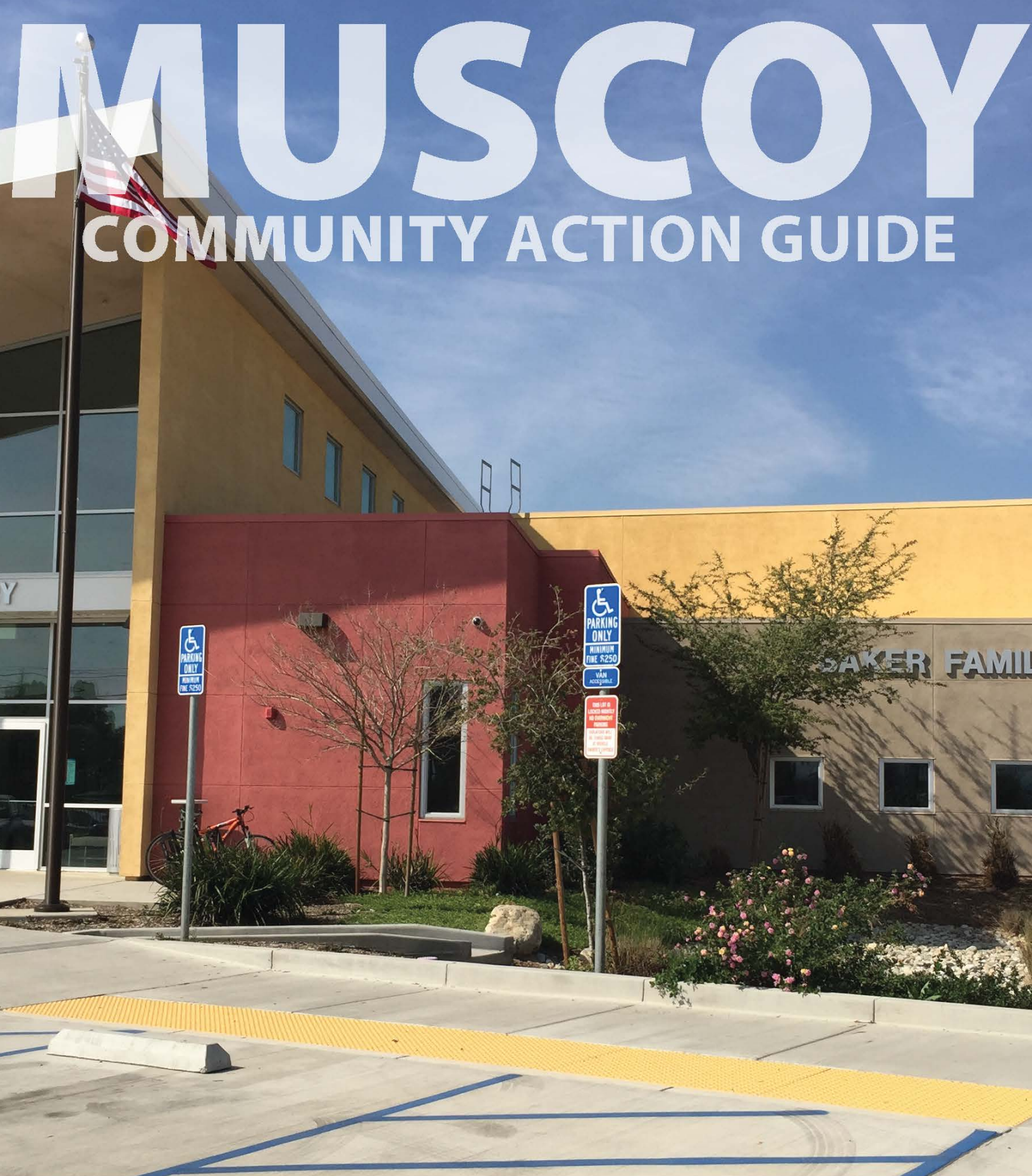


MUSCOY

COMMUNITY ACTION GUIDE



COUNTYWIDE PLAN
Muscoy Community Action Guide



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Introduction

Muscoy is a diverse community with a strong appreciation for a rural lifestyle and the natural environment. Muscoy values community involvement, community diversity, respect, local ownership, and the spacious lifestyle and tranquil environment throughout the community. Muscoy strives to improve a sense of community ownership, expand local input throughout the county, build upon local amenities existing in the community, and increase the recreational infrastructure available to residents.

In 2016, the community embarked on a planning process to develop a new community plan. Three public workshops were held over the course of the year (March 1, March 29 and July 19, 2016). These workshops, open to any Muscoy resident, business or property owner, addressed strengths and weaknesses of the community, the community's values, and what Muscoy aspires to be in the future. Workshop 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. The goals and policies from the previous Community Plan were used to inform the guide and the Policy Plan portion of the Countywide Plan.

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 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

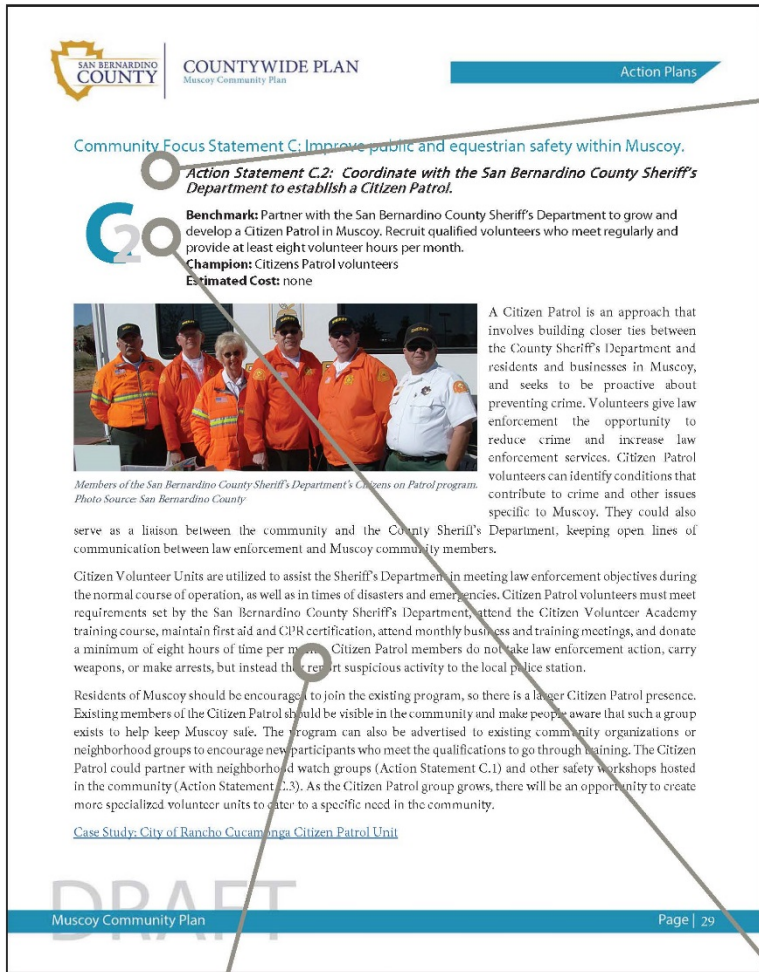
The Community Action Guide provides a general organization of the action steps necessary to implement each Action Statement. The Community may want to meet to identify the top three to five priority Action Statements to work on first. Some of these may be those actions that the community believes could 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 Partner Champion and Action Team should review and refine the Action Statement and Action Steps before moving forward.



Community Focus Statement C: Improve public and equestrian safety within Muscoy.

Action Statement C.2: Coordinate with the San Bernardino County Sheriff's Department to establish a Citizen Patrol.

GO

Benchmark: Partner with the San Bernardino County Sheriff's Department to grow and develop a Citizen Patrol in Muscoy. Recruit qualified volunteers who meet regularly and provide at least eight volunteer hours per month.

Champion: Citizens Patrol volunteers

Estimated Cost: none

Members of the San Bernardino County Sheriff's Department's Citizens on Patrol program.
Photo Source: San Bernardino County

A Citizen Patrol is an approach that involves building closer ties between the County Sheriff's Department and residents and businesses in Muscoy, and seeks to be proactive about preventing crime. Volunteers give law enforcement the opportunity to reduce crime and increase law enforcement services. Citizen Patrol volunteers can identify conditions that contribute to crime and other issues specific to Muscoy. They could also serve as a liaison between the community and the County Sheriff's Department, keeping open lines of communication between law enforcement and Muscoy community members.

Citizen Volunteer Units are utilized to assist the Sheriff's Department in meeting law enforcement objectives during the normal course of operation, as well as in times of disasters and emergencies. Citizen Patrol volunteers must meet requirements set by the San Bernardino County Sheriff's Department, attend the Citizen Volunteer Academy training course, maintain first aid and CPR certification, attend monthly business and training meetings, and donate a minimum of eight hours of time per month. Citizen Patrol members do not take law enforcement action, carry weapons, or make arrests, but instead they report suspicious activity to the local police station.

Residents of Muscoy should be encouraged to join the existing program, so there is a larger Citizen Patrol presence. Existing members of the Citizen Patrol should be visible in the community and make people aware that such a group exists to help keep Muscoy safe. The program can also be advertised to existing community organizations or neighborhood groups to encourage new participants who meet the qualifications to go through training. The Citizen Patrol could partner with neighborhood watch groups (Action Statement C.1) and other safety workshops hosted in the community (Action Statement 2.3). As the Citizen Patrol group grows, there will be an opportunity to create more specialized volunteer units to cater to a specific need in the community.

[Case Study: City of Rancho Cucamonga Citizen Patrol Unit](#)

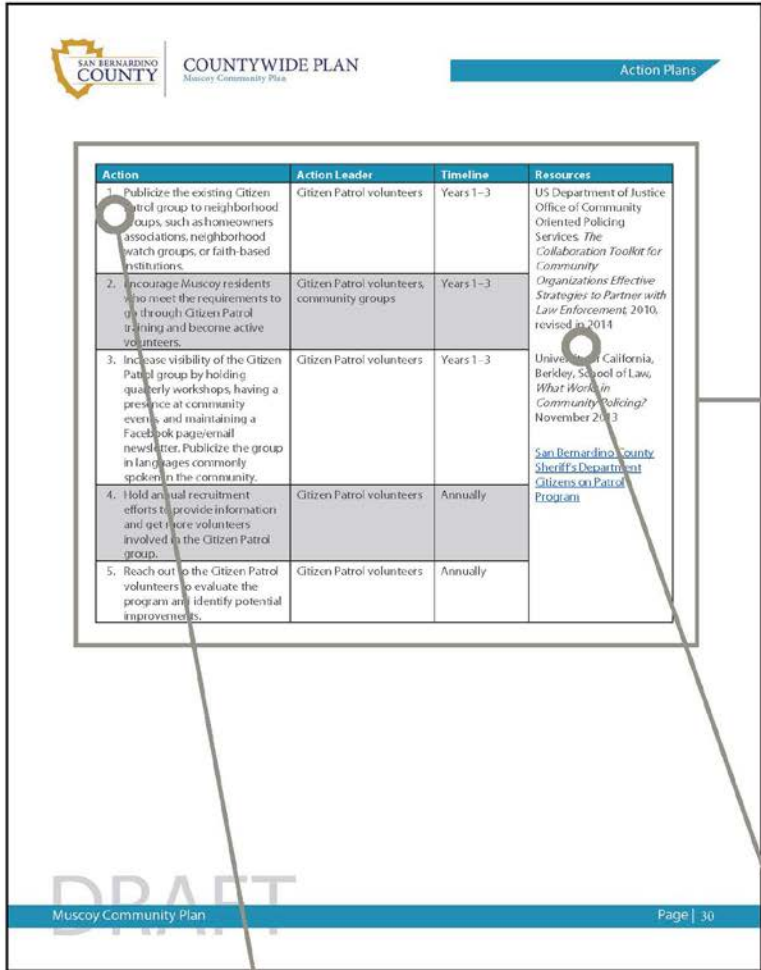
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The Action Statement is a measurable component used to accomplish the overall focus statement.*

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	University of California, Berkeley, School of Law, <i>What Works in Community Policing?</i> November 2013
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	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:

Local Services and Resources. Muscoy residents value the available local services and urban resources that enrich the community.

Community Involvement. Muscoy residents value the friendly atmosphere and level of commitment of community members.

Health and Safety. Muscoy residents value a healthy and safe community with opportunities for recreational enjoyment.

Community Diversity. Muscoy residents value the diverse backgrounds, knowledge, and experiences of community members.

Community Integrity and Respect. Muscoy residents value respect, individual rights, and the integrity of the local people.

Spacious Lifestyle. Muscoy residents value large lot sizes and open spaces to enjoy their homes and property.

Tranquil Environment. Muscoy residents value the calm, tranquil environment while being near urban resources.

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.

Expanded Local Input

Our community enjoys a larger voice in matters impacting Muscoy through increased communication with officials from the County of San Bernardino. We have a clear and efficient path to collect and pass on local input from all residents, making sure that everyone feels heard and respected. This process allows the community to be more self-sufficient.

Sense of Community Ownership

In conjunction with the San Bernardino County Sheriff's Department, Muscoy residents came together to create a formal neighborhood watch program that continues to increase safety within the community and unify residents through a joint effort. This increased communication and coordination creates stronger bonds between neighbors and a heightened sense of pride in the appearance and character of the community.

Cultural and Volunteer Opportunities

Local businesses, nonprofit organizations, and volunteer groups collaborate to increase the number of community festivals and celebrations for residents to attend. These events include workshops and informational classes that teach useful skills such as gardening or cooking, volunteer cleanup days, and holiday festivals that help residents get to know one another while also learning and benefiting the community.

Expanded Local Amenities

Increased access to and awareness of the educational programs and business development materials available to small business owners help them to run their businesses more efficiently and successfully, leading to a small influx of diverse stores to serve the community's needs. Our parks also benefit from the addition of public art programs, which showcase the talents of local artists and provide safe spaces for residents to enjoy.

Improved Recreational Infrastructure

Local community interest-based organizations continue to increase recreational opportunities in Muscoy through fundraising and volunteer efforts. Infrastructure improvements and signage updates continue in areas designated for walking, biking, and riding horses, contributing to the spaces' functionality and safety.



Additionally, educational programs are organized regularly to teach residents the best way to properly use these areas.



Action Plans

Community Focus Statement A: Increase recreational opportunities to enhance the quality of life in Muscoy.

Action Statement A.1: Conduct a community-based asset inventory to identify physical assets like vacant lots and spaces to be used for parks, open spaces, and community activities.

A

Benchmark: Development of an asset inventory document.

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

Estimated Cost: less than \$500



Baker Family Learning Center is an asset to the Muscoy community. Photo Source: Michael Baker International

Parks and open spaces that include sports fields and areas for community members to gather and celebrate are important for the development of a sense of community in Muscoy. Mapping the physical assets of the community presents a starting point for a community-building process in Muscoy as well as an opportunity to identify existing spaces that might contribute to meeting the community's needs. A community-based mapping process of Muscoy's physical assets can help identify land, buildings, streets, and infrastructure already in place that can contribute to increased recreational opportunities and community-building activities.

There are several benefits to conducting a community-based inventory to identify these existing resources. First, it creates an opportunity for residents to appreciate the value of and enhance what already exists in the community. In this process, the community can identify vacant land that would be appropriate for the development of athletic facilities, such as soccer fields, baseball diamonds, or other activities the community identifies as important. A vacant lot in a residential neighborhood could become a location for monthly barbecues or other outdoor events. A vacant lot in a commercial area could be used as a staging location or for extra parking during a community fair. Existing facilities could be used creatively to benefit Muscoy in order to create opportunities for community connectedness and social interaction.

As part of the physical asset inventory, it is key to pay attention to parts of the community that are underused such as vacant land or abandoned residential and industrial buildings in order to begin to identify new ways to make these assets work for the community. Community groups or nonprofit organizations can assist in identifying potential sites where this conversion would be the most cost effective and feasible.

Questions the community can ask during the mapping process:

- 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?
- Who might best be able to use the land or buildings?
- Who can begin to put the redevelopment process in motion?

Action	Action Leader	Timeline	Resources
1. Contact residents, hold a meeting and organize volunteers to serve on the Asset Inventory Task Force.	Champion Lourdes Garcia, Jane Hunt Ruble interested	Month 1	Building Communities from the Inside Out, by Kretzmann and McKnight San Bernardino County Regional Parks UCLA Center for Health Policy Research
2. Select a leader to serve as chair of the task force.	Asset Inventory Task Force (when established, Muscoy Community Advisory)	Month 2	
3. Develop a methodology for identifying and inventorying vacant lots and spaces in the community.	Asset Inventory Task Force	Months 3 – 4	
4. Create an asset database that is easily accessible by community leaders or other groups.	Asset Inventory Task Force	Months 4 – 5	
5. Connect community groups with information about assets for them to use.	Asset Inventory Task Force	Month 5 – On-going	
6. Revisit the asset inventory to reassess the situation and update as necessary.	Asset Inventory Task Force	Annually	

Community Focus Statement A: Increase recreational opportunities to enhance the quality of life in Muscoy.

Action Statement A.2: Coordinate with nonprofits, local business, and institutional partners to identify resources to purchase adjacent vacant lots and convert them to parks.

A₂

Benchmark: Established a Pavement to Parks program or a similar Lost Lots program to turn vacant lots into community parks, developed guidelines and funding for the program to ensure the program continues to function for a period of at least three years.

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

Estimated Cost: \$20,000 – \$100,000



Pocket park in a residential neighborhood in Irwindale, CA. Photo Source: Shane Burkhardt

Businesses, institutions, and nonprofits can be important partners in creating spaces in the community that contribute to recreation and community-building activities, like community gardening. Building on a physical asset inventory (like the one identified in Action Statement A.1), community members and partners can work together to purchase and develop vacant and underutilized lots to convert to parks and open space. Community groups or nonprofit organizations are important partners in identifying potential sites where this conversion would be the most cost effective and feasible.

Nonprofits are strong partners as they can help mobilize the community toward park design, programming, and management. Businesses, both local and regional, can help sponsor park development and can mobilize employee resources and volunteers in construction. Institutions, like the Community Hospital of San Bernardino and Arrowhead Regional Medical Center, could provide grants and funding to develop parks and open spaces as part of their community benefits program to reduce obesity and chronic illnesses.

Organizations like KaBOOM!, the Lowe’s Charitable and Educational Foundation, Miracle’s Grants for America’s Children, and the LEGO Children’s Fund offer funding and programming for developing parks and open spaces. Other governmental resources, like the US Department of Agriculture (USDA), provides funding for communities like Muscoy to construct and renovate facilities used for public service, health care, recreation, community service, and public safety. Areas with the lowest population and income levels receive higher grant considerations.



Action	Action Leader	Timeline	Resources
1. Hold a meeting to establish a Local Parks Committee.	Champion	Month 1	<p>California state conservation programs:</p> <ul style="list-style-type: none"> Property Tax Benefits for Wildlife Habitat Contract or Open Space Easement Property Tax Benefits for Public Parks and Preservation Income Tax Benefits for Open Space Conservation The Land Conservation Act/Open Space Subvention Program <p>Corporate sponsorship guidance http://mrsc.org/Home/Explore-Topics/Parks-and-Recreation/Parks-and-Recreation-Funding/Corporate-Sponsorship-and-Naming-Policies.aspx</p> <p>Private funding for parks http://www.rff.org/files/sharepoint/Workimages/Download/RFF-IB-14-01.pdf</p> <p>Park and recreation grant funding http://www.thegranthelpers.com/municipal-grants/parks---recreation-grants http://www.nrpa.org/Grants-and-Partners/Recreation-and-Health/Coca-Cola-Refreshing-Community-Spaces/</p> <p>Pavement to Parks: http://pavementtoparks.org/</p> <p>Additional grant sources: http://www.thegranthelpers.com/municipal-grants/parks---recreation-grants</p>
2. Work with residents and community groups to identify vacant and underutilized lots that would be ideal for conversion to parks or open space.	Local Parks Committee	Months 1 – 2	
3. Establish a Pavement to Parks program or a similar Lost Lots program to include one or more of the following: <ul style="list-style-type: none"> Fund to acquire vacant or underutilized lots Tax credits for donation of land to a parks/open space district Property tax incentives for property owners who allow conversion/use of their property for parks, open space, and community gardens 	Local Parks Committee	Months 2–4	
4. Develop a map of target properties, program guidelines, an application process, and a fund for the program.	Local Parks Committee	Month 5	
5. Reach out to and partner with nonprofits, charitable foundations, local institutions, and businesses (both local and regional) for sponsorship of lot acquisition and construction of community parks. Apply for governmental and other grant funding.	Local Parks Committee	Months 5–8	
6. Reach out to property owners to inform them of the new program and encourage them to take advantage of it.	Local Parks Committee	Month 8–onward	
7. Work to acquire vacant or underutilized lots in the community, and start constructing community parks.	Local Parks Committee	Month 8–onward	

Community Focus Statement A: Increase recreational opportunities to enhance the quality of life in Muscoy.

Action Statement A.3: Establish joint-use agreements with Muscoy Elementary School and the PAL Center for the community to utilize existing soccer fields and green spaces.

A3

Benchmark: Muscoy residents have access to green spaces throughout the community.

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

Estimated Cost: variable depending on the proposed project



Youth soccer program utilizing joint development. Photo source: Derek Jensen

The existing soccer fields and green spaces at Muscoy Elementary School and the PAL Center could be utilized via joint-use agreements to increase recreational opportunities in Muscoy. Additionally, other existing recreational facilities or multipurpose rooms in the community could be identified and inventoried for potential future joint-use agreements.

Joint use is a term generally used to describe many different strategies involving the shared use of institutional buildings and properties, including schools, libraries, and churches.

Joint use is a cost-effective way to increase the number of recreational opportunities in a community. For example, a local elementary school has a soccer field that is used by students at recess during the day. The school sits empty during the evening. Instead of building a separate facility for an adult soccer league, the league could enter into a joint-use agreement with the school to use the soccer field after school hours. The adult league saves resources by not having to finance and construct a new facility when an acceptable soccer field exists and is unused during the league's desired hours. Additional resources could instead be directed to improving the existing soccer field, such as installing lights or purchasing new goals.

While Muscoy Elementary School and the PAL Center have already been identified as potential joint-use partners, other community facilities may also be used. A private landowner could lease open space for an archery club. A multipurpose room at a local church could be used as a classroom for a community art class. Joint-use agreements could also be signed prior to development. For instance, if a school wanted to develop baseball diamonds, the school could partner with an adult softball league to generate funds and begin construction sooner, rather than each organization initiating the development.

Opportunities for joint-use programming can be identified through the community-based physical asset inventory described in Action Statement A.1. By identifying opportunities for joint use, recreational facilities and

programming can be expanded in Muscoy in an efficient and cost-effective manner. The community can facilitate expansion of recreational opportunities without incurring additional cost or constructing additional facilities.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to establish a Local Parks Committee (if not already created)	Champion	Month 1	ChangeLab Solutions, Joint Use Agreement Checklist http://www.changelabsolutions.org/sites/default/files/CLS_JointUse_checklist_FINAL_20120517_1.pdf UC Berkley
2. Reach an agreement between the County, Muscoy Elementary, and the PAL Center to develop a joint-use agreement.	Local Parks Committee, PAL Center, School District	Month 1	
3. Identify community, school, and PAL Center needs.	Local Parks Committee, PAL Center, School District	Months 2–4	
4. Inventory properties.	Committee	Months 4–6	
5. Determine scope of joint-use agreement.	Local Parks Committee, PAL Center, School District	Months 6–9	
6. Identify and reach agreement on facilities use.	Local Parks Committee, PAL Center, School District	Months 6–9	
7. Develop a communication protocol.	Local Parks Committee, PAL Center, School District	Month 10	
8. Identify and reach agreement on third-party use.	Local Parks Committee, PAL Center, School District	Months 10–12	
9. Agree on facilities improvements and improvement protocol.	Local Parks Committee, PAL Center, School District	Months 10–12	
10. Agree on cost analysis and allocation.	Local Parks Committee, PAL Center, School District	Months 12 – 14	
11. Identify risk management and other legal issues.	Local Parks Committee, PAL Center, School District	Months 12 – 16	
12. Determine term of agreement, evaluation, and renewal.	Local Parks Committee, PAL Center, School District	Months 16 – 17	
13. Develop joint-use agreement documents.	Local Parks Committee, PAL Center, School District	Months 16 – 20	
14. Obtain formal approval.	Local Parks Committee	Month 20	

Community Focus Statement B: Encourage community involvement in civic beautification and maintaining the community's rural character.

Action Statement B.1: Establish a community cleanup program utilizing local youth organizations to clean up trash, debris, and weeds in the Muscoy community at least four times a year.

B

Benchmark: A community cleanup program has been organized with adult and youth leadership and hosts at least four cleanup events per year.

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

Estimated Cost: \$2,000 per event



Community cleanup program in Oakland, CA. Photo source: Leo Romero

Keeping a community clean and attractive helps boost local pride and visitor impressions. Residents and local organizations have the most influence in creating an environment of continued care and cleanliness in Muscoy. Hosting cleanup events, gathering volunteers, and keeping local areas clean helps maintain public areas and reduce littering and dumping in the first place. Schools, nonprofits, businesses, and property owners can all contribute to a Muscoy community cleanup.

Local youth should 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. As a group, they can identify particular areas, such as parks or vacant space, in need of cleanup. Additionally, they could volunteer outdoor home cleanup services for senior citizens or other Muscoy community members in need of extra help. Participating in neighborhood cleanups allows youth to make significant and tangible contributions to their community. Youth can establish themselves as leaders, involve their peers in civic beautification, and maintain high quality rural community character. Local youth can take pride in making Muscoy a beautiful community.

Hosting cleanup days, establishing teams of regular volunteers, and ensuring efforts are marketed to all members of the community can serve as a catalyst to a better-maintained community. Organizing and gathering volunteers can be done on a small or large scale using business and organization websites, social media, local newsletters, and other methods of advertisement.

[Case Study: Community Cleanup and Adopt-A-Street Program, City of Victorville](#)



Action	Action Leader	Timeline	Resources
1. Hold a meeting to get interested parties to create a Community Cleanup Committee	Champion	Month 1	County of San Bernardino Department of Public Works, Solid Waste Management Division http://cms.sbcounty.gov/dpw/SolidWasteManagement/Hauler.aspx
2. Contact local youth organizations and organize a committee of volunteer leaders for the Community Cleanup Committee	Community Cleanup Committee	Month 2	Community Cleanup Guide http://library.oregonmetro.gov/files/neighborhood_cleanup_guide_2012.pdf
3. Select an adult leader to serve as chair who will provide leadership and champion the committee. Identify youth leaders to serve as coordinators.	Community Cleanup Committee	Month 2	Conducting a cleanup campaign http://www.bookstore.ksre.ksu.edu/pubs/MF931.pdf
4. Select dates for community cleanup events, and use youth coordinators to publicize and market the events.	Community Cleanup Committee	Month 3	Steps for organizing neighborhood cleanup with links to additional resources http://www.bbcleaningservice.com/organizing-neighborhood-cleanup.html
5. Coordinate with San Bernardino County Public Works, Solid Waste Management Division, to secure trash receptacles delivery and pickup.	Community Cleanup Committee	Month 4	Keep America Beautiful https://www.kab.org/
6. Solicit local businesses, faith institutions, and nonprofits to sponsor community cleanups.	Community Cleanup Committee	Biannually	Waste management education posters http://www.stopwaste.org/resource-library/type/posters
7. Track participation at each event, and note which events attract the most participants and sponsors. Be sure to thank volunteers and publicize sponsors as a thank you.	Community Cleanup Committee	Biannually	

Community Focus Statement B: Encourage community involvement in civic beautification and maintaining the community's rural character.

Action Statement B.2: Coordinate and implement a large item trash pickup and dump day quarterly.

B

Benchmark: The Muscoy Community Cleanup Committee regularly organizes and coordinates cleanup events in various parts of the community on a quarterly basis. With leadership, the Muscoy Community Cleanup Committee teams up with local businesses and community members to create opportunities for continued care and cleanliness in the community.

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

Estimated Cost: \$750–\$1,250



The City of Santa Clara has several events focused on cleanup and recycling. The city has an annual cleanup campaign to set out bulky items that are not collected by weekly garbage pickups, and holds a citywide garage sale twice a year to get rid of clutter and reuse items that would otherwise go to the landfill. For more information, visit <http://santaclaraca.gov/residents/events/annual-clean-up-campaign>

Cleaning up the community can improve the physical environment, as well as create opportunities for social fellowship and for individual investment and pride in the community. A successful community cleanup program would involve key individuals, businesses, and local organizations who would have the most influence in creating an environment of continued care and cleanliness in the community.

The community could invite leaders from schools, service clubs, and community organizations like the Latino Health Collaborative and the Muscoy Action Committee to join a committee/team to coordinate work on the cleanup program and establish community large item trash pickup and cleanup days quarterly. The committee could develop a detailed plan and attainable goals for the trash pickup and cleanup days that includes details of what would be done, the time frame, and who would be involved. The community could partner with appropriate local businesses to supply

transportation vehicles, equipment, trash receptacles, gloves or tools, and refreshments. If costs are involved, the committee could then draw up a budget and identify possible methods of funding (i.e., sponsorships, fundraising, etc.). To make the trash pickup and cleanup day events as accessible as possible to all Muscoy residents, the events could be scheduled in different areas of the community. Donation drives are a great way to partner with schools or youth organizations such as the Boy/Girl Scouts of America. Students or Boy/Girl Scouts could also go door-to-door to collect items for the drive to help with funding and supplies.

Due to increasing costs and diminishing revenue, the County held the last Community Clean-Up and Recycling Day on April 14, 2012. Currently, the County of San Bernardino is contracted with Burrtec to offer residential trash service to Muscoy residents. Trash service typically includes bulky item and e-waste pickups at no extra cost. Also, many materials can be recycled or reused by taking them to recycling centers or thrift stores.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a Community Cleanup Committee (if not already created)	Champion	Month 1	CalRecycle, <i>Community Cleanups: Models for Local Government Recycling and Waste Reduction</i> . http://www.calrecycle.ca.gov/ County of San Bernardino Department of Public Works, <i>County Community Clean-up and Recycling Day</i> http://cms.sbcounty.gov/dpw/home.aspx
2. Contact leaders from schools, service clubs, and community organizations like the Latino Health Collaborative and the Muscoy Action Committee to join a community committee/team to coordinate cleanup events.	Committee with Community leaders and members	Month 2	
3. Select a member to serve as cleanup program lead to provide leadership to the committee and contact person for related topics and issues.	Community Cleanup Committee	Month 2	
4. Develop a list of community issues and regulations that address trash pickup and cleanup.	Community Cleanup Committee	Months 2–3	
5. Partner with community businesses and members to supply equipment (i.e., 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	
6. Schedule 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	
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 B: Encourage community involvement in civic beautification and maintaining the community's rural character.

B

Action Statement B.3: Encourage safe animal keeping through educational programs and partnerships.

Benchmark: A safe animal keeping program is organized and developed with experienced teachers. An education program and lesson plans for experienced teachers meets regularly.

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

Estimated Cost: variable dependent upon the program proposed.



Backyard chicken coop with a green roof. Photo source: Josh Larios

Because of Muscoy's rural nature and equestrian culture, safe animal 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 programs could relate to the care and safety of household pets, such as dogs or cats. Pet first aid courses can be geared to first-time pet owners to familiarize them with pet CPR, administering medication, signs of a medical emergency, disaster safety, and other emergency first aid tools. Awareness of toxic household products, foods, and plants can also help pet owners avoid unnecessary veterinary emergencies.

Additionally, educational programs could relate to the care of farm animals and livestock. As many Muscoy residents own horses or other livestock, animal safety and health should be at the forefront. 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 or other health standards, to keep livestock in Muscoy happy and healthy.

Safe animal keeping education can take a variety of forms in Muscoy—half-day workshops, regular classes over several weeks, after-school enrichment activities, or community fairs. Partnerships could be developed with the San Bernardino County UC Cooperative Extension, particularly 4-H. The San Bernardino City Unified School District and the Baker Family Learning Center could also facilitate and coordinate on safe animal keeping programs.

Safe animal keeping education can be a form of civic engagement and would help maintain Muscoy's rural character for generations to come. Expertise from veterinarians, equestrians, and other agricultural experts could contribute to the community's knowledge and collectively benefit Muscoy.



Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a Muscoy Advisory Committee	Champion	Month 1	San Bernardino County Department of Public Health
2. Partner with the San Bernardino County Department of Public Health's Preventive Veterinary Services program to create a safe animal keeping program specifically for Muscoy.	Muscoy Advisory Committee	Years 1 – 3	http://www.sbcounty.gov/dph/publichealth/ University of California Cooperative Extension http://ucanr.edu/
3. Solicit expert livestock and animal keeping volunteers to serve as teachers in coordination with County staff.	Muscoy Advisory Committee	Years 1 – 3	Grant Funding: http://youth.gov/ Animal Humane Society
4. Identify a funding source (County support, grants, sponsorships, other fundraising efforts).	Muscoy Advisory Committee	Years 1 – 3	Red Cross
5. Develop a curriculum to meet the unique needs of Muscoy, and create a schedule for the class to meet on a regular basis, with key topics to attract a variety of skill levels.	Muscoy Advisory Committee	Years 1 – 3	
6. Revisit the curriculum to revise and improve it 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.	Muscoy Advisory Committee	Annually	

Community Focus Statement C: Improve public and equestrian safety within Muscoy.

Action Statement C.1: Increase participation in the neighborhood watch program throughout the community.

G

Benchmark: Neighborhood watch programs are formed for at least 50 percent of the Muscoy residential area and include a variety of residents with established leadership for each program and regularly scheduled meetings.

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

Estimated Cost: \$500–\$10,000 per year



Photo source: Flickr, [Eva Luedin](#)

A neighborhood watch program is a way to help keep Muscoy safe by involving community members in crime prevention efforts. Participating residents keep watch on the neighbors and the neighborhood, reducing crime by decreasing situations where people are able to commit a crime without being observed. Community members would also promptly report suspicious activities to law enforcement officials, who can intervene and potentially stop a crime from occurring. Muscoy is a community of mostly single-family houses on large lots, allowing a large area of the community to be monitored by residents as part of their daily activities. By making it clear to potential lawbreakers that the neighborhood is on lookout and suspicious behavior is likely to be reported, the neighborhood becomes less appealing to criminals. The goal of a neighborhood watch program is not to arrest criminals or change their behavior, but to reduce the number of situations where a crime could happen.

Studies find that neighborhood watch programs can lead to significant decreases in crime, but to be effective, the program must involve a wide segment of community members who are willing to make a long-term effort to keep the program running. There is a neighborhood watch group in Muscoy; however, it only includes a small portion of the community. Because neighborhood watch is a program run through the National Crime Prevention Council, there is the opportunity for other neighborhood watch groups to be founded in Muscoy so that a wider range of community members can partake. Groups could be started in specific residential areas or could be as small as everyone living on a street beginning a neighborhood watch group.

The San Bernardino County Sheriff's Department can assist new neighborhood watch groups by providing critical resources and training for program participants. Participants can host events, workshops, or other neighborhood events to increase their visibility in Muscoy. Signs posted around the community can also help raise awareness of the program and may deter potential lawbreakers. The more residents in Muscoy taking part in neighborhood watch groups, the safer the community will become.



Action	Action Leader	Timeline	Resources
1. Conduct outreach activities and recruit diverse groups of residents to serve on several neighborhood watch committees. Conduct a kickoff, informational meeting to determine interest, assign volunteers, identify areas of concern in the community, and perform other appropriate start-up activities.	Champion with Community groups, homeowner's associations, Sheriff's Department	Years 1 – 3	National Crime Prevention Council: Starting a Neighborhood Watch http://www.ncpc.org/topics/home-and-neighborhood-safety/neighborhood-watch US Department of Justice: Neighborhood Watch Manual https://www.bja.gov/Publications/NSA_NW_Manual.pdf
2. For each neighborhood where a program will be established, select a resident to serve as the neighborhood watch chair.	Neighborhood watch committees	Years 1 – 3	San Bernardino County Sheriff's Department http://cms.sbcounty.gov/sheriff/home.aspx
3. Solicit volunteers from the community to support neighborhood watch activities. Advertise neighborhood watch groups in both English and Spanish.	Neighborhood watch committees	Years 1 – 3	San Bernardino County Public Works (for sign installation) http://cms.sbcounty.gov/dpw/home.aspx
4. Establish partnerships with the Sheriff's Department for training, information sharing, and resources.	Neighborhood watch committees	Years 1 – 3	National Neighborhood Watch
5. Post signs notifying people of a neighborhood watch program.	Neighborhood watch committees	Years 1 – 3	
6. Conduct regular training sessions, information sharing, and meetings.	Neighborhood watch committees	Quarterly	

Community Focus Statement C: Improve public and equestrian safety within Muscoy.

Action Statement C.2: Coordinate with the San Bernardino County Sheriff's Department to establish a Citizen Patrol.

2

Benchmark: Partnership with the San Bernardino County Sheriff's and creation of a Citizen Patrol in Muscoy. Qualified volunteers who meet regularly and provide at least eight volunteer hours per month are recruited.

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

Estimated Cost: none



*Members of the San Bernardino County Sheriff's Department's Citizens on Patrol program.
Photo source: San Bernardino County*

A Citizen Patrol is an approach that involves building closer ties between the County Sheriff's Department and residents and businesses in Muscoy, and seeks to be proactive about preventing crime. Volunteers give law enforcement the opportunity to reduce crime and increase law enforcement services. Citizen Patrol volunteers can identify conditions that contribute to crime and other issues specific to Muscoy. (e.g., illegal parties, etc).

They could also serve as a liaison between the community and the County Sheriff's Department, keeping open lines of communication between law enforcement and Muscoy community members.

Citizen Volunteer Units are utilized to assist the Sheriff's Department in meeting law enforcement objectives during the normal course of operation, as well as in times of disasters and emergencies. Citizen Patrol volunteers must meet requirements set by the San Bernardino County Sheriff's Department, attend the Citizen Volunteer Academy training course, maintain first aid and CPR certification, attend monthly business and training meetings, and donate a minimum of eight hours of time per month. Citizen Patrol members do not take law enforcement action, carry weapons, or make arrests, but instead they report suspicious activity to the local police station.

Residents of Muscoy should be encouraged to join the existing program, so there is a larger Citizen Patrol presence. Existing members of the Citizen Patrol should be visible in the community and make people aware that such a group exists to help keep Muscoy safe. The program can also be advertised to existing community organizations or neighborhood groups to encourage new participants who meet the qualifications to go through training. The Citizen Patrol could partner with neighborhood watch groups (Action Statement C.1) and other safety workshops hosted in the community (Action Statement C.3). As the Citizen Patrol group grows, there will be an opportunity to create more specialized volunteer units to cater to a specific need in the community.

Case Study: City of Rancho Cucamonga Citizen Patrol Unit

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.	Champion	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 University of California, Berkley, School of Law, <i>What Works in Community Policing?</i> November 2013 San Bernardino County Sheriff's Department Citizens on Patrol Program
2. Encourage Muscoy residents who meet the requirements to go through Citizen Patrol training and become active volunteers.	Champion with 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	
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	

Community Focus Statement C: Improve public and equestrian safety within Muscoy.

Action Statement C.3: Partner with the San Bernardino County Sheriff Department, County Fire Department, local safety experts, and insurance companies to educate property owners on securing homes and businesses.

C
3

Benchmark: A decrease in property-related crimes is achieved and educational material on securing homes and businesses available to every resident in Muscoy. Two safety-related workshops are hosted per year.

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

Estimated Cost: variable, depending on programs held



Examples of outdoor security lighting and cameras to deter crime. Photo source: Pixabay, Antranias

Property owners are capable of updating their homes or businesses to enhance safety, but they could find the best approach to be overwhelming. Muscoy identified that crime and violence, as well as a lack of lighting and security cameras, make parts of the community unsafe to walk through at night. In addition, illegal parties with drinking and drugs can increase local crime and decrease the safety of community. Through engagement and education of property owners by the San Bernardino County Sheriff's Department, County Fire Department, local safety experts, and insurance companies, these concerns can be addressed on individual properties. Property owners can enhance the security of their home or business while simultaneously increasing the safety of the community.

Partnerships with the San Bernardino County Sheriff's Department and Fire Department will provide property owners with educational resources and local perspectives on how to best secure private properties in Muscoy. Local safety experts and insurance companies can also provide valuable safety information and educate property owners. Evaluation of the existing security of properties in Muscoy can increase the effectiveness of education and outreach to target areas that are currently susceptible to crime. The lack of lighting and security cameras identified by the community could be addressed by workshops on lighting placement or effective signage for security monitoring. The San Bernardino County Sheriff's Department, County Fire Department, 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 homes and businesses that have previously experienced a property crime could build and strengthen community partnerships and increase safety throughout Muscoy. By working with individual property owners to increase security, the community can create a network of safer, stronger neighborhoods. Additionally, by coming together in the form of workshops and demonstrations, community members can share their own successes about products

and security improvements that have worked in their own experience. Partnerships could also be formed between neighborhood watch programs (Action Statement C.1) and the Muscoy Citizen Patrol (Action Statement C.2). Educating property owners and building relationships with local safety resources may also strengthen the community’s ability to respond in an emergency, such a natural hazard.

Action	Action Leader	Timeline	Resources
1. Work with community organizations, residents, and business owners to identify security needs in the community.	Champion, Neighborhood Watch groups, Citizens Patrol	Years 1 – 3	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. Host regular community meetings and workshops about securing homes and businesses against crime and property damage. Provide information and resources to residents and property owners. Host meetings at least twice a year.	Champion, Neighborhood watch groups, Citizen Patrol	Years 1 – 3	National Institute of Justice: Crime and Crime Prevention – Property Crime https://www.crimesolutions.gov/TopicDetails.aspx?ID=21 CalFire: Wildfire Protection http://osfm.fire.ca.gov/codedevelopment/wildfireprotection
3. Publicize information about securing homes and businesses against crime and property damage, including potential financial resources, available in a community facility and online, in all commonly spoken languages in Muscoy.	Neighborhood watch groups, Citizen Patrol	Years 1 – 3	FEMA: Home Builder’s Guide to Construction in Wildfire Zones https://www.fema.gov/media-library-data/20130726-1652-20490-4085/fema_p_737.pdf
4. Explore the feasibility of a grant, revolving loan, or other financial incentive mechanism to encourage property owners to secure their buildings against crime and property damage.	Neighborhood watch groups, Citizen Patrol	Years 1 – 3	
5. Establish a program to provide free property evaluations and safety consultations with local property owners.	Neighborhood watch groups, Citizen Patrol	Years 1 – 3	

Community Focus Statement C: Improve public and equestrian safety within Muscoy.

Action Statement C.4: Establish a Safe Routes to School (SRTS) program.

C4

Benchmark: Implemented a successful, community-led SRTS program.

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

Estimated Cost: variable depending on proposed improvements.



In some cases, adding sidewalks to common routes for students may be able to create a safer environment to travel in. Photo source: Michael Baker International

A Safe Routes to School program focuses on increasing the safety, convenience, and fun of walking and bicycling to and from school. The program can improve the health, social capital, and traffic in a community by giving kids and parents alternatives to traveling to school by car.

Congress approved funding for Safe Routes to School programs in 2005, which can still be used for projects such as bicycle lanes, pathways, and sidewalks as well as the launch, promotion, education, and enforcement of an SRTS program. By gathering people who wish to create safe streets for kids to walk and bike on and developing an action plan to evaluate issues and address challenges, the community can seek funding and improve the lives of residents. Local schools or parent-teacher groups are excellent choices for spearheading an SRTS program, with the ability to organize events such as a Walk to School Day or a walking school bus and spread information about the program.

Action	Action Leader	Timeline	Resources
1. Plan a Walk to School Day event to engage the community and stakeholders and raise awareness.	Champion San Bernardino City Unified School District	Month 1	Safe Routes Partnership www.saferoutespartnership.org
2. Using resources and information gathered from the Walk to School Day event, organize a SRTS team of advocates to work on a full-scale program, including: <ul style="list-style-type: none"> • School representatives • Parents • County officials • Police and fire departments • Local community groups and leaders 	Champion	Months 2 – 5	San Bernardino County Transit Authority (SBCTA) SRTS Plan http://www.gosbcta.com/plans-projects/index.html Safe Routes to School Noteworthy Practices Guide http://www.saferoutesinfo.org/sites/default/files/resources/SRTS%20Noteworthy%20Practices%20Guide%20FINAL.pdf
3. Check in with SBCTA SRTS program to find out where to start. 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	Month 6	California Active Transportation Resource Center: Tools http://www.casaferoutestoschool.org/get-assistance/tools/
4. Evaluate the need, methods, and scope of a SRTS program.	SRTS team	Months 7 – 9	Safe Routes Info, SRTS Guide http://guide.saferoutesinfo.org/step/index.cfm
5. Craft a SRTS program that includes the 5 E’s (Engineering, Education, Enforcement, Encouragement, and Evaluation) outlined by the Federal Highway Administration. Include: <ul style="list-style-type: none"> • Data and strategies under each E that will lead to increased active transportation to school • A timeline for each part of the plan • A map of the area covered by the plan • An explanation of the evaluation method that will be used to ensure the plan’s effectiveness 	SRTS team	Months 9 – 15	
6. Apply for funding to implement the strategies in the plan.	SRTS team	Month 15 – On-going	
7. Work as a team to implement the plan.	SRTS team	Month 15 – On-going	
8. Evaluate the plan and make adjustments as needed.	SRTS team	Year 2, and On-going	

Community Focus Statement C: Improve public and equestrian safety within Muscoy.

Action Statement C.5: Identify existing and potential horse and pedestrian trails with a community-sponsored wayfinding program.

C5

Benchmark: Formation of a citizen’s pedestrian and trails advisory group and development of a plan that outlines a “wellness and walking” corridor(s) or network through the community.

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

Cost: \$5,000–\$100,000



*Keeping and riding horses is a common practice in Muscoy.
Photo source: Michael Baker International*

The Lytle Creek Wash runs along the western edge of the Muscoy community. Many large-lot single-family residential properties are located adjacent to the river, but most of the area is not accessible for recreation. In addition, there is limited pedestrian access and connectivity both within the community and to nearby recreational resources such as the wash. Connectivity and pedestrian and equestrian safety are among the top concerns articulated by Muscoy residents. In recognition of the community’s desire for additional pathways and connections, it is recommended that the community work with local property owners, the County, the Flood Control District, the Natural Resources Conservation District and the San Bernardino County Department of Regional Parks, to establish a community wellness and

walking corridor, a network of formal and informal pathways through the community, new trails that would connect to the Lytle Creek Wash, and wayfinding signage to direct users to and through this network of pathways.

With its natural beauty and wide open spaces, the community of Muscoy offers ample opportunity for outdoor recreation such as walking, hiking, and riding. While there are not currently any County-maintained sidewalks or trails in the area, there is an extensive network of informal pathways. In many instances, these paths traverse residential lots and provide uncontrolled access to and around the Lytle Creek Wash.

Pedestrian pathways and multi-use trails offer public health, economic, and transportation benefits for communities, such as providing attractive, safe, and accessible places to cycle, walk, hike, or ride, opportunities for exercise and mental respite, and habitat conservation. The planning team should work with the community to identify a network of both formal and informal pathways that could create a wellness and walking corridor through the community. The new corridor could consist of informal pathways and buffered pedestrian shoulders along existing roads and should include signage, wayfinding, and amenities to create a navigable and cohesive network. The corridor plan should give special consideration to connecting the community to nearby amenities and open spaces such as the Lytle Creek Wash. New pedestrian and bicycle links are encouraged from pedestrian activity areas



such as schools, parks, and commercial centers to the nearby street and/or path system. In addition, a multi-use trail along the creek is recommended for hiking and equestrian purposes to give residents the opportunity to venture into a more natural setting while remaining close to home.



Action	Action Leader	Timeline	Resources
1. Hold a meeting to engage with the community to establish a citizens pedestrian and trails advisory group.	Champion with support from community members	Months 1 – 2	San Bernardino County Regional Parks http://cms.sbcounty.gov/parks/Home.aspx
2. Work with the County and property owners to identify and map a network of both formal and informal pathways that could create a wellness and walking corridor through the community, including access points along the wash.	Pedestrian and trails advisory group	Months 2 – 4	San Bernardino Flood Control District http://cms.sbcounty.gov/dpw/floodcontrol.aspx Park, trail, and recreation grant funding http://www.americantrails.org/resources/fedfund/ http://www.fhwa.dot.gov/environment/recreation/trails/ http://www.railstotrails.org/build-trails/trail-building-toolbox/acquisition/financing-and-funding/
3. Work with the San Bernardino Flood Control District to establish a joint agreement for public access and recreational use of the wash.	Pedestrian and trails advisory group	Months 4 – 6	http://www.parks.ca.gov/?page_id=24324 Bicycle and pedestrian facility funding resources http://www.calbike.org/funding_sources
4. Draft and adopt a plan that outlines a wellness and walking corridor to include existing and proposed pathways and multi-use trails, and a wayfinding program for the corridor.	Pedestrian and trails advisory group	Months 6 – 12	Complete Streets Local Policy Workbook – from Smart Growth America HTTP://WWW.SMARTGROWTHAMERICA.ORG/DOCUMENTS/CS-LOCAL-POLICY-WORKBOOK.PDF
5. Apply for grant funding for construction of new pathways/trails and/or installation of wayfinding signage along the corridor.	Group with pedestrian and trails advisory group	Month 12 – onward	A Resident's Guide for Creating Safe and Walkable Communities - from US Department of Transportation http://safety.fhwa.dot.gov/PED_BIKE/ped_cmni/ped_walkguide/residents_guide2014_final.pdf
6. Consider Incorporation of proposed pathway and trail projects into the 5-year CIP or budget.	Group	Months 12 – 16	A Resident's Guide for Creating Safer Communities for Walking and Biking http://safety.fhwa.dot.gov/ped_bike/ped_cmni/ped_walkguide/residents_guide2014_final.pdf
7. Install wayfinding signage to direct users to and through the wellness and walking corridor.	Pedestrian and trails advisory group	Months 12 – 18	Rails to Trails Conservancy - Stories of Volunteers Creating and Caring For Their Trails https://www.railstotrails.org/resourcehandler.aspx?id=2997
8. Start construction on new community pathways and trails.	San Bernardino Regional Parks	Month 18 – Year 5	
9. Continue ongoing operation and maintenance of community pathways and trails.	Pedestrian and trails advisory group, with support from community organizations, schools, churches, volunteers	Years 1 – 5	Latino Health Access, Wellness Corridor http://www.latinohalthaccess.org/wellness-corridor/

Community Focus Statement C: Improve public and equestrian safety within Muscoy.

Action Statement C.6: Construct traffic calming measures on State Street and major arterials.

C6

Benchmark: Completion of a traffic calming study that includes a set of recommended traffic calming improvements for the study roadways with funds, designs, and construction of the set of improvements.

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

Estimated Cost: \$25,000–\$5,000,000



Pedestrian island and bicycle lane traffic calming measures. Photo source: Richard Drdul

As the primary routes through Muscoy, State Street, Macy Street, and Duffy Street convey a large volume of traffic at relatively high speeds, it is problematic for pedestrians and bicyclists who use the roadways and businesses that seek to appeal to motorists driving through the community. Implementing traffic calming measures along the roadways will reduce the vehicle speeds, creating a safer environment for pedestrians and bicyclists, while encouraging motorists to stop, shop, and eat at the community's stores and restaurants.

Traffic calming measures include a range of treatments that reallocate portions of a street right-of-way away from travel lanes, where motorized traffic is conveyed, to bicycle lanes, on-street parking areas, and sidewalks, and improvements within and immediately adjacent to travel lanes, such as traffic circles, speed tables, and bulb-outs. The appropriate measures for a given location vary based on the surrounding uses, built form, and traffic calming need. In Muscoy, the community may deem it desirable to install one set of traffic calming measures in urbanized areas and another set of measures in more rural or undeveloped locations.

State Street is a County-maintained roadway. Steps taken by the community on this action statement should include advocating to the San Bernardino County Board of Supervisors for the planning and construction of traffic calming measures and improvements in routine maintenance. To best coordinate the effort, Muscoy can adopt a traffic calming plan, including goals, policies, and a description of the approved traffic calming measures. Given the cost associated with preparing the plan and constructing the measures, funding will help expedite their completion. Possible funding sources include:

- US Department of Transportation, Surface Transportation Improvement Grants
- Federal Highway Administration, Bicycle and Pedestrian Program and State Highway Safety Office Grants
- US Department of Agriculture, Rural Development Grants
- US Department of Housing and Urban Development, Reinvestment and Recovery Grants

In the event that grant funding cannot be obtained, a Community Services District (CSD) can be established to obtain funding through tax revenue. A CSD is a permanent form of governance that can provide certain public facilities and services in unincorporated areas. CSDs are often established to lead project implementation including the direction of taxpayer assessments.

Action	Action Leader	Timeline	Resources
1. Hold a community meeting to create a Road Maintenance Committee	Champion	Months 1	Effective Application of Traffic Calming Techniques, Preliminary Investigation, Caltrans Division of Research and Innovation http://www.dot.ca.gov Institute of Transportation Engineers (ITE) Traffic Calming Measures www.ite.org US Department of Transportation, Surface Transportation Improvement Grants https://www.transportation.gov/livability/grants-programs Federal Highway Administration, Bicycle and Pedestrian Program and State Highway Safety Office Grants http://www.fhwa.dot.gov/environment/bicycle_pedestrian/?redirect US Department of Agriculture, Rural Development Grants http://www.rd.usda.gov/programs-services US Department of Housing and Urban Development, Reinvestment and Recovery Grants http://portal.hud.gov/hudportal/HUD?src=/recovery
2. Define project study area and the desired project traffic calming goals.	Committee	Months 1 – 2	
3. Coordinate potential project studies with County Special Districts prior to conducting any studies.	Committee	Month 3	
4. Coordinate with County Department of Public Works.	Committee	Month 4	
5. Gain support from the San Bernardino County Board of Supervisors.	Committee	Month 5	
6. Conduct a traffic calming study that includes a needs assessment, recommended improvements, conceptual design, cost estimate, and implementation plan.	Committee	Months 6 – 18	
7. Attempt to secure grant funding for design and construction.	Committee	Year 1 – 4	
8. If grant funding is not available, coordinate with County Special Districts to establish a community services district for Muscoy traffic calming improvements.	Committee	Year 5 – 9	
9. Conduct outreach with community representatives and emergency services providers to obtain community consensus on proposed improvements. Obtain community and stakeholder input on proposed improvements.	Committee	Year 9–10	
10. Identify project funding.	Committee	Year 10 - 11	
11. Procure final design plans for proposed improvements.	County Public Works Department	Year 11 – 12	
12. Construct/implement corridor improvements.	County Public Works Department	Year 12 - 13	
13. Conduct a community outreach/education program to inform users of the operational changes to the corridor.	Committee	Year 13 - 14	

Community Focus Statement C: Improve public and equestrian safety within Muscoy.

Action Statement C.7: Install additional lighting on streets and in other public spaces.

C7

Benchmark: Additional lighting in Muscoy is funded and installed.

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

Estimated Cost: Contingent upon level of improvements



Streetlights pointed downward avoid unnecessary light pollution. Image Source: [Pixabay](#)

Lighting is important because it increases safety in areas used by pedestrians, bicyclists, and equestrians. Lighting also aids in geographic orientation, as people can use well-lit spaces as landmarks for their reference. However, it can be difficult to achieve a balance between providing adequate lighting and avoiding potential light pollution. In many situations, particularly when there is a security concern, there is a tendency to over-illuminate parks, plazas, streets, or other public spaces. But in fact, too much lighting can be just as detrimental as too little, especially in a setting such as Muscoy where maintaining dark skies is a priority for the community.

The key to developing a good plan is to relate lighting to the evening functions of a particular space, because in the larger view, street lighting is more than just a technical requirement, a security need, or a design element. It can be thought of and used in terms of how the type, placement, and wattage affect how a street is perceived and used.

Although its primary purpose is nighttime visibility for security and safety, successful street lighting takes into account the human users of the street or other exterior spaces in order to improve the users' experience. For instance, one way to emphasize pedestrians and bicyclists over automobile traffic is to replace standard overhead streetlights with smaller-scale, more frequently spaced fixtures geared toward all users, not only vehicles. Additional lighting in Muscoy would increase the health, safety, and welfare of the community while preserving the Muscoy's rural character.

Well-lit spaces allow community members to be involved in physical activity for longer periods of time, not only during the day. Additionally, well-lit spaces provide a greater sense of security for community members.

In recent years, light-emitting diode (LED) lighting has gained traction among cities across the nation. Different sources indicate that cities that switch to LED streetlights can achieve operational savings of up to 40 percent. For example, the City of Los Angeles has seen its electricity bill reduced by over 40 percent by replacing city streetlights with LEDs. The City of Boston saves \$2.8 million a year with its upgraded lighting and the project has paid for itself in a year and a half. Converting existing streetlights to LED or installing new LED lights is one of the options for Muscoy.

While lighting costs vary, Table 1, Lighting Infrastructure Costs, lists potential options and possible typical costs per item or measure to be considered. In order to best address future lighting needs, a feasibility study should be completed to evaluate the overall planning, design, and implementation of future lighting sources in Muscoy. Additional costs that would need to be absorbed by the community would be related to operation and maintenance of the light fixtures.

Lighting Infrastructure Costs

Potential Improvement	Cost (typical per item)
Lighting Study	\$10,000
Wired Streetlight	\$6,000–\$7,000 per light
Solar Streetlight	\$5,000–\$6,000 per light
Low-Level Path Light	\$1,000–\$3,000 per light

Action	Action Leader	Timeline	Objective Resources
1. Hold a meeting to form a Street Lighting Committee	Champion	Month 1	LEOTEK – A municipal guide for converting to LED street lighting http://www.leotek.com/education/documents/Leotek.LED.Streetlight.Guide.V7-101613.pdf Municipal Solid State Street Lighting Consortium – A place for cities to network with other communities who have installed/upgraded to LED street lighting http://www1.eere.energy.gov/buildings/ssl/consortium.html Project Urban Renewable Energy http://purecities.org/turn-the-lights-on-smart-cities-and-led-street-lighting/ Funding Sources: 2009 American Recovery and Reinvestment Act (ARRA) https://www.washington.edu/research/gca/recovery/
2. Decide whether LED or another type of street lighting makes sense for the community.	Street Lighting Committee	Month 2	
3. Define the scope of the project.	Street Lighting Committee	Month 3	
4. Determine funding source (i.e., self-funding, special district, federal government, state programs, utility programs, energy saving contractors (ESCO), others).	Street Lighting Committee, County Special Districts	Month 5	
5. Complete a financial analysis. Consider initial costs, annual savings, and simple payback.	Street Lighting Committee	Month 8	
6. Determine who will purchase the streetlights and improvements.	Street Lighting Committee	Month 12	
7. Narrow the light fixture selection.	Street Lighting Committee	Month 14	
8. Invite manufacturers to present their products for testing and evaluation.	Street Lighting Committee	Month 15	



9. Test preferred luminaires on residential and commercial streets.	Street Lighting Committee	Month 16	Pacific Gas and Electric LED street lighting replacement/conversion program
10. Issue and award bid.	Street Lighting Committee	Month 19	https://www.pge.com/en_US/business/save-energy-money/business-solutions-and-rebates/lighting/led-street-lighting/led-streetlight-replacement-program.page?
11. Implement project.	Street Lighting Committee	Month 20	
12. Institute a long-term maintenance program.	Street Lighting Committee	Month 20	Large Energy Saving Contractors (ESCO) http://ecoact.org/our-work/programs/?gclid=CPuPp4Xz-88CFcJkhgodtSQEpw

Community Focus Statement D: Encourage home-grown businesses and small enterprises that provide jobs and economic development opportunities to Muscoy residents.

D

Action Statement D.1: Establish a community-based economic development initiative that promotes the development of small businesses through mentorship programs and other outside resources.

Benchmark: A well-established, centralized entity that connects business owners to outside resources is created and promoted.

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

Estimated Cost: variable depending on proposed projects.



Photo source: [Waterloo Region Small Business Centre](#)

The community of Muscoy is home to a number of informal businesses due in part to a lack of awareness of resources and education concerning small business rules and regulations. A large part of developing small businesses in Muscoy is linking current and prospective business owners to existing programs that promote tools for the establishment of legal businesses. Additionally, it is important that materials be available in Spanish as well as English in order to benefit a large portion of the residents.

Navigating the path to starting a small business requires knowledge of a number of different topics, including finance, human resources, time

management, and local regulations. The amount of information can be daunting for people who have a great idea but no formal business training. One solution is to create an organization dedicated to connecting emerging entrepreneurs with experienced mentors or potential investors. A mentorship program in Muscoy would provide new or struggling small business owners not only with a potential source of capital, but more importantly with a resource to whom they can go to ask questions, get advice, and learn from people who have been successful in the past. This resource is particularly helpful when trying to find ways to legalize small vendors or businesses that may be missing crucial steps in the development process.

The US Small Business Association (SBA) has developed the SCORE Association “Counselors to America’s Small Business,” a nonprofit association made up of volunteer business counselors throughout the United States. The goal is to provide mentors to emerging entrepreneurs to help guide them through the start-up process. The closest current SCORE Resource Partner is the Inland Empire SCORE in Riverside. In addition to having an office located approximately 20 minutes away (by car), the SBA also offers free online resources and tools for mentors and mentees, and the abundance of technology available makes in-person meetings less of a necessity.

Along with the SCORE program, the Inland Empire Small Business Development Center (SBDC) has a number of resources, including templates and guidance for:

- Writing a business plan
- Looking at financial projections
- Navigating the legal structure of businesses
- What a business owner will need at start-up
- Financing and funding sources

The Inland Empire SBDC has a service location in Riverside, approximately half an hour from Muscoy, and has a very detailed and informative online web page as well.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to identify or create an organization to distribute resources to new business owners.	Champion	Month 1	US Small Business Administration https://www.sba.gov/offices/headquarters/oed/resources/148091
2. Create a marketing campaign through flyers, mailing lists, and community events to promote the organization.	Organization with San Bernardino Area Chamber of Commerce	Months 2 – 4	SCORE https://www.score.org/ Inland Empire Small Business Development Center http://www.iesmallbusiness.com/resources/
3. Compile a list of established business owners who offer to mentor business start-ups.	Organization	Months 2 – 4	
4. Create a program that connects mentor and mentee businesses through events and coordination.	Organization	Month 4	
5. Monitor progress and feedback of the business mentorship program and adjust as appropriate.	Organization	On-going	

Community Focus Statement D: Encourage home-grown businesses and small enterprises that provide jobs and economic development opportunities to Muscoy residents.

D

Action Statement D.2: Encourage the establishment of microenterprise loan programs to improve access to capital providing small affordable loans to entrepreneurs and new businesses that may not be eligible for traditional business financing.

Benchmark: A regularly updated one-stop organization or resource for small businesses owners that provides education and information on microenterprise loans is created or identified.

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

Estimated Cost: \$5000 - \$100,000 variable depending upon size of fund, number and size of loans given



Local business in Muscoy. Photo source: Michael Baker International

Among the barriers that small businesses owners in Muscoy will encounter when starting a new business is the ability to obtain financing, especially for a microenterprise. A microenterprise is a business that has five or fewer employees and requires \$35,000 or less in start-up capital. This description characterizes a large number of the businesses currently operating in Muscoy, as many are family owned and run with small staff sizes. These types of loan programs are critical to helping establish businesses that may not be operating legally due to a lack of funding.

Microenterprise loan fund programs are generally available through certain nonprofits which are experienced with this type of loan and target assistance for small businesses and start-ups that are typically not bankable. These programs offer “gap” financing, which means the funds are provided only when other financing sources are not available, to avoid competition with traditional banking institutions.

Many of the small and start-up businesses (home-based businesses) currently in Muscoy might have poor or little credit history, thus creating a barrier to finding start-up funding. Muscoy has the opportunity to utilize small-scale and home-based food and agriculture production as a means of increasing local resiliency. One existing source of information available is through the Inland Empire Small Business Development Council (SBDC). This organization offers financing information on how to apply for a Small Business Administration (SBA) loan and other potential funding sources for small businesses.

The US Department of Agriculture (USDA) also has a Rural Microentrepreneur Assistance Program which provides loans and grants to Microenterprise Development Organizations (MDOs) that in turn identify and provide

microloans, training, and technical assistance for microenterprise start-ups. These loans and grants target rural communities like Muscoy. The USDA has specific criteria listed on its website (<https://www.rd.usda.gov/programs-services/rural-microentrepreneur-assistance-program>). The website also provides information on loan terms, how much funding is available, how funds should be used, and how to get started.

Action	Action Leader	Timeline	Resources
1. Create/identify a central organization or group to serve as a point of contact for new businesses.	Champion	Month 1	US Small Business Administration https://www.sba.gov/loans-grants/see-what-sba-offers/sba-loan-programs/microloan-program USDA Rural Development https://www.rd.usda.gov/programs-services/rural-microentrepreneur-assistance-program Inland Empire Small Business Development Center http://www.iesmallbusiness.com/resources/
2. Research existing programs listed in resources.	Organization	Month 2	
3. Reach out to the resources listed to establish connections and gain information on starting a program.	Organization	Months 2 – 4	
4. Publicize the organization to new or potential businesses owners through the creation of a welcome packet.	Organization with San Bernardino Area Chamber of Commerce	Month 4	
5. Monitor the progress of new businesses and adjust resources based on feedback.	Organization	On-going	

Community Focus Statement D: Encourage home-grown businesses and small enterprises that provide jobs and economic development opportunities to Muscoy residents.

D3

Action Statement D.3: Encourage means and champions to develop a food-based small businesses support system with links to capacity building and training on issues such as compliance, health and safety, business planning financial management, and marketing.

Benchmark: Developed a small-business specific committee or organization that serves as a point of contact for issues impacting food-based businesses.

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

Estimated Cost: variable depending upon the program established



California law now provides for a regulated environment for food-based home businesses. Photo source: Flickr, [Joy](#)

Food-based small businesses face additional challenges to the process of starting a small business, which is already difficult to navigate. Starting a business often requires technical assistance and educating first-time business owners on how to successfully work through complex regulations and other barriers. Providing community-based support to those looking to pursue a start-up business or education regarding the specific processes involved can greatly increase the chances for initial and long-term success.

Because the community is located adjacent to cities such as Rialto and San Bernardino, business owners in Muscoy have the ability to attract consumers from a larger area than just within the community. This wider geographic area is important when considering whether to start a small business, as potential

business owners must ensure there is a demand for their products in order to be successful.

Currently Muscoy has no chamber of commerce or other entity designated to help small businesses. The US Small Business Administration (SBA) has online resources available on its website but does not have a district office near Muscoy. The closest offices are in Los Angeles and Santa Ana. The lack of an “on-the-ground” presence in Muscoy could limit the effectiveness of these programs and limit accessibility to them. Additionally, there are no publicized small business educational events or programs planned for the immediate future.

In addition to educating potential small business owners in Muscoy on standard business education and planning, support services should include specific information regarding food-based businesses. This information would increase networking opportunities within the business practices and allow meaningful connections between experts and beginners. The following is a list of education topics, developed by the SBA, which could be used as the basis for training workshops or modules.

- Attracting investors
- Financing options and crowd funding
- Buying/selling a business
- Crime prevention
- Introduction to franchising
- How to write a business plan
- Accounting
- Customer service
- Young entrepreneurs
- Employee recruitment and retention
- Marketing, including social media

Additional food-based education programs could include:

- Food safety compliance
- Federal and state regulations
- Food production and inspection
- Labeling and packaging guidelines
- Retail and distribution
- Nutrition

The Inland Empire Small Business Development Center (SBDC) provides resources on licensing and permitting for small businesses, many of which are set up by CalGold to assist with finding the appropriate permit information. The San Bernardino County Economic Development Agency (EDA) also has an existing workshop on compliance through the business services unit.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a group of interested parties.	Champion	Month 1	US Small Business Administration https://www.sba.gov/starting-business San Bernardino County Economic Development Agency (EDA) http://www.sbcountyadvantage.com/home.aspx CalGold http://www.calgold.ca.gov/
2. Contact known local food-based small businesses to gather stakeholders and established business owners.	Group	Month 1	
3. Create or identify a central organization to guide food-based businesses' development efforts.	Group with San Bernardino Area Chamber of Commerce, local business owners	Month 1	
4. Research existing resources (SBA, SB County EDA, CalGold) and compile information into one source.	Group	Months 2 – 4	
5. Publicize the organization to increase the effectiveness of the program and outreach efforts.	Group with San Bernardino Area Chamber of Commerce, local business owners	Month 4	
6. Monitor progress of the organization and adjust the program and outreach effort as needed.	Group	On-going	

Community Focus Statement E: Create opportunities for community connectedness where residents of Muscoy know their neighbors, are connected to their community, and have diverse opportunities for social interaction.

E

Action Statement E.1: Engage local churches and faith-based institutions in Muscoy to sponsor local events, activities, and community cleanups.

Benchmark: Formation of a leadership committee with representatives from each church or institution. Hold one large community-wide event on an annual basis, with smaller monthly/biweekly events held for specific groups of Muscoy residents.

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

Estimated Cost: variable dependent upon the program established.



Volunteers from a church group help clear sand bags in Minneapolis MN. Photo source: FEMA

Muscoy is home to many local churches and other faith-based communities that can actively engage in community connectedness and offer opportunities for social interaction. Neighborhood religious institutions have resources that can contribute directly to social capital—the network of relationships among people who live and work in the community, enabling Muscoy to function efficiently. As most religious institutions have staff, space and facilities, materials and equipment, and relevant understanding of community needs, they are uniquely positioned to become centers of community interaction.

Several churches and religious communities in Muscoy are centers for interaction between local individuals, groups, associations, and institutions. For example, many hold weekly bible studies, classes, support groups, and other charity outreaches related to their faith. Additionally, some host ministries that focus on after-school care, tutoring, and literacy. Joint-use agreements (as described in Action

Statement A.3) could create sustained partnerships between religious institutions and the community for the use of buildings and open space owned by churches.

Local churches and faith-based communities can be further engaged to sponsor community-wide events and activities, such as community fairs, potlucks, talent shows, or holiday parties. Church meeting spaces, classrooms, or other multipurpose rooms could be used as gathering space for other community-based organizations. Religious institutions could also form coalitions to coordinate on community activities or ministries in order to make the most efficient use of their combined resources.



Action	Action Leader	Timeline	Resources
1. Create a committee of representatives from faith-based institutions in Muscoy.	Champion	Years 1 – 3	Building Communities from the Inside Out, <i>Kretzman and McKnight</i> Faith-Based Organizing http://www.nhi.org/online/issues/115/Warren.html
2. Develop a leadership committee and complete an asset inventory of what each church or institution can offer to better the community.	Committee	Years 1 – 3	PICO Network http://www.piconetwork.org/about
3. Sponsor one large annual event through combined volunteers.	Committee with Local churches and faith-based institutions	Years 1 – 3	
4. Create smaller monthly programs geared to specific residents with common interests.	Committee with Local churches and faith-based institutions	Years 1 – 3	
5. Connect with other groups in Muscoy to build on events and activities.	Committee	Years 1 – 3	

Community Focus Statement E: Create opportunities for community connectedness where residents of Muscoy know their neighbors, are connected to their community, and have diverse opportunities for social interaction.

Action Statement E.2: Promote events and activities that celebrate Muscoy's cultural heritage and connect diverse resident groups within the community.

E2

Benchmark: One large annual community event and several smaller events/activities are held every year, with diverse attendance from Muscoy.

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

Estimated Cost: variable depending on events



Community festival. Photo source: Anonymous

Muscoy's demographics and cultural heritage play an important role in the social and cultural life of the community. Muscoy's long-standing equestrian tradition and vibrant Latino heritage are assets in the community that can be celebrated and enhanced through cultural events and activities. These events foster community pride, strengthen relationships, and boost the local economy. Visible and well-attended community events offer the opportunity to connect diverse resident groups within the community and create the foundation for further connections and friendships. Events and activities could engage all walks of life in the community for people of all age groups and abilities.

Events or activities could take a variety of forms including annual festivals, equestrian shows, and weekly church-sponsored community potlucks. Local businesses could provide sponsorships to help finance the festival and in turn receive marketing exposure and increased visibility in the community. Events could highlight the talents of Muscoy's musicians, artists, performers, chefs, and others.

By celebrating Muscoy's cultural heritage, residents can find a sense of unity and belonging within the community. Community connectedness would be strengthened, and Muscoy residents would know their neighbors and have diverse opportunities for social interaction.



Action	Action Leader	Timeline	Resources
1. Contact residents and hold a meeting to see who would be interested in serving on a Muscoy event planning committee.	Champion	Years 1 – 3	San Bernardino County Regional Parks and Recreation http://cms.sbcounty.gov/parks/Home.aspx
2. Nominate a chair for the committee to serve as a liaison between other community groups and the event planning committee.	Muscoy event planning committee	Years 1 – 3	Planning a successful community event https://www.theguardian.com/voluntary-sector-network/2013/feb/05/tipa-planning-successful-community-event
3. Identify needs/wants from the community for events to be held.	Muscoy event planning committee	Years 1 – 3	University of Minnesota Extension: http://www.extension.umn.edu/community/news/community-festivals/
4. Plan one large event annually, and smaller low-cost events to be held on smaller neighborhood-wide scales on holidays, monthly, or biweekly.	Muscoy event planning committee	Years 1 – 3	Cultivating Culture: http://www.cultivatingculture.com/2013/04/05/the-importance-of-cultural-heritage/
5. Publicize events through email, newsletters, Facebook, newspapers, etc., to attract a variety of community members to attend.	Muscoy event planning committee	Years 1 – 3	
6. After each event, solicit input from event attendees, volunteers, sponsors, etc., and adjust future events based on community feedback.	Muscoy event planning committee	Annually	

Community Focus Statement F: Increase educational opportunities for youth and adults in Muscoy.

F

Action Statement F.1: *Coordinate with local and regional nonprofits and community development groups to offer English language classes for youth and adults at the Baker Family Learning Center and local elementary schools.*

Benchmark: ESL classes at convenient locations are held on a consistent basis.

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

Estimated Cost: variable depending on programs proposed.



Image Source: Flickr, [RTLlibrary](#)

Local and regional nonprofits and community development groups could offer English language classes for both youth and adults. Classes could be held at the Baker Family Learning Center or local elementary schools to make educational opportunities local and accessible. Programs could take multiple forms, such as weekly scheduled classes, drop-in hours to practice conversational English skills, or intensive full-day lessons. English language classes should be tailored to community needs and should be flexible to support language development for a variety of community members. Providing youth with English language classes would be beneficial to the community, especially if

parents at home both speak Spanish. A solid foundation in English learning will assist youth academically and reinforce literacy taught in classrooms. Additionally, English language classes could be of a smaller size than traditional classrooms, allowing for increased one-on-one student time and greater enrichment.

Supporting lifelong learning for adult community members is also beneficial to the community, allowing residents with diverse backgrounds to communicate and fully participate as active citizens in Muscoy. Studies show that learning a second language comes with many benefits, such as improved cognitive abilities or memory.

As English language development is improved, residents can pursue other educational opportunities for youth and adults in the community.



Action	Action Leader	Timeline	Resources
1. Contact residents (perhaps those with experience in education) or hold community meeting to create an ESL Volunteer Term who would be interested in serving as volunteers/tutors.	Champion	Year 1	Baker Family Learning Center http://www.sbclib.org/LibraryLocations/MuscoyBakerFamilyLearningCenter.aspx
2. Approach the Baker Learning Center to determine their interest in collaborating.	Champion		San Bernardino City Unified School District http://www.sbcusd.com/
3. Identify grant funding sources or other sponsorships to fund event space, books, or other needs for the program. Keep costs for participants minimal, if any at all.	ESL volunteer team with Baker Family Learning Center	Years 1 – 3	San Bernardino County Adult Literacy Program http://www.sbclib.org/CoursesandEvents/LiteracyProgram.aspx
4. Develop a formal curriculum for scheduled classroom time, and develop informal workshops/modules for walk-in tutoring sessions.	ESL volunteer team with Baker Family Learning Center	Years 1 – 3	American Council on the Teaching of Foreign Languages http://www.actfl.org/advocacy/what-the-research-shows
5. Create a class schedule with both formal classes and walk-in hours. Track attendees and popular classes and times.	ESL volunteer team with Baker Family Learning Center	Years 1 – 3	Funding Sources: Teachers of English to Speakers of Other Languages (TESOL) Department of Education, Adult Education and Literacy
6. Revisit curriculum to ensure it is up to date. Solicit input from ESL students about what they enjoyed about classes and what could be improved upon.	ESL volunteer team with Baker Family Learning Center	Annually	

Community Focus Statement F: Increase educational opportunities for youth and adults in Muscoy.

F2

Action Statement F.2: Enhance after-school programs for youth in elementary school, middle school, and high school through partnerships with local nonprofits and youth development agencies.

Benchmark: Every child has the opportunity to attend an after-school program.

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

Estimated Cost: Variable depending on after-school programs



Image Source: Flickr, [USAG-Humphreys](#) (Kids Zumba Class)

Successful after-school programs can benefit youth, families, and communities, including improved academic performance, improved classroom behavior, and reduced drug use. Working parents can have peace of mind, knowing that their children have safe activities to partake in after the school day is finished. Potential partnerships could be enhanced with the Baker Learning Center and the San Bernardino City Unified School District and developed in Muscoy with 4-H and the San Bernardino Family YMCA.

After-school programs should be geared toward enrichment and educational activities that may not be available during the regular school day, such as art, music, or foreign languages. Additionally, working professionals

could volunteer their time to teach students about their careers and foster learning outside of the classroom. Youth interested in agriculture, business, or technology could be connected to experts in the community.

Outside of educationally focused after-school programs, enhanced community sports could also benefit Muscoy. Participation in after-school sports has a myriad of health, educational, and social benefits for children of all ages. Studies have shown that high school athletes have higher graduation rates, are more likely to attend college, and remain active later in life. While high schools have athletic programs, sports teams connected to local middle schools and elementary schools would increase opportunities for youth in Muscoy. Local sports teams should be inclusive of all skills and abilities, and should focus on improvement and development. Community Focus Statement A includes additional action statements regarding increased recreational opportunities to enhance the quality of life in Muscoy.

Enhanced after-school programs could also connect high school students with younger students. High school students could provide mentoring, tutoring, or coaching for middle school or elementary school students and would in turn gain valuable leadership skills to carry into college or the workforce.



Action	Action Leader	Timeline	Resources
1. Hold a public meeting to create a Muscoy Advisory Committee	Champion	Month 1	Baker Family Learning Center http://www.sbclib.org/LibraryLocations/MuscoyBakerFamilyLearningCenter.aspx
2. Identify community, education, and nonprofit leaders to develop partnerships.	Muscoy Advisory Committee	Years 1 – 3	
3. Complete a community inventory to identify existing after-school programs, nonprofits, and youth development agencies currently present in Muscoy.	Muscoy Advisory Committee	Years 1 – 3	San Bernardino City Unified School District http://www.sbcusd.com/
4. Identify popular programs to expand and struggling programs to improve, strengthen, and eventually grow.	Muscoy Advisory Committee	Years 1 – 3	Fender Music Foundation http://www.fendermusicfoundation.org/
5. Identify any needs/wants of community youth that are not meet by existing programs. Expand existing programs to meet this need, or create new programs if merging activities is infeasible.	Muscoy Advisory Committee	Years 1–3	Walmart Foundation http://giving.walmart.com/ Bank of the West Charitable Grants https://www.bankofthewest.com/about-us/community-support/charitable-investments.html
6. Ensure the programs are held at convenient locations, are affordable, and attract a variety of youth from the community.	Muscoy Advisory Committee	Years 1–3	Cognizant Making the Future Grants https://www.cognizant.com/company-overview/sustainability/educational-opportunity
7. Solicit input from parents, youth, instructors, and volunteers to evaluate what is working and what could be improved upon.	Muscoy Advisory Committee	Annually	The Awesome Foundation http://www.awesomefoundation.org/en The Aspen Institute http://www.aspenprojectplay.org/the-facts Benefits for Youth, Families and Communities http://youth.gov/youth-topics/afterschool-programs/benefits-youth-families-and-communities

Community Focus Statement F: Increase educational opportunities for youth and adults in Muscoy.

Action Statement F.3: Coordinate with the San Bernardino City Unified School District and the Baker Family Learning Center in further developing existing parent engagement classes.

F3

Benchmark: Information disseminated to all parents in Muscoy about parent engagement classes and ensure they have the opportunity to participate.

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

Estimated Cost: Variable, depending on the program.



Image Source: [Regent University Graduate School of Education](#) – Parenting engagement class.

Parent engagement classes and programs aim to support and strengthen existing parenting abilities and promote the development of new skills. Parents gain the ability to carry out child-rearing responsibilities and provide their children with enrichment opportunities. Classes can be geared toward parents with children ranging in age from infants to teenagers, depending on the interests and needs of the community. A variety of topics could be covered, including motor skill milestones, health and diet, safety, and discipline. Parents would also be connected to appropriate resources to receive appropriate advice, should a particular problem arise in their homes.

In addition to gaining parenting knowledge, parents can also meet and connect in the context of parent engagement classes. Parents will gain a sense of camaraderie with those in similar walks of life. This connection is particularly important for first-time parents, who may feel isolated or overwhelmed. Parents of older children could serve as mentors for new parents. Connections in parenting classes could lead to other community building opportunities, such as new playgroups.

The San Bernardino City Unified School District and the Baker Family Learning Center, through the Head Start Program, have the facilities, materials, and equipment available to further develop parent engagement classes at the request of the community. Continued input from parents currently involved and outreach to gain more involvement will assist in developing the classes. Class graduates should provide input in regard to their experience and how it could be improved for incoming parents.

Case Study: [Parenting Success Network](#), parenting support for Oregon families in Linn and Benton Counties



Action	Action Leader	Timeline	Resources
1. Hold a public meeting to create an Advisory Team	Champion	Month 1	San Bernardino City Unified School District
2. Contact residents who have participated in parent engagement classes, and gather feedback about the existing program.	Advisory Team	Years 1 – 3	http://www.sbcusd.com/ Baker Family Learning Center http://www.sbclib.org/LibraryLocations/MuscoyBakerFamilyLearningCenter.aspx
3. Review feedback and identify specific improvements to the existing program that would make the parent engagement classes more accessible to the Muscoy community.	Advisory Team	Years 1 – 3	Head Start Program https://www.acf.hhs.gov/ohs Funding Sources: US Department of Health and Human Services
4. Secure additional resources as identified in Action 2 (additional volunteers, increased grant funding, etc.).	Advisory Team with Baker Family Learning Center	Years 1 – 3	https://www.hhs.gov/ Administration for Children and Families, Early Childhood Learning & Knowledge Center https://eclkc.ohs.acf.hhs.gov/hslc
5. Create a class schedule with both formal classes and walk-in hours. Track attendees and popular classes and times.	Advisory Team, Baker Family Learning Center and School District	Years 1 – 3	Building Communities from the Inside Out, <i>Kretzmann and McKnight</i>
6. Revisit the curriculum to ensure it is up to date. Solicit input from class participants about what they enjoyed about the class and what could be improved upon.	Advisory Team, Baker Family Learning Center and School District	Annually	Livestrong.com: http://www.livestrong.com/article/102973-should-parents-parenting-classes/ Child Encyclopedia: http://www.child-encyclopedia.com/parenting-skills/according-experts/community-based-parent-support-programs

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.

Topic: Open Space and Trails

Open space areas.

Identify and work to protect such areas important open space areas that provide for wildlife movement and other important linkage values, in particular Cajon Creek Trail and Wildlife Corridor and Devils Canyon Connector Trail.

Trail access.

Encourage property owners and new developments to allow access to the Cajon/Lytle Creek wash for trails.



APPENDIX A

Muscoy Community Profile

Muscoy, San Bernardino County

Community Profile

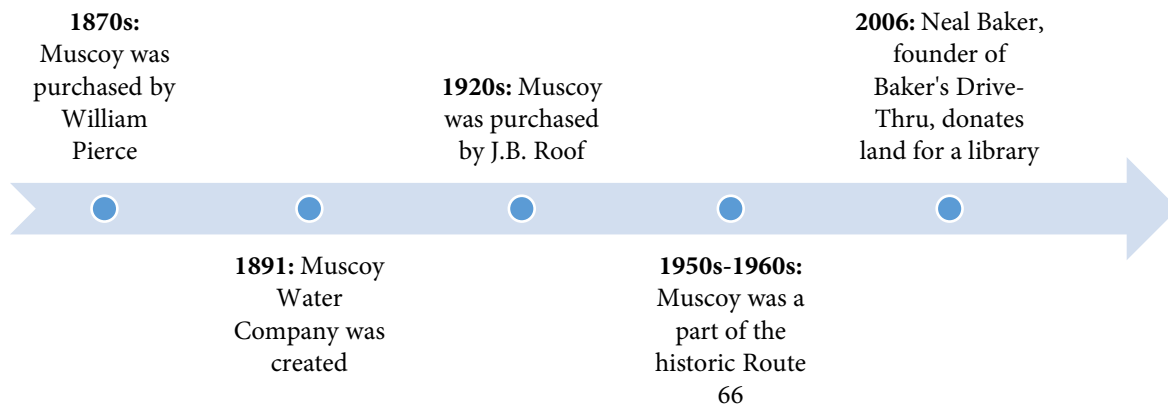
Purpose

The community profile is a summary of the social, cultural, economic, and historic dimensions of Muscoy. 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 Muscoy 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



It is believed that the name Muscoy was derived from the original Spanish land grant, Rancho Muscupiable. After changing hands from William Pierce to J. B. Roof, Muscoy developed in the mid-1920s as a community designated to accommodate agricultural enterprises where vineyards, orchards, and various field crops were planted and cultivated. After World War II, Muscoy transitioned from agriculture to a more suburban residential character. The Muscoy Water Company, which still exists today as the Muscoy Mutual Water Company, was created in 1891.

Source(s): Wikipedia.org, Muscoy Community Plan 2007, City of San Bernardino Historical Society, bakersdrivethru.com

Location & Geography

Muscoy is located in the southwestern portion of San Bernardino County. The community lies at the base of the foothills and just north of Rialto and the city of San Bernardino. The community is in the valley region of the county, and the terrain is generally flat.

Source(s): ESRI, San Bernardino County LUS, Google Maps



Source(s): ESRI, San Bernardino County LUS

Figure 1: Area Map

Key Census Data

Category	Muscoy		San Bernardino County		California		United States	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
Population								
Total Population	11,196		2,078,586		38,066,920		314,107,084	
2020 Population Forecast	11,801 (+1.06%)		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	2,319		607,604		12,617,280		116,211,092	
Average Household Size	4.73		3.34		2.95		2.63	
Median Age	26.2		32.2		35.6		37.4	
Education								
High School Diploma	1,464	25.1%	330,613	26.3%	5,153,257	20.7%	58,440,600	27.95%
Education Past High School	872	15.0%	417,953	33.3%	7,400,714	29.8%	60,821,634	29.1%
Bachelor Degree or Higher	193	3.3%	336,315	26.8%	7,708,909	31.0%	61,206,147	29.3%
Housing								
Total Dwelling Units	2,537	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Homeowner Occupied Units	1,366	53.8%	370,032	52.58%	6,908,925	50.1%	74,787,460	56.3%
Renter Occupied Units	954	37.6%	237,572	33.76%	5,708,355	41.4%	41,423,632	32.2%
Vacancy*	218	8.6%	96,133	13.7%	1,164,649	8.5%	16,529,941	12.5%
Median Year Structure Built	1959	n/a	1976	n/a	1974	n/a	1976	n/a
Income								
Median Household Income	\$40,033	n/a	\$54,100	n/a	\$61,489	n/a	\$53,482	n/a
Persons Below Poverty Level	1,961	33.6%	199,451	12.7%	3,354,518	11.2%	26,235,361	10.6%
Employed	3,593	78.3%	812,707	86.1%	16,890,442	89.0%	143,435,233	90.2%
Unemployed	995	21.7%	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)

Development in Muscoy consists mainly of single-family dwellings on large lots that can support small-scale agriculture. Commercial buildings are generally small, one-story buildings set back from the street with off-street parking.

A network of highways connects the community with Interstate 215. The local roads are heavily used, with a maximum of 10,679 average daily trips on a single road. There are few pedestrian facilities and no bicycle facilities.

Water service is provided by the Muscoy Mutual Water Company, and septic tanks and leach fields are used for wastewater needs.

Sources: Google Earth, County of San Bernardino, Fehr & Peers, Dudek.

Community Amenities

Community amenities in Muscoy include community parks, local schools, and police station and fire stations that serve the needs of the community.

Parks and Trails	Blake Street Park, Cajon/Lytle Creek Wash
Fire Protection	San Bernardino County Fire Station #75, response times are 4 to 6 minutes
Police	San Bernardino County Sheriff's Department
Law Enforcement Services	The Sheriff's Department's Central Station provides the law enforcement and Community liaison services to the Muscoy community through daily citizen contact by patrol staff and Sheriff's Service Specialist and through collaboration with internal and external partners and community programs like; <ul style="list-style-type: none"> • Red Ribbon Week • Dr. Seuss Read-a-thon • National Night Out • Coffee with a Cop

	<ul style="list-style-type: none"> • Citizens on Patrol Baker Center Community Read • ALPR (Automated License Plate Recognition) project
Crime Rate	<i>Trending lower</i> There was an overall trend lower in all part one crimes with a slight increase in assaults and auto theft.
Public Schools	Muscoy Elementary School, Manuel A. Salinas Creative Arts Elementary, Provisional Accelerated Learning Academy, Vermont Elementary School

Table 2: Community Services

Source(s): Zillow.com, Muscoy Community Plan 2007, Google Maps, San Bernardino County Fire Department, San Bernardino County Sheriff's Department

Community Existing Land Use

Muscoy is an approximately 1,938-acre community, dominated by single-family residential uses. These uses account for 81% (1,562 acres) of land use, based on current County zoning. Other uses include floodways; special development areas; office, service, and highway commercial; and rural, neighborhood, and general commercial, which account for 8% (149 acres), 6% (124 acres), 5% (93 acres), and less than 1% (11 acres) of land, respectively.

Land Use Type	Acreage	% of Total Area
Floodway	149	8%
Office, Service, Highway Commercial	11	<1%
Rural, Neighborhood, General Commercial	93	5%
Single Residential	1,562	81%
Special Development	124	6%
Muscoy Total	1,938	

Table 3: Land Use in Muscoy

Source(s): County of San Bernardino

Community Groups

<p>Latino Health Collaborative (909) 887-0707 latinohealthca.org</p>	<p>Al-Shifa Clinic (909)473-0600 alshifafreeclinic.org</p>
<p>Baker Family Learning Center and Library (909)887-5167 http://www.sbclib.org</p>	

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:

- Lack of police presence
- Junk and trash, excessive outside storage, inoperative vehicles
- Illegal land use

Source(s): Muscoy Community Plan 2007, San Bernardino County Sheriff's Department, San Bernardino County Code Enforcement

Community Economics

The 2016 ESRI Community Analyst Report showed that Muscoy is home to 718 jobs and 84 businesses. The majority of the businesses fall (by SIC code) into services (29 percent), retail trade (21 percent),

construction (15 percent), and other (35 percent). Approximately 16% of the Muscoy labor force is employed within Muscoy.

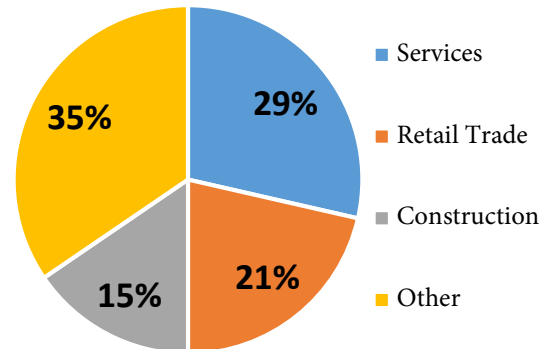


Figure 2: Retail Services in Muscoy
Source(s): ESRI Community Analyst, 2016 U.S. Census Bureau

Community Events

- **Little Artist (0–5 Years):** every Thursday at 4 p.m. (Baker Family Learning Center)
- **Storytime:** every Monday at 4 p.m. (Baker Family Learning Center)
- **Craft Corner:** every Tuesday at 4 p.m. (Baker Family Learning Center)
- **Community Outreach Event:** April 29 from 10 a.m. to 1 p.m. (Cerenzia Foods)

Source(s): sbclib.org, kingdomresourcemanagement.com

Public Health

Chronic Disease: The predominant health concerns for Muscoy include heart disease, respiratory disorders, and diabetes. Muscoy experiences higher rates of hospitalization for chronic obstructive pulmonary disease (COPD) and asthma in comparison to San Bernardino County. Additionally, Muscoy also experiences higher rates of E.R. visits for diabetes, COPD, asthma, and hypertension. The leading causes of death in 2012 were heart disease and cancer.

	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>
Muscoy	22.2/53.7	19.5/22.1	14.0/62.3	27.9/10.2	5.6/53.5
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 Muscoy, measured at the San Bernardino 4th Street 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 Muscoy had fewer exceedance days for each pollutant than that of the overall South Coast Air Basin, in which Muscoy 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.

	San Bernardino – 4th St. Monitoring Site (Exceedance Days)			South Coast Air Basin (Exceedance Days)		
	2012	2013	2014	2012	2013	2014
Ozone Federal 8-hour standard	54	36	51	111	88	92
Course Particulate Matter (PM ₁₀) Federal 24-hour standard	0	1	1	0	2	1
Fine Particulate Matter (PM _{2.5}) Federal 24-hour standard	0	3	*	17	13	15

Table 6: 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 Muscoy ranks within the lowest category for food access, 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 Omnitrans Route 11, which provides service to Cal State University, San Bernardino and the San Bernardino Transit Center. The community has some dedicated bicycle lanes along main streets (Kendall Drive, Northpark Boulevard, Electric Avenue, Glen Helen Parkway, and University Parkway).

Source(s): Victor Valley Transit Authority

Community Initiatives: Healthy Muscoy, which was founded by the Latino Health Collaborative and Reach Out in collaboration with the Healthy San Bernardino Coalition, works to address health disparities and reduce childhood obesity through improving the built environment, infrastructure, safety, and food availability. Healthy Muscoy received funding from First 5 San Bernardino beginning in 2013 to aid in creating a comprehensive Health Master Plan for the area.

Source(s): Healthy Muscoy

Community Engagement Summary

As a part of the Community Plans Continuum process, community members from Muscoy were invited to participate in three community workshops. The first workshop, titled “What We Value”, took place on March 1st, 2016 from 6:30 – 8:30pm at the PAL Center. This workshop was attended by 21 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 29th, 2016 from 6:30 – 8:30pm at the PAL Center. This workshop was attended by 31 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 19th, 2016 from 6:30 – 8:30pm at the PAL Center. This workshop was attended by 89 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

- Library (well-stocked, services)
- Good school system and services
- Stores are close
- Location is close to everywhere (Rural areas, natural resources, and urban areas)
- Relatively inexpensive housing
- Emergency services
- People are kind and friendly to neighbors
- People want self-government (local control)
- Public art/artists (some stores allow murals)
- Large residential lots
- A lot of community events and parties
- Nearby natural areas
- Horse team (great horse community)
- Rural atmosphere, not highly populated
- Muscoy Mutual Water Company, which provides water to the homes in the community
- The San Bernardino Valley Municipal Water District, which replenishes the Muscoy Mutual Water Company's water supply, has adequate supplies to meet projected demands throughout the 02-year planning period
- There is an OmniTrans Bus route that runs through the community and connects it with Cal State University San Bernardino
- Small percentage of property vacancies
- Small schools
- Close to San Bernardino National Forest for outdoor recreational activities
- San Bernardino County Fire Station in the community
- Close to two major freeways (I-215 and SR-210)
- Air quality is better than that of the South Coast Air Basin

Weaknesses

- Existing County trash ordinance only has 5% compliance
- Community members do not maintain their properties
- More law enforcement needed
- Cultural values of new residents conflict with established standards and values
- No parks or recreational areas for youth to play
- Crime and violence
- Illegal ATV racing and activity
- Not enough public art
- Ice cream trucks making rounds in neighborhoods late at night
- Safety issue (unlicensed/stray dogs)
- Need for more public art (murals)
- Inability to use homes as residents want because of County regulations
- Too many multi-unit housing
- No bike lanes
- Need speed bumps in school zones
- Community unsafe to walk through at night (lack of lighting, horses in the street, need security cameras)
- County not reaching out to community enough (promote meetings more)
- Whole community is not engaged or not interested
- Community not as quiet and peaceful as it used to be
- Need more community events and parties
- Community is overpopulated
- Code enforcement issues (noise, fireworks, trash, trucks parking illegally)
- Low high school graduation rates
- High percentage of renters

Weaknesses (continued)

- Older housing stock
- Median household income is \$20K lower than that of the County
- Higher poverty rate than that of the County
- Few pedestrian facilities and no bicycle facilities in the community
- No municipal sanitary sewer service in the community
- More transparency with law enforcement
- Lack of educational facilities
- Low access to healthy foods and community gardens
- The closest County Sheriff station is 2.5 miles away from the northern tip of the community

Opportunities

- Areas to create murals/public art
- Clean up Blake Baseball Park
- Add recreational amenities (basketball courts)
- Have Spanish-only speakers participate in community activities
- Spaces for youth activities (ball park, bike park)
- More community resources (books, libraries, computers)
- Educational workshops on health and nutrition
- The Cajon/Lytle Creek Wash as an informal recreation area.
 - Can be expanded into a formal recreation area.
- Healthy Muscoy (Latino Health Collaborative and Reach Out) is working in the community to address health disparity

Threats

- Over-crowded schools
- Drug dealers in public
- Animal control
- Ratio of liquor stores to parks
- Loud parties
- Absentee owners using their properties as entertainment venues
- People who don't want to work with others
- Fireworks not compatible with animal raising
- Snakes and rats from the messy lots
- Racist attitudes
- Lobbying and campaign funding by developers
- County failing to be responsible for damage caused by Cajon Creek illegal diversion
- Dangerous streets (dark)
- Speeding vehicles (lack of stop signs)
- Lack of sidewalks and bike lanes
- Gangs and graffiti
- Absentee owners renting their properties and letting them fall apart (no maintenance)
- No planned upgrades or addition of a sanitary sewer service in the community