

San Bernardino Investment Playbook

Project Details: Nerve Center

Creation of a Nerve Center to oversee Playbook evolution and implementation will help ensure that all activities are well coordinated and aligned with community-identified priorities. This entity will not replace the efforts of those organizations that are implementing the work. Rather, the Nerve Center will coordinate among all stakeholders to ensure consistent communication, drive collaboration, and reduce duplicative efforts.

RATIONALE

Implementing the San Bernardino Investment Playbook will require thoughtful collaboration and coordination across a wide range of projects and stakeholders. This new way of working will require clear cross-sector governance, consistent communication, delegation of responsibilities, implementation capacity, and a bias toward action.

OBJECTIVES

- Ensure close coordination and a bias for action among Playbook stakeholders
- Keep Playbook implementation on schedule and on budget
- Drive Playbook evolution over time as new projects and priorities emerge

ADDITIONAL DETAILS

The Nerve Center will be composed of a steering committee, support staff, and individual delivery teams:

Steering committee

- 10-12 members (city manager, private-sector, philanthropic, nonprofit, community)
- Oversees Playbook execution
- Meets regularly to set priorities, align efforts, track progress
- Provides guidance for local organizations that are implementing projects
- Supports fundraising for Playbook projects

Support staff

- 2-3-person team, ideally staffed by individuals with expertise in project design and implementation
- Provides day-to-day support on project implementation
- Helps organizations improve project design, expand capacity, and secure funding
- Maintains master list of projects and aligns projects with allocation of federal and state funds
- Tracks progress and holds organizations accountable
- Supports Steering Committee
- Collaborates on advocacy for key projects and funding requests

Delivery Teams

- Small groups focused on Last Mile and Exploratory projects
- Responsible for project design, finance, delivery, organizational structure, and capacity building
- Led by respected, experienced leaders from across all sectors
- May require support from subject matter experts

COST

\$3M Facilities, operations, staffing (\$1M per year)

\$3M TOTAL over three years

POTENTIAL FUNDING

Philanthropic support
Public-sector funds

LEAD ORGANIZATION

Karen Suarez and Kim Knaus, co-directors