

NEWBERRY SPRINGS COMMUNITY ACTION GUIDE



COUNTYWIDE PLAN

Newberry Springs Community Action Guide



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Introduction

Newberry Springs is a community that values desert living with its recreation, open sky, and access to nature. The community strives to take better advantage of its location on Route 66 to grow its economy by offering more activities and services to tourists. The community prides itself on its self-sufficiency and maintains, through its Community Service District, many services for its residents including volunteer fire department, community center and street lighting.

In 2016, the community embarked on a planning process to develop a community plan. Two public workshops were held on November 30, 2016 and January 25, 2017. These workshops, open to any Newberry Springs resident, business, or property owner, addressed strengths and weaknesses of the community, the community's values, and what Newberry Springs aspires to be in the future. Workshop participants brainstormed areas of focus and actions to help the community move forward to achieve its aspirations.

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

Strengths and Opportunities

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



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

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

Relationship of the Community Action Guide to the Countywide Plan

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

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

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

The Countywide Plan includes:

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

The Draft Community Action Guide for Public Review

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

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

How to Use This Community Action Guide

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

The Community Action Guide is organized into three sections – the community’s Values, Aspirations, and Plan Framework. The Community Action Guide outlines clear Values, Aspirations, Focus Statements and Action Statements identified by the community at community workshops or online surveys. An appendix has a Community Profile with a summary of the social, cultural, economic and historic dimensions of the community as well as the communities input on strengths, weaknesses, opportunities and threats.

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

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

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

- The Focus Statement provides general direction toward realizing the community’s aspirations and helps organize the plan (Identified and finalized in Workshop #2).

- The Action Statement is a measurable statement providing critical information on the program, initiative, or project to complete (Identified and finalized in Workshop #2).

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

How to Implement the Community Action Guide

Community's Next Steps

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

Once an Action Statement is selected for implementation, the community identifies a Champion for that Action Statement to initiate activities, identify those responsible for carrying out action steps, identify and secure resources that will be required, and develop a timeline. The champion is not responsible for completing the action, but serves to facilitate and guide the Action Team.

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

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

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

How to Create an Action Plan

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

After the champion is identified, the community or group can develop action steps. The focus should be on what action steps will occur, who will carry out each action step, when it will take place, and an approximate duration. Again, these are guidelines, and may change, but this planning helps identify resources needed, people or organizations that must be engaged or will lead each action step, and manage expectations on how long it will take to implement each Action Statement.

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

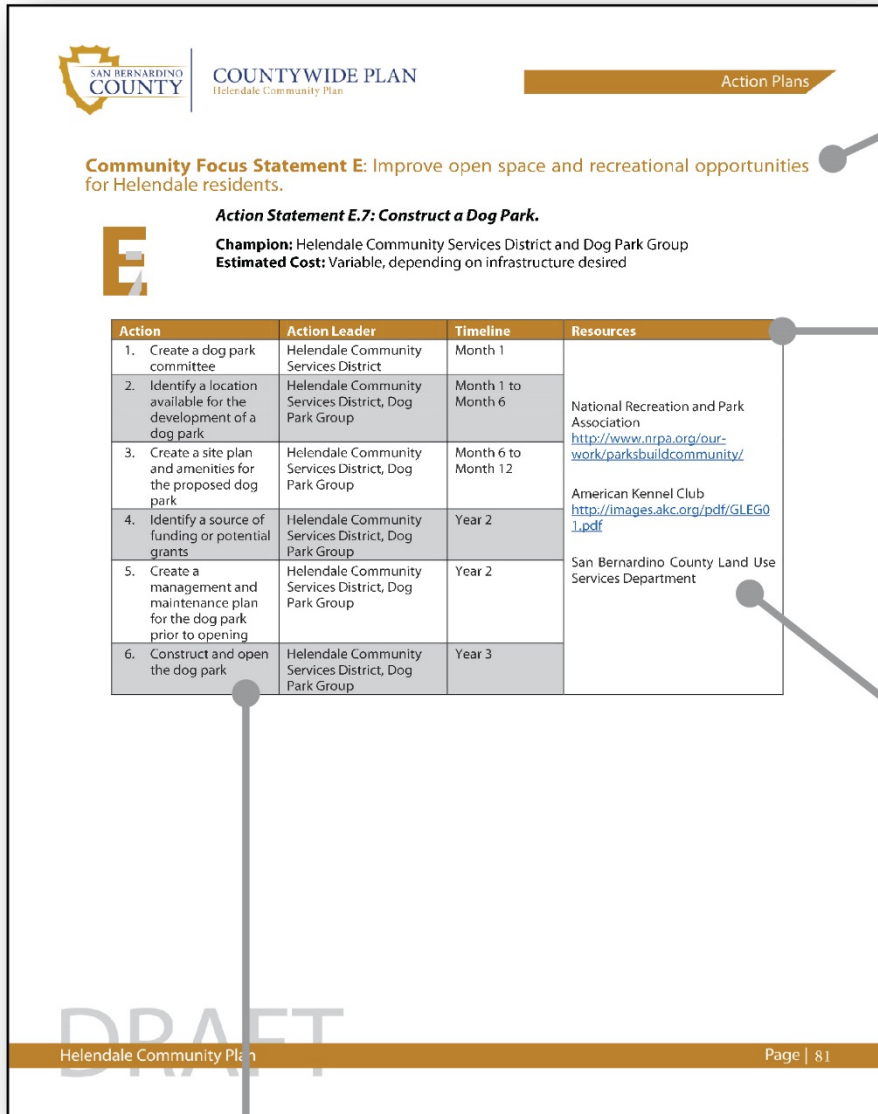
Reviewing a Detailed or Framework Plan can assist in providing examples of Action Plans and may have similar actions that can be used or modified to meet identified Foundation Plan actions. In addition, the San Bernardino County Land Use Services Planning Division is preparing a Community Development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

Placing your Action Plan in the Community Action Guide

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

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

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



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

Action Statement E.7: Construct a Dog Park.
Champion: Helendale Community Services District and Dog Park Group
Estimated Cost: Variable, depending on infrastructure desired

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

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

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

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

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

Values Statement

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

As a community we value:

Serenity and Desert Landscape. Newberry Springs values its setting in the Mojave Desert. Residents love the wide open spaces, clear night skies and quietness that are prime benefits of the community's location.

Rural Living. Newberry Springs values the independence, large-lots, agricultural neighbors and small-town atmosphere associated with being a rural community.

Self-Sufficient and Tight-Knit Community. Newberry Springs values a community of good people, open communications and neighbors who are helpful and caring. They value their community independence and rely on one another, as a community, to solve problems and move Newberry Springs forward.

Aspirations Statement

The Aspirations Statement is a written narrative illustrating how the community desired look and function once the Community Focus Statements and Action Statements are accomplished. This is a long term view of 10 to 20 years. The Aspirations Statement serves as a foundation for developing Community Focus Statements and Action Statements.

In the Newberry Springs Community, we aspire to have:

A Reinvigorated Economy & Community

We have grown the overall wealth of the community through re-establishing our tourism-based economy. We have fully capitalized on our presence on Route 66 by encouraging the development of eco-tourism businesses such as desert tours to give travelers a reason to stop and enjoy the community. Our weekly farmers and artists market showcases local produce and arts and crafts bringing visitors into the community. The bustle along Route 66 has attracted new businesses and housing to the immediate area creating a village atmosphere. Our cleanup committee has successfully improved the overall cleanliness of Newberry Springs through code violation education and volunteer cleanup days.

Improved Community Services

We knew that successful economic growth would mean more investment in community services for our residents. The fire department has recruited additional volunteers, provided additional training and developed a better communications system and water supply. Through negotiations with the Mojave Water Agency, we have partnered to solve water access issues. Internet is now available throughout the community allowing our residents better access to information, education and the ability to develop home-based businesses.



Plan Framework

Community Focus Statement A: Establish a Water Plan.

A

Action Statement A.1: Encourage the county to adopt a water conservation ordinance.

Action Statement A.2: Establish a fair reporting system and use structure for basin in coordination with the Mojave Water Agency (MWA).

Action Statement A.3: Encourage a partnership between the MWA and the San Bernardino County Water Element Group for increasing and spreading basins.

Action Statement A.4: Enhance opportunities for viable grants for individuals who need or require wells.

Action Statement A.5: Encourage honest discourse with MWA and County regarding the water situation.

Action Statement A.6: Construct a catch basin at the Kane Wash.

Action Statement A.7: Construct retention ponds for the areas.

Action Statement A.8: Encourage MWA to monitor and enforce rules for minimal producers.

Community Focus Statement B: Improve public safety; EMS, fire and sheriff.

B

Action Statement B.1: Establish a neighborhood watch program for Newberry Springs.

Action Statement B.2: Install a distributed water supply in case of fire emergencies (10 – 12 tanks).

Action Statement B.3: Establish primary and back-up emergency communication systems.

Action Statement B.4: Establish a local resident recruiting program for both the Citizens on Patrol and the Volunteer Fire Department.

Action Statement B.5: Educate property owners to maintain a 100 foot clearance around homes in the community to reduce fire risk.

Action Statement B.6: Construct access across the Mojave River at Harvard Street for emergency service calls.

Community Focus Statement C: Provide for a stable economy focusing on economic development, eco-tourism and Route 66 tourism.

Action Statement C.1: Promote home based business opportunities.

Action Statement C.2: Establish a small farmers market with fresh produce supplied by local farmers.

Action Statement C.3: Host seasonal community events to attract visitors to the community.

Action Statement C.4: Work with incumbent utilities to improve internet services.

Action Statement C.5: Coordinate a comprehensive review of zoning and circulation.

Action Statement C.6: Develop an airport re-use plan that would include the potential for industrial development.

Action Statement C.7: Develop a community economic development/business plan.

Action Statement C.8: Establish architectural sign guidelines.

Action Statement C.9: Create a website or Facebook page to promote community activities and events.

Action Statement C.10: Establish a community calendar to organize and schedule community events.

Action Statement C.11: Coordinate desert tour trips.

Action Statement C.12: Partner with outside organizations to promote and enhance Route 66.

Action Statement C.13: Support Newberry Springs economic development association (NSED) activities and efforts.

Action Statement C.14: Establish a Route 66 Village with arts and crafts, farmers market, car shows, etc.

Community Focus Statement D: Increase community involvement and volunteerism.

D

Action Statement D.1: Host more community events throughout the year.

Action Statement D.2: Establish an incentive program to get people involved in the community.

Action Statement D.3: Host quarterly meetings to bring community organizations together to discuss community issues and solutions.

Action Statement D.4: Promote a social media campaign to broaden awareness of volunteer activities and events.

Action Statement D.5: Establish a 4-H program and scouting programs (Scouts, Fire Explorer).

Action Statement D.6: Partner with faith based organizations and community organizations to coordinate outreach and involve the community.

Action Statement D.7: Establish a grant writing team.

Community Focus Statement E: Improve public infrastructure.

E

Action Statement E.1: Coordinate with Caltrans and the County to pave roads with the next freeway cut.

Action Statement E.2: Identify and increase the number of dedicated roads.

Action Statement E.3: Construct improved Mojave River crossing at Harvard Road.

Action Statement E.4: Construct grade separation for railroad crossing at Fort Cady.

Action Statement E.5: Coordinate improvements for broadband service.

Action Statement E.6: Preserve rural values in public infrastructure projects.

Action Statement E.7: Identify key roads for maintenance and grading.

Community Focus Statement F: Maintain a clean community.

F

Action Statement F.1: Establish a community code education program, with a focus on local blight.

Action Statement F.2: Partner with volunteer trash haulers to haul on a regular basis.

Action Statement F.3: Coordinate increased code enforcement efforts to address blight.

Action Statement F.4: Host a community clean up/recycling event that unites schools, churches, and other service organizations.



APPENDIX A

Newberry Springs Community Profile

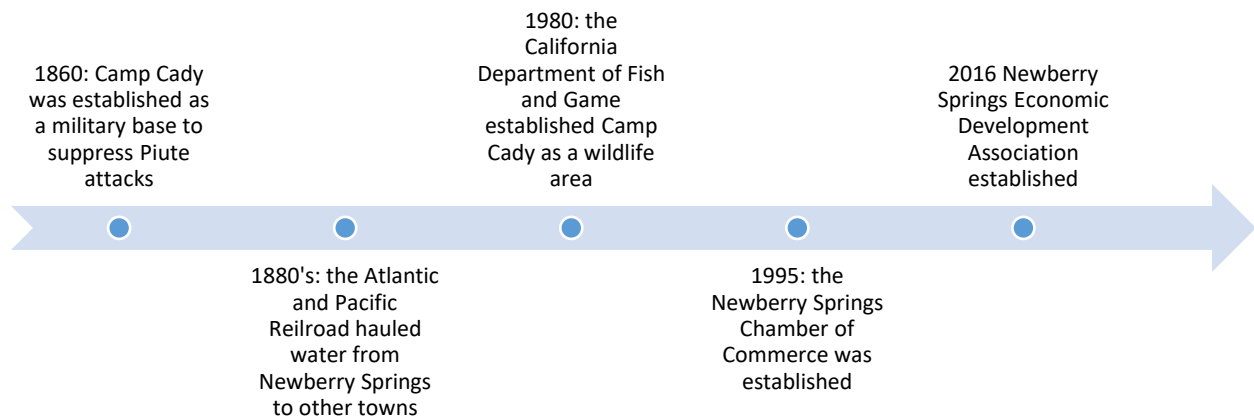
Newberry Springs, San Bernardino County

Community Profile

Overview

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

History



The Newberry Springs community was originally referred to as “Water.” The community lies above the Mojave Aquifer and has supplied water to the surrounding arid region since the early settlements. North of Newberry Springs, Camp Cady was established in 1860 as a military base camp to suppress Piute attacks on wagon trains traveling through the area. During the 1880’s, the Atlantic and Pacific Railroad hauled tank cars of water from Newberry Springs to other stations and towns in the region. In 1980, the California Department of Fish and Game designated Camp Cady as a wildlife area. The Camp Cady Wildlife Area contains 1,900 acres of desert riparian habitat along the Mojave River and the ruins of the original Camp Cady. Agriculture remains a key component of the local economy, with key crops including pistachios and alfalfa. Additionally, Newberry Springs is the home of several championship water ski lakes.

Source(s): *theroadwanderer.net; wildlife.ca.gov*

Location & Geography

Newberry Springs is located in central San Bernardino County. It is a flat area situated amongst some smaller mountain features. The community is east of Barstow and adjacent to the Mojave River.

Source(s): *Google Maps, ESRI*

Figure 1: Newberry Springs Area Map

Source(s): *ESRI, San Bernardino County LUS*



Key Census Data

Category	Newberry Springs		San Bernardino County		California		United States	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
Population								
Total Population	2,166		2,078,586		38,066,920		314,107,084	
2020 Population Forecast	2,125		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	817		607,604		12,617,280		116,211,092	
Average Household Size	2.6		3.3		2.9		2.6	
Median Age	46.7		32.2		35.6		37.4	
Education								
High School Diploma	N/A	N/A	330,613	26.3%	5,153,257	20.7%	58,440,600	27.9%
Education Past High School	N/A	N/A	417,953	33.3%	7,400,714	29.8%	60,821,634	29.1%
Bachelor Degree or Higher	N/A	N/A	336,315	26.8%	7,708,909	31.0%	61,206,147	29.3%
Housing								
Total Dwelling Units	1,217	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Homeowner Occupied Units	538	44.2%	370,032	52.6%	6,908,925	50.1%	74,787,460	56.3%
Renter Occupied Units	278	22.8%	237,572	33.8%	5,708,355	41.4%	41,423,632	32.2%
Vacancy*	400	32.9%	96,133	13.7%	1,164,649	8.5%	16,529,941	12.5%
Median Year Structure Built	N/A	n/a	1976	n/a	1974	n/a	1976	n/a
Income								
Median Household Income	\$37,186	n/a	\$54,100	n/a	\$61,489	n/a	\$53,482	n/a
Persons Below Poverty Level	N/A	N/A	199,451	12.7%	3,354,518	11.2%	26,235,361	10.6%
Employed	N/A	N/A	812,707	86.1%	16,890,442	89.0%	143,435,233	90.2%
Unemployed	N/A	N/A	131,293	13.9%	2,084,564	12.3%	14,504,781	9.2%
Note: N/A indicates that the data is not available; n/a indicates that the category is not applicable								
*This figure may include seasonal households								

Table 1: Key Census Data

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

Community Structure (Physical Characteristics)

The Newberry Springs community is zoned for Rural Living and consists primarily of single-family residential dwellings on large lots with a minimum size of 2.5 acres, though more are 5-10 acres. Newberry Springs also has agricultural and commercial zoning to support the rural residential uses. The major roadways in the community are Interstate-40 (I-40) and National Trails Highway. The WalkScore (walkscore.com) for the community indicates that most errands need to be completed by car.

Source(s): Google Earth, County of San Bernardino Zoning Map, walkscore.com

Community Amenities

Recreation

- Community Park with two ball fields, picnic areas, playground.

Schools

- Newberry Springs Elementary School

Fire Protection

- Fire protection is provided by Newberry Springs Volunteer Fire Department (Stations 391 and 392)

Police

- San Bernardino County Sheriff's Department – Barstow Sheriff's Station

Source(s): Google Maps; San Bernardino County Sheriff's Department; San Bernardino County Fire Department;

Quality of Life Concerns

Common issues noted within the community include:

- Vacant structures (businesses and single-family residential)
- Junk/Trash
- Inoperable vehicles

Source(s): San Bernardino County Code Enforcement

Retail Services

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

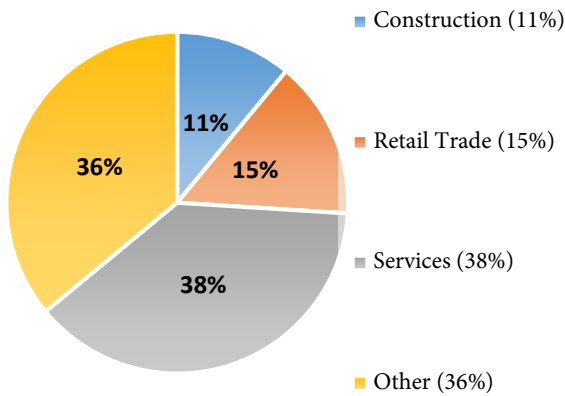


Figure 2: Business Types in Newberry Springs

Source: ESRI Community Analyst

Community Organizations

- Newberry Springs Community Service District (CSD)
- Newberry Springs Volunteer Fire Department
- Newberry Springs Service Association Inc.(Family Center)
- Newberry Springs Economic Development Association (NSEDA)
- Newberry Springs Chamber of Commerce
- Newberry Springs Property Owners Association
- Newberry Springs American Legion

Community Events

- **Fair and Fireworks at the Park.** July 3rd
- **Fourth of July Parade.** Held on July 4th from the Barn to the Legion
- **Pistachio Festival.** First Saturday in November held at the park.
- **Community Clean up.** Spring Event
- **CSD Meeting.** 4th Tuesday at 6:00, Community Building
- **NSEDA meeting:** 4th Monday of the Month at 5:30 at the Family Center
- **Regular Board Meeting.** Held on the 2nd Friday of the month at 6pm at Newberry Springs Chamber of Commerce
- **Food Commodities Food Distribution.** 2nd Friday of the month at 9am at Newberry Community Center
- **Bingo.** 3rd Saturday of the month at 6pm at Newberry Community Center
- **Desert Gardeners** 4th Saturday of the Month at the Community Building.
- **Special Holiday Events are held at the Family Center**
- **Community Newsletter Focus** published biannually in the spring and fall and distributed to all residents.

Source(s): Newberry Springs Chamber of Commerce; mojavevalley.com (community calendar)

Public Health

Chronic Disease: There is a lack of information regarding hospitalization and emergency rates for chronic diseases in Newberry Springs. Newberry Springs has a higher rate of emergency room visits due to chronic obstructive pulmonary disease (COPD) than San Bernardino County.

Source(s): Healthy San Bernardino

Air Quality: Table 2 below shows the air quality near Newberry Springs, measured at the Barstow monitoring site, in terms of the number of days that area exceeded the federal standards for pollutants (exceedance days). The table shows that the monitoring site near Newberry Springs had fewer exceedance days for each pollutant than that of the overall Mojave Air Basin, in which Newberry Springs is located.

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

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

Table 2: Air Quality Exceedance Days

Source: California Air Resources Board

** Indicates insufficient data*

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

The entire community area of Newberry Springs ranks within the second lowest category for food access, meaning that there is access to between 5 and 15 healthy food outlets within that area. Lower scores indicate that these areas contain many convenience stores and fast food restaurants compared to the number of healthy food markets.

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

Community Gardens: There are no community gardens within 25 miles of Newberry Springs; however, one is under construction

Source(s): Healthy San Bernardino County, California Air Resources Board, CA Department of Health

Community Engagement Summary

As a part of the Community Plans Continuum process, community members from Newberry Springs were invited to participate in two community workshops. The first workshop, titled “What We Value”, took place on November 30th, 2016 from 6:00 – 8:30pm at the Newberry Community Services District. This workshop was attended by 27 community members. Workshop participants performed a SWOT analysis to identify strengths, weaknesses, opportunities, and threats within the community. Following that exercise, participants used that information to share what they valued about the community (Values) and what they want to see the community become in the future

(Aspirations). Lastly, workshop participants worked on forming the draft focus and action statements that form the backbone of the community plan.

The second workshop, titled “Our Roadmap to Making it Happen”, took place on January 25th, 2017 from 6:00 – 8:30pm at the Newberry Community Services District. This workshop was attended by 25 community members. The purpose of this workshop was to continue to develop the draft focus and action statements created in workshop #1. The project team provided word for word summaries of the SWOT and Values and Aspirations exercises to use during the goal setting process. The workshop was primarily used to help prioritize the focus statements developed in the previous workshop while also identifying possible champions for each effort.

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

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

Community Identified Issues

SWOT Analysis

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

Strengths

- | | |
|--|---|
| <ul style="list-style-type: none"> • We are a gateway community to the newly designated Mojave trails monument • Expansive natural beauty • Cal Poly students/Cal Poly Pomona Study • Good elementary school/schools • Newberry mountain wilderness is in our backyard • Rural lifestyle • We have great frontage road along Route 66 with an on and off freeway access • Lakeside living • Relaxing community collectiveness | <ul style="list-style-type: none"> • Almost anything grows • Stars at night • Quiet • Independent lifestyle • Farming • Clean air • Bagdad Café brings visitors • Water ski • Hunting • Off road riding • Mojave desert • Agriculture • Cost of living |
|--|---|

- Freedom

Weaknesses

- Minimum public services
- Homeless inhabitation of vacant dwellings
- Communication
- Lack of high speed internet
- Loneliness
- Wind
- Distances between homes, shops, etc.
- Distance between law enforcement
- County fees and regulations stifle growth and local beauty
- Vacant homes subject to vandalism
- CSD – weak and argumentative
- Lack of opportunities
- Lack of services
- Lack of recreational facilities

Weaknesses (continued)

- Community division
- Roads/dirt roads unmaintained
- Lack of infrastructure
- Lack of employment opportunities
- Land clearing
- Marijuana farms bring criminal cartels
- Water supply
- Blight
- Shifting job status, fewer full time jobs and more part time jobs
- Residents not involved
- Lack of volunteering
- Lack of parks within walking distance

Opportunities

- Unlimited opportunities if we have water and money
- Provided we are not governed as if we were a city. The county is too big, one set of rules does not fit all.
- Cottage industry
- Great for Airbnb sites
- Tourism along Route 66
- Ecotourism

- Business growth, shopping, restaurants
- Education/partnering with community leaders to work toward planning measurable programs
- Adjust County development and standards to match rural resources
- Water quality
- Improve emergency services and ISO ratings
- None
- Youth/after school programs–summer programs
- Economy

Threats

- Water usage upstream on Mojave river is hurting all forms of our lives and any growth
- Aquifer supply
- Water rights
- Rail road crossing are currently closer together than 1.5 miles long trains, thus potential for part of Newberry being isolated from first responders
- No access from rail road crossing
- Crime
- Wild dogs
- Invasion of large solar and wind projects
- Restrictions unreasonable taxes for small scale commercial businesses
- Aging population
- Losing young families
- Drug busts
- Cooperation from county agencies
- Sewage sludge – related health issues
- Dune buggies and motorcycles tearing up roads
- Lack of funding
- Education for community development
- Soil and sand erosion in the river
- Fees for growth
- Rail road crossing
- No health care facilities
- Lack of water
- Pot farms



APPENDIX B

Action Plan Template



Community Focus Statement:

Action Statement:

Champion:

Estimated Cost:

Action	Action Leader	Timeline	Resources
1.			
2.			
3.			
4.			
5.			