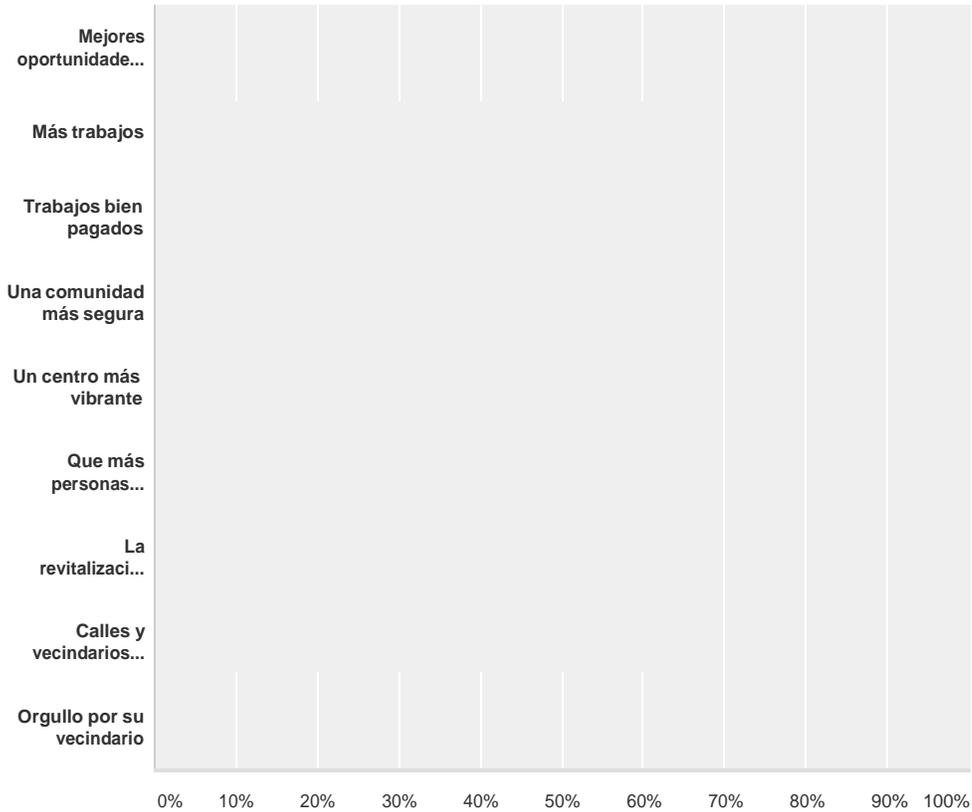


Answer Choices	Responses	Count
1	20.00%	1
2	0.00%	0
3	0.00%	0
4	20.00%	1
5	0.00%	0
6	0.00%	0
7	20.00%	1
8	40.00%	2
9	0.00%	0

10	0.00%	0
<b>Total</b>		<b>5</b>

**Q10 Si no pudo clasificar la última pregunta como un 8 ó mejor, ¿qué se tendría que llevar a cabo para que usted aumente la calificación a un 8 ó mejor?**

Answered: 3 Skipped: 456



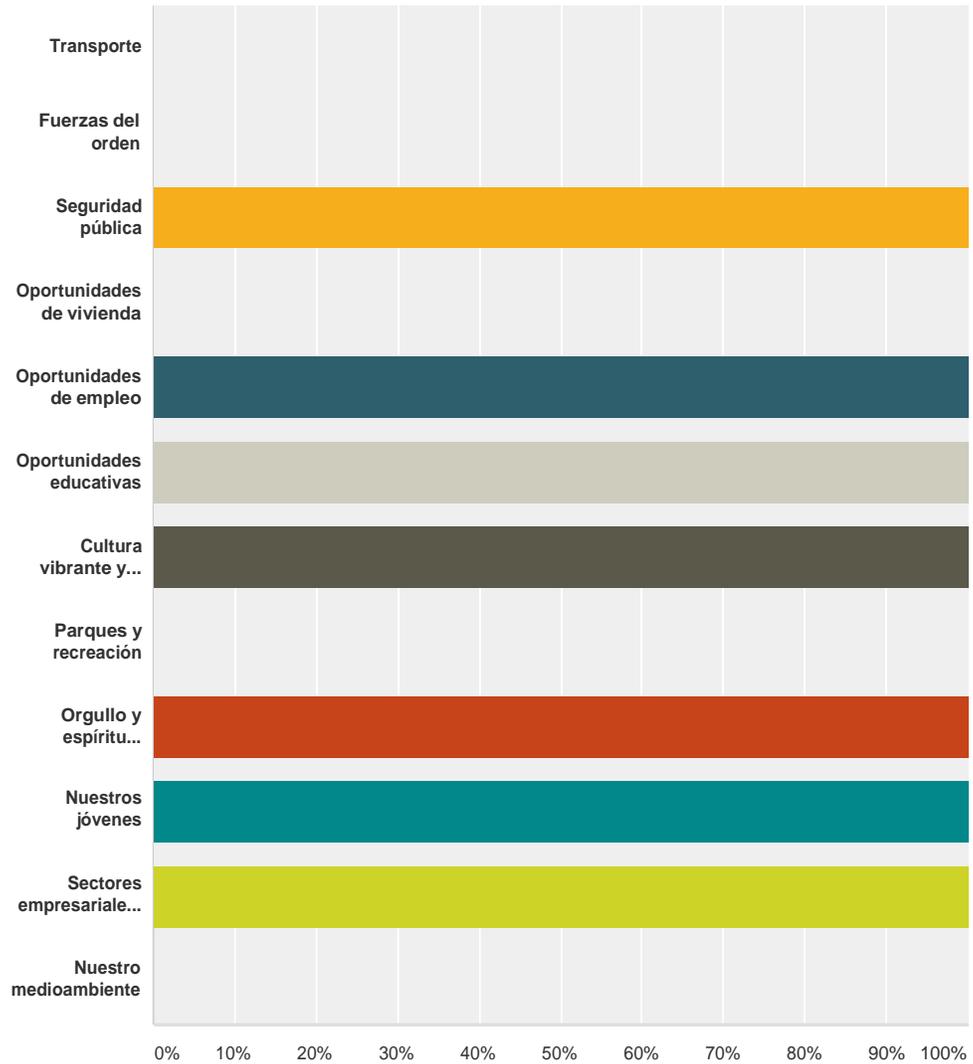
Answer Choices	Responses
Mejores oportunidades educativas	0.00% 0
Más trabajos	66.67% 2
Trabajos bien pagados	33.33% 1
Una comunidad más segura	66.67% 2
Un centro más vibrante	33.33% 1
Que más personas participen en proyectos comunitarios	33.33% 1
La revitalización de la comunidad	33.33% 1
Calles y vecindarios limpios	66.67% 2
Orgullo por su vecindario	0.00% 0
<b>Total Respondents: 3</b>	

#	Otro (especifique)	Date
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1	dar mas impulso a los pequenos negocios para que inviertan su tiempo y esfuerzo en la ciudad	2/18/2015 9:26 AM
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**Q11 De la lista a continuación, ¿cuáles son los mejores recursos que tiene la ciudad en los cuales podemos mejorar para revitalizar nuestra ciudad? Favor de marcar todo lo que cree que son nuestras fortalezas actuales.**

Answered: 1 Skipped: 458

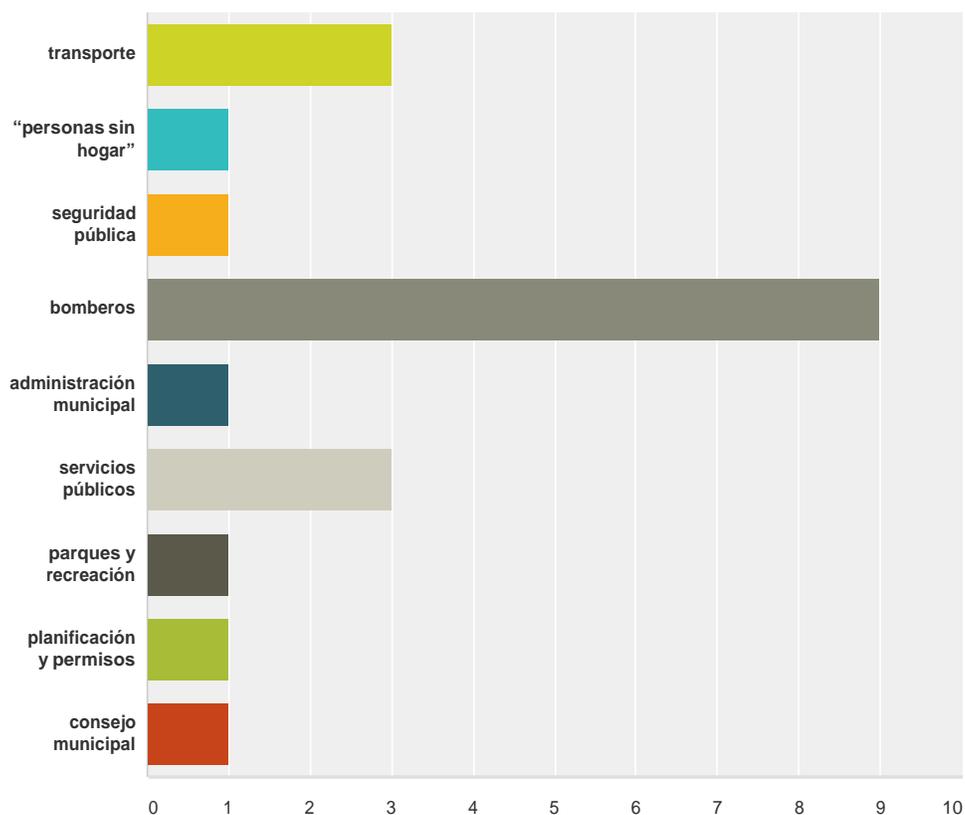


Answer Choices	Responses
Transporte	0.00% 0
Fuerzas del orden	0.00% 0
Seguridad pública	100.00% 1
Oportunidades de vivienda	0.00% 0
Oportunidades de empleo	100.00% 1

Oportunidades educativas	100.00%	1
Cultura vibrante y diversidad	100.00%	1
Parques y recreación	0.00%	0
Orgullo y espíritu comunitarios	100.00%	1
Nuestros jóvenes	100.00%	1
Sectores empresariales singulares	100.00%	1
Nuestro medioambiente	0.00%	0
<b>Total Respondents: 1</b>		

**Q12 Favor de clasificar los siguientes servicios basándose en su nivel de satisfacción en una escala de 1-10, 10 que está completamente satisfecho y 1 que está muy insatisfecho. Favor de marcar N/A si el punto no le aplica a usted:**

Answered: 1 Skipped: 458

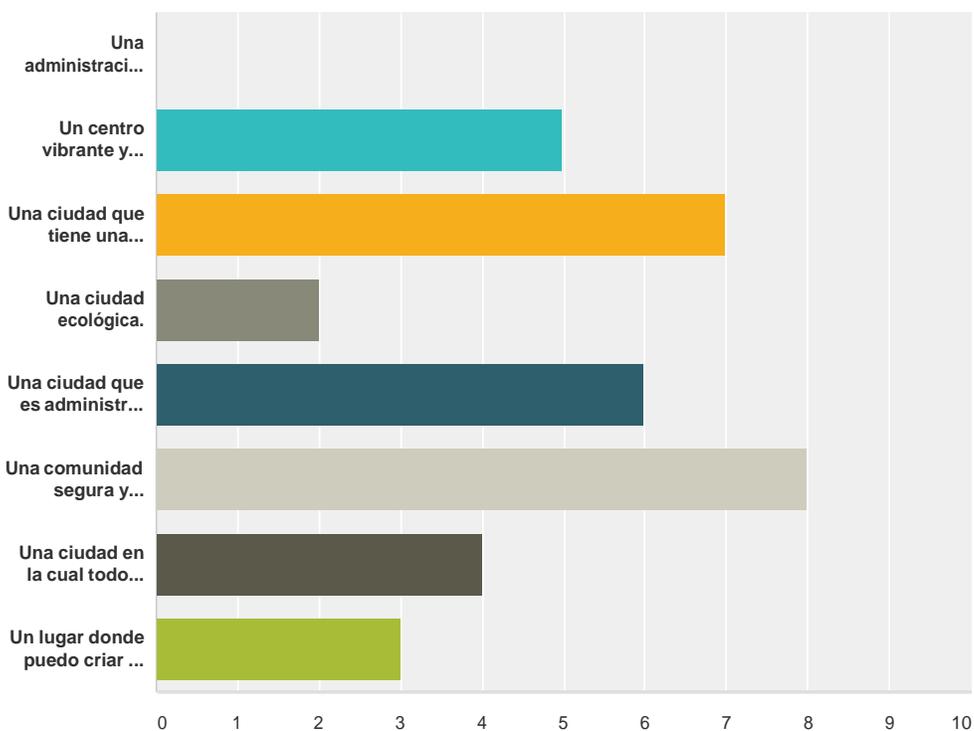


	1	2	3	4	5	6	7	8	9	10	Total	Weighted Average
transporte	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1	3.00						
"personas sin hogar"	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1	1.00
seguridad pública	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1	1.00
bomberos	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1	9.00
administración municipal	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1	1.00
servicios públicos	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1	3.00						
parques y recreación	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1	1.00

planificación y permisos	<b>100.00%</b> 1	<b>0.00%</b> 0	1	1.00								
consejo municipal	<b>100.00%</b> 1	<b>0.00%</b> 0	1	1.00								

### Q13 Favor de clasificar en orden, con 1 siendo la característica que más quiere que San Bernardino tenga en el futuro.

Answered: 1 Skipped: 458



	1	2	3	4	5	6	7	8	Total	Score
Una administración municipal que sea más acogedora y receptiva a negocios nuevos y existentes.	0.00% 0	0.00% 0	0	0.00						
Un centro vibrante y vigoroso con una variedad de tiendas, restaurantes y actividades.	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1	5.00
Una ciudad que tiene una cultura e identidad singulares.	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1	7.00
Una ciudad ecológica.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1	2.00
Una ciudad que es administrada con eficacia y toma decisiones basándose en el bien de sus ciudadanos y su futuro.	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1	6.00
Una comunidad segura y saludable.	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1	8.00
Una ciudad en la cual todos sus ciudadanos laboran juntos para cuidarse entre sí y de la comunidad.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1	4.00
Un lugar donde puedo criar a mis hijos y donde ellos se quieren quedar para criar a sus hijos.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	1	3.00

**Q14 ¿Cuál es una de las cosas por la cual está más orgulloso de ser un ciudadano de la ciudad de San Bernardino?**

Answered: 1 Skipped: 458

#	Responses	Date
1	diversidad	2/18/2015 9:34 AM