

2021 INLAND EMPIRE POLICY SUMMIT



BLUEPRINT FOR AN INCLUSIVE AND SUSTAINABLE FUTURE

August 2021

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Introduction

The Inland Empire, which includes all of Riverside and San Bernardino counties, has been built on decades of rapid population growth, job growth, and racial diversification. According to the U.S. Census, the region grew from about 4.2 million residents in 2010 to 4.6 million in 2020, with people of color representing 71 percent of the region's population. These patterns and trends present both challenges and opportunities for inclusive upward mobility, with housing, transportation, and economic development as key concerns.

Additionally, the economic and social impact of the COVID-19 pandemic have exacerbated the inequities faced by historically disenfranchised communities in the region. We see these challenges as opportunities for our region to recover and build back using inclusion and equity as core values and principles.

Federal funds from The American Rescue Plan Act of 2021 is available to states and local municipalities, with the aim of facilitating an equitable economic recovery. The plan includes \$350 billion in aid to states, cities, tribal governments, and U.S. territories. The funds are designated to help replace lost tax revenue due to the pandemic, providing needed relief to state, local, and Tribal governments to enable them to continue to support the public health response and lay the foundation for a strong and equitable economic recovery. Funding will also include assistance to households, small businesses and nonprofits, aid to impacted industries, and support for essential workers. It will also provide resources for investment in infrastructure, including water, sewer, and broadband services.¹

At the state level, Governor Newsom and the legislature have passed budget bills with a \$30 billion increase in spending over the prior year, with significant investments in health care, small business support, education, workforce development, and infrastructure investments in broadband and natural resource management.²

As these funding opportunities and recovery efforts reach the Inland Empire, it is more vital than ever for the region to work together, identifying core values and principles that can solidify the cross-sector collaborations that have been underway for several years. To aid in setting this agenda for the region, we convened the **2021 Inland Empire Policy Summit** focused on inclusive and sustainable economic development. The summit tied into both regional work already underway (e.g., the Southern California Association of Government's Inclusive Economic Recovery Strategy), and efforts to build back better at the state and federal levels.

¹ <https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-funds>

² <http://www.ebudget.ca.gov/budget/2021-22EN/#/BudgetSummary>

Purpose

The Policy Summit was structured as a series of brainstorming sessions, with key deliverables that included: raising awareness and providing coherence to various strategic initiatives in the region; producing a document on shared values across initiatives and sectors; and introducing frameworks and standardized indicators to measure economic mobility, inclusion, sustainability, and equity. The conversation was centered on advancing inclusion, sustainability, and racial equity with respect to the following topics: Civic Infrastructure, Economic Development, Education Equity, Health Equity, Housing and Community Development, Transportation, and Environment.

While all the deliverables were important, the main focus of the summit was to work on the agreement of core values and operating principles that could be employed in the region. With the agreement of these foundational values and principles, work in the region can be better aligned, increasing collaboration. Additionally, the practice of coming together as a region aids in strategic alignment and sharing support and resources. Ultimately, the agreement of these core values and principles will help to guide policy recommendations coming out of the region.

The Event

On Wednesday, March 31, 2021 the Center for Social Innovation at UC Riverside hosted the **2021 Annual Inland Empire Policy Summit**. Due to the ongoing COVID-19 pandemic, the event was held virtually. In spite of these circumstances, the event boasted over 300 participants. If you missed the event, or would like to view it for reference, [click here for recording](#).

This Report

This report provides an overview of the core values and operating principles that were agreed upon during the Policy Summit. In addition, it introduces the RISE and Ready Framework, includes an updated regional initiatives map organized by various themes, and includes an update from [IE RISE](#), *the Inland Empire Road Map for an Inclusive and Sustainable Economy*.

Core Values & Operating Principles

A central component of the Policy Summit was the conversation around core values and operating principles that could be employed in the region to aid in a truly inclusive and equitable recovery. In addition to recovery, having these values and principles as foundational building blocks are essential for a more inclusive, equitable, and sustainable future in the Inland Empire.

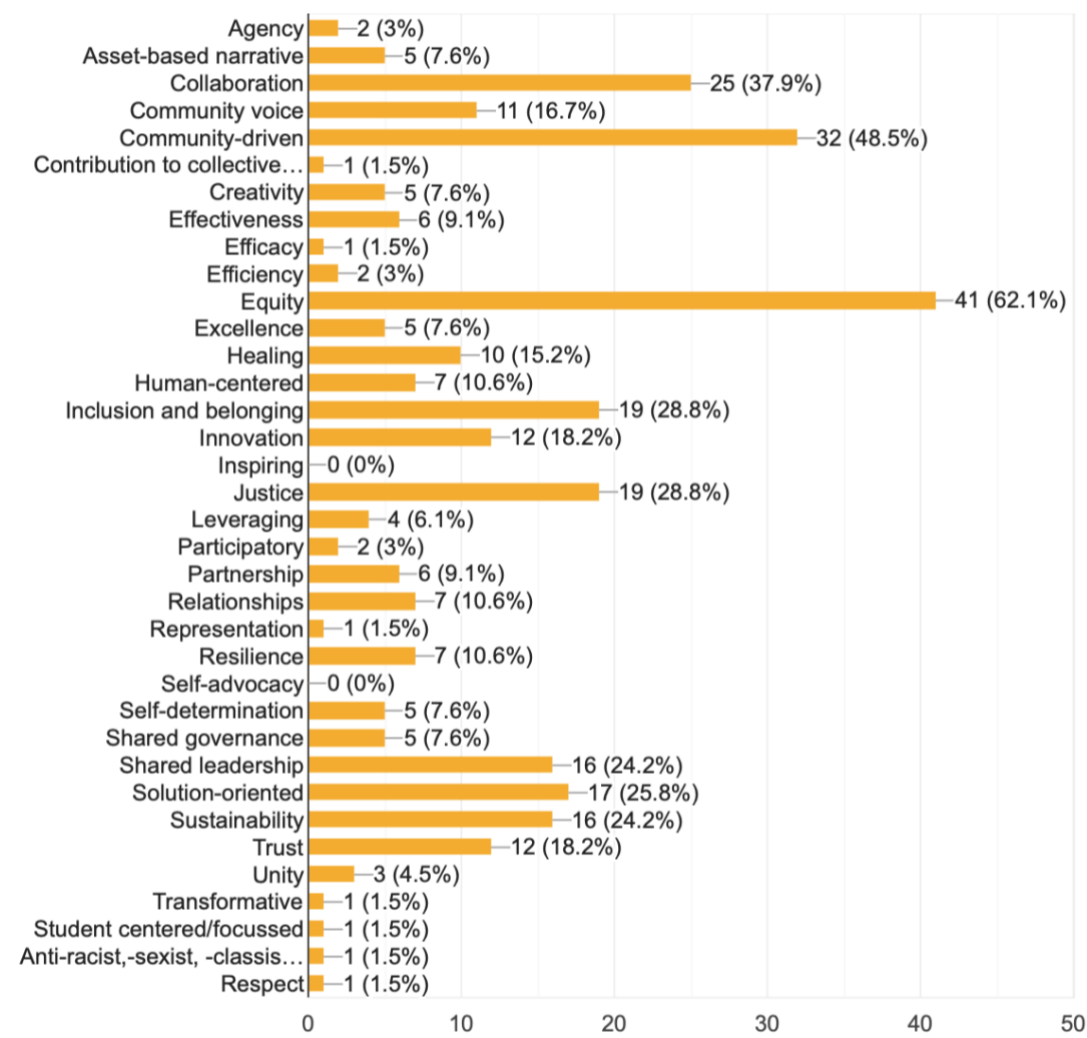
A list of values and principles was discussed in each of the breakout sessions and additionally in the main planetary session. Due to the large number of participants, the breakout sessions provided a vehicle for more participants to voice their opinions and lift up the values and principles they found most important for the region to uphold.

In addition to an open forum for brainstorming and discussion, we deployed a survey in order to better understand which values and principles participants found the most essential for the

region. The survey was intended to supplement the conversation and to ensure that those that did not wish to speak during the discussion also had a voice.

In terms of values, equity had the greatest number of votes, with over 60 percent of respondents noting its importance. Many participants noted that other values, such as community-voice and agency, fit into the larger bucket of equity. The full results from the survey on core values can be found in *Figure 1*.

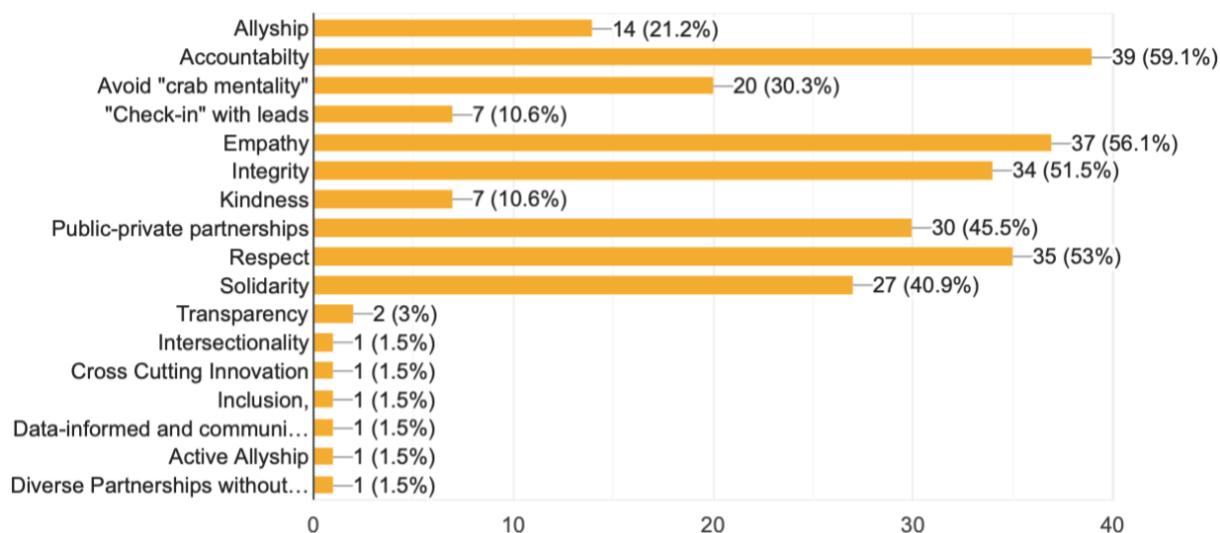
Figure 1 – Core Values for Collective Regional Efforts in the Inland Empire (2021)



Note: Respondents were asked to select 3 to 5 responses each; 66 respondents filled out the survey

Similarly, *Figure 2* displays the survey results for operating norms and principles. The results indicate that there are several operating principles that participants found important to uphold.

Figure 2 – Core Operating Principles for Collective Regional Efforts in the Inland Empire (2021)



Note: Respondents were asked to select 3 to 5 responses each; 66 respondents filled out the survey

Based on the survey responses and deliberative discussions, the Center for Social Innovation organized the top responses into the 6 core values and 8 operating principles, as presented in *Figure 3* below.

Figure 3 – Priority Issues, Core Values, and Operating Principles for Collective Efforts in the Inland Empire (2021)



Core Values

Core values support our vision, shape our culture, and reflect what we as a region value. They are the essence of our identity. Establishing strong core values provides both internal and external advantages for the Inland Empire. Core values help to guide in the decision-making process, and also aid in educating clients, and potential funders and investors about what the region is about and help to clarify our identity.

Table 1 details each of the core values noted in *Figure 3* and provides a short definition and explanation of how this value can be utilized in practice. The table is meant to provide guidance and is not intended to be entirely comprehensive in terms of what each value could look like in action.

Table 1 - Core Values for Collective Efforts in the Inland Empire (detail)

Core Value	Definition	In Practice this means...
Resilience	The capacity to recover quickly from challenges and shocks.	Having a strong and accessible safety net and/or network in place to provide timely and appropriate support. This can take the shape of policies, procedures, and/or plans to help individuals and communities get back on their feet after system disruptions. Specific examples include financial assistance, services/social services assistance, plans to rebuild infrastructure (including housing), and existing mechanisms in place to help coordinate response efforts. The COVID-19 pandemic has shown the importance of resilience as a core value.
Inclusion	The action or state of including or of being included within a group or structure, or system. The policy or practice of providing meaningful access to people and communities at various stages of project and program design, resourcing, and implementation.	Ensuring that as many key stakeholders are present and actually able to fully participate in as many processes as possible. This may mean having a presence at all meetings, having equal voting rights, or having an equally weighted say in discussions.
Sustainability	Sustainability means meeting current needs without compromising the ability of future generations to meet their own needs. In addition to natural resources, it is also important to include social and economic sustainability.	Understanding that systems are interconnected, and that in addition to environmental aspects it encompasses things like economics and social equity. This could mean job opportunities, or having equal access to services, or preserving natural systems. It could also mean things like green jobs (so overlap of environment and economy).

Equity	Equity seeks to ensure fair treatment and improvement in outcomes for populations and communities that have been historically disinvested or marginalized.	Ensuring that all groups, particularly marginalized ones, are able to be treated fairly and have access to resources. Specific examples include access to information, quality jobs, safe and clean housing, and overall access to opportunities.
Innovation	Innovation is the creation, development and implementation of a new product, process or service, with the aim of improving efficiency, effectiveness or competitive advantage.	The ability to take what's currently available/used and utilize creativity to create something new. This could be a new way of delivering a product, inventing a new machine, increasing efficiency of a process, etc. This could also include social innovation which means finding and deploying solutions to challenging social issues.
Trust	Trust is the confidence and belief in the performance and legitimacy of particular entities, including leaders, institutions, and systems.	Establishing a baseline for relationships, and extending a working assumption of interactions. In practice this could mean relying on and expecting individuals and organizations to live up to their values and beliefs, but also providing the space to complete a task or extend responsibility with minimal involvement.

Operating Principles

The descriptions of these core values in action are essentially operating principles. The operating principles should be specific and informed by the core values. The purpose of an operating principle is to provide a necessary frame of reference to help balance conflicting motivations and priorities when making decisions in various situations. Operating principles can serve as guides, helping both organizations and people make sound decisions, building trust and enabling greater innovation and collaboration.

Table 2 details each of the operating principles noted in *Figure 3* and provides a short definition and explanation of how this principle can be utilized in practice. The table is meant to provide guidance and is not intended to be entirely comprehensive in terms of what each principle could look like in action.

Table 2 – Operating Principles for Collective Efforts in the Inland Empire (detail)

Principle	Definition	In Practice this means...
Accountable	Accepting responsibility or accounting for an individual's or organization's actions and words.	Being responsible for actions and words, including explanations for exceeding or falling short on deliverables and timelines. Working together to ensure mutual accountability can push us all to do better.
Acting with Integrity	Having strong ethical values and principles and following them at all times. This includes honesty and truthfulness.	Being forthcoming about intentions and consistently following mutually-accepted values and principles.
Asset-based	Asset-based framing is the principle that defines communities by their aspirations, contributions, and key resources including people, environment, and place.	Utilizing positive aspects to convey information and messages. This is in contrast to deficit-based approaches which tend to highlight problems without highlighting leaders and organizations that are advancing solutions.
Collaborative	Collaboration is the process of individuals, communities, or organizations working together to complete a task, achieve a goal, or effect change.	The ability to work together. Typical examples include partnerships, coalitions, and other cooperative efforts among entities.
Empathetic	Empathy is the capacity to understand or feel what another person is experiencing from within their frame of reference. The capacity to place oneself in another's position.	Being able to put yourself into another's shoes. This often means working to view a situation from someone else's perspective, as opposed to your own. Understanding and empathizing with marginalized communities.
Respectful	Showing consideration and regard for someone or something. This can mean being respectful towards a person, regardless of a person's intersectionality or status.	Treating individuals well regardless of circumstances and situations. This can mean making sure everyone has a chance to voice their opinions.
Shared leadership	Shared leadership broadly distributes responsibility within a team and organization. In essence, team members ultimately lead one another.	Individuals, entities, or organizations working together to lead.
Solution-oriented	Being solution-oriented means tackling a problem or issue holistically; truly understanding the full scope of the issue and how it fits into other systems. Orienting one's self to finding solutions rather than fixating on problems.	Looking at an issue in terms of how to solve it, as opposed to fixating or remaining stuck on what is wrong. This often means devoting time and resources to identify, implement, and evaluate solutions.

The RISE & Ready Framework: Overview

Another goal of the Policy Summit was to introduce the RISE & Ready Framework, which seeks to standardize indicators to measure economic mobility, inclusion, sustainability, and equity. The framework was presented by CSI at the summit for reaction and further community feedback.

Having a standardized framework in place can help our region provide greater clarity and accountability for post-pandemic projects, initiatives, and investments. The RISE and Ready Framework has been developed through research, community learning sessions, and local community engagement work. The ultimate goal is to improve over standard definitions of “shovel-ready” projects and investments by employing a standardized framework. The RISE (Resilience, Inclusion, Sustainability, Equity) aspect of the framework includes a set of measurable standards to track progress on key values and priorities, while the Ready aspect of the framework measures a community’s workforce and infrastructural readiness, with respect to receiving new investments and completing projects in a timely manner.

Resilience

Resilience refers to the interconnected nature of system assets and processes, and how they can absorb, recover from, and continue on after some sort of a shock. It acknowledges that system shocks come in various forms, and aims to create a contextual basis within which to both operate in the present as well as in the future. Metrics of resilience include adaptability, agility, self-sufficiency, and agency. Measures of economic resilience can include the growth, survival, and success of small businesses in a geographic area in response to various system shocks, while broader measures of community resilience can include change metrics related to population health and wellbeing, philanthropic investment, and availability of social services from public and private sources.

Inclusion

Inclusion refers to the extent that communities are recognized and meaningfully included in decisions, plans, programs, and projects. Metrics of inclusion can be made with respect to *breadth* (by geography, race, gender, and other communities of interest), *quality of inclusion* (from marginalization, to tokenization, to subordinate partnership, to equal partnership), *depth of inclusion* (direct inclusion of community members versus mediation through representative leaders, organizations, and institutions), and *stage of inclusion* (brainstorm, vision, design, proposal development, resourcing, project implementation, learning and evaluation, project and proposal redesign).

Sustainability

Sustainability refers to the conditions that promote individual and community health and well-being, through improvements in *environment* (air quality, greenhouse gas emissions, water access, ground surface temperatures, and indoor work and recreation temperatures), *quality of*

life (such as reductions in commute times, increased opportunities for recreation, increased opportunities for civic engagement), and *economic stability* (smoothing of boom-and-bust cycles, adequate wages to meet costs of living). It also aims to contextualize the impact of various actions/processes within the past, present, and future timeframes, and how these various impacts push and pull on one another. In particular, it pushes the notion of scope, to encompass historical context, present understanding, and future aspirations/impacts.

Equity

Equity refers to whether investments, policies, and practices *intentionally focus* on improving outcomes among historically marginalized populations, and whether *outcomes actually improve* for those populations. Thus, measures of equity can include process measures of intention—such as whether proposals explicitly include a recognition of disparate outcomes among historically marginalized populations in project and program designs, and also explicitly include plans for tracking and accountability with respect to improving outcomes among those populations—as well as regular and updated measures of outcome improvements among historically marginalized groups.

Ready

Readiness refers to a community's workforce and infrastructural readiness, with respect to receiving new investments and completing projects in a timely manner. Workforce readiness measures can include the number of established and recent graduates (high school, community college, four-year college) in the region, trade certifications in various fields, rates of new job listings by sector, and labor force participation, and unemployment by race, gender, and sub-region. Infrastructural readiness, by contrast, examines the availability of resources ranging from broadband, to commercial space, permit rules and capacity, parking, transportation, housing, and recreational land use necessary to attract and maintain particular types of economic activity and workforce.

The RISE and Ready framework aims to shed light on several outcomes: efficiency, effectiveness, improvement over status quo, and improvement over the counterfactual. In practical terms, these could be in relation to economic mobility, access to good jobs (wages + benefits), more inclusive communities, economic development, better collaboration between stakeholders, an improved jobs/housing balance, greater environmental stewardship/positive outcomes, greater civic/public engagement, etc. In essence, the RISE framework helps us provide conceptual clarity, indicators, and benchmarks that can provide reliable metrics of performance in advancing the core values of resilience, inclusion, sustainability, and equity.

Inland Empire Initiative Map

The Policy Summit was also an opportunity to update the [Inland Empire Initiative Map](#). This map is a collection of initiatives and/or projects that advance inclusion, sustainability, and equity in our region. Because new projects and initiatives are created every year, we believe this should be a living document that will be edited and updated frequently.

In addition to periodic updates, we also have a mechanism for individuals and organizations to add their project or initiative to the list via our website [here](#). Please note that the initiative map is reserved for projects and initiatives that advance the region's core values. Simply submitting a request will not guarantee that your initiative will be featured.

The current Inland Empire Initiative Map can be found at our website [here](#). Additionally, we have included below the most up-to-date version as of August 2021.

THEME 1: HEALTH & WELL-BEING

Initiative	Main Org Lead and Contact	Short Description
Autism Employment Collaborative	The Autism Society Beth Burt bburt@ieautism.org	The autism community has a 96% unemployment rate. The Autism Society Inland Empire Working together with our partners such as Inland Regional Center, Department of Rehabilitation, and the State Council on Developmental Disabilities - the Autism Employment Collaborative was born with a focus for improving these outcomes.
Behavioral Health Integration Complex Care Initiative	Inland Empire Health Plan (IEHP)	The Behavioral Health Integration Complex Care Initiative (BHICCI) is a collaboration between IEHP and more than 30 clinics in the Inland Empire that provides a footprint for the California Department of Health Care Services (DHCS) Health Homes Program. The goal is to improve Members' health outcomes by staffing a complex care team to provide comprehensive care management and by coordinating complex physical and behavioral health needs across multiple Providers and health care systems in Riverside and San Bernardino counties.
CLASE (Colaboración, Liderazgo, Abogacía, Servicio y Educación (CLASE) Community of Practice	The Autism Society Beth Burt bburt@ieautism.org	The Autism Society Inland Empire founded the CLASE (Colaboración, Liderazgo, Abogacía, Servicio y Educación) Community of Practice. This Latino Community of Practice includes 33 leaders from 19 CBOs that serve Hispanic and Spanish speaking individuals and families with intellectual and developmental disabilities (I/DD).

<p>COVID-19 Testing/Vaccinations Partnership w/Black Churches</p>	<p>Congregations Organized for Prophetic Engagement (COPE)</p> <p>Samuel L. Casey scasey@coposite.org</p>	<p>COPE is a faith-based organization, established in 2000 by a core group of pastors. Their mission is to “train and develop the capacity of religious and lay leaders in congregations and across the Inland Empire to protect and revitalize the communities in which they live, work, and worship.”</p> <p>COPE has partnered with local churches in the Inland Empire to help provide COVID-19 testing and vaccinations.</p>
<p>Doula Access Program</p>	<p>Riverside Community Health Foundation, Inland Empire Health Plan</p> <p>doula@rchf.org</p>	<p>The Doula Access Program is a collaboration between IEHP and Riverside Community Health Foundation to provide current pregnant IEHP members with doula support services during pregnancy, labor, birth and the postpartum period.</p>
<p>eConsult</p>	<p>Inland Empire Health Plan</p>	<p>eConsult, a collaboration among IEHP, Arrowhead Regional Medical Center and Riverside University Health Care System, allows PCPs to connect directly with specialists electronically when a patient may need a specialist referral. PCPs can receive timely clinical advice from specialists that may allow them to manage a majority of patients in the primary care setting (some patients may need a face-to-face visit with a specialist).</p>
<p>Riverside County Vaccine Equity Partnership</p>	<p>Riverside County Public Health</p> <p>Robin Bishop robishop@ruhealth.org</p>	<p>Riverside County has partnered with local community organizations to help distribute vaccines and other health information to underserved communities.</p>
<p>SHAPE Riverside County</p>	<p>Riverside County Public Health</p> <p>Kimberly Saruwatari Ksaruwatari@ruhealth.org</p>	<p>SHAPE Riverside County is a community-wide effort to coordinate the resources of public health system partners to improve health for all communities in Riverside County. This initiative will be coordinated by the Riverside County Health Coalition and its leadership team.</p>
<p>The Environmental Railyard Research Impacting Community Health (ENRRICH) Project</p>	<p>Loma Linda University</p> <p>Johanny Valladares icp@llu.edu</p>	<p>The Environmental Railyard Research Impacting Community Health (ENRRICH) Project is a collaborative effort involving a number of academic, scientific and community based entities.</p>

		The research focuses on characterizing the community health burden in residential areas near the San Bernardino Railyard (SBR), particularly the negative health outcomes in low-income communities immediately adjacent to the SBR.
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THEME 2: ECONOMIC & WORKFORCE DEVELOPMENT

Initiative	Main Org Lead and Contact	Short Description
Call for Collaboration Program	SCAG Alisha James james@scag.ca.gov	In partnership with the California Community Foundation (CCF), SCAG is launching the Call for Collaboration program, which will fund the development of community-based policies and plans that help cities and counties reach 6th Cycle Regional Housing Needs Assessment (RHNA) goals of more than 1.3 million new housing units across the six-county SCAG region over the 2021-2029 planning cycle.
Consortium for Excellence in Logistics	Inland Empire Economic Partnership Paul Granillo pgranillo@ieep.com	Aims to position the region as a leader in supply chain and logistics innovation, improving by an order of magnitude the economic, environmental and societal efficiency and sustainability of the way physical objects are moved, deployed, realized, supplied, designed, and used
Dynamic Mobility Management Systems Consortium (DyMMS):	CE-CERT at UC Riverside Matt Barth barth@ece.ucr.edu	Aims to revolutionize operation of vehicle and transportation systems by leveraging innovations in automation, distributed computing, connectivity, electrification and shared mobility
EPIC SBDC	UC Riverside Scott Brovsky EPICSBDC@ucr.edu	UC Riverside’s EPIC SBDC provides individualized support to early stage tech entrepreneurs and companies in the Inland Empire to grow their businesses at no cost. Services include specialized consulting, training programs and workshops, access

		to capital and SBIR/STTR assistance.
Esri Startup Program	Esri Martin Copping mcopping@esri.com	The Esri Startup Program is a global, up to three-year program that helps early stage startups build mapping and location intelligence into their products and businesses. The program provides access to Esri software, development tools, ready-to-use content, training, support, and co-marketing opportunities.
ExCITE	UC Riverside Jennifer Yturralde jenyt@ucr.edu	ExCITE is Riverside's startup incubator for high tech, high growth science and technology startups by providing co-working space, networking, workshops, and access to mentors. Located in Downtown Riverside, ExCITE is a partnership between the City of Riverside, Riverside County, and UCR. This unique partnership brings together campus and community resources to position entrepreneurs for success.
Fair Chance Hiring (also known as Ban the Box)	Inland Empire Fair Chance Coalition (IEFCC) Stacy Villalobos svillalobos@legalaidatwork.org	IEFCC is a coalition of community based service providers, advocates, researchers and returning citizens working closely with state & local government agencies. They work to educate residents, community organizations and employers in the Inland Empire about the Fair Chance Act (AB 1008) to reduce employment discrimination based on previous justice system involvement.
Generation Go/Vision 2Succeed	San Bernardino County Workforce Development Department Monique Carter mcarter@ed.sbcounty.gov	GenerationGo!, a youth workforce development program, is the result of a partnership between San Bernardino Valley College, the San Bernardino Workforce Development Department, the San Bernardino County Superintendent of Schools' Alliance for Education, and school districts throughout San Bernardino.

<p>GrowRIVERSIDE: Building a resilient and sustainable local food system</p>	<p>Riverside County Economic Development</p> <p>Scott Berndt berndtsplants@gmail.com</p>	<p>GrowRIVERSIDE is a multi-stakeholder initiative to cultivate food and agricultural activities across the Inland Southern California region.</p>
<p>Guided Pathways</p>	<p>Growing Inland Achievement</p> <p>Ida Hermsillo ida@inlandempiregia.org</p>	<p>Growing Inland Achievement, with funding from College Futures Foundation, is coordinating and facilitating Guided Pathways support for all Community Colleges in the Inland Empire. Guided Pathways provide students with clear course-taking patterns to encourage better enrollment decisions and a clearer path to graduation.</p>
<p>High Road Training Partnership (HRTP)</p>	<p>IE Labor Institute</p> <p>Michael Chavez mchavez@ielabor.org</p>	<p>The High Road Training Partnerships (HRTP) initiative is a \$10M demonstration project designed to model partnership strategies for the state. Ranging from transportation to health care to hospitality, the HRTP model embodies the sector approach championed by the Board — industry partnerships that deliver equity, sustainability, and job quality.</p>
<p>IE Funders Alliance</p>	<p>IE Funders Alliance</p> <p>Margarita Luna, chair https://www.iefunders.org/#contact</p>	<p>The Funders Alliance is a collaborative network of organizations with significant formal grantmaking activities in Riverside and San Bernardino Counties that have joined together to increase communication, coordination, and collaboration.</p>
<p>Inland Economic Growth and Opportunity (IEGO)</p>	<p>Inland Empire Community Foundation</p> <p>Michelle Decker http://inlandgrowth.com/contact/</p>	<p>The IE has seen considerable economic growth in the last several years, but this growth has not translated into shared prosperity for all. A diverse set of community leaders from Riverside County and San Bernardino County have mobilized through the Inland Economic Growth & Opportunity (IEGO) effort to address this regional inequality, focusing on advancing inclusive economic growth and expanding middle class opportunity in the region. IEGO partners are taking</p>

		bold steps to generate more quality middle-skill jobs that earn family-sustaining wages, and to make them accessible to all workers in the region, particularly those without a four-year degree.
Inland Empire Capacity Builders Network	Inland Empire Capacity Network Debbie Cannon Debbie@AcademyGo.com	The IECBN is a coalition of capacity-building organizations that provide an array of services to nonprofit and community-benefit organizations (CBOs) serving the Inland Empire. Members work together to increase local resources CBOs need to advance their missions and serve the region’s population of more than 4.5 million residents.
Job Driven SlingShot Initiative	San Bernardino County Workforce Development Board and the Riverside Workforce Development Board Diana Fox diana@we-reachout.org	Together the San Bernardino County Workforce Development Board and the Riverside Workforce Development Board formed the Inland Empire Regional Collaborative (IERC). The IERC’s Job Driven SlingShot Initiative focuses on creating large-scale, regional change that significantly improves economic outcomes and increases income mobility for its residents. The IERC effectively engages the business community and directs training resources based on employer feedback and regional demand.
Just San Bernardino	Just San Bernardino JustSB@gmail.com	The Just San Bernardino Collaborative (Just SB) has launched the creation of a People’s Plan for a fair economy. The People’s Plan for Economic Inclusion will uplift the conditions, values, vision, and priorities needed to model a human-centered economy. This plan and the strategies used to develop it will address the lack of economic mobility of low-income communities through the lens of labor, housing, education, environmental justice, economic development, arts/culture, and healthcare.

<p>LAUNCH Apprenticeship Network</p>	<p>Inland Empire Desert Region College Consortium</p> <p>Charles Henkels Charles.Henkels@rccd.edu</p>	<p>The LAUNCH Apprenticeship Network leverages the workforce and education systems of the region’s community colleges, K-12 districts, and two Workforce Development Boards. By integrating apprenticeship into these organizations and institutions, LAUNCH acts as an intermediary and education provider for businesses adopting the apprenticeship model.</p>
<p>MARS Career Promise</p>	<p>March Joint Powers Authority</p> <p>Danielle Wheeler MARS@marchjpa.com</p>	<p>MARS is a regional economic development initiative created by the March Joint Powers Authority, an AMP SoCal partner, to align attracting Aerospace & Defense primes into the Inland Empire with its mission to develop a 3,300-acre regional jobs center. With more than 600 Aerospace & Defense suppliers in the Inland Empire region, the MARS Careers Promise Program introduces an innovative career training opportunity that aligns industry based workforce needs with STEM and CTE training within middle schools and high schools.</p>
<p>OASIS</p>	<p>Office of Research and Economic Development at UC Riverside</p> <p>Rodolfo Torres VCRED@ucr.edu</p>	<p>OASIS (Opportunities to Advance Sustainability, Innovation, and Social inclusion) aims to better connect and leverage R&D, workforce development, and community engagement in the following areas: agriculture technology, natural resource management (including the future of the Salton Sea), sustainability, and clean logistics</p>
<p>Opportunity Riverside</p>	<p>Riverside County</p> <p>Stacy Cumberbatch stacy@opportunityriverside.com</p>	<p>The mission of Opportunity Riverside is to increase access to equity-based capital for tech-enabled ventures, expanding businesses, and economic development across Riverside County</p>
<p>Our Salton Sea: Investing in People for a Thriving Region</p>	<p>Alianza Coachella Valley</p> <p>Sahara Huazano sahara@alianzav.org</p>	<p>Alianza and the Center for Social Innovation at the University of California, Riverside launched a new effort exploring how to</p>

		diversify the economy around the Salton Sea so that the thousands of people who call the area home have greater opportunities to work towards stable, healthy lives.
Prison to Employment	<p>Operation New Hope</p> <p>Russell Degnan russell@onhcares.com</p>	<p>Operation New Hope is one of seven community based organizations contracted by San Bernardino County and Riverside County Workforce Development Boards to deliver the Prison to Employment services. The Corrections Workforce Partnership Agreement is intended to strengthen linkages between the state workforce and corrections systems in order to improve the process by which the formerly incarcerated and justice-involved* individuals reenter society and the labor force.</p>
Uplift San Bernardino	<p>Uplift San Bernardino</p> <p>Ginger Ontiveros ginger.ontiveros@sbcusd.k12.ca.us</p>	<p>Uplift Bernardino's framework for change is built on three primary strategies. Within these strategies are a variety of initiatives that all align to impact our goal of building a generation of successful adults who are committed to growing roots in San Bernardino.</p>

THEME 3: EDUCATION & YOUTH

Initiative	Main Org Lead and Contact	Short Description
Desert Consortium	Riverside Community College District Jule Pehkonen Julie.Pehkonen@rcc.edu	The Inland Empire/Desert Regional Consortium (IEDRC) serves as a regional framework to communicate, coordinate, collaborate, promote and plan career and technical education and workforce and economic development in the Inland Empire/Desert Region.
IE Children's Cabinet	Inland Empire Community Foundation Michelle Decker mdecker@iegives.org	To support children, youth and families to improve the ability to advance health and racial equity in our communities.
IE Students	Growing Inland Achievement Jake Poore jake@inlandempiregia.org	A college resource directory for students in the Inland Empire.
Inland Empire Black Education Agenda	BLU Educational Foundation Dina Walker dwalker@bluedfoundation.org	The Inland Empire Black Education Agenda report is a collaborative effort led by BLU Educational Foundation, in partnership with the Center for Social Innovation at the University of California, Riverside and the Inland Empire Black Equity Initiative. This report uses a mixed methods approach with quantitative data analysis and in-depth qualitative interviews with Black students and their parents/guardians in the Inland Empire.
Riverside County Superintendent's Initiatives	Riverside County Office of Education Neftali Galarza ngalarza@rcoe.us	Riverside County Superintendent of Schools Dr. Edwin Gomez has launched four initiatives to support student success including a focus on mental health, financial literacy, literacy by fifth grade, and anti-racism.
The Coachella Valley Regional Plan for College and Career Success	One Future Coachella Valley Jacqui Tricco jacqui@onefuturecv.org	In April 2017, a Design Team comprised of representatives of all three K-12 districts, COD, CSUSB, UCR and business began work, with support from Ford Next Generation Learning (Ford NGL) and Alignment USA, to vision and design a framework for "Regional Plan 2.0" – the renewal of the original Coachella Valley Regional Plan for College and Career Success written and adopted in 2012.

THEME 4: HOUSING & COMMUNITY DEVELOPMENT

Initiative	Main Org Lead and Contact	Short Description
Housing First	City of Riverside housing@riversideca.gov	Housing First is an approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements.
Inland Equity Partnership	Inland Equity Partnership Maribel Nunez maribel@inlandequitypartnership.org	IEP is a racial and economic justice coalition building civic power among Inland Empire's low income, marginalized communities and communities of color. IEP does this by advocating for just state and local budgets and policies, and convening community based organizations and allies to combat poverty.
Inland SoCal Housing Collective	Inland SoCal Housing Collective Melanie Steele Melanie.Steele@NHSIE.org	The Inland SoCal Housing Collective is a group of volunteers from different sectors that convenes monthly to discuss and take action on the advancement of housing for all families in the Inland SoCal Region.
United Lift	Lift to Rise, Inland SoCal United Way Shirli Driz sdriz@iscuw.org	United Lift is a rental assistance program for residents in Riverside County that is administered by the non-profits Inland SoCal United Way and Lift To Rise. The program initially launched in the summer of 2020 with funding by the CARES Act, as well as Community Development Block Grant funds.

THEME 5: TRANSPORTATION & ENVIRONMENT

Initiative	Main Org Lead and Contact	Short Description
Inland Southern California Climate Collaborative (ISC3)	Climate Resolve Bryn Lindblad blindblad@climateresolve.org	ISC3 is a diverse, cross-sectoral network of agencies, organizations, companies, and institutions working together to advance equitable solutions to create a resilient and thriving Inland Southern California in the face of climate change.
Zero-Emission Multiple Unit (Hydrogen Powered Trains)	San Bernardino County Transportation Agency info@gosbcta.com	SBCTA is leading the charge for a greener passenger rail future by piloting zero-emission rail technology for the new Arrow service between San Bernardino and

		Redlands. In 2024, SBCTA will debut North America’s first battery and hydrogen-powered passenger train.
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THEME 6: JUSTICE & MOVEMENT WORK

Initiative	Main Org Lead and Contact	Short Description
Antiracist Riverside	Antiracist Riverside Janice Rooths janice.rooths@gmail.com	Antiracist Riverside is a coalition of City of Riverside residents and others focused on antiracist education and addressing systemic issues of racism in the City of Riverside. The mission is to empower individuals, organizations, and communities to eliminate racism. There are weekly business meetings that go over current activity in the community, create new efforts, and share announcements and training opportunities. There are Candid Conversations on the 2nd and 4th Saturdays, including book discussions like How to be An Antiracist by Ibram X. Kendi or The Color of Law by Richard Rothstein, planning sessions, and healing circles.
Black Equity Initiative of the IE	BLU Educational Foundation, COPE Felicia Jones, Dina Walker, Samuel L. Casey fjones@copseiste.org dinalwalker@gmail.com scasey@copeseite.org	The Black Equity Initiative was formed in 2014 and is composed of Inland Empire organizations that share a desire to improve social conditions through empowerment, education, and policy change. Guided by a deep commitment to the liberation and self-determination of black people, this work advances our mission by helping us to deepen our influence and reach for educational equity throughout the region.
Connect IE	Inland SoCal United Way Chris Darbee cdarbee@iscuw.org	To address needs related to Social Determinants of Health across the Inland Empire, Inland Empire Health Plan (IEHP) facilitated the development of Connect IE. This inclusive, free-to-use online platform has fostered nearly 300,000 engagements from residents in San Bernardino and Riverside counties, connecting them to community resources including, but not limited to, food pantries, legal and financial aid services. IEHP introduced the Connect IE platform to the Inland Empire in 2018, with collaborative efforts from Inland Empire United Way, 211 San Bernardino, 211 Community Connect Riverside, Desert Healthcare District and the Inland Empire Health Information Organization (IEHIO). The easy-to-use platform is accessible to the general public and allows users to search for resources with just a zip code. Users are provided a list of

		local community resources to fulfill or support those needs.
Inland Empire Black Equity Fund	<p>BLU Educational Foundation, COPE</p> <p>Felicia Jones, Margarita Luna fjones@copseiste.org</p>	The IE Black Equity Fund is the first known regional pooled fund on Black equity that brings together statewide, regional and local funders as well as private donors and corporate philanthropy, working in partnership with leaders of the Inland Empire Black Equity Initiative to advance their priority issues.
Rethink Public Safety	<p>Congregations Organized for Prophetic Engagement</p> <p>Samuel L. Casey scasey@copeseite.org</p>	Rethink Public Safety is an initiative to promote responsible, restorative, and redemptive approaches to justice reform in schools and communities throughout the Inland Valley Region
Women's Policy Institute - Local	<p>Women's Foundation's California</p> <p>Elizabeth Ayala elizabetha@womensfoundca.org</p>	WPI Local is a policy advocacy and leadership training fellowship focused on building strong policy and budget advocates at the local level. WPI Local is run in both English and Spanish. To date, WPI has trained more than 500 advocates and organizers who have passed 43 new laws or local policies improving the health, safety, and economic wellbeing of their communities statewide.

THEME 7: CIVIC INFRASTRUCTURE

Initiative	Main Org Lead and Contact	Short Description
COVID Narrative Hub	<p>IE United</p> <p>Michael Gomez Daly michael@ieunited.org</p>	The IE COVID Recovery initiative encourages residents and leaders of San Bernardino and Riverside Counties to execute a responsible and community-driven approach to COVID recovery. For too long we have been presented with a false choice between economy or public health, between keeping our doors open or keeping our loved ones safe. The truth, however, is that this was never a choice at all. The reality is that we can keep our families and neighbors safe, as well as keep our businesses afloat, and drive down our COVID case numbers. We are here to demand our elected officials to work and

		create solutions that keep our communities healthy, our front-line workers protected, our businesses supported, and our region COVID-free.
Inland Empire Media Roundtable	Voice Media Ventures / Tzunu Strategies Armando Carmona / Marla Matime armando@tzunu.com / marla@voicemediaventures.com	The mission of the IE Media Roundtable is to coordinate, support, and grow investments in media enterprises, in order to more effectively serve the region’s residents—including the nearly 70 percent who are from Black, Indigenous, Latinx, Asian American, Pacific Islander, and other communities of color. The Roundtable will advance this mission through economies of scale and innovation, with a focus on signature events and coordinated strategies on news coverage, fundraising, and advocacy.
Intercollegiate Council of the Inland Empire (ICCIE)	Center for Social Innovation, UCR Eric Calderon, eric.calderon@ucr.edu	The Intercollegiate Council of the Inland Empire (ICCIE) is a region-wide effort to unify the student leaders and recent alumni of the IE’s Colleges and Universities by establishing a robust network that aims to meet regularly to discuss challenges, share resources, collaborate on initiatives, identify solutions and actively engage with stakeholders to pursue a systems change agenda that would advance a more sustainable, inclusive, and equitable region that retains the IE’s talent.
Redistricting Hub	IE United Michael Gomez Daly michael@ieunited.org	The Inland Empire Redistricting Hub is a collaboration of organizations committed to engaging community residents and monitoring redistricting councils/commissions serving San Bernardino and Riverside Counties
Tri-County Community Partnership	Center for Social Innovation, UC Riverside Paola Avendano paolaa@ucr.edu	The Tri-County Community Partnership is an innovative, cross-sectoral and cross-regional effort in Southern California that harnesses the talent and civic energy of government agencies, community media, nonprofits, businesses, and faith-based organizations to collaborate on common solutions to major issues. The TCCP builds on the foundations of 2020 Census outreach in the counties of Imperial, Riverside, and San Bernardino, and is an early national model on rapid response that benefits from investments in civic infrastructure.

An Update from IE RISE

[IE RISE](#) (Inland Empire Roadmap for an Inclusive and Sustainable Economy) is an important collaborative in the region that works towards amplifying community voices around a unified vision and activating shared values to reform systems to make them truly equitable. The goal is to set new expectations and to re-define what is possible in the Inland Empire.

Below is an update from Damien O'Farrell, one of the coordinating leads of the IE RISE effort:

Building on the success of Census outreach efforts and collaborative responses to the impacts of COVID-19, leaders in the region launched IE RISE in early 2020, bringing together over 60 organizations from virtually every community and service sector in Riverside and San Bernardino Counties. We quickly organized ourselves into 20 sub-committees (tracks) each focused on forming and advancing a vision for and roadmap to a preferred future the region through each of the following areas: Arts and Culture, Environmental Justice, Labor, Youth, Housing, Homelessness, Access and Equity in Tech, Economic Justice, Disabilities, Good Governance, Food Systems, Education, Media, Health and Healthcare, Immigration, LGBTQ Equity, Non-Profit Equity, Philanthropy, Public Safety, and Racial Justice. The tracks selected leads from their members to facilitate their work.

In the 12 months since inception each track has created a vision statement, held stakeholder listening sessions, and conducted an initial evaluation of the mental models, power dynamics, relationships and connections, resource flows and programs, practices, and policies affecting the issue of focus for their track. The track members are now using that information and creating shared strategies, goals, and actions for advancing their efforts. Additionally, the collective track leads have adopted a framework for systems change and hold monthly meetings that provide an unprecedented opportunity for positive change!

Monthly track lead meetings are the only known space in the region in which leaders from across sectors meet with the explicit shared purposes of supporting one another in long term planning, organizing for action, and cultivating collective impact. It is here that track leads share progress within their focus areas and discuss pressing challenges and opportunities. It is also here that track leads from other sectors and with different primary areas of focus learn about what is occurring in the greater social ecosystem in which they work and are able to identify ways in which that work affects theirs and vice versa. This communication provides the opportunity to strengthen, organize, align, broaden, and integrate projects and initiatives across the region and across sectors in ways that have not previously been possible, or at least not probable.

There have rarely been times in which the need for the civic infrastructure IE RISE provides has been greater, and there has possibly never been a better chance to turn the work resulting from the policy summit into transformative regional action. Beyond the pressing immediate needs created by the impacts of COVID-19 and racial injustice, we have a unique opportunity to not simply recover but to also make the reforms required for the region to remake itself in a more equitable and sustainable manner. IE RISE both provides the infrastructure and brings together the people that makes this possible. Remaining centered in the community and emphatically committed to inclusion, sustainability, and equity with explicit attention to communities historically excluded by immigration status, ability, age, or other factors, IE RISE will be using the policy summit report in finalizing and implementing its action plans throughout this next year and looks forward to sharing in the new reality we will create.

Next Steps

The Inland Empire is at a breakout moment. There is a tremendous range of collaborative activity across the region on a range of activities. There is also a growing recognition and commitment, including among the hundreds of leaders and participants in our 2021 policy summit, that future progress depend on identifying and committing to core values and operating principles for collective action.

We intend this report to be part of a new, stronger foundation for collaborative work in the region. As opportunities and resources for an equitable economic recovery are made available, governments and local community organizations and leaders can build on this work—coming together to build a more equitable and inclusive economy and society that puts our region and, by extension, the state of California in a much stronger footing in the decade ahead.

For many local governments in our region, the economic recovery funds from the American Rescue Plan and the state are not merely a lifeline; they represent the largest fiscal increase in their budgets in many decades. Our region must act quickly, collaboratively, and strategically to ensure funds and resources truly invest in projects and initiatives that live up to our core values and principles.

To accomplish this we must work collaboratively to first create and encourage stabilization in the region. Ideally, funding and resources should help to stabilize those businesses, organizations, and communities that were most impacted by the economic impacts of the pandemic. Our region will need more access to capital and investments, and workers will need better support, training, and skills to find good jobs. This also means investments in education, high-road training partnerships, and workforce development.

The 2021 Inland Empire Policy Summit was an important first step in further organizing the region. To move forward and to put these steps into practice, diverse and inclusive public/private partnerships that include small businesses, community leaders, local

governments, philanthropic leaders, and businesses are needed. These partnerships could help to set goals, recommend investments, and track results.

Finally, it is important for our region to construct a long-term strategy to ensure an inclusive and equitable economic recovery. In terms of the American Rescue Plan, municipalities are set to receive two ARP disbursements over a year, but they have until the end of 2024 to spend all the funds.³ This means local coalitions have a chance to invest in future growth and prosperity. Coalitions should also make investments that can boost strategies, projects, and initiatives that are already in progress that align with the region's core values and principals.

Together we can work to stabilize our communities, strategize together to invest in future prosperity, and to organize ourselves to enable an inclusive economic recovery.

³ American Rescue Plan <https://www.congress.gov/bill/117th-congress/house-bill/1319/text>