

# JOSHUA TREE

## COMMUNITY ACTION GUIDE



Joshua Tree Chamber of Commerce

WELCOME TO  
JOSHUA TREE

Elevation 2713



COUNTYWIDE PLAN

Joshua Tree Community Action Guide



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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](http://www.countywideplan.com/cp). This printed version includes the information provided on the website under each tab except for the information included under the “Maps and Links” tab. A separate Community Profile can be printed from the website.

This Draft Community Action Guide was created by the community members who 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.

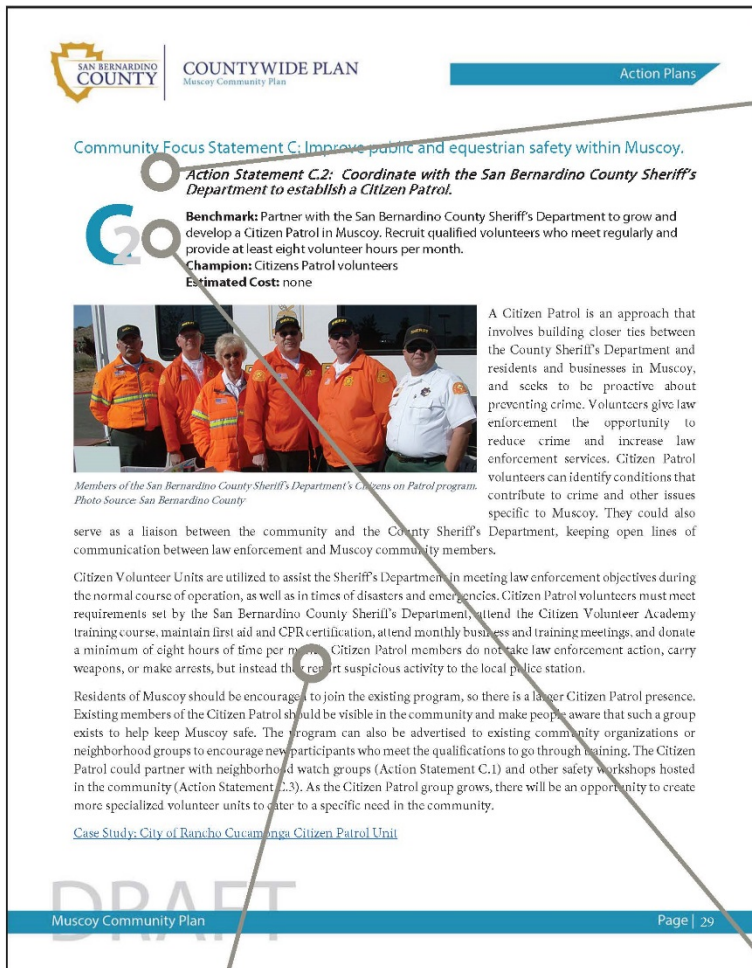
Potential resources are identified for each Action Statement. These may be guides on implementation, case studies of how other communities have implemented similar projects, sources of potential external funding, and organizations and agencies that can provide guidance and advice. In addition, San Bernardino County Land Use Services Department is creating an online Community Development Toolkit to be located at



[www.countywideplan.com](http://www.countywideplan.com) to expand the action topics and guidance on implementation as well as ideas for future amendments or additions to the Community Action Guide.

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

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



**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.**

**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 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](#)

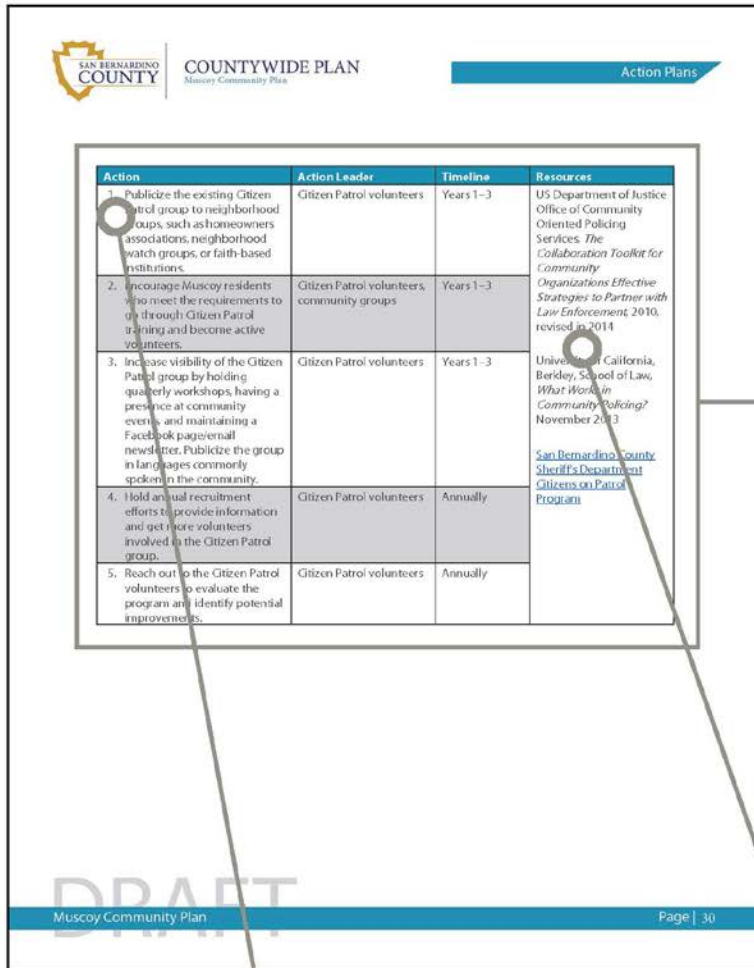
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The Action Statement is a measurable component used to accomplish the overall focus statement.\*

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 Muscovy 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/annual newsletter. Publicize the group in languages commonly spoken in the community.	Citizen Patrol volunteers	Years 1-3	<a href="#">San Bernardino County Sheriff's Department Citizens on Patrol Program</a>
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	

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*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:

***Natural Beauty.*** Joshua Tree residents value the natural beauty of the surrounding desert environment.

***Responsible Tourism.*** Joshua Tree residents value the economic and cultural benefits of tourism to Joshua Tree National Park balanced with maintaining a respectful connection with nature.

***Cultural Reputation.*** Joshua Tree residents value the community's reputation as an educational, artistic, and cultural center with abundant social and cultural amenities.

***Sustainable Focus.*** Joshua Tree residents value dark skies and the natural desert with a focus on sustainability and diversity.

***Vibrant Atmosphere.*** Joshua Tree residents value the diverse group of local businesses, artists, and personalities who make life in the community vibrant and unique.

## 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.

As Joshua Tree, we aspire to:

### *A Model Community for Sustainability*

Our community is at to the forefront of the sustainability movement by focusing on healthy and balanced living practices that do not negatively impact the surrounding desert environment. Local community groups organize incentive programs for homes that convert to point-of-use solar units. Additionally, monthly programs are held for the community to educate residents and businesses on ways to recycle, compost, and reduce water consumption. Joshua Tree continues its efforts to preserve the desert ecosystem and maintain a harmonious relationship with the environment.

### *Responsible and Respectful Growth and Development*

Growth and development within Joshua Tree progresses at a measured pace, with each project reviewed by a committee of residents and local stakeholders. Our community has an adopted set of design guidelines for the community to maintain the appearance, culture, and “Desert Funk” style of the area. We understand that growth is important in order to capture revenue from tourism to Joshua Tree National Park and to help the community continue to thrive. The design review committee and new guidelines help the new businesses and residences fit in seamlessly with the existing community and add value to the area.

### *A Gateway to Nature*

The community of Joshua Tree distinguishes itself as a well-known gateway to Joshua Tree National Park. Economic development in the area meets the needs of both residents and tourists, and many of our local businesses are focused on promoting the natural environment around us, whether through the sale of outdoor gear or services such as hiking or climbing guides. We also have a signage and wayfinding program to promote the community and help visitors better navigate the area.

### *Fostering Local Businesses with Rural Desert Character*

Joshua Tree is a community whose character is defined in part by local mom and pop shops. A downtown business group, with advice from the County, developed a streamlined process that serves all the needs of both new and existing small-business owners to start and retain new businesses. The downtown business group community work with the surrounding chambers of Yucca Valley and Twentynine Palms to coordinate business attraction, marketing, and business support activities, which benefits all three areas.



*Enhancing Community Services*

Growth and development in Joshua Tree has enhanced community services, such as education, fire, and law enforcement. Joshua Tree's K-12 school system is a highly competitive learning environment whose students have access to the technology and resources needed for them to excel. Additional sheriff's patrols increase safety and better serve the larger population and increased numbers of visitors to Joshua Tree National Park.



# Action Plans



## Community Focus Statement A: Preserve the desert ecosystem, its natural beauty, and the community's harmonious relationship with the environment.

# A

**Action Statement A.1: Partner with organizations such as Mojave Desert Land Trust to conserve natural desert habitats and wildlife corridors and to protect native plants and animals.**

**Benchmark:** A desert conservation plan for the community is prepared. Partnership created with the Joshua Tree National Park Association (JTNPA) and other organizations like the Mojave Desert Land Trust (MDLT) to regularly organize conservation efforts to protect the desert habitat, safeguard natural resources, and improve the understanding of challenges facing the desert ecosystem and the importance of addressing these issues. MDLT continues to work closely with a broad range of desert community members, visitors, and governmental agencies to offer hands-on learning and volunteer opportunities.

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

**Estimated Cost:** \$5,000



*The Yosemite Conservancy provides support for projects and programs that preserve and protect Yosemite National Park's resources and enrich the visitor experience. With support from the community, the conservancy helps to fund trail and habitat restoration projects, wildlife-protection programs, scientific research, and more to preserve and protect Yosemite. For more information, visit: <https://www.yosemiteconservancy.org/>. Photo source: Yosemite Conservancy*

Joshua Tree's landscape provides an important habitat for plants and animals. It is essential to understand how best to conserve these habitats and protect natural resources. Organizations like the Mojave Desert Land Trust (MDLT) strive to assist the residents and visitors of the California desert to support the significance of desert conservation through outreach and education. The MDLT works closely with a broad range of desert community members and visitors, as well as governmental agencies, to offer hands-on learning and volunteer opportunities, improve the understanding of the challenges facing the fragile desert ecosystem, and emphasize the

importance of addressing those issues. Types of natural conservation opportunities often include:

- Provide outdoor education opportunities and guided hikes to explore the nature resources in the community.
- Engage the community by conducting outreach at local fairs and festivals and hosting lectures and workshops on understanding the relationships and processes necessary to support a healthy desert habitat and wildlife corridor.
- Identify various forms of natural resources including native plants and animals in the area and showing how different forms can change over time and climate.

- Purchase lands that have strategic conservation values and work to ensure that all acquired land is properly maintained.

By showcasing conservation efforts to other organizations, groups, and in the community, the community of Joshua Tree can be committed to protecting conservation investments that have been made in the desert.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a Conservation Committee	Champion	Month 1	Joshua Tree National Park Association
2. Partner with MDLT and other related organizations on developing a desert conservation plan for efforts to protect the desert habitat and its native plants and wildlife.	Committee with Joshua Tree National Park Association, with support from Mojave Desert Land Trust and other related organizations	Month 2	<a href="http://www.joshuatree.org/">http://www.joshuatree.org/</a>  Mojave Desert Land Trust <a href="https://www.mdlt.org/">https://www.mdlt.org/</a>
3. Select a JTNPA member to serve as desert conservation plan lead to provide leadership to the committee and be the point of contact for related topics and issues.	Committee with Joshua Tree National Park Association	Month 2	Yosemite Conservancy <a href="https://www.yosemiteconservancy.org/">https://www.yosemiteconservancy.org/</a>
4. Identify the desert habitats, wildlife corridors, and native plants and animals within the Joshua Tree community to be included in the desert conservation plan.	Committee with Joshua Tree National Park Association, Mojave Desert Land Trust and other related organizations	Month 3	
5. Develop key partnerships with local, state, and federal agencies as well as desert community members and visitors to promote the desert conservation plan and receive feedback from the community.	Committee with Joshua Tree National Park Association, Mojave Desert Land Trust and other related organizations, local, state, and federal agencies, and desert community members and visitors	Months 3– 6	
6. Draft and adopt the desert conservation plan that outlines proposed goals and policies to protect the desert environment.	Committee with Joshua Tree National Park Association, Mojave Desert Land Trust and other related organizations, local, state, and federal agencies, and desert community members and visitors	Months 4 – 9	
7. Continue partnerships and relationships with organizations, agencies, community members, and visitors to promote knowledge and awareness on the desert habitat.	Committee with Joshua Tree National Park Association Mojave Desert Land Trust and other related organizations, local, state, and federal agencies, and desert community members and visitors	On-going	

**Community Focus Statement A: Preserve the desert ecosystem, its natural beauty, and the community's harmonious relationship with the environment.**

**Action Statement A.2: Promote water conservation as an essential part of living in the desert.**

**A<sub>2</sub>**

**Benchmark:** Local residents collaborate with the Joshua Basin Water District (JBWD) Citizens Advisory Committee (CAC) to regularly organize and maintain a variety of water conservation programs based on current issues and regulations related to drought and state and local-mandated water use restrictions, indoor and outdoor water conservation, seasonal water use, water-wise rebates, and water-smart landscaping. The committee continues to work with local, regional, and state agencies to obtain feedback on the status of drought and water restrictions and to promote water conservation programs to the community.

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

**Estimated Cost:** \$250–\$1,000



*The Coachella Valley Water District offers tours, seminars, workshops, educational publications, and brochures that address a wide range of topics from regional and statewide issues, water quality, water conservation, and water management. For more information, visit: <http://www.cvwd.org/148/Education>*

Water conservation is critically important in desert communities like Joshua Tree where the climate brings high temperatures and little rainfall. Desert communities face unique challenges unlike other municipalities as the environment reflects the heavy burden imposed by the overuse of ground and surface waters. Water education programs can promote water conservation and support community awareness about the efficient use of water and the actions everyone can take to do their part to conserve.

Water conservation programs are often publicized by the local water service providers and partner agencies who distribute informational pamphlets, newsletters, and bill inserts to property owners and rental property management companies. Materials would inform property owners and renters about water conservation, water management, and drought concerns. General information, issues, regulations, and upcoming events related to drought and state and locally mandated water-use restrictions, indoor and outdoor water conservation, seasonal water use, water-wise rebates, water-smart landscaping, and simple ways to reduce

water use in Joshua Tree would be displayed in these informational materials. This information would encourage water users to reduce their water consumption by checking all plumbing for leaks, keeping showers short in duration, turning off water while not in use; washing only full loads of clothes/dishes in the washer/dishwasher, replacing older appliances and fixtures with new, more efficient models, landscaping in response to seasonal changes, and participating in water-wise rebates.

Currently the Joshua Basin Water District (JBWD) offers information on a variety of programs focused on the efficient use of water and reducing water waste. These include a new toilet rebate program to replace water-wasting

toilets with new efficient low-flush versions, cash for grass rebates to replace grass with turf, and rebates for water-efficient fixtures. The JBWD also offers an irrigation guide and designs for replacing grass and non-native plant species with Morongo Basin natives and desert-friendly plants that can survive with little or no water. The JBWD established a Citizens Advisory Committee that has been instrumental in advising on water conservation programs and water education programs. The JBWD holds a Water Education Day Event, which includes exhibits on learning about water conservation, groundwater pollution, rainwater harvesting, drought, emergency water, etc., and hosts general information booths during farmers markets throughout the year. Additionally, the JBWD partners with the Morongo Basin Conservation Association for seasonal workshops related to water-wise gardening and children’s educational workshops on water conservation.

Action:	Action Leader:	Timeline:	Resources:
1. Hold a meeting to create a committee	Champion	Month 1	Joshua Basin Water District, Water Conservation
2. Focus JBWD CAC members on efforts concerning water conservation programs that affect the community.	Joshua Basin Water District Citizens Advisory Committee	Month 2	<a href="http://www.jbwd.com/using-water-wisely/">http://www.jbwd.com/using-water-wisely/</a>
3. Select a member to serve as water conservation program lead to provide leadership to the committee and as contact person for related topics and issues.	Joshua Basin Water District Citizens Advisory Committee	Month 2	Joshua Basin Water District, Board and Committee Meetings <a href="http://www.jbwd.com/about-us/board-of-directors/board-meetings/">http://www.jbwd.com/about-us/board-of-directors/board-meetings/</a>
4. Develop a list of community issues and regulations that address drought and water use restrictions.	Joshua Basin Water District Citizens Advisory Committee	Month 3	State of California Department of Water Resources Save Our Water <a href="http://saveourwater.com/">http://saveourwater.com/</a>
5. Develop key partnerships with local, regional, and state agencies for knowledge on legislative and community information.	Joshua Basin Water District Citizens Advisory Committee, with support and knowledge from State Water Board	Months 3 – 5	California Drought <a href="http://drought.ca.gov/">http://drought.ca.gov/</a>  San Bernardino County Department of Public Works <a href="http://cms.sbcounty.gov/dpw/Home.aspx">http://cms.sbcounty.gov/dpw/Home.aspx</a>
6. Continue partnerships and relationships with community members to promote knowledge and awareness of water conservation.	Joshua Basin Water District Citizens Advisory Committee, with support from State Water Board and the community	On-going	Joshua Basin Water District <a href="http://www.jbwd.com/">http://www.jbwd.com/</a>

**Community Focus Statement A:** Preserve the desert ecosystem, its natural beauty, and the community’s harmonious relationship with the environment.

**Action Statement A.3:** *Develop a master plan to connect existing designated open spaces with Joshua Tree National Park.*

**A3**

**Benchmark:** An Open Space Master Plan is adopted to provide guidance in planning decisions.

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

**Estimated Cost:** Variable depending on proposed project.



*Example path suitable for a connective trail. Photo source: National Park Service*

A connection to the natural environment increases the health and quality of life of local residents, as well as creates a sense of ownership and connection to the area that benefits both the people and the environment. The community of Joshua Tree is located near the edge of Joshua Tree National Park and is near the Desert View Conservation Area, Big Morongo Canyon Preserve, and Cleghorn Lakes Wilderness Area. These areas have immense recreational and cultural value to the community, and connecting the areas to the existing open space areas in Joshua Tree can provide greater access to and appreciation of the local natural environment. The increased connectivity can also help bring visitors into Joshua Tree from the nearby conservation areas for lodging,

dining, and additional recreation.

Having a comprehensive plan for connecting these open space areas will help guide future planning efforts and funding access to complete infrastructure and facility improvements in these areas. The plan should identify the desired connections, their locations, and associated projects and costs, as well as potential funding sources, with justification and prioritization for each project. The community can use this plan to seek federal and state grant funding or local contributions to fund the building and maintenance of trail and path connections and amenities.

Action:	Action Leader:	Timeline:	Objective Resources:
1. Establish a committee of interested residents to work with Joshua Tree Recreation and Parks District - CSA 20 (JTRPAD)	Champion	Month 1	American Hiking Society's National Trails Fund <a href="https://americanhiking.org/gear-resources/grant-opportunities/">https://americanhiking.org/gear-resources/grant-opportunities/</a>
2. Evaluate community desires and priorities.	Committee	Months 2 – 3	National Trails Training Partnership <a href="http://www.americantrails.org/resources/funding/">http://www.americantrails.org/resources/funding/</a>
3. Partner with state and federal agencies to identify opportunities.	Committee, with support from state and federal jurisdictions	Months 2 – 3	Joshua Tree Recreation and Parks District- CSA 20
4. Identify funding sources.	Committee	Months 3 - 9	<a href="http://www.joshuatreerecandpark.org/">http://www.joshuatreerecandpark.org/</a>
5. Work with the community to draft an Open Space Plan.	Committee, with support from community	Months 3 – 9	
6. Continually review available funding and development opportunities to implement the plan.	Committee	On-going	

**Community Focus Statement A: Preserve the desert ecosystem, its natural beauty, and the community's harmonious relationship with the environment.**

**Action Statement A.4: Promote respect for local ecosystems and be stewards of the environment.**

**A4**

**Benchmark:** Community members collaborate with the Joshua Tree National Park Association (JTNPA) to regularly organize and maintain an environmental stewardship program and provide education materials to the community to respect wildlife, habitats, corridors, and the local ecosystems. Under community leadership, collaboration occurs with organizations like the National Park Service (NPS) and the National Parks Conservation Association (NPCA) and work with local, regional, and state agencies to identify resources and obtain feedback for continuing efforts to minimize impacts on the environment.

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

**Estimated Cost:** \$250–\$1,000



*Protected desert environment in Joshua Tree National Park. Photo source: [Shane Burkhardt](#)*

Preservation of natural resources is essential to sustainable conservation and overall community sustainability. Sustainable conservation would ensure the community would be able to use and enjoy natural resources (i.e., water supply, energy, air, desert ecosystems, etc.), and minimize impacts on local ecosystems of native landscape and wildlife. Sustainability programs can help promote resource conservation and community awareness about the efficient use of natural resources, while respecting the environment and individual property rights. Developing an appreciation and understanding of the environment and wildlife habitat can help the community respect wildlife and nature. In partnership with organizations including the National Park Service (NPS), develop sustainable conservation practices that could include:

- Learn how to coexist and encourage the community to protect wildlife and native species.
- Observe wildlife from a distance and avoid them during sensitive times such as mating, nesting, raising young, or harsh weather conditions.
- Secure food from animals by keeping edibles in the car or a hard-sided container and placing all garbage in bins.
- Protect riparian areas: camp at least 200 feet from water sources and use designated camping areas and trails.
- Focus activity in areas where vegetation is absent.
- Pack it in, pack it out, and inspect the campsite and rest areas for trash removal.
- Start a recycling or composting program in individual businesses or enhance any existing program.
- Be paper free: reduce, reuse, and recycle as much as possible.
- Buy local merchandise to support local economy and reduce energy needed to transport goods long distances.
- Maintain landscaping by using native plants to save water and support the local ecosystem.

Each year, NPS volunteers contribute tens of thousands of hours to Joshua Tree National Park. Visitors, residents, families, school groups, scouts, clubs, and businesses help care for the trails, campgrounds, visitor centers, libraries, climbing rocks, and oases of in the park. Most people work for half a day or more on the trails or roads, and a few spend several months working in various locations throughout the park.

Action:	Action Leader:	Timeline:	Resources:
1. Create a community group to collaborate with Joshua Tree National Park Association and advocate to be stewards of the environment.	Champion with Local environmental nonprofit groups	Month 1	Joshua Tree National Park Association, Our Work <a href="http://www.joshuatree.org/our-work/">http://www.joshuatree.org/our-work/</a>
2. Engage with JTNPA members to focus efforts on environmental and ecological stewardship to encourage the community to respect ecosystems and keep them protected. Create an environmental and ecological stewardship program.	Community Group	Month 1	National Parks Conservation Association, Our Advocacy <a href="https://www.npca.org/advocacy">https://www.npca.org/advocacy</a>
3. Select a member to serve as environmental and ecological stewardship program lead to provide leadership coordination with the JTNPA and as contact person for related topics and issues.	Community Group	Month 1	National Park Service, Joshua Tree, Keep Wildlife Wild <a href="https://www.nps.gov/jotr/keep-wildlife-wild.htm">https://www.nps.gov/jotr/keep-wildlife-wild.htm</a>
4. Develop a list of community issues and regulations that relate to the importance of conservation and living with wildlife habitat and local ecosystems.	Community Group	Month 2	National Park Service, Joshua Tree, Volunteer <a href="https://www.nps.gov/jotr/get-involved/volunteer.htm">https://www.nps.gov/jotr/get-involved/volunteer.htm</a>
5. Develop key partnerships with local, regional, and state agencies for obtaining knowledge on community information, resources, and training programs on an ongoing basis.	Joshua Tree National Park Association, with support and knowledge from National park Service, National Parks Conservation Association, other local, regional and state agencies	Months 2-4	
6. Continue partnerships and relationships with the JTNPA and agency members to promote knowledge and awareness on environmental and ecological stewardship.	Joshua Tree National Park Association, with support and knowledge from National park Service, National Parks Conservation Association, other local, regional and state agencies	On-going	



**Community Focus Statement A: Preserve the desert ecosystem, its natural beauty, and the community's harmonious relationship with the environment.**

**Action Statement A.5: Promote smart, sustainable, low-impact growth and development.**

A5

**Benchmark:** Community collaborates with the Joshua Tree National Park Association (JTNP) to regularly organize and maintain a variety of resource conservation programs and provide sustainability education materials to the local community. Under leadership, community supports the nonprofit organization in collaboration with organizations like the National Parks Conservation Association (NPCA) and works with local, regional, and state agencies to identify resources and obtain feedback for continuing training, conservation programs, and sustainability efforts in the community.

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

**Estimated Cost:** \$250–\$1,000



*Death Valley National Park and its partners are creating new strategies in response to an uncertain future in the face of a changing climate. From developing action plans that plot a course toward a “greener” National Park System to building a LEED certified visitor center, Death Valley National Park is incorporating climate-friendly behavior into its park operations, facility management, and communications. For more information, visit: <https://www.nps.gov/deva/learn/nature/environmentalfactors.htm>.*

*Photo source: [Shane Burkhardt](#).*

Sustainability is the continued protection of human health and the environment while fostering economic prosperity and societal well-being. In response to the growing need for a better understanding of how sustainability trends can impact growth and development in Joshua Tree, the community needs to promote smart and sustainable strategies to enable prosperity within available natural limits. Sustainability programs can promote resource conservation and advance community awareness about the natural environment and the actions everyone can take to do their part to conserve.

These programs can be provided by the local organizations and partner agencies who host regular workshops or nature walks and offer educational programming and outdoor activities related to natural species. General information, issues, regulations, and upcoming events related to environmental sustainability can be displayed on informational materials and distributed in newsletters. Educational topics include

land management in a sustainable manner, drought and state and locally mandated water-use restrictions, indoor and outdoor water conservation, seasonal water use, water quality and usage regulations, solid waste disposal and diversion, and simple ways to achieve a healthier and cleaner environment. This information would encourage businesses and residents across Joshua Tree to protect and conserve resources through solid waste reduction, pollution prevention, energy conservation, and water conservation measures.

The Renewable Energy Action Team prepared the Desert Renewable Energy Conservation Plan (DRECP) to help provide effective protection and conservation of desert ecosystems while allowing for the appropriate development of renewable energy projects. Because the DRECP includes goals that prevent development in the Eagle Mountain region, an area surrounded on three sides by Joshua Tree National Park, the boundary protections in the park have been strengthened. Additional partnerships with organizations such as the National Parks Conservation Association and the Joshua Tree National Park Association can offer training, conservation and education programs, and environmental education materials to the local community.

Action:	Action Leader:	Timeline:	Resources:
1. Hold a meeting to create a Community Committee	Champion	Month 1	Joshua Tree National Park Association, Our Work <a href="http://www.joshuatree.org/our-work/">http://www.joshuatree.org/our-work/</a>  National Parks Conservation Association, Our Advocacy <a href="https://www.npca.org/advocacy">https://www.npca.org/advocacy</a>  National Park Service, Death Valley National Park Environmental Factors, <a href="https://www.nps.gov/deva/learn/nature/environmentalfactors.htm">https://www.nps.gov/deva/learn/nature/environmentalfactors.htm</a>  Desert Renewable Energy Conservation Plan, <a href="http://www.drecp.org/">http://www.drecp.org/</a>
2. Engage JTNPA members to focus efforts on sustainability and resource conservation programs that can help the community.	Committee	Month 2	
3. Select a member to serve as sustainability program lead to provide leadership to the committee and as contact person for related topics and issues.	Committee	Month2	
4. Develop a list of community issues and regulations that relate to low impact growth, restoration, and managing land in a sustainable manner (i.e., indoor and outdoor water conservation, solid waste reduction, development of renewable solar projects).	Committee	Month 3	
5. Develop key partnerships with local, regional, and state agencies for obtaining knowledge on legislative and community information, resources and feedback for training, and programs on an ongoing basis.	Committee with Joshua Tree National Park Association, with support and knowledge from National Parks Conservation Association, other local, regional, and state agencies	Months 3 – 5	
6. Continue partnerships and relationships with community and agency members to promote knowledge and awareness on sustainability and resource conservation.	Joshua Tree National Park Association, with support and knowledge from National Parks Conservation Association, other local, regional, and state agencies	On-going	

**Community Focus Statement A:** Preserve the desert ecosystem, its natural beauty, and the community’s harmonious relationship with the environment.

**Action Statement A.6:** Encourage small-scale rooftop solar rather than large industrial solar farms.

**A6**

**Benchmark:** Rooftop solar is easily utilized and proliferating in Joshua Tree.

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

**Estimated Cost:** Variable depending on size of proposed projects.



Example of residential scale solar. Photo source: Anonymous.

Increasing solar energy production is a vital step in creating clean, sustainable energy and reducing greenhouse gas emissions. However, communities need to ensure that the scale and design of solar facilities are compatible with the community they serve in terms of both energy production and aesthetics. The County will soon adopt the Renewable Energy and Conservation Element and related development code amendments focusing on community oriented renewable energy projects on private land.

Policies and design guidelines can be used to encourage rooftop solar by requiring solar hookups on new or renovated buildings, allowing for otherwise restricted features, and taking advantage of state and local rebate and loan programs for private installation. The County can review building standards to ensure they do not directly or indirectly hinder solar panel installation. Local agencies, organizations, or even commercial solar companies can help with following federal or state programs such as PACE programs that subsidize solar installation for private owners or offer other incentives.

Action	Action Leader	Timeline	Resources
1. Advocate for the County to adopt building standards to require solar-ready hookups.	Champion with Morongo Basin MAC	Months 1 – 3	San Bernardino Draft Renewable Energy and Conservation Element <a href="http://cms.sbcounty.gov/lus/Planning/RenewableEnergy.aspx">http://cms.sbcounty.gov/lus/Planning/RenewableEnergy.aspx</a>  DSIRE Clean Energy Programs <a href="http://programs.dsireusa.org/system/program?state=CA">http://programs.dsireusa.org/system/program?state=CA</a>
2. Ensure building height standards do not hinder rooftop solar.	Champion with Morongo Basin MAC	Months 1 – 3	
3. Stay informed on state and federal loan and rebate programs.	Champion with Morongo Basin MAC	Month 1 – On-going	
4. Raise awareness and encourage incentives such as PACE programs.	Champion with Morongo Basin MAC, with support from solar energy companies	On-going	

## Community Focus Statement B: Maintain the rural desert lifestyle and character.

**Action Statement B.1: Establish a welcome program to greet new residents, educate them on the unique desert experience, and offer them information regarding the community.**

**B**

**Benchmark:** All new residents of Joshua Tree are greeted with information and education regarding the community and introduced to long-term residents who can serve as resources.

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

**Estimated Cost:** Variable depending on programs offered.



*Joshua Tree welcome sign. Photo source: Michael Baker International*

To maintain the rural desert lifestyle of the community, Joshua Tree residents can develop a welcome program for newcomers to provide helpful information and properly greet new residents. Depending on where new residents are from, they could have little to no knowledge about rural, desert living in unincorporated communities. Current residents could offer practical information to newcomers, aid the transition from their previous home, and properly acclimate new residents to Joshua Tree.

Joshua Tree is particularly unique given the desert environment and proximity to Joshua Tree National Park. The rural characteristics,

including the natural landscape, openness, and dark skies, are community assets to preserve and maintain for future generations. The welcome program should introduce new residents to the core character and values of Joshua Tree, and help foster an appreciation for the desert environment and community. This process will help new residents learn and honor the values of Joshua Tree and integrate into the community.

A welcome program could be hosted in a variety of ways. It could be a formal program with regularly scheduled meetings for newcomers to learn more about Joshua Tree and create relationships with other community members. It could include providing a standardized welcome packet of information, including helpful community resources, to the homes of all new residents. A welcome program could be as informal as having long-term residents reach out to newcomers to introduce themselves as a community resource, if newcomers should have any questions about life in Joshua Tree. The program could be flexible to meet the community's needs, as the number of new community members fluctuates. A welcome program allows long-time residents to communicate the values of Joshua Tree residents, and newcomers would benefit from a deeper understanding of their new home.



Action	Action Leader	Timeline	Resources
1. Contact residents and organize volunteers to serve on a welcome committee.	Champion	Years 1 – 3	Perkasie Borough Welcome Packet: <a href="http://perkasieborough.org/wp-content/uploads/2014/06/2014_12_29_Welcome_Packet.pdf">http://perkasieborough.org/wp-content/uploads/2014/06/2014_12_29_Welcome_Packet.pdf</a>  Riverton City Welcome Packet: <a href="http://www.rivertoncity.com/community/welcome_packet_2012.pdf">http://www.rivertoncity.com/community/welcome_packet_2012.pdf</a>
2. Select a leader to serve as chair of the welcome committee.	Joshua Tree welcome committee	Years 1 – 3	
3. Develop community core values to convey to new residents.	Joshua Tree welcome committee	Years 1 – 3	
4. Develop a welcome program around the community core values.	Joshua Tree welcome committee	Years 1 – 3	
5. Engage new residents as they move to Joshua Tree in the welcome program, with a focus on communicating the core Joshua Tree values.	Joshua Tree welcome committee	On-going	
6. Seek feedback from new residents on the welcome program.	Joshua Tree welcome committee	Annually	
7. Revisit the welcome program to refresh and update with relevant information and feedback from new residents who participated in the program.	Joshua Tree welcome committee	Annually	

**Community Focus Statement B: Maintain the rural desert lifestyle and character.**

**B**

**Action Statement B.2: Prepare a landscaping and lighting guide to help current and new residents landscaping companies and construction and development companies either install or modify landscaping and lighting to meet the needs of the desert landscape and dark sky regulations.**

**Benchmark:** A practical landscaping and lighting guide is widely used by the community.  
**Champion:** Volunteer group or person or can be identified by the community  
**Estimated Cost:** \$2,500 Committee of community members

The landscaping and appearance of Joshua Tree contribute greatly to the character of the town and have health and environmental benefits. However, it may be challenging for residents and businesses to know what vegetation provides such benefits, enhances the aesthetics of the area, and is adapted to the desert landscape. The Joshua Tree community is currently working on the development of a dark skies ordinance. The next step is the development of easy to understand educational materials for developers, builders and property owners to understand how to replace, retrofit and install lighting that would meet the requirements of the ordinance.



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

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

*Educational brochures developed by the International Dark Skies Association that is available for purchase. Photo source: IDA*

Action	Action Leader	Timeline	Resources
1. Seek interested parties and community members to form a group	Champion	Month 1	San Bernardino County Landscaping Standards <a href="http://www.sbcounty.gov/Uploads/lus/DevelopmentCode/DCWebsite.pdf">http://www.sbcounty.gov/Uploads/lus/DevelopmentCode/DCWebsite.pdf</a>
2. Identify native and drought-tolerant vegetation that fits the aesthetics and environment of Joshua Tree.	Groups with Mojave Desert Land Trust, with support from community	Month 2	Heaps Peak Arboretum, Plants of the San Bernardino Mountains <a href="http://www.heapspeakarboretum.com/mountainplants.htm">http://www.heapspeakarboretum.com/mountainplants.htm</a>
3. Draft landscaping guidelines based on the vegetation list and community input.	Groups with Mojave Desert Land Trust, with support from community	Months 3 – 5	National Park Service, Joshua Tree Plant Species List <a href="https://www.nps.gov/jotr/learn/nature/plant_species_list.htm">https://www.nps.gov/jotr/learn/nature/plant_species_list.htm</a>
4. Encourage the County to adopt landscaping guidelines.	Group	Month 5	
5. Draft lighting guidelines based on community input.	Group	Months 5 – 7	International Dark Sky Association <a href="http://darksky.org/">http://darksky.org/</a>
6. Encourage the County to adopt lighting guidelines.	Group	Month 7	
7. Increase awareness and provide information on the guidelines and reason for standards.	Group	Month 7 – On-going	

## Community Focus Statement B: Maintain the rural desert lifestyle and character.

### B3

**Action Statement B.3:** *Develop community-based design guidelines that explain the “Desert Funk” design style that helps define the unique character of Joshua Tree. The guidelines should focus on design concepts for the downtown area and include both residential and commercial development guidelines to assist designers in meeting community expectations.*

**Benchmark:** Design Committee prepares and submits a set of design guidelines to County for review and potential adoption.

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

**Estimated Cost:** \$10,000 - \$75,000 dependent upon consultant resources needed.



*Example of one of the unique desert building styles in Joshua Tree. Photo source: Michael Baker International*

The community of Joshua Tree has a very distinct and unique style that residents would like to preserve. The most effective way to ensure improvements and future development fit into that style and culture is to establish design guidelines. The guidelines would identify key features and themes that are core to the Desert Funk vibe in Joshua Tree and outline the ways in which remodeled or new buildings and spaces can integrate with the community. A set of unified design guidelines is intended to reflect the community’s character and heritage and instill a sense of pride in the local community.

Design guidelines provide specific guidance on how to modify existing buildings and construct new ones in a manner that complements existing development and enhances the desired character of the downtown. Design guidelines can address how businesses present themselves to the public environment, including architectural styles, business signage, entrances, external lighting, awnings, and shopfront windows.

Development of the design guidelines should be a community-based planning process. Design preferences for materials and styles should be determined with the close involvement of the community.

The Crest Forest Community drafted a sign code for County review and adoption. Other communities can chose to do the same with specific design or sign codes.



Action	Action Leader	Timeline	Resources
1. Create a community-based design committee with key stakeholders from the community to help guide the process.	Champion	Months 1 – 3	National Endowment for the Arts: ART WORKS Guidelines: Design Grants <a href="https://www.arts.gov/grants-organizations/art-works/design">https://www.arts.gov/grants-organizations/art-works/design</a>  Crest Forest Sign Program – San Bernardino County Development Code 83.13.035 <a href="http://www.sbcounty.gov/Uploads/lus/DevelopmentCode/DCWebsite.pdf">http://www.sbcounty.gov/Uploads/lus/DevelopmentCode/DCWebsite.pdf</a>
2. Establish design guidelines for downtown businesses and homes. Consider using any of the following approaches: <ul style="list-style-type: none"> <li>Local volunteers with design and planning experience</li> <li>Student project</li> </ul>	Design Committee	Months 1 – 3	
3. If needed, secure funding through grants, sponsorships, and donations.	Design Committee	Months 4 – 6	
4. Develop an outreach strategy to engage the community.	Design Committee	Months 7 – 8	
5. Engage the community and conduct meetings to gather input on design preferences for residential and commercial buildings.	Design committee	Months 9 – 12	
6. Submit draft design guidelines to County for review and potential adoption.	County	Year 2	

## Community Focus Statement B: Maintain the rural desert lifestyle and character.

**Action Statement B.4: Combine a harmonious vibe of peace and spaciousness with community activities to bring Joshua Tree's diverse population together.**

B4

**Benchmark:** Community events are held that honor the desert lifestyle and character of Joshua Tree on a regular basis, and welcome residents of all ages and abilities.

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

**Estimated Cost:** Variable depending on events held.



*Community event in Joshua Tree. Photo source: Michael Baker International*

To maintain the rural desert lifestyle and character of Joshua Tree, community events can be held on a regular basis to foster community pride, strengthen neighborhood relationships, and bring diverse people together. Visible and well-attended community events offer the opportunity to connect diverse resident groups within the community, and the events 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 community festivals with a local focus, monthly neighborhood meetings with a specific focus (yoga, tai chi, sound healing, etc.), or weekly potlucks to gather and enjoy the company of friends and neighbors. Local businesses could serve as sponsors to help finance large events and in turn receive marketing and increased visibility in the community. Events could have a variety of focuses and highlight the talents of Joshua Tree's musicians, artists, performers, chefs, and spiritual leaders.

Several groups in Joshua Tree hold community activities that create a harmonious vibe among members. The Heart and Soul Team of Transition Joshua Tree meets regularly to practice and share tools for personal and group transformation. The group hosts several events for Transition members, such as centering exercises, body energy work, conflict resolution, tai chi, group health assessments, om circles, and sound healing circles. Experts in the Transition Joshua Tree group could assist in engaging the community in spiritually healing activities.

By coming together to celebrate Joshua Tree's harmonious vibe and honoring the community's peace and spaciousness through community events, residents can find a sense of unity and belonging. Community connectedness would be strengthened, and Joshua Tree residents would have diverse opportunities for social interaction that honor the mind, body, and spirit.

Action	Action Leader	Timeline	Resources
1. Contact residents who would be interested in serving on a Joshua Tree events planning committee. Reach out to groups that already hold these types of events.	Champion with Transition Joshua Tree, Joshua Tree events planning committee	Years 1 – 3	Transition Joshua Tree, Heart and Soul Group <a href="http://transitionjoshuatree.org/get-involved/heart-and-soul-group/">http://transitionjoshuatree.org/get-involved/heart-and-soul-group/</a>
2. Nominate a chair for the committee to serve as a liaison between other community groups and the event planning committee.	Joshua Tree events planning committee	Years 1 – 3	Joshua Tree Retreat Center <a href="http://joshuatreeretreatcenter.squarespace.com/">http://joshuatreeretreatcenter.squarespace.com/</a>
3. Identify needs/wants from the community for events to be held.	Joshua Tree events planning committee	Years 1 – 3	
4. Plan one large event annually and smaller low-cost events to be held on a neighborhood-wide scale on holidays, monthly, or biweekly.	Joshua Tree events planning committee	Years 1 – 3	
5. Publicize events through email, newsletters, Facebook, newspapers, etc., to attract a variety of community members.	Joshua Tree events planning committee	Annually	
6. After each event, solicit input from event attendees, volunteers, sponsors, etc., and adjust future events based on community feedback.	Joshua Tree events planning committee	On-going	

## Community Focus Statement C: Become a model gateway community to Joshua Tree National Park

**Action Statement C.1: Enhance the community's identity as "The Gateway to Joshua Tree National Park."**

G1

**Benchmark:** Wayfinding signage is installed to indicate the Joshua Tree community and encourage tourists to stop in town to dine and shop.

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

**Estimated Cost:** Variable depending on projects proposed.



*Joshua Tree National Park at twilight looking towards the Joshua Tree community. Photo source: [Shane Burkhardt](#)*

To become a model gateway community, Joshua Tree should market and enhance the community's identity as a gateway to Joshua Tree National Park. Tourists traveling to the National Park drive through the Joshua Tree community, and the community can enhance commercial and recreational offerings for these people. A consistent and compatible design for the downtown area, particularly along Twentynine Palms Highway, will establish a clear identity for the community and beautify the area (see Action Statement C.3). Unified and wayfinding monuments could be placed at key community entry points in Joshua Tree to indicate the boundaries of the community.

The businesses could use marketing to enhance the community's identity as "The Gateway to Joshua Tree National Park." Advertisements could highlight the amenities in Joshua Tree that tourists could use on their way to Joshua Tree National Park.

Action	Action Leader	Timeline	Resources
1. Establish the committee to enhance the community identity.	Champion	Years 1 – 3	Joshua Tree National Park (U.S. National Park Service)
2. Select a chair to lead the group.	Enhance Joshua Tree Identity Committee	Years 1 – 3	<a href="https://www.nps.gov/jotr/index.htm">https://www.nps.gov/jotr/index.htm</a>
3. Develop wayfinding materials, design guidelines, and a marketing plan to advertise the Joshua Tree community.	Enhance Joshua Tree Identity Committee	Years 1 – 3	Federal Grants Wayfinding Sign Maintenance <a href="http://www.federalgrants.com/Wayfinding-Sign-Maintenance-37827.html">http://www.federalgrants.com/Wayfinding-Sign-Maintenance-37827.html</a>
4. Secure funding to complete proposed projects.	Enhance Joshua Tree Identity Committee	Years 1 – 3	<a href="http://www.federalgrants.com/Wayfinding-Sign-Maintenance-37827.html">http://www.federalgrants.com/Wayfinding-Sign-Maintenance-37827.html</a>
5. Implement plans developed by the committee and begin using Joshua Tree marketing materials.	Enhance Joshua Tree Identity Committee	Years 1 – 3	National Geographic Gateway Toolkit <a href="http://travel.nationalgeographic.com/travel/sustainable/gateway_community_toolkit.html">http://travel.nationalgeographic.com/travel/sustainable/gateway_community_toolkit.html</a>
6. Revisit the marketing plan and enhanced identity of Joshua Tree yearly to refresh and keep it up to date.	Enhance Joshua Tree Identity Committee	Annually	
7. Meet with County EDA to help them promote the community by sharing marketing materials	Committee, County EDA	Annually	

## Community Focus Statement C: Become a model gateway community to Joshua Tree National Park.

**Action Statement C.2: Establish a plan to create a vibrant downtown with more restaurants, cafes, bakeries, craft shops, galleries, and the like.**

C2

**Benchmark:** Approval of a downtown plan for the future development of downtown Joshua Tree.

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

**Estimated Cost:** \$50,000 - \$150,000 dependent upon consultant resources needed.



Downtown areas have traditionally been the meeting places, areas of commerce, and general lifelines of many communities. They usually house the stores, restaurants, and services necessary to the everyday lives of community members. Currently Joshua Tree has an eclectic mix of uses along Twentynine Palms Highway, which despite being a highway as opposed to a traditional smaller, more walkable road, serves as the downtown street for the community.

*The Farmington Downtown Development Authority in Farmington, Michigan, is in charge of maintaining the historic nature of the downtown while promoting and enriching the downtown business and residential district. Photo source: Farmington, Michigan*

Developing a plan for how the community would like downtown Joshua Tree to look and function is the first step in creating a vibrant area filled with the types of uses that the community wants and needs. Main Street America is a program of the National Main Street Center and the National Trust for Historic Preservation that provides services and resources, including toolkits on how to develop a downtown area, get buy-in from the community, and fundraise for projects that can be handled on a community level.

The San Bernardino County Economic Development Agency (EDA) also has a number of resources available online to help promote small business development. Most importantly, the EDA offers information on incentives and other programs to help businesses get established. A downtown plan will help to guide future development, growth, and investment in Joshua Tree and could help ensure that the vision of the community remains the main driver of the discussion. The task is a significant one. Many communities also create a separate board or agency to focus on this topic, which is another option for Joshua Tree as it looks to capitalize on the community's close proximity to Joshua Tree National Park.



Action	Action Leader	Timeline	Resources
1. Organize a downtown development committee to lead the downtown plan efforts.	Champion, Local stakeholders, community members	Months 1 – 2	<p>San Bernardino County Economic Development Agency  <a href="http://www.sbcountyadvantage.com/Home.aspx">http://www.sbcountyadvantage.com/Home.aspx</a></p> <p>Aetna Foundation – Cultivating Healthy Communities Grant Program  <a href="https://www.aetna-foundation.org/grants-partnerships/grants/cultivating-healthy-communities-rfp.html">https://www.aetna-foundation.org/grants-partnerships/grants/cultivating-healthy-communities-rfp.html</a></p> <p>National Geographic Gateway Toolkit  <a href="http://travel.nationalgeographic.com/travel/sustainable/gateway_community_toolkit.html">http://travel.nationalgeographic.com/travel/sustainable/gateway_community_toolkit.html</a></p>
2. Review past materials and plans for the downtown area.	Downtown development committee	Month 3	
3. Engage community members through surveys, community meetings, and community events to gather input on the planning efforts.	Downtown development committee	Months 4 – 8	
4. Consult outside organizations for guidance, such as Main Street America or the San Bernardino County Economic Development Agency (EDA).	Downtown development committee	Months 4 – 8	
5. Present concepts to the community for feedback.	Downtown development committee	Month 10	
6. Present the final agreed-upon concept plan to the San Bernardino County EDA.	Downtown development committee	Month 12	
7. Revise the concept based on feedback from the San Bernardino County EDA.	Downtown development committee	Month 15	
8. Begin implementation of the final accepted plan.	Downtown development committee	Month 16	

## Community Focus Statement C: Become a model gateway community to Joshua Tree National Park.

### C3

**Action Statement C.3:** *Coordinate with business and property owners to develop a series of guidelines for wayfinding and advertising signage that embraces the community's design vision while providing direction and information to both residents and visitors.*

**Benchmark:** Completion of wayfinding and advertising signage design guidelines.

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

**Estimated Cost:** \$1,000–\$200,000



Example of wayfinding signage. Photo source: [iowahighways](http://iowahighways)

Wayfinding signage includes information kiosks, maps, directional signs, banners, and other signage that orients and helps guide people to various destinations. Banners on street poles can identify the downtown area and announce upcoming events. A welcome sign and unique gateway features can announce arrival into the community and downtown area, and they are recommended to create inviting entrances. Design guidelines can address how businesses present themselves to the public, including architectural styles, business signage, entrances, external lighting, awnings, and shopfront windows.

The components of a unifying design guidelines include the following products intended to establish attractive streets and shopfronts in the community's downtown: a streetscape furnishing palette, wayfinding signage, and design guidelines for Joshua Tree businesses. Design guidelines outline specific guidance on how to modify existing buildings and signage and construct new ones in a manner that complements existing development and enhances the desired character of the commercial district. Development of the design guidelines should be a community-based planning process. Design preferences for materials and styles should be determined with the close involvement of the community.

It is important that the community coordinate with San Bernardino County Land Use Services to ensure that guidelines and materials are consistent with the County Development Code and sign placement requirements.





Action	Action Leader	Timeline	Resources
1. Establish a committee to create wayfinding design guidelines for Joshua Tree.	Champion	Years 1 – 3	<p>San Bernardino County Land Use Services  <a href="http://cms.sbcounty.gov/lus/Home.aspx">http://cms.sbcounty.gov/lus/Home.aspx</a></p> <p>San Bernardino County Public Works  <a href="http://cms.sbcounty.gov/dpw/Home.aspx">http://cms.sbcounty.gov/dpw/Home.aspx</a></p> <p>America Walks – Every Body Walk! Micro Grants  <a href="http://americawalks.org/every-body-walk-micro-grants-awarded/">http://americawalks.org/every-body-walk-micro-grants-awarded/</a></p> <p>Wayfinding Design: What every community needs to know about design  <a href="http://www.dvrpc.org/SOS/Roundtable/pdf/2013-12-06_Wayfinding.pdf">http://www.dvrpc.org/SOS/Roundtable/pdf/2013-12-06_Wayfinding.pdf</a></p>
2. Select a chair to lead the committee.	Joshua Tree design committee	Years 1 – 3	
3. Develop wayfinding and other design guidelines for the Joshua Tree community.	Joshua Tree design committee	Years 1 – 3	
4. Coordinate with the San Bernardino County Land Use Services Department and Department of Public Works to ensure design guidelines are consistent with the County Code.	Joshua Tree design committee with County	Years 1 – 3	
5. Publish and implement design guidelines in the community. Support businesses and organizations participating in the wayfinding program.	Joshua Tree design committee	Years 1 – 3	
6. Revisit the design guidelines annually to ensure they are current and up to date. Secure funding, track progress and implementing projects.	Joshua Tree design committee	Annually	

## Community Focus Statement C: Become a model gateway community to Joshua Tree National Park.

**Action Statement C.4: Establish a downtown business improvement district (BID), or similar financing mechanism, to assist in developing improvements to the gateway.**

C4

**Benchmark:** A BID is created that serves the downtown commercial area of Joshua Tree.

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

**Estimated Cost:** \$25,000 - \$100,000 dependent upon consulting services needed.



*A downtown business improvement district (BID) can help to promote vacant properties and increase value in the area. Photo source: Michael Baker International*

Business improvement districts (BID) are defined areas that serve as a financing mechanism by collecting additional taxes which are used to maintain and improve the area. They generally have a board of directors made up of established local business owners who help to oversee improvements and the future direction of the business corridor. It is estimated that there are now more than 2,000 BIDs in North America.

Some keys to creating a BID are getting buy-in from the local business owners and the community, ensuring that there are enough members to make a meaningful impact, and creating a plan for the types of improvements that businesses in the area would like to see. Improvements often include:

- Community cleanup/trash pickup days
- Street beautification through street furniture or plants
- Increased lighting
- Safety improvements to the road
- Business façade programs
- Festivals or business appreciation programs
- Marketing campaigns

A downtown business group could play a crucial part in developing the BID, as it is already in tune with the local business climate. A BID could work to develop the downtown area based on the direction that local business owners see the community going. A number of outside resources provide information on BIDs, although it is largely a community effort to start one. Templates exist online for what has been done in other communities. These templates can easily be adapted to fit the needs of Joshua Tree. Lastly, the US Department of Agriculture (USDA) provides

information on the history and research behind business improvement districts through the department’s downtown revitalization resources online.

Action	Action Leader	Timeline	Resources
1. Perform a survey to determine interest in creating a BID among business owners and to identify potential improvements.	Champion with Local business owners	Months 1 – 2	San Bernardino County Economic Development Agency <a href="http://www.sbcountyadvantage.com/home.aspx">http://www.sbcountyadvantage.com/home.aspx</a>
2. Adopt a resolution of intention with San Bernardino County (see California Tax Data resource).	Local business owners	Months 3 – 6	California Tax Data <a href="http://www.californiataxdata.com/pdf/businessimprovement.pdf">http://www.californiataxdata.com/pdf/businessimprovement.pdf</a>
3. Identify improvements and activities to be financed.	Local business owners	Months 3 – 6	USDA Rural Development <a href="https://www.nal.usda.gov/ric/downtown-revitalization#bid">https://www.nal.usda.gov/ric/downtown-revitalization#bid</a>
4. Distribute a public notice to impacted business owners, and go through a public hearing process.	Local business owners	Month 6	
5. Appoint an advisory board.	Local business owners	Month 6	
6. Begin to collect dues and carry out BID responsibilities.	BID advisory board	On-going	

## Community Focus Statement C: Become a model gateway community to Joshua Tree National Park.

C5

**Action Statement C.5:** Partner with SBCTA and Caltrans to advocate and seek funding for pedestrian and parking enhancements to provide a safer environment for residents and visitors on Twentynine Palms Highway (SR 62), in particular, through downtown Joshua Tree.

**Benchmark:** Community leaders have partnered with SBCTA and CalTrans to identify potential funding options and complete applications for grants.

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

**Estimated Cost:** \$20,000–\$5,000,000



*Example of traffic calming utilizing a protected crosswalk, bulbouts and a center median to slow traffic speeds, improve pedestrian visibility and enhance the aesthetic of the area. Photo source: Michael Baker International*

As the primary route through Joshua Tree, Twentynine Palms Highway (State Route 62) conveys a large volume of traffic at a relatively high speed. This is problematic for pedestrians and bicyclists who use the highway and for businesses that seek to appeal to visitors. Implementing traffic calming measures along the highway will reduce the speed of traffic, 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 Joshua Tree, the community may deem it desirable to install traffic calming measures that complement urbanized development in the downtown and other measures that are more suited to rural conditions elsewhere.

Action steps taken by the community on this objective should include advocating to the CalTrans and SBCTA for the planning and construction of traffic calming measures. To best coordinate the effort, Joshua Tree can conduct a traffic calming study, including goals, policies, and a description of the approved traffic calming measures. Given the costs associated with preparing the study and constructing the measures, funding will help expedite 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

Joshua Tree National Park piloted a shuttle bus from the Joshua Tree Visitor Center to the Oasis Visitor Center and to other locations in Twenty-Nine Palms. JTNP should also be consulted on pedestrian and parking enhancements.

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.

\*Morongo Basin Active Transportation Plan was accepted by the Board of Supervisors in 2019. The Plan identifies opportunities for active transportation for the Morongo Basin Region. The plan can be used as a resource for transportation grants for walkways and bike paths.

**Traffic Calming Measures and Estimated Typical Costs**

Potential Traffic Calming Measure	Description	Cost (typical per measure or item)
Traffic Calming Study		\$20,000-\$50,000
Speed Table	An overall reduction of motor vehicle speeds. More specifically, 85th-percentile speeds reduced by 4 to 23 mph.  Long raised speed humps with a flat section in the middle and ramps on the ends; sometimes constructed with brick or other textured materials on the flat section  Sometimes called flat top speed humps, trapezoidal humps, speed platforms, raised crosswalks, or raised crossings	Average approximately \$2,500 each Low estimate about \$1,000 High estimate about \$6,900 (Costs for Pedestrian and Bicyclist Infrastructure Improvements – FHWA 2013)
Raised Intersection	Flat raised areas covering entire intersections, with ramps on all approaches and often with brick or other textured materials on the flat section and ramps  Sometimes called raised junctions, intersection humps, or plateaus	Raised crosswalks are approximately \$5,000-\$7,000, depending on drainage conditions and materials used. The cost of a raised intersection is highly dependent on the size of the roads. They can cost from \$25,000 to \$70,000 (FHWA 2016).
Neighborhood Traffic Circle	Raised islands, placed in intersections, around which traffic circulates  Higher speeds allowed (>25mph)  Stop, signal, or give priority to entering vehicle  Require drivers to slow to a speed that	Approximately \$5,000 to \$15,000. The cost varies depending on whether the traffic circle is landscaped and/or on an asphalt or concrete street. Traffic circles typically have a service life of 25 years (FHWA 2016).

Potential Traffic Calming Measure	Description	Cost (typical per measure or item)
	allows them to comfortably maneuver around them Sometimes called intersection islands Different from roundabouts	
Roundabout	Circular intersection, without stop signs or traffic lights Maintain relatively low speeds (<25mph) Yield at entry Roundabouts are not traffic circles Today's roundabouts are not like traditional traffic circles, which are often large, high-speed intersections that require the vehicles traveling in the circle to stop or yield to those entering. This often results in congestion, as well as crashes. Roundabouts are typically smaller, have slower speeds and make entering vehicles yield to those already in the roundabout.	Average construction cost is estimated at approximately \$250,000. Roundabouts range in cost from \$194,000 to just under \$500,000, depending on their size (or "footprint" and right-of-way acquisitions that were needed (FHWA 2000).
Chicane	A series of narrowings or curb extensions that alternate from one side of the street to the other forming S-shaped curves Also called deviations, serpentine, reversing curves, twists, and staggerings	Median \$8,050 Average \$9,960 Minimum \$2,140 Maximum \$25,730 (Costs for Pedestrian and Bicyclist Infrastructure Improvements – FHWA 2013)
Curb Extension/ Bulb-out/Choker	Curb extensions at midblock or intersection corners that narrow a street by extending the sidewalk or widening the planting strip Can leave the cross section with two narrow lanes or with a single lane At midblock, sometimes called parallel chokers, angled chokers, twisted chokers, angle points, pinch points, or midblock narrowings At intersections, sometimes called neckdowns, bulbouts, knuckles, or corner bulges If marked as a crosswalk, they are also called safe crosses	Costs can vary depending on drainage, the addition of street furnishings, landscaping, special paving, and whether utilities must be relocated. The cost to retrofit a four-leg intersection with curb extensions is approximately \$100,000 (8 X \$12,620).  Per unit costs: Median \$10,150 Average \$13,000 Minimum \$1,070 Maximum \$41,170 (Costs for Pedestrian and Bicyclist Infrastructure Improvements – FHWA 2013)
Center Island Narrowing	Raised islands located along the centerline of a street that narrow the travel lanes at that location Sometimes called midblock medians,	<b>Pricing per island:</b> Median \$10,460 Average \$13,520

Potential Traffic Calming Measure	Description	Cost (typical per measure or item)
	median slow points, or median chokers	Minimum \$2,140 Maximum \$41,170 <b>Pricing per square foot:</b> Median \$9.80 Average \$10.00 Minimum \$2.28 Maximum \$26.00 (Costs for Pedestrian and Bicyclist Infrastructure Improvements – FHWA 2013)

Action Statements C5, C6, and C7 could be considered together.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a Transportation Committee	Champion	Months 1	US Department of Transportation Livability Grants and Programs <a href="https://www.transportation.gov/livability/grants-programs">https://www.transportation.gov/livability/grants-programs</a>
2. Define a project study area and desired project traffic calming goals.	Transportation Committee	Months 1 – 3	FHWA Bicycle and Pedestrian Program <a href="http://www.fhwa.dot.gov/environment/bicycle_pedestrian/index.cfm">http://www.fhwa.dot.gov/environment/bicycle_pedestrian/index.cfm</a>
3. Develop a list of goals and potential project ideas specific to Joshua Tree in order to demonstrate the practical uses and benefits to the community.	Transportation Committee	Months 4 – 10	US Department of Agriculture Rural Development Programs & Services <a href="http://www.rd.usda.gov/programs-services">http://www.rd.usda.gov/programs-services</a>  Institute of Transportation Engineers (ITE): <a href="http://www.ite.org/traffic/tcdevices.asp">http://www.ite.org/traffic/tcdevices.asp</a> Bushell et al. Costs for Pedestrian and Bicyclists Infrastructure Improvements. <a href="http://www.pedbikeinfo.org/cms/downloads/Counter%20measure%20Costs_Report_Nov2013.pdf">http://www.pedbikeinfo.org/cms/downloads/Counter measure%20Costs_Report_Nov2013.pdf</a>
4. Coordinate with the SBCTA and Caltrans on State Highway 62 as needed.	Transportation Committee	Month 11	Federal Highway Administration: <a href="http://www.fhwa.dot.gov/publications/research/safety/00067/000672.pdf">http://www.fhwa.dot.gov/publications/research/safety/00067/000672.pdf</a> ,
5. Approach the San Bernardino County Board of Supervisors with the findings and encourage their support of implementation of traffic calming measures on local streets	Transportation Committee	Month 12	An Information Guide, FHWA-RD-00-67, Federal Highway Administration, Exhibit 5.2, pp 106, Washington, DC, June 2000 <a href="http://www.tfhrc.gov/safety/00068.htm">www.tfhrc.gov/safety/00068.htm</a>  Effective Application of Traffic Calming Techniques, Preliminary Investigation, Caltrans Division of Research and Innovation <a href="http://www.dot.ca.gov">http://www.dot.ca.gov</a>



<p>6. Coordinate with SBCTA, Caltrans and the County Department of Public Works to seek grant funding for studies and design.</p>	<p>Transportation Committee</p>	<p>Years 1 - 3</p>	<p>Institute of Transportation Engineers (ITE) Traffic Calming Measures <a href="http://www.ite.org">www.ite.org</a></p> <p>Caltrans Complete Streets Program <a href="http://www.dot.ca.gov/transplanning/ocp/complete-streets.html">http://www.dot.ca.gov/transplanning/ocp/complete-streets.html</a></p> <p>Project for Public Spaces, Traffic Calming 101 <a href="http://www.pps.org/reference/livememtraffic/">http://www.pps.org/reference/livememtraffic/</a></p>
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## Community Focus Statement C: Become a model gateway community to Joshua Tree National Park.

### *Action Statement C.6: Construct a lighted crosswalk at the intersection of Twentynine Palms highway and Sunset Road.*

C6

**Benchmark:** Obtain community and Caltrans approval and funding for installing a lighted crosswalk.

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

**Estimated Cost:** Lighted crosswalk: \$50,000–\$100,000; Crosswalk (small signal): \$200,000



*Pedestrian crossing with a Pedestrian-actuated Hybrid Beacon (PHB). This device is extremely effective in stopping vehicles for pedestrian crossings where regular traffic signals are not warranted. Photo source: Michael Baker International*

As the westernmost intersection in downtown Joshua Tree, the Sunset Road crossing of Twentynine Palms Highway is an important crossing for pedestrians venturing from commercial establishments and residential neighborhoods on one side of the highway to the other. Because the intersection currently lacks any traffic control measures and demarcated crosswalks, it is dangerous for pedestrians to cross the four-lane highway. The intersection is especially dangerous at night and during other periods of low visibility.

To provide a safer pedestrian environment

at the intersection, a lighted crosswalk can be installed across the highway.

A lighted crosswalk, also referred to as an embedded flashing-light system or in-pavement flashing-light system, includes a demarcated crosswalk, painted on the roadway surface and/or composed of pavers installed within the roadway, and a series of flashing lights installed in the pavement along both sides of the crossing. The number and configuration of lights depends on the width of the roadway. For wider roadways, such as Twentynine Palms Highway, lights are often arranged in rows that extend away from the crosswalk, providing motorists with advance warning of a pedestrian's presence on the crosswalk. The lights may be triggered in passive fashion by a pedestrian being detected upon entering a crosswalk by motion-detecting device or in an active manner by a pedestrian pushing a button placed along the sidewalk adjacent to the crossing. To maximize pedestrian safety, a lighted crosswalk may be installed in combination with signage, pedestrian refuge areas, traffic calming measures, and/or Complete Streets approaches.

The community should encourage Caltrans to include one or more lighted crosswalks at the intersection of Twentynine Palms Highway and Sunset Road in the community's capital improvement plan. The crosswalks may also be planned and constructed in coordination with traffic calming measures along Highway 62 (Action Statement

C.5), pedestrian refuge areas (Action Statement C.7), and/or Complete Streets improvements (Action Statement E.4).

*Action Statements C5, C6, and C7 could be considered together.*

\*Morongo Basin Active Transportation Plan was accepted by the Board of Supervisors in 2019. The Plan identifies opportunities for active transportation for the Morongo Basin Region. The plan can be used as a resource for transportation grants for walkways and bike paths.

Action	Action Leader	Timeline	Resources
1. Create a committee to coordinate lighted crosswalk construction	Champion	Month 1	Community Service Area Guidelines
2. Committee meets with the Joshua Tree County Service Area (CSA) County Special Districts Department to discuss crosswalk and available funding opportunities.	Committee	Months 1 – 12	<a href="http://www.sbcounty.gov/lafco/items/201004/item_9c.pdf">http://www.sbcounty.gov/lafco/items/201004/item_9c.pdf</a>
3. Get Caltrans approval of crosswalk.	Committee	Months 1 – 12	Joshua Tree CSA 20 <a href="http://www.joshuatreerecandpark.org/">http://www.joshuatreerecandpark.org/</a>
4. Develop a request for proposal for installing a lighted crosswalk at the intersection of Twentynine Palms Highway and Sunset Road and present to Caltrans	Committee	Months 13 – 14	Joshua Tree Community Plan <a href="http://www.sbcounty.gov/uploads/lus/communityplans/joshuatreecp.pdf">http://www.sbcounty.gov/uploads/lus/communityplans/joshuatreecp.pdf</a>
5. Expand Joshua Tree County Service Area to include a special district for streets	Committee, Special Districts, CSA property owners	Year 2 - 3	CalTrans Manual of Uniform Traffic Control Devices
6. Secure funding	Committee, Joshua Tree County Service Area, Special Districts Department	Year 2 - 3	<a href="http://www.dot.ca.gov/trafficops/camutcd/">http://www.dot.ca.gov/trafficops/camutcd/</a>  FHWA Pedsafe <a href="http://www.pedbikesafe.org/PEDSAFE/">http://www.pedbikesafe.org/PEDSAFE/</a>
7. Work to identify a consultant to be awarded the project to install the lighted crosswalk.	Committee with Caltrans	Year 2 - 3	Joshua Tree National Park Shuttle Information
8. Award the contract to a consultant for the development of plans to construct the lighted crosswalk with the oversight of the Special Districts and the Joshua Tree County Service Area.	Caltrans	Years 2 - 3	<a href="https://www.nps.gov/jotr/planyourvisit/shuttle-buses.htm">https://www.nps.gov/jotr/planyourvisit/shuttle-buses.htm</a>
9. Approve plans. Seek construction funding through available grants and measures.	Caltrans and Committee	Years 2 - 6	

**Community Focus Statement C: Become a model gateway community to Joshua Tree National Park.**

**Action Statement C.7: Construct pedestrian refuge areas at key intersections to aid pedestrians crossing Twentynine Palms Highway.**



**Benchmark:** Community and Caltrans approval for installing a lighted crosswalk.  
**Champion:** Volunteer group or person or can be identified by the community  
**Estimated Cost:** Pedestrian refuge: \$100,000–\$150,000



community’s two signalized intersections along Highway 62: at Sunburst Street and Park Boulevard. Additional

*Pedestrian crossing with a center median pedestrian refuge that allows pedestrians to deal with traffic in one direction at a time. Photo source: Michael Baker International*

Twentynine Palms Highway (Route 62), which is under Caltrans’ jurisdiction, is a wide, high capacity roadway that divides Joshua Tree. These conditions negatively impact the ability of pedestrians and bicyclists to cross the highway, reducing mobility within the community. Installing pedestrian and bicycle refuge areas will help decrease the roadway’s width and reduce pedestrians’ and bicyclists’ exposure to oncoming traffic, enabling safer and easier crossings while increasing mobility.

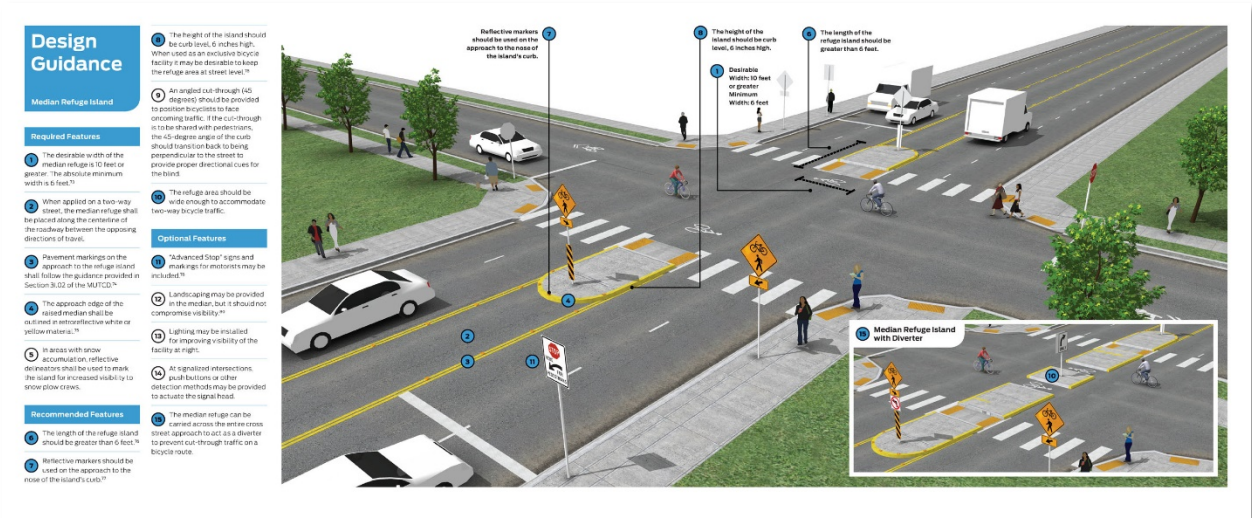
One of Caltrans’ goals is to increase walking and biking by 2020. This project would assist Caltrans to meet that goal in Joshua Tree.

The most likely locations for refuge areas are at the refuge areas should also be considered at other intersections and midblock locations that experience a high volume of pedestrian and/or bicycle traffic or that coincide with dedicated bicycle routes. Refuge area improvements nominally

comprise a safety island constructed in the middle of the roadway. To provide users with adequate defensible space, the island should measure at least 6 feet wide (preferably 8–10 feet wide) and 40 feet long with an ample nose between the crossing and the intersection. To reduce unprotected crossing segments to the maximum extent possible, the island can also be paired with sidewalk bulb-outs that extend into the on-street parking zone.

The community should encourage to include refuge areas in the community’s capital improvement plan. The refuge areas may also be planned and constructed in coordination with traffic calming measures along Highway 62 (Action Statement C.5), installation of a lighted crosswalk at the intersection of Twentynine Palms Highway and Sunset Road (Action Statement C.6), and/or Complete Streets improvements (Action Statement E.4). Possible funding sources for the refuge areas 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



NACTO’s design manuals provide for best practices for creating safe pedestrian environments. Photo Source: National Association of City Transportation Officials.

*Action Statements C5, C6, and C7 could be considered together.*

\*Morongo Basin Active Transportation Plan was accepted by the Board of Supervisors in 2019. The Plan identifies opportunities for active transportation for the Morongo Basin Region. The plan can be used as a resource for transportation grants for walkways and bike paths.

Action	Action Leader	Timeline	Resources
1. Ensure that the Joshua Tree County Service Area coordinates with the County Special Districts Department for available funding opportunities.	Champion with Committee Created in C6.	Months 1 – 12	Transportation.gov - Grants and Programs <a href="https://www.transportation.gov/livability/grants-programs">https://www.transportation.gov/livability/grants-programs</a>
2. Encourage the Joshua Tree County Service Area to work with the County Special Districts Department to identify key intersections through a safety study.	Committee	Months 13 – 14	Federal Highway Administration – Bicycle and Pedestrian Program <a href="https://www.fhwa.dot.gov/environment/bicycle_pedestrian/index.cfm">https://www.fhwa.dot.gov/environment/bicycle_pedestrian/index.cfm</a>
3. Expand the Joshua Tree County Service Area responsibilities to cover streetlighting by forming a streetlighting special district/Determine assessment.	Joshua Tree County Service Area, County Special Districts Department, CSA Property Owners	Month 13 - 20	USDA – Rural Development Programs and Services <a href="http://www.rd.usda.gov/programs-services">http://www.rd.usda.gov/programs-services</a>
4. Once key intersections are identified, have the Joshua Tree County Service Area move forward and beginning the process of obtaining funds and awarding the project for design as discussed in Action Statement C.6 (see Action Statement C.6 for next steps/actions).	Joshua Tree County Service Area, County Special Districts Department	Years 1 – 3	Community Service Area Guidelines <a href="http://www.sbcounty.gov/lafco/items/201004/item_9c.pdf">http://www.sbcounty.gov/lafco/items/201004/item_9c.pdf</a>  Joshua Tree CSA 20 <a href="http://www.joshuatreerecandpark.org/">http://www.joshuatreerecandpark.org/</a>  Design Guidelines <a href="http://nacto.org/publication/urban-street-design-guide/intersection-design-elements/crosswalks-and-crossings/pedestrian-safety-islands/">http://nacto.org/publication/urban-street-design-guide/intersection-design-elements/crosswalks-and-crossings/pedestrian-safety-islands/</a> <a href="http://nacto.org/publication/urban-bikeway-design-guide/intersection-treatments/median-refuge-island/">http://nacto.org/publication/urban-bikeway-design-guide/intersection-treatments/median-refuge-island/</a>

## Community Focus Statement C: Become a model gateway community to Joshua Tree National Park.

**Action Statement C.8: Collaborate with businesses and property owners to discourage Caltrans from widening of Twentynine Palms Highway.**



**Benchmark:** The Twentynine Palms Highway Task Force becomes a prominent group that coordinates with Caltrans in regard to improvements on Twentynine Palms Highway.

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

**Estimated Cost:** Variable depending on project initiatives



*Twentynine Palm Highway near the Joshua Tree Community. Photo source: [Arminnius](#)*

Twentynine Palms Highway (State Route 62) serves as the primary route through Joshua Tree and conveys large volumes of traffic at high speeds. Through Joshua Tree, Twentynine Palms Highway serves as a four-lane roadway (two travel lanes in each direction), with several turning lanes. The highway serves as a “Main Street” for Joshua Tree and bisects commercial, industrial, and institutional land uses.

While roadways are often widened for safety purposes, the result is usually the opposite. Wide lanes make drivers feel safe at higher speeds, often resulting in more accidents. Increasing highway capacity may not unnecessarily relieve traffic congestion.

In order to maintain the small-town, rural nature of Joshua Tree, business and property owners can work together to discourage Caltrans from any widening of the highway. Property owners along Twentynine Palms Highway can meet to identify community needs for the roadway. This group can coordinate and lobby Caltrans to ensure the roadway is serving the needs and wants of the community, instead of the roadway simply serving as a route through Joshua Tree.

Maintaining Twentynine Palms Highway in its current form can encourage a “Main Street” revival, which would result in safer streets, more pedestrian and bicycle activity, and a boosted local economy. Joshua Tree could instead promote traffic calming measures (Action Statement C.3), and other Complete Streets elements to become a model gateway community to Joshua Tree National Park.

Action	Action Leader	Timeline	Resources
1. Reach out to property owners and business located along Twentynine Palms Highway who would be interested in volunteering on a task force to discourage highway widening and the addition of pedestrian safe zones at crossings.	Champion	Years 1 – 3	Smart Growth America <a href="https://smartgrowthamerica.org/">https://smartgrowthamerica.org/</a>  California Department of Transportation <a href="http://www.dot.ca.gov/">http://www.dot.ca.gov/</a>
2. Designate a chair for the Twentynine Palms Task Force.	Twentynine Palms Highway Task Force	Years 1 – 3	San Bernardino County Transportation Division <a href="http://cms.sbcounty.gov/dpw/Transportation.aspx">http://cms.sbcounty.gov/dpw/Transportation.aspx</a>
3. Identify community needs for Twentynine Palms Highway, including Complete Streets elements, traffic calming, and others.	Twentynine Palms Highway Task Force	Years 1 – 3	Smart Growth America <a href="https://www.smartgrowthamerica.org/app/legacy/documents/cs/resources/lanewidth-safety.pdf">https://www.smartgrowthamerica.org/app/legacy/documents/cs/resources/lanewidth-safety.pdf</a>
4. Coordinate with Caltrans and the County for desired improvements, and ensure that Twentynine Palms Highway is not widened.	Twentynine Palms Highway Task Force	Years 1 – 3	California Department of Transportation <a href="http://www.dot.ca.gov/newtech/researchreports/reports/2015/10-12-2015-NCST_Brief_InducedTravel_CS6_v3.pdf">http://www.dot.ca.gov/newtech/researchreports/reports/2015/10-12-2015-NCST_Brief_InducedTravel_CS6_v3.pdf</a>  Main Street Recovery Program <a href="https://ourfuture.org/report/main-street-recovery-program">https://ourfuture.org/report/main-street-recovery-program</a>

## Community Focus Statement C: Become a model gateway community to Joshua Tree National Park.

**Action Statement C.9: Establish a parking management plan within the downtown/gateway area.**



**Benchmark:** A parking management plan is implemented.

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

**Estimated Cost:** Variable depending on proposed infrastructure improvements

As a gateway community to one of California’s most famous parks, Joshua Tree has a substantial amount of visitors and through traffic. The availability, location, and cost of parking can affect community revenue, traffic, and the visitor experience, as well as contribute or detract from the quality of life for those who live and work in the area. Effective parking management is critical for all communities, and for Joshua Tree especially because of its location and size. By analyzing current parking conditions and creating a detailed plan for the future, Joshua Tree can create a stress-free and economically beneficial downtown environment.

A downtown business group can lead this effort by providing data, analysis, and example policies to create a parking management plan that benefits businesses and tourists in Joshua Tree, is economically advantageous, and uses land efficiently. The County Board of Supervisors could then finalize, adopt, and implement the parking management plan with the community’s input and feedback.

**PARK**

### Public parking


Parking enforcement hours are from 8:00 AM to 9:00 PM, with the exception of the beach parking lots at the Manhattan Beach Pier, which are enforced 24-hours a day.

The City runs twelve parking lots. These lot locations can be viewed using the online [Public Parking Lots Interactive Tour](#). Beyond lots, there are over 300 City street meters in the Downtown Manhattan Beach business district. These parking spaces serve to regulate the flow of transitory and business traffic.

**Parking Rates:**

- Beach Parking Lots- \$1.50/hour
- City Parking Lots- \$0.75/hour
- Street Parking- \$1.25/hour

There are 12 public parking lots in the Downtown area. Lot 9 is a two level underground parking structure with 200 2-hour metered spaces and 260 8-hour metered spaces. **Lot 8 is long-term free parking** and Lot 7 has 10-hour meters.



*Excerpt from a parking management plan for Manhattan Beach, CA. Photo source: Michael Baker International*



Action	Action Leader	Timeline	Resources
1. Identify interested parties to create a Parking Taskforce.	Champion with Morongo Basin MAC	Months 1 – 3	San Bernardino County EDA – Incentives, Services and Programs
2. Prepare an existing conditions report to evaluate the current state of parking: <ul style="list-style-type: none"> <li>• Inventory of current parking supply</li> <li>• Research on prior studies and related documents</li> <li>• Comprehensive seasonal utilization counts for fall, winter, spring, and summer, with duration assessments</li> <li>• Interviews and collaboration with key stakeholders</li> <li>• Technical analysis of existing and future parking demands</li> <li>• Analysis of land use policies and future trends</li> <li>• Evaluation of parking code requirements</li> </ul>	Parking Taskforce	Months 1 – 3	<a href="http://www.sbcountyadvantage.com/For-Site-Selectors/Incentives-Programs.aspx">http://www.sbcountyadvantage.com/For-Site-Selectors/Incentives-Programs.aspx</a>  Manhattan Beach Downtown Parking Management Plan <a href="http://www.citymb.info/home/showdocument?id=6943">http://www.citymb.info/home/showdocument?id=6943</a>
3. Identify the issues and opportunities with downtown parking in Joshua Tree. Current issues to be based on information and analysis in the existing conditions report.	Parking Taskforce with support from MAC and community	Months 3 – 4	
4. Consider potential solutions to the issues identified, including an assessment of potential parking management techniques and prioritization.	Parking Taskforce with support from MAC and community	Month 5	
5. Develop a parking management plan, complete with implementation plan, project needs, and funding sources.	Parking Taskforce County	Months 6 – 9	
6. Submit parking management plan to County for review and possible adoption.	Parking Taskforce	Year 1	
7. Begin implementing the parking management plan with funding secured by the community.	Parking Taskforce	Year 1	

## Community Focus Statement C: Become a model gateway community to Joshua Tree National Park.

### G10

**Action Statement C.10:** *Locate open spaces such as courts, plazas, and park areas near and around businesses to encourage visitors to stop in the core downtown/gateway area.*

**Benchmark:** Within the first year, a parks committee/advocacy group is formed to identify potential opportunity sites for parks, plazas, and open spaces in the downtown core/gateway area. By year two, community drafted a plan outlining planned parks and plazas in the downtown and has secured funding for the creation of at least one park.

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

**Estimated Cost:** \$40,000–\$3 million



*Existing local park in Joshua Tree. Photo source: Michael Baker International*

Dedicated areas for open space spur the economy, improve health and the quality of life, and enhance the sense of community and connectivity. While Joshua Tree has ample access to open space, locating areas specific to social gathering within the community will best provide these benefits. Often, a central plaza will serve as the heart of a community and downtown area. Areas with attractive native landscaping, public art, and seating will encourage visitors and locals alike to spend time in Joshua Tree and contribute to the local culture and economy.

Creating parks, courtyards, and plazas in Joshua Tree’s downtown/gateway area will bring

community members together, encourage patronage of local businesses, and create opportunities for fun, fitness, and relaxation. Small parks and gathering spaces can take a variety of forms, from creating seating areas on sidewalk bulb-outs to transforming unused spaces between buildings into courtyards. The community should work with the Joshua Tree Recreation and Parks District, to identify potential sites downtown and develop a plan for the creation of parks and plazas. Local partnerships are needed to design and fund the development of open spaces in the downtown core. The installation of parks and open space amenities such as seating and landscaping can be supported by a local parks committee, funded through a grant, and/or sponsored by local businesses. For instance, a parks committee or “Friends of...” organization might fundraise, supply volunteers, coordinate maintenance and other volunteer efforts, advocate, advise on design and construction, or all of the above.

Action	Action Leader	Timeline	Resources
1. Engage with the community to help establish a citizens parks committee or advocacy group for open spaces in the downtown core.	Champion with Joshua Tree Recreation and Parks District, and community members	Months 1–2	Joshua Tree Recreation and Parks District <a href="http://www.joshuatreerecandpark.org/">http://www.joshuatreerecandpark.org/</a>
2. Identify potential opportunity sites for parks, plazas, and courtyards in the downtown.	Parks committee, community, with support from Joshua Tree Recreation and Parks District	Months 2–4	San Bernardino County Public Works <a href="http://cms.sbcounty.gov/dpw/home.aspx">http://cms.sbcounty.gov/dpw/home.aspx</a>
3. Draft and adopt a plan that outlines the planned creation of parks, plazas, and courtyards in the downtown.	Parks committee, community	Months 4–10	Corporate sponsorship guidance <a href="http://mrsc.org/Home/Explore-Topics/Parks-and-Recreation/Parks-and-Recreation-Funding/Corporate-Sponsorship-and-Naming-Policies.aspx">http://mrsc.org/Home/Explore-Topics/Parks-and-Recreation/Parks-and-Recreation-Funding/Corporate-Sponsorship-and-Naming-Policies.aspx</a>
4. Reach out to and partner with nonprofits, charitable foundations, local institutions, and businesses (both local and regional) for sponsorship of materials and construction of parks.	Parks committee local institutions, businesses, nonprofits	Months 8–12	Private funding for parks <a href="http://www.rff.org/files/sharepoint/WorkImages/Download/RFF-IB-14-01.pdf">http://www.rff.org/files/sharepoint/WorkImages/Download/RFF-IB-14-01.pdf</a>
5. Apply for grant funding for parks and open spaces.	Parks committee with support from Joshua Tree Recreation and Parks District	Months 12–18	Park and recreation grant funding <a href="http://www.thegranthelpers.com/municipal-grants/parks---recreation-grants">http://www.thegranthelpers.com/municipal-grants/parks---recreation-grants</a>
6. Secure funding and prepare a budget plan for the creation of one park, plaza, or open space in the downtown.	Parks committee with support from Joshua Tree Recreation and Parks District	Months 18–24	<a href="http://www.nrpa.org/Grants-and-Partners/Recreation-and-Health/Coca-Cola-Refreshing-Community-Spaces/">http://www.nrpa.org/Grants-and-Partners/Recreation-and-Health/Coca-Cola-Refreshing-Community-Spaces/</a>
7. Construct parks, plazas, and open spaces in the downtown.	Joshua Tree Recreation and Parks District, County Public Works, with support from parks committee	Month 24 – Ongoing	Pavement to Parks <a href="http://pavementtoparks.org/">http://pavementtoparks.org/</a> <a href="http://www.urban.org/sites/default/files/alfresco/publication-">http://www.urban.org/sites/default/files/alfresco/publication-</a>



Action	Action Leader	Timeline	Resources
8. Continue ongoing operation and maintenance of parks and open spaces.	Parks committee, Joshua Tree Recreation and Parks District, with support from community organizations, schools, churches, volunteers	Month 24 – On-going	<p><a href="#">pdfs/309067-Partnerships-for-Parks.PDF</a></p> <p>How to Guide for Creating a Pocket Park  <a href="http://www.kibi.org/how-to-guide-for-creating-pocket-park-and-greenspace-projects/">http://www.kibi.org/how-to-guide-for-creating-pocket-park-and-greenspace-projects/</a></p> <p>Creating Mini Parks  <a href="https://www.nrpa.org/uploadedFiles/nrpaorg/Grants_and_Partners/Recreation_and_Health/Resources/Issue_Briefs/Pocket-Parks.pdf">https://www.nrpa.org/uploadedFiles/nrpaorg/Grants_and_Partners/Recreation_and_Health/Resources/Issue_Briefs/Pocket-Parks.pdf</a></p> <p>NRPA Park Advocate Handbook  <a href="https://www.nrpa.org/uploadedFiles/Americas_Backyard/park-advocate-handbook-100711.pdf">https://www.nrpa.org/uploadedFiles/Americas_Backyard/park-advocate-handbook-100711.pdf</a></p> <p>Adopt-a-bench program examples  <a href="http://www.losgatosca.gov/1687/Adopt-A-Bench-Program">http://www.losgatosca.gov/1687/Adopt-A-Bench-Program</a></p>

## Community Focus Statement D: Grow the local economy in a manner consistent with the rural desert character.

**Action Statement D.1: Enhance ecotourism by creating an economic development and marketing strategy that promotes the local environment and associated activities.**

D.1

**Benchmark:** An economic development and marketing strategy is created.

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

**Estimated Cost:** \$5,000 - \$150,000 dependent upon consulting resources needed.



ecotourism-related activities is having the resources available to promote the area as a tourism hot spot. Much of

*North entrance to Joshua Tree National Park off Park Drive near the Joshua Tree community. Joshua Tree National Park is visited by over two million people a year and is a major attractor for the community. Photo source: [Shane Burkhardt](#)*

Ecotourism is “the responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and involves interpretation and education” (TIES 2015). The community of Joshua Tree is the gateway to Joshua Tree National Park, one of the region’s most pristine National Parks, which attracts approximately two million visitors a year. The park sits in the heart of almost untouched desert habitat that attracts everyone from casual hikers to extreme rock climbers.

An important part of attracting businesses to an area for ecotourism-related activities is having the resources available to promote the area as a tourism hot spot. Much of this is accomplished by Joshua Tree National Park, but the community can further establish itself as a destination by focusing on guiding future investment and development around outdoor activities that take place in the park.

Outside resources, such as from TIES, are available to help areas foster, legitimize, and promote environmentally friendly businesses. These certifications not only provide advertising material for businesses, they establish strategies and objectives to enhance the abilities of the area. Important steps in assessing and growing tourism-related businesses to create an increase in tourist activity include:

- Conducting a market analysis of existing conditions.
- Organizing community stakeholders, including residents, nonprofit leaders, and decision-makers, to gather resources and support to assist new businesses.
- Easing requirements and supplying resources to guide business owners through regulatory difficulties, including how to acquire benefits and use permits.
- Establishing a clear marketing plan to pursue companies or recreational areas that are deemed to have the most potential benefit for the community.

- Focusing on creating effective and informational policies and procedures.

In order to guide the type of investment that the community wants to see, it is important to develop a plan which targets certain types of businesses for attraction. This task could involve working with the Chambers of Commerce from Twentynine Palms and Yucca Valley to steer unwanted investment, such as chain stores, toward those areas. This effort would help to ensure that the character of the Joshua Tree community remains intact, which reinforces the identity that the community is trying to create and market to outside visitors.

*Action Statements D1, D2, and D3 could be completed together.*

Action	Action Leader	Timeline	Resources
1. Create a Development committee of local business leaders and interested parties.	Champion	Month 1	National Park Service <a href="https://www.nps.gov/jotr/index.htm">https://www.nps.gov/jotr/index.htm</a>
2. Research ecotourism resources and guidebooks (see objective resources).	Economic Development Committee	Months 2 – 3	The International Ecotourism Society <a href="https://www.ecotourism.org/what-is-ecotourism">https://www.ecotourism.org/what-is-ecotourism</a>
3. Conduct a market analysis of the existing conditions in the area and share the data with the San Bernardino County Economic Development Agency (EDA).	Economic Development Committee	Months 3 – 6	Center for Ecotourism and Sustainable Development <a href="http://www.ecotourism.org/sites/ecotourism.org/files/document/Certification/Ecotourism%20Handbook%20III%20-%20Practical%20steps%20for%20Marketing%20Tourism%20Certification.pdf">http://www.ecotourism.org/sites/ecotourism.org/files/document/Certification/Ecotourism%20Handbook%20III%20-%20Practical%20steps%20for%20Marketing%20Tourism%20Certification.pdf</a>
4. Establish monthly calls the San Bernardino County EDA to discuss local available properties.	Economic Development Committee	Month 6	
5. Organize community stakeholders, including residents, nonprofit leaders, and decision-makers, to gather resources and support to assist new businesses.	Economic Development Committee	Month 6	
6. Create a list of marketing improvements that business owners in Joshua Tree would like to accomplish and prioritize.	Economic Development Committee	On-going	
7. Accomplish two tasks on the list of projects per year.	Economic Development Committee	On-going	

**Community Focus Statement D: Grow the local economy in a manner consistent with the rural desert character.**

**Action Statement D.2: Encourage the sustainable development of lodging for Joshua Tree National Park visitors and advocate for responsible short-term rental (e.g., Airbnb) operations.**

D2

**Benchmark:** Joshua Tree has adequate, sustainable, and varied lodging for visitors.

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

**Estimated Cost:** Variable depending on lodging facilities proposed



*Joshua Tree National Park attracts visitors from all over the world, many of whom use short-term rentals in the area. Photo source: Michael Baker International*

Having adequate and affordable lodging available increases visitors to the area and helps spur local economic activity. Low-cost rentals are especially in high demand in California. As a popular tourist destination, Joshua Tree could benefit from increasing the supply of affordable overnight lodging. Campgrounds, RV parks, and low-cost motels are traditional methods of meeting this need, but the community can also look to short-term rentals such as Airbnb for the provision of affordable accommodations. With proper regulation, short-term rentals increase the availability of low-cost lodging and can contribute to the friendly, welcoming culture of the community. The County has an adopted short-term rental code.

Several methods could aid in maintaining or increasing the amount of available low-cost lodging. Zoning, impact fees for displacement of existing low-cost facilities, requirements for a percentage of low-cost rooms at new or existing hotels, and allowances for smaller rooms are all ways to reduce lodging costs and increase options for visitors. While Joshua Tree is not located near the coastal zone, coastal cities can serve as examples for ways to increase lodging inventory and reduce their cost since they are required to provide for low-cost accommodations per the California Coastal Act.

Action Statements D1, D2, and D3 could be completed together.

Action	Action Leader	Timeline	Resources
1. Review the Zoning Code to ensure there are adequate areas for overnight lodging, including campgrounds, to locate.	Economic Development Committee	Months 1 – 2	Airbnb & Zoning: A Planner & Lawyer’s Guide to Short-Term Rentals [Webinar] <a href="https://www.planning.org/events/eventsingle/9102266/">https://www.planning.org/events/eventsingle/9102266/</a>
2. Advocate for accommodations with a variety of amenities and room sizes to provide options for guests.	Economic Development Committee	Months 2 – 6	How to Effectively Regulate Airbnb-Style Short-Term Rentals [webinar] <a href="http://www.icompasstech.com/webinars">http://www.icompasstech.com/webinars</a>
3. Lobby County to allow short-term rentals in Joshua Tree under the County’s current short-term rental regulations.	Economic Development Committee with support from the community	Months 6 – 12	The Definitive Guide to Crafting Short-Term Rental Ordinances [webinar] <a href="http://www.icompasstech.com/webinars">http://www.icompasstech.com/webinars</a>



## Community Focus Statement D: Grow the local economy in a manner consistent with the rural desert character.

**Action Statement D.3: Support local business ownership and investment while attracting new entrepreneurs that share similar values with the community.**

D3

**Benchmark:** A strong connection with the San Bernardino County Economic Development Agency (EDA) with regular conference calls between a downtown business group and the San Bernardino County EDA to discuss available properties and opportunities for investment.

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

**Estimated Cost:** Dependent upon project and property needs.



Grand opening at the Joshua Tree Trading Post. Photo source: Joshua Tree Chamber of Commerce

Growing the local economy of the community requires a plan to help guide future investment and target development that is consistent with what the community desires. Many residents in Joshua Tree believe that the rural desert character of the area should be celebrated and enriched by the businesses in the community. This includes primarily family-owned and locally owned and operated businesses that serve the needs of the community and visitors to Joshua Tree National Park.

One way to help ensure that the community entices the desired types of investment and development is to create a development plan and guidelines that work to shape the

downtown commercial corridor in a manner consistent with the community's goals. The guidelines would include information such as the desired building height, size, and aesthetic qualities for new businesses, as well as improvements to the main commercial streets in the community. While the guidelines would not be binding, they would give the community a say by letting new investors know what types of businesses may be successful when locating in Joshua Tree.

Additionally, involving the Chambers of Commerce from surrounding communities, such as Yucca Valley and Twentynine Palms, can help to funnel mom and pop type business inquiries into Joshua Tree. The San Bernardino County Economic Development Agency (EDA) also has resources to help aid property owners looking to market their available local sites. A downtown business group should serve as a liaison between property owners and the County EDA to help the community take advantage of services already offered by the Economic Development Agency.

*Action Statements D1, D2, and D3 could be completed together.*

Action	Action Leader	Timeline	Resources
1. Designate a County EDA liaison.	Economic Development Committee	Month 1	Twentynine Palms Chamber of Commerce <a href="http://www.29chamber.org/">http://www.29chamber.org/</a>  Yucca Valley Chamber of Commerce <a href="http://www.yuccavalley.org/">http://www.yuccavalley.org/</a>  San Bernardino County Economic Development Agency <a href="http://www.sbcountyadvantage.com/inSite.aspx?searchArea=FeaturedProperties">http://www.sbcountyadvantage.com/inSite.aspx?searchArea=FeaturedProperties</a>
2. Establish a monthly meeting or deadline to collect information from local business owners and community members.	Economic Development Committee	Months 2 – 3	
3. Establish a monthly meeting following that deadline to discuss the community’s ideas and concerns with a County EDA representative.	Economic Development Committee	Month 3	
4. Coordinate County resources that are already available through the County EDA to advertise available properties.	Economic Development Committee	On-going	
5. Coordinate with the Yucca Valley and Twentynine Palms Chambers of Commerce to address regional issues impacting the business climate.	Economic Development Committee	On-going	
6. Monitor progress and adjust timing as needed.	Economic Development Committee.	Ongoing	

**Community Focus Statement D: Grow the local economy in a manner consistent with the rural desert character.**

**Action Statement D.4: Partner with local educational institutions such as Copper Mountain College to develop or expand educational programs that lead to higher wage employment.**

D4

**Benchmark:** A one-stop resource is created to locate educational opportunities at local institutions in the area and through online sources.

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

**Estimated Cost:** Dependent upon programs needed.



*CSU San Bernardino offers extended learning programs and certificates to people of any age and education level to expand their workforce opportunities.*

As technology increases and professions continue to change, access to extended learning opportunities for people of all ages is important. Generally, local educational institutions are ideal places to implement these educational programs because they are in line with what is already being done at the institution and there is the infrastructure (classrooms, computer labs, lecture halls) to support it.

Because of its location within the community, Copper Mountain College would be a sensible place to lobby for the creation of more educational programs focused on skill development. Community members would likely need to try and convince the college that these programs are necessary, as it is not a County-run institution.

Another option is to review the classes already in place at California State University San Bernardino’s satellite campus in Palm Desert. CSU San Bernardino’s College of Extended Learning focuses on expanding students’ opportunities in various career paths by offering programs and courses to guide them toward professional development. This campus is farther away from the community than Copper Mountain College, but still within driving distance. The local SCORE office in Palm Desert also offers free business mentorship and employee training. A community or business group could serve as an information hub to provide community members with connections to these existing programs.

*Action Statement D4, D5, and D6 could be completed together.*

Action	Action Leader	Timeline	Resources
1. Identify a group of local business leaders and interested partners to create an Economic Enforcement Team	Champion	Months 1	Cal State University, San Bernardino <a href="http://cel.csusb.edu/">http://cel.csusb.edu/</a>
2. Coordinate a location (either web-based or in person) for community members to get information on educational opportunities.	Team	Months 1 – 2	Copper Mountain College <a href="http://www.cmccd.edu/">http://www.cmccd.edu/</a>
3. Designate an educational liaison who stays in contact with local universities and colleges.	Team	Month 2	SCORE <a href="https://www.score.org/">https://www.score.org/</a>
4. Organize conference calls four times per year to discuss upcoming programs or potential new programs.	Team	Month 2	
5. Contact the local SCORE office to get employees and new business owners access to business education and mentoring.	Team	Month 3	
6. Advertise educational opportunities and career-ladder programs at community events and meetings.	Team	On-going	

## Community Focus Statement D: Grow the local economy in a manner consistent with the rural desert character.

### *Action Statement D.5: Support local job training opportunities for area teens.*

# D5

**Benchmark:** A job training program with local businesses modeled after the State of California's Employment Development Department (EDD) model has been created.

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

**Estimated Cost:** \$25,000 - \$150,000 dependent upon resources needed.



*Teen mentoring programs provided needed job training. Photo source: John S. and James L. Knight Foundation*

Job training credentialing and certifications are fast becoming an important gauge for employers in terms of hiring qualifications. A high school diploma can no longer command a living wage. Developing targeted credentialing or certification programs for teens allows secondary schools and local colleges to match skilled workers with open positions, thus providing employers with a larger pool of highly skilled candidates and individuals with career skills and access to higher wage employment opportunities.

These programs often include a link between training, certification, and job placement. Typically the programs partner with individual businesses or business coalitions. Training and certification is usually done through existing

training providers like local high school vocational programs or Copper Mountain College. Several for-profit institutions also offer credentialing programs, but recent studies have shown that their effectiveness is questionable due to high rates of student debts, non-acceptance of credentials or certificates by employers, and low completion rates. However, this is not true of all for-profit programs, and partnerships should assess the tuition fees and performance of any prospective partner training provider.

Case management should follow the participant from initial enrollment through the job placement process. Some programs actually include internship opportunities prior to full-time job placement for on-site worker training and experience.

These programs could be coordinated by local school districts, chambers of commerce, or labor unions. The San Bernardino County Workforce Investment Board (WIB) is charged with coordinating workforce development for the County under the auspices of the federal Workforce Investment Act. Collaboration with the WIB will be important in developing a successful, effective, and sustainable program.

The Competency Model Clearinghouse ([www.onestop.org](http://www.onestop.org)) has developed a hospitality, tourism, and events competency model for workforce training and credentialing in the tourism and hospitality industry. The model identifies and tiers the specific knowledge, skills, and abilities needed at various levels of industry workers and lays out programs for curriculum development and life-long learning.

*Action Statements D4, D5, and D6 could be completed together.*

Action	Action Leader	Timeline	Resources
1. Partner the Economic Enforcement Team with local high schools to create a job training program committee.	Champion	Month 1	State of California, Economic Development Department <a href="http://www.edd.ca.gov/jobs_and_training/Services_for_Youth.htm">http://www.edd.ca.gov/jobs_and_training/Services_for_Youth.htm</a>
2. Reach out to local business owners to ascertain their availability to serve as mentors or hire temporary staff.	Economic Enforcement Team	Months 2– 5	
3. Compile resources from the EDD model (see resources) and make connections with EDD staff to learn how to create the program.	Economic Enforcement Team	Months 3 – 5	
4. Promote local opportunities and the EDD’s Youth Employment Opportunity Program (YEOP) in schools.	Economic Enforcement Team with Local school officials, teachers	On-going	
5. Establish a local YEOP for Joshua Tree businesses (potentially partner with the Twentynine Palms and Yucca Valley Chambers of Commerce to expand mentor and job training opportunities).	Economic Enforcement Team	Months 6 – 12	

## Community Focus Statement D: Grow the local economy in a manner consistent with the rural desert character.

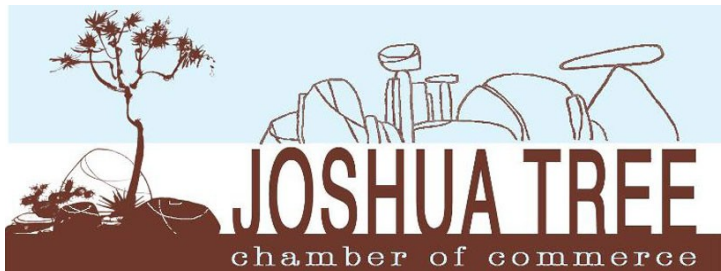
### D6

**Action Statement D.6:** *Explore opportunities to create a downtown business group to partner with the Yucca Valley Chamber of Commerce and the Twentynine Palms Chamber of Commerce to coordinate business attraction, marketing, and business support activities.*

**Benchmark:** Quarterly coordination meetings and monthly conference calls occur to discuss regional economic development issues and opportunities.

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

**Estimated Cost:** Dependent upon resources needed.



A downtown business group could be created to coordinate with the Yucca Valley Chamber of Commerce and the Twentynine Palms Chamber of Commerce. These organizations know the history and recent status of the majority of businesses in the area and are often the first point of contact for new business owners. In partnership, the group

and the two Chambers of Commerce could have a more regional reach than each Chamber individually.

By combining resources, the group and Chambers of Commerce could assist small businesses in the area by providing assistance or business education. The Chambers could help businesses comply with federal, state, and local regulations, maintaining cash-flow and financials, and handling human resource issues. The group and Chambers can also serve as a liaison with County departments to help resolve issues or streamline the application process.

Together, the group and Chambers of Commerce could become a one-stop shop, able to address:

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

*Action Statements D4, D5, and D6 could be completed together.*

Action	Action Leader	Timeline	Resources
1. Establish a downtown business group with the community. Draft an informational report to send to the Twentynine Palms and Yucca Valley Chambers of Commerce.	Economic Enforcement Team	Month 1	Twentynine Palms Chamber of Commerce <a href="http://www.29chamber.org/">http://www.29chamber.org/</a>
2. Organize a kickoff conference call to discuss the ability and logistics of joint group and Chambers of Commerce coordination.	Economic Enforcement Team	Month 2	Yucca Valley Chamber of Commerce <a href="http://www.yuccavalley.org/">http://www.yuccavalley.org/</a>
3. Establish "point people" in charge of coordination between the group and chambers.	Economic Enforcement Team	Months 3 – 5	San Bernardino County Economic Development Agency <a href="http://www.sbcountyadvantage.com/insite.aspx">http://www.sbcountyadvantage.com/insite.aspx</a>
4. Organize a monthly conference call with a representative of the San Bernardino County Economic Development Agency to discuss issues and opportunities.	Economic Enforcement Team	On-going	
5. Organize quarterly meetings between group and Chamber representatives and the County to talk about regional issues and opportunities.	Economic Enforcement Team	On-going	



**Community Focus Statement E:** Improve roads and other public infrastructure throughout the community while preserving the desert landscape and rural character.

**Action Statement E.1:** Design a trail system for both bicycles and pedestrians, connecting the downtown with surrounding open space and communities.



**Benchmark:** A Joshua Tree focus group, coordinates new projects by obtaining funding and ensuring completion of design, construction, and/or implementation of plan projects.

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

**Estimated Cost:** \$300–\$5,000,000



*SANBAG worked with jurisdictions in San Bernardino County to develop the Non-Motorized Transportation Plan to guide development of a comprehensive system of cycling facilities, pathways, and trails. For more information, visit: [www.sanbag.ca.gov/planning](http://www.sanbag.ca.gov/planning)*

San Bernardino County Transit Authority (SBCTA) is responsible for regional active transportation planning in collaboration with its member agencies. Once San Bernardino County adopts its community plans, projects proposed in the community plans could become eligible for grant funding through the Active Transportation Program.

Alternative transportation options maintain the health and quality of life of a community and reduce air quality impacts and greenhouse gas emissions. Creation of a bicycle and pedestrian master plan for the community of Joshua Tree would be a first step toward planning for an easy-to-use and safe system of pedestrian and bicycle trails. The plan would include priorities for projects and estimates of the cost of proposed improvements. After the master plan is adopted, individual projects will require additional steps, which may include design, environmental clearances, feasibility studies, funding, and maintenance planning, depending on project location.

Bicycle-related components of the plan can be written to align with requirements for federal and state funding sources like Caltrans. A successful plan would understand where residents and visitors would like to go on foot or by bike and evaluate where gaps exist in connections to key destinations. Potential projects include adding or improving bicycle lanes, sidewalks, pathways, off-road cycling, signage, crossings, and Safe Routes to Schools improvements.

The preferred facilities and priorities should be developed through an understanding of local conditions, both in terms of environmental factors and community characteristics and desires. Research on options that have worked well in other similar communities and the latest developments in bicycle and pedestrian facilities would also be important to a plan that meets the needs of the Joshua Tree community.

The County of San Bernardino Public Works Department is working with Morongo Basin communities on the Morongo Basin Active Transportation Plan. The County has limited resources to dedicate to the plan and its implementation. Partnership with other agencies and private property owners is necessary to implement projects.

Other agencies and property owners include the California Department of Transportation (Caltrans), the San Bernardino National Forest, and private landowners such as the Mojave Desert Land Trust and utility companies.

Action	Action Leader	Timeline	Resources
1. Create a Trails Group	Champion	Month 1	San Bernardino County Non-Motorized Transportation Plan, March 2011 (revised May 7, 2014)
2. Review the San Bernardino County Non-Motorized Transportation Plan and select one or more priority projects to discuss with the County Special Districts Department. Conduct feasibility study and needs assessment for the proposal of any new facilities.	Trails Group	Month 1	<a href="http://www.sanbag.ca.gov/planning2/pdf/NMTP-RevisedMay2014.pdf">http://www.sanbag.ca.gov/planning2/pdf/NMTP-RevisedMay2014.pdf</a>  San Bernardino County Regional Parks <a href="http://cms.sbcounty.gov/parks/parks/santaanarivertrailandparkway.aspx">http://cms.sbcounty.gov/parks/parks/santaanarivertrailandparkway.aspx</a>  SBCTA Non-Motorized Transportation Plan <a href="http://www.sanbag.ca.gov/planning2/plan_non-motor.html">http://www.sanbag.ca.gov/planning2/plan_non-motor.html</a>
3. Meet with the County Special Districts Department to discuss the selected projects and identify critical partners.	Trails Group	Month 2	California ATP Funding, Caltrans Division of Local Assistance <a href="http://www.dot.ca.gov/hq/LocalPrograms/atp/">http://www.dot.ca.gov/hq/LocalPrograms/atp/</a>
4. Conduct a meeting with the community advocate and critical partners to discuss facility type, measures of community need, project funding, and measures of project competitiveness such as increased users, improved safety, access to transit, safe routes to school, and disadvantaged communities. Use funding and implementation information contained in the Non-Motorized Transportation Plan.	Trails Group with County Special Districts Department, SBCTA	Month 3	FHWA Innovative Intersection Safety Improvement Strategies and Management Practices <a href="http://safety.fhwa.dot.gov/intersection/other_topics/fhwasa06016/">http://safety.fhwa.dot.gov/intersection/other_topics/fhwasa06016/</a>  Intersection Safety, A Manual for Local Rural Road Owners, FHWA <a href="http://safety.fhwa.dot.gov/local_rural/training/fhwasa1108/fhwasa1108.pdf">http://safety.fhwa.dot.gov/local_rural/training/fhwasa1108/fhwasa1108.pdf</a>  US Department of Transportation Livability Grants and Programs <a href="https://www.transportation.gov/livability/grants-programs">https://www.transportation.gov/livability/grants-programs</a>
5. Collect data needed to complete the grant application.	Trails Group determined by participants in action 4	Months 4-10	<a href="https://www.transportation.gov/livability/grants-programs">https://www.transportation.gov/livability/grants-programs</a>
6. Co-author grant applications with SBCTA and the County Special Districts Department.	Trails Group	Years 1 - 5	FHWA Bicycle and Pedestrian Program <a href="http://www.fhwa.dot.gov/environment/bicycle_pedestrian/index.cfm">http://www.fhwa.dot.gov/environment/bicycle_pedestrian/index.cfm</a>



# COUNTYWIDE PLAN

Joshua Tree Community Action Guide

## Action Plans

			<p>US Department of Agriculture Rural Development Programs &amp; Services <a href="http://www.rd.usda.gov/programs-services">http://www.rd.usda.gov/programs-services</a></p> <p>US Department of Housing and Urban Development Recovery Grant Program <a href="http://portal.hud.gov/hudportal/HUD?src=/recovery">http://portal.hud.gov/hudportal/HUD?src=/recovery</a></p>
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**Community Focus Statement E:** Improve roads and other public infrastructure throughout the community while preserving the desert landscape and rural character.

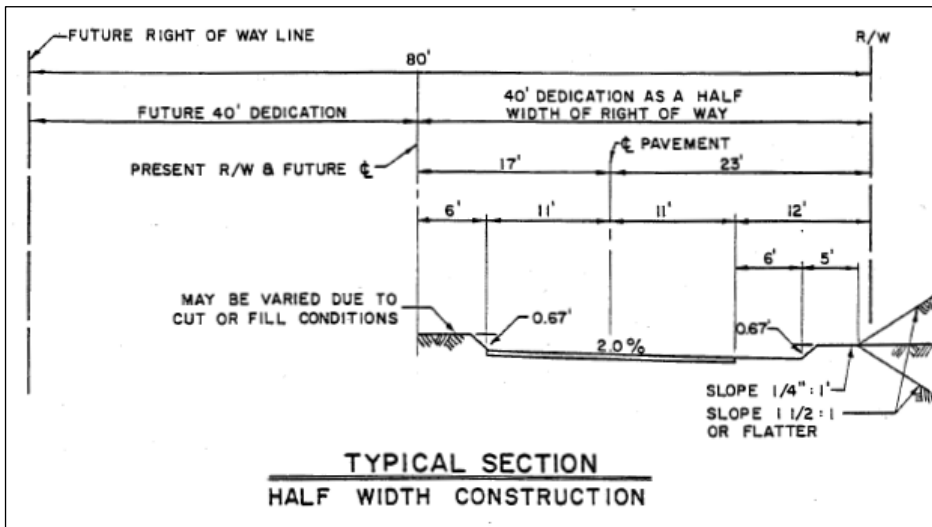
**Action Statement E.2:** Establish desert road development standards that downplay the need for urban street improvements such as street lighting, curb and gutter, and sidewalks except as needed for safety.

**E2**

**Benchmark:** Changes and/or additions to the County Street Standards are proposed to reflect rural desert characteristics. County reviews for possible adoption.

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

**Estimated Cost:** \$300-\$1,500



When local streets in Joshua Tree are due for maintenance, the San Bernardino County Public Works Department sometimes improves the streets to bring them into compliance with the County’s adopted street standards. This work sometimes conflicts with the community’s preference for maintaining and improving the residential and secondary streets in a manner that

complements Joshua Tree’s rural desert character. To better preserve the community’s preferred character, community members can consider appealing to the County to adopt and implement desert road standards for local streets.

As illustrated below, the County’s street standards for Half Width Desert Roads replace the elements typically found in more urban settings, such as paved streets, curb and gutter, sidewalks, street lighting, and other sidewalk amenities. The County’s Desert Road Standards include minimal paving or unpaved roads and shoulders with no curb and gutter, sidewalks or street lighting, which better complement the desert landscape. The County’s Desert Road Standards may be appropriate for roads that traverse Joshua Tree’s low-density residential neighborhoods that serve a relatively low volume of traffic, but for safety reasons should be avoided in areas that have higher traffic volumes and more pedestrian traffic.

The San Bernardino County Standard Plans currently include the following relevant standards:

- Half Width Desert Road – 112
- Half Width Desert Road – 113

The community should determine desired desert standards through discussions with the County Department of Public Works, and then encourage the San Bernardino County Board of Supervisors to support a modified or additional desert option for the County’s local street typology.

Action	Action Leader	Timeline	Resources
1. Hold a public meeting to create a Roads Group	Champion	Month 1	San Bernardino County Public Works County Maintained Road System <a href="http://sbcountydpw.maps.arcgis.com">http://sbcountydpw.maps.arcgis.com</a>  San Bernardino County Standard Plans <a href="http://cms.sbcounty.gov/LandDevelopment/CountyStandards.aspx">http://cms.sbcounty.gov/LandDevelopment/CountyStandards.aspx</a>  University of California Division of Agriculture and Natural Resources - Rural Roads: A Construction and Maintenance Guide for California Landowners: <a href="http://anrcatalog.ucanr.edu/pdf/8262.pdf">http://anrcatalog.ucanr.edu/pdf/8262.pdf</a>  Mendocino County Road Design Standards: <a href="http://www.co.mendocino.ca.us/dot/rspdf/C_RoadDesignStandards.pdf">http://www.co.mendocino.ca.us/dot/rspdf/C_RoadDesignStandards.pdf</a>
2. Identify County-maintained roadway facilities in Joshua Tree where rural desert roadway standards are desired.	Roads Group	Month 1	
3. Examine the current San Bernardino County Standard Plans including Half Width Desert Road – 112 and Half Width Desert Road – 113 to determine desired changes and/or additions to the standard plans.	Roads Group	Month 2	
4. Coordinate with other communities, such as Lucerne Valley, which may be interested in similar recommendations.	Roads Group	Month 3	
5. Approach the San Bernardino County Board of Supervisors along with other communities and encourage support of recommended changes to the rural desert roadway design standards options for use in future projects.	Roads Group	Month 4	
6. Coordinate with San Bernardino County Public Works to detail specifics of the desired standards and discuss potential recommendations.	Roads Group	Months 5 – 18	

**Community Focus Statement E:** Improve roads and other public infrastructure throughout the community while preserving the desert landscape and rural character.

**Action Statement E.3:** Encourage rapid maintenance of key roadways immediately following storm events.

**E3**

**Benchmark:** Key roadways identified and a list and/or map provided to the San Bernardino County Public Works Department. Community members are trained to provide information to the County Public Works Department in the event of storm-related roadway issues.

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

**Estimated Cost:** \$300–\$1,500 (storm event costs assumed to be included in annual County Department of Public Works budget)



Pothole in the right-of-way. Photo source: [Bart Everson](#)

Roadway networks are critical to the daily operation of a community in that they provide access to and from employment, education and health services, and social opportunities. While roadway and water systems are designed to handle a certain amount of storm activity, at times these systems can become overwhelmed. Responding to impacts on infrastructure facilities due to storm events, primarily rain in the case of Joshua Tree, helps to ensure access to daily functions and promotes safe and efficient travel operations. Timely response to storm impacts such as insufficient drainage and roadway washout is important to keep the community functioning and to support emergency services access.

The San Bernardino County Public Works Department is responsible for maintaining over 2,500 miles of roadway in the unincorporated areas, which is known as the County Maintained Road System (CMRS). The County has a process in place to respond to storm event issues; however, community involvement in the identification of such issues can help to promote rapid and efficient response in the event of a significant storm. Requests can be made to the County Department of Public Works in the case of an event where infrastructure has been impacted.

The San Bernardino County Public Works dispatch center can be contacted to report storm-related infrastructure issues (909-387-8063). The center can be reached Monday through Friday from 8 a.m. to 5 p.m.



Action	Action Leader	Timeline	Resources
1. Identify County-maintained roadway facilities in Joshua Tree.	Champion and Roads Group	Month 1	San Bernardino County Public Works, County-Maintained Road System <a href="http://sbcountypw.maps.arcgis.com">http://sbcountypw.maps.arcgis.com</a>  San Bernardino County Public Works Dispatch Center (909-387-8063) available Monday through Friday from 8 AM to 5 PM
2. Based on past community experience, identify a list of roadways that have been impacted by storm events multiple times and those that are critical community access links.	Roads Group	Month 2	
3. Develop a community communication plan to identify storm-related infrastructure issues and a key contact person responsible for providing information to the County Public Works Department.	Roads Group	Month 3	
4. Prior to storm events, contact the San Bernardino County Public Works Department with the list of identified critical roadways and locations.	Roads Group	Month 4	
5. In the event of a storm, contact the San Bernardino County Public Works Department to report any issues via the Public Works Dispatch Center.	Roads Group	Month 5	

**Community Focus Statement E:** Improve roads and other public infrastructure throughout the community while preserving the desert landscape and rural character.

**Action Statement E.4:** Embrace the Complete Streets approach to the construction and operation of the community's transportation network, balancing the needs of all modes of travel.

E4

**Benchmark:** Community has prepared a complete streets plan for the community streets and submitted to the County for review and possible action.

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

**Estimated Cost:** Variable.



Caltrans Complete Streets Elements Toolbox

Because of the community's desire to preserve the low-density, rural atmosphere in Joshua Tree, the transportation network generally comprises roadways that favor automobiles over other alternative modes of transportation. Most of the community's roadways lack the infrastructure, such as sidewalks and bicycle lanes. This deficiency creates conditions that aren't ideal for pedestrians walking along the shoulders of roadways and bicyclists who are forced to use the roadways' travel lanes. To balance the needs

of all users, the community can embrace a Complete Streets approach to the construction and operation of its transportation network.

The Complete Streets approach involves the planning, design, and operation of streets in a manner that provides for the safe movement and access of all users, regardless of age and mode of transportation. There is no single example of what a Complete Street entails; streets designed using the approach vary depending on their location, size, and intended users. In Joshua Tree, the application of Complete Streets principles will likely translate into construction of dedicated facilities for pedestrians and bicyclists, potentially buffered from automobile traffic, and transit stations.

The Joshua Tree community can prepare a Complete Streets plan, for consideration by the County. After the plan has been adopted, the community can secure funding sources such as grants, or expanding the responsibilities of the CSA through the Special Districts Department through formation of a Streets and Streetlighting Special District. Formation of a special district will allow for assessing property owners to raise funding to help fund and maintain street improvements.



Action	Action Leader	Timeline	Resources
1. Establish a Complete Streets Committee	Champion	Month 1	Smart Growth America Coalition
2. Establish a community complete street focus group to discuss Complete Streets approaches and applicability to the community.	Committee, local community leaders	Months 1 – 3	<a href="https://smartgrowthamerica.org/program/national-complete-streets-coalition/">https://smartgrowthamerica.org/program/national-complete-streets-coalition/</a>  Caltrans Complete Streets Program
3. Develop a list of goals and project ideas specific to Joshua Tree in order to demonstrate the practical uses and benefits to the community.	Committee, local community leaders	Months 4 – 10	<a href="http://www.dot.ca.gov/transplanning/ocp/complete-streets.html">http://www.dot.ca.gov/transplanning/ocp/complete-streets.html</a>  American Planning Association Complete Streets
4. Approach the San Bernardino County Board of Supervisors with the focus group’s findings and encourage support of Complete Streets considerations in future projects.	Committee, local community leaders	Month 11	<a href="https://www.planning.org/research/streets/">https://www.planning.org/research/streets/</a>
5. Coordinate with San Bernardino County Public Works to express the support for future Complete Streets considerations.	Committee, local community leaders	Month 12	
6. Expand the Joshua Tree CSA responsibilities to help fund and maintain streets through formation of a Streets and Streetlighting special district.	Committee with Joshua Tree County Service Area, Special Districts Department, Property Owners in CSA.	Month 12-24	

**Community Focus Statement E:** Improve roads and other public infrastructure throughout the community while preserving the desert landscape and rural character.

**E5**

**Action Statement E.5:** *Manage off-highway vehicle (OHV) use within the community boundaries through creation of an educational campaign to better educate OHV users on existing laws and legal use of their vehicles.*

**Benchmark:** Creation of educational materials and maps for OHV users.

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

**Estimated Cost:** \$500 - \$1,500



*Off-roading in desert communities can damage the unique environmental features. Photo source: Anonymous*

Off-highway vehicles such as all-terrain vehicles (ATVs) and dirt bikes can disturb the tranquility of neighboring residents, businesses, and visitors, as well as damage the environment. Off-highway vehicle (OHV) use is allowed in designated areas of federal and state lands and allowed on private property in conformance with regulatory codes. Issues arise when use of OHVs occurs outside these areas on local roads or illegally on other's property. Some communities such as Johnson Valley have created brochures and signs to the locally designated areas and inform visitors of legal areas. They also work with OHV groups to pass on information to reduce impacts to the community.

Action	Action Leader	Timeline	Resources
1. Develop an OHV Committee of interested parties	Champion with Morongo Basin MAC	Month 1	California State Parks OHMVR Division Grants and Cooperative Agreements: <a href="http://ohv.parks.ca.gov/?page_id=1164">http://ohv.parks.ca.gov/?page_id=1164</a>
2. Develop informational and educational pamphlets (for example, Frequently Asked Questions [FAQ] and Things You Should Know brochures) that address educational topic areas such as having proper OHV registrations, laws regarding operation on streets and private property, and maps with designated OHV routes.	OHV Committee	Months 2–4, on-going	Joshua Tree National Park Backcountry Roads: <a href="https://www.nps.gov/jotr/planyourvisit/backcountry-roads.htm">https://www.nps.gov/jotr/planyourvisit/backcountry-roads.htm</a>  Tread Lightly Education Program: <a href="https://www.treadlightly.org/quick-tips-for-responsible-atv-riding/">https://www.treadlightly.org/quick-tips-for-responsible-atv-riding/</a>
3. Partner with community businesses and members to display and distribute the informational and educational pamphlets on a regular basis.	OHV Committee	On-going	USDA Manager’s Perceptions of issues and Actions for Off-Highway Vehicle Management on National Forests in California: <a href="http://www.fs.fed.us/psw/publications/documents/psw_rp250/psw_rp250.pdf">http://www.fs.fed.us/psw/publications/documents/psw_rp250/psw_rp250.pdf</a>
4. Add information to existing community and visitor-oriented websites	OHV Committee	Month 2 – 6	

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

### *Action Statement F.1: Advocate for increased police patrols.*

# F

**Benchmark:** Increased opportunities for community engagement with the Sheriff's Department to collaborate on a safer community.

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

**Estimated Cost:** Variable depending on amount of increased patrols



The Joshua Tree community receives police services from the San Bernardino County Sheriff's Department at the Morongo Basin Station with a dedicated deputy in Joshua Tree. Sheriff's deputies are very engaged in the Joshua Tree community at the Farmer's Market every week where community members can talk directly to them. Deputies also hold Neighborhood Watch trainings four times a year and log illegal dumping for Code Enforcement. Although the Sheriff's Department does not currently have the resources for more patrols, the community could coordinate with the Sheriff's Department to advocate for increased police patrols in Joshua Tree, as increased patrols can help enforce laws and deter potential crimes.

The community could request "Coffee with a Cop" meetings – a casual meeting of deputy sheriffs and community members to share concerns over a cup of coffee – which currently occur in a number of communities across the country. The nature of these events (normally held at a coffee shop or restaurant) allows honest conversation and offers the opportunity for citizens to get to know local law enforcement officers. A Coffee with a Cop event is easy to plan and could be held on a regular basis. It could be a forum for Joshua Tree community members to advocate for increased police patrols and discuss with the Sheriff's Department opportunities to increase their resources for additional community patrols. Coordination between a champion in Joshua Tree and the San Bernardino County Sheriff's Department would be required to schedule the event. These forums could also improve communication between the San Bernardino County Sheriff's Department and community members, with both groups working together to enhance public safety.



Action	Action Leader	Timeline	Resources
1. Create a Safety Taskforce	Champion	Month 1	San Bernardino County Sheriff's Department, Morongo Basin <a href="http://cms.sbcounty.gov/sheriff/patrolstations/morongobasin.aspx">http://cms.sbcounty.gov/sheriff/patrolstations/morongobasin.aspx</a>  San Bernardino County Sheriff's Department, Citizen Volunteer <a href="http://cms.sbcounty.gov/sheriff/Divisions/VolunteerForces/CitizenonPatrol.aspx">http://cms.sbcounty.gov/sheriff/Divisions/VolunteerForces/CitizenonPatrol.aspx</a>  Coffee with a Cop <a href="http://coffeewithacop.com/">http://coffeewithacop.com/</a>
2. Schedule regular check-in meetings with the Sheriff's Department Morongo Basin Station to express concerns, receive updates, and advocate for increased patrols.	Safety Taskforce	Years 1 – 3	
3. Host regular Coffee with a Cop events where community members can express concerns to the Sheriff's Department and community relationships can be built.	Safety Taskforce	Years 1 – 3	
4. Encourage communication between the Sheriff's Department, neighborhood watch groups, and citizen patrol.	Safety Taskforce with Neighborhood watch groups, citizen patrol	Years 1 – 3	

**Community Focus Statement F: Improve the delivery of essential services to the community.**

**F2**

**Action Statement F.2: Collaborate with the Morongo Basin communities on a regional plan to improve health care services and facilities in the area, emphasizing accessible, state-of-the-art care.**

**Benchmark:** Joshua Tree community members' access to health care services is enhanced.

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

**Estimated Cost:** Variable depending on projects proposed.



*Arrowhead Regional Medical Center Mobile Clinic. Photo source: Arrowhead Regional Medical Center*

The Joshua Tree community should partner with other Morongo Basin communities and work together to coordinate on a regional plan to improve health care services and facilities in the area, emphasizing accessible, state-of-the-art care. The communities should gather to identify specific health care needs and to investigate potential solutions. The effort may include creating health programs targeted at eradicating a specific disease or a focus on providing additional health services to marginalized groups. Grant funding from the

state and federal governments could assist in financing improved health care services.

One solution could be a partnership with the Arrowhead Regional Medical Center. The hospital operates a Mobile Medical Clinic that offers a variety of health care services in underserved neighborhoods and remote areas of San Bernardino County. The mobile clinic is 40 feet long and features two fully functional private exam rooms and a health consultation and education area. If needed, Joshua Tree could coordinate with the Arrowhead Regional Medical Center to secure the Mobile Medical Clinic on regularly scheduled days.

Action	Action Leader	Timeline	Resources
1. Create a health care coalition with representatives from the Morongo Basin communities.	Champion	Years 1 – 3	Morongo Basin Healthcare District <a href="http://www.mbhdistrict.org/">http://www.mbhdistrict.org/</a>
2. Identify specific health problems in the Morongo Basin, as well as potential solutions.	Morongo Basin Health Care Coalition	Years 1 – 3	Agency for Healthcare Research & Quality <a href="https://www.ahrq.gov/funding/index.html">https://www.ahrq.gov/funding/index.html</a>
3. Coordinate with regional medical facilities to continue developing solutions to community health issues.	Morongo Basin Health Care Coalition	Years 1 – 3	Grantwatch.com <a href="https://www.grantwatch.com/cat/14/health-and-medical-grants.html">https://www.grantwatch.com/cat/14/health-and-medical-grants.html</a>
4. Secure funding for improved facilities or health programs in the Morongo Basin.	Morongo Basin Health Care Coalition	Years 1 – 3	Arrowhead Regional Medical Center <a href="https://www.arrowheadmedcenter.org/">https://www.arrowheadmedcenter.org/</a>
5. Revisit programs annually to ensure current health needs are addressed.	Morongo Basin Health Care Coalition	Years 1 – 3	

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

**Action Statement F.3: Collaborate with the Morongo Basin Transit Authority to improve bus routing.**

F3

**Benchmark:** MTBA transit services are improved with an increase in routes and services.

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

**Estimated Cost:** Contingent on level of improvements



*Bus from the Morongo Basin Transit Authority. Photo source: Morongo Basin Transit Authority*

The Morongo Basin Transit Authority (MBTA) currently provides two kinds of bus services in Joshua Tree. A single fixed route, Route 1, extends through the community along Highway 62, connecting Joshua Tree to Yucca Valley to the east and Twentynine Palms to the west. The route does not diverge from the highway, so no regular service extends into the community's

residential neighborhoods, nor does the bus stop at parks, commercial areas, or other destinations located away from the highway. MBTA also provides an on-demand/destination service, Ready Ride, throughout the community. The service is primarily intended for seniors and the disabled who may use the service for a discounted rate, but other residents can use the service for a premium. Ready Ride is only available from 7:00 a.m. to 3:00 p.m. during the week and can be subject to delays.

To better meet the community's transit needs, both services can be increased. As the primary service for most users, the fixed route can be rerouted to extend north and south from Highway 62 to reach residents who are not within reasonable walking distance to the highway and to serve popular destinations away from the highway, such as Sportsman's Park. In addition, the Ready Ride service can be expanded to serve customers on weeknights and/or weekends and to provide more timely service.

Both enhancements will require the community to encourage MBTA to modify its service. Any changes are likely to result from the demonstration of demand for additional service and the funding to support the operational change. The Federal Transit Administration and Caltrans offer a number of grants that may help MBTA modify its service to better meet the community's needs.

Joshua Tree National Park piloted a free shuttle service, the Roadrunner Shuttle Bus, in Spring 2018 and 2019. The shuttle connects to MBTA routes at the Joshua Tree Visitors Center and the Stater Brothers, Rite Aid and Holiday Inn on Highway 62 near the Oasis Visitors Center.



Action	Action Leader	Timeline	Resources
1. Host a community meeting to identify stakeholders in need of an improved local transit service and willing to serve on the Transit Committee.	Champion	Months 1 – 3	Morongo Basin Transit Authority <a href="http://www.mbtabus.com/ready_ride.html">http://www.mbtabus.com/ready_ride.html</a>  Federal Transit Administration Grant Programs <a href="https://www.transit.dot.gov/grants">https://www.transit.dot.gov/grants</a>
2. Contact San Bernardino County Board of Supervisors, MTBA, and CSA 20 – Joshua Tree Special Districts Department to voice interest in an improved transit service system.	Transit Committee	Months 1 – 3	Caltrans – Transportation Development Act <a href="http://dot.ca.gov/hq/MassTrans/State-TDA.html">http://dot.ca.gov/hq/MassTrans/State-TDA.html</a>  Caltrans, Rural Transit & Intercity Bus – FTA Section 5311 and 5311(f) <a href="http://www.dot.ca.gov/hq/MassTrans/5311.html">http://www.dot.ca.gov/hq/MassTrans/5311.html</a>
3. Identify potential improvements to the current fixed route (Route 1) and Ready Ride services.	Transit Committee with Community, Morongo Basin Transit Authority, CSA 20 – Joshua Tree Special Districts Department	Months 3 – 6	Joshua Tree National Park Shuttle Bus- <a href="http://www.jtnproadranner.org/">http://www.jtnproadranner.org/</a>
4. Identify potential funding sources.	Transit Committee with Community, Morongo Basin Transit Authority, CSA 20 – Joshua Tree Special Districts Department	Months 6 – 9	
5. Apply for federal, state, or private funding sources.	Transit Committee with Morongo Basin Transit Authority, CSA 20 – Joshua Tree Special Districts Department	Months 9 – 12	

## Community Focus Statement G: Reinforce the sense of “community”.

**Action Statement G.1: Prioritize and develop community recreational facilities such as a community cultural center, an open space venue for live performances, and/or a dog park.**

G

**Benchmark:** An inventory of community assets with prioritization is completed and updated annually. Priority projects are reviewed, funded and identified and implementation begun. Begin work on developing items on the prioritization list, and update the community asset inventory annually.

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

**Estimated Cost:** Variable depending on the project.



*Nk'Mip Desert Culture Centre in British Columbia. Photo source: [Architect21c](#)*

Recreational facilities provide areas for community members to gather and celebrate, and they are important for the continued development of Joshua Tree. By organizing and prioritizing community needs, Joshua Tree can identify key community desires, as well as identify cost-effective solutions.

To prioritize and eventually develop community recreational facilities, Joshua Tree should conduct a community asset inventory to identify existing resources. There are several benefits to conducting a community-based asset inventory, and in this process, Joshua Tree could identify and enhance what already

exists in the community. For example, residents could identify vacant land that would be appropriate for the development of a dog park. An abandoned industrial building could be transformed into a community cultural center. Extra outdoor space in a commercial area could be transformed into an open space venue for local musicians.

After the community assets are inventoried, it is key to pay attention to parts of the community that are underused such as vacant land or abandoned residential/industrial buildings. Then, Joshua Tree can begin to identify new ways to make these assets work for the community. Community groups or nonprofits can assist in identifying potential sites where this conversion would be the most cost effective and feasible.

Questions the community can ask during the asset inventory and prioritization process:

- How might these assets be connected to individuals, associations, and institutions in the community?
- Which community needs could be filled by existing but underused facilities? Which community needs could require the construction of new facilities?

- Who could begin to put the redevelopment process in motion?
- How might the project be funded?

As the priority list is developed, Joshua Tree can gain a better understanding of community development projects moving forward. Various community associations could take on different projects simultaneously, or perhaps the community as a whole could tackle simple and cost-effective developments (for example, turning a vacant lot into a dog park) while awaiting funding for larger, more complex projects (such as constructing a community cultural center). The community can revisit the priority list annually to track progress and goals on community development projects.

Action	Action Leader	Timeline	Resources
1. Hold a meeting of interested parties to create Community Committee	Champion	Month 1	US Department of Agriculture <a href="https://www.usda.gov/">https://www.usda.gov/</a>
2. Complete a community asset inventory to identify existing community facilities.	Community Committee	Year 1	US Department of Commerce, Economic Development Administration <a href="https://www.eda.gov/">https://www.eda.gov/</a>
3. Identify existing assets that can be repurposed or reused and connected to existing needs.	Community Committee	Years 2–3	US Department of Health and Human Services <a href="https://www.hhs.gov/">https://www.hhs.gov/</a>
4. Develop a prioritization list, documenting community needs, project feasibility, and potential funding sources.	Community Committee	Years 2–3	National Recreation and Park Association <a href="http://www.nrpa.org/">http://www.nrpa.org/</a>
5. Assign community organizations or individuals projects on the prioritization list.	Community Committee	Year 2–On-going	Sources: UCLA Center for Health and Policy Research <a href="http://healthpolicy.ucla.edu/programs/health-data/trainings/Documents/tw_cba20.pdf">http://healthpolicy.ucla.edu/programs/health-data/trainings/Documents/tw_cba20.pdf</a>
6. Identify grant funding as needed	Community Committee with Joshua Tree Recreation and Parks District	Annually	Joshua Tree Recreation and Parks District- CSA 20 <a href="http://www.joshuatreerecandpark.org/">http://www.joshuatreerecandpark.org/</a>
7. Revisit the community asset inventory and prioritization list to make sure the inventory is up to date and the list matches current community needs.	Community Committee		

## Community Focus Statement G: Reinforce the sense of “community”.

**Action Statement G.2: Advocate for substantial improvements to the Joshua Tree Library.**

G2

**Benchmark:** The Joshua Tree Library is expanded and enhanced to meet the community’s needs and serves as a community landmark and point of community pride.

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

**Estimated Cost:** Variable depending on improvements identified.



Current facility for the San Bernardino County Library branch at Joshua Tree. Photo source: San Bernardino County Public Library

The Friends of the Joshua Tree Library and the Joshua Tree community lobby and advocate for improved infrastructure, facilities, and equipment at the Joshua Tree Library. With the Friends of the Joshua Tree Library taking the lead, the community could identify short- and long-term needs for the improvement of the library. Improvements to the Joshua Tree Library could include additional art exhibit space, designated children’s and teens’ reading centers, tutoring or meeting rooms, or a computer lab. After assessing community needs and desires, plans for expanding the library infrastructure or the construction of a new facility could commence.

Joshua Tree Library. Additionally, a variety of organizations offer grants specifically for libraries, including the American Library Association, the Laura Bush Foundation for America’s Libraries, and the Institute of Museum and Library Services.

The community could lobby at the county or state level to receive the much-needed funding to expand the

Libraries foster thoughtful communities and also serve as a place where people can gather to know their neighbors. Libraries serve as the “people’s university” and community centers for diverse populations, such as the populations found in Joshua Tree. With proper funding and planning, the Joshua Tree community can proudly develop an iconic and unique public community gathering space, inclusive of all citizens.

Action	Action Leader	Timeline	Resources
1. Complete an assessment of current facilities, and develop a wants/needs list for library improvements.	Champion with Friends of the Joshua Tree Library	Years 1 – 3	Friends of the Joshua Tree Library <a href="http://www.joshuatreefol.org/">http://www.joshuatreefol.org/</a>
2. Develop a plan and proposal for improvements (whether they include building expansion, rehabilitation, new construction, or new equipment). Define current deficiencies and community needs.	Champion with Friends of the Joshua Tree Library	Years 1 – 3	San Bernardino County Library <a href="http://www.sbclib.org/">http://www.sbclib.org/</a>  Public Libraries Online <a href="http://www.PublicLibrariesOnline.org">www.PublicLibrariesOnline.org</a>  American Library Association <a href="http://www.ala.org/">http://www.ala.org/</a>
3. Identify available funding support and resources.	Champion with Friends of the Joshua Tree Library	Years 1 – 3	The Laura Bush Foundation for America’s Libraries <a href="http://www.laurabushfoundation.com/">http://www.laurabushfoundation.com/</a>
4. Apply for grant funding, and continue other fundraising efforts within the community.	Champion with Friends of the Joshua Tree Library	Years 1 – 3	Institute of Museum and Library Services <a href="https://www.ims.gov/">https://www.ims.gov/</a>
5. Construct improvements to the Joshua Tree Library.	San Bernardino County Library	Year 3 – On-going	

## Community Focus Statement G: Reinforce the sense of “community”.

*Action Statement G.3: Organize more community events and activities to bring Joshua Tree’s diverse population together.*



**Benchmark:** Hold one large annual community event and several smaller events/activities every year, with diverse attendance from Joshua Tree.

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

**Estimated Cost:** Variable depending on initiative/projects.

To reinforce the sense of “community” within Joshua Tree, more community events and activities can be planned to bring Joshua Tree’s diverse people together. Local neighborhood events foster community pride, strengthen relationships, and boost the local economy. Visible and well-attended community events with a “keep it local” emphasis, offer the opportunity to connect diverse resident groups within Joshua Tree, 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, shows, or weekly community potlucks. Events or activities could engage the entire community, or on the smaller neighborhood scale. Existing community groups could team up, to collaborate and combine resources during the planning stages. Local businesses could provide sponsorships to help finance events, and in turn receive marketing and increased visibility in the community. Events could highlight the talents of Joshua Tree’s musicians, artists, performers, chefs, and others.

By celebrating with community events and activities, Joshua Tree residents can find a sense of unity and belonging within the community. Community connectedness would be strengthened, and Joshua Tree’s diverse residents would get to know their neighborhoods and have opportunities for social interaction.

Action	Action Leader	Timeline	Resources
1. Identify/contact residents who would be interested in serving on a Joshua Tree Event Planning Committee.	Champion	Years 1 – 3	San Bernardino County Regional Parks and Recreation <a href="http://cms.sbcounty.gov/parks/Home.aspx">http://cms.sbcounty.gov/parks/Home.aspx</a>
2. Nominate a chair for the committee to serve as a liaison between other community groups and the event planning committee.	Joshua Tree Event Planning Committee	Years 1 – 3	
3. Identify what kind of events and activities the community would like to hold over the course of a year.	Joshua Tree Event Planning Committee	Years 1 – 3	
4. Plan one large community event (with an emphasis on keeping it local), and smaller, low cost neighborhood events to be held on a regular basis (such as monthly, bimonthly).	Joshua Tree Event Planning Committee	Years 1 – 3	
5. Publicize events through email, newsletters, Facebook, newspapers, etc., to attract a variety of community members.	Joshua Tree Event Planning Committee	Years 1 – 3	
6. After each event, solicit input from attendees, volunteers, and sponsors. Adjust future events based on community feedback.	Joshua Tree Event Planning Committee	Annually	

## Community Focus Statement G: Reinforce the sense of “community”.

### G4

**Action Statement G.4:** *Embrace the Transition Movement, which aims to increase Volunteer group or person or can be identified by the community self-sufficiency to reduce the potential effects of peak oil, climate change, and economic instability.*

**Benchmark:** Champion Transition Joshua Tree is a prominent community organization, connected with the Joshua Tree community.

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

**Estimated Cost:** Variable depending on initiative/projects.

Transition Joshua Tree is a community network of individuals and affiliated projects and groups that work together to:

- 1) Encourage the citizens of Morongo Basin to face and understand the growing threats to our community’s quality of life due to the interconnected challenges of climate change, an unstable global economy and the end of inexpensive and abundant fossil fuels.
- 2) Foster a dynamic community organizing process that unleashes the collective genius of our citizens to envision a better future and start the transition to a more resilient, sustainable way of life.
- 3) Organize the community to develop a comprehensive Energy Action Plan that will delineate our transition away from fossil fuels.

Transition Joshua Tree hosts four major transition teams: Permaculture, Heart & Soul, Water, and Enterprise. Each group holds several regular meetings a month and provides a variety of resources and forums online. The Transition Joshua Tree organization follows the Transition United States model to increase local self-reliance and resilience.



*Transition Joshua Tree logo- creating resilient and sustainable Mojave Desert Communities*

As this movement is embraced by Joshua Tree, additional transition teams can be formed to support other Action Statements (particularly those under Community Focus Statements A, B, and H). It is vital that Transition Joshua Tree is involved with creating new plans, visions, and projects and that the organization continues new and innovative work in community building. Community associations can proposed unique solutions that would not occur outside of the community that is involved, and Joshua Tree can take proactive steps toward creating a sustainable future.



The work of Transition Joshua Tree represents a community building agenda, and this association has empowered members to contribute positively to the sense of “community.” While transition teams and project teams work toward Joshua Tree’s community resilience, these groups also foster meaningful relationships between neighbors. People are connected to each other and to other organizations, businesses, and community institutions.

Action	Action Leader	Timeline	Resources
7. Create a Transition Joshua Tree Network	Champion		Transition Joshua Tree <a href="http://transitionjoshuatree.org/">http://transitionjoshuatree.org/</a>
8. Complete a community capacity inventory of all existing associations and groups in Joshua Tree.	Transition Joshua Tree Network	Years 1 – 3	Transition US <a href="http://www.transitionus.org/">http://www.transitionus.org/</a>
9. Reach out to other groups as potential partners in the Transition Movement to combine resources for programs and projects. As an umbrella organization, incorporate smaller groups as their own transition groups.	Transition Joshua Tree Network	Years 1 – 3	Transition Streets <a href="http://www.transitionus.org/transitionstreets">http://www.transitionus.org/transitionstreets</a>  US Department of Housing and Urban Development, Office of Economic Resilience <a href="https://portal.hud.gov/hudportal/HUD?src=/program_offices/economic_development">https://portal.hud.gov/hudportal/HUD?src=/program_offices/economic_development</a>
10. Identify action leaders to expand Transition Joshua Tree and appeal to new members.	Transition Joshua Tree Network	Years 1 – 3	US Department of Transportation, Office of Transportation Policy <a href="https://www.transportation.gov/policy/transportation-policy">https://www.transportation.gov/policy/transportation-policy</a>
11. Identify annual funding as needed.	Transition Joshua Tree Network	Years 1 – 3	US Environmental Protection Agency, Office of Sustainable Communities <a href="https://www.epa.gov/smartgrowth">https://www.epa.gov/smartgrowth</a>
12. Inquire of members about interests and how the organization can evolve to better meet community needs.	Transition Joshua Tree Network	Annually	Sustainable Communities Planning Grants and Incentives Program (SCPGI) <a href="http://www.sgc.ca.gov/Grant-Programs/SCPGI-Program.html">http://www.sgc.ca.gov/Grant-Programs/SCPGI-Program.html</a>

## Community Focus Statement G: Reinforce the sense of “community”.

**Action Statement G.5: Partner with appropriate agencies in pursuing grant and other financing opportunities to fund local improvement projects.**



**Benchmark:** Finance infrastructure and facility improvements through grant funding or special district fees.

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

**Estimated Cost:** Variable depending on the projects proposed



*Capital improvement grants could help maintain roads, along with many other public facilities. Photo source: Michael Baker International*

In order to fund improvement projects in the Joshua Tree community, all avenues of grant funding should be explored. Grants are available from the federal and state governments and from a variety of private foundations or corporations. Grants could be secured to fund infrastructure improvements, facility construction, or education programs, depending on community desires.

Receiving grants is a good way to build an organization’s visibility and credibility, and once the Joshua Tree community receives one grant, others are likely to follow. Community members should identify projects they are interested in pursuing and then complete research on potential grant funding. Focus should be placed on the proposed project’s or program’s strategic plan, vision, and

mission. Many grants have specific stipulations on what the money could be used for, and there could be time limits or other conditions for their use. Joshua Tree may want to designate a community member volunteer as a grant writer or seek the help of a professional grant writer in partnership with the County of San Bernardino.

In addition, another source of funding is through local dollars. The Joshua Tree CSA currently is a special district for parks and recreation services. Expanding its role through formation of other special districts to fund projects would allow the community to assess property owners to raise capital for programs and services.



Action	Action Leader	Timeline	Resources
1. Reach out to community members with nonprofit or grant writing experience to create a grant writing committee and assist in securing funding for the community.	Champion	Year 1	1178BGrants.gov 1179B <a href="https://www.grants.gov/web/grants/applicants/apply-for-grants.html">https://www.grants.gov/web/grants/applicants/apply-for-grants.html</a>
2. Offer services to community groups working on facility and infrastructure needs	Grant writing committee	Year 1	1180BSociety for Nonprofits 1181B <a href="https://www.snpo.org/funding/grants.php">https://www.snpo.org/funding/grants.php</a>
3. Complete research and match projects with applicable grants.	Grant writing committee	Annually	1182BUS Government Grants 1183B <a href="https://www.grants.gov">https://www.grants.gov</a>
4. Apply for applicable grants.	Grant writing committee	Annually	
5. If the grants are received, begin project initiation. If the grant is not awarded, request a debrief meeting with the grant foundation to understand why it was not awarded and what could be improved upon next time.	Grant writing committee, with County support	Annually	1184BSan Bernardino County Special Districts 1185B <a href="http://www.specialdistricts.org/">http://www.specialdistricts.org/</a>
6. Optional funding is through a special district.	Joshua Tree CSA, Special Districts Department	Annually	Academy for Grassroots Organizations <a href="http://www.academygo.com/">http://www.academygo.com/</a>

## Community Focus Statement G: Reinforce the sense of “community” in Joshua Tree.

### *Action Statement G.6: Promote the unique artistic culture of Joshua Tree.*

# G6

**Benchmark:** An architectural tour and a self-guided tour are created and marketed to residents and visitors.

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

**Estimated Cost:** Variable depending on the proposed projects.



*Photo source: Rennett Stowe*

The Joshua Tree community prides itself on its artistic culture, characterized by the desert landscape, expansive skies, yard art, and uniquely painted properties. Promotion of the community’s unique artistic culture includes preserving the cultural resources of the community—the physical evidence or places of past human activity. These places are often identified as sites, objects, landscapes, structures, or buildings, and they shape and anchor a community’s cultural identity around its shared history. Identification of cultural resources that shape cultural identities involves research, documentation, and preservation because historic resources are nonrenewable resources. Joshua Tree values its artistic properties that represent the unique character of its residents.

In 2018 the Board of Supervisors accepted the Morongo Basin Strategic Plan for Culture and the Arts (MBSPCA). The MBSPCA establishes a framework for ongoing community-sponsored culture and arts programs designed to complement and enrich the lifestyle and economy in the Morongo Basin. The MBSPCA presents strategies for encouraging arts and culture as a means to increase tourism, business and job opportunities. Culture and arts are a prominent feature in the Morongo Basin business sector and has become increasingly central to the image and identity of the Morongo Basin. The goal of the MBSPCA is to organize the various community interests to promote arts and culture in a cooperative and strategic way. The Plan and the cultural asset map can be viewed here: <http://joshuatreeivingarts.org/>

Promoting the unique artistic cultural of Joshua Tree can be completed by:

- Identifying cultural resources. Local historical societies, the Morongo Basin Historical Society and the Twentynine Palms Historical Society, and other interested parties work with the County to identify significant historical, natural, and community features, including buildings displaying the local vernacular architectural style known as “Desert Funk.”
- Developing a home, business, and garden tour which displays Desert Funk architecture and yard art that defines the community’s character.

- Developing a self-guided tour app to market Desert Funk architecture and yard art.

Those best qualified to carry out this objective may include a local historical society or museum, interested community members, a visitor’s bureau, or a planning professional. The County funded a Morongo Basin Strategic Plan for Culture and the Arts with implementation by local groups. The plan can serve as the basis of this action.

Countless examples of home, business, and garden tours may be found throughout California. A nearby example includes the mid-century modern tours in Palm Springs. Palm Springs displays a well-preserved concentration of modernist architecture that includes celebrity homes, civic structures, historic neighborhoods, and designs by renowned twentieth century architects.

Action	Action Leader	Timeline	Resources
1. Identify buildings and yard art displaying the local vernacular architectural style known as “Desert Funk.”	Champion with Morongo Basin Historical Society, Twentynine Palms Historical Society	Year 1	Grantwatch.com – Art Grants and Culture Grants <a href="https://www.grantwatch.com/catt/2/arts-and-culture-grants.html">https://www.grantwatch.com/catt/2/arts-and-culture-grants.html</a>
2. Develop a home, business, and garden tour that displays Desert Funk architecture and yard art.	Champion with Morongo Basin Historical Society, Twentynine Palms Historical Society	Years 1–2	Example of Palm Spring architectural tour and self-guided tour app <a href="http://www.visitpalm Springs.com/page/mid-century-modern-architecture/8185">http://www.visitpalm Springs.com/page/mid-century-modern-architecture/8185</a>
3. Develop a self-guided tour app to market Desert Funk architecture and yard art.	Champion with community organizations.	Years 1–2	

**Community Focus Statement H: Strive for greater independence and self-government.**

**H**

**Action Statement H.1: Reestablish the Joshua Tree Municipal Advisory Council to more specifically address the issues affecting the community.**

**Benchmark:** At the direction and discretion of the Board of Supervisors, the Joshua Tree Municipal Advisory Council is reestablished.

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

**Estimated Cost:** Variable.



*Webpage for the Bloomington Municipal Advisory Council*

In 2013, the Joshua Tree Municipal Advisory Council merged into the Morongo Basin Municipal Advisory Council at the request of Supervisor Ramos. The Morongo Basin Municipal Advisory Council is an advisory body of local citizens, representing nine unincorporated communities: Copper Mountain Mesa, Desert Heights, Flamingo Heights, Joshua Tree, Landers, Morongo Valley, Pioneertown, Wonder Valley, and Yucca Mesa. Although many of these communities face similar issues, Joshua Tree has determined that reestablishing its own Municipal Advisory Council is important. A community-based advisory council would

provide Joshua Tree a way of gathering input on matters of concern that relate specifically to Joshua Tree, including fire, parks, street lighting, health and welfare, roads and flood control, and community planning and development. The group's purpose would be to seek resolution and consensus to problems in the community and act as an advisor to the County Board of Supervisors. Municipal Advisory Committees can only be formed at the discretion of the Board of Supervisors.

Action	Action Leader	Timeline	Resources
1. Meet with Supervisorial District staff to discuss the potential for reestablishing the Joshua Tree Municipal Advisory Council	Champion with local community leaders	Month 1	OPRs guidance on Municipal Advisory Councils <a href="https://www.opr.ca.gov/docs/Municipal_Advisory_Councils.pdf">https://www.opr.ca.gov/docs/Municipal_Advisory_Councils.pdf</a>
2. If supported by the District 3 Supervisor, contact residents and organize a volunteer Municipal Advisory Council.	Champion with local community leaders	Month 1	Establishing a Municipal Advisory Council <a href="http://codes.findlaw.com/ca/government-code/gov-sect-31010.html">http://codes.findlaw.com/ca/government-code/gov-sect-31010.html</a>
3. Select a leader to serve as chair who will provide leadership to the committee and be a point of contact.	Joshua Tree Municipal Advisory Council	Month 2	
4. Once the Municipal Advisory Council members have been determined, establish a meeting time and location and procedures for reporting to the County Board of Supervisors.	Joshua Tree Municipal Advisory Council, County Board of Supervisors	Months 3 – 5, On-going	

**Community Focus Statement H: Strive for greater independence and self-government.**

**Action Statement H.2: Explore the potential for incorporation.**

**H<sub>2</sub>**

**Benchmark:** Evaluate the feasibility of incorporation, as it affords the community the highest level of local self-governance.

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

**Estimated Cost:** \$500,000 - \$1,000,000 dependent upon consultant needs. (This is not inclusive of additional costs borne from budgeting due to incorporation.)



Photo source: Michael Baker International

**Current Governance in Joshua Tree**

County Service Area 20 currently provides park and recreation, road maintenance, and street lighting services to approximately 11,000 residents in the 93-square-mile greater Joshua Tree area. CSA 20, more familiarly known as the Joshua Tree Recreation and Parks District (JTRPD), is a dependent special district managed by the San Bernardino County Special Districts Department.<sup>1</sup> A CSA is a type of special district formed under California law and funded by a special assessment levied on all parcels in the district. The Morongo Basin Municipal Advisory Council (MAC) is appointed by the County Board of

Supervisors and is the Special District Advisory Commission for the JTRPD with the duties of advising the Board of Supervisors on all matters specifically referred to it by the Board and on matters of public health, safety, welfare, public works, and planning.

**Incorporation**

Incorporation (creating a new city) affords the community the highest level of local self-governance. In California, towns and cities may be either general law (the most common) or charter.<sup>2</sup> Incorporation is a long and costly process, and the community must carefully weigh the potential benefits of incorporation against the time, effort, and expense involved. San Bernardino County LAFCO will require a population of 10,000 registered voters and an “economic base” to support incorporation.

<sup>1</sup> The municipal advisory council of dependent districts are appointed by the County Board of Supervisors.

<sup>2</sup> California law makes no distinction between “town” or “city,” and a municipality may use either name in its official title.



## Reorganizing County Service Area 20

An alternative to incorporation is the formation of a Community Service District (CSD). The community may accomplish this by petitioning LAFCO for a reorganization of CSA 20, with the goal of creating an independent district that could potentially assume additional service responsibilities, if additional funding sources can be identified. Every special district in California operates under one of 50 generic principal acts, or a special act created especially for a specific area to provide a specific set of services. CSDs may provide up to 32 municipal services. Recreation and Parks Districts are authorized by Public Resources Code Section 5780 (see also Government Code Section 56036 for special districts in general) and may be independent (with a board of directors elected by the district's voters) or dependent (as is CSA 20, aka Joshua Tree Recreation and Parks District). Upon successful reorganization, the voters of the new CSD would elect an independent board of directors, and the property taxes and other assessments of CSA 20 would go to the CSD for its operations.

The reorganization process for special districts is not as daunting or as costly as incorporation. The fee for district reorganization is \$7,500 plus \$1 for every acre of the district over 1,920 acres. Fees and deposits for legal counsel, environmental review (assuming a negative declaration or environmental impact report is not required), noticing, and completion fees may add another \$7,250 (the proponent may apply for a waiver or reduction of fees). LAFCO requires that a fiscal impact analysis and a plan for services be prepared by the proponents based on guidelines established by LAFCO. The reorganization must be approved by the electorate of the proposed district. The reorganization process itself would not involve any of the procedures needed to levy any new assessment for services not currently provided by the CSA. It is possible that the balloting for reorganization could include a vote for a new assessment as a separate issue, if a proper Proposition 218 process is conducted in parallel. A good example of the LAFCO reorganization process is now under way for the Wrightwood CSA 56 (dependent) conversion to an independent Community Service District which proposes to add solid waste collection to its services.

While a CSD allows for greater local control of services, there are added governance costs for independent district management staff, financial auditing, legal counsel, and insurance—all functions now provided by the County. The current CSA staff would become employees of the CSD. The CSD board of directors would not have any of the legislative authority associated with a city council, such as land-use review, or control over the operations of non-CSD-provided services to the community.

Action	Action Leader	Timeline	Resources
1. Invite LAFCO to MAC meetings to explain incorporation requirements and options.	Champion with Morongo Basin MAC	Months 1 – 6	LAFCO Guidance <a href="https://www.opr.ca.gov/docs/LAFCO_Appendices_Final.pdf">https://www.opr.ca.gov/docs/LAFCO_Appendices_Final.pdf</a>
2. Prepare a feasibility study to determine if incorporation is achievable and to provide a detailed report explaining how the new City of Joshua Tree will function and how it will plan for its future.	Champion with local leaders	Months 1 – 6	Pros and Cons of Incorporation <a href="http://martinmanor.com/martin4mayor/incorporation.pdf">http://martinmanor.com/martin4mayor/incorporation.pdf</a>  Newly Incorporated Cities: Successfully Transitioning to Cityhood <a href="http://www.calafco.org/docs/CA_LAFCO_Post_Incorporation_Guide.pdf">http://www.calafco.org/docs/CA_LAFCO_Post_Incorporation_Guide.pdf</a>
3. Organize community-wide meetings to provide feedback and gather input on the interest in incorporation.	Champion with Morongo Basin MAC	Months 6 – 12	

## Other Potential Actions

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: Scenic Resources

#### State Route 62.

Seek State support and assistance for the designation of Twentynine Palms Highway (SR-62) as an official State Scenic Highway.

#### Viewsheds.

Identify significant viewsheds and additional regulations for development in those viewsheds (examples below):

- A. Limit the slope that can be graded
- B. Limit hillside grading and sculpting
- C. Limit the size of the area that can be graded relative to the lot size and/or the slope
- D. Encourage retention of as much natural vegetation and terrain as possible
- E. Impose height restrictions such that new development will not penetrate the ridge lines
- F. Limit exterior colors, textures and lighting

### Topic: Roadway Improvements

#### Flood improvements.

In the 2007 Community Plan, the following roadways were identified as in need of flood improvements (with status updates shown as of 2018):

- A. The intersection of Yucca Mesa/La Contenta and SR-62 (Road Improvements only ,2018)
- B. Sunburst Ave, north of SR-62 (Road Improvements only, 2007)
- C. Sunburst, immediately north and south of the elementary school
- D. South of SR-62 on Sunset Road (Road Improvements only, 2017)
- E. South of SR-62 on Park Boulevard (Road Improvements only, 2017)
- F. Aberdeen Avenue (Road Improvements between Sage Avenue and Yucca Mesa Road only, 2007)
- G. The intersection of Sunfair Road and SR-62

### **Maintenance of dirt roads.**

Coordinate with the County Department of Public Works to establish a private road maintenance districts for unpaved roads not maintained by the County.

### **Road paving.**

In the 2007 Community Plan, the following roads were identified as targets for roadway paving (with status updates shown as of 2018):

- A. Extend and improve Commercial Way between Sunset and Hallee Road (Chip Seal Road Improvements Only in 2010)
- B. Pave Sunburst Avenue between Golden and Aberdeen Avenues (Chip Seal Road Improvements in 2017)
- C. Pave either Center or Rice from SR-62 to Golden Avenue (Chip Seal Road Improvements in 2017)
- D. Pave either Sunflower or Broadway between Sunburst and Sunfair Avenues
- E. Select and improve a road south of and parallel to SR-62, between Sunburst Circle and Hallee Road

### **Traffic load on SR-62.**

In the 2007 Community Plan, the following strategies were identified for coordination with Caltrans to reduce vehicular traffic and congestion along SR-62. Note that Caltrans has made a number of improvements to SR-62 since 2007, including new traffic lights, widening, realignment, and crosswalks.

- A. Minimize the number of additional streets and direct access points to SR-62
- B. Encourage traffic to enter and exist SR-62 at signalized intersections by providing left turn lanes and a protected left turn in the light sequence
- C. Synchronize traffic lights to maximize the flow of through traffic on SR-62 at the posted speed limit
- D. Provide parallel, alternate routes to SR-62 in the downtown area
- E. Request Caltrans review the speed limits and encourage the 45-mph speed zone to be extended east of Sunburst intersection with SR-62

## **Topic: Alternative Transportation Improvements**

### **Sidewalks.**

Maintain and improve existing sidewalks, and provide additional sidewalks along main, paved streets in the central district, such as Park Boulevard, Commercial Street, El Reposo, Sunset Road, and Sunburst Avenue, and Hallee Road.

### **Crosswalks.**

Coordinate with Caltrans to install crosswalks and protected crossing for pedestrians and the handicapped at all traffic lights from Hallee Road to the Copper Mountain Community College.



## Topic: Safety

### Fire protection funding mechanisms.

Work with County Supervisors, County Fire, and the community to seek appropriate funding mechanisms for improved fire protection services.



# APPENDIX A

## Joshua Tree Community Profile

# Community Profile

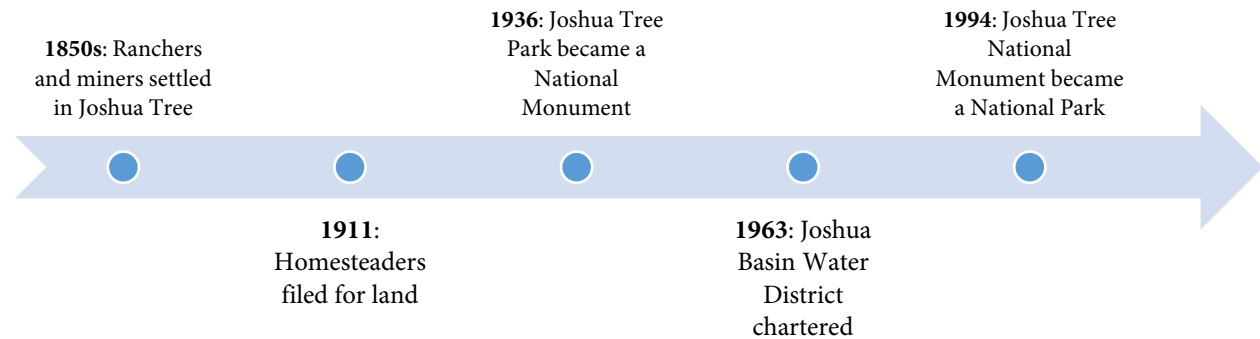
## Purpose

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



Originally settled by the Serrano Tribe, Joshua Tree was populated by ranchers and miners in the 1850s. The earliest connections to the Joshua Tree area came by way of an access route to the Mojave Basin (now known as Twentynine Palms Highway) and the Hi-Desert Airport (now known as Roy Williams Airport). Joshua Tree Park was established as a National Monument in 1936 and attracted visitors from around the region. At the end of World War II, cabins, homes, and commercial buildings were built throughout the desert. In 1994, the Joshua Tree National Monument was elevated to a National Park when Congress passed the California Desert Protection Act. Today, it attracts over a million visitors a year.

Source(s) National Parks Service, Wikipedia, Joshua Tree Chamber of Commerce, 2007 Joshua Tree Community Plan

## Location & Geography

Joshua Tree is located in the Mojave Desert near San Bernardino County's southern border with Riverside County. Surrounding cities include Yucca Valley to the west and Twentynine Palms to the east. According to the US Census Bureau, Joshua Tree encompasses a total land area of 37 square miles.

Source(s): US Census Bureau, Wikipedia, ESRI



Figure 1: Joshua Tree Location

Source(s): ESRI, San Bernardino County LUS

## Key Census Data

Category	Joshua Tree		San Bernardino County		California		United States	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
<b>Population</b>								
Total Population	9,122		2,078,586		38,066,920		314,107,084	
2020 Population Forecast	9,009 (-1.1%)		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	3,881		607,604		12,617,280		116,211,092	
Average Household Size	2.31		3.34		2.95		2.63	
Median Age	41.0		32.2		35.6		37.4	
<b>Education</b>								
High School Diploma	1,863	28.5%	330,613	26.3%	5,153,257	20.7%	58,440,600	27.95%
Education Past High School	1,488	22.8%	417,953	33.3%	7,400,714	29.8%	60,821,634	29.1%
Bachelor Degree or Higher	1,163	17.8%	336,315	26.8%	7,708,909	31.0%	61,206,147	29.3%
<b>Housing</b>								
Total Dwelling Units	5,352	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Homeowner Occupied Units	2,368	44.2%	370,032	52.58%	6,908,925	50.1%	74,787,460	56.3%
Renter Occupied Units	1,513	28.3%	237,572	33.76%	5,708,355	41.4%	41,423,632	32.2%
Vacancy*	1,471	27.5%	96,133	13.7%	1,164,649	8.5%	16,529,941	12.5%
Median Year Structure Built	1975	n/a	1976	n/a	1974	n/a	1976	n/a
<b>Income</b>								
Median Household Income	\$30,433	n/a	\$54,100	n/a	\$61,489	n/a	\$53,482	n/a
Persons Below Poverty Level	1,029	15.7%	199,451	12.7%	3,354,518	11.2%	26,235,361	10.6%
Employed	2,284	79.8%	812,707	86.1%	16,890,442	89.0%	143,435,233	90.2%
Unemployed	578	20.2%	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)

The Joshua Tree area consists primarily of residential land uses, ranging from single-family houses on large lots to mobile homes and multi-family apartment buildings. The small commercial and industrial district of the Joshua Tree Community is located along Twentynine Palms Highway (State Route [SR] 62).

Joshua Tree contains a network of primary and secondary roadways ranging from two to four lanes. Some privately owned roads are unpaved and contain few pedestrian amenities, such as sidewalks or bicycle lanes, leading to a Walk Score rating of 0 out of 100 in most of the residential areas and scores of 25–50 in the commercial core at Park Boulevard and SR 62.

Public transportation includes the Morongo Basin Transit Authority (MBTA) 1 and 12/15 routes, as well as a Ready Ride service provided by the MBTA.

Source(s): Google Earth, County of San Bernardino Zoning Map, Walkscore.com, Morongo Basin Transit Authority, County of San Bernardino Existing Conditions Report, January 2016

## Community Existing Land Use

Joshua Tree is a 59,850-acre community containing eleven distinct land uses. Residential is the predominant land use, with rural living and single-family residential uses accounting for a combined 75% (44,192 acres) of the community’s land. Agriculture and resource conservation land is the second largest use, accounting for 21% (12,519 acres).

Land Use Type	Acreage	% of Total Area
Agriculture/Resource Conservation	12,519	21%
Community Industrial	358	1%
Floodway	126	<1%
Institutional	275	<1%
Multiple Residential	893	1%
Open Space	605	1%
Office, Service, and Highway Commercial	148	<1%
Rural, Neighborhood, and General Commercial	409	1%
Rural Living	39,446	66%
Single Residential	4,746	8%
Special Development	325	1%
<b>Joshua Tree Total</b>	<b>59,850</b>	

Table 2: Land Uses by Acreage

Source(s): San Bernardino County Land Use Services

## Community Amenities

Joshua Tree National Park is adjacent to the Joshua Tree Community Plan area and attracts approximately 1.2 million visitors a year. Other services in Joshua Tree include:

<b>Hospitals/ Medical Centers</b>	Hi-Desert Medical Center Morongo Basin Health Care District
<b>Fire Protection</b>	San Bernardino County Fire Station #36, response times are 4 to 6 minutes
<b>Police</b>	San Bernardino County Sheriff’s Department Morongo Basin Station
<b>Public Schools</b>	Joshua Tree Elementary School, Friendly Hills Elementary School

Table 3: Community Services

Source(s): Zillow.com, Google Maps, San Bernardino County Fire Department, San Bernardino County Sheriff’s Department

In addition to the two public elementary schools listed above, Joshua Tree also has a private kindergarten (Copper Mountain Head Start) and access to several schools within a few miles of the community boundary in nearby Yucca Valley. These include:

- Yucca Mesa Elementary School
- Onaga Elementary School

- La Contenta Middle School
- Sky High School
- A number of private schools spanning first to twelfth grades.

Source(s): Google Maps, San Bernardino County Sheriff's Department, 2007 Joshua Tree Community Plan

### Community Groups

<b>Friends of Joshua Tree</b> www.friendsofjosh.org/	<b>Joshua Tree Tortoise Rescue</b> www.desertusa.com/reptiles/tortoise-rescue.html
<b>Joshua Tree Satsang</b> amma.org/groups/north-America/joshua-tree-ca	<b>Transition Joshua Tree</b> transitionjoshuatree.org/
<b>The Village of Joshua Tree – NCHR</b> www.thevillageofjoshuatree-nchr.org/Home_Page.php	<b>Joshua Tree Community Association</b> http://www.jtcaonline.org/
<b>Mil-Tree</b> 323)791-2986, https://www.mil-tree.org/	<b>Mojave Desert Land Trust (MDLT)</b> (760)366-5440, https://www.mdlt.org/

### Quality of Life Concerns

Common issues noted in the community include:

- **Land Use:** artist studios/galleries, short-term rentals
- **Public Nuisances:** junk/trash, vacant structures, illegal dumping
- **Recreational Activity:** off-highway vehicles (popular riding areas)

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

### Community Economics

The 2016 ESRI Community Analyst Report showed that Joshua Tree is home to 2,708 jobs 236 businesses. The majority of businesses fall into four categories: services (43 percent); retail trade (16 percent); finance, insurance, and real estate (10 percent); and construction (8 percent). Approximately 95% of the Joshua Tree labor force is employed within Joshua

Tree. **Figure 2: Top Industries**, displays the top industry types for the Joshua Tree area.

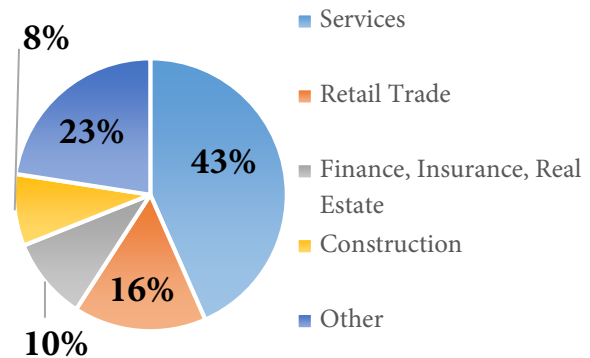


Figure 2: Top Industries

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



## Community Events

Many of the community events in the area take place in or around Joshua Tree National Park. A full calendar of up-to-date events can be found at [www.nps.gov/jotr/planyourvisit/calendar.htm](http://www.nps.gov/jotr/planyourvisit/calendar.htm). Some of these events are:

### Recreational:

- Guided walk, talks and evening programs by the National Park Service (held weekly)

### Cultural:

- Spring Joshua Tree Music Tour Festival (annually in May)

- Fall Joshua Tree Music Festival (annually in October)
- Joshua Tree Weekly Arts & Crafts Festival (every Sunday from 9am – 2pm)

### Food and Spirits:

- Joshua Tree Commodities Food Distribution (third Monday of each month)
- Joshua Tree Farmer’s Market (every Saturday from 8am – 1pm)

Source(s): Joshua Tree Music Festival, National Parks Service, Joshua Tree Visitors Guide

## Public Health

**Chronic Disease:** The predominant health concerns for Joshua Tree include chronic obstructive pulmonary disease (COPD) and Asthma. Joshua Tree experiences higher rates of hospitalization for COPD in comparison to San Bernardino County. Additionally, Joshua Tree also experiences higher rates of E.R. visits for COPD, asthma, and heart failure.

	Diabetes Hosp./E.R.	COPD Hosp./E.R.	Asthma Hosp./E.R.	Heart Failure Hosp./E.R.	Hypertension Hosp./E.R.
Joshua Tree	15.7/ *	28.8/35.9	* /68.4	28.5/23.7	* / *
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 in Joshua Tree, measured at the Joshua Tree National Park 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 Joshua Tree had fewer exceedance days of the Federal 8-hour standard for ozone than that of the overall South Coast Air Basin, in which Joshua Tree 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.

	Joshua Tree – National Park Monitoring Site			Mojave Air Basin		
	2012	2013	2014	2012	2013	2014
Ozone Federal 8-hour standard	48	26	37	81	66	86
Course Particulate Matter (PM <sub>10</sub> ) Federal 24-hour standard	*	*	*	1	1	1
Fine Particulate Matter (PM <sub>2.5</sub> ) Federal 24-hour standard	*	*	*	2	6	2

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 Joshua Tree ranks within the lowest category for food access (shown in red), meaning that there is access to less than 5 healthy food outlets within that area. Lower scores indicate that these areas contain many convenience stores and fast food restaurants compared to the number of healthy food markets.

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

**Public/Active Transportation:** The community is served by Morongo Valley Transit Authority, which also provides service to Yucca Valley, Twentynine Palms and the marine base, Palm Springs, and Landers. Routes serving Joshua Tree provide direct connection to Yucca Valley, Landers, and Twentynine Palms and the marine base. There are no dedicated bike trails or bike lanes, but Park Boulevard and Alta Loma Drive are identified as bicycle-friendly roads with connections to Yucca Valley

**Community Initiatives:** The primary topics regarding community initiatives in Joshua Tree that are discussed in the 2015 First 5 San Bernardino report “Assessing the Needs and Assets of San Bernardino Families: Joshua Tree” identify Joshua Tree National Park and two local museums as assets that provide recreation. It also identifies the need for adequate infrastructure, including sidewalks, bike paths and public transportation, while citing safety concerns for outdoor activities and the opportunity for additional shade and lighting in public park areas.

Source(s): First 5 San Bernardino, 2015

## Community Engagement Summary

As a part of the Community Plans Continuum process, community members from Joshua Tree were invited to participate in three community workshops. The first workshop, titled “What We Value”, took place on February 25<sup>th</sup>, 2016 from 6:30 – 8:30pm at the Joshua Tree Community Center. This workshop was attended by 50 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 31<sup>st</sup>, 2016 from 6:30 – 8:30pm at the Joshua Tree Community Center. This workshop was attended by 48 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 21<sup>st</sup>, 2016 from 6:30 – 8:30pm at the Joshua Tree Community Center. This workshop was attended by 32 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 look at opportunities that the community could look to take advantage of as a part of the community plans process. This builds off of what was identified in the strengths and weaknesses portion. Lastly, participants identify external threats to the community. These are generally concerns that are outside of the control of community members, such as natural disasters or changes in economic conditions. 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

- Quiet atmosphere
- Well-preserved night sky, beautiful vistas
- Friendly, close-knit, and knowledgeable community
- Involved community of creative and active residents, community pride
- Residents are passionate about Joshua Tree National Park (JTNP) and preservation of open space and wildlife
- Close proximity to JTNP
- Mojave Desert Land Trust’s preservation work
- Abundant native landscape and wildlife

### Strengths (continued)

- Predominance of small local businesses, lack of strip malls and fast food
- Low-density housing
- Community values culture and the arts
- No gated communities
- Bordered by protected land, secluded
- Great, weird residents
- Commitment to water conservation; a model community for the county
- Ability to create unique character through yard art and uniquely painted properties
- Affordability of housing in the area, low cost of living
- 
- Adjacent to JTNP, which attracts more than a million visitors a year
- Commercial and industrial districts located along Twentynine Palms Highway (S.R. 62)
- Public transportation (MBTA 1 and 12/15) through the area that links with surrounding communities
- Good mixture of business types in the area

### Weaknesses

- Section 6 is open to vehicular traffic
- Poor safety on Highway 62 due to lack of sidewalks, crosswalks, bike lanes, and high traffic speeds
- Community split in half by Highway 62, with no safe way to cross; most residents drive, even if it is just a few hundred feet
- Squatters on rental properties
- No code enforcement to protect natural flora
- Lack of jobs within town
- No public swimming pool
- Crime, drugs, meth production
- Does not have a municipal advisory council
- Local educational system and education involving lower socioeconomic population

- Information highway bypasses the community; lack of investment by outside agencies
- Disparity between rich and poor residents
- Underserved in infrastructure, maintenance, county representation, and communication; lack of ability to effect change
- Lack of support and flexibility for local business and community development
- Five percent of the community residents attend meetings and speak for the other 95 percent of the population
- Far distance to travel for certain services, which is not a possibility for some residents
- Residents do not have the ability to fight large corporations; no political teeth or resources to keep the corporations out of the community
- County needs to help with the preservation of Joshua trees
- Lack of services for helping homeless population
- No organized plan; the last community plan was largely unpopular and ignored
- Lack of racial and ethnic diversity throughout the community
- Road flooding throughout many areas during the rainy season
- Unpaved secondary roads and lack of pedestrian facilities, such as sidewalks and signalized crosswalks
- Walk score of 0 for much of the community, indicating the need for a personal vehicle
- Code enforcement concerns:
  - **Land-use issues:** artist studios and galleries, short-term rentals
  - **Public nuisance:** junk/trash, vacant structures, illegal dumping
  - **Recreational activity:** popular riding areas for off-highway vehicles

### Opportunities

- Section 6 is an opportunity for hiking if closed to vehicle traffic
- Airbnb and vacation rental activity to bring more people to the community
- Outdoor education and learning trades through the community college, Copper Mountain College
- County support for small rooftop solar projects
- National conservation and historical reserve
- Recreational and guide services for rock climbing, hiking, camping, nature viewing, and seeing the night sky
- Capitalize on two strong economic pillars, marine base and national park
- Be an environmental and economic sustainability model for the county
- Untapped tourism opportunity; bike trails, camping, and JTNP entrance roads
- Addition of a community service district
- Revised zoning should be a reflection of community values
- Create additional protected wildlife zones and wildlife corridor bridges over Highway 62
- Route Highway 62 around downtown to create an actual downtown
- Slow traffic on Highway 62 to 35 miles per hour in the downtown area
- Create mixed-use zoning guidelines for parts of downtown, improve overall zoning
- Increase the walkability of the community through sidewalks and slower traffic
- Natural conservation and historic reserve involvement
- Formulate retail ordinance
- Development of more restaurants and other places to spend time in downtown
- Take advantage of location next to the national park to increase lodging and tourism impact

### Threats

- Chain big-box stores and large corporations, such as Dollar General, moving into the community seeking to make a profit
- Uneducated park visitors from out of the area who deface wilderness and JTNP
- County involvement in Airbnb industry
- Hipster culture coming into town
- Outside developers who do not understand the culture of the area
- Theft, crime, drug use, and vagrants
- Destruction of native land for renewable power plants
- Lack of resource information for returning adult community members regarding attaining higher education; low socioeconomic status
- Dense housing developments bringing more traffic, high-density residential projects
- Lack of money for infrastructure, such as sidewalks and bike lanes
- Large solar projects
- Some vacation homeowners are not maintaining properties
- County disconnect in the vision of the future of the community
- Utility-scale solar corporate development
- Outside beliefs affecting the community's cultural values and desires; hipster invasion
- Increasing high-speed traffic on Highway 62 that ages the infrastructure more quickly
- Lack of enforcement on illegal off-highway vehicles
- Usurping of Joshua Tree water
- People trying to damage local resources, such as air, water, and land
- Too much light pollution caused by big-box stores
- Local hospital now run by for-profit company



- Gentrification by outside investors and greed
- Airbnb and other vacation rentals
- Increased crime rates and disconnect between residents and sheriff's department
- Isolation from the rest of the county, distance from services
- Garbage and illegal dumping
- Invasive plant material taking over the native landscape