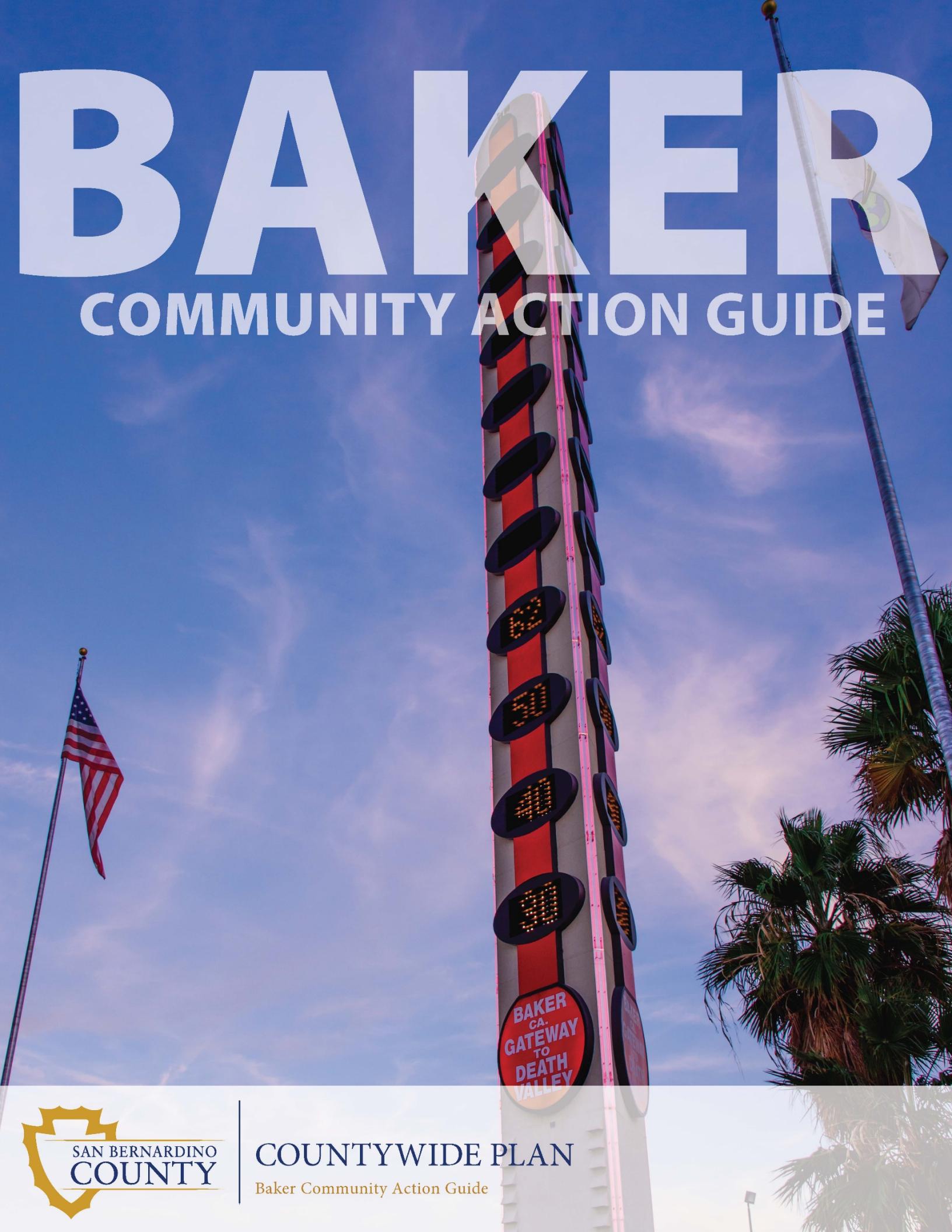


BAKER

COMMUNITY ACTION GUIDE



COUNTYWIDE PLAN

Baker Community Action Guide



Table of Contents

Table of Contents	2
Introduction.....	4
Where are the Goals, Policies, and Land Use Map for My Community?	5
Relationship of the Community Action Guide to the Countywide Plan.....	5
The Draft Community Action Guide for Public Review.....	6
How to Use This Community Action Guide	6
Values Statement.....	10
Aspirations Statement	11
Action Plans.....	12
Community Focus Statement A: Improve housing options for Baker residents.....	13
Action Statement A.1: Coordinate with San Bernardino County Land Use Services on a community proposal to study subdivision and zoning requirements in Baker to better allow for a diverse and affordable housing stock.....	13
Community Focus Statement A: Improve housing options for Baker residents.....	14
Action Statement A.2: Advertise and promote U.S. Department of Agriculture (USDA)/Residential Development Single Family Housing Repair Loans & Grants program to eligible residents as a source of financing for home repair.	14
Community Focus Statement A: Improve housing options for Baker residents.....	15
Action Statement A.3: Promote housing assistance programs available through San Bernardino County including the California Homebuyer Fund and the California Homebuyer's Down-payment Assistance Program.	15
Community Focus Statement A: Improve housing options for Baker residents.....	16
Action Statement A.4: Work with San Bernardino County Economic Development Agency, San Bernardino County Department of Human Services and U.S. Department of Agriculture (USDA)/Rural Development to better understand grant and loan programs available to provide for and improve housing in Baker.	16
Community Focus Statement B: Grow the community through attracting and maintaining a skilled workforce.....	17
Action Statement B.1: Develop a marketing and branding strategy to attract visitors to Baker, especially targeted at travelers along I-15.....	17
Community Focus Statement B: Grow the community through attracting and maintaining a skilled workforce.....	18
Action Statement B.2: Collaborate with San Bernardino County Land Use Services to expand the industrial zones in Baker.....	18
Community Focus Statement B: Grow the community through attracting and maintaining a skilled workforce.....	19



Action Statement B.3: Establish a program to connect Baker residents who are looking to start and grow a home business to training and financing.....	19
Community Focus Statement B: Grow the community through attracting and maintaining a skilled workforce.....	20
Action Statement B.4: Establish workforce training and internship/mentorship programs for area youth.....	20
Community Focus Statement B: Grow the community through attracting and maintaining a skilled workforce.....	21
Action Statement B.5: Support Barstow Community College's College Promise program and encourage Baker youth to take advantage of the educational opportunity it presents.....	21
Community Focus Statement B: Grow the community through attracting and maintaining a skilled workforce.....	22
Action Statement B.6: Identify and advertise commercial sites to local developers to encourage development of hotel(s) in Baker.....	22
Community Focus Statement C: Improve community resources available to Baker residents.	23
Action Statement C.1: Continue efforts to establish a medical clinic in Baker.....	23
Community Focus Statement C: Improve community resources available to Baker residents.	24
Action Statement C.2: Work with local volunteers and the Baker CSD to provide a diversity of recreational programs and activities in Baker for persons of all ages.	24
Community Focus Statement C: Improve community resources available to Baker residents.	25
Action Statement C.3: Work with transit providers such as Barstow Area Transit/Victor Valley Transit Authority to develop a fixed-route or dial-a-ride transit services between Baker and Barstow, including service between Baker and Barstow Community College to provide access to school and jobs.....	25
Community Focus Statement D: Repave existing damaged streets and repaint street markings to improve traffic circulation.	26
Action Statement D.1: Repave existing damaged streets and repaint street markings to improve traffic circulation.....	26
APPENDIX A	27
Baker Community Profile	27



Introduction

Baker is a family-oriented community with a small town feel. Baker values the quietness, open space and views of the desert. The community is one that its residents take great pride in. They have a strong trust in each other and have created a community that can get things accomplished. Baker aspires to grow by improving the tourism capture and opportunities of Las Vegas traffic and reinvigorating hospitality and travel-oriented businesses on Baker Boulevard. They hope to improve job opportunities and ensure their youth have access to a good education, job training and post-secondary education to ensure their success.

In 2016, the community embarked on a planning process to develop a community plan. Two public workshops were held on November 29, 2016 and January 23, 2017. These workshops, open to any Baker residents, business or property owners addressed strengths and weaknesses of the community, the community's value, and what Baker aspires to be in the future. Plan participants brainstormed areas of focus and actions to help the community move forward to achieve its aspirations.

This Community Action Guide is a framework of actions identified by the community and supports implementation of the actions by the community.

Strengths and Opportunities

Community workshops were conducted in each community as part of the engagement process. In addition, input was gathered through the Countywide Plan website. As part of the process, participants defined the strengths of and opportunities for their community. The word cloud below was created using the input provided during the Strengths, Opportunities, Values and Aspirations exercises and served as part of the base information utilized to develop the Focus and Action Statements of the Community Action Guide. The word cloud quickly informed participants of key issues and focus areas that could be addressed in the guide. The more a word or phrase was articulated, the larger the word appears in the cloud. The full results of the strengths, weaknesses, opportunities and threats gathered as a part of the engagement process is found in the Community Profile located in the Appendix.





Where are the Goals, Policies, and Land Use Map for My Community?

Goals and policies discussed during the community workshops will be considered for inclusion in the County Policy Plan. The Land Use Map will be adopted as part of the Countywide Plan. The content of the draft Community Action Guide focuses on those actions identified by the community that the community is willing to take to make desired changes to their community. The Countywide Plan and the Community Action Guide will be web-based, with adoption of the Countywide Plan in 2019.

Relationship of the Community Action Guide to the Countywide Plan

In 2010, the San Bernardino County Board of Supervisors set out to establish a vision for the future of the county as a whole, and subsequently adopted a Countywide Vision in 2011 after two years of input from the community and the county's 24 cities and towns. Following the adoption of the Countywide Vision, which calls for the creation of a "complete county", the Board adopted the County paradigm and job statements in 2012.

In 2015, the County of San Bernardino launched an effort to go further than any county or city has ever gone with a general plan by creating a web-based comprehensive "complete county" plan. General plans are almost always strictly rule books for guiding development and growth. The County's General Plan update, last updated in 2007, goes well beyond a traditional general plan to become a comprehensive Countywide Plan that complements and informs the Countywide Vision by taking into account all services—not just land-use planning—provided by County Government, and the unique values and priorities of each unincorporated community.

The Countywide Plan serves as a guide for County decision-making, financial planning, and communications. Its web-based format provides a wealth of easily accessible data on how the County operates, and allows independent research using County data and information.

The Countywide Plan includes:

- A County Policy Plan, which serves in part as the County's General Plan for the unincorporated areas and also provides guidance for regional county services. The Policy Plan establishes goals and policies for the entire county as well as specific subregions and communities.
- A County Business Plan, which contains governance policies and operational metrics that outline the County's approach to providing municipal and regional services.
- A Regional Issues Forum, which is an online resource for sharing information and resources related to issues confronting the entire county.
- A Community Plans Continuum of 35 Community Action Guides, which articulates what is important to each Community; sets out an Action Plan based on community input, and for the most part, would be implemented by the community; and provides a Community Profile. Links will also be provided for maps, goals, and policies in the Countywide Plan.



The Draft Community Action Guide for Public Review

The final format of the Community Action Guide will be web-based and provided online. This printed version of the Draft Community Action Guide is provided as a courtesy for simplifying community review, but may not be available once the online version of the guide is finalized. A draft version of the web-based Community Action Guide can be found at www.countywideplan.com/cp. This printed version includes the information provided on the website under each tab except for the information included under the "Maps and Links" tab. A separate Community Profile can be printed from the website.

This Draft Community Action Guide was created by the community members who attended workshops, provided comments online or sent in written comments. It is written in the words of those participating in the public engagement process. Therefore, the Community Action Guide retains the voice and future image of the community presented by the community members participating in the public engagement process. However, the implementation of each Action Statement is an opportunity for additional discussion by community members and modification of the statement and action steps may be made by the community and Action Teams.

How to Use This Community Action Guide

Overall, the Community Action Guides are a framework for communities to create the future character and independent identity, as identified in the workshops as community values and aspirations, through completion of community actions. As stated at the community workshops, the Community Action Guides have a greater focus on community self-reliance, grass-roots action, and implementation. Goals, policies, land use, and infrastructure decisions are addressed in the Policy Plan of the Countywide Plan. The County Development Code will still regulate zoning and land development.

The Community Action Guide is strategic in nature and provides clear Focus Statements and Action Statements identified by the community that led to creation of an Action Plan that can be implemented at the grass-roots level within each community. Some actions may require assistance by a County department, but the community will take the lead in moving the action forward, identifying funding or scheduling meetings or requesting information from specific County departments.

A detailed implementation plan and training module will be set up by the County to guide communities in identifying Champions, setting up Action Teams, contacting County departments and answering questions. In addition, the County's role will be clarified. This information will be included on the website for easy reference by communities.

The Community Action Guide Is Not Set in Stone

This is your Community Action Guide to be used to guide community actions and is not "set in stone". Champions, Action Leaders and Action Teams should be identified by your community or created by organizations, community groups or community members who volunteer to champion, lead or participate. The Action Plan Matrix includes a general set of tasks that can be modified by the Champions, Action Leaders and/or Action Teams to best fit your community needs at the time of action implementation. The Action Teams could include people who were not at



the workshops and may have additional input to enhance the Action Statement or action steps. The community should feel free to make changes and find alternatives for completing actions. You may decide to expand the action, modify it or only select to complete a few tasks of the Action Plan.

Community Action Guide Organization

The Community Action Guide is organized into three main sections, the community's Values, community's Aspirations, and Action Plans. An appendix has a Community Profile with a summary of the social, cultural, economic and historic dimensions of the community as well as the communities input on strengths, weaknesses, opportunities and threats.

Values – Those shared assets, principles, standards, mores and in the judgement of the community, what is important to the lives of its residents and businesses. (Identified in Workshop #1 and reviewed and finalized in Workshop #2)

Aspirations – A written narrative illustrating the community's desired look and function once the Community Action Guide is fully implemented. This is a long-term view of 10 to 20 years. It is written as if the community's desired changes have already occurred. (Identified in Workshop #1 and reviewed and finalized in Workshop #2)

Action Plans – The Action Plans consist of:

- A Focus Statement, which provides general direction towards realizing the Community's aspirations and help organize the plan. (Identified in Workshop #2 and reviewed and finalized in Workshop #3)
- An Action Statement, which is a measurable statement providing critical information on the program, initiative or project to complete. (Identified in Workshop #2 and reviewed and finalized in Workshop #3)
- Action Plan Matrix, which provides a general set of action steps necessary to implement the Action Statement, identifies those that would initiate and champion the action statement, a general timeline for implementation and identified resources for additional assistance. (Created to support and guide the Community's identified Focus and Action Statements)

The Focus Statements and Action Statements of the guide are not prioritized. It is up to the community to select the three to five priority Action Statements that they wish to begin implementing. The related Action Plans for each Action Statement provide guidance on the actions and timeline that may be necessary to implement the Action Statement. The Champions and Action Teams should review the Action Statement, Benchmark, and Action Steps. They may even hold a public meeting to get additional input before starting implementation of a specific Action Statement. Changes may be made as new input is received.

The Community Action Guide as a Living Document

The Community Action Guide and the Countywide Plan are designed to be web-based and therefore will be easily updated. The Community Action Guide is intended to be championed and implemented by the Community. The Focus Statements and Action Statements within the guide were created through public engagement workshops by community participants.



The guide is meant as a way to organize activities and provide overall direction to move the Community forward. The guide should never be considered to be written in stone, but should be malleable as the needs of the community continue to change. Focus Statements and Action Statements should be changed and amended as Action Statements are completed or new priorities take their place.

The Community should consider reviewing its guide annually to celebrate what was accomplished and make changes to the guide, as necessary, to ensure it is a relevant work plan. Communities should report back to the County as they complete actions to ensure their online guide is updated with success stories included on their website and to ensure their Action Plans are updated reflecting completed actions. As communities complete their Action Plans, the County will determine when to revisit the community to expand or modify their Action Plans.

How to Implement the Community Action Guide and the Community Development Toolkit

The Community Action Guide provides a general organization of the action steps necessary to implement each Action Statement. The Community may want to meet to identify the top three to five priority Action Statements to work on first. Some of these may be those actions that the community believes could be completed quickly and easily. Completion of one Action Statement will provide the community and local groups with the motivation to move forward with another Action Statement.

Once an Action Statement is selected for implementation, the community identifies a Champion for that Action Statement to initiate activities, identify those responsible for carrying out action steps, identify and secure resources that will be required, and develop a timeline. The champion is not responsible for completing the action, but serves to facilitate and guide the Action Team. While suggested action steps are included in the guide, each community should develop more specific assignments based upon available community resources such as volunteers (e.g., individuals, businesses, property owners, etc.), community groups (e.g., chamber of commerce, non-profits, etc.) and organizations (e.g., scouts, community service districts, churches, schools, etc.). This step of planning for implementation is an important first step necessary to help ensure successful implementation.

Potential resources are identified for each Action Statement. These may be guides on implementation, case studies of how other communities have implemented similar projects, sources of potential external funding, and organizations and agencies that can provide guidance and advice. In addition, San Bernardino County Land Use Services Department is creating an online Community Development Toolkit to be located at www.countywideplan.com to expand the action topics and guidance on implementation as well as ideas for future amendments or additions to the Community Action Guide.

A more detailed Implementation Plan will also be included on the website. The Implementation Plan will include information about how to inform the County about changes to your Community Action Guide. In addition, we will want to know when you start working on an Action Statement and when you complete it. It is important for the community to celebrate completion of each action.

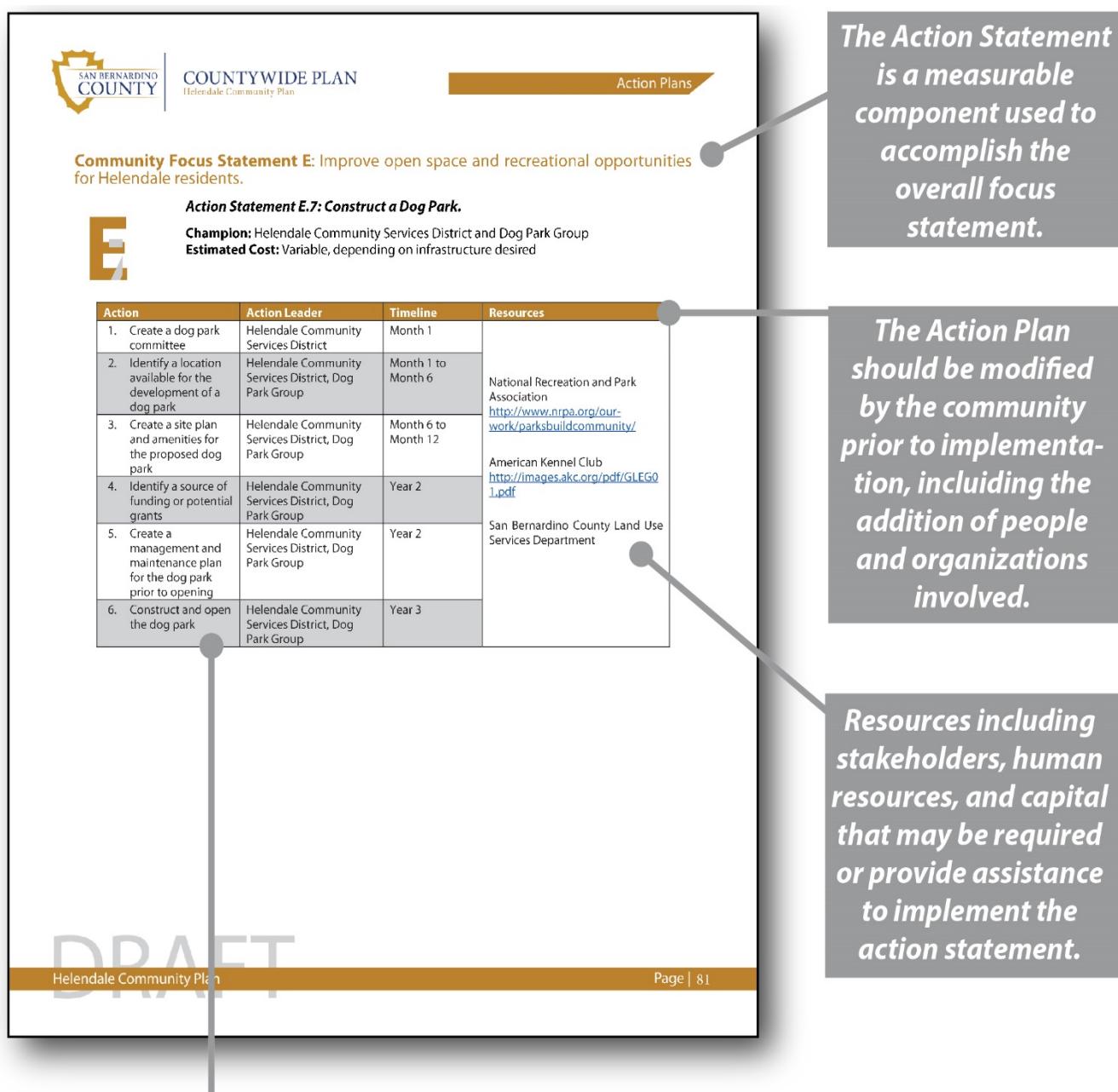


COUNTYWIDE PLAN

Baker Community Action Guide

Introduction

Each Action Statement Champion and Action Team should review and refine the Action Statement and Action Steps before moving forward.



Steps to implement the Action Statement, along with potential leaders for each step and a timeline of when it should occur in the process.



Values Statement

The Values are those shared assets, principles, standards, mores, and in the judgment of the community, what is important in the lives of its residents and businesses. A community's values are an important consideration in shaping its aspirations, focus and actions.

As a community Baker values:

A Safe Community. Baker prides itself on being a community in which its residents feel safe due to its strong ties with law enforcement and its close-knit community spirit.

Small Town Feel. Baker residents value their community for its family-orientation, quietness, open space and views of the desert.

Community Pride. Baker is a community whose residents take pride in the place that they live. The long-term relationships, trust amongst neighbors and hard-working residents have created a community that can get things accomplished.



Aspirations Statement

The Aspirations Statement is a written narrative illustrating how the community desired look and function once the Community Focus Statements and Action Statements are accomplished. This is a long term view of 10 to 20 years. The Aspirations Statement serves as a foundation for developing Community Focus Statements and Action Statements.

As Baker, We aspire to have:

A Growing Community

We continue to reshape our community and improve the economic opportunities for our youth. A tourism advertisement campaign draws Vegas-bound visitors to the community and supports our retail. There is a resurgence of restaurants and retail along Baker Boulevard. A new transportation system provides shuttle service between Baker and Barstow so youth can attend Barstow Community College and pursue necessary post-secondary education. Our internship program helps our youth gain valuable on-the-job experience, provides exposure to new career opportunities, and develops the strong work ethic that attracts new businesses to our industrial park.

Better Community Infrastructure

As a community, we addressed issues of housing availability and condition. A new mobile home repair program provides financing to our residents to make necessary repairs and ensure a livable home. New housing developers offer affordable housing that provides more housing options for our residents as we grow. Through a community volunteer recruitment program, Baker Community Services District offers expanded programs for our seniors and our youth. These programs have improved the quality of life of our residents and has made Baker a great place to live and work.



COUNTYWIDE PLAN

Baker Community Action Guide

Action Plans

Action Plans



Community Focus Statement A: Improve housing options for Baker residents.

Action Statement A.1: Coordinate with San Bernardino County Land Use Services on a community proposal to study subdivision and zoning requirements in Baker to better allow for a diverse and affordable housing stock.

Benchmark: The Baker community meets with San Bernardino County to learn study subdivision and zoning requirements, and collaborates to improve policy framework.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: Volunteer Time

Action	Action Leader	Timeline	Resources
1. Establish a core of community representatives to collaborate with San Bernardino County Land Use Services regarding subdivision and zoning requirements in Baker.	Champion	Month 1 – 4	Community Tool Box, Organizing for Effective Advocacy http://ctb.ku.edu/en/organizing-effective-advocacy San Bernardino County Land Use Services http://cms.sbccounty.gov/lus/Home.aspx
2. Connect with land use and housing decision-makers including the San Bernardino County Land Use Services Department, County Economic Development Agency, and Board of Supervisors to establish an ongoing dialogue regarding land use and affordable housing in Baker.	Land Use Committee	Month 3 – 6	San Bernardino County Board of Supervisors http://www.sbccounty.gov/Main/ County Economic Development Agency – Community Development and Housing http://www.sbccountyadvantage.com/About-Us/Community-Development-Housing.aspx
3. Examine existing subdivision and zoning requirements applicable to Baker; develop a list of barriers to affordable housing development and possible solutions.	Land Use Committee	Month 6 – 12	
4. Present solutions to Land Use Services Department and County Economic Development Agency.	Land Use Committee	Month 12	
5. Work together to determine the best solutions for developing affordable housing in Baker.	Land Use Committee	Ongoing	



Community Focus Statement A: Improve housing options for Baker residents.

A₂

Action Statement A.2: Advertise and promote U.S. Department of Agriculture (USDA)/Residential Development Single Family Housing Repair Loans & Grants program to eligible residents as a source of financing for home repair.

Benchmark: The USDA Rural Develop Single Family Housing program is publicized and promoted by the Baker Area Chamber of Commerce, and eligible residents use the program for repairs or further development.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: Variable depending on projects proposed.

Action	Action Leader	Timeline	Resources
1. Establish a core group of community representatives to coordinate with USDA Rural Development.	Champion	Month 1	USDA Rural Residential Single Family Housing Repair Loans and Grants https://www.rd.usda.gov/programs-services/single-family-housing-repair-loans-grants
2. Schedule a meeting with the local USDA Rural Development office, and gather information regarding Single Family Housing Loans and Grants.	Promotion Committee	Month 2 – 6	
3. Create community based marketing material for promoting the USDA loan and grants program.	Promotion Committee	Month 6 – 12	
4. Revisit the marketing material annually, include any updates in the program.	Promotion Committee	Annually	



Community Focus Statement A: Improve housing options for Baker residents.

Action Statement A.3: Promote housing assistance programs available through San Bernardino County including the California Homebuyer Fund and the California Homebuyer's Down-payment Assistance Program.

A3

Benchmark: Advertise and promote housing assistance programs available through San Bernardino County and State of California.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: Volunteer time

Action	Action Leader	Timeline	Resources
1. Establish a core group of community representatives to coordinate with San Bernardino County Economic Development Agency.	Champion	Month 1	San Bernardino County Economic Development Agency, Housing Assistance Programs http://www.sbccountyyadvantage.com/Community-Development-Housing/Housing-Assistance-Programs-(1).aspx
2. Schedule a meeting with the San Bernardino County EDA, and gather information regarding housing assistance programs available through San Bernardino County and State of California.	Promotion Committee	Month 2 – 6	
3. Create community based marketing materials for promoting housing assistance programs.	Promotion Committee	Month 6 – 12	
4. Revisit the marketing material annually, include any updates in the program.	Promotion Committee	Annually	



Community Focus Statement A: Improve housing options for Baker residents.

A4

Action Statement A.4: Work with San Bernardino County Economic Development Agency, San Bernardino County Department of Human Services and U.S. Department of Agriculture (USDA)/Rural Development to better understand grant and loan programs available to provide for and improve housing in Baker.

Benchmark: Baker annually meets with entities offering housing assistance programs, and advertises available programs to the community.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: Volunteer time

Action	Action Leader	Timeline	Resources
1. Establish a core of community representatives to serve as a liaison between San Bernardino County Economic Development Agency, San Bernardino County Dept. of Human Services and USDA/Rural Development.	Champion	Month 1	USDA Programs and Services https://www.rd.usda.gov/programs-services San Bernardino County Economic Development Agency, Housing Assistance Programs
2. Connect with representatives from each entity.	Promotions Committee, San Bernardino County EDA, San Bernardino County Dept. of Human Services, USDA	Month 2 – 6	http://www.sbcountyadvantage.com/Community-Development-Housing/Housing-Assistance-Programs-(1).aspx
3. Coordinate an annual meeting where each organization is represented. Focus discussions on how programs available from each entity could improve Baker's housing stock.	Promotions Committee, San Bernardino County EDA, San Bernardino County Dept. of Human Services, USDA	Month 6 – 12	San Bernardino County Department of Human Services https://hss.sbcounty.gov/HS/default.asp
4. Relay information from the meeting to appropriate groups in Baker; continue to publicize existing housing assistance programs.	Promotions Committee	Annually	USDA Office Contacts https://www.rd.usda.gov/programs-services/single-family-housing-guaranteed-loan-program/ca
5. Continue coordination between the County and USDA, to determine the best solutions and options for improving Baker's housing stock.	Promotions Committee	Annually	



Community Focus Statement B: Grow the community through attracting and maintaining a skilled workforce.

Action Statement B.1: Develop a marketing and branding strategy to attract visitors to Baker, especially targeted at travelers along I-15.

B1

Benchmark: Creation and implementation of a marketing plan that highlights local amenities.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: Volunteer time.

Action	Action Leader	Timeline	Resources
1. Form a local action committee in charge of developing a draft marketing plan, and include representatives from local businesses, Baker Community Services District, and Baker area Chamber of Commerce,	Champion	Months 1	San Bernardino County Economic Development Agency http://www.sbccountyadvantage.com/home.aspx Baker Community Services District http://www.bakercsd.com/
2. Compile existing resources from the San Bernardino County Economic Development Agency's website and community knowledge of the area.	Baker Area Marketing Committee	Month 2-3	Baker Area Chamber of Commerce http://bakercc.com/Home_Page.html
3. Research ecotourism as an option for promoting the natural environment to tourists.	Baker Area Marketing Committee	Month 3	Developing a Community Marketing Plan http://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1495&context=agecon_cornhusker
4. Engage community stakeholders, local business owners, residents, and community leaders to gather input prior to development of a draft plan.	Baker Area Marketing Committee	Months 4–5	
5. Create a draft plan for review by the community.	Baker Area Marketing Committee	Months 6–12	
6. Adopt the draft plan and revisit it yearly to make adjustments.	Baker Area Marketing Committee	Month 12, on-going	



Community Focus Statement B: Grow the community through attracting and maintaining a skilled workforce.

Action Statement B.2: Collaborate with San Bernardino County Land Use Services to expand the industrial zones in Baker.

B2

Benchmark: The Baker community meets regularly with San Bernardino County, and encourages for the establishment of additional industrial zone.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: Volunteer time

Action	Action Leader	Timeline	Resources
1. Establish a core of community representatives to monitor land use decisions and organize collaboration/advocacy efforts.	Champion	Month 1 – 4	Community Tool Box, Organizing for Effective Advocacy http://ctb.ku.edu/en/organizing-effective-advocacy
2. Connect with land use decision-makers including the San Bernardino County Board of Supervisors and the County Land Use Services Department to discuss adding an industrial zone in Baker.	Baker Land Use Committee	Month 3 – 6	San Bernardino County Land Use Services http://cms.sbccounty.gov/lus/Home.aspx
3. Closely monitor land use policy and decision-making in Baker through plan and ordinance updates, development proposals, and public permitting procedures. Understand County application review process and when comments are accepted.	Baker Land Use Committee	On-going	Baker Community Services District http://www.bakercsd.com/
4. When land use decisions are discussed, provide input, feedback, and suggestions during application review process. Include case studies and best practices to support desired industrial uses.	Baker Land Use Committee	On-going	
5. Work together to determine the best solutions for Baker, while encouraging the establishment of an industrial zone.	Baker Land Use Committee	On-going	



Community Focus Statement B: Grow the community through attracting and maintaining a skilled workforce.

Action Statement B.3: Establish a program to connect Baker residents who are looking to start and grow a home business to training and financing.

B3

Benchmark: Create and promote a well-established, centralized entity that connects business owners to outside resources.

Champion: Volunteer group or person or can be identified by the community.

Estimated Cost: \$5,000 - \$25,000; dependent on resources needed.

Action	Action Leader	Timeline	Resources
1. Create a committee to distribute resources to new business owners.	Champion	Month 1	US Small Business Administration https://www.sba.gov/offices/headquarters/oed/resources/148091
2. Create a marketing campaign through flyers, mailing lists, and community events to promote the organization.	Small Business Advocacy Committee	Months 2 – 4	SCORE https://www.score.org/
3. Compile a list of established business owners who offer to mentor business start-ups.	Small Business Advocacy Committee	Months 2 – 4	Inland Empire Small Business Development Center http://www.iesmallbusiness.com/resources/
4. Create a program that connects mentor and mentee businesses through events and coordination.	Small Business Advocacy Committee	Month 4	Baker Area Chamber of Commerce http://bakercc.com/Home_Page.html
5. Monitor progress and feedback of the business mentorship program and adjust as appropriate.	Small Business Advocacy Committee	On-going	San Bernardino Economic Development Agency http://www.sbccountyadvantage.com/home.aspx



Community Focus Statement B: Grow the community through attracting and maintaining a skilled workforce.

Action Statement B.4: Establish workforce training and internship/mentorship programs for area youth.

B4

Benchmark: Identify regularly available jobs around the Baker area that provide a living wage for residents, and work with employers to offer internships/mentorship and other support for local youth.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$25,000 - \$150,000

Action	Action Leader	Timeline	Resources
1. Convene community educators, employers, non-profit organizations and/or student leaders to form a working group. Designate a chairperson.	Champion	Month 1	Business Training Works https://www.businesstrainingworks.com/
2. Contact major employers and identify living wage jobs, and their associated skillsets, are anticipated to be in demand in the Baker economy.	Working group	Months 1–3	Baker Area Chamber of Commerce http://bakercc.com/Home_Page.html
3. Identify local colleges and other educational institutions that offer programs relevant to the job skills listed in action step 2.	Working group	Months 4–6	San Bernardino County Economic Development Agency http://wp.sbccounty.gov/workforce/
4. Work with local colleges and other educational institutions to offer academic and vocational programs that can lead to the desired types of jobs.	Working group, local colleges	Months 4–12	Baker Valley Unified School District http://www.baker.k12.ca.us/
5. Work with local employers to offer internships for the desired jobs.	Working group, local employers	Months 4–12	
6. Advertise educational programs and internships to high school students and underemployed youth.	Working group, Baker Valley Unified School District	Year 3	
7. Report on the effectiveness of local programs, and revise the programs to improve success.	Working group	Annually, starting in Year 3	



Community Focus Statement B: Grow the community through attracting and maintaining a skilled workforce.

Action Statement B.5: Support Barstow Community College's College Promise program and encourage Baker youth to take advantage of the educational opportunity it presents.

B5

Benchmark: Publicize the benefits of Barstow Community College's College Promise program, and support community youth in secondary education.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: variable depending on programs proposed.

Action	Action Leader	Timeline	Resources
1. Establish a core group of community representatives to coordinate with the Barstow Community College.	Champion	Year 1	Barstow Community College http://www.barstow.edu/promise.html
2. Schedule a meeting with representatives from the College Promise Program, to better understand how the program could be supported and promoted in the community.	College Readiness Committee, Barstow Community College	Years 1 – 3	Baker Unified School District http://www.baker.k12.ca.us/
3. Advertise the College Promise Program to high school students, and provide after school assistance or counseling to high school seniors preparing applications.	College Readiness Committee	Years 1 – 3	Baker Community Services District http://www.bakercsd.com/
4. Identify barriers to Baker youth participation, and work to resolve them.	College Readiness Committee	Years 1 – 3	
5. Meet annually with the Barstow Community College to keep communication lines open and continue to support the College Promise Program.	College Readiness Committee	Annually	



Community Focus Statement B: Grow the community through attracting and maintaining a skilled workforce.

Action Statement B.6: Identify and advertise commercial sites to local developers to encourage development of hotel(s) in Baker.

B6

Benchmark: Prepare a report quarterly for submittal to the San Bernardino County Economic Development Agency to ensure all available properties are advertised.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: variable depending on proposed projects

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a Hospitality Development Committee	Champion	Month 1	San Bernardino County Economic Development Agency http://www.sbccountyadvantage.com/home.aspx
2. Seek a person from the Chamber of Commerce to serve as a permitting resource for local business owners.	Commercial/Hospitality Development Committee	Month 1	
3. Research CalGOLD and County Economic Development Agency (EDA) programs to compile a list of available resources. Contact the County EDA to identify the information required for County EDA lists.	Commercial/Hospitality Development Committee	Month 2	Baker Area Chamber of Commerce http://bakercc.com/Home_Page.html
4. Develop a simple application for property owners to fill out that describes any available local sites they wish to advertise. Include the information the County EDA requires.	Commercial/Hospitality Development Committee	Months 3 – 4	CalGOLD http://www.calgold.ca.gov/
5. Promote the availability of these resources on Chamber website and through mail/email correspondence and local community meetings.	Commercial/Hospitality Development Committee	On-going	Urban Land Institute, Inland Empire Division http://orangecounty.ulii.org/
6. Schedule quarterly conference calls between the chamber liaison and a County EDA	Commercial/Hospitality Development Committee	On-going	
7. Have the designated person draft a formal report quarterly for submittal to the County EDA to ensure all available properties are advertised.	Commercial/Hospitality Development Committee	On-going	



Community Focus Statement C: Improve community resources available to Baker residents.

Action Statement C.1: Continue efforts to establish a medical clinic in Baker.

Benchmark: Improve health care and access to health care services in the community.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: Dependent upon agreements reached.

C1

Action	Action Leader	Timeline	Resources
1. Establish a Health Committee in the community, and recruit members as needed.	Champion	Month 1	San Bernardino County Department of Public Health http://www.sbcounty.gov/dph/publichealth/
2. Contact Arrowhead Regional Medical Center regarding mobile clinic availability.	Baker Health Committee	Month 2 - 4	Arrowhead Regional Medical Center https://www.arrowheadmedicalcenter.org/coMobileClinic.aspx
3. Reach out to Baker regarding interest and need for the mobile clinic. Identify key community locations where the clinic should stop.	Baker Health Committee	Month 4 – 6	U.S. Department of Health and Human Services, Starting a Rural Health Clinic https://www.hrsa.gov/ruralhealth/pdf/rhcmanual1.pdf
4. Work with San Bernardino County Department of Public Health and Arrowhead Regional Medical Center to schedule regular visits of the mobile clinic to Baker.	Baker Health Committee, Arrowhead Regional Medical Center, County Department of Public Health	Month 6, on-going	Rural Health Information Hub – Grant Funding Sources: https://www.ruralhealthinfo.org/topics/rural-health-clinics/funding
5. Continue negotiations and permitting assistance with the private health provider to provide a clinic for primary care and access to specialty care in Baker.	Baker Health Committee	On-going	
6. Assist provider in permitting to locate and construct operations.	Baker Health Committee	On-going	
7. Once in operation, review clinic services and ensure the clinic is meeting medical needs of the community. Continue supporting and fundraising for the clinic.	Baker Health Committee	On-going	



Community Focus Statement C: Improve community resources available to Baker residents.

C2

Action Statement C.2: *Work with local volunteers and the Baker CSD to provide a diversity of recreational programs and activities in Baker for persons of all ages.*

Benchmark: Disseminate information to all community members in Baker about community recreation programs so that all residents have the opportunity to participate.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: variable depending on types of programs initiated and developed

Action	Action Leader	Timeline	Resources
1. Reach out to community members who would be interested in serving on a committee to enhance recreation programs for community youth and adults.	Champion	Month 1	Baker Community Services District http://www.bakercsd.com/
2. Create a committee and identify a chair.	Baker Recreation Committee	Month 2	Baker Valley Unified School District http://www.baker.k12.ca.us/
3. Complete a community inventory to identify existing after-school programs, nonprofits, and development agencies currently offering recreation programs for youth and adults in Baker.	Baker Recreation Committee	Month 3-6	Funding Sources Fender Music Foundation, http://www.fendermusicfoundation.org/
4. Hold a public meeting to discuss inventory and collect ideas for expanding or creating new programs committee.	Baker Recreation Committee	Month 7	Walmart Foundation, http://giving.walmart.com/foundation
5. Identify popular programs to expand and struggling programs to improve, strengthen, and eventually grow.	Baker Recreation Committee	Years 1-3	Bank of the West Charitable Grants, https://www.bankofthewest.com/about-us/community-support/charitable-investments.html
6. Identify any needs/wants of community youth that are not met by existing programs. Expand existing programs to meet this need, or create new programs if merging activities is infeasible.	Baker Recreation Committee	Years 1-3	Cognizant's Making the Future Grants, https://www.cognizant.com/company-overview/sustainability/educational-opportunity
7. Ensure the recreational programs are held at convenient locations, are affordable, and attract a variety of residents from the community.	Baker Recreation Committee	Years 1-3	The Awesome Foundation, http://www.awesomefoundation.org/en
8. Solicit input from program participants, instructors, and volunteers to evaluate what is working and what could be improved upon.	Baker Recreation Committee	Annually	



Community Focus Statement C: Improve community resources available to Baker residents.

C3

Action Statement C.3: Work with transit providers such as Barstow Area Transit/Victor Valley Transit Authority to develop a fixed-route or dial-a-ride transit services between Baker and Barstow, including service between Baker and Barstow Community College to provide access to school and jobs.

Benchmark: Barstow Area Transit/Victor Valley Transit Authority services are improved with an increase in routes and services in Baker

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: Contingent on level of improvements.

Action	Action Leader	Timeline	Resources
1. Host a community meeting to identify stakeholders in need of an improved local transit service.	Champion	Months 1 – 3	Victor Valley Transit Authority http://vvta.org/
2. Contact San Bernardino County Board of Supervisors and Victor Valley Transit Authority to voice interest in an improved transit service system.	Transit Service Committee, Board of Supervisors, Victor Valley Transit Authority	Months 1 – 3	Federal Transit Administration Grant Programs https://www.transit.dot.gov/grants
3. Identify potential improvements to the current fixed route (Route 1) and Ready Ride services.	Transit Service Committee, Victor Valley Transit Authority	Months 3 – 6	Caltrans – Transportation Development Act http://dot.ca.gov/hq/MassTrans/State-TDA.html
4. Identify potential funding sources.	Transit Service Committee, Victor Valley Transit Authority	Months 6 – 9	Caltrans, Rural Transit & Intercity Bus – FTA Section 5311 and 5311(f) http://www.dot.ca.gov/hq/MassTrans/5311.html
5. Apply for federal, state, or private funding sources.	Transit Service Committee, Victor Valley Transit Authority	Months 9 – 12	Barstow Community College http://www.barstow.edu/



Community Focus Statement D: Repave existing damaged streets and repaint street markings to improve traffic circulation.

Action Statement D.1: Repave existing damaged streets and repaint street markings to improve traffic circulation.

D1

Benchmark: Baker community has a streamlined method for identifying streets with deficiencies, and a timely process for repairs

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: variable depending on repairs necessary

Action	Action Leader	Timeline	Resources
1. Hold a public meeting to Form a streets committee	Champion	Month 1 – 6	Baker Community Services District http://www.bakercsd.com/
2. Develop a methodology for identifying damaged or deficient streets within the Baker community in collaboration with Baker Community Service District and County Public Works	Streets Committee		San Bernardino County Department of Public Works http://cms.sbccounty.gov/dpw/home.aspx
3. Create an inventory of all deficiencies, and prioritize based on severity of the damage and intensity of repairs needed.	Streets Committee	Month 6 – 12	San Bernardino County Transportation Authority- Plans, Projects and Funding http://gosbcta.com/plans-projects/index.html
4. Identify funding sources, including grant opportunities, community assessments, or county resources.	Streets Committee	Year 2	
5. Annually revisit the inventory of deficiencies, and update as necessary.	Streets Committee	Annually	
6. Seek Funding for each project.	Streets Committee	On-Going	



COUNTYWIDE PLAN

Baker Community Action Guide

Appendix

APPENDIX A

Baker Community Profile



Baker Community, San Bernardino County

Community Profile

Purpose

The community profile is a summary of the social, cultural, economic, and historic dimensions of Baker. It presents data collected through secondary sources to inform future actions. The profile, together with future studies and information gathered from residents, highlights essential facets and “tells the story” of the Baker Community.

The initial objective research prepared for the community profile was provided to participants as a handout at each community workshop to provide a basis for discussion during the SWOT (Strengths, Weaknesses, Opportunities and Threats), values, and aspirations exercises. Workshop participants were asked to review the information and provide comments as a way to infuse local knowledge into the community plans process. Their feedback was used to finalize the community profile, which includes objective research and issue identification by community workshop participants.

The objective information, community stories, and public’s participation in the community profile, SWOT, values, and aspirations exercises were all used when developing the framework for the focus and action statements that make up the community plan.

History

1908: Baker became a stop on the Tonopah and Tidewater Railroad

1990: Willis Herron constructed the 134 foot thermometer



1929: A town was established by Ralph Jacobus Fairbanks

In 1908, Baker became a stop on the Tonopah and Tidewater Railroad. The town was named after Richard C. Baker, president of T&T Railroad. In 1929, a town was established by Ralph Jacobus Fairbanks (who also established the towns of Fairbanks Springs and Shoshone in the Death Valley area). Baker provided gasoline and other services in the remote desert area between Las Vegas and Barstow.

The town’s most prominent feature is the 134 foot thermometer along the I-15, constructed in 1990 by Willis Herron, to commemorate the hottest temperature ever recorded in Death Valley, 134 degrees Fahrenheit. Baker is the last town for those traveling to the Death Valley National Park or to the Mojave National Preserve. The town has a small airport, Baker Airport, owned by the U.S. Department of the Interior, Bureau of Land Management.

Source(s): Roadsideamerica.com; Digital-desert.com; Wikipedia

Location & Geography

Baker is located just north of the center of San Bernardino County. Geographically, it is located on a plain amongst several small collections of mountains. The community sits south of the Hollow Hills Wilderness Area



Key Census Data

Figure 1. Source(s): Google Maps, Wikipedia

Category	Baker		San Bernardino County		California		United States	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
Population								
Total Population	751		2,078,586		38,066,920		314,107,084	
2020 Population Forecast	765 (+1.0%)		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	221		607,604		12,617,280		116,211,092	
Average Household Size	3.3		3.3		2.9		2.6	
Median Age	31.9		32.2		35.6		37.4	
Education								
High School Diploma	184	41.3%	330,613	26.3%	5,153,257	20.7%	58,440,600	27.9%
Education Past High School	74	16.6%	417,953	33.3%	7,400,714	29.8%	60,821,634	29.1%
Bachelor Degree or Higher	21	4.7%	336,315	26.8%	7,708,909	31.0%	61,206,147	29.3%
Housing								
Total Dwelling Units	310	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Homeowner Occupied Units	110	35.8%	370,032	52.6%	6,908,925	50.1%	74,787,460	56.3%
Renter Occupied Units	111	35.8%	237,572	33.8%	5,708,355	41.4%	41,423,632	32.2%
Vacancy*	89	28.7%	96,133	13.7%	1,164,649	8.5%	16,529,941	12.5%
Median Year Structure Built	1981	n/a	1976	n/a	1974	n/a	1976	n/a
Income								
Median Household Income	\$35,831	n/a	\$54,100	n/a	\$61,489	n/a	\$53,482	n/a
Persons Below Poverty Level	72	16.8%	199,451	12.7%	3,354,518	11.2%	26,235,361	10.6%
Employed	428	95.7%	812,707	86.1%	16,890,442	89.0%	143,435,233	90.2%
Unemployed	19	4.3%	131,293	13.9%	2,084,564	12.3%	14,504,781	9.2%

Note: N/A indicates that the data is not available; n/a indicates that the category is not applicable

*This figure may include seasonal households

Table 1: Key Census Data

Sources: 2014 American Community Survey 5-Year Estimates and ESRI

Community Structure (Physical Characteristics)

The community is located at the intersection of I-15 and SR-127. It consists primarily of commercial uses including rural and highway commercial. The residential developments have minimum lot sizes that range from 14,000 square feet to 40 acres. The commercial uses are chain stores, restaurants, motels, and gas stations with vehicle parking provided around the buildings.

Source(s): Google Earth, County of San Bernardino Zoning Map, Fehr & Peers, San Bernardino Countywide Plan Transportation Existing Conditions Report, January 2016

Community Amenities

Parks and Trails

- Chet Hoffman Park
- Trails: Mojave: Lava Beds Trail; Kelbaker Road to Peak 2451; Dumont Dunes; North Lava Bed Wash Trail; Crystal Spring Trail; Saddle Peak Hills Wilderness Trails; Hollow Hills Wilderness Trail

Schools

- Baker Valley Unified School
- Baker Junior High School
- Baker Valley Community Day School
- Baker State Preschool
- Baker Elementary and High School

Fire Protection

- San Bernardino County Fire Department- Station 53, Response Time 16-18 minutes

Police

- San Bernardino County Sheriff's Department

Source(s): Google Maps; San Bernardino County Sheriff's Department; San Bernardino County Fire Department

Quality of Life Concerns

Common issues noted within the community include:

- Vacant structures (businesses and single-family residential).
- Junk/Trash
- Inoperable vehicles

Source(s): County of San Bernardino Sheriff Department

Community Economics

The 2016 ESRI Community Analyst Report showed that Baker has approximately 574 jobs and 62 businesses. The most common business types are retail trade, finance, insurance and real estate, and services. Almost all of the jobs within Baker are held by Baker residents.

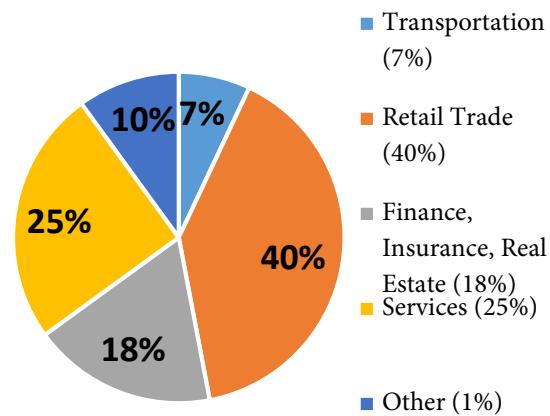


Figure 2: Business Types in Baker

Source: ESRI Community Analyst

Community Groups

- **Iglesia Ministerios de Amor.**
<https://www.facebook.com/pages/Iglesia-Ministerios-de-Amor/791433067606921>
- **Baker Bible Church.** (760) 733-4384.
<http://www.yelp.com/biz/baker-bible-church-baker>
- **Wings of Healing.**
<https://www.fundraise.com/non-profit/baker-ca-wings-of-healing>

Community Events

- **The Challenge Cup Relay:** Law enforcement does a relay from Baker to Vegas (3/19-3/20)

Source(s): bakervegas.net



Public Health

Air Quality: Table 3 below shows the air quality near Baker, measured at the Barstow monitoring site, in terms of the number of days that area exceeded the federal standards for pollutants (exceedance days). The table shows that the monitoring site near Baker had fewer exceedance days for each pollutant than that of the overall Mojave Air Basin, in which Baker is located.

Air pollution is one of the contributing factors linked to the development of chronic diseases such as stroke, heart disease, lung cancer, and respiratory diseases. By reducing levels of ambient pollution (outdoor air pollution), communities can lessen the impact that it has on resident's health.

	Barstow Monitoring Site			Mojave Air Basin		
	2012	2013	2014	2012	2013	2014
Ozone Federal 8-hour standard	15	10	17	81	66	86
Course Particulate Matter (PM ₁₀) Federal 24-hour standard	0	0	1	1	1	1
Fine Particulate Matter (PM _{2.5}) Federal 24-hour standard	*	*	*	2	6	2

Table 3: Air Quality Exceedance Days

Source: California Air Resources Board

* Indicates insufficient data

Modified Food Index: The Modified Food Index maps the availability of healthy food in a census tract. The lower the score, the less available healthy options are in the area.

The entire community area of Baker ranks within the second lowest category for food access, meaning that there is access to less than 15 healthy food outlets within that area. Lower scores indicate that these areas contain many convenience stores and fast food restaurants compared to the number of healthy food markets.

Source(s): Modified Retail Food Environment Index Score Map

Community Engagement Summary

As a part of the Community Plans Continuum process, community members from Baker were invited to participate in two community workshops. The first workshop, titled "What We Value", took place on November 29th, 2016 from 6:00 – 8:30pm at the Baker Community Services District. This workshop was attended by 11 community members. Workshop participants performed a SWOT analysis to identify strengths, weaknesses, opportunities, and threats within the community. Following that exercise, participants used that information to share what they valued about the community (Values) and what they want to see the community become in the future (Aspirations). Lastly, workshop participants worked on forming the draft focus and action statements that form the backbone of the community plan.

The second workshop, titled "Our Roadmap to Making it Happen", took place on January 23rd, 2017 from 6:00 – 8:30pm at the Baker Community Services District. This workshop was attended by 11 community members. The purpose of this workshop was to continue to develop the draft focus and action statements created in workshop #1. The project team provided word for word summaries of the SWOT and Values and Aspirations exercises to use during



the goal setting process. The workshop was primarily used to help prioritize the focus statements developed in the previous workshop while also identifying possible champions for each effort.

Information was also made available on project websites made specifically for each community. This information included:

- Background materials on the project
- Materials developed for each workshop
- Summaries of the information collected from past workshops
- Surveys developed to follow the process of each meeting and allow for further input

Community Identified Issues

SWOT Analysis

This section contains the results of the SWOT analysis conducted during the first workshop. A SWOT exercise stands for strengths, weaknesses, opportunities, and threats and is used to help gain insight into the community through local knowledge. In the first part, participants identify their communities' biggest strengths, such as community assets like a library or community center, along with their biggest weaknesses, which could be a lack of open space or high rates of internal crime. Next, workshop participants looked at opportunities that the community could take advantage of as part of the community plans process. This builds off of what was identified in the strengths and weaknesses portion. Lastly, participants identify external threats to the community. These are generally concerns that are outside of the control of community members, such as natural disasters or changes in economic conditions. This information was then compiled and used throughout the rest of the community plans process to inform the values and aspirations exercises conducted at workshop #1, as well as the focus and actions statements.

Strengths

- Not near gout
- Kids are safe
- Everybody knows everybody
- Good water system
- I-15
- People can find jobs
- Natural beauty
- Clean air
- No gangs
- Peaceful
- Close knit community
- Small town positive “vibe”
- Safe community
- Low crime rate
- Open space
- School District implementing PBIS (research based positive intervention and support framework)
- Excellent customer service
- Hard working community

- Dumont Dunes adventure events
- Biggest thermometer

Weaknesses

- County problems with subdividing
- County problems with permitting
- County problems with checking on road requirements
- I-15 accidents pulls services
- No access to medical (clinic in process)
- Parcels cannot be subdivided
- Rules need to be more flexible for this area, small communities
- Emergency services lack of EMT transport
- Lack of resources
- Lengthy planning review process
- No newspaper
- Poorly designed sewer system greets tourists if wind is strong
- Lodging (lack of)
- Housing



Weaknesses (continued)

- Lack of housing and growth
- Housing (lack of)
- Need more things for adults and children to be involved in
- Many buildings on boulevard closed or in disrepair
- No public library
- Lack of medical care
- Lack of local stores (example, big box)

Opportunities

- Take advantage of freeway
- Sit down full service restaurant
- Traffic requirements include signal, stopping development – too expensive
- Hotels
- Take advantage of movie grow demand
- Potential for mobile home residents to move into homes if they could build (regulations)
- Additional development if you can subdivide
- Small lot sizes
- Small class size school
- Jobs available
- Career/technical opportunities (pathways) for high school students (internships, etc.)

- Plenty of opportunities for new businesses and increasing variety of offerings
- Jobs available
- To provide transportation to Barstow for community college attendance, and other local needs
- Implementing Barstow College promise first 2 years of college threats

Threats

- Stateline is competition
- Legalizing gambling
- Reduce traffic
- High speed rail
- Solar wanting to take the water supply
- High traffic volume on weekends
- Emergency services
- Economy reliance of highway traffic
- Human (potential threat) trafficking already exists in San Bernardino, Riverside, Victorville
- People get stranded here and they can pose a threat
- Crime
- Emergency response
- Vandalism from people passing through