

HIGH DESERT COMMUNITIES COMMUNITY ACTION GUIDE



COUNTYWIDE PLAN

High Desert Communities Action Guide



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Introduction

The High Desert Communities consist of Mountain View Acres and Spring Valley Lake within the Victor Valley. Mountain View Acres lies west of I-15 and south of Palmdale Road and is a residential community with some commercial uses to support the residents. Spring Valley Lake lies east of I-15 between Bear Valley Road and Happy Trails highway and is a planned community that consists of residential uses with supporting commercial uses focused around a manmade lake. These communities value their desert lifestyle and close knit communities. The High Desert Communities are focused on improving the quality of life for residents, keeping the community clean and crime free, and improving the infrastructure.

In 2016, the County embarked on a planning process to update the fourteen existing Community Plans and create over 30 new plans for approximately 80 unincorporated communities. The strategic system of community planning is called the Community Planning Continuum with a continuum of plan-types to provide planning tools and resources to match local conditions and needs. The plan-types are Detailed, Framework, Foundation and Fundamental.

An online survey was available for five months in early 2018. The survey requested information about communities including Values, Aspirations, Strengths, Weaknesses, Opportunities and Threats, local organizations and local history (see Appendix A). The survey information was used to create the Community Action Plans for Fundamental communities. The Community Action Guides are a framework of actions identified by the community and supports implementation of the actions by the community.

The High Desert Communities are a Fundamental community. Survey responses were received from Spring Valley Lake and Mountain View Acres. The Community Profile information is from responses provided from community members as well as general research. The word cloud below was created using survey responses about the High Desert communities. The more a word or phrase was identified, the larger the word appears in the cloud.

As part of the survey, 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. The word cloud quickly informed participants of key issues and focus areas that could be addressed in the plan. The more a word or phrase was articulated, the larger the word appears in the cloud.



Values Statement

The Values are those shared assets, principles, standards, mores, and in the judgement 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.

In the High Desert Communities we value:

Strong Community Ties. High Desert Communities value their neighbors, and the feeling of being a close knit community and the amenities available within their neighborhoods.

Rural Desert Landscape. The High Desert Communities value the quiet, open desert landscape.

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.

In the High Desert Communities we aspire to:

A Clean and Close Knit Community

As a Community, the High Desert Communities residents worked together through regular community clean up days and created areas and events that bring the community together to foster the tight knit community.

Improve Public Safety

As a community, High Desert Communities residents created safe communities with a neighborhood watch program and street lights to decrease the vandalism and help residents feel safe. Traffic calming measures decrease accidents and improve the safety of pedestrians.



Plan Framework

Community Focus Statement A: Improve quality of life concerns.

A

Action Statement A.1: Advocate to the County to enforce parking violations in Mountain View Acres, especially those of vehicle storage.

Action Statement A.2: Advocate to the HOA to clean up the lake.

Action Statement A.3: Maintain a clean community by establishing community clean-up days several times a year.

Action Statement A.4: Advocate to the HOA to develop the RV and boat parking/storage facilities as originally planned.

Community Focus Statement B: Improve community safety and reduce crime

B

Action Statement B.1: Collaborate with the Sheriff's Department to conduct "Coffee with a Cop" to improve communications and address local concerns.

Action Statement B.2: Develop a community neighborhood watch program.

Action Statement B.3: Advocate to the HOA to increase night patrolling in Spring Valley Lake.

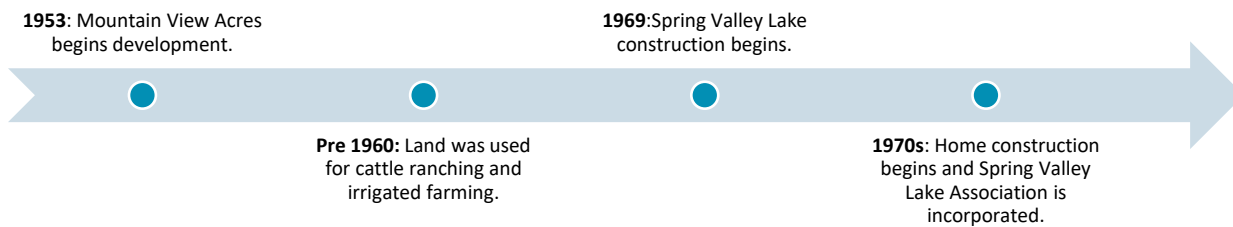


Community Profile

Overview

The community profile is a summary of the social, cultural, economic and historic dimensions of the community. It is a gathering of objective data collected through the online survey and secondary sources meant to inform and help facilitate discussion during the community meetings. The profile highlights essential facets and “tell the story” of the Spring Valley Lake and Mountain View Acres communities.

History

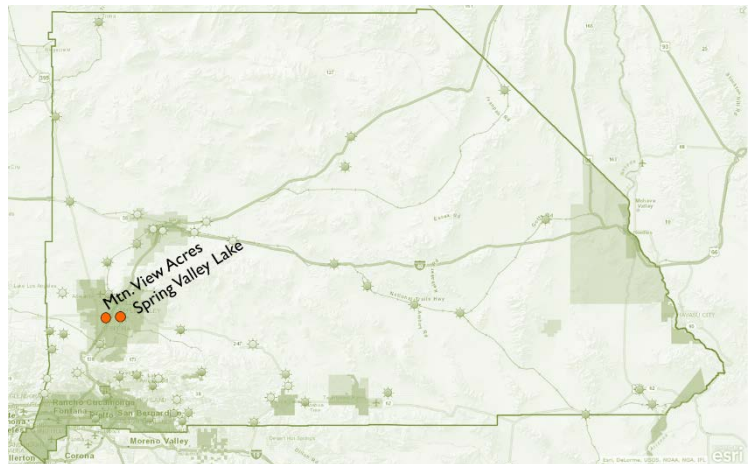


The Spring Valley Lake area was originally used for agricultural uses like cattle ranching and crop production. In the 1960s land was purchased and the creation of Spring Valley Lake was started. After the lake was complete, homes were developed. The lake offers fishing areas, water skiing, and boating opportunities for residents. The community amenities also include parks, equestrian and hiking trails as well as a county club with golf course. Mountain View Acres started development in 1953 and now is a residential community on the outskirts of Victorville.

Location & Geography

Both Communities are located in the southwestern portion of San Bernardino County, in the Victor Valley area.

Spring Valley Lake is located between Victorville and Apple Valley along the Mojave River. Mountain View Acres is a large unincorporated pocket surrounded by the City of Victorville in the southwest corner of I-15 and Palmdale Road.



Source: ESRI

Existing Land Use

The Land Use Zoning Designation in these areas is primarily Resource Conservation due to the remote locations that these communities fall in. Some of this area is federally owned land with no County jurisdiction

Community Structure (Physical Characteristics)

Residential: Residences are single family one story residential set close to the street and Multi-Family dwelling units.

Commercial: Commercial uses are concentrated around the major transportation routes. The Spring Valley Lake community has a commercial district located in the center of the community. The Mountain View Acres commercial district is along Route 18 (Palmdale Road) to the northwest of the community. These districts consist of a mixture of businesses, retail, food service and professional services that serve the needs of community.

Transportation: The main thoroughfare in Spring Valley Lake is Spring Valley Parkway, a paved two lane highway with one travel lane in each direction. Local roads are paved and lack pedestrian and bicycle facilities. The main access point for Mountain View Acres is Highway 18 (Palmdale Rd), a paved two lane highway with two travel lanes in each direction. The WalkScore for these communities indicates that all errands need to be completed by car.

Sources: Google Earth, County of San Bernardino, WalkScore.com

Community Amenities

Parks and Trails: Spring Valley Lake has a swimming and beach area along the Lake as well as three parks: Meadowlark, Long Acres, and Playfair. The lake provides fishing, boating and waterskiing opportunities. There is also an Equestrian Center that provides horse boarding, arenas and tack rooms.

Hospitals: Desert Valley Hospital in Victorville

Schools: The communities are served by the Victor Elementary School District and the Victor Valley Union High School.

Fire Protection: The High Desert Communities are served by the San Bernardino County Fire Stations. The Spring Valley Lake Fire Station (#22) serves the Spring Valley Lake Community. Mountain View Acres is served by the Victorville Station (#313).

Police Protection: The plan area is served by the San Bernardino County Sheriff's Department out of the Victor Valley Police Station.

Source: County of San Bernardino Fire and Sheriff Departments, Wikipedia

Community Organizations

Spring Valley Lake Association
Spring Valley Lake Little League
Spring Valley Lake Yacht Club
Coffee Break Club

Community Events

- Spring Valley Lake Association - Summer Concert Series
- Fishing Tournaments
- Fourth of July Fireworks
- Children-oriented Holiday activities
- Chili Cook-off
- Taste of the City
- Christmas Parade



Community Identified Issues

SWOT Analysis

A SWOT analysis stands for strengths, weaknesses, opportunities, and threats and is used to help gain insight into the community through local knowledge. Survey 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, survey participants identified opportunities that the community could look to take advantage of as a 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. (SVL – Spring Valley Lake; MVA – Mountain View Acres)

Strengths (SVL)

- Great people/neighbors (8)
- Special amenities
- Community activities which bring families together for entertainment and an opportunity to meet one another
- The lake (16)
- The amenities (8)
- The location (2)
- Neighborhood feeling (2)
- Nice houses
- Decent neighborhood
- HOA (11)
- Amenities such as a power boat lake
- 24/7 security/public safety patrols (15)
- Low crime rate (3)
- Private country club (3)
- Golf course (6)
- Close knit community (3)
- Somewhat closed off
- CCRs (2)
- Control over HOA amenities
- The park (9)
- Local post office
- Good maintenance of community properties
- Community center (3)
- Planned community activities (3)
- Diversity
- Organized management of the SVL board
- Cleanliness (2)
- Small community where people are nice and know one another
- People look out for each other (6)
- Homeowners take pride in ownership (3)
- Nice landscaping down the parkway
- Association for representation of neighborhood patrolling
- Beach area (4)
- Shopping/small strip mall close by (2)
- Sense of community pride (2)
- Communication (2)
- Networking
- Recreational areas
- Renter control
- Strong participation on the architectural plans of our community
- Association control over appearance (2)
- Community teamwork (3)
- Fishing, swimming and boating (3)
- Beautiful homes and area (3)
- Community events (2)
- Somewhat safe

Strengths Cont. (SVL)

- Multi-generational (2)
- People always helping each other, staying alert to their community and keeping each other informed
- Community Service Teams
- Community involvement and unity
- Community spirit
- Sheriff Department, Home Watch from Security, Code Enforcement, Fire Department
- Association Office works very hard keeping us informed of issues, and negative.

Strengths (MVA)

- It used to be quiet and friendly

Weaknesses (SVL)

- Homeless people
- Public safety
- Crimes (8)
- Crime rate going up (5)
- Gangs
- Too many rentals (12)
- Traffic at the corner of Yucca Loma Bridge and Fortuna
- Lack of law enforcement on the streets
- Not listening to the people
- Inability to provide security service and improve security (2)
- A lot of drug activity
- Not enough patrolling by the CHP or Sheriff
- Too many RVs and Boats parked on the street

- Trying to find business-minded residents to serve on the HOA Board of Directors each for a 2-year term
- Street safety
- Section 8 housing (4)
- Association coming after people with nice yards/houses (if they leave a trash can out for a day while doing yard work and giving a citation) while there are so many houses that look like trash
- County letting motorhomes, boats and trashy cars parked on the street
- Allowing trashy businesses and bars to be in the community
- No control of cost with regard to water, sewer and the expenses associated
- No control of streetlights or a district to install and maintain them (2)
- Traffic flow from Apple Valley need to turn left on Fortuna, U turn at Mojave Narrows is too small for most cars to U turn
- Thrift
- Speeding (10)
- Little patrols by CHP
- Others that are able to come do bad things
- Poorly maintained streets (3)
- Inadequate posting on 25 MPH streets, inadequate signs should appear on the roadway on each of these streets (3)
- Need sidewalks so people walking their dogs and children do not have to walk in the street (3)
- Concentrated areas of poverty
- Community is run by “Concerned Property Owners” who dictates policy in SVL

Weaknesses (SVL continued)

- Being a private community
- Outside people getting in
- People only coming into the community to cause trouble
- Community/road is not gated (7)
- Poor cell and internet service (2)
- Very lax rules for renters and owners who rent out properties
- Mail system
- Access
- SVL being targeted for being a nicer area and people come to steal
- Teens come to vandalize
- Security (2)
- Need better security/patrols – it's non-existent unless it's on Association property or involves a medical emergency/accident
- Dirty lake/dangers at times to humans such as blue algae
- Trees on the golf course are filled with dead branches that have been there for years and are unsightly
- There is no fios available
- Unemployment, underemployment, high skilled jobs, prisons
- Pet cats roaming freely about the community
- Lack of law enforcement
- Absentee owners that do not keep their property maintained
- People not stopping at the stop sign
- Trash left at the post office parking lot
- Condescending attitude of the association staff, especially when their salaries are paid by the HOA dues
- Decline in the community since 2000
- Enforcing HOA codes
- Non-existent bike and walking path
- Uncontrolled rentals
- Increased crimes due to releasing violent prisoners
- County owns the roads which limits the board's power to mandate vehicles on streets and keep roads in better repair
- Outsiders coming into SVL and not following the rules, including renters
- While patrolled by Public Safety, I feel that crime is much higher than when I lived in the area many years ago. Very disappointed with the crime. In my two and a half years here, two grow houses have been raided within 1/2 mile of my house, a drive by shooting occurred at the south end of SVL, a potential theft was stopped next door to me when PS caught two people surveying my neighbor's new car at 1:30 am, and the numerous drug busts and a murder occurred on Cedar St. about a two miles from my house. Renters across the channel from me have been a continual nuisance and have not been shut down.
- Lack of enforcement of architecture codes
- Roads (6)
- Lack of security near EQ side
- Near two very busy streets
- Association
- Traffic to get here

Weaknesses (SVL continued)

- Communication (2)
- Older residents are resistant to change
- Consistent and equal code enforcement
- Lack of RV storage facility
- Inability of association and community as a whole to come together for the benefit of the area
- Law enforcement need to be more visible
- Some not keeping their property up
- Lack of emergency preparation
- The incoming WalMart – Traffic on Bear Valley and flood problems it will create
- Crime in surrounding cities
- Lack of community support from the members
- Lack of control of the way people park on the streets and there semis and trailers +9
- Freedom of being able to have a party at your house without complaints from association
- The HOA does not fully enforce the rules in the neighborhood
- Difficulties enforcing the CC&Rs
- Lack of opportunity for our children when they become adults
- Code enforcement not enforcing policies like dog leash laws
- The CHP sub-station needs to be manned full time
- Potholes and decaying curb and gutter
- The elderly whose only resource is their neighbors

Weaknesses (MVA)

- Dirt roads (2)
- No street lights
- Lack of adequate policing

Opportunities (SVL)

- Work with neighbor cities on common issues
- Formation of a CSD (2)
- Make a change at the corner of Yates and Fortuna for the safety of the residents (3)
- More law enforcement/security (4)
- Issuing traffic citations (3)
- More community wide events to bring neighbors together for the common good
- Protect property values and resources
- Work with the County to improve streets
- Install street lights to protect pedestrians/ form a lighting district (3)
- Keep the parks clean and add new things for kids to do (2)
- Less rentals (3)
- Do not allow section 8 renters
- A bride to Victorville
- The relationship with Robert needs to stay in good standing and back him
- Better access to Apple Valley with the new Yucca Loma bridge
- Increase number of businesses in south Apple Valley

Opportunities (SVL continued)

- Offer parent education and other classes through the workplace sponsored by the County
- CSD 64
- Being a private, gated community (6)
- Clean up the community
- Better access
- Chance to change covenants to address problems
- Participation in the clubs within the community and form friendships
- Lake clean-up
- The location of the community to shopping and fire services
- The time is right for a leader...community or govt does not matter. To step up and not be afraid of the election consequences. The people...most of them...would respond positively
- Nice community for families
- These surveys let us voice our opinions
- Using emails and text messages to keep the community informed on actions
- Park improvements
- Strong association and volunteers
- County support and interest in our community
- To be more like it was back in 1986 – cleaner, people caring more about the community and were more involved
- Recreational opportunities with the lake and golf course
- Post office expansion
- The community can address the increasing crime and nuisance residents, the allure might be restored
- Maintaining a family and community atmosphere with events
- Growth for families
- Events, clubs, activities
- Volunteer and help others
- More information on meetings
- Upgrade the local shopping center
- Street/road repairs (5)
- Denial of a Walmart at the Bear Valley South side of community. Bear Valley could not handle much more traffic
- Get involved – there is always a group or board member working to improve the area we live in and call home
- Visible law enforcement
- Add sidewalks
- Golfing, boating, fishing, clubs, etc.
- Local jobs and growth
- Continue to work for close member participation in planning future activities
- New park
- To meet people and feel like you live in a “small home town community”
- Improve appearances of properties
- More recreational facilities
- Bring in Pro Bass Fishing Tournaments for our youth and pair with a pro (catch and release)
- Become a safe place for various activities such as jogging and bike riding

Opportunities (MVA)

- To get paved roads
- To get street lights
- Greater infrastructure

Threats (SVL)

- Traffic (4)
- Lack of public safety/law enforcement (7)
- Developers
- Water resources
- Crime (21)
- Increasing number of out of the area owners renting the properties (2)
- Yucca Loma bridge created congested and dangerous conditions (2)
- Traffic at Ridgecrest and Vista Point (2)
- Not following up on unkempt properties (3)
- Drugs (3)
- Homeless
- Lack of good paying jobs in the High Desert
- Traffic accidents (2)
- Too many undesirables are being let in
- Renters have to have stricter screening
- Others controlling the cost, such as sewer
- Walmart (4)
- Crimes that spill over from Victorville (2)
- The release of parolees without setting up housing and jobs for them (2)
- Most homes in SVL are 30 to 40 years old and will begin to look run down
- Diminishing services from San Bernardino County of San Bernardino safety
- Decrease in homeowners and increase of renters that run down the homes and make

the community less appealing to people who care and want to stay

- Roads (2)
- Outsiders
- Section 8 housing (2)
- Renters (6)
- Pensions
- Too much government
- Good people moving out of the state
- Large number of jails in the area
- Open access to the community
- Too many ways in and out of the community
- Two bars in the community (2)
- Liquor store
- Uninvited guests roaming the streets
- Vandalism
- Lack of forethought on the Yates to Apple Valley road
- Apathy of members
- Uncontrolled street parking
- People leaving the community
- Guns
- Ordinary citizens not obeying the laws and speed limits
- Planned nearby big box stores
- Lack of good paying jobs
- Lack of above average schools

Threats (MVA)

- High school kids



APPENDIX A

How to use this Guide

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

Goals, Policies and Land Use Map will be adopted as part of the County Policy Plan. The content of the 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 County Policy 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 allow 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 sub regions 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 responded to the online survey in 2018. If no survey was submitted for a community, County staff researched the community to complete the guide. 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 online survey as community values and aspirations through completion of community actions. These Community Action Guides are focused on community self-reliance, grass-roots action, and local 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 includes the community’s Values, Aspirations, and Plan Framework, if provided by community members in the online survey. 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 online survey responses on strengths, weaknesses, opportunities and threats.

Values – Those shared assets, principles, and in the judgment of the community, what is important to the lives of its residents and businesses.

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. They are written as if the community’s desired changes have already occurred.

Plan Framework – Outlines clear Focus Statements and Action Statements identified by the community.

- The Focus Statement provides general direction toward realizing the community’s aspirations and helps organize the plan.
- The Action Statement is a measurable statement providing critical information on the program, initiative, or project to complete.

Through the identification of Focus Statements and Action Statements, the community can work toward creating Action Plans and eventually implementing the Community Action Guide.

How to Implement the Community Action Guide

Community's Next Steps

Appendix B contains the Action Plan template that can be used to create the Action Plan. You may request a Word version of the document from CommunityPlans@lus.sbcounty.gov. The Community Action Guide identifies the Focus Statements and Action Statements. The Community may want to meet to identify the top three 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.

To initiate Action Statements in the community, the Champion should gather community volunteers, groups and organizations to develop Action Plans and identify the specific steps required to accomplish the Action Statement. 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.) can change for each Action Plan or some groups could work on more than one related Action Plans.

Creating an Action Plan helps better prepare the community by identifying the steps to be accomplished, the resources needed, and who will be responsible for each action step. Some action steps may require guidance by a County department, but the community must take the lead in moving the action forward, scheduling meetings, or requesting information from specific County departments.

The Action Plans should be used to guide community actions and should not be “set in stone”. Each Action Plan is a general set of tasks that can be modified if necessary. If needed, the community can find alternatives and make changes as they progress.

How to Create an Action Plan

The community should first identify a champion for the Action Statement. The action champion can be an individual or organization that will help oversee the execution of the Action Plan and ensure steps are completed. It is important to note that the champion is not responsible for carrying out each action step, but is responsible for coordinating communications and ensuring the steps are completed.

After the champion is identified, the community or group can develop action steps. The focus should be on what action steps will occur, who will carry out each action step, when it will take place, and an approximate duration. Again, these are guidelines, and may change, but this planning helps identify resources needed, people or organizations that must be engaged or will lead each action step, and manage expectations on how long it will take to implement each Action Statement.



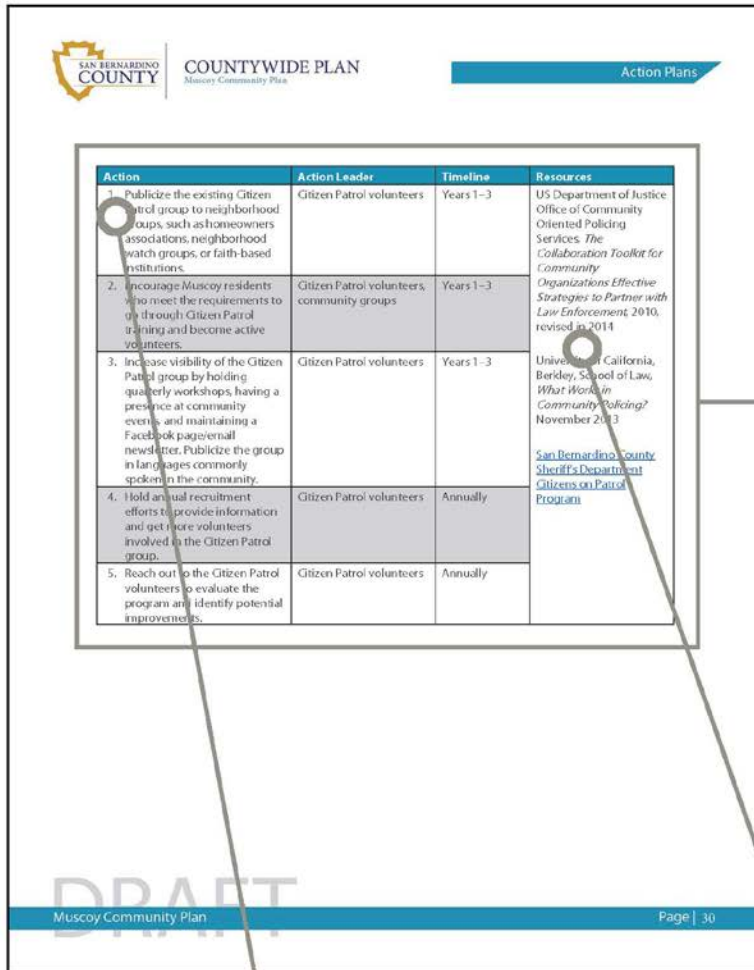
After completing the action steps, resources should be identified. Resources may include governmental agencies needed to help carry out the action, community and external funding sources, and potential assistance from other communities who implemented similar programs.

Reviewing a Detailed or Framework Plan can assist in providing examples of Action Plans and may have similar actions that can be used or modified to meet identified Foundation Plan actions. In addition, the San Bernardino County Land Use Services Planning Division is preparing a Community Development Toolkit with tools on several topics to help local groups make positive changes in their community. When complete, the Community Development Toolkit will be available at www.countywideplan.com. Other resources and contacts will be provided on the same website.

Placing your Action Plan in the Community Action Guide

Any modifications of the Community Action Guide or Action Plans can be sent to San Bernardino County Land Use Services Planning Division for future updates to your Community Action Guide. The County will provide information on specific contacts for Community Planning assistance. It will be the responsibility of the community to provide requested updates and modifications to the County.

The following page is an example of an Action Plan from the Helendale Community Action Guide.



Action	Action Leader	Timeline	Resources
1. Publicize the existing Citizen Patrol group to neighborhood groups, such as homeowners associations, neighborhood watch groups, or faith-based institutions.	Citizen Patrol volunteers	Years 1-3	US Department of Justice Office of Community Oriented Policing Services. <i>The Collaboration Toolkit for Community Organizations Effective Strategies to Partner with Law Enforcement</i> , 2010, revised in 2014
2. Encourage Muscovy residents who meet the requirements to go through Citizen Patrol training and become active volunteers.	Citizen Patrol volunteers, community groups	Years 1-3	
3. Increase visibility of the Citizen Patrol group by holding quarterly workshops, having a presence at community events and maintaining a Facebook page/annual newsletter. Publicize the group in languages commonly spoken in the community.	Citizen Patrol volunteers	Years 1-3	University of California, Berkeley, School of Law, <i>What Works in Community Policing?</i> November 2013 San Bernardino County Sheriff's Department Citizens on Patrol Program
4. Hold annual recruitment efforts to provide information and get more volunteers involved in the Citizen Patrol group.	Citizen Patrol volunteers	Annually	
5. Reach out to the Citizen Patrol volunteers to evaluate the program and identify potential improvements.	Citizen Patrol volunteers	Annually	

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The action plan should be reviewed and modified by the Action Team and/or the community prior to implementation, including the addition of people and organizations involved. The Action Team can search the Internet to look for similar actions by other communities or groups.

Suggested steps to implement the Action Statement, along with potential leaders for each step and a timeline of when it should occur in the process. This can be modified to meet the current needs of the community.

Resources including stakeholders, human resources, and capital that may be required or provide assistance to implement the Action Statement. Action Team can also search the Internet to see if there are other resources available at the time of action implementation.



APPENDIX B

Action Plan Template



Community Focus Statement:

Action Statement:

Champion:

Action	Action Leader	Timeline	Resources
1.			
2.			
3.			
4.			
5.			