

YERMO

COMMUNITY ACTION GUIDE



COUNTYWIDE PLAN
Yermo Community Action Guide



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Introduction

Yermo is a family-oriented community that is energized and excited about its future. Yermo values its diversity, its strong community spirit, and the fact that it is a safe community to raise a family. Yermo strives to maintain a safe community and improve its overall cleanliness and beauty. The community also wants to rebuild a thriving local economy that is based upon tourism, local events and new recreational amenities.

In 2016, the community embarked on a planning process to develop a community plan. Two public workshops were held on December 1, 2016 and January 26, 2017. These workshops, open to any Yermo resident, business, or property owner addressed strengths and weaknesses of the community, the community's values, and what Yermo aspires to be in the future. Plan participants brainstormed areas of focus and actions to help the community move forward to achieve its aspirations.

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

Strengths and Opportunities

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



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

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

Relationship of the Community Action Guide to the Countywide Plan

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

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

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

The Countywide Plan includes:

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

The Draft Community Action Guide for Public Review

The final format of the Community Action Guide will be web-based and provided online. This printed version of the Draft Community Action Guide is provided as a courtesy for simplifying community review, but may not be

available once the online version of the guide is finalized. A draft version of the web-based Community Action Guide can be found at www.countywideplan.com/cp. This printed version includes the information provided on the website under each tab except for the information included under the “Maps and Links” tab. A separate Community Profile can be printed from the website.

This Draft Community Action Guide was created by the community members who 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, these Community Action Guides are focused on community self-reliance, grass-roots action, and local implementation. Goals, policies, land use, and infrastructure decisions are addressed in the Policy Plan of the Countywide Plan. The County Development Code will still regulate zoning and land development.

The Community Action Guide is organized into three sections – the community’s Values, Aspirations, and Plan Framework. The Community Action Guide outlines clear Values, Aspirations, Focus Statements and Action Statements identified by the community at community workshops or online surveys. 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, and in the judgment 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. They are written as if the community’s desired changes have already occurred (identified in Workshop #1 and reviewed and finalized in Workshop #2).

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

- The Focus Statement provides general direction toward realizing the community’s aspirations and helps organize the plan (Identified and finalized in Workshop #2).
- The Action Statement is a measurable statement providing critical information on the program, initiative, or project to complete (Identified and finalized in Workshop #2).

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

How to Implement the Community Action Guide

Community's Next Steps

The Community Action Guide identifies the Focus Statements and Action Statements. 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.

To initiate Action Statements in the community, the Champion should gather community volunteers, groups and organizations to develop Action Plans and identify the specific steps required to accomplish the Action Statement. Volunteers (e.g., individuals, businesses, property owners, etc.), community groups (e.g., chamber of commerce, non-profits, etc.) and organizations (e.g., scouts, community service districts, churches, schools, etc.) can change for each Action Plan or some groups could work on more than one related Action Plans.

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

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

How to Create an Action Plan

Appendix B contains the Action Plan template that can be used to create the Action Plan. You may request a Word version of the document from CommunityPlans@lus.sbcounty.gov. The community should first identify a champion for the Action Statement. The action champion can be an individual or organization that will help oversee the execution of the Action Plan and ensure steps are completed. It is important to note that the champion is not responsible for carrying out each action step, but is responsible for coordinating communications and ensuring the steps are completed.

After the champion is identified, the community or group can develop action steps. The focus should be on what action steps will occur, who will carry out each action step, when it will take place, and an approximate duration. Again, these are guidelines, and may change, but this planning helps identify resources needed, people or



organizations that must be engaged or will lead each action step, and manage expectations on how long it will take to implement each Action Statement.

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

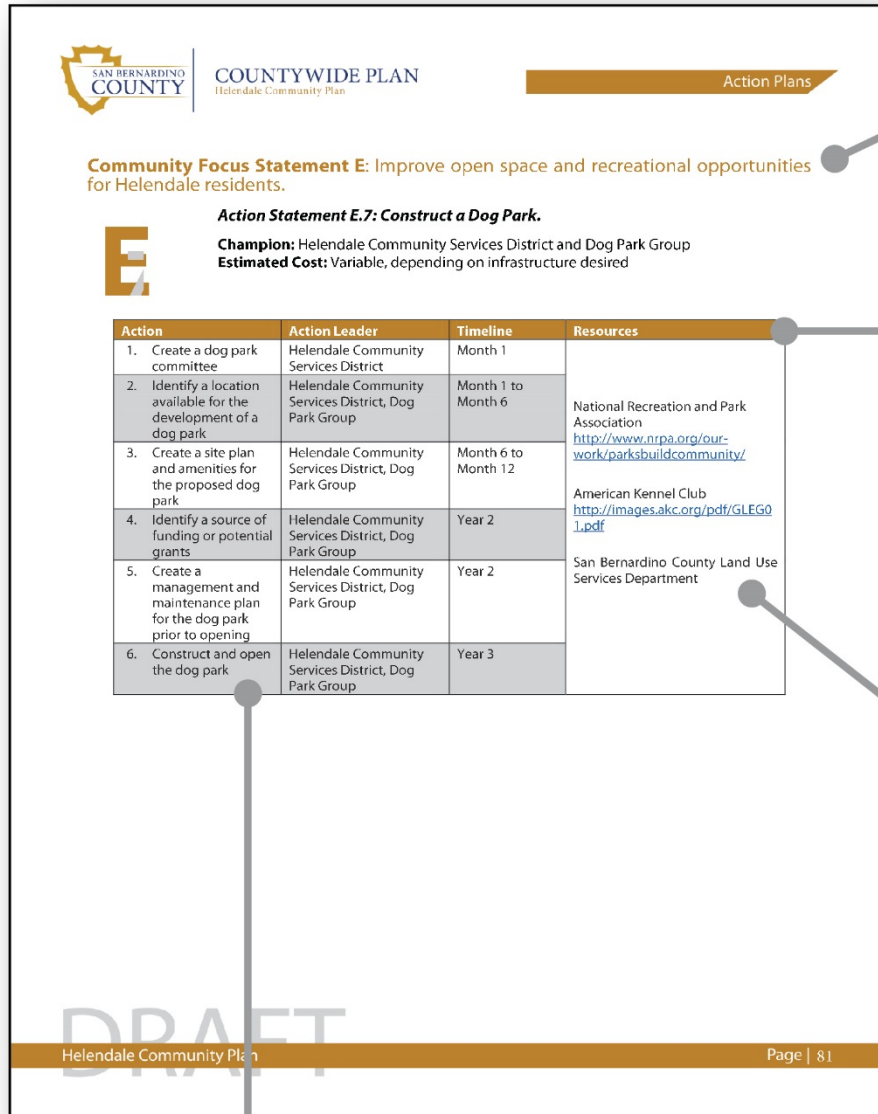
Reviewing a Detailed or Framework Plan can assist in providing examples of Action Plans and may have similar actions that can be used or modified to meet identified Foundation Plan actions. In addition, the San Bernardino County Land Use Services Planning Division is preparing a Community Development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

Placing your Action Plan in the Community Action Guide

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

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

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



Community Focus Statement E: Improve open space and recreational opportunities for Helendale residents.

Action Statement E.7: Construct a Dog Park.

Champion: Helendale Community Services District and Dog Park Group
Estimated Cost: Variable, depending on infrastructure desired

Action	Action Leader	Timeline	Resources
1. Create a dog park committee	Helendale Community Services District	Month 1	
2. Identify a location available for the development of a dog park	Helendale Community Services District, Dog Park Group	Month 1 to Month 6	National Recreation and Park Association http://www.nrpa.org/our-work/parksbuildcommunity/
3. Create a site plan and amenities for the proposed dog park	Helendale Community Services District, Dog Park Group	Month 6 to Month 12	American Kennel Club http://images.akc.org/pdf/GLEG01.pdf
4. Identify a source of funding or potential grants	Helendale Community Services District, Dog Park Group	Year 2	
5. Create a management and maintenance plan for the dog park prior to opening	Helendale Community Services District, Dog Park Group	Year 2	San Bernardino County Land Use Services Department
6. Construct and open the dog park	Helendale Community Services District, Dog Park Group	Year 3	

DRAFT

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

The Action Plan should be created by the community prior to implementation, including the addition of people and organizations involved.

Resources including stakeholders, human resources, and capital that may be required or provide assistance to implement the action statement.

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

Values Statement

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

As a community we value:

A Safe Place to Live. Yermo residents value a safe and clean community where children can play outside and there are no worries about crime.

Our Diverse Residents. Yermo residents value the diversity of their community. Yermo is a place of multi-generational households, incomes and ethnicities who can coexist in a strong tight-knit community.

Strong Community Spirit. Yermo residents value the strength of their community spirit. Faith and family serve as central pillars of the community. It is a community where people all know one another and come together to help one another and share common strong aspirations for a better Yermo.

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 Yermo Community, we aspire to be:

A Clean and Safe Community

As a community we have improved the beauty of Yermo through regular clean-up days and working with our local property owners to clean up properties and reduce visual blight. More murals bring interest to the sides of our buildings. A new community garden thrives and provides our families with easy access to locally grown produce. In addition, we have worked to improve the funding situation of our local fire department. Our fire department now has a capital improvements plan and budget to upgrade fire equipment and services. We have also worked to insure the long-term sustainability of our water supply working with the water company to improve water quality and availability.

A Thriving Local Economy

Yermo is now a destination for local tourism and regional residents. Local programs such as Yermo Days and Wasteland Weekend have brought thousands of visitors to the community for these and similar festivals and events. A new BMX and off-road park have brought outdoor recreational enthusiasts to the area where we share our desert lifestyle and the natural wonder that it offers. Our wayfinding program helps bring visitors traveling the I-15 into town for our events, businesses and Welcome Center. Yermo is not just a destination for fun, but a place our residents enjoy every day.



Plan Framework

Community Focus Statement A: Cleanup the community.

Action Statement A.1: Design community themed murals for Community Service District buildings and attractions.

Action Statement A.2: Establish regular neighborhood cleanup events.

Action Statement A.3: Establish building rehabilitation committees and work toward re-establishing old historic buildings.

A

Action Statement A.4: Provide more updates to social media platforms to inform the community about events.

Action Statement A.5: Establish a façade improvement program to improve community buildings.

Action Statement A.6: Construct and implement a community garden program.

Action Statement A.7: Engage community youth to participate and volunteer in community service and programs.

Action Statement A.8: Coordinate with hauling/trash service providers to provide more frequent large item pickups.

Action Statement A.9: Host Yermo clean up days as an event two times a year.

Community Focus Statement B: Establish a stable water system.

Action Statement B.1: Construct new water infrastructure and hold the water company accountable for water quality.

Action Statement B.2: Coordinate with the water company to hold quarterly meetings to advocate for the needs of the community.

B

Action Statement B.3: Investigate and research ideas for sustainable water programs.

Action Statement B.4: Construct gravity fed water storage at a sufficient elevation to increase water pressure.

Action Statement B.5: Explore grant funding for water infrastructure and storage tanks.

Community Focus Statement C: Improve emergency services within the community.

Action Statement C.1: Explore funding opportunities for the local volunteer fire department.

Action Statement C.2: Establish a regional fire training facility.

Action Statement C.3: Encourage the fire department to become Commission on Fire Accreditation (CFAI) accredited.

Action Statement C.4: Establish a Fire Department capital improvement program/plan.

Action Statement C.5: Explore funding and grants for updated fire equipment.

Action Statement C.6: Encourage participation in the Community Emergency Response Team (CERT) program.

Action Statement C.7: Encourage participation in the HAM radio emergency communications service.

Community Focus Statement D: Improve the local economy.

Action Statement D.1: Host local events like a themed “Yermo Days” community festival, parade and rodeo (i.e., “Wasteland Weekend”) to appeal to travelers passing through.

Action Statement D.2: Establish a farmer’s market.

Action Statement D.3: Establish a Yermo Welcome Center providing information on local history and items of interest.

Action Statement D.4: Attract multicultural events such as artist, historic, cultural and music festivals to Yermo (i.e. Mad Mac, Civil War, Burning Man type).

Action Statement D.5: Explore the construction of a casino.

Action Statement D.6: Construct a BMX park or off-road park.

Action Statement D.7: Establish a family fun center.

Action Statement D.8: Establish a downtown business route for I-15 through the town from Exit 191 to Exit 196.



APPENDIX A

Yermo Community Profile

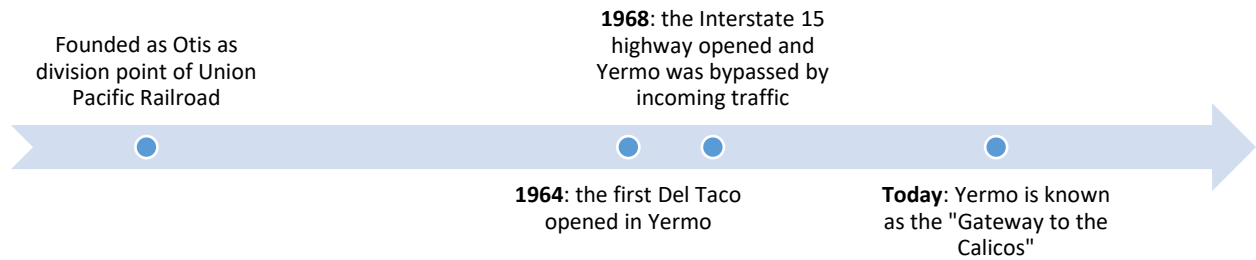
Yermo, San Bernardino County

Community Profile

Overview

The community profile is a summary of the social, cultural, economic, and historic dimensions of the community. It is a gathering of objective data collected through secondary sources meant to inform and help facilitate discussion during the community meetings. The profile, together with future studies and information gathered from residents during the community meetings, will highlight essential facets and “tell the story” of the Yermo Community.

History



Yermo’s name derives from the Spanish word for “wilderness”, and had its beginnings as an early mining town. As travel between Southern California and Las Vegas increased with the rise of the automobile, Yermo served as a rest stop with plenty of gas stations. The first Del Taco opened in Yermo on September 16, 1964. The Del Taco has since closed, and the original building is now home to a local burger restaurant. When the Interstate 15 highway opened in 1968, Yermo was immediately bypassed by traffic and many local businesses in Yermo began to close. Today, Yermo is known as the “Gateway to the Calicos”, referring to the Calico Mountains and the historic Calico Ghost Town. Yermo serves as the gateway for tourists traveling on Calico Road onward to the ghost town.

Source(s): Wikipedia; San Bernardino County Regional Parks

Location & Geography

Yermo is located in the central portion of San Bernardino County. The community is at the base of a small mountain and home to the USMC Logistics Base Yermo Annex. It is north of both Daggett and Newberry Springs, as well as east of Barstow.

Source(s): Google Maps, ESRI



Figure 1: Yermo Area Map

Source(s): ESRI, San Bernardino County LUS

Key Census Data

Category	Yermo		San Bernardino County		California		United States	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
Population								
Total Population	1,599		2,078,586		38,066,920		314,107,084	
2020 Population Forecast	1,612 (+1.0%)		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	626		607,604		12,617,280		116,211,092	
Average Household Size	2.6		3.3		2.9		2.6	
Median Age	42.4		32.2		35.6		37.4	
Education								
High School Diploma	N/A	N/A	330,613	26.3%	5,153,257	20.7%	58,440,600	27.9%
Education Past High School	N/A	N/A	417,953	33.3%	7,400,714	29.8%	60,821,634	29.1%
Bachelor Degree or Higher	N/A	N/A	336,315	26.8%	7,708,909	31.0%	61,206,147	29.3%
Housing								
Total Dwelling Units	796	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Homeowner Occupied Units	388	48.7%	370,032	52.6%	6,908,925	50.1%	74,787,460	56.3%
Renter Occupied Units	239	30.0%	237,572	33.8%	5,708,355	41.4%	41,423,632	32.2%
Vacancy*	170	21.4%	96,133	13.7%	1,164,649	8.5%	16,529,941	12.5%
Median Year Structure Built	N/A	n/a	1976	n/a	1974	n/a	1976	n/a
Income								
Median Household Income	\$41,766	n/a	\$54,100	n/a	\$61,489	n/a	\$53,482	n/a
Persons Below Poverty Level	N/A	N/A	199,451	12.7%	3,354,518	11.2%	26,235,361	10.6%
Employed	N/A	N/A	812,707	86.1%	16,890,442	89.0%	143,435,233	90.2%
Unemployed	N/A	N/A	131,293	13.9%	2,084,564	12.3%	14,504,781	9.2%
Note: N/A indicates that the data is not available; n/a indicates that the category is not applicable								
*This figure may include seasonal households								

Table 1: Key Census Data

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

Community Structure (Physical Characteristics)

The community of Yermo consists primarily of single family residential dwellings on plots of land with minimum lot sizes ranging from 10,000 square feet to 5 Acres. The major roads in the community are Interstate 15 (I-15), Ghost Town Road, and Yermo Road. I-15 is a wide 4-lane freeway with a large median. Ghost Town Road and Yermo Road are both paved two lane roads. Most of the local roads in the southern section of the community are paved, less are paved further north. A majority of the roads in Yermo are County Maintained. A few others are privately or otherwise maintained.

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

Community Amenities

Trails

- Daggett Wash Trail

Schools

- Silver Valley High School
- Yermo Elementary School

Fire Protection

- Yermo/Calico Fire Department
- Paid Call Firefighter (PCF): #56; #52
Response Time: #56: 30 minutes if staffed;
#52 14 minutes if staffed
- Sam Bernardino County Fire Station #4
Response Time: 47 minutes

Police

- Barstow Sheriff's Station
Source(s): Google Maps; San Bernardino County Sheriff's Department; San Bernardino County Fire Department; totalescape.com

Quality of Life Concerns

Common issues noted within the community include:

- Junk/Trash/Hoarding
- Demo/Rehab
- Vacant Buildings
- Community Services District

Source(s): San Bernardino County Code Enforcement

Retail Services

The community includes a variety of business types. The most common are retail trade and services.

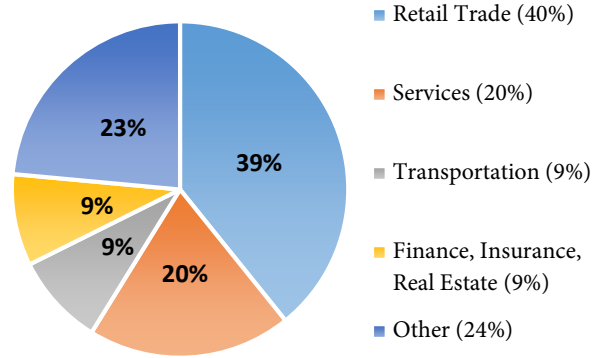


Figure 2: Business Types in Yermo
Source: ESRI Community Analyst

Community Development Organizations

- Yermo Bible Church
- Calvary Baptist Church of Yermo California
- Way Home Christian Fellowship
- Good Shepherd Society
- Discovery Trails Corporation

Community Events

- **Calico Ghost Town Civil War Re-enactment.** 2/13 – 2/15 (Calico Ghost Town)
- **Bluegrass in the Spring.** 5/7 – 5/8 (Calico Ghost Town)
- **Calico Days.** 10/1 – 10/2 (Calico Ghost Town)
- **Ghost Haunt.** August, 2016 (Calico Ghost Town)
- **Holiday Fest.** 11/26 (Calico Ghost Town)

Source(s): sbcounty.gov; barstowca.org; guidstar.org

Public Health

Chronic Disease: There is a lack of information regarding hospitalization and emergency rates for chronic diseases in Yermo. Yermo has a higher rate of hospitalization due to asthma than San Bernardino County.

Source(s): Healthy San Bernardino

Air Quality: Table 4 below shows the air quality near Yermo, measured at the Barstow monitoring site, in terms of the number of days that area exceeded the federal standards for pollutants (exceedance days). The table shows that the monitoring site near Yermo had fewer exceedance days for each pollutant than that of the overall Mojave Air Basin, in which Yermo is located.

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

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

Table 2: Air Quality Exceedance Days

Source: California Air Resources Board

* Indicates insufficient data

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

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

Community Gardens: There are no community gardens within 25 miles of Yermo.

Source(s): US Census 2010, C A Department of Health; California Air Resources Board, 2016; American Community Garden Association, 2016

Community Engagement Summary

As a part of the Community Plans Continuum process, community members from Yermo were invited to participate in two community workshops. The first workshop, titled “What We Value”, took place on December 1st, 2016 from 6:00 – 8:30pm at the Yermo Community Services District. This workshop was attended by 13 community members. Workshop participants performed a SWOT analysis to identify strengths, weaknesses, opportunities, and threats within the community. Following that exercise, participants used that information to share what they valued about the community (Values) and what they want to see the community become in the future (Aspirations). Lastly, workshop participants worked on forming the draft focus and action statements that form the backbone of the community plan.

The second workshop, titled “Our Roadmap to Making it Happen”, took place on January 26th, 2017 from 6:00 – 8:30pm at the Yermo Community Services District. This workshop was attended by 11 community members. The purpose of this workshop was to continue to develop the draft focus and action statements created in workshop #1. The project team provided word for word summaries of the SWOT and Values and Aspirations exercises to use during the goal setting process. The workshop was primarily used to help prioritize the focus statements developed in the previous workshop while also identifying possible champions for each effort.

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

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

Community Identified Issues

SWOT Analysis

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

Strengths

- Calico County Park – part of Yermo? Yes
- Access to desert outdoor activities (OHV, off road, trails)
- History – Marine Base, Rainbow Basin Historic Area
- Land Values – Affordable
- Weather goes around (fishbowl), protects Yermo
- Deep family connections, community = family
- New CSD Board bringing community together
- Strong school system
- Firm foundation for development
- No streetlights – clear skies
- Quiet, peaceful, calm
- Long-term residents/old timers
- Potential
- Good food (burger den, every rest.)
- Location
- Accessible
- Central location
- Access to outdoor desert activities
- Rural
- Highway access

- Land value
- Old timers

Weaknesses

- Remoteness to other communities, unable to access Barstow
- Lack of transportation, buses come (2x/day), unreliable
- Staffing for emergency services
- Unreliability of internet/telephone services due to high winds (makes it worse)
- Dilapidated buildings/abandoned buildings
- Homeless
- Low-income
- Lack of available County services
- Spread out community
- Awareness of local government
- Lack of activities for kids, youth, teenagers, outdoor/recreation
- Community garden
- Loss of Girl Scouts, baseball team
- Too much reliance on traveling to Barstow
- Loss of leadership
- Lack of active Sheriff presence & patrolling
- Blight



Opportunities

- More streetlights
- Good, buildable land
- Local museum, community center, travel
- To have a gym
- Tourism travelers
- Rebuilding future community
- Community family fun center (workshops, community garden available spaces for services, etc.)
- Blight abatement team, quarterly clean-up with donated hauling equipment, volunteers
- Work with County on selected processes (help w/abandoned properties)
- Snowflake & Taylor Arizona/quaint areas
- Repurpose gas stations & structures
- Volunteer citizens on patrol
- Visibility of safety, security, neighborhood watch
- Rodeo

- Carnival, parades, community events
- Organizations (American Legion) to re-engage image churches

Threats

- Drugs
- Vandalism
- Visitors, passersby, transient population
- Arson
- Known as dumping ground (animals, trash)
- Closure of dump, need to drive Barstow
- Reliance on services at Barstow
- Lack of emergency management plan
- Antiquated equipment
- Fire staff coverage
- Proximity from highway
- Proximity to Marine Base
- Transportation of hazardous material from rail & highway
- Safety with the use of skate park



Land Use Services Department
(909) 387-8311

<http://cms.sbcounty.gov/lus/Home.aspx>



APPENDIX B

Action Plan Template

Community Focus Statement:

Action Statement:

Champion:

Estimated Cost:

Action	Action Leader	Timeline	Resources
1.			
2.			
3.			
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