

TRONA

COMMUNITIES ACTION GUIDE



COUNTYWIDE PLAN

Trona Communities Action Guide



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Introduction

The Trona Communities (Trona, Searles Valley, Argus and Pioneer Point) are remote desert communities located in the Greater Mojave Desert on the northwest boarder of the San Bernardino County and Inyo County line. Trona is named after the Trona mineral, or sodium carbonate (washing soda), that is in abundance in the dry lake bed. The communities were originally established as a company town in 1913. Trona communities value their rich mineral deposits, mining heritage, interesting landscape, and strong sense of community. The communities are focused on improving the quality of life for residents, improving the infrastructure, and increasing tourism to the area.

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.

Trona Communities are a Fundamental community. 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. 82 surveys were completed by residents of the Trona Communities. The survey information was reviewed to create the Community Action Plan. The Community Action Guides are a framework of actions identified by the community and supports implementation of the actions by the community. The information in this Community Action Guide is from general research and the survey responses.

As part of the survey, participants defined the strengths of and opportunities for their community. The word cloud below was created using the input on the Strengths, Opportunities, Values and Aspirations questions. The word cloud quickly identifies key issues and focus areas for the communities. 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.

As a community we value:

Strong Community Ties. Trona Communities value their hard working, kind neighbors, and the strong sense of community pride that contributes to the feeling of a close knit community.

Mining Heritage. Trona Communities value the deep historic mining roots that has helped shaped the community that they call home.

Peaceful Desert Landscape. Trona Communities value the quiet, open desert landscape and dark night skies.

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 Trona Communities we aspire to:

Improve Public Safety and Maintain a Clean, Close Knit Community

As a community, Trona Communities work together to improve the overall safety of residents. A neighborhood watch program and street lights are installed to decrease the vandalism and help residents feel safe. Regular community clean-up events are held to clean up litter from illegal dumping. The numerous abandoned homes are cleaned up or rehabilitated and roads are maintained.

Improve Quality of Life and Growth of the Community.

To improve the lives of our residents in the Trona Communities, medical facilities are provided to all residents. More job opportunities allow for more residents to enter the work force. A community park with a playground offers more family oriented recreation. Youth programs and community events are created to give the residents of all ages more things to do. Public transportation as well as the existing bike path is improved to allow better mobility for residents. The Trona Communities have a strong tourism economy, attracting rock hounds as well as visitors from Death Valley. This spurs growth in the town requiring more businesses and a hotel for visitors.



Plan Framework

Community Focus Statement A: Improve the quality of the community to enhance the quality of life for citizens

A

Action Statement A.1: Collaborate with County Code Enforcement to address illegal dumping and sub-standard housing.

Action Statement A.2: Create a community cleanup program in collaboration with community organizations holding two events per year.

Action Statement A.3: Collaborate with County Public Health Department to provide healthcare services for the residents.

Action Statement A.4: Advocate to the County Public Works Department for road maintenance on County-maintained roads.

Action Statement A.5: Improve public transportation in the community.

Action Statement A.6: Create a community park that is fun for all ages.

Community Focus Statement B: Build human capital and promote local businesses

B

Action Statement B.1: Work with local stakeholders to establish training programs for adults and youth.

Action Statement B.2: Advocate to the County Economic Development Agency to help attract local businesses to the area.

Action Statement B.3: Work with local businesses to market and attract more tourism.

Community Focus Statement C: Enhance Public Safety

C

Action Statement C.1: Meet with County Sheriff to discuss safety issues.

Action Statement C.2: Create a Neighborhood Watch Program.

Action Statement C.3: Discuss addition of Street Lights through a Special District.

Action Statement C.4: Meet with County Code Enforcement to rehabilitate substandard housing.



Community Focus Statement D: Protect and promote mining heritage.

D

***Action Statement D.1:** Advertise and enhance the Searles Valley Historical Society to include all Communities.*

***Action Statement D.2:** Continue to research, identify and protect historic resources.*

***Action Statement D.3:** Create a brochure of the history of the area and share with residents and visitors.*

***Action Statement D.4:** Create educational/tourism opportunities around local history.*

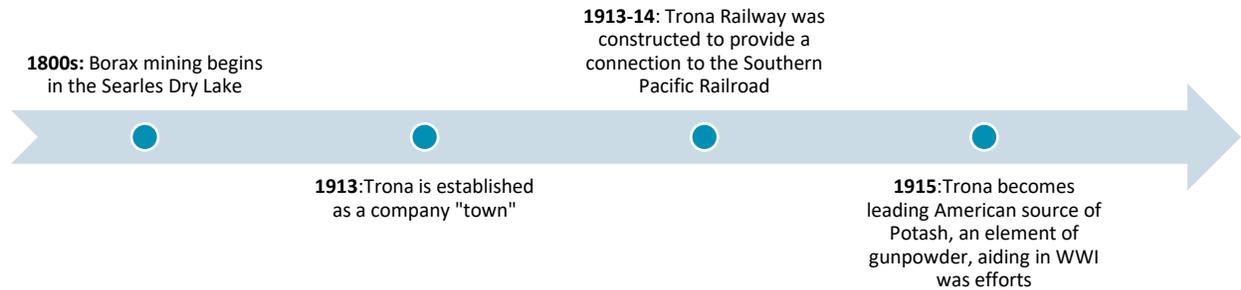


Community Profile

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 secondary sources. The profile, with information gathered from general sources, highlights essential facets and “tell the story” of the Trona communities of Trona, Searles Valley, Argus, and Pioneer Point.

History

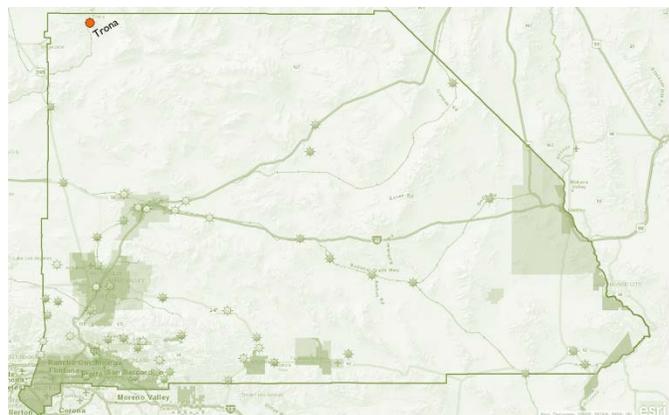


John W. Searles discovered the borax in the dry lake bed of Searles Lake in the latter half of the 18th century. He brought the now famous 20-Mule-team wagons to haul the borax to San Pedro, California. The Trona community began as a company “town” in 1913 for the California Trona Company due to the areas rich mineral deposits. Employees were paid in Trona Script. The company also built a library, housing and a recreational hall for employees. Soon after, the construction of Trona Railway was completed and offered a connection to the Southern Pacific line. It was even used to transport children to the Trona Elementary School. Passenger service was discontinued in 1937. Mining borax, soda ash, and Potash drew many mining companies to the area, some more successful than others, causing fluctuations in job opportunities. This is still true today causing a declining population rate. Today, the area is home to Searles Valley Minerals providing several forms of borax. Searles Dry Lake contains rich deposits of chemicals including 98 of the 104 known naturally occurring chemical elements. The Valley is known for its isolation and the Trona Pinnacles, as unusual landscape consisting of more than 500 tufa spires, some as high as 140 feet, rising from the bed of Searles Lake basin.

Source(s): <https://web.archive.org/web/20090220173213/http://maturango.org/SearlesTime.html>, <http://mojavedesert.net/johnsearles/>

Location & Geography

Trona Communities are located in the Northwestern portion of San Bernardino County, in the Greater Mojave Desert along the border of San Bernardino and Inyo County. The community is home to a diverse landscape including geologically created Searles Dry Lake and Trona Pinnacles.



Community Structure (Physical Characteristics)

Residential: Residences are a mix of single family residential dwellings that are one story homes set close to the street and multi-family dwelling units laid out in a grid pattern.

Commercial: Commercial uses are concentrated in the center of the community along Highway 178. This district consists of a mixture of different businesses that serve the community in modern one-story buildings with surface parking in front.

Transportation: The main thoroughfare is Highway 178 (Trona Road), a paved two lane highway with one travel lane in each direction. Local roads are paved and lack pedestrian and bicycle facilities. No public transit serves the plan area. The WalkScore for Trona indicates that all errands need to be completed by car.
Sources: Google Earth, County of San Bernardino, WalkScore.com

Community Amenities

Parks and Trails: The Trona Pinnacles National Natural Landmark, located about 7 miles off Trona Road, offers hiking, camping, and picnicking. The surrounding area also provides opportunities for Mountain Biking and Off-Road Cycling. The Trona Community Pool is also available to the community for swimming.

Hospitals: There are no hospitals located within the plan area, however there is a medical clinic.

Schools: The communities are served by the Trona Elementary School and the Trona High School. The schools are operated by the Trona Joint Unified School District.

Fire Protection: Trona Communities are served by the San Bernardino County Fire Station (PCF #57). The Trona Fire Station is staffed by paid call firefighters.

Police Protection: The plan area is served by the San Bernardino County Sheriff's Department out of the Barstow Police Station. The Trona Substation serves

Trona and Searles Valley. One corporal and two patrol deputies serve this area. The deputies are also assisted by Sheriff's Volunteers from the Trona Citizens on Patrol.

Source: Trona Joint Unified School District, County of San Bernardino Fire and Sheriff Departments, Wikipedia and the Bureau of Land Management

Community Organizations

Trona Care	Elks Lodge 82750 Trona Rd, Trona, CA 93562
Trona Neighborhood Watch	Searles Valley Historical Society P. O. Box 630 13193 Main Street Trona, CA 93592-0630 http://www1.iwvisp.com/svhs/index.html
Trona Community Senior Center 13187 Jones St, Trona, CA 93562 (760) 372-5889	Searles Valley Gem and Mineral Society P. O. Box 966 13337 Main St Trona, CA 93592-0966

Code Enforcement

Common issues that are noted within the community include junk and trash, excessive outside storage, inoperative vehicles and construction activities without permits.

Source: San Bernardino County Code Enforcement

Community Events

- **Canyon Clean Up.** Annually
- **Gem-o-Rama**
- **Trona Gem and Mineral Show**
- **Community Potluck.** Monthly
- **Trona Care clean up events**



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.

Strengths

- Sense of caring neighbors/each other (5)
- Caring for the town (3)
- Knowing your neighbors and caring about them (5)
- Most people are comfortable living in a town with very few services
- Bike path between Trona and Pioneer Point
- Community pool
- Senior Center (2)
- Trona Care (3)
- Trona Care is cleaning up streets and properties in the community
- Trona rest stop encourages Death Valley tourists to stop in the community
- Teamwork and the unity of the people (5)
- The people (11)
- Strong family and friend bonds who are willing to come together to clean up Trona year after year
- People helping others (2)
- Strong religious connection
- Children
- Gem and Mineral show
- Charity of time, helpfulness
- Tight knit, everyone knows everyone.
- Searles Valley Minerals
- Lot of our family lives here
- The plant
- Schools (3)
- Trails
- Drive-in restaurant
- Tight-knit community (8)
- People coming together (3)
- Surrounded by beautiful desert
- Seniors
- People working to make positive changes
- The fire department is very involved
- Local organizations are trying to create more community involvement
- Volunteers (2)
- VFW, Elks, the various churches in town
- Small town family atmosphere (5)
- Many people come together to clean-up the town and keep it graffiti free (3)
- Town pride (2)
- Support for school sports
- The history (2)
- A core of citizens that care deeply about our little town and want to see it prosper and return to some of its former glory
- Jobs available if you are a hard worker
- Clean air
- Low housing costs (2)
- College fairly close by

Strengths (cont.)

- Excellent library staff who always help get materials and books you order
- Community who cares about environment
- Community has a good base of acceptance for all walks of life
- Desert people look out for each other. Extreme living conditions do not let you drive by without checking on someone stuck at the side of the road.
- We keep an eye out for our senior citizens
- Tourists come to Death Valley, Wagon Wheel, Trona Pinnacles
- The love of desert activities
- Local businesses (2)
- Self-reliance
- Long-term home and business owners

Weaknesses

- Lack of health services
- Lack of police protection (15)
- Lack of code enforcement (6)
- Lack of job opportunities (2)
- We are shrinking in size
- Too many abandoned properties that invite vandalism (12)
- The appearance of the town is run-down (3)
- Unusable bike path (2)
- Trona rest stop needs maintenance
- Lack of participation from the sheriff
- Lack of help from county to demolish abandoned homes and structures to clean up the community (4)
- Lack of give back from plant
- Lack of parks and playgrounds (5)
- Lack of civic/community involvement (2)
- Poverty
- Welfare

- Squatters (3)
- Vandalism (5)
- Drugs (12)
- Theft (11)
- High sewer and water fees
- Nothing for the children to do
- No real grocery store
- Lack of public transportation (5)
- Lack of financial opportunities
- Lack of youth programs (3)
- High county fees that do not reflect work in the area
- Few social services for seniors and needy
- Nothing to do for our youth
- Arsonists
- The school
- Don't have a town doctor
- Garbage/trash (2)
- Poorly maintained roads
- Lack of funding or resources/supports for programs for young children and families
- Lack of involvement by the young
- Graffiti
- Lack of street lights (2)
- There aren't stop signs on many streets in the Argus area
- Not coming together to clean up the community
- Outsiders who are lazy
- New comers who are lawless and prey on the citizens and property here
- There are little to no resources
- Bigger cities send their trash to here which causes more problems.
- High crime
- Lose dogs, many are aggressive
- All the burnt houses and people's mess in their yards

Weaknesses (cont.)

- Lack of hotels, restaurants, etc.
- Lack of caring
- Lack of property management or maintenance
- To many rules and regulations concerning removal of burned out buildings
- Taking care on those who are encouraged to move to Trona because it's cheap but who are not employed and just live on the system making everything else look lousy because they won't take care of their property.

Opportunities

- Employment at the plant (3)
- The main chemical company in town does almost nothing for this community
- A park which could include a basketball court, possibly tennis court, swings, slides, skate park, playground, etc. (6)
- A major hotel chain
- Searles Valley Minerals
- Tourists/ tourism (3)
- School activities gives kids opportunities that they wouldn't have in larger schools (3)
- More drug education
- Support for those trying to become sober
- Better support for the sheriff
- activities for everyone
- Jobs (2)
- None (5)
- community gatherings
- teaching our children a skill
- Open public land to play and hunt, quiet surroundings, learn volunteerism
- This is a beautiful desert!

- Opportunity for the County to help out the residents of Trona (4)
- Opportunity to raise a family in a quiet town, solid foundation for your kids to grow up with
- Using its history to beautify the Trona area and Searles Valley with its mining Heritage
- Community center opening (5)
- A lot of empty houses could be sold cheap so people could buy them and fix them to get new people with school she kids to hopefully move here
- An old church building has become available and may be an opportunity to become a new community center
- The youth programs and activities (5)
- Creating a safer town with possibly having street lights throughout the town.
- law enforcement on duty at night
- Having our law enforcement become more involved with the people
- More law enforcement
- More medical facilities and emergency services
- Friendly small town, but really needs help from county
- Community involvement Making changes
- Trona Care/Neighborhood Watch program.
- The opportunity to clean the town up and look better to the outside
- Sports , things for kids to be active in
- The Trona Care program
- Trona Care, Sports, empty lots to build playgrounds, etc.
- Sticking together and standing up to the recent string of break ins and theft
- Business
- More senior facilities

Opportunities (cont.)

- The nearness to natural wonders tourists come to see all year long. Death Valley, Trona Pinnacles, Wagon Wheel, Poison Canyon. It is not at all unusual to have film crews here. I sometimes hope San Bernardino County gets the revenues for this since films are shot in San Bernardino County. Ridgecrest is Kern County, so that would be inappropriate for them to reap those revenues. The films and commercials could be a source of revenue, as well as bringing more people here as tourists.
- Businesses and other people are beginning to see the value of the town and the area around it and as a result we have seen more tourism in the spring and summer
- We have a wonderful summer pool.
- The gem and mineral show brings visitors from around the world (2)
- Gateway to Death Valley (2)
- Hiking and canyon adventures
- Public Transportation
- Improvement of the bike path with solar lighting so people can see when using it at night.
- Improvement of the streets.
- Main opportunities for Trona to clean and remove destroyed homes

Threats

- More and more services being taken away
- The plants closing
- Continued decline of services from the county and the company (3)
- More arson and vandalism
- High water and sewer fees which fewer and fewer must bear the cost to provide (3)

- People moving away causing properties to be abandoned and increasing blight
- A lot of break ins, domestic violence, drug sale/use that go "un noticed"
- Drugs (26)
- Gangs (4)
- Lack of opportunities (2)
- Increased violence and property damage
- Increased influx of residence who are not in Trona to love the community, but rather because of the cheap cost of living
- Theft (10)
- Vandalism (5)
- Welfare people (2)
- Jobs going away (3)
- County fees sending low income families away from becoming property owners
- Not enough law enforcement/officers only being on duty from 10am - 10pm (12)
- Arson (4)
- Again the lack of Interest apathy funding and pushing people to come to live to Searles Valley because his less expensive therefore we get drugs and all kinds of things that are not desirable for a community to grow.
- There is nothing in this town for kids to do and that has always been that way
- New community members (or young teens) that do not respect the town and find ways to vandalize or steal property
- Decaying property, as well as home owners not caring and taking pride in their property brings property values down.
- Lack of support from various agencies
- The lack of faith the majority of this community has for its law enforcement
- The county not providing essential services



Threats (cont.)

- Better medical facilities and emergency services
- The state and county moving more people to Trona to save money on welfare (2)
- Young kids with nothing to do
- All the home owners who just let property be in disrepair and be ugly
- County code enforcement
- No assistance
- Lack of interest by law enforcement (except the newest member of our local force) in finding and prosecuting law breakers
- lack of public transportation
- Crime (3)
- Squatters



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.

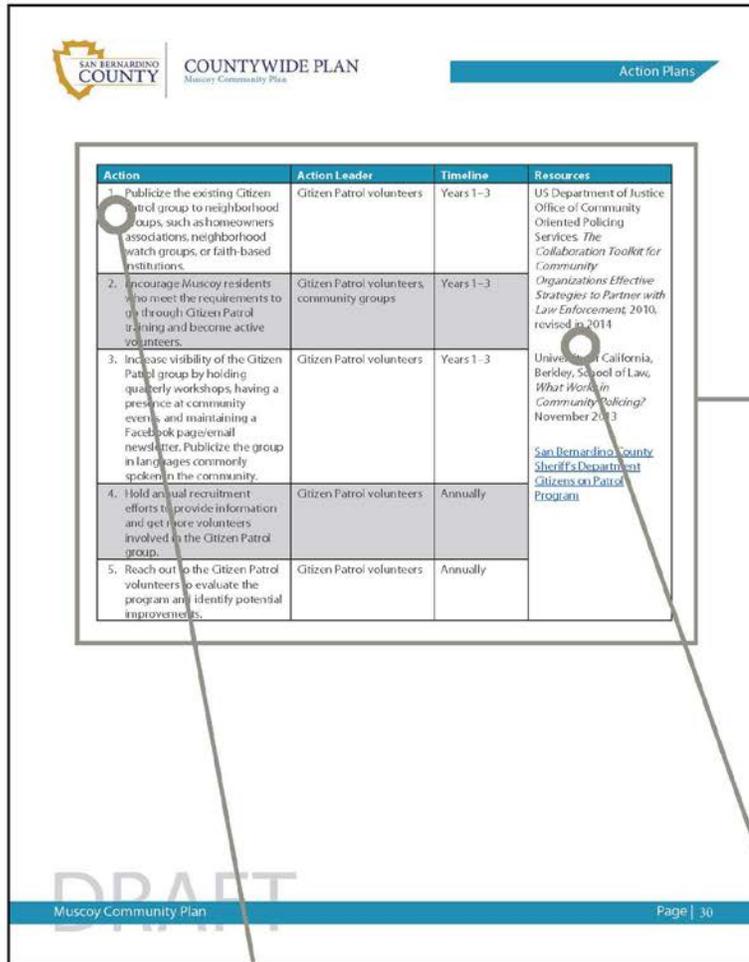
After completing the action steps, resources should be identified. Resources may include governmental agencies needed to help carry out the action, community and external funding sources, and potential assistance from other communities who implemented similar programs.

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 Muscoy residents who meet the requirements to try 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/email 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	

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:

Estimated Cost:

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