

# DEVORE COMMUNITIES

## COMMUNITY ACTION GUIDE



### COUNTYWIDE PLAN

Devore Communities Community Action Guide





# Table of Contents

- Table of Contents ..... 2
- Introduction..... 4
- Values Statement..... 5
- Aspirations Statement ..... 5
- Plan Framework..... 6
- Community Focus Statement A: Improve the delivery of essential services to the community..... 7
  - Action Statement A.1: Coordinate with County Fire Hazard Abatement for annual clean-up days of litter, overgrown vegetation and composting of green waste to mitigate fire danger.....7
  - Action Statement A.2: Action Statement A.2: Improve local emergency services by advocating to County Fire to retain paramedic services at Station 2.....7
  - Action Statement A.3: Action Statement A.3: Advocate for additional Sheriff presence to improve response times to emergencies and public safety concerns.....7
  - Action Statement A.4: Action Statement A.4: Coordinate with County Special Districts to set up a street lighting district with electric costs paid by the community.....7
- Community Focus Statement B: Support opportunities to promote traffic mitigation efforts and road improvements for residents.....7
  - Action Statement B.1: Advocate to Public Works for traffic study and specific plan for improved circulation and transportation routes.....7
  - Action Statement B.2: Action Statement B.2: Collaborate with Pubic Works to implement traffic calming measures such as speed limits, speed bumps and/or traffic circles.....7
- Community Focus Statement C: Develop and improve existing amenities and programming to promote community revitalization.....7
  - Action Statement C.1: Action Statement C.1: Approach Special Districts regarding Glen Helen Regional Park and Amphitheatre enhancements; the School District regarding community use of the existing school; and Special Districts to promote a community center proposal.....7
  - Action Statement C.2: Action Statement C.2: Organize a community farmer’s market to encourage and support local agriculture.....7
  - Action Statement C.3: Action Statement C.3: Advocate for creation of multi-use trail(s), bike lanes, and sidewalk improvements.....7
  - Action Statement C.4: Action Statement C.4: Collaborate with Economic Development Agency to promote small businesses and support community-led events.....7
- Community Profile ..... 8
- Community Identified Issues .....10



SWOT Analysis.....11

    Strengths..... 12

    Weaknesses .....12

    Opportunities .....12

    Threats.....13

APPENDIX A .....16

    How to use this Guide .....16

    Where are the Goals, Policies, and Land Use Map for My Community? .....17

    Relationship of the Community Action Guide to the Countywide Plan.....17

    The Draft Community Action Guide for Public Review .....17

    How to Use This Community Action Guide .....18

    How to Implement the Community Action Guide.....19

APPENDIX B .....22

    Action Plan Template .....22

# Introduction

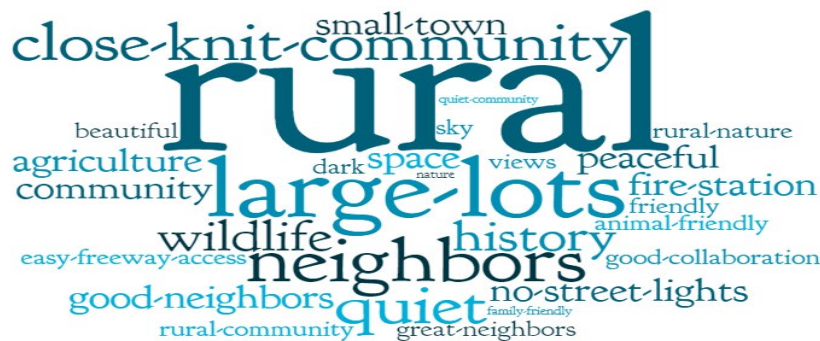
The Devore Communities are a Valley community located in the foothills of the San Bernardino Mountains at the southern end of the Cajon Pass. This community includes Devore and Devore Heights and is characterized by its rural residential lifestyle. The community has a long history starting as a Serrano Indian Village then as a common stopping ground for missionaries.

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 six weeks in spring 2021. The survey requested information about the communities including Values, Aspirations, Strengths, Weaknesses, Opportunities and Threats, local organizations and local history. 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.

## Strengths and Opportunities

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 informs 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.

As a community, Devore values:

**Rural Atmosphere.** The large lots and ability to have equestrian and farm animals on site promotes a strong sense of rural living. Being in proximity to San Bernardino provides access to nearby amenities while also maintaining space between properties that allows for peace and quiet.

**Close-Knit Community.** Devore has a strong sense of neighborly values that promote community and a commitment to look out for each other.

**Access to Nature.** Residents enjoy the environmental elements and diminished light pollution that is afforded by its unique location in the foothills.

**Local History.** Remembering and celebrating Devore's history within its broader context provides a more enriched experience of place. The people have a respect and appreciation for the living histories that have helped shape the community it is today.

## Aspirations Statement

The Aspirations Statement is a written narrative illustrating how the community desires to 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 a community, Devore aspires to:

**Maintain Rural Atmosphere.** Residents prioritize the ability to have a rural lifestyle and seek to limit growth and development. The vision of remaining a rural community includes the preservation of the natural environment, limiting noise and light pollution, restoring agriculture and being family and animal-friendly.

**Improve Water and Transportation Infrastructure.** Resolve community-defined water supply issues and traffic challenges that can affect everyday quality of life.

**Develop Venue for Community Events.** Residents enjoy the community aspect of Devore and would like a centralized hub to gather and celebrate fun events.



# Plan Framework

## Community Focus Statement A: Improve the delivery of essential services to the community.

A

**Action Statement A.1:** *Coordinate with County Fire Hazard Abatement for annual clean-up days of litter, overgrown vegetation and composting of green waste to mitigate fire danger.*

**Action Statement A.2:** *Improve local emergency services by advocating to County Fire to retain paramedic services at Station 2.*

**Action Statement A.3:** *Advocate for additional Sheriff presence to improve response times to emergencies and public safety concerns.*

**Action Statement A.4:** *Coordinate with County Special Districts to set up a street lighting district with electric costs paid by the community.*

## Community Focus Statement B: Support opportunities to promote traffic mitigation efforts and road improvements for residents.

B

**Action Statement B.1:** *Advocate to Public Works for traffic study and specific plan for improved circulation and transportation routes.*

**Action Statement B.2:** *Collaborate with Public Works to implement traffic calming measures such as speed limits, speed bumps and/or traffic circles.*

## Community Focus Statement C: Develop and improve existing amenities and programming to promote community revitalization.

C

**Action Statement C.1:** *Approach Special Districts regarding Glen Helen Regional Park and Amphitheatre enhancements; the School District regarding community use of the existing school; and Special Districts to promote a community center proposal.*

**Action Statement C.2:** *Organize a community farmer's market to encourage and support local agriculture.*

**Action Statement C.3:** *Advocate for creation of multi-use trail(s), bike lanes, and sidewalk improvements.*

**Action Statement C.4:** *Collaborate with Economic Development Agency to promote small businesses and support community-led events.*



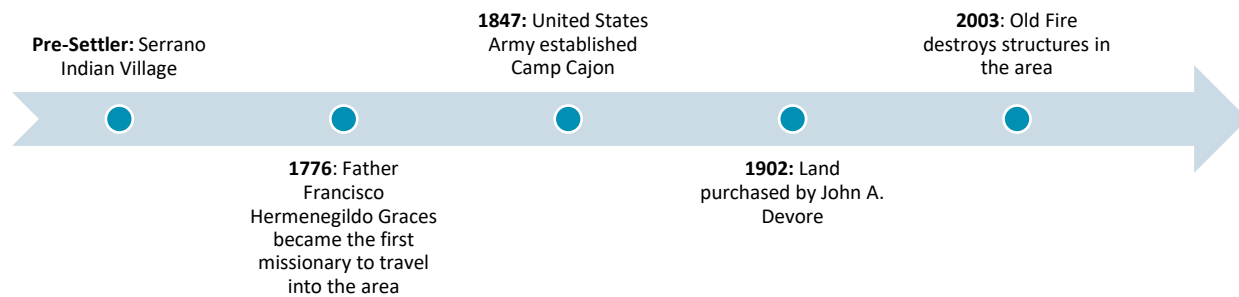
# Community Profile



## 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 meant to inform and help facilitate discussion during the community meetings. The profile, with information gathered from general sources, highlights essential facets and “tells the story” of the Devore communities.

## History

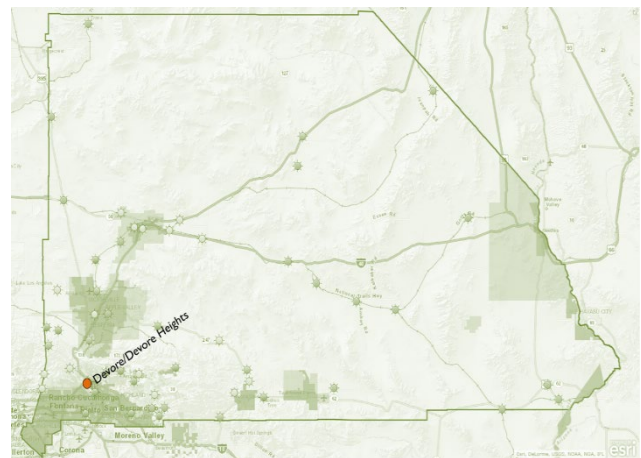


Source: <https://www.redlandsdailyfacts.com/2009/12/21/devores-history-spans-more-than-two-centuries/>

Devore and Devore Heights are the gateway to the Cajon Pass making it a popular location throughout history. It was first home to the Serrano Indian Tribe, which attracted missionaries. It then offered shelter to a group of Mormons from Salt Lake. It gets its name from a wealthy Chicago man named John A. Devore who purchased the land in 1902. He had hopes of developing the land as a resort but died two years later. This did not stop the town from developing. Soon after, the Santa Fe Railway constructed a depot which led to more development and even a one-room schoolhouse.

## Location & Geography

The Devore communities are located in between two mountain ranges, the San Bernardino and the San Gabriel Mountains. Devore falls at the southern end of the Cajon Pass which connects the San Bernardino Valley to the High Desert. Devore Heights lies on the foothills of the San Bernardino Mountains above Devore.





## 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.

Statements and wording are those provided by the community respondent on their survey. Numbers in parentheses are how many different respondents had the same response

### Strengths

- Rural atmosphere (8)
- Rural lifestyle (4)
- No street lights, no side walks
- Engaged residents
- Strong sense of community that is maintained through the association with the school, water company, and civic organizations
- Friendly community
- Great school (3)
- Peaceful, low traffic most of the time
- Lifelong residents
- Good neighbors who look out for the community
- Neighborhood watch
- Cooperative neighbors and space between each other
- Good communication and collaboration among neighbors via social media platforms
- Pride about living in Devore
- Community-focused
- Fire station; 'Moms store'; local church, gas stations
- Natural terrain and beauty
- Convenient location and easy freeway access.
- Wildlife (2)
- Quiet community (2)
- Large lots (4)
- Spread out homes
- Agriculture endeavors can still be pursued
- Desire to maintain rural nature of the community



## Weaknesses

- Poor planning issues on water issues
- Traffic congestion (2)
- Illegal dumping
- Transients
- Traffic gridlocked when traffic slows on the 15 and 215 freeways
- Warehouses & pallet yards & the fact that they were allowed to proliferate without any concern for the effects that they would have on the community
- Water supply (2)
- Fire danger (2)
- Edison shutting off the power every time the wind blows
- Traffic from freeways backs up and goes right through our small town
- Homeless camps are not dealt with quickly
- Trash that people dump in random places
- Winds
- The school park is supposed to be open for use by community outside of school hours, but many times is not.
- City encroachment freeway development land parcels being split too small
- Homes and properties not up to code
- Not a lot of involvement, but that is changing
- Lacking a community center (2)
- Replace trees along roadways
- Streets that used to be lined with majestic trees have lost their trees due to age and drought; tree planting could regenerate the community
- Access to come and go from your home, due to traffic congestion
- Community is used for a "cut through" passage to the freeway. It's dangerous. Drivers do not respect the speed limit.
- Also, new neighbors who are not familiar with rural living having loud parties
- Traffic overload when the freeway is running slowly makes it hard to get in and out of the community due to traffic overload
- Traffic
- Earthquakes
- Fire
- Poor police coverage
- Inadequate traffic control when the 15 freeway is congested

## Opportunities

- Getting more community support from residents
- Creating horse trails
- Developing a community center
- Public trails accessing the mountain
- Recreation including hiking, walking, bike riding
- Improvements for water system
- Country setting desirable to residents and can be promoted
- Getting to know neighbors
- Social interaction based on shared interests
- Better operations at Glen Helen Amphitheater
- More events would be nice if traffic situation was improved. Traffic should not be as bad as it gets. There are better solutions for the events.  
The horse community could be expanded upon.
- The school's lower area could be revitalized for community use. Grass, new playground, picnic area. We used to have all of that and now it is gone or dilapidated.
- Preserving rural atmosphere, agriculture (2)
- Possibilities of community farmers market to support not only our community but the surrounding area (3)
- The ability to raise a family, without the fears in the city or housing track areas, like shootings, helicopters, less robbery & home invasions, and gangsters around
- Perhaps more business within our community
- Gate community and sidewalks
- Safe horse roads
- An established Neighborhood that keeps the size limited
- Zoning requirements/ Code changes that affect what we are able to do with our properties
- Commercial, retail
- Traffic control and/or enforcement

## Threats

- Traffic (4)
- Transients (2)
- Illegal Dumping
- Getting stuck in my home, unable to evacuate in the event of emergency.
- Having fireworks at Glen Helen.
- More housing developments
- Increase in industrial businesses in the surrounding area
- Continued construction on the freeways that were supposed to have been fixed by the last round of construction in the early part of the decade
- Encroachment of new housing developments
- Fire
- Freeway traffic blocking our only in/out of community, preventing or causing very slow response from emergency
- Water supply and quality zoning that allows too much development
- Traffic from commuters going through Devore to the high desert.
- Homeless encampments in area.
- Unchecked pallet and trucking businesses along Cajon Blvd. These areas are part of our community entrance and these developments have become an eye-sore and fire danger to the area.
- Any development around Devore Heights needs to have gradual rural to urban to commercial buffer.
- Nearly constant stream of traffic cutting through the community on Thursday & Friday nights or anytime there is slow traffic on I-15 in the Cajon Pass.
- Speeding pass-thru traffic
- Cops
- Fire threat from the County/State refusal to clear brush alongside I-215 and I-15 and their exits. Overheating cars and trucks pull off the freeways and stop right next to this brush and start almost all of the fire which threaten the Devore/Devore Heights community.
- At present, the homeless moving in, increased crime, trash, water table contamination, and graffiti. (as well as the traffic racing through)
- Being close to the prison.
- No sidewalks, dangerous to go for a walk.
- Outsiders using Devore to cut through the neighborhood to avoid 15 freeway traffic.
- The amount of traffic that uses Devore community roads to try to speed around the freeway traffic has gotten out of control. We used to only see traffic like this if there was a large accident in the Cajon Pass, now it is a weekly occurrence.
- Kids can't even ride or play out front of our houses without the fear of getting hit by speeding cars and trucks.
- Developing the area without addressing the traffic impacts. No traffic plan in place when Fires or Traffic accidents cause extreme congestion on our community streets. Law enforcement should be brought in to mitigate the speeding and the disregard for designated truck routes.
- Development, crime



## Threats (continued)

- The county only enforcing code violations that the officers chose to enforce. Code enforcement harassing residents when they have bigger issues to tackle like homeless people parking RVs in the wash and dumping raw sewage.
- The 15 freeway
- Outsiders!
- Outside access - non neighborhood folks using as a pass way
- I think we could do with a little more police presence, a cruiser seen in this area wouldn't hurt. There have been some minor crimes. I've seen homeless people wandering around, on drugs, no doubt, as it was raining, and they were barefoot! Also had some things stolen and my travel trailer window broken. Life...
- Wildfire; earthquakes
- Non-resident's abuse of community access; homeless camps (fires, trash)
- Un-environmentally sound use of land (dumping, truck route, etc.)
- Mail theft
- Government wanting to change our rural living
- County trying to change lot size and add more people per lot
- Little to no police response when needed for emergency
- Pallets, parked trucks on 215, new neighbors parking/selling trucks and cars as a business on residential streets, concert noise and traffic
- Homeless, mail theft, unwanted traffic, alternative to freeway backups, unpaved roads to homes, unsightly access, and fire danger to the community
- Closing lanes on fwy 15 and 2
- Wildfires.
- Homelessness and traffic taking shortcuts around the pass impeding emergency vehicles and residents being able to leave their homes in an emergency. When the pass closes chomp diverts traffic off the pass at Devore Road and all the streets are completely full of cars. No one can move until the pass reopens.
- Pallets, parked trucks on 215, new neighbors parking/selling trucks and cars as a business on residential streets, concert noise and traffic
- The unbearable regular traffic of people trying to bypass the 15-freeway traffic. It is literally frequently at a complete stop at Kenwood Ave and Devore Rd going westbound on Kenwood to the point that if there is an emergency, I would not be able to get out of my own driveway nor would emergency vehicles be able to reach my house timely. I cannot enjoy life in my rural community because of irresponsible and inconsiderate people passing through our community. They regularly liter in my front yard, dump trash in a ditch on my property, and drive all the way up my personal property in order to make a u turn.
- Constant power outages forcing me to use a generator that I have no business operating by myself or refueling in 20-30mph wind
- Crime. Constant mail theft with no consequence or law enforcement support on this issue or in our community
- Traffic congestion prevents fire and medical responses in a timely manner
- Squatters in the more space areas
- Traffic gridlocked during an emergency.



# 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](http://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

### Fundamental Community's Next Steps

The Community will want to meet to identify the community's values and aspirations and then identify things you would like to change in the community. The next step is to identify two or three Focus Statements based on the values, aspirations and changes. Each Focus Statement should then have one or two Action Statements. A sample Focus Statement and Action Statement are provided below. 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.

### How to Create an Action Plan

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](mailto:CommunityPlans@lus.sbcounty.gov). Once an Action Statement is selected for implementation, a group of interested community volunteers will need to prepare an Action Plan. The volunteers may be individuals, businesses, property owners, community groups or organizations (e.g., schools, churches, scouts, etc.). 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](http://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 new 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.*



**SAN BERNARDINO COUNTY** COUNTYWIDE PLAN Muscogy Community Plan **Action Plans**

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 Muscogy 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/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. <a href="#">San Bernardino County Sheriff's Department Citizens on Patrol Program</a>
4. Hold an annual recruitment effort 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	

**DRAFT**  
Muscogy Community Plan Page | 30

*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.			