

# CITY OF SAN BERNARDINO

## Improving Access to Entrepreneurship

Presented by Kima Russell



~225,000  
RESIDENTS



Southern California  
65 MILES EAST  
OF LOS ANGELES



County Seat of  
SAN BERNARDINO COUNTY



Major Transportation  
& Logistics Hub



City is **62.24**  
square miles

# OUR WHY



*Understanding the barriers. Creating a clearer path forward.*



## CURRENT CHALLENGES



Complex permitting process



Businesses unsure where to start



Multiple departments



Limited staffing



Inconsistent customer experience



## OUR GOAL



Create a more transparent, business-friendly development process that encourages entrepreneurship and investment.



FROM NAVIGATING GOVERNMENT → TO BUILDING A BUSINESS

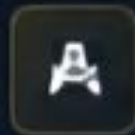


# CREATING A **CROSS-DEPARTMENT** APPROACH



## **Economic Development**

Streamlining business licensing and coordinating resource navigation to fuel local entrepreneurship.



## **Planning & Zoning**

Modernizing legacy codes and simplifying land-use pathways to facilitate easier commercial setups.



## **Public Works**

Expediting right-of-way licensing and public infrastructure connectivity for new locations.



## **Building & Safety**

Accelerating building permit approvals, inspection cycles, and physical structural compliance.



## **City Managers' Office**

Driving Inter-agency accountability and aligning administrative priorities with reform goals.



## **Innovation Team**

Redesigning user-facing portals, utilizing system data, and removing digital bottlenecks.

## WALKING IN THE ENTREPRENEUR'S SHOES



“How easy is this process for someone doing it for the first time?”

# KEY INSIGHTS

## Insight 1:



### One Stop Shop Score

- 1 out of 5
- Businesses struggle to identify where to begin



## Insight 2:

### Communication

- No single point of contact
- Multiple referrals
- Delayed Responses



## Insight 3:

### Internal Processes

- Staff Turnover
- Department silos
- Inconsistent information



## WHAT SURPRISED US

**Surprise 1:** Businesses don't mind regulations. They mind **uncertainty**.



**Surprise 2:** Many barriers were **process issues** — not ordinance issues.



**Surprise 3:** Small **operational improvements** could significantly improve customer experience.



# MOVING FROM FINDINGS TO ACTION

**Clearer Customer  
Guidance**  
STEP-BY-STEP

**Better Process  
Transparency**  
NO GUESSWORK

**Centralized Business  
Assistance**  
"ONE STOP SHOP"



START

1

2

3

4

5



GOAL

**Improved  
Departmental  
Coordination**  
ALIGNED TEAMS

**Consistent Customer  
Communication**  
SINGLE VOICE

# LESSONS LEARNED

**01**  
—

Start with the **entrepreneur's experience** first.



**02**  
—

Engage **every department** early in the cycle.



**03**  
—

Let the **data guide** the conversation productively.



**04**  
—

Focus on immediate, high-impact **quick wins** first.



**05**  
—

Reform is fundamentally about **people**, not just processes.



**06**  
—

Building momentum through **collaborative action**.



# THANK YOU

REGULATORY JUSTICE INITIATIVE



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