

PHELAN/PINON HILLS COMMUNITY ACTION GUIDE



COUNTYWIDE PLAN

Phelan/Pinon Hills Community Action Guide



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Where Did the Goals, Policies, and Land Use Map from the Community Plan Go?

The existing Community Plan content was used in the development of the Community Action Guide and Policy Plan of the Countywide Plan. Goals and policies from the existing community plan, as well as proposed land use changes discussed during the community workshops, were considered for inclusion in the County Policy Plan and Land Use Map, components of the Countywide Plan. The 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 Guides will be web-based, with adoption of the Countywide Plan in 2019.

Relationship of the Community Action Guide to the Countywide Plan

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

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

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

The Countywide Plan includes:

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

The Draft Community Action Guide for Public Review

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

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

How to Use This Community Action Guide

Overall, the Community Action Guides are a framework for communities to create the future character and independent identity, as identified in the workshops as community values and aspirations, through completion of community actions. As stated at the community workshops, the Community Action Guides replace any 2007/2014 Community Plans, with a greater focus on community self-reliance, grass-roots action, and implementation. Goals, policies, land use, and infrastructure decisions are addressed in the Policy Plan of the Countywide Plan. The County Development Code will still regulate zoning and land development.

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

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

The Community Action Guide Is Not Set in Stone

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

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

Community Action Guide Organization

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

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

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

Action Plans – The Action Plans consist of:

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

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

The Community Action Guide as a Living Document

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

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

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

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

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

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

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

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

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

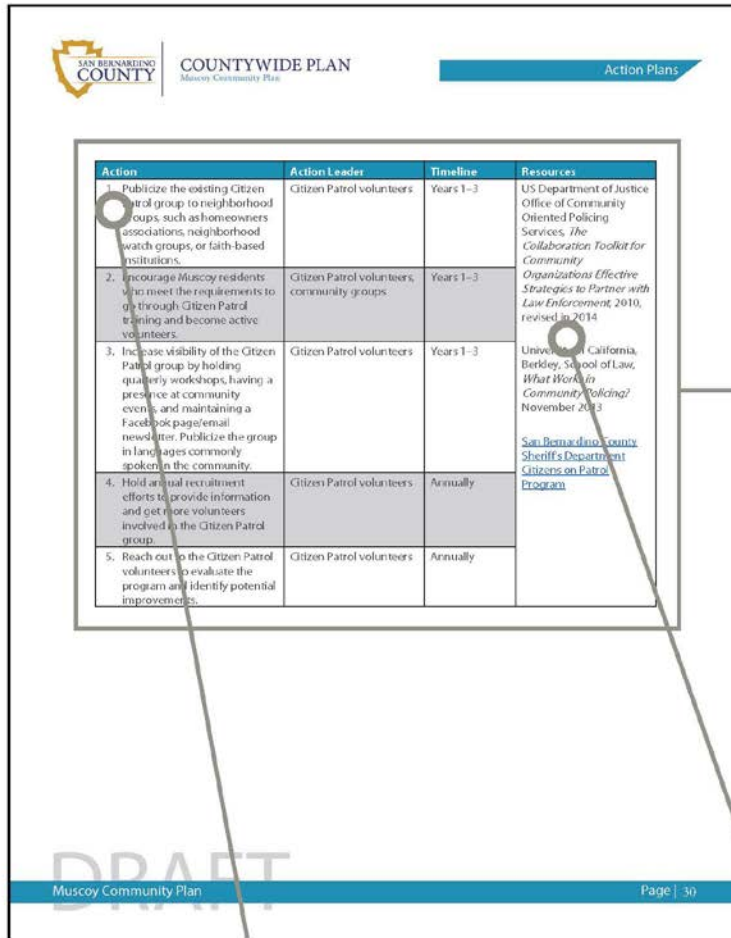


The Action Statement is a measurable component used to accomplish the overall focus statement.*

Provides background information on the action that is to be achieved.

The benchmark is a way to measure the success of the Action Statement. *The estimated cost is an approximate cost to implement the action, if applicable.

*These should be reviewed with the Champion and Action Team and modified based on current community needs.



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 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 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.

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:

Proximity to Nature. Phelan Piñon Hills residents value the community's open space and the close proximity to nature.

Agricultural Roots. Phelan Piñon Hills residents value the historic roots and continued practices of animal keeping, gardening, and agriculture within the community.

Unhindered Views. Phelan Piñon Hills residents value unhindered views of sunsets and the stars.

Health and Safety. Phelan Piñon Hills residents value community safety, health, and the peaceful nature of the area.

Community Culture. Phelan Piñon Hills residents value the friendliness, independence, and cooperation of a rural community that guides its own future.

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 Phelan Piñon Hills, we aspire to have:

Preservation of the Natural Environment

The rural natural environment is one of the unique and defining characteristics of our community, and programs are in place to ensure it is preserved for the enjoyment of future generations. Local community organizations organize cleanup and educational programs focused on teaching homeowners and visitors how to properly respect the surrounding environment.

Small-Town Community Feel

Our community enjoys a variety of annual community events organized by local businesses and organizations that bring the community together and help us to continue to build a sense of pride in the Phelan and Piñon Hills areas. We enjoy the small-town community feel of the area and safeguard it through adoption of design guidelines to ensure that future development will continue to enhance the local community culture.

Community Safety

Phelan and Piñon Hills residents coordinate with the San Bernardino County Sheriff's Department to organize training sessions on issues concerning safety in the area. Community members created educational materials in coordination with the County Code Enforcement Division on identifying and notifying potential code enforcement issues to create a cleaner and safer community.

Infrastructure Improvements

Phelan and Piñon Hills support minor infrastructure improvements in order to improve the quality of life for residents and visitors. A local committee provides input on all improvements, including street paving, sidewalks, and recreational trails. The committee's primary responsibility is to ensure that all improvements are in keeping with the rural feel of the community. The infrastructure enhancements, while minimal, have improved safety and accessibility throughout the community.

Local Decision-Making

Our community collaborates with the County of San Bernardino Land Use Services Department and develops educational materials to help residents to understand the opportunities to provide meaningful input in many of the decision-making processes within the communities. This practice results in projects



that are welcomed as part of the community and fosters a better relationship between the community and the County. Additionally, Phelan and Piñon Hills residents feel a greater sense of local guidance in matters that impact their day-to-day lives.



Action Plans

Community Focus Statement A: Celebrate and maintain the rural character of Phelan Piñon Hills.

Action Statement A.1: Establish an educational program to educate community members on private-property lighting that is dark skies compliant.

A

Benchmark: A local International Dark-Sky Association (IDA) chapter or group is organized, meets regularly, and continues to function and promote dark skies protection for a period of at least three years.

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

Estimated Cost: \$300–\$1,200

Dark skies are a valuable community asset and goal, especially in rural communities such as Phelan and Piñon Hills. The dark-sky movement is a campaign to reduce light pollution, defined as the inappropriate or excessive use of artificial light. Light pollution can have serious environmental consequences for humans, wildlife, and our climate. The advantages of reducing light pollution include an increased number of stars visible at night, a reduction in energy usage, ecotourism benefits, and protection of wildlife, particularly nocturnal animals.

A Dark Sky Community is a community that has shown exceptional dedication to the preservation of the night sky through the implementation and enforcement of quality outdoor lighting, dark sky education, and citizen support of dark skies. The International Dark-Sky Association (IDA) is a leading nonprofit that works to protect the night skies and certifies Dark Sky Communities. To work toward this goal, Phelan Piñon Hills community should establish a local IDA chapter or group. It is recommended that the IDA group create a community education campaign to help bring awareness to the growing problem of light pollution and inspire more people to take the necessary steps to protect the natural night sky. The campaign could include:

- Disseminating information to residents and business property owners about the benefits of dark skies.
- Working with homeowners, homeowners associations, business property owners, and/or business improvement associations to recommend shielded and motion-activated outdoor light fixtures that reduce light pollution.
- Organizing dark sky festivals to educate the community and the public about light pollution.
- Adding dark sky education in community schools and curriculum.

Protecting the night sky starts with **YOU!**

<p>1 Light only what you need</p> 	<p>2 Use energy efficient bulbs and only as bright as you need</p> 	<p>3 Shield lights and direct them down</p> 
<p>4 Only use light when you need it</p> 	<p>5 Choose warm white light bulbs</p> 	<p>6 Join IDA! We need your help to continue the fight against light pollution.</p> 

Example of educational material available from the Dark Sky Organization. Photo source: Dark Sky Organization

Local organizational support of dark skies and good lighting could include publications, flyers, public service announcements, and funding of public lighting upgrades.

The Phelan and Piñon Hills community should take advantage of the numerous public outreach resources offered by the IDA such as guides for starting a local dark sky group, informational brochures, Light Pollution Solution postcards, traveling pop-up displays, lesson plans for teachers, light guides, and other publications.

Action	Action Leader	Timeline	Resources
1. Contact residents and organize volunteers to establish an IDA chapter or volunteer group.	Champion	Month 1	<p>Resources and the application form to start an IDA chapter can be found at: http://darksky.org/about/chapters/</p> <p>Dark skies compliant lighting fixture information can be found at: http://darksky.org/fsa/fsa-products/</p> <p>Dark skies outreach materials and resources can be found at: http://darksky.org/resources/public-outreach-materials/</p> <p>Phelan Piñon Hills Community Services District https://www.pphcsd.org/index.html</p>
2. Select a leader to serve as chair who will provide leadership and champion the chapter/group.	IDA chapter/group	Month 2	
3. Develop a list of community goals and strategies/actions to promote dark skies protection.	IDA chapter/group	Months 2 – 3	
4. Organize community-wide communications and outreach events to promote dark skies protection.	IDA chapter/group, with support from Phelan Piñon Hills Community Services District, Local Organizations	Month 3 – On-going	
5. Work with the Phelan Piñon Hills Community Services District to install dark skies compliant public lighting.	IDA chapter/group, with support from Phelan Piñon Hills Community Services District	Month 4 – On-going	
6. Work with local stores to stock dark sky complaint light fixtures and bulbs	IDA chapter/group, with support from CSD	Month 4 – On-going	
7. Work with homeowners, homeowners associations, business property owners, and/or business improvement associations to recommend shielded and motion-activated outdoor light fixtures that reduce light pollution.	IDA chapter/group, with support from Phelan Piñon Hills Community Services District, homeowners associations, business improvement associations, business property owners, homeowners	Month 5 – On-going	

Community Focus Statement A: Celebrate and maintain the rural character of Phelan Piñon Hills.

Action Statement A.2: Establish programs for organized livestock education for community members.

A₂

Benchmark: A livestock educational program is organized and has experienced teachers/instructors, meets regularly, and functions on an annual basis.

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

Estimated Cost: \$1,000 - \$5,000



*Child learning how to approach and care for animals at the Atlanta Zoo.
Photo source: [Mallory Simon](#)*

Because of the rural nature of Phelan Piñon Hills, safe livestock keeping should be encouraged by providing resources and education to residents. These educational programs should be local and accessible to the community and could appeal to a variety of skill levels. Educational topics should focus on safety and health, with knowledgeable community members sharing information and resources with the rest of the Phelan Piñon Hills community.

Because many Phelan and Pinon Hills residents own horses or other livestock, animal safety and health should be at the forefront of education programs. Injuries and other accidents can be avoided by teaching children animal safety, such as how to approach

animals, safe handling of animals, and to be aware if an animal appears agitated or angry. Adults could be engaged on more advanced topics, such as biosecurity (procedures used to protect humans or animals against disease or harmful agents) or other health standards, to keep livestock in the Phelan Piñon Hills community happy and healthy. Safe livestock keeping education can be a form of civic engagement and would help maintain the community's rural character for generations to come. Engaging veterinarians and other agricultural experts could contribute to the community's knowledge and collectively benefit Phelan Piñon Hills.

Livestock education can take a variety of forms—half-day workshops, regular classes over several weeks, after-school enrichment activities, or community fairs. Partnerships could be developed with the San Bernardino County University of California Cooperative Extension, particularly 4-H geared toward youth involvement. The Phelan Roadrunners 4-H Club meets monthly at the Piñon Hills Community Center. Existing projects include archery, camping, leadership, beef, poultry, sheep, and swine, but programs can be expanded based on community interest and engagement. A successful livestock education program would help Phelan Piñon Hills celebrate and maintain the community's rural character.



Action	Action Leader	Timeline	Resources
1. Hold a meeting of interested parties to create a group of volunteers	Champion with Phelan Roadrunners 4-H Club	Month 1	University of California Cooperative Extension http://cesanbernardino.ucanr.edu/
2. Meet with the San Bernardino County Department of Agriculture/Weights & Measures to discuss development of a program for livestock education specifically for Phelan Piñon Hills.	Volunteer Group with Phelan Roadrunners 4-H Club, San Bernardino County Departments of Public Health and Agriculture/Weights & Measures	Month 1	San Bernardino County Department of Agriculture/Weights & Measures http://cms.sbcounty.gov/awm/Home.aspx Grant Funding National 4-H Council
3. Solicit expert livestock and animal keeping volunteers to serve as teachers/instructors.	Volunteer Group	Month 2	http://4-h.org/professionals/grants/
4. Identify a funding source (grants, sponsorships, other fundraising efforts).	Volunteer Group	Months 3–6	Youth.gov https://Youth.gov/
5. Develop curriculum and schedule for classes with key topics designed to attract a variety of skill levels.	Volunteer Group	Months 3–6	University of California Cooperative Extension, San Bernardino County Phelan Roadrunners 4-H Club, http://cesanbernardino.ucanr.edu/4-H-Program/Club-Information/Phelan Roadrunners 4-H Club/
6. Prepare materials and handouts to share with schools, libraries, post office and at community events revisit the curriculum to revise and improve based on the previous year. Solicit input from those who took the class on what worked and what didn't. Encourage graduates of the program to return and serve as volunteers.	Volunteer Group	Annually	

Community Focus Statement B: Encourage commercial and light industrial uses in Phelan Piñon Hills.

B

Action Statement B.1: Encourage coordination between the San Bernardino County Economic Development Agency (EDA) and the Phelan and Piñon Hills Chambers of Commerce to link communications with existing businesses to the County’s business retention and expansion program.

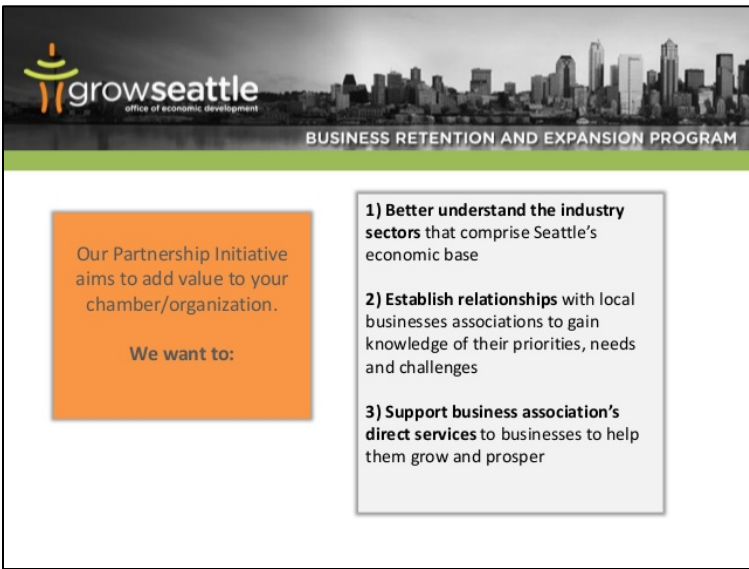
Benchmark: Quarterly conference calls between the San Bernardino County EDA and representatives from both Chambers of Commerce, in addition to encouraging a representative from the San Bernardino County EDA to attend one business owner focused public meeting annually.

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

Estimated Cost: Volunteer time.

Strengthening business relations and communication between business owners and the local chambers of commerce, like the Phelan Chamber of Commerce and the Pinon Hills Chamber of Commerce, can improve the business climate and accelerate job growth. The San Bernardino County Economic Development Agency has an existing Business Retention & Expansion (BR&E) program that can be brought to the community level to focus on developing the businesses currently in the community.

A BR&E program works to focus local economic development efforts on improving relationships with existing businesses, develops a working partnership with these businesses, and helps to connect businesses with available local and state resources.



This BR&E survey performed by GrowSeattle (located in Seattle, Washington) lets business owners give feedback to local officials and allows them to get a sense of how businesses are doing on a broader scale.

An effective BR&E program places the chamber of commerce in the position of liaison between businesses and local government and can open the door to potential incentives, workforce training opportunities, capital sources, or business coaching. An effective BR&E program works to:

- Show existing local businesses that they are appreciated and their value to the local economy is recognized.
- Where resources are available, assist in solving problems that local businesses face.
- Match businesses with educational opportunities and technical assistance programs to improve their competitiveness.

- A good BR&E program should have the following components:
 - An economic development official who is specifically focused on the needs of existing businesses.
 - A formal visitation program that includes face-to-face meetings between the economic development official and business owners to build trust.
 - An annual survey program to reach all business owners and discover problems linking across businesses.
 - A follow-up visit to ensure solutions are working effectively and address additional problems if necessary.

Because of the time and resources required to successfully implement a BR&E program, it is often necessary to bring in a group of community volunteers who have business experience to assist in outreach efforts. Surveys, as mentioned above, also help to track trends from year to year and make further outreach possible when resources are limited.

Action	Action Leader	Timeline	Resources
1. Designate one person from each Chamber of Commerce to serve as the county liaison to coordinate with a representative from the County EDA.	Champion with Phelan and Piñon Hills Chambers of Commerce	Month 1	Phelan Chamber of Commerce http://www.phelanchamber.info/ Piñon Hills Chamber of Commerce
2. Schedule quarterly conference calls between the liaisons and the County EDA representative.	Phelan and Piñon Hills Chambers of Commerce	Month 2	https://www.facebook.com/Piñon-Hills-Chamber-of-Commerce-142718772459648/
3. Schedule biannual meetings combined of both chambers with a County EDA representative in attendance.	Phelan and Piñon Hills Chambers of Commerce	Month 2	San Bernardino County Economic Development Agency http://www.sbcountyadvantage.com/home.aspx
4. Monitor progress of the community coordination and collect feedback to improve coordination.	Phelan and Piñon Hills Chambers of Commerce	On-going	On Regional Economic Development https://onregionalecdev.com/tag/business-retention/
5. Expand coordination with County EDA if warranted	Phelan and Piñon Hills Chambers of Commerce	On-going	

Community Focus Statement B: Encourage commercial and light industrial uses in Phelan Piñon Hills.

B

Action Statement B.2: Encourage more retail and service uses within the existing commercial zones by regularly updating the San Bernardino County Economic Development Agency (EDA) on local available sites.

Benchmark: A quarterly report delivered to the San Bernardino County EDA of local available sites.

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

Estimated Cost: Volunteer time.



Regularly updating the County on available commercial sites can provide a more cooperative relationship in marketing these sites. Photo source: USDA NRCS

The current commercial uses in the Phelan Piñon Hills area consist primarily of strip commercial uses, with several neighborhood commercial centers. Areas presently zoned for commercial uses are not built out and offer an opportunity for new investment and development in the area. Engaging both the Phelan and Piñon Hills Chambers of Commerce and providing education on business attraction strategies is an important step when looking to gain outside investment.

Developing marketing strategies, such as informational guides, market analysis, and other documents that make it easier for investors to obtain information about the community, is essential to attracting new investment. These types of documents allow potential investors to quickly gain information about market conditions and local demographics that are important factors in the

site selection process. The information that should be readily available for investors when they become interested in the area include physical characteristics, rental rates, ownership, identification of tax-delinquent properties and those near foreclosure, and development requirements and processes.

A chamber of commerce is often one of the first places that potential developers go to gather information. If the chamber of commerce is knowledgeable about the community, the chamber can easily present the benefits of locating in the community. Additional focus areas that can assist in future attraction include:

- Identifying the goods and services residents would like to attract.
- Performing a market analysis to assess the current market conditions.
- Identifying opportunity sites for development.
- Developing marketing materials that can be distributed through the chamber of commerce or sent to target retailers.

The San Bernardino County Economic Development Agency has a marketing program in place which catalogs existing available properties. All that is required is for the Phelan Chamber of Commerce, Piñon Hills Chamber of Commerce, or individual property owners in either community to contact the site selection coordinator at the EDA and provide the agency with information on the parcel.

Action	Action Leader	Timeline	Resources
1. Designate a person on each Chamber of Commerce board to collect and organize information on available sites.	Champion with Phelan and Piñon Hills Chambers of Commerce	Month 1	Phelan Chamber of Commerce http://www.phelanchamber.info/
2. Organize monthly calls to discuss local available sites with a County EDA site selection coordinator.	Champion with Phelan and Piñon Hills Chambers of Commerce	Month 2	Piñon Hills Chamber of Commerce https://www.facebook.com/Piñon-Hills-Chamber-of-Commerce-142718772459648/
3. Promote the services provided by the County through local events and on Chamber website.	Champion with Phelan and Piñon Hills Chambers of Commerce	Month 2 – 4	San Bernardino County Economic Development Agency http://www.sbcountyadvantage.com/home.aspx
4. Prepare quarterly reports of all local available sites and any potential upcoming sites for the County EDA.	Champion with Phelan and Piñon Hills Chambers of Commerce	On-going	

Community Focus Statement B: Encourage commercial and light industrial uses in Phelan Piñon Hills.

B3

Action Statement B.3: Promote the CalGOLD and San Bernardino County Economic Development Agency (EDA) websites to local business for the latest information and assistance on business incentives, permit assistance, and training programs.

Benchmark: Quarterly report for submittal to the County EDA to ensure all available properties are advertised.

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

Estimated Cost: Volunteer time.



CalGOLD offers permitting assistance and advice through its website.

opportunities to obtain loans through the US Small Business Administration (SBA) or other entities, there are also opportunities for communities to assist their small business owners.

The SBA provides both small businesses loans and a microloan program to assist small businesses once they meet certain requirements. The Phelan and Piñon Hills Chambers of Commerce can also serve as a source of information and connection for local businesses to other outside resources, including those provided by CalGOLD and the San Bernardino Economic Development Agency (EDA). CalGOLD is a state resource that assists business owners with obtaining the appropriate permit information and contact information on who to speak with regarding issues. The San Bernardino EDA also offers a number of programs and incentives (listed under “Local Business”) on its website for local business owners to access. Local business owners or the Phelan and Piñon Hills Chambers of Commerce can work to find a way to centralize this information and make it readily available and well-known.

Gaining access to capital can be one of the main barriers to small businesses when considering making capital improvements or improving operations, which are two common methods for improving an existing business in an attempt to raise sales or rebrand. While there are various federal, state, and local government

Action	Action Leader	Timeline	Resources
1. Designate a person from each Chamber of Commerce to serve as a permitting resource for local business owners.	Champion with Phelan and Piñon Hills Chambers of Commerce	Month 1	Phelan Chamber of Commerce http://www.phelanchamber.info/
2. Research CalGOLD and County EDA programs to compile a list of available resources. Contact the County EDA to identify the information required for County EDA lists.	Champion with Phelan and Piñon Hills Chambers of Commerce	Month 2	Piñon Hills Chamber of Commerce https://www.facebook.com/Piñon-Hills-Chamber-of-Commerce-142718772459648/
3. Develop a simple application for property owners to fill out that describes any available local sites they wish to advertise. Include the information the County EDA requires.	Champion with Phelan and Piñon Hills Chambers of Commerce	Months 3 – 4	San Bernardino County Economic Development Agency http://www.sbcountyadvantage.com/home.aspx
4. Promote the availability of these resources on Chamber website and through mail/email correspondence and local community meetings.	Champion with Phelan and Piñon Hills Chambers of Commerce	On-going	CalGOLD http://www.calgold.ca.gov/
5. Schedule quarterly conference calls between the chamber liaison and a County EDA representative to discuss the local business climate.	Champion with Phelan and Piñon Hills Chambers of Commerce	On-going	US Small Business Administration https://www.sba.gov/loans-grants/see-what-sba-offers/sba-loan-programs
6. Have the designated person draft a formal report quarterly for submittal to the County EDA to ensure all available properties are advertised.	Champion with Phelan and Piñon Hills Chambers of Commerce	On-going	

Community Focus Statement B: Encourage commercial and light industrial uses in Phelan Piñon Hills.

B4

Action Statement B.4: *Coordinate with the Phelan and Piñon Hills Chambers of Commerce to develop a business appreciation program, including events, webinars, and awards in addition to the referral program and visibility services the Chambers already provide.*

Benchmark: A formal business appreciation program is established.

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

Estimated Cost: \$2,000 - \$15,000



The Stillwater Chamber of Commerce and Payne County Extension Center in Oklahoma conduct a Small Business Training Series free to Chamber members.

A business appreciation program is an effective way of recognizing businesses that reach significant milestones and achievements. Such a program would help to create a connection between business owners and the Phelan and Piñon Hills Chambers of Commerce that also incentivizes young business owners to grow and develop their businesses. Businesses could be recognized for significant anniversaries, significant sales achievements, individual industry awards, or community contributions.

With increasing broadband access and decreasing hardware expenses, webinars are becoming more popular and convenient ways to participate in education. Communities are beginning to use webinars to extend training opportunities for business development and networking. Webinars can also be turned into podcasts for convenient access in a non-live format. This method can be an effective way to increase engagement between businesses and the local chambers, as well as disperse information on available programs, resources, and events.

Currently the Phelan Chamber of Commerce has a referral program and offers businesses incentives such as visibility and promotion on the Chamber's website. The Chamber's directory allows potential customers to search for businesses and get their contact information. The Piñon Hills Chamber of Commerce provides information through its Facebook page.

Action	Action Leader	Timeline	Resources
1. Form a committee to focus on creating a business appreciation program in collaboration with Phelan and Pinon Hills Chambers of Commerce	Champion	Month 1	Phelan Chamber of Commerce http://www.phelanchamber.info/
2. Inventory what is already being provided (referral program, visibility services, etc.).	Business Appreciation Committee	Month 2	Piñon Hills Chamber of Commerce https://www.facebook.com/Pinon-Hills-Chamber-of-Commerce-142718772459648/
3. Research case studies of successful business appreciation programs put on by other chambers; for example, the Bowling Green Chamber of Commerce	Business Appreciation Committee	Month 2	Bowling Green Chamber of Commerce http://www.bgchamber.com/businessdevelopment/small-business-appreciation-month/
4. Promote the program to Chamber members to gather small business success stories and build a list of potential award members.	Business Appreciation Committee	Months 2 – 4	
5. Establish an annual awards banquet.	Business Appreciation Committee with Phelan and Piñon Hills Chambers of Commerce	On-going	
6. Monitor the progress and effectiveness of the program.	Business Appreciation Committee	On-going	

Community Focus Statement B: Encourage commercial and light industrial uses in Phelan Piñon Hills.

B5

Action Statement B.5: Enhance coordination between the Phelan Chamber of Commerce and the Piñon Hills Chamber of Commerce to be a one-stop shop for help with regulatory permits and financing sources and to serve as an ombudsperson with local agencies.

Benchmark: A County Liaison position within each Chamber of Commerce is established to participate on regularly scheduled conference calls with a designated San Bernardino County EDA representative.

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

Estimated Cost: \$25,000 - \$75,000 dependent upon staffing assistance needed.



The Greater Vancouver Chamber of Commerce in Vancouver, Washington, has a Small Business Assistance Program to help with finding funding options, answering questions about licenses, permits, insurance taxes, and human resources, developing a business plan, and more.

Starting or maintaining a small business is a complicated endeavor. Staying in compliance with federal, state, and local regulations, maintaining cash-flow and financials, and handling human resources issues can be overwhelming and time-consuming. These are just some of the difficulties faced by small businesses that can be more easily managed with the assistance of a one-stop center with specialists who are knowledgeable of and deal specifically with these issues.

The Phelan and Piñon Hills Chambers of Commerce, both of which are active in their respective business communities, can be equipped to provide information on local regulations, code compliance, and licensing and regulations all in one place. These organizations know the history and recent status of the majority of the businesses in the area and are often the first point of contact for new business owners. They can also serve as a liaison with County departments to help resolve issues or streamline the application processes. With the correct resources and assistance, a one-stop center can also help steer business owners to the correct state and federal agencies for issues that may be outside of local control.

An efficient one-stop center should be able to answer questions or provide directions for:

- All planning and development matters of concern to local business
- Local economic indicators and labor market statistics
- Local development plans
- Land availability
- Building regulations and permits
- Business licensing and related permits
- Connections with local financing and capital providers

Action	Action Leader	Timeline	Resources
1. Determine a county liaison within each Chamber of Commerce to coordinate with a County EDA representative.	Champion with Phelan and Piñon Hills Chambers of Commerce	Month 1	Phelan Chamber of Commerce http://www.phelanchamber.info/
2. Collect resources from CalGOLD, the County EDA, and other outside sources.	Champion with Phelan and Piñon Hills Chambers of Commerce	Month 2	Piñon Hills Chamber of Commerce https://www.facebook.com/Piñon-Hills-Chamber-of-Commerce-142718772459648/
3. Create an easily accessible library of resources and information (web-based or hard copy).	Champion with Phelan and Piñon Hills Chambers of Commerce	Months 2 – 6	San Bernardino County EDA http://www.sbcountyadvantage.com/Home.aspx
4. Promote the availability of these resources in a welcome packet for new business owners and at local community events.	Champion with Phelan and Piñon Hills Chambers of Commerce	On-going	CalGOLD http://www.calgold.ca.gov/
5. Schedule recurring conference calls (frequency to be determined by liaison) to keep up to date with resources.	Champion with Phelan and Piñon Hills Chambers of Commerce	On-going	

Community Focus Statement C: Preserve the historic treasures within the community for future generations.

Action Statement C.1: Identify and preserve historic and current assets in the community.

G

Benchmark: Within one year, a historic preservation committee is formed to engage the community, with assistance from the County Museum and local partners, to inventory community assets, including potential sites for preservation.

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

Estimated Cost: \$200–\$10,000



*Mormon Trail monument and landmark.
Photo source: [Napa](#)*

The Phelan Piñon Hills community contains many historic and other beneficial assets to be preserved within the community for the use and enjoyment of future generations. Identifying historic land, buildings, streets, or other infrastructure is key to preservation. The identification process should be driven by community members familiar with Phelan Piñon Hills.

There are several benefits to conducting a community-based inventory to identify existing resources. First, it creates an opportunity for residents to appreciate the value of and enhance the resources already in existence in the community. In this process, Phelan Piñon Hills can identify historic resources that would be appropriate for preservation or other beneficial community uses. Additionally, the community could identify land that would be appropriate for the development of new community assets, such as a community center, cultural facilities (to house museums or historical societies), or recreational facilities. Existing facilities could be used creatively to benefit Phelan Piñon Hills in order to create more opportunities to preserve historic treasures for future generations.

As part of the physical asset inventory, it is key to pay attention to parts of the community that are underused, such as vacant historical buildings or abandoned residential and industrial buildings. The community can begin to identify new ways to make these assets work for Phelan Piñon Hills. Community groups or nonprofit organizations can assist in identifying potential sites where this conversion would be the most cost effective and feasible. For example, a vacant historical building could be transformed into a living history museum and hold local cultural events for community youth.

Questions for the community to ask during the mapping process:

- Which structures or landscapes have distinctive architectural or cultural characteristics?

- Which structures or landscapes reflect important Phelan Piñon Hills social history or planning and development?
- What sites or buildings have been gathering places or focal points of the community over the years?
- Which resources are associated with important people in the community’s history?
- How might these assets be connected to individuals, associations, and institutions in the community?
- How might the community begin to imagine and institute new uses for underused assets?

Action	Action Leader	Timeline	Resources
1. Interested volunteers contact County Museum for guidance on forming a historic preservation committee. Identify one member as liaison with County Museum.	Champion and Community members with guidance from County Museum	Months 1 – 2	How to create a local historical society http://www.mhs.mb.ca/info/howto/historygroup.shtml County Museum http://www.sbcounty.gov/museum/
2. Research asset mapping process and establish one for the community with review by County Museum	Historic Preservation Committee	Months 2 – 3	Asset Mapping Handbook, http://www.planningtoolexchange.org/sites/default/files/sources/asset_mapping_handbook.pdf
3. Reach out to residents, students, local historians, and other community groups to discuss the asset mapping process.	Historic Preservation Committee, residents, students, historians, community groups	Months 3 – 4	Center for Community Mapping http://www.centerforcommunitymapping.com/ Creative City: Cultural Mapping Toolkit https://www.creativecity.ca/database/files/library/cultural_mapping_toolkit.pdf
4. Train and conduct a community-based asset mapping process/activities (e.g., interviews, focus groups, online surveys, workshops, walking tours, mapping activities).	Historic Preservation Committee, community	Months 4 – 9	Guide to Mapping Neighborhood Arts and Cultural Assets http://www.cultureforward.org/Reference-Desk/Research-Library/neighborhoods/Guide-to-Mapping-Neighborhood-Arts-and-Cultural-Assets
5. Compile and finalize community-based inventory and map of cultural, historical, and physical assets.	Historic Preservation Committee, community	Months 9 – 12	Planners Web, Cultural Asset Mapping http://plannersweb.com/2011/01/cultural-asset-mapping/
6. Present final assets report to County Museum & community	Historic Preservation Committee	Month 12	California and other grant/sponsorship resources http://ohp.parks.ca.gov/?page_id=1073



			<p>https://www.cacities.org/Resources-Documents/Member-Engagement/Professional-Departments/Community-Services/Overview-of-Historic-Preservation-Resources.aspx http://ohp.parks.ca.gov/?page_id=22174</p> <p>Grant and funding sources for historic preservation http://www.preservationdirectory.com/PreservationGeneralResources/GrantsFundingSources.aspx</p> <p>UCLA Center for Health and Policy Research http://healthpolicy.ucla.edu/Pages/home.aspx</p>
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Community Focus Statement C: Preserve the historic treasures within the community for future generations.

Action Statement C.2: Construct community monuments along historic trails and within the community that can be sponsored by businesses and individuals.

2

Benchmark: Construction of at least two monuments or educational plaques and creation of a self-guided tour of significant locations.

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

Estimated Cost: \$20,000–\$200,000



USFS interpretive sign on the Santiam Wagon Road in Deschutes National Forest, Oregon, United States. This segment lies within Deschutes County. Photo source: Breton Friel and John

Wayfinding refers to information systems that guide people through a physical environment and enhance their understanding and experience of the space. Wayfinding signage and monuments can provide directions and other pertinent information on trails and roads while celebrating community history and character. After Phelan Piñon Hills identifies historic assets in the community (refer to Action Statement C.1), the community can create monuments or trailhead markers along historic trails or at historic locations in Phelan Piñon Hills.

The Historic Preservation Committee should continue to coordinate with the County Museum to design and place historic markers on buildings and locations.

Formation of a local historic trails group in Phelan Piñon Hills is vital to coordinating the identification of existing horse and pedestrian trails as well as the design, development, and installation of signage and wayfinding. The community should continue to coordinate with the San Bernardino County Department of Regional Parks and the San Bernardino County Trails and Greenways Committee to develop a wayfinding and signage program with a historic focus for the Phelan Piñon Hills community.

Local partnerships are needed to design and fund the development of wayfinding signage and monuments. In conjunction with local high schools, a design contest could be coordinated to develop a design for signage; refer to Action Statement C.3 for more details on this concept. Once a design is selected, a design team would further refine the plan and materials.

Action	Action Leader	Timeline	Resources
1. Ensure that the Phelan Piñon Hills historic preservation committee (see Action Plan C.1), has drafted an action plan for establishing historic monuments in the community, along with a wayfinding program for cultural/historical landmarks and trails.	Community, with assistance from San Bernardino County Trails and Greenways Committee and guidance from County Museum and County Public Works	Months 1 – 6	<p>San Bernardino County Public Works http://cms.sbcounty.gov/dpw/home.aspx</p> <p>San Bernardino County Regional Parks http://cms.sbcounty.gov/parks/Home.aspx</p> <p>County Museum http://www.sbcounty.gov/museum/</p> <p>Corporate sponsorship guidance http://mrsc.org/Home/Explore-Topics/Parks-and-Recreation-Parks-and-Recreation-Funding/Corporate-Sponsorship-and-Naming-Policies.aspx</p>
2. Reach out to local businesses, schools, and organizations about donating or sponsoring the materials and/or cost of monuments and signage (e.g., adopt-a-bench program). Host fundraisers to raise money.	Historic preservation committee, with support from community, local businesses and organizations	Months 6 – 12	<p>Federal grant funding resources http://reconnectingamerica.org/resource-center/federal-grant-opportunities/</p> <p>California and other grant/sponsorship resources http://ohp.parks.ca.gov/?page_id=1073 https://www.cacities.org/Resources/Documents/Member-Engagement/Professional-Departments/Community-Services/Overview-of-Historic-Preservation-Resources.aspx http://ohp.parks.ca.gov/?page_id=22174</p>
3. Apply for grant funding for the creation and installation of historic monuments and wayfinding signage.	Historic preservation committee	Months 6 – 12	<p>Grant and funding sources for historic preservation http://www.preservationdirectory.com/PreservationGeneralResources/GrantsFundingSources.aspx</p>
4. Begin construction and installation of community monuments and wayfinding signage to identify cultural and historical assets.	County Public Works (permits), Historic Preservation Committee, Community businesses and residents	Month 12– On-going	<p>How to create a local historical society http://www.mhs.mb.ca/info/howto/historygroup.shtml</p> <p>How to apply for grants from the National Trust for Preservation Fund https://savingplaces.org/stories/find-funding-how-to-apply-for-grants-from-the-national-trust-preservation-fund#.WBzaMS0rJHc</p>
5. Create an online map and/or self-guided tour of historic/community assets. Print educational brochures and other materials to promote awareness of historic landmarks and trails.	Historic Preservation Committee	Months 12 – 24	<p>Build self-guided tours for mobile users https://pocketsights.com/</p> <p>Community wayfinding resources https://cedik.ca.uky.edu/community-wayfinding-resources</p>
6. Share local historic information with schools and at local events	Historic Preservation Committee	On-going	

Community Focus Statement C: Preserve the historic treasures within the community for future generations.

Action Statement C.3: Partner with local schools to sponsor student art contests for historic monument and trail wayfinding signage.

C3

Benchmark: Sponsor youth art contests at local schools using the winning designs to create historical monuments and trail wayfinding signage within three years.

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

Estimated Cost: \$10,000 per monument, >\$1,000 per sign



Example of public art by youth that captures the essence of a neighborhood. Photo source: Anonymous

Youth and local schools can be engaged in developing historic monuments and trail wayfinding signage through a youth art contest. By partnering with local youth artists, Phelan Piñon Hills can incorporate historic monument and trail wayfinding signage designs consistent with community character and identity. Artists can connect the many strands of history and tradition in the community, and youth in particular can offer fresh ideas and share creativity. Youth are essential contributors to the community’s well-being, and Phelan Piñon Hills can show pride in the talents of local youth by turning an artistic vision into reality. In turn, the community benefits through education about and preservation of historic treasures in Phelan Piñon Hills for generations to come.

After historic resources are identified in Phelan Piñon Hills (refer to Action Statement C.1), a contest can be developed at the local schools. A student art contest could serve as an educational tool for local youth by teaching students about local historic resources. Teachers can connect these lessons to regional or state history. This type of contest teaches the importance of civic engagement and shows that participating in community matters can result in tangible results. Involving youth in the process of historic preservation will result in youth having an increased stake in the future of Phelan Piñon Hills and will assist in developing the next generation of actively engaged community citizens.

[Case Study: Pitt County Youth Public Arts Project](#)

Action	Action Leader	Timeline	Resources
1. After the community inventory of historic resources takes place (see Action Statement C.1), identify the kind of historical monuments/signs to be built.	Historic Preservation Committee	Month 1	San Bernardino County Regional Parks http://cms.sbcounty.gov/parks/Home.aspx California State Parks Office of Historic Preservation http://ohp.parks.ca.gov/
2. Develop a committee to create design contest rules and regulations.	Youth art contest committee	Month 2	Grant Funding:
3. Market and publicize the contest at schools through school district, principals and teachers	Youth art contest committee	Months 3 – 4	National Trust Preservation Funds https://savingplaces.org/grants#.WQNqoPnyupo
4. Encourage participation by connecting to local history. Give several weeks' notice before the contest deadline.	Youth art contest committee	Months 3 – 4	Johanna Favrot Fund for Historic Preservation http://forum.savingplaces.org/build/funding/grant-seekers/specialprograms/favrot-fund
5. Use a group of unbiased judges to select a winner or winners for different age groups.	Youth art contest committee	Month 5	National Endowment for the Arts https://www.arts.gov/
6. Identify grant funding or donors to fund the construction of the winning designs.	Youth art contest committee	Months 6 – 12	National Endowment for the Humanities https://www.neh.gov/
7. Provide winning designs to a landscape architect to further refine and develop concepts.	Youth art contest committee, landscape architect	Months 6 – 12	
8. Construct monuments/wayfinding for the benefit of the community and hold community event to unveil.	Youth art contest committee, contractor, schools	Months 6 – 12	

Community Focus Statement D: Enhance public safety by improving communication and coordination with law enforcement.

Action Statement D.1: Establish an open forum with the San Bernardino County Sheriff's Department (e.g., community open talk night, "Coffee with a Cop") to discuss local law enforcement issues.

D.1

Benchmark: Quarterly events between the San Bernardino County Sheriff's Department and the Phelan Piñon Hills community.

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

Estimated Cost: \$500 per event, \$2,000 annually



Coffee with a Cop event held in Phelan. Photo source: Phelan Chamber of Commerce

To improve communication and coordination with local law enforcement, a casual and open forum with the San Bernardino County Sheriff's Department could be held on a regular basis to discuss local law enforcement issues. The officers who routinely engage with and patrol the community are the most familiar with local issues and community public safety concerns and would be involved. The forums would be held in local, central locations to ensure accessibility.

A popular way to hold open forums with law enforcement is "Coffee with a Cop," a casual meeting of deputy sheriffs and community members to share concerns over a cup of coffee. The nature of these events (normally held at a coffee shop or restaurant) allows honest conversation and offers the opportunity for citizens to get to know local law enforcement officers. A Coffee with a Cop event is easy to plan and could be held on a quarterly basis; it would require coordination between a champion in the Phelan Piñon Hills community and the San Bernardino County Sheriff's Department to schedule. These forums could help facilitate trust between the Sheriff's Department and community members, with both groups working together to enhance public safety.

Coffee with a Cop events have been held by the Phelan Chamber of Commerce (most recently on Monday, October 3, 2016, from 9 to 11 a.m.). Because these programs have been well attended, there is room for expansion into the future for the Phelan Piñon Hills community as a whole. Depending on community needs, a combination of Coffee with a Cop and other more formal open forums could be held on a regular basis to improve communication and coordination with law enforcement. Timing of events should vary (such as holding events in the evening or on weekends) so diverse groups also have the ability to attend.



Action	Action Leader	Timeline	Resources
1. Contact residents and community leaders to organize a liaison group between the San Bernardino County Sheriff's Department and the community.	Champion	Month 1	Coffee with a Cop https://CoffeeWithACop.com/
2. Designate regular quarterly meeting dates at convenient times that allow diverse community groups to participate.	Liaison Group, San Bernardino County Sheriff's Department	Month 2	San Bernardino County Sheriff's Department http://cms.sbcounty.gov/sheriff/home.aspx
3. Find local sponsors for quarterly meetings, and encourage local businesses to participate.	Liaison Group	Quarterly	Phelan Chamber of Commerce http://phelanchamber.info/
4. Market events through email, newsletters, Facebook, etc., to the community.	Liaison Group	Quarterly (3 – 4 weeks prior to each event)	Coffee with a Cop http://coffeewithacop.com/
5. After each event, solicit input from participants on how to expand, improve, or otherwise better the forums.	Liaison Group, San Bernardino County Sheriff's Department	Quarterly (immediately following each event)	

Community Focus Statement D: Enhance public safety by improving communication and coordination with law enforcement.

Action Statement D.2: Establish new and enhance existing neighborhood watch programs that can be implemented and replicated throughout the communities.

D2

Benchmarks: Neighborhood watch programs established in at least 75 percent of residential areas in Phelan and Piñon Hills that meets quarterly and meets Sheriff's Department at least once annually.

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

Estimated cost: \$500–\$4,500



Neighborhood Crime Watch sign in Wrightwood, CA. Photo source: Michael Baker International

A neighborhood watch program is a strategy to help keep the area safe by involving local residents in Phelan Piñon Hills in crime prevention efforts. Participating residents in a program keep watch on their neighbors and the neighborhood, decreasing the opportunities for people to commit a crime without being observed, which in turn makes the area less desirable to potential lawbreakers. Community members also promptly report suspicious activities to law enforcement officials, who can intervene and potentially stop a crime from occurring. The goal of a neighborhood watch program is not to catch criminals or to change their behavior, but to reduce the number of situations and locations where a crime could happen. While neighborhood watch programs do exist in the Phelan Piñon Hills area, there are opportunities to develop additional programs or to expand existing ones. The Sheriff's Department could increase the number and reach of the neighborhood watch programs in the Phelan Piñon Hills area, but such programs may have a better chance of succeeding, particularly in the long term, if local residents start them.

There are many strategies to help make any new future or expanded existing neighborhood watch programs in the community more effective. The San Bernardino County Sheriff's Department can assist Phelan Piñon Hills residents in starting, maintaining, or expanding programs by providing critical resources and training for program participants. Existing community organizations can provide a framework for neighbors to get together and communicate to organize and grow a neighborhood watch program. Signs posted around the community can deter potential lawbreakers and raise residents' awareness of the program. Participants can host events such as cleanups, making areas nicer and more attractive, and making them less likely to be used for criminal purposes. People involved with the local neighborhood watch program can also raise awareness at existing community events, such as the farmers market and the Piñon Hills Senior Potluck. Neighborhood watch programs can also act with a



unified voice to encourage local governments to take action and make communities safer, such as installing better outdoor lighting.

For neighborhood watch programs in the Phelan Piñon Hills area to be effective, they should involve members from all segments of the community. Studies have shown that neighborhood watch programs are best at reducing crime when they involve a wide spectrum of community members who are willing to make long-term dedications to the effort. This also helps the program to be more inclusive and representative of the entire community, making it seem more legitimate and valid. Involving children and teenagers, adults, and elderly residents helps ensure that more areas of the neighborhood are covered. New or expanded neighborhood watch programs in the Phelan Piñon Hills area should include members who speak languages other than English that are spoken in the area, including Spanish, Korean, and German, to improve the program's reach and to help communicate with a wider range of residents.

Action	Leader	Timeline	Resources
1. Contact residents in areas without a neighborhood watch program, and recruit residents in these areas to serve on a neighborhood watch committee.	Champion	Months 1–3	CASE STUDIES Sonoma County Rural Neighborhood Watch Program https://www.sonomasheriff.org/neighborhood-watch
2. For each neighborhood where a program will be established, select a resident to serve as the neighborhood watch chair.	Neighborhood watch committees	Month 4	Elk Grove Neighborhood Watch Program http://www.elkgrovepd.org/community/crime_prevention/neighborhood_watch
3. Establish lines of communication between all neighborhood watch committees in the community	Neighborhood Watch committees	Month 5	National Crime Prevention Council: Starting a Neighborhood Watch http://www.ncpc.org/resources/files/pdf/neighborhood-safety/nwstart.pdf
4. Solicit volunteers from the community to support neighborhood watch activities (for new programs, and if needed for existing ones).	Neighborhood watch committees	Month 5	US Department of Justice: Neighborhood Watch Manual https://www.bja.gov/Publications/NSA_NW_Manual.pdf
5. Conduct a start-up meeting to determine interest, assign volunteers, identify areas of concern in the community, and perform other appropriate start-up activities.	Neighborhood watch committees	Month 6	San Bernardino County Sheriff's Department http://cms.sbcounty.gov/sheriff/home.aspx
6. Establish partnerships with the Sheriff's Department for training, information sharing, and resources.	Neighborhood watch committees	Month 6	San Bernardino County Public Works (for sign installation) http://cms.sbcounty.gov/dpw/home.aspx
7. Post signs notifying people of a neighborhood watch program.	Neighborhood watch committees	Month 6	
8. Conduct regular training sessions, information sharing, and meetings including at local events.	Neighborhood watch committees	On-going	
9. Monitor the effectiveness of the neighborhood watch programs, and make revisions to program operations as needed.	Neighborhood watch committees	On-going	

Community Focus Statement D: Enhance public safety by improving communication and coordination with law enforcement.

Action Statement D.3: Coordinate with the Sheriff's Department to educate the community on the existing policing program.

D3

Benchmarks: Increase community level of satisfaction with police, community level of trust in the police, and community view of police legitimacy.

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

Estimated Cost: Volunteer time.



By establishing small neighborhood stations, especially in an existing vacant space, a law enforcement agency can improve its accessibility and be more visible to the community. Photo source: Frank DiBona.

Community policing is an approach to policing that involves building closer ties between law enforcement agencies and community members, and seeks to make law enforcement officers be proactive about preventing crime. Community policing has two key ideas: community partnership and problem solving. It is grounded in the idea that greater trust and openness between law enforcement officers and Phelan Piñon Hills community members helps ensure community members are more likely to view the police as trustworthy community partners. Law enforcement officers have an easier time carrying out their duties once a stronger

Phelan Piñon Hills involves law enforcement and the County making an active effort to engage with local residents and businesses, understanding and respecting the community's views and concerns, keeping open lines of communication between law enforcement and community members, and helping to provide desired services. This partnership leads to greater trust with local residents and businesses, which in turn fosters increased communication and engagement. The increased trust that results from community policing can help solve crimes and make them more likely to be reported, including for many of the most commonly reported crimes in Phelan Piñon Hills, such as burglary, grand theft, and fraud. Problem solving, within the context of community policing, involves understanding the underlying conditions that lead to crimes. Law enforcement officers practicing community policing should work to resolve these underlying conditions. This problem-solving approach also ties into community partnership efforts, using community members as a resource in identifying and resolving conditions that contribute to crime, further resulting in increased trust.

Community policing programs can be put into place through a number of different strategies. Law enforcement officers can participate in community festivals and events such as the farmers market to increase their visibility and emphasize that the police are active members of the community. Law enforcement officers should patrol Phelan Piñon Hills by means that get them out of police cars and into the public space where appropriate, where they are

more easily approached. This may also make it easier for law enforcement officers to spot crimes such as public drunkenness, assault, and vandalism, which are fairly common in Phelan Piñon Hills but often occur in places that may not be visible from the roadway. The Sheriff's Department can open small neighborhood stations, often by taking over unused buildings, further integrating law enforcement into the fabric of the community and improving response times. Programs such as neighborhood watch and citizen patrol efforts (for which the County provides start-up and regular training) that engage community members more actively in crime prevention also support community policing. Regular forums for communication, such as meetings of local community service clubs or coffee with a cop (see Action Statement D.1), help both community members and law enforcement officials explain their views and concerns to each other, forging increased respect and leading to solutions that meet the objectives of both groups.

The Phelan Pinon Hills communities have a strong Sheriff's presence in the community with 12 deputies assigned to the community with two to three each shift. The services currently provided include everything described for a community policing program except foot patrols, which is not appropriate in a desert community. The following services are provided:

- Storefront at 4050 Phelan Road open Monday through Friday, 8 am to 5 pm
- Citizen Ride Along Program
- Present at all open community meetings including the Municipal Advisory Council (MAC), Community Service District and Annual Fun Days
- Coffee with a Cop

The Chamber of Commerce and Community Service District regularly advertise events with the Sheriff.



Action	Leader	Timeline	Resources
1. Hold a meeting of residents interested in creating a Public Safety Committee	Champion	Month 1	<p>US Department of Justice Office of Community Oriented Policing Services: Community Policing Explained https://cops.usdoj.gov/pdf/vets-to-cops/cp_explained.pdf</p> <p>The Chief Justice Earl Warren Institute on Law and Social Policy: What Works in Community Policing? https://www.law.berkeley.edu/files/What_Works_in_Community_Policing.pdf</p> <p>US Department of Justice Office of Justice Programs: Understanding Community Policing https://www.ncjrs.gov/pdffiles/commp.pdf</p> <p>Community Policing Principles and Elements http://www.ncdsv.org/images/communitypolicingprincipleselements.pdf</p>
2. Meet with the local Sheriff's Department to identify better ways to educate the community on the existing community policing program.	Public Safety Committee	Months 1-2	
3. Revise Sheriff's Department training materials to reflect principles of community policing, and integrate community policing concepts into all training sessions to the extent appropriate.	Public Safety Committee with Sheriff's Department	Month 3 - 4	
4. Work with Chambers of Commerce, Community Service District, local newspapers and local businesses to provide better notification of opportunities to meet with Sheriff Deputies and upcoming events with Sheriff presence	Public Safety Committee	Month 5	
5. Conduct community satisfaction surveys for Sheriff's Department activities.	Public Safety Committee with Sheriff's Department	Month 6	
6. Provide information about crime statistics, police activity, and other relevant data of public interest on a well-designed and easy-to-access website.	Sheriff's Department, County Administrative Office	Month 8	
7. Monitor and report on the effectiveness of all policing efforts. Make changes to department training programs and operations as needed.	Sheriff's Department, County Administrative Office	On-going	

Community Focus Statement D: Enhance public safety by improving communication and coordination with law enforcement.

Action Statement D.4: Partner with the Sheriff's Department, Cal Fire, local safety experts, and insurance companies to educate property owners on securing homes and businesses.

D4

Benchmarks: Achieve a 30 percent decrease in property-related crimes.

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

Estimated cost: \$500–\$2,000



Property owners can connect their outdoor lights to motion detectors. These low-cost devices can help discourage crime by making it harder for lawbreakers to hide. Photo source: Joey Parsons.

While property owners are often capable of upgrading their homes or businesses to enhance security, finding the best approach to doing so in a cost-effective way can be overwhelming. In Phelan Piñon Hills, residents are concerned that illegal dumping and vacant structures can create community nuisances and sometimes contribute to a sense of unease, which may make people unwilling to walk through some parts of the community at night. A lack of sufficient lighting, security cameras, or other safety features in some areas can contribute to this feeling. The San Bernardino County Sheriff's Department can engage with property owners and provide education to improve the safety conditions in Phelan Piñon Hills, in collaboration with local safety experts and insurance companies. This engagement can help individual property owners to address these concerns themselves,

enhancing the security of their home or business while simultaneously increasing the safety of the community. Such improvements can also raise property values and result in lower insurance premiums, resulting in economic benefits to property owners and the community.

A partnership between community members and the San Bernardino County Sheriff's Department, local safety experts, and insurance companies will provide property owners in Phelan Piñon Hills with a wide range of educational resources and local perspectives about the best ways to secure homes and businesses. Evaluation of existing security of properties in the community can increase the effectiveness of education and outreach to target areas that are currently susceptible to crime. Issues identified by the community as a potential security concern, such as abandoned buildings, could be addressed by workshops on lighting placement or effective signage for security monitoring. The San Bernardino County Sheriff's Department, in partnership with local safety experts and insurance companies, could provide suggestions about technical resources, estimated costs, and anticipated benefits of safety and security updates.

Coordinating security surveys, organizing educational workshops and demonstrations, and reaching out to residents and business owners who have previously experienced a property crime can build and strengthen community partnerships and increase safety throughout Phelan Piñon Hills. By increasing security, the community

can create a network of safer, stronger neighborhoods, discouraging crime and inspiring other residents and business owners to participate. These types of programs are effective ways for local neighborhood watch efforts or citizen volunteers to assist in improving the safety of the community. Educating property owners and building relationships with local safety resources may also strengthen the community’s ability to respond in an emergency, such as a natural hazard.

Action	Leader	Timeline	Resources
1. Create a Public Safety group or representatives from neighborhood watch groups to serve as lead team	Champion	Month 1	Consumer Reports: 14 ways to make your home more secure http://www.consumerreports.org/cro/news/2014/06/14-ways-to-make-your-home-more-secure/index.htm
2. Coordinate with Sheriff’s Department, Cal Fire, local safety experts and local insurance agencies	Public safety group	Month 1	National Institute of Justice: Crime and crime prevention – property crime https://www.crimesolutions.gov/TopicDetails.aspx?ID=21
3. Work with community groups, residents, and business owners to identify security needs in the community.	Neighborhood watch groups, Chamber of Commerce, Public Safety Group	Months 2–4 and ongoing	Community Policing in Smaller Jurisdictions: https://cops.usdoj.gov/html/cd_room/inaction1/pubs/PromisingStrategiesFieldPolicingSmallerJurisdictions.pdf
4. Host recurring community meetings and workshops about securing homes and businesses. Provide information and resources to residents and property owners. Host meetings at least twice a year, including integrated into meetings of existing groups.	Neighborhood watch groups, Chambers of Commerce	Month 5–ongoing	Los Angeles County Sheriff’s Department Home Burglary Prevention Tips: http://shq.lasdnews.net/content/ua/SDM/SDMhomeBurglary%20Prevention%20Tips.pdf
5. Make information available about making properties more secure, including potential financial resources, in a community facility and online, in all languages commonly spoken in the community.	Public Safety Group, neighborhood watch groups, Chamber of Commerce	Month 5–ongoing	Pleasanton Police Department Home Security: http://www.cityofpleasantonca.gov/civicax/filebank/blobload.aspx?BlobID=24013
6. Explore the feasibility of a grant, revolving loan, or other financial incentive mechanism to encourage property owners to secure their buildings.	Public Safety Group	Months 6–8	

Community Focus Statement D: Enhance public safety by improving communication and coordination with law enforcement.

Action Statement D.5: Enhance the enforcement programs for illegal use of off-highway vehicles (OHVs) on public and private roads.

D5

Benchmark: The San Bernardino County Sheriff's Department Victor Valley Station, in partnership with the California Department of Parks and Recreation, Off-Highway Motor Vehicle Recreation Division (OHMVR Division), target service calls for illegal riding and trespassing on private property land. Citizen volunteers assist in traffic control and law enforcement exposure.

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

Estimated Cost: \$500–\$1,500



Southern California Mountain Foundation OHV volunteers are a group of trained volunteers and enthusiasts on motorcycles, all-terrain vehicles, or in 4x4 vehicles that greet fellow OHV enthusiasts, share information about backcountry travel on public lands, and assist in handling emergencies. A group of trained volunteers rides routes on ATVs, motorcycles, recreational off-highway vehicles (ROVs), and 4-wheel-drive vehicles providing information and watching for illegal trail use, missing signs, or hazardous trail conditions. For more information, visit: <http://mountainsfoundation.org/off-highway-vehicles/volunteers>

programs involving off-highway motor vehicle safety or education or informational kiosks. These grants have provided all-terrain vehicles and equipment to fund further enforcement operations. In addition, volunteers are essential when assisting in community patrolling the roads in order to offer guidance, advice, and assistance to OHV users. Key training programs, such as scenario training, place volunteers in live situations with other volunteers to make critical decisions. Training sessions are accomplished with volunteers who pose as troublesome off-road riders, wounded campers, or dangerous criminals. The trainees are sent into these situations and have to use all of

The rural community of Phelan Piñon Hills has a high volume of illegal riding calls from citizens complaining about off-road vehicle racing/riding on roadways. Oftentimes these calls are assigned as a lowest priority call for service. Because deputies respond to higher priority calls for service before lower priority calls, deputies do not respond to this type of call for service immediately. In an effort to reduce the reports of land trespass associated with these calls, targeting calls for service regarding illegal riding and private property land trespass requires additional enforcement on the roads and could be supported through the California Department of Parks and Recreation, Off-Highway Motor Vehicle Recreation Division (OHMVR Division)

The OHMVR Division has a grant program (Grants and Cooperative Agreements Program) that supports the planning, acquisition, development, maintenance, administration, operation, enforcement, restoration, and conservation of trails, trailheads, areas, and other facilities associated with the use of OHVs, as well as

their experience to not only get the proper authorities on the scene but also to properly deal with the people on the scene. Volunteers can receive training in visitor contact, radio procedures, backcountry navigation with maps and GPS systems, first aid (including CPR), patrol duties, and vehicle safety training for 4x4s, motorcycles, and ATVs.

Currently, the San Bernardino County Sheriff's Department Victor Valley Station provides assistance patrolling the community of Phelan Piñon Hills. The Victor Valley Station has significant volunteer assistance from citizen patrol and reserve units. Citizen volunteers (Reserve Deputies and Search and Rescue) are certified in OHV riding and aid the Victor Valley Station and the Bureau of Land Management with controlling traffic and increasing the visibility of law enforcement.

OHV Responsibilities

- Public Roads – CHP + Sheriff
- Private Roads – Sheriff + Code Enforcement
- Nuisance Complaints – Sheriff + Code Enforcement



Action	Action Leader	Timeline	Resources
1. Create a Community OHV Committee for traffic control and law enforcement assistance	Champion	Month 1	California Department of Parks and Recreation, Off-Highway Motor Vehicle Recreation Division http://ohv.parks.ca.gov/?page_id=1164 San Bernardino County Sheriff's Department, <i>VVLY OHV Law Enforcement Application</i> , February 25, 2010 Sharetrails, <i>Wheels of the Forest: The San Bernardino National Forest Service OHV Volunteers</i> http://archive.sharetrails.org/node/9066 Southern California Mountains Foundation, Off Highway Vehicle Program http://mountainsfoundation.org/off-highway-vehicles
2. Encourage the San Bernardino County Sheriff's Department Victor Valley Station to contact and organize citizen volunteers (Reserve Deputies and Search and Rescue) who are certified in OHV riding and can aid the Victor Valley Station and the Bureau of Land Management by joining a community OHV committee for traffic control and law enforcement exposure.	Community OHV Committee	Month 1	
3. Partner with the California Department of Parks and Recreation OHMVR Division to train volunteers about visitor contact, backcountry travel and navigation, and scenario training and to assist in handling emergencies.	Community OHV Committee, with support from California Department of Parks and Recreation OHMVR Division	Months 1 – 2	
4. Develop a list of community concerns, issues, and regulations that address OHV recreation.	Community OHV Committee, community members	Months 2–3	
5. Identify and apply for grants that support maintenance, administration, enforcement, restoration, and conservation of trails, trailheads, areas, and other facilities associated with the use of OHVs, and programs involving OHMVR safety or education.	Community OHV Committee, with support from California Department of Parks and Recreation OHMVR Division	Months 2–4 and On-going	
6. Have trained volunteers ride routes in the community on all-terrain vehicles or OHVs, providing information and watching for illegal trail use, missing signs, or hazardous trail conditions.	Community OHV Committee, citizen volunteers	On-going	

Community Focus Statement D: Enhance public safety by improving communication and coordination with law enforcement.

Action Statement D.6: Educate off-highway vehicles (OHV) enthusiasts on local OHV trails and area to keep sand rails and OHVs off private roads.

D6

Benchmark: Successfully targeted funding on recreational trails and assistance with trail construction, maintenance, repair, and restoration and created a map of existing designated areas for OHV use and opportunity areas with limited environmental constraints.

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

Estimated Cost: \$1,500–\$2,000



Irresponsible OHV use has the potential to harm the pristine natural environment. Photo source: Michael Baker International

An increasing area of concern for sand rail and off-highway vehicle (OHV) activity is their inappropriate use on private property and public roadways. Often, users of the OHV areas will stray outside the boundaries of the designated use area and commit trespassing violations. This is an ever-increasing issue, as development comes closer to open OHV areas. Designating additional OHV trails in the areas surrounding Phelan Piñon Hills would help alleviate this ongoing problem and reduce reports of land trespass. Information kiosks can be placed near parking areas or trailheads.

Collaborative diverse partnerships are a significant factor in the management of motorized vehicle use on designated roads, trails, and riding areas and the construction of additional trails and areas. Many states have an OHV grant program to help support the efforts of local and federal land agencies to offer the public high-quality and environmentally sound OHV recreational opportunities. The California Department of Parks and Recreation, Off-Highway Motor Vehicle Recreation Division (OHMVR Division) has a grant program (Grants and Cooperative Agreements Program) that supports the planning, acquisition, development,

maintenance, administration, operation, enforcement, restoration, and conservation of trails, trailheads, areas, and other facilities associated with the use of OHVs, and programs involving off-highway vehicle safety or education. In addition, the OHMVR Division administers the Recreational Trails Program (RTP), governed by the Federal Highway Administration (FHWA) that provides funds annually for recreational trails and trails-related projects.

Pairing the community with other partners can also offer innovative programs and education opportunities to enhance knowledge and awareness of designated OHV trails. The California Conservation Corps (CCC) is one of the many organizations that can assist with trail construction, maintenance, repair, and restoration. Currently, the San Bernardino County Sheriff's Department Victor Valley Station provides assistance patrolling Phelan Piñon Hills and assisting OHV enthusiasts with typical recreational questions or problems.

OHV Responsibilities

- Public Roads – CHP + Sheriff
- Private Roads – Sheriff + Code Enforcement
- Nuisance Complaints – Sheriff + Code Enforcement

Action	Action Leader	Timeline	Resources
1. Have the community OHV committee partner with the California Department of Parks and Recreation OHMVR Division to train volunteers about visitor contact, providing backcountry travel and navigation maps, scenario training, and to assist in handling emergencies.	Community OHV committee, with support from California Department of Parks and Recreation OHMVR Division	Months 1 – 2	California Department of Parks and Recreation, Off-Highway Motor Vehicle Recreation Division http://ohv.parks.ca.gov/?page_id=1164
2. Identify and map existing designated areas for OHV use within Phelan Piñon Hills and community areas.	Community OHV committee, community members	Months 2 – 3	San Bernardino County Sheriff's Department, <i>VVLY OHV Law Enforcement Application</i> , February 25, 2010
3. Develop and place signs and fences that keep OHV users from riding in prohibited areas and on private roads.	Community OHV committee	Months 2 – 4, on-going	Sharetrials, <i>Wheels of the Forest: The San Bernardino National Forest Service OHV Volunteers</i> http://archive.sharetrails.org/node/9066
4. Have trained volunteers continually ride routes in the community on all-terrain vehicles or OHVs, providing information and watching for illegal trail use, missing signs, or hazardous trail conditions.	Community OHV committee, citizen volunteers	On-going	Southern California Mountains Foundation, Off Highway Vehicle Program http://mountainsfoundation.org/off-highway-vehicles Johnson Valley, CA residents (police roads for OHV, put up signs and educate OHV enthusiasts)

Community Focus Statement E: Create or provide a cost-effective approach to developing equestrian trails and trails for non-motorized vehicles.

Action Statement E.1: Establish a community equestrian center and park areas in coordination with existing local equestrian groups.

E

Benchmark: An equestrian center is established, maintained and accessible and public parks and trails on which equestrians can ride in the Phelan and Piñon Hills area.

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

Estimated Cost: Variable depending on proposed projects.



Los Angeles Equestrian Center. Photo source: [Cbl62](#)

Animal raising and equestrianism have long been a part of the history of Phelan Piñon Hills. Additional equestrian amenities, such as an equestrian center, parks, and trails, would be valuable assets in the community and have been shown to increase well-being. Well-built equestrian facilities can provide recreation and mental and physical benefits to residents. The National Recreation and Park Association website states, “There is a well-known link between the physical activity associated with parks and recreation programs and reductions in chronic diseases such as type II diabetes and heart disease.” An equestrian center complete with riding parks and trails can provide these benefits as well as serve as a needed

resource for equestrians.

Local equestrians and community members can facilitate the identification and development of trails and facilities for equestrian use and influence the process by offering a local perspective, providing private funding through donations or fundraisers, and aiding in the creation and implementation of a long-term maintenance plan. Development of new recreational facilities and parks can often be costly. The National Recreation and Park Association has developed a crowdsourcing platform called Fund Your Park to help raise local funds for park construction. Grants can also be used for funding new recreational facilities.

The community could also vote to create a Special District and pay rates to be used for equestrian trails and facilities. County Special Districts can assist in the process in establishing a Special District.

Action	Action Leader	Timeline	Resources
1. Identify local equestrian stakeholders	Champion	Month 1	National Recreation and Park Association, Fund Your Park
2. Working with equestrian groups, establish the location and infrastructure and amenity improvements for an equestrian center and parks.	Champion with Equestrian groups	Months 2 – 6	http://www.nrpa.org/fund-your-park/
3. Identify which entity would be best suited to lead the operation and maintenance of the equestrian center.	Champion with Equestrian groups with support from Community Services District and County Special Districts	Months 4 – 6	American Trails, Volunteers are making ambitious trail partnerships work http://www.americantrails.org/resources/volunteer/trail-partnership-backcountry-horsemen.html
4. Establish a maintenance plan for the newly created facilities.	Designated lead, with support from Community Services District and County Special Districts	Months 6 – 18	
5. Use a variety of resources to fund the creation of the equestrian center and parks, including private contributions, Fund Your Park, creation of a Special District or expansion of Community Services Districts responsibilities and federal and state grants.	Designated lead and equestrian groups	Months 8 – 18, on-going for additional amenities	
6. Carry out the construction and plan implementation for the facilities.	Designated lead, with support from Community Services District and County	Month 18 – on-going	
7. Evaluate maintenance plan and facility completeness, and revise plan if necessary.	Designated lead	Year 2	

Community Focus Statement E: Create or provide a cost-effective approach to developing equestrian trails and trails for non-motorized vehicles.

E2

Action Statement E.2: *Protect and develop equestrian, walking, bicycle, and multi-use trails using dedicated easements (utility and drainage) or connecting to existing destinations (e.g. parks, trails, etc.).*

Benchmark: A trail management or advocacy group coordinated public access to at least one major utility corridor running through the community, and developed a plan that outlines future planned trail construction.

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

Estimated Cost: \$20,000–\$4 million



Its large-lot single-family residential properties and rural setting, Phelan Piñon Hills is a community suited to outdoor recreation and equestrian activities. However, there is currently limited pedestrian, bicycle, and equestrian access and connectivity both within the community and to nearby recreational resources. Existing utility and drainage easements offer an efficient and cost-effective opportunity to provide walking, biking, and equestrian trails that will connect and provided heathy activities for the community.

Utility corridors are often ideal for trails, as they are usually long and narrow and lack any kind of development.

Cyclist on the Santa Ana River Trail. Photo source: [Nandaro](#)

Water, sewer, natural gas, and electrical lines can be buried or encased near or beneath a trail, while telecommunications, cable, and electric utilities can run above a corridor using air rights. The community should work with the Phelan Piñon Hills Community Services District and utility providers to help identify and gain public access to ideally suited utility corridors to create a network of trails to nearby amenities and open spaces.

Puma Canyon Ecological Preserve is located south of Pinon Hills and has over 350 acres available for hikers and horseback riders. Connecting trails from the community to the preserve would expand trail opportunities for residents.

For example, in San Jose, California, Albertson Parkway, which was once an unsightly utility corridor with a history of attracting crime, was developed into a winding bike path with pleasant landscaping through the negotiation of an easement with the electric utility PG&E.

Additional Information and examples of multi-use utility corridors are available on the Rails to Trails Conservancy website.

Action	Action Leader	Timeline	Resources
1. Create a Trails Advocacy/ Management Group.	Champion	Month 1	Phelan Piñon Hills Community Services District https://www.pphcsd.org/
2. Meet with Community Services District (CSD), County Regional Parks and County Special Districts to identify a potential entity responsible for development and maintenance of future trails.	Trails Advocacy/ Management Group	Month 1	San Bernardino County Regional Parks http://cms.sbcounty.gov/parks/parks/santaanarivertrailandparkway.aspx Rails-to-Trails Conservancy – How to build a “Friends of the Trail” group and promote community support http://www.railstotrails.org/build-trails/trail-building-toolbox/outreach/building-community-support/
3. Identify potential utility easements that could be used for trails.	Trails Advocacy/ Management Group with support from responsible entity and community members	Months 2 – 6	http://www.railstotrails.org/build-trails/trail-building-toolbox/outreach/building-community-support/
4. Work with property owners and utility companies to gain public access easements to utility corridors and/or explore donation of utility ground space by local utility providers.	Trails Advocacy/ Management Group, with support from utility providers, property owners and responsible entity	Month 6 – onward	Rails-to-Trails Conservancy – Utilities http://www.railstotrails.org/build-trails/trail-building-toolbox/planning/utilities/ Planning Trails and Greenways http://www.americantrails.org/resources/land/CarlsonNY04.html
5. Draft and adopt a plan that outlines proposed trail projects/networks along utility corridors.	Trails Advocacy/ Management Group, with support from Utility providers	Months 6 – 12	Park, trail, and recreation grant funding http://www.thegranthelpers.com/municipal-grants/parks---recreation-grants
6. Apply for grant funding for trail construction.	Trails Advocacy/ Management Group and responsible entity	Months 12 – 18	http://www.americantrails.org/resources/fedfund/
7. Incorporate proposed trail projects into the 5-year CIP or budget.	Responsible Entity	Month 18 – Year 5	http://www.fhwa.dot.gov/environment/recreational_trails/
8. Start construction on community trails.	Responsible Entity	Month 18 – Year 5	http://www.railstotrails.org/build-trails/trail-building-toolbox/acquisition/financing-and-funding/ http://www.parks.ca.gov/?page_id=24324
9. Continue ongoing operation and maintenance of community trails.	Responsible entity, Trails Advocacy/ Management Group, with support from community organizations, schools, churches, volunteers	Years 1 – 5	

Community Focus Statement F: Increase community involvement in community beautification and social cohesion.

F

Action Statement F.1: Partner with local recycling companies to develop and expand programs and incentives for hazardous waste and large item pickup and recycling to discourage the dumping of tires, old furniture, and other large items.

Benchmark: Phelan Piñon Hills Community Cleanup Committee hosts two cleanup events per year providing opportunities for businesses, local organizations, and residents to get involved in community improvement. The committee can take advantage of grant programs and incentives for funding to support recycling in the long term.

Champion: Phelan Piñon Hills Community Services District
Estimated Cost: \$500–\$750



Looking Good Santa Barbara (LGSB) is a City of Santa Barbara program joining residents, City staff, and community representatives with the mission to reduce waste (reduce, reuse, recycle, and compost) and contribute to a clean community through graffiti and litter abatement. LGSB meets on a monthly basis and holds an annual community cleanup day to collect trash, maintain trees, distribute door hangers, remove graffiti tags, install storm drain markers, and clean up Old Mission Creek. For more information, visit [www.lgsb.org](#).

can be scheduled through Solid Waste Management. This is a low cost way to expand community cleanup and large item disposal.

Community cleanups improve the physical community, as well as create opportunities for social interactions and for individual investment and pride in the community. Community cleanup programs are organized to collect materials that are not easily placed in garbage or recycling containers. Typically, cleanup programs address hazardous waste and large and bulky items. Such programs would provide many opportunities for businesses, local organizations, volunteer groups, and citizens to support cleanup efforts and get involved in community improvement. Through partnerships and strategic alliances with citizens, businesses, and nonprofit organizations, the community could explore grant programs, incentives, and types of programs and activities that offer funding for innovative efforts and allow investment to support recycling in the long term.

San Bernardino County offers bins for community cleanups through the County's Solid Waste Management. The cost per bin is \$500 plus staff costs and

Grants and incentive programs are offered through the California Department of Resources Recycling and Recovery (CalRecycle) that focus on hazardous waste and discouraging tire waste. CalRecycle provides a Household Hazardous Waste (HHW) grant, which could help the community establish a HHW collection program, and Used Oil Recycling grants for the development of a used oil and filter collection program. CalRecycle also administers a

Tire Incentive Program (TIP) that provides an incentive to eligible businesses that divert waste tires from landfill disposal.

The Phelan Piñon Hills community could also reuse and recycle many bulky goods by implementing these types of programs and activities:

- Charities and thrift stores that serve the community can collect reusable items from residents
- Community exchanges and community-wide garage sales that allow residents to bring their reusable or repairable items to give away and perhaps also find items they want and take those away for free or a low cost
- Use of the California Materials Exchange (CalMax), a free service designed to help businesses find markets for materials that have been traditionally discarded
- Promotion of reuse and recycling around campaigns like Second Chance Week, Earth Day (April), and America Recycles Day (November)

Currently, Phelan Piñon Hills residents have options for low or no cost disposal. Trash service typically includes bulky item and electronics pickup at no extra cost, twice per year. Residents must call CR&R Environmental Services for detail and arrange for pickup. Additionally, many materials can be recycled or reused by taking them to recycling centers or thrift stores.

Action	Action Leader	Timeline	Resources
1. Encourage the Phelan Piñon Hills Community Services District (CSD) to contact residents and leaders of local organizations and volunteer groups to join a community committee/team to organize cleanup events.	Champion with Phelan Piñon Hills CSD, and support from community leaders and residents	Month 1	CalRecycle, California Materials Exchange (CalMAX) Portal, http://www.calrecycle.ca.gov/calmax/
2. Select a leader to serve as cleanup program lead to provide leadership to the committee and act as a point of contact.	Community Cleanup Committee	Month 2	CalRecycle, Community Cleanups: Models for Local Government Recycling and Waste Reduction.
3. Develop a list of priority areas that would benefit from trash pickup and cleanup.	Community Cleanup Committee	Months 2 – 3	CalRecycle, Grant, Payment, and Loan Programs, http://www.calrecycle.ca.gov/Funding/#Grants
4. Partner and align with community businesses and nonprofit organizations to explore grant programs and incentives to fund investment and cleanup efforts.	Community Cleanup Committee, with support from local businesses, nonprofit organizations, and community members	Months 2 – 4	City of Santa Barbara, Clean Community, http://www.santabarbaraca.gov/services/recycling/community/default.asp
5. Implement programs and activities that allow the community to reuse and recycle large and bulky items.	Community Cleanup Committee, with support from local businesses, charities, thrift stores, Community exchanges, and community members	On-going	Kansas State University Agricultural Experiment Station and Cooperative Extension Service, Conducting a Community Cleanup Fix-up Campaign, http://www.bookstore.ksre.ksu.edu/pubs/mf931.pdf
6. Continue partnerships and relationships with community members to promote knowledge and awareness on recycling and reuse in the community.	Community Cleanup Committee, with support from local businesses, charities, thrift stores, Community exchanges, and community members	On-going	San Bernardino County Solid Waste Management, http://cms.sbcounty.gov/dpw/SolidWasteManagement.aspx

Community Focus Statement F: Increase community involvement in community beautification and social cohesion.

F2

Action Statement F.2: Establish a community cleanup program utilizing local youth organizations to clean up trash, debris, weeds, and illegal dump piles in Phelan and Piñon Hills at least two times a year.

Benchmark: Local businesses, schools, youth organizations, and community members participate in at least two cleanup events a year.

Champion: Phelan Piñon Hills Community Services District

Estimated Cost: \$250–\$750



The Town of Apple Valley has several events focused on cleanup and recycling. With help from sponsors, the Town has twice annual cleanup days for bulky household items to be dropped off at the local collection bins and neighborhood cleanups in various locations throughout town to dispose of trash and debris. For more information, visit <http://www.applevalley.org/services/code-enforcement/community-enhancement>

Community cleanup events improve the physical community, create opportunities for neighbors to work together, and offer the opportunity for individuals to be invested in and proud of their community. A successful community cleanup program would involve key individuals, businesses, and local organizations that would have the most influence in creating an environment of continued care and cleanliness in the community.

Leaders from schools, service clubs, and community organizations such as the Phelan Piñon Hills Community Services District should be invited to join a committee or team to coordinate work on the cleanup program and establish community cleanup days biannually. The committee would develop a detailed plan and attainable goals for the cleanup days that includes specifics of what will be done, when, how, and by whom. The community could partner with appropriate local businesses to furnish transportation vehicles, equipment, trash receptacles, gloves or tools, and refreshments. If costs are involved, the committee could then draw up a budget and possible methods of sponsoring and fundraising opportunities (see Action Statement F.1). To make the cleanup day events as accessible as possible to all Phelan Piñon Hills residents, the events could be scheduled in different areas of the community. The committee could also contact youth organizations and other groups in the community to encourage them to be involved in community beautification. Local youth should also be engaged in developing the cleanup program, as they spend most of their time in the community and can direct time and resources most efficiently. Donation drives are a great way to partner with schools or youth organizations such as the Boy Scouts and Girl Scouts of America to increase donations. School kids or scouts could also go door-to-door to collect items to help with funding and supplies for the cleanup events. The youth can establish themselves as leaders and involve their peers in the beautification process. Areas for cleanup

should include commercial areas on Phelan and Sheep Creek roads as well as undeveloped lands to the south and north of the California Aqueduct which are critical avian nesting and migration areas.

CR&R Environmental currently provides trash pickup services in Phelan Piñon Hills. Collection service includes pickup of bulky items and residential electronic waste twice a year at no additional cost. Residents must make arrangements with CR&R Environmental to arrange trash pickup for large items.

Signs identifying illegal dumping penalties can be placed along major roadways (Phelan and Sheepcreek roads and State Route 138) and high visibility sites such as the transfer station and trailheads. In addition, outreach educational information kiosks can be placed detailing issues associated with litter and subsidization of the Common Raven.

Action	Action Leader	Timeline	Resources
1. Encourage the Phelan Piñon Hills Community Services District (CSD) to contact leaders from schools, service clubs, and community organizations to join a community committee/team to coordinate a cleanup program and establish cleanup days.	Phelan Piñon Hills CSD, with support from community leaders and members	Month 1	CalRecycle, Community Cleanups: Models for Local Government Recycling and Waste Reduction http://www.calrecycle.ca.gov/
2. Select a leader to serve as cleanup program lead to provide leadership to the committee and as a contact person for related topics and issues.	Community Cleanup Committee	Month 2	County of San Bernardino Department of Public Works, County Community Cleanup and Recycling Day http://cms.sbcounty.gov/dpw/home.aspx
3. Develop a list of community issues and regulations that address trash pickup, debris, weeds, and illegal dump piles.	Community Cleanup Committee	Months 2 – 3	City of Santa Clara, Annual Clean-up Campaign, http://santaclaraca.gov/residents/events/annual-clean-up-campaign
4. Partner with community businesses and members to supply transportation vehicles, equipment, trash receptacles, gloves, tools, etc., to help with low cost operations, funding, and supplies.	Community Cleanup Committee, with support from local businesses and community members	Months 2 – 4	City of Santa Clara, City-Wide Garage Sale, http://santaclaraca.gov/residents/events/city-wide-garage-sale
5. Develop a budget and potential sponsoring and fundraising opportunities including donation drives.	Community Cleanup Committee, with support from schools or youth organizations	Months 2 – 4	Kansas State University Agricultural Experiment Station and Cooperative Extension Service, Conducting a Community Clean-up Fix-up Campaign, http://www.bookstore.ksre.ksu.edu/pubs/mf931.pdf
6. Hold trash pickup and cleanup day events in different areas of the community for accessibility and convenience.	Community Cleanup Committee, with support from local businesses and community members	Quarterly	Town of Apple Valley, Community Enhancement Programs, http://www.applevalley.org/services/code-enforcement/community-enhancement-programs
7. Continue partnerships and relationships with community members to promote knowledge and awareness on care and cleanliness in the community.	Community Cleanup Committee, with support from local businesses and community members	On-going	

Community Focus Statement F: Increase community involvement in community beautification and social cohesion.

Action Statement F.3: Encourage citizen involvement in county government and the state legislature.

F3

Benchmark: Residents of Phelan Piñon Hills participate at the county or state level, in committees or elected positions.

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

Estimated Cost: variable depending on proposed projects.



Local government meeting in action. Photo source: Calwatch

Citizen involvement in government is an essential part of democracy. Phelan Piñon Hills community involvement in county government and the state legislature should be encouraged because such involvement increases government legitimacy, efficiency, and accountability. It also provides residents the opportunity to know that their issues and concerns are being heard by their local government (such as the Phelan Piñon Hills Community Services District) and regional government (such as the County of San Bernardino or the State of California).

Residents may not be involved with local government issues because they simply do not know how or where to get involved. Studies show that low-income residents and residents under the age of 35 are less likely to participate in

local government affairs. Individuals living in a community for over 10 years are more likely to attend public meetings or contact elected officials. These residents constitute a key group that could be involved in outreach, encouraging neighbors and community members to participate in local government affairs.

Information about community meetings, public hearings, or other important events that involve citizen participation should be widely marketed to all community members in Phelan Piñon Hills. Residents should be encouraged to participate in local government affairs and to weigh in on all issues instead of just the issues that negatively affect them.

For larger-scale issues, Phelan Piñon Hills may desire to engage the state legislature. A community with a strong presence in San Bernardino County government would be able to more easily organize and mobilize to actively engage the state legislature.

Action	Action Leader	Timeline	Resources
1. Contact residents and community leaders to organize a citizen action committee to stay active in regional and statewide politics.	Champion	Month 1	20 th Senate District, California State Legislature http://sd20.senate.ca.gov/
2. Identify community concerns that could be brought to the regional and state government, and rank them in levels of importance. The committee chair can assign group representatives to be key contacts on important issues.	Citizen action committee	Months 3 – 4	47 th Assembly District, California State Legislature http://asmdc.org/members/a47/ San Bernardino County 5 th District http://www.sbcounty.gov/bosd5/Default.aspx US Congress, District #8 http://cook.house.gov/
3. Attend commission meetings, office hours, and other events where elected officials may be present. Work on relationship building with these individuals to advocate on the community's behalf.	Citizen action committee	On-going	US Senate http://www.feinstein.senate.gov/public/ US Senate https://www.harris.senate.gov/ ICMA International http://icma.org/en/international/services/expertise/citizen_involvement?mobile=false Governing The States and Localities http://www.governing.com/topics/politics/gov-national-survey-shows-citizens-most-vocal-active-in-local-government.html

Community Focus Statement F: Increase community involvement in community beautification and social cohesion.

Action Statement F.4: Coordinate with youth and cultural organizations to offer programs and activities in Phelan Piñon Hills.

F4

Benchmark: Plan, announce, and hold at least four events focused on youth in Phelan Piñon Hills.

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

Estimated Cost: Variable depending on proposed programs.



The Hi-Desert Cultural Center in Joshua Tree offers opportunities for the community to participate in the performing and visual arts. Photo source: Joshuatreevillage.com

Youth activities and cultural organizations contribute to the life and vitality of the community. Local youth and cultural organizations exist within the Phelan Piñon Hills community, yet there is a need for more youth and cultural activities in the community. Engaging with existing organizations that serve youth and provide cultural programming would increase opportunities for community involvement in Phelan Piñon Hills. Additionally, the community could attract national organizations, such as the YMCA, or regional organizations, such as the Hi-Desert Cultural Center, to develop beneficial programs and uses in Phelan Piñon Hills.

The mission and purpose of the Hi-Desert Cultural Center is to operate a cultural center that provides venues, support facilities, funding, promotion, leadership, organization, innovation, education, and other resources for programs and productions whose focus is on the arts. The YMCA is the nation's leading nonprofit organization committed to helping people and communities learn, grow, and thrive. The YMCA both has a local presence with a global reach and can engage residents in Phelan Piñon Hills to effect lasting and meaningful change.

As part of the process of developing partnerships with organizations, local youth should take the lead in identifying their needs and the programs and services they are interested in participating in. Different types of youth activities should be developed for all ages, interests, and abilities. One benefit of partnering with youth and cultural organizations is that they offer volunteer and mentorship opportunities, which would benefit local youth and adults in the community.

Action	Action Leader	Timeline	Resources
1. Develop a partnership with a youth or cultural organization that can be built upon in future years and create committee to oversee action. Include youth representatives.	Champion	Years 1–3	YMCA http://www.ymca.net/ Hi Desert Cultural Center http://hidesertculturalcenter.org/
2. Identify funding for potential programs based on community desires (in the form of grants, fundraising, or sponsorships).	Local Youth Committee	Years 1–3	Boys and Girls Clubs of America http://www.bgca.org/Pages/index.aspx Funding Sources:
3. Coordinate with youth to provide input on programs and after-school opportunities and activities.	Local Youth Committee	Years 1–3	Fender Music Foundation http://www.fendermusicfoundation.org/
4. Identify volunteers, teachers, and other organizational necessities for the youth programming.	Local Youth Committee	Years 1–3	Walmart Foundation http://giving.walmart.com/foundation Bank of the West Charitable Grants
5. After funding is secured, announce schedule and location of programs and activities designed for youth.	Local Youth Committee	Annually	https://www.bankofthewest.com/about-us/community-support/charitable-investments.html
6. Update schedule and location of programs and activities designed for youth. Activities should be diverse and in convenient locations for the community.	Local Youth Committee	Quarterly	Cognizant's Making the Future Grants https://www.cognizant.com/company-overview/sustainability/educational-opportunity
7. After each program or activity, solicit input from youth and parents on what they appreciated about the program and what could be improved.	Local Youth Committee	Quarterly	The Awesome Foundation http://www.awesomefoundation.org/en

Community Focus Statement F: Increase community involvement in community beautification and social cohesion.

Action Statement F.5: Establish a multifunctional space to be used by the youth and the community.

F5

Benchmark: Construct and operate a multifunctional space in an accessible location for the community that holds regular youth and community events.

Champion: Phelan Piñon Hills Community Services District

Estimated Cost: approximately \$3,000,000



Example of a multi-use youth center and community facility in Milwaukee, WI. Photo source: Sulfur

To increase community involvement, the Phelan Piñon Hills community could develop a multifunctional space to be used as a gathering place for youth and community organizations. Building a multifunctional space to be used as a cultural or arts center can have a dramatic impact on the economic and cultural viability of a community, particularly when the center reflects the community's ethnic and cultural heritage.

The multifunctional space could be developed from a community historical asset (as identified in Action Statement C.1), converted through the process of adaptive reuse. Alternatively, the community could acquire a vacant or abandoned structure and renovate it to best serve community needs. A successful renovation project could be the first building block for renewal in the residential,

economic, and cultural life of Phelan Piñon Hills.

Phelan Piñon Hills needs a gathering space for youth of all ages to partake in recreational, educational, or other cultural activities (see Action Statement F.4). A community pool could also be developed at this location. The multifunctional space can serve as the foundation for productive relationships between local youth and the rest of the community, as well as being a permanent investment in community beautification.

Action	Action Leader	Timeline	Resources
1. Create a community committee to oversee this action plan.	Phelan and Piñon Hills Community Services District	Month 1	Building Communities from the Inside Out, Kretzman and McKnight
2. Identify either an existing structure for adaptive reuse, an abandoned structure for renovation, or vacant land for new development.	Community Committee, with support from Phelan Piñon Hills Community Services District	Years 1 – 3	Phelan Pinon Hills Community Services District https://www.pphcsd.org/
3. Create a proposal for the community center, the space required, programs and services to be offered, responsible entity, and budgeting for construction and operation. Incorporate and advise youth or cultural organization (if such a partnership is developed per Action Statement F.4). With the understanding that the space will take a number of years to build and complete, plan uses and activities for a market 5–10 years into the future.	Community Committee, with support from Phelan Piñon Hills Community Services District	Years 1 – 3	USDA Community Facilities Direct Loan & Grant Program https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program
4. Identify and apply for grant funding (national, regional, and county opportunities). Track any other sponsorship opportunities, community donors, etc. File for nonprofit status.	Community Committee and responsible entity	Years 1 – 3	USDA Rural Development Community Facility Grants https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program
5. After funding is secured, begin process of hiring architects, designers, and contractors to build the community center.	Responsible Entity with support from Community Committee	Years 3 – 6	Let's Play Initiative How to Start a Community Center http://peopleof.oureverydaylife.com/start-community-center-5093.html
6. During community center construction, develop plans, policies, and regulations for the operation of the space. Develop fundraising events.	Community Committee with support from responsible entity	Years 3 – 6	

Community Focus Statement G: Improve traffic flow and vehicular safety.

Action Statement G.1: Install arterial roadway improvements with asphalt paving, curbs, gutters, and sidewalks.

G

Benchmark: Prioritize roadway improvements, and coordinate funding for design and construction of the identified improvements.

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

Estimated Cost: \$100,000–\$400,000 for corridor studies, additional costs for improvements dependent upon amount and extent

The existing roadway system in Phelan Piñon Hills is characterized by a combination of highways, major county roads, and arterials that allow ingress and egress locally and regionally via State Routes 2, 18, and 138, among others. Locally, however, residents travel mostly on unpaved roadways that can become flooded during the rainy season. Dirt road maintenance and improvements such as paving, curbs, gutters, and sidewalks can improve the community while maintaining the area’s rural character and scenic and natural resources.

Mockup of Potential Street Section for Phelan/Pinon Hills



Different options for creating more usable streets in Phelan/Pinon Hills including facilities for walking and cycling. Photo source: Michael Baker International/streetmix.net

Roadway improvements generally allow for safer travel conditions for all modes of transportation. In Phelan Piñon Hills, roadway paving, curbs, and gutters on arterial roads would not only improve traffic flow conditions at any given time of the year but would also allow emergency vehicles to traverse the community without necessarily encountering inaccessible flooded roadways. Sidewalks also add general health benefits, economic benefits, and connectivity benefits. An assessment study of roadway improvement needs would more accurately identify the opportunities and constraints in Phelan Piñon Hills regarding the implementation of arterial roadway improvements.

Table 1 lists potential options and possible typical costs per item or measure to be considered in a potential future study, planning, and any design and implementation measures. The costs do not necessarily include any right-of-way acquisition costs or long-term maintenance costs. The cost for the requested infrastructure will need to be raised through community taxes specific to the project or other grants. A Special District may need to be created.

Roadway Improvements and Estimated Typical Costs

Potential Improvement	Cost (typical or average per measure or item)
Roadway Improvement Study	\$100,000–\$200,000 per study
Asphalt/Paving	\$100 per square foot
Curb and Gutter	\$80 per linear feet
Sidewalk	\$20 per square foot

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a streets committee.	Champion	Month 1	San Bernardino County Public Works County Maintained Road System http://sbcountydpw.map.sarcgis.com San Bernardino County Standard Plans http://cms.sbcounty.gov/lus/LandDevelopment/CountyStandards.aspx San Bernardino County Transportation Authority
2. Conduct initial coordination with the County Department of Public Works. Define project study area and prioritize arterial roadway improvements needed in the community.	Streets Committee	Years 1 – 3	
3. Identify potential funding options, including grants and funding through SBCTA and the State.	Streets Committee	Years 1 – 3	
4. Conduct a corridor study to determine existing conditions, future needs, and potential improvements. The study should include conceptual cost estimates for improvements.	Streets Committee with San Bernardino County Public Works	Years 1 – 3	
5. Coordinate with the County Department of Public Works to implement recommended improvements.	Streets Committee	Years 3 – 6	
6. Construct and implement corridor improvements.	San Bernardino County Public Works	Years 3 – 6	

Community Focus Statement G: Improve traffic flow and vehicular safety.

Action Statement G.2: Investigate traffic safety at major intersections and in areas susceptible to vehicle/pedestrian conflict in conjunction with a Safe Routes to School Program.

G.2

Benchmark: A community-led Safe Routes to School (SRTS) Program is implemented.

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

Estimated Cost: Variable depending on improvements proposed



Example of a sharrow that signals to both cyclists and drivers that there are bicyclists in the area. This helps drivers be more aware and helps cycling become a more viable option for school transportation. Photo source: [Christopher Cotrell](#)

Pedestrian safety studies specialize in the measurement of existing travel patterns, latent demand, operations, safety, and recommended accommodations. A study of this type for Phelan Piñon Hills would allow for an operations and safety assessment which could in turn outline alternatives to help reduce the number of vehicle and pedestrian conflicts.

Another option for vehicle/pedestrian conflict resolution or mitigation is the development and implementation of a Safe Routes to School (SRTS) Program. Implementing a SRTS program is a way to improve walking and bicycling accommodations near schools in an effort to improve safety and accessibility for children at Phelan Elementary School, including those with disabilities. This would in turn increase the number of children who choose to walk and bicycle to school. On a broader level, SRTS programs can enhance children's health and well-being, ease traffic congestion near the school, improve air quality, and improve community members' overall quality of life. The National Center for Safe Routes to School outlines the steps at www.saferoutesinfo.org. The steps are meant as guidance by providing a framework for establishing a SRTS program based on what has worked in other communities. Some communities may find that a different approach or a reordering of these steps works better for them.

To establish a Safe Routes to School Program, the California Department of Transportation (Caltrans) identifies the following general steps:

- Identify community stakeholders and form a multidisciplinary team of partners committed to working together in developing a community vision, developing project applications, and implementing those projects if selected for funding.
- Inventory and identify safety needs/hazards around schools, get information and seek out resources, and propose alternatives that would correct those needs/hazards.

- Prioritize alternatives and select the best alternative that proposes short-term and long-term safety solutions in the form of projects.
- Develop a plan for the project.
- Submit an application to compete for funding for the project when a call for projects cycle is under way.

Pedestrian Safety Study and SRTS Estimated Costs

Potential Implementation/Study	Cost (typical or average per measure or item)
Pedestrian Safety Study	\$20,000 per study
Create a SRTS Program	\$ 50,000–\$100,000 per study

Once a study is complete and funding is identified, plans for improvements could be developed and infrastructure installed. Table 2 summarizes potential future infrastructure that could be installed as part of the pedestrian safety study and/or in the implementation of a SRTS Program.

Potential Pedestrian Safety Improvements and Estimated Costs (Least to Most Expensive)

Traffic Calming Measure	Description	Cost (average)
Road Diet	Road diets can be an efficient tool for incorporating different modes of transportation onto one street. Where volumes and capacity permit, a road diet can narrow or reduce travel lanes and allow for the installation of bicycle and pedestrian facilities. The reduction of lanes allows the roadway to be reallocated for other uses such as bike lanes, pedestrian crossing islands, equestrian travel, and/or parking.	Depends on the level and types of improvements
Advance Yield Lines	Advance yield lines indicate where motorists and bicyclists are required to yield to pedestrians in an upcoming crosswalk. They may be used in advance of marked crosswalks at locations not controlled by a stop sign or traffic signal. They are designed as a row of white triangles resembling “shark’s teeth.” They should be placed between 20 and 50 feet in advance of the crosswalk, and parking is prohibited between the markings and the crosswalk. They are marked along with posting of “Yield Here to Pedestrians” signs.	Pavement marking costs per square foot are generally as follows: Median price \$10 Average price \$10 Minimum price \$4.46 Maximum price \$100 (Costs for Pedestrian and Bicyclist Infrastructure Improvements – FHWA 2013)
Advance Stop Lines	Advance stop lines indicate where motorists and bicyclists are required to stop where there are marked crosswalks with stop signs or traffic signals. They should be placed at least 4 feet in advance of	Pavement marking costs per square foot are generally as follows: Median price \$10

Traffic Calming Measure	Description	Cost (average)
	the marked crosswalk, although they are more effective at 6 or more feet.	Average price \$10 Minimum price \$4.46 Maximum price \$100 (Costs for Pedestrian and Bicyclist Infrastructure Improvements – FHWA 2013)
Stop Signs		\$800–\$1,000 per stop sign
Striped Crosswalk		\$1,000–\$5,000 per crosswalk
High-Visibility Crosswalks	High-visibility crosswalks generally have longitudinal lines that run in the same direction as the street. They are sometimes called “zebra-stripe” crosswalks or “continental” crosswalks. If they have lateral (transverse) lines along with longitudinal lines, they are called “ladder” crosswalks. Motorists can see these much better than typical transverse-line or “transverse” crosswalks.	Median price \$3,070 Average price \$2,540 Minimum price \$600 per unit Maximum price \$5,710 per unit (Costs for Pedestrian and Bicyclist Infrastructure Improvements – FHWA 2013)
Pedestrian Signage and Flashing Beacons	Appropriate signage accompanies uncontrolled (no signals or stop signs) pedestrian crossings as additional notification to drivers of the crossing. Flashing beacons can supplement pedestrian signage to command extra attention from drivers. The California Manual on Uniform Traffic Control Devices specifies the design and installation standards of various pedestrian signs and flashing beacons.	Median price \$5,170 Average price \$10,010 Minimum price \$360 Maximum price 59,100 per unit (Costs for Pedestrian and Bicyclist Infrastructure Improvements – FHWA 2013)
Sharrows and Signed Bike Routes	The purpose of sharrows is to let motorists know that they need to share the street with bicyclists. Sharrows are designed with chevrons and bicycle stencils on the roadway to alert travelers to “be aware and share” the road with bicyclists, as well as to communicate to bicyclists where they should position themselves on the road to be most visible. The sharrow and signed bike route options can be implemented easily and are relatively inexpensive to install and maintain.	Median price \$27,240 Average price \$25,070 Minimum price \$5,360 per mile Maximum price \$64,330 per mile (Costs for Pedestrian and Bicyclist Infrastructure Improvements – FHWA 2013)
Traffic Signal		\$300,000–\$400,000 per signal

Action	Action Leader	Timeline	Resources
1. Organize a SRTS team of advocates to evaluate the need, methods, and scope of a Safe Routes to School Program.	Champion	Years 1 – 3	Safe Routes Partnership www.saferoutespartnership.org
2. Organize an active transportation “walk-a-bout” with the SRTS team and local planning, engineering, and other officials to assess the safety, convenience, and preferred routes for a SRTS Program.	SRTS team	Years 1 – 3	Safe Routes to School Noteworthy Practices Guide http://www.saferoutesinfo.org/sites/default/files/resources/SRTS%20Noteworthy%20Practices%20Guide%20FINAL.pdf
3. Draft a SRTS Program that includes the five E’s outlined by the Federal Highway Administration (Engineering, Education, Enforcement, Encouragement, and Evaluation).	SRTS team	Years 1 – 3	California Active Transportation Resource Center: Tools http://www.casaferoutestesttoschool.org/get-assistance/tools/
4. Apply for funding for implementing the strategies in the program.	SRTS team	Years 1 – 3	Safe Routes Info, SRTS Guide http://guide.saferoutesinfo.org/step/index.cfm
5. Implement the program and evaluate adjustments as needed.	SRTS team	Annually	Southern California Association of Governments Grants https://scag.ca.gov/opportunities/Lists/Grants/AllItems.aspx

Other Community Focus Statements:

The following actions were included in the 2007 Community Plan, but not selected as Focus Statements by attendees during the Community Action Guide public outreach meetings held in 2016 and 2017. At the 2017 and 2018 regional meetings, members of the public indicated a desire to retain some information from the 2007 Community Plan to retain the record of past community recommendations. In response to the requests, the following actions are included in the CAG for future consideration by the community as Focus Statements and Action Plans to be championed by the community. Some actions may require assistance by a County department or other agency, but the community will take the lead in moving the action forward, identifying funding, scheduling meetings and/or requesting information from specific County departments or other agency.

Actions from the 2007 Community Plans

Topic: Roadway Improvements

Transportation system improvements.

Work with local and state agencies to construct, fund, and maintain transportation system improvements to Phelan Rd, SR-138 and segments of Sheep Creek Rd and SR-18 where transportation facilities are operating at or near full capacity.

Topic: Scenic Resources

State Routes.

Seek State support and assistance for the designation of State Routes 2, 18, and 138 as official State Scenic Highways.

Topic: Land Use

Open space areas.

Place high priority on preserving the open space character of Sand Canyon. Coordinate with County Regional Parks, Special Districts, and non-profit land conservancies to explore ways of acquiring property in Sand Canyon for public open space purposes. As lands are acquired or dedicated for public open space purposes, designate these lands as Open Space under the County Policy Plan.



APPENDIX A

Phelan/Pinon Hills Community Profile

Phelan Piñon Hills, San Bernardino County

Community Profile

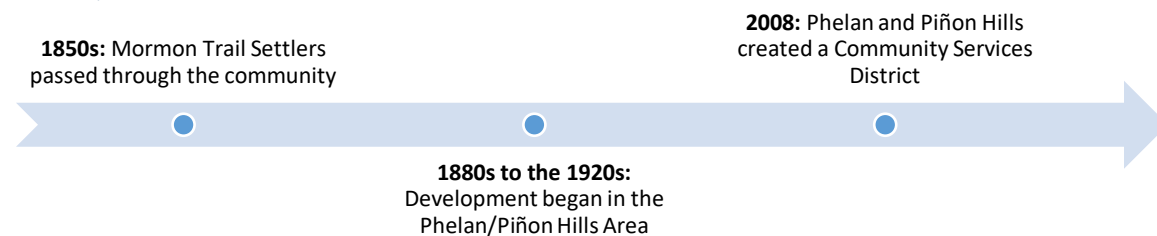
Purpose

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

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

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

History



The Phelan community was named after Senator James D. Phelan and his brother John Thomas Phelan. As homesteaders moved to the area at the turn of the century, mining and lumbering became common practice. More recently, the areas at higher elevations have gained a reputation as a recreational playground. The community boasts recreational facilities, including trails for hiking and rock climbing at higher elevations. Phelan Piñon Hills are rural communities, offering the opportunity for certain rural recreational activities. In 2008, citizens of Phelan and Piñon Hills voted to create a Community Services District, which is now the largest of its kind in San Bernardino County.

Sources: Wikipedia.org, pphcsd.org, San Bernardino County General Plan

Location & Geography

Phelan and Piñon Hills are located directly adjacent to the western border of San Bernardino County in the southwest corner of the county. The communities are in the foothill desert areas to the north of Mount San Antonio (Mount Baldy).

Source(s): ESRI, San Bernardino County LUS



Figure 1: Area Map

Source(s): ESRI, San Bernardino County LUS

Key Census Data

Category	Phelan/Piñon Hills		San Bernardino County		California		United States	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
Population								
Total Population	22,921		2,078,586		38,066,920		314,107,084	
2020 Population Forecast	23,373 (+1.0%)		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	7,566		607,604		12,617,280		116,211,092	
Average Household Size	2.99		3.34		2.95		2.63	
Median Age	39.6		32.2		35.6		37.4	
Education								
High School Diploma	4,906	32.1%	330,613	26.3%	5,153,257	20.7%	58,440,600	27.95%
Education Past High School	5,009	32.7%	417,953	33.3%	7,400,714	29.8%	60,821,634	29.1%
Bachelor Degree or Higher	1,309	8.6%	336,315	26.8%	7,708,909	31.0%	61,206,147	29.3%
Housing								
Total Dwelling Units	8,614	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Homeowner Occupied Units	5,708	66.3%	370,032	52.58%	6,908,925	50.1%	74,787,460	56.3%
Renter Occupied Units	1,859	21.6%	237,572	33.76%	5,708,355	41.4%	41,423,632	32.2%
Vacancy*	1,048	12.2%	96,133	13.7%	1,164,649	8.5%	16,529,941	12.5%
Median Year Structure Built	1974	n/a	1976	n/a	1974	n/a	1976	n/a
Income								
Median Household Income	\$50,696	n/a	\$54,100	n/a	\$61,489	n/a	\$53,482	n/a
Persons Below Poverty Level	1,892	12.4%	199,451	12.7%	3,354,518	11.2%	26,235,361	10.6%
Employed	6,751	85.1%	812,707	86.1%	16,890,442	89.0%	143,435,233	90.2%
Unemployed	1,185	14.9%	131,293	13.9%	2,084,564	12.3%	14,504,781	9.2%
Note: N/A indicates that the data is not available; n/a indicates that the category is not applicable								
*This figure may include seasonal households								

Table 1: Key Census Data

Source(s): 2014 American Community Survey 5-Year Estimates and ESRI

Community Structure (Physical Characteristics)

Residences in Phelan Piñon Hills tend to be single-family, one-story homes on large lots; the properties often include farm animals and horses. Commercial buildings are generally large stores and restaurants with off-street parking.

A network of highways connects the communities to State Route (SR) 138, SR 395, and Interstate 15. The main roads are heavily traveled, with up to 23,500 average daily trips on a single roadway. The communities have few pedestrian facilities and no bicycle facilities.

Phelan Piñon Hills is served by Victor Valley Transit Authority Routes 20 and 21, which provide service to Wrightwood, Oak Hills, and the Mall of Victor Valley.

Water service is provided by the Sheep Creek Water Company and the Phelan Piñon Hills Community Services District. Septic tanks and leach fields are used for wastewater needs.

Sources: Google Earth, County of San Bernardino Zoning Map, Fehr & Peers, San Bernardino Countywide Plan Transportation Existing Conditions Report, County of San Bernardino General Plan Existing Conditions Report, Victor Valley Transit Authority

Community Existing Land Use

Combined, the Phelan and Piñon Hills Communities Plan area covers approximately 80,266 acres. The communities are primarily made up of residential uses with rural living accounting for 91% (73,349 acres), single family residential uses accounting for 4% (3,138 acres), and multiple family residential uses accounting for approximately 1% (442 acres) of the communities. The remaining uses are: special development (1,277 acres); community industrial (791 acres); rural, neighborhood, and general commercial (754 acres); institutional (327 acres); and office, service, and highway commercial, each account for 2% or less of zoned acreage in the communities.

Land Use Type	Acreage	% of Total Area
Community Industrial	791	1%
Institutional	327	<1%
Multiple Residential	442	1%
Office, Service, and Highway Commercial	187	<1%
Rural, Neighborhood, and General Commercial	754	1%
Rural Living	73,349	91%
Single Residential	3,138	4%
Special Development	1,277	2%
Phelan Piñon Hills Total	80,266	

Table 2: Land Uses by Acreage

Source(s): County of San Bernardino Land Use Services

Community Amenities

The rugged landscape surrounding Phelan Piñon Hills includes trails and open space that community members and visitors can enjoy.

Parks and Trails	San Bernardino County–maintained trails, Close to San Bernardino National Forest
Fire Protection	San Bernardino County Fire Station #10, response times are 8 to 10 minutes
Police	San Bernardino County Sheriff’s Department – Victor Valley Station
Public Schools	Baldy Mesa Elementary School Heritage School (K-8) Phelan Elementary School Piñon Hills Elementary School Piñon Mesa Middle School Quail Valley Middle School Excelsior Charter Schools Phelan Chaparral High School Serrano High School

Table 3: Community Services

Source(s): Zillow.com, Phelan/Piñon Hills Community Plan 2007, Google Maps, California Department of Education, County of San Bernardino Sheriff’s Department

Community Groups

Mustang Spirit (760) 807-7558, www.mustang-spirit.org
Phelan Piñon Hills Community Services District (760) 868-1212, www.pphcsd.org
Friends of the Phelan Memorial Library (760)868-3053/ www.sbclib.org
Tri-Community Veterans of Foreign Wars – Post 9415 (760)868-1999, http://vfw9415.org/contact.html
Knights of Columbus (760)220-6508
Tri-Community Kiwanis Club http://www.tckiwanis.com/
Transition Habitat Conservancy (760)868-5136, http://www.transitionhabitat.org/
Phelan Chamber of Commerce (760)868-3291, http://phelanchamber.info/
Pinon Hills Chamber of Commerce (760)868-5801, http://www.pinonhillschamber.com/

Table 4: Community Groups

Source(s): Listed in Table

Quality of Life Concerns

The following list was compiled from observations and calls received by San Bernardino County Sheriff and Code Enforcement officers. Commonly submitted code enforcement requests include the following concerns:

Public nuisances: Junk/trash, vacant structures, illegal dumping, illegal land use, off-highway vehicles.

Source(s): County of San Bernardino Code Enforcement, County of San Bernardino Sheriff's Department

Community Economics

The 2016 ESRI Community Analyst Report showed that Phelan Piñon Hills is home to 3,560 jobs and 409 businesses. There are a variety of business types in Phelan Piñon Hills that provide services for community members and visitors alike; refer to Figure 3. The most common (by SIC code) are services, construction, eating and drinking establishments, real estate, and general retail. Approximately 51.8% of the Phelan labor force is employed within Phelan, while approximately 45% of the Piñon Hills labor force is employed in the community.

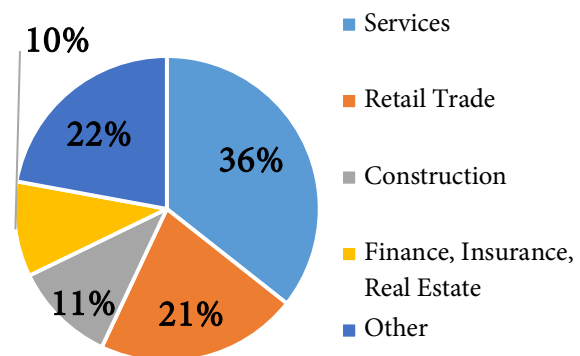


Figure 2: Top Industries

Source(s): ESRI Community Analyst, 2016 U.S. Census Bureau

Community Events

- **Phelan Certified Farmers Market:** every Monday from 2 to 5 p.m. (Phelan Community Center)
- **Toastmasters:** every other Wednesday from 6 to 7:30 p.m. (Phelan Senior Center)
- **Composting Workshop:** March 19, 8:30 a.m. to 12:30 p.m. (Phelan Senior Center)
- **Piñon Hills Senior Potluck:** first, second, and fourth Thursday of the month, 11 a.m. to 3 p.m. (Piñon Hills Community Center)
- **High Desert Cheer:** every Tuesday from 6:30 to 7:30 p.m. (Phelan Community Center)

Source(s): Phelan Piñon Hills Community Services District

Public Health

Chronic Disease: The predominant health concerns for Phelan Piñon Hills include asthma and heart failure, though the area generally sees less hospital and emergency rooms visits due to chronic diseases than San Bernardino County as a whole. Phelan Piñon Hills experiences lower rates of hospitalization for chronic obstructive pulmonary disease (COPD) and heart failure in comparison to San Bernardino County. Additionally, Phelan Piñon Hills also experiences lower rates of E.R. visits for diabetes, COPD, asthma, and hypertension.

	Diabetes <i>Hosp./E.R.</i>	COPD <i>Hosp./E.R.</i>	Asthma <i>Hosp./E.R.</i>	Heart Failure <i>Hosp./E.R.</i>	Hypertension <i>Hosp./E.R.</i>
Phelan Piñon Hills	*/12.2	11.0/11.7	10.1/44.1	21.8/*	*/19.3
San Bernardino County	23.3/42.4	16.0/19.9	9.6/52.6	32.3/10.6	5.6/46.9

Table 5: Rate of Hospitalization/Emergency Room Visits per 10,000 People

Source(s): Healthy San Bernardino

* Indicates insufficient data

Air Quality: Table 6 below shows the air quality near Phelan Piñon Hills, measured at the Phelan-Beekley Road and Phelan Road monitoring site, in terms of the number of days that area exceeded the federal standards for pollutants (exceedance days). The table shows that the monitoring site near Phelan Piñon Hills had fewer exceedance days for ozone than that of the overall South Coast Air Basin, in which Phelan Piñon Hills is located.

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

	Phelan-Beekley Road and Phelan Road Monitoring Site			Mojave Air Basin		
	2012	2013	2014	2012	2013	2014
Ozone Federal 8-hour standard	47	31	36	81	66	86
Course Particulate Matter (PM ₁₀) Federal 24-hour standard	*	*	*	1	1	1
Fine Particulate Matter (PM _{2.5}) Federal 24-hour standard	*	*	*	2	6	2

Table 6: Air Quality Exceedance Days

Source: California Air Resources Board, 2016

* Indicates insufficient data

Modified Food Index: The Modified Food Index maps the availability of healthy food in a census tract. The lower the score, the less available healthy options are in the area. The entire community area of Phelan Piñon Hills ranks within the lowest category for food access (shown in red), meaning that there is access to less than 5 healthy food outlets within that area. Lower scores indicate that these areas contain many convenience stores and fast food restaurants compared to the number of healthy food markets.

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

Public/Active Transportation: The community is served by Victor Valley Transit Authority, which serves Adelanto, Apple Valley, Barstow, Helendale/Silver Lakes, Hesperia/Oak Hills, Lucerne Valley, Phelan/Piñon Hills/Wrightwood, and Victorville. The routes that serve Phelan/Piñon Hills also connect to Wrightwood, Hesperia, and Victorville. There are no dedicated bike lanes, bike trails, or identified bike-friendly roads.

Community Engagement Summary

As a part of the Community Plans Continuum process, community members from Phelan Piñon Hills were invited to participate in three community workshops. The first workshop, titled “What We Value”, took place on March 3rd, 2016 from 6:30 – 8:30pm at Piñon Hills Elementary School. This workshop was attended by 56 community members. Workshop participants performed a SWOT analysis to identify strengths, weaknesses, opportunities, and threats within the community. Following that exercise, participants used that information to share what they valued about the community (Values) and what they want to see the community become in the future (Aspirations).

The second workshop, titled “Our Roadmap”, took place on March 31st, 2016 from 6:30 – 8:30pm at the Phelan Community Center. This workshop was attended by 45 community members. The purpose of this workshop was to develop preliminary focus and action statements. The project team provided word for word summaries of the SWOT and Values and Aspirations exercises to use during the goal setting process. Additionally, an existing land use map was provided for each of the Detailed Plan Communities for participants to comment on and recommend changes. Participants made comments on where they would and would not like to see certain uses in the future, as well as what they saw as the true boundary of their community.

The third workshop, titled “Making it Happen”, took place on July 21st, 2016 from 6:30 – 8:30pm at the Piñon Hills Community Center. This workshop was attended by 20 community members. The workshop was used to help prioritize the focus statements developed in the previous workshop while also identifying possible champions for each effort.

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

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

Community Identified Issues

SWOT Analysis

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

Strengths

- Rural living (open community/small town feel)
- Open space/natural environment
- Large lot sizes
- Quiet/peaceful due to larger land parcels
- Less government intervention
- Continued animal keeping (e.g., horses)
- Agricultural opportunities/gardens
- Night sky, stars, sunsets
- Location – mountain and scenery views
- Cleaner air to breathe (leads to healthier community)
- Community cleanliness/unity
- Small town mindset (friendliness, willingness to help people)
- School system
- Lower crime overall
- Water quality
- Local control
- Phelan/Piñon Hills Community Services District is the largest CSD in San Bernardino County
- Two truck routes and one rail line runs through the community
- Water service to homes by the local Community Service District and Sheep Creek Mutual Water Company
- Proximity to San Bernardino National Forest
- San Bernardino County Department of Regional Parks maintained trails
- Relatively low teacher to student ratios (20-24)
- Local Fire Station
- Two Victor Valley Transit Authority bus routes in the community
- 10 different schools to serve the community
- Diversity of business stock
- Diversity of community events
- Low chronic disease rates as compared to the County
- Air quality (based on measure of ozone) in the community is generally better than that of the Mojave Air Basin
- A higher percentage of individuals with a High School Diploma/equivalent and Education Past High School than the County
- A lower percentage of individuals living below the poverty level than the County
- A higher percentage of residents in the community own their homes than in the County as a whole

Weaknesses

- Low law enforcement coverage

Weaknesses (continued)

- Phelan elementary pick up behind school (safety issue)
- County interference (does not allow a MAC, limits voice of the people)
- County grading of roads and erosion control
- Lots are too small (below 2.5-acre average)
- Detailed designation for CPC
- No nice restaurants
- Trash dumping on the roads/highways (need more services to clean)
- Communication (better notification of meetings)
- Limited on financial resources
- Not enough family opportunities (youth activities)
- Poor internet and telephone service
- Postal unit theft
- Neighbors too involved in others' personal lives
- Too far from higher education (college, university, trade school)
- Bad detours for highways thru residential
- Loud semi-trucks and jake breaks
- Wild or loose dogs (animal abandonment)
- Lack of off-road vehicle recreational areas
- High costs to subdivide and build
- Overregulation
- Lack of street signs
- More east to west roads and turn lanes
- No after school technology center
- Poor emergency response times
- Reliance on septic tank and leachfields
- Five points/intersections with unacceptable roadway level of service
- Lack of pedestrian and bicycle facilities
- Limited access to hospitals (Desert Valley Hospital and St. Mary's Hospital)
- Below average CASHEE test passing rates at Chaparral High School
- Closest Sheriff station serves 10 different communities

- No deputy
- Many submitted Code Enforcement requests about public nuisances (junk/trash, vacant structures, illegal dumping); illegal land use; the Community Services District; demo/rehab issues; CBE Issues (illegal structures); and community leader – Brent Speers (CR&R Disposal Company)
- Lack of access to fresh, nutritious food due to distance between the community and grocery stores and community gardens

Opportunities

- Public swimming pool
- Local trails for biking, hiking, horseback riding that start close to town
- Community garden
- Help fun parks and recreation
- Equine arena
- Improve transit areas
- Take advantage of rural living as a unique and diminishing lifestyle
- Market the community as large lots (2.5+ acres)
- Services for Senior citizens (transportation and medical services)
- Community programs to pick up trash or enforce law
- Improve the County permit process (building/rehab/remodel fees for permits lowered and streamlined)
- Waive fees for community events (Phelan Phun Days)
- Restaurants that stay open later (not bars)
- Steakhouse
- Use "Thunderbird" property for restaurants/shops/eating area
- Downtown village area with rural theme
- Better postal service
- Enforce ordinances already in place
- More law enforcement (full-time)
- Wildlife viewing
- Free dump days for trash/tires

Opportunities (continued)

- Park construction bond (lower costs on permits for parks)
- More sheriffs to increase response times
- Make livable RV's permissible
- Prevent solar farms
- Bring in high-speed internet
- Military recognition signs on light posts
- Art in public places
- Health food stores
- Move toxic or hazardous waste dump
- Additional County services (flood control, roads)
- Community beautification program
- Water supply from the Phelan Piñon Hills Community Services District
- The San Bernardino County Trails and Greenways Committee is working with the Regional Parks Advisory Commission and the Regional Parks Division to develop and maintain a system of public trails
- The County Sheriff has a state granted fund OHV team to combat Off Highway Vehicle Use in prohibited areas
- County micro-management of local control
- Natural disasters (earthquake and wildfire)
- State control over community's water
- Group homes for law breakers (halfway houses)
- Developers
- Permit costs to PPHCSD
- High costs to build (houses upside down before finished)
- Land use services costs too high
- High property taxes
- State and Federal Government
- Industry development/overbuilding
- Bus fees for kids to take school bus
- Big box stores
- Drones

Threats

- Low-income housing (Section 8 housing)
- State fees (fire fee) and mandates (water reduction)
- Voter apathy (lack of voter input)
- Gang influence and graffiti
- City living destroying rural living
- Uncontrolled and too much development of small lots (tract homes)
- Lot sizes less than two acres destroying community character
- Slum lords buying up small houses
- Sex offenders and Isis detainees located/placed here
- Bad drivers
- Government overreach
- Annexation by other cities
- Re-zoning of land