LUCERNE VALLEY
COMMUNITY ACTION GUIDE

Table of Contents

Introduction

Lucerne Valley is a high desert community that strongly values the natural beauty of the surrounding desert/mountain landscape. Fiercely independent and protective of its rural character, the community strives to promote responsible and sustainable growth while safeguarding both the desert lifestyle and the environment. Aware of the challenges that life in the Mojave Desert can often bring, the people of Lucerne Valley are nonetheless committed to ensuring that the community is provided with excellent infrastructure, essential services, and outstanding recreational opportunities.

In 2016, the community embarked on a planning process to develop a new community plan. Three public workshops were held during the year (February 24, March 30 and July 20, 2016). These workshops, open to any Lucerne Valley resident, business, or property owner, addressed the strengths and weaknesses of the community, the community's values, and what Lucerne Valley aspires to be in the future. Workshop participants brainstormed ideas and areas of focus and actions to help the community move forward to actively achieve its vision.

This Community Action Guide is a framework of actions identified by the community and supports implementation of the actions by the community. The goals and policies from the previous Community Plan were used to inform the guide and the Policy Plan portion of the Countywide Plan.

Strengths and Opportunities

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

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

The existing Community Plan content was used in the development of the Community Action Guide and Policy Plan of the Countywide Plan. Goals and policies from the existing community plan, as well as proposed land use changes discussed during the community workshops, were considered for inclusion in the County Policy Plan and Land Use Map, components of the Countywide Plan. The Land Use Map will be adopted as part of the County Policy Plan. The content of the Community Action Guide focuses on those actions identified by the community that the community is willing to take to make desired changes to their community. The County Policy Plan and the Community Action Guides will be web-based, with adoption of the Countywide Plan in 2019.

Relationship of the Community Action Guide to the Countywide Plan

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

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

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

The Countywide Plan includes:

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

The Draft Community Action Guide for Public Review

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

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

How to Use This Community Action Guide

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

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

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

The Community Action Guide Is Not Set in Stone

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

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

Community Action Guide Organization

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

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

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

Action Plans – The Action Plans consist of:

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

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

The Community Action Guide as a Living Document

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

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

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

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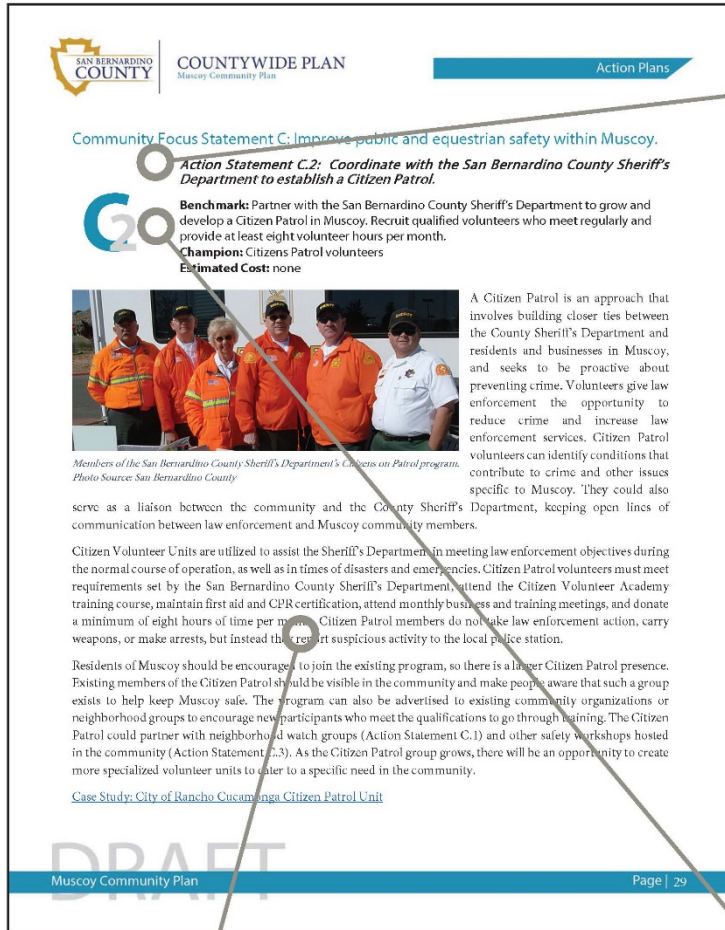
The Community Action Guide provides a general organization of the action steps necessary to implement each Action Statement. The Community may want to meet to identify the top three to five priority Action Statements to work on first. Some of these may be those actions that the community believes could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

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

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

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

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

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

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

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

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

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. Lucerne Valley residents value the natural beauty that defines the desert lifestyle.

Local Businesses. Lucerne Valley residents value the history and perseverance of local businesses in the community.

Community Independence. Lucerne Valley residents value the independent nature of the community and embracing challenges that are inherent to the region.

Historic Character. Lucerne Valley residents value the history, character, and beauty of the area.

Rural Desert Lifestyle. Lucerne Valley residents value the unique character of the desert environment, dark skies, and a peaceful and quiet atmosphere.

Growth Opportunities. Lucerne Valley residents value responsible growth that respects and complements the culture of the community.

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 a community we aspire to:

Responsible Economic Growth

Finding ways to expand the local economy of Lucerne Valley has been one of residents' top priorities. Our community is fortunate to have a local market that supplies many of the everyday essentials. However, it has always been extremely important to increase the number of local businesses that provide goods and services to the community. Local community leaders develop guidelines to submit to the County of San Bernardino that serve as recommendations on the types of uses allowed and the pace at which the community should grow. The guidelines help to ensure that residents have access to local jobs and that the economy continues to develop and diversify.

Quality of Life

Our community is unique in many ways, one of which is that most residents have large lots that afford us privacy and give us the ability to interact with the untouched natural environment. Despite some of the drawbacks of rural living, residents of Lucerne Valley choose to live here because of the natural beauty, dark skies, and quiet atmosphere, so it is important that these elements remain unchanged as the community continues to evolve.

Improvements to the Physical Environment

Water availability, unmaintained infrastructure, and environmental health concerns are all issues the community continues to tackle. A committee of community members provides input to the County of San Bernardino on solutions to water accessibility, with hauled water and other solutions remaining options. The community also has a formal way to notify the County of infrastructure issues such as damaged roads or electrical problems, improving repair times and helping to make the community function more efficiently.

Community Stability

As external factors that impact the community continue to change over the years, residents of Lucerne Valley look for social, economic, and environmental stability. Community members were proactive in starting committees or organizations to hold local events that continue to grow each year, bringing the

community closer together. Controlled development and growth in the area through coordinated business attraction efforts improve the local economy. The creation of a community "Welcome Packet" has helped to teach new residents and visitors about the area and encourages them to treat the local environment with respect.

Action Plans

Community Focus Statement A: Maintain the rural character of the community.

Action Statement A.1: Aspire to be a model renewable energy community with a principal focus on point-of-use, rooftop solar.

A₁

Benchmark: Informational FAQ packet about small scale solar is created and marketed in the community.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $2,500–$3,000

Solar Panel/shaded parking that is installed in front of the Lucerne Valley Market. Photo source: Cal Poly Pomona

Clean energy sources like solar can help reduce climate change and provide sustainable energy. The community is not supportive of industrial-scale solar, but supports small scale rooftop solar in appropriate locations. An excellent example is the parking cover solar at the market. It serves a function of a minimizing electrical costs for the market and shades parking for customers. Community members are supportive of small-scale solar development at point of use. Parking lot solar is pending at Pioneer Park, Library, and high school.

The Renewable Energy and Conservation Element (RECE) was adopted on August 8, 2017 with adoption of amendments on February 28, 2019 to prohibit utility-oriented renewable energy projects in Rural Living land use districts and in adopted Community Plan areas including Lucerne Valley. Any exceptions or revisions would require approval by the Board of Supervisors. The RECE is intended to guide renewable energy generation facilities to areas that are less desirable for the development of communities, neighborhoods, commerce, and industry and less environmentally sensitive. Chapter 84.29, Renewable Energy Generation Facilities, of the County of San Bernardino Development Code regulates solar energy generation facilities to protect the character and value of communities and neighborhoods, and protect the natural and scenic values of the landscape.

This Action could be addressed with Action Statement G.1.

Action	Action Leader	Timeline	Resources
1. Hold meeting to create committee of interested community members	Champion	Month 1	County of San Bernardino Land Use Services/Planning Division, Renewable Energy and Conservation Element, as adopted http://cms.sbcounty.gov/lus/Planning/RenewableEnergy.aspx
2. Review small-scale solar examples. Create FAQs for community members	Lucerne Valley Renewable Energy Committee	Months 2 – 4	
3. Explore available grants or funding mechanisms. Add information to FAQs	Lucerne Valley Renewable Energy Committee	Months 4 – 6	
4. Share FAQs with local groups and on websites and social media or at local events.	Lucerne Valley Renewable Energy Committee	Ongoing	County of San Bernardino Land Use Services, Development Code, as amended http://www.sbcounty.gov/Uploads/lus/DevelopmentCode/DCWebsite.pdf

Community Focus Statement A: Maintain the rural character of the community.

A₂

Action Statement A.2: Encourage the County to adopt rural desert development standards more befitting the high desert community and in keeping with Lucerne Valley's rural character and sense of openness.

Benchmark: Draft development standards and design guidelines for rural desert development in Lucerne Valley are submitted to the County for review and potential adoption. Design review board is established.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: None.

Development standards establish rules for building form (for example, height, setbacks, parking, and landscaping) based on land use district. Development standards are not a one-size-fits-all tool. While some standards are applicable and beneficial to all communities, requirements can be tailored to the size, lifestyle, and desires of each individual community or region to create a visual representation of values and culture.

Lucerne Valley is at its roots a rural community, and land development should reflect rural development. For a rural desert community like Lucerne Valley, requirements for larger lot sizes, low-profile buildings, complementary colors, and native landscaping can all contribute to the rural atmosphere and spacious desert feel. Community residents may begin the process of identifying the design and development characteristics that define Lucerne Valley and that should be applied to new development and major renovations. The process of drafting the development standards should involve the community to identify goals, preferences, and values. Draft rural desert development standards should be submitted to the County Planning Division for review and potential adoption by the Board of Supervisors.

Example excerpt from neighborhood design guidelines to show the graphic nature of the document and how it explains architectural detail and position of structures. Photo source: Michael Baker International

Action	Action Leader	Timeline	Resources
1. Contact residents and organize a Lucerne Valley design review board.	Champion	Month 1	Crest Forest Sign Program – San Bernardino County Development Code 83.13.035 http://www.sbcounty.gov/Uploads/lus/DevelopmentCode/DCWebsite.pdf
2. Select a leader to serve as chair of the board.	Lucerne Valley design review board	Month 2	
3. Work with the community to draft and adopt development standards and design guidelines for Lucerne Valley.	Lucerne Valley design review board	Months 3–10	Improving the Architectural Review Process http://www.aia.org/aiaucmp/groups/aia/documents/pdf/aiab096257.pdf
4. Submit draft standards and design guidelines to County for review.	Lucerne Valley design review board		Creating and Using Design Guidelines (published by the National Park Service) https://www.nps.gov/tps/education/workingonthepast/writingsteps.htm
5. Review and potential adoption	San Bernardino County Land Use Services		
6. After adoption reach out to local developers and designers to make them aware of the development standards and design guidelines.	Lucerne Valley design review board	Onward	Complete Streets Resources https://smartgrowthamerica.org/program/national-complete-streets-coalition/ http://www.dot.ca.gov/transplanning/ocp/complete-streets.html
7. Review new development applications and Public Works Department projects using the development standards and design guidelines and provide comments to County project managers	Lucerne Valley design review board	Onward	Placer County Rural Design Guidelines https://www.placer.ca.gov/departments/communitydevelopment/planning/documentlibrary/designguidelines San Diego Rural Subdivision Design and Processing Guidelines http://www.sandiegocounty.gov/content/dam/sdc/pds/advance/docs/Rural-Subdivision-Design-and-Processing-Guidelines.pdf Scenic America http://www.scenic.org/issues/community-planning-a-design

Community Focus Statement A: Maintain the rural character of the community.

A3

Action Statement A.3: Partner with organizations and land trusts to protect and conserve Lucerne Valley's unique natural desert habitats and wildlife corridors, protect public access to locally-, state-, or federally designated open space or resource conservation areas, and to maintain the balance between the human and natural communities to maintain a functioning desert/mountain transitional ecosystem.

Benchmark: Working closely with the Mojave Desert Land Trust and a broad range of community members and visitors, as well as governmental agencies, to offer hands-on learning experiences and volunteer opportunities.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $3,000–$5,000

The Coachella Valley Mountains Conservancy (CVMC) is a state agency that protects the natural and cultural resources of the Coachella Valley: the scenic, wildlife, cultural, geologic, and recreational resources that make the valley such a splendid place for people and all the other life forms. The CVMC is an example of local communities, state and federal agencies, elected officials, nonprofit organizations, and business and environmental interests working together for the good of all. For more information, visit: http://cvmc.ca.gov/. Photo source: Coachella Valley Mountains Conservancy.

The desert landscape of Lucerne Valley serves as a vital habitat for plants and animals and greatly contributes to the quality of life in the community. Organizations like the Mojave Desert Land Trust (MDLT) strive to help everyone who lives, works, and plays in 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 with governmental agencies, to offer hands-on learning and volunteer opportunities.

Lucerne Valley Economic Development Association (LVEDA) is currently working with MDCT on a land conservation project. In addition, LVEDA has been serving as a "Lucerne Valley Conservation Committee" in order to project the environment and land use integrity from industrial-scale solar projects. Natural conservation opportunities often include the following:

- Provide outdoor education opportunities and guided hikes to explore the nature resources and beautiful desert landscape 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 show how different forms can change over time and climate.

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

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

Action	Action Leader	Timeline	Resources
1. Contact leaders from community organizations such as the Lucerne Valley Lions Club and Wolf Mountain Sanctuary to join the Lucerne Valley Conservation Committee to organize conservation efforts. Hold a public meeting to get interested community members involved.	Champion with Community leaders and members	Month 1	Lucerne Valley Lions Club http://www.lvlionsclub.com/

Wolf Mountain Sanctuary http://www.wolfmountain.com/

Mojave Desert Land Trust https://www.mdlt.org/

Coachella Valley Mountain Conservancy http://cvmc.ca.gov/

Wildlands Conservancy |
2. Select a member to serve as desert conservation plan lead to provide leadership to the committee and be the contact person for related topics and issues.	Lucerne Valley Conservation Committee	Month 1	
3. Partner with the Mojave Desert Land Trust and other related organizations to develop a desert conservation plan for efforts to protect the desert habitat and its native plants and wildlife.	Lucerne Valley Conservation Committee, with support from Mojave Desert Land Trust, and other related organizations	Month 2	
4. Identify the desert habitats, wildlife corridors, and native plants and animals in the Lucerne Valley community to be listed in the desert conservation plan.	Lucerne Valley Conservation Committee, with support from Mojave Desert Land Trust, other related organizations	Months 2–3	
5. Develop key partnerships with local, state, and federal agencies as well as community members and visitors to promote the desert conservation plan to the community.	Lucerne Valley Conservation Committee, with support from Mojave Desert Land Trust, other related organizations, local, state, and federal agencies, community members, visitors	Months 3–5	
6. Draft and adopt the desert conservation plan that outlines proposed goals and policies to protect the desert environment.	Lucerne Valley Conservation Committee, with support from Mojave Desert Land Trust, other related organizations	Months 3–8	
7. Continue partnerships and relationships with organizations, agencies, community members, and visitors to promote knowledge and awareness of the desert habitat.	Lucerne Valley Conservation Committee, with support from Mojave Desert Land Trust, other related organizations	Ongoing	

Community Focus Statement A: Maintain the rural character of the community.

A4

Action Statement A.4: Establish a landscaping and lighting guide to help current and new residents and businesses either install or modify landscaping and lighting to meet the needs of the desert and dark sky regulations.

Benchmark: A landscaping and lighting guide is implemented and shared throughout the community for use in new development and in renovating existing properties.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: Variable depending on proposed improvements
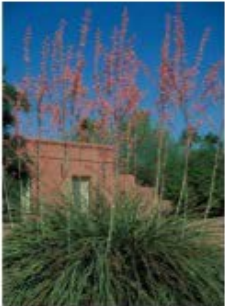
Landscaping and appearance contribute greatly to the character of Lucerne Valley and provide health and environmental benefits. Lucerne Valley has a "Garden Club" that maintains the native desert vegetation at the Senior Center. The club also holds an annual native/xeric plant sale.

A set of guidelines for landscaping would establish clear options for vegetation that minimizes water usage, contributes to health, and reflects the vision and community values of Lucerne Valley. A focus on native, drought-resistant, and aesthetically pleasing plants will reduce water consumption and enhance the community's overall beauty.

In addition to landscaping guidelines, the adoption of lighting standards for development will ensure the visibility of the night sky is unhindered by light pollution. Such standards could include lighting lumen level, number and type of lighting equipment, direction of light or shielding, and timing of lighting. The control of unnatural lighting makes a dramatic improvement in the nighttime visibility of stars and significantly increases the beauty and feel of the community. The Joshua Tree Community is currently working on a draft ordinance. This can serve as a template for the Lucerne Valley Community.

When developing the landscaping and lighting guidelines, a combination of empirical data and community input should be used to draft specific allowances, suggestions, and prohibitions. The guidelines should focus on native and drought-tolerant vegetation that would thrive in Lucerne Valley without displacing existing native species but also fit the culture and aesthetics of the community. Similarly, lighting guidelines should outline proven methods of reducing light pollution without inhibiting the sense of safety for residents.

COUNTY OF RIVERSIDE GUIDE TO CALIFORNIA FRIENDLY LANDSCAPING

Minimum Front Yard Landscaping Standard

County-Wide Guidelines	Minimum Shrubs[1] (5 gal.) and Groundcover	Minimum Trees		Automatic Irrigation
		15 gal.[3]	24" box[3]	
All	50%[2]	1	1	With smart controller
Corner Lot Returns	50%[2]	1	3	With smart controller

Notes: [1] Of this amount, 60% shall be 5 gal. foundation shrubs and 40% shall be 1 gal. shrubs. 50% of the area underneath the shrubs shall be covered by a vegetative, drought-tolerant groundcover.

[2] Calculating number of shrubs: Area for shrubs to be divided by 25 sq. ft. The resulting number is the total number of shrubs that must be planted to achieve full coverage.

[3] The 24" box tree shall be a minimum 2" caliper and the 15 gal. tree shall be a minimum 1" caliper.

2. Landscape architects and designers are strongly encouraged to use clinging vines, espaliers, trellises, and shrubs to enhance the architecture and define attractive private open spaces.

3. Front yard areas should be designed using landscape elements pertaining to the form, horizontal and vertical lines, hardscape and softscape, and ornate qualities that are compatible with the primary structure. Visual openness and water efficiency should be maintained. Special attention shall be given to selecting appropriate trees and plants that, at their maturity, will be in scale with the house and yard.

4. Landscape architects and designers are encouraged to use visual focal points such as boulders, landscape mounds, planter beds, etc.

5. To the extent feasible, existing mature trees and shrubs that represent the existing significant landscaping elements shall be preserved.

6. Vegetative ground cover that will absorb rainwater and reduce runoff shall be used. Permeable surfaces should be used wherever possible to reduce paving.

7. Air conditioning, mechanical equipment, and trash enclosures shall be screened from the public right-of-way with suitable plantings.

8. Landscaping shall be included as part of the design for a fence or wall. It should be used to soften and

Hesperaloe parviflora

California Friendly® Model Home. Photos: Courtesy of Eastern Municipal Water District

"CALIFORNIA FRIENDLY" MODEL HOME

Osteospermum fruticosum

4

Example of landscaping guidelines encouraging the use of native vegetation. Photo source: County of Riverside

Action	Action Leader	Timeline	Resources
1. Hold a meeting to establish a Landscaping Organization	Champion	Month 1	San Bernardino County Landscaping Standards http://www.sbcounty.gov/Uploads/lus/DevelopmentCode/DCWebsite.pdf San Bernardino County Glare and Lighting Standards 83.07 http://cms.sbcounty.gov/lus/Planning/DevelopmentCode.aspx Heaps Peak Arboretum, Plants of the San Bernardino Mountains http://www.heapspeakarboretum.com/mountainplants.htm International Dark Sky Association, Lighting Ordinances http://darksky.org/lighting/lighting-ordinances/
2. Identify native and drought-tolerant vegetation that fits the aesthetics and environment of Lucerne Valley.	Lucerne Valley Landscaping Organization	Month 1	
3. Draft landscaping guidelines based on the vegetation list and community input.	Lucerne Valley Landscaping Organization	Months 2–4	
4. Finalize the landscaping guidelines.	Lucerne Valley Landscaping Organization	Month 4	
5. Draft lighting guidelines based on community input.	Lucerne Valley Landscaping Organization	Months 4–6	
6. Finalize the lighting guidelines.	Lucerne Valley Landscaping Organization	Month 6	
7. Promote awareness and provide information on the guidelines and reasons for the standards.	Lucerne Valley Landscaping Organization	Month 6, ongoing	

Community Focus Statement A: Maintain the rural character of the community

A5

Action Statement A.5: Establish a welcome program to greet new residents, educate them on the unique desert experience, and offer them information regarding the community.

Benchmark: All new residents and businesses in Lucerne Valley 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

The Lucerne Valley Economic Development Association welcomes new residents who attend a meeting and seeks out those that might be productive members.

To maintain the rural character of the community, Lucerne Valley 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 share practical information with newcomers, aid the transition from their previous home, and properly acclimate new residents to Lucerne Valley.

Lucerne Valley is particularly unique, given the desert environment. The rural characteristics, including natural environmental landscape, openness, and dark skies, are community assets to preserve and maintain for future generations. The welcome program should introduce new residents to the character and core values of Lucerne Valley, and help foster an appreciation for the desert environment and the community. This process will help new residents learn and honor the values of Lucerne Valley 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 Lucerne Valley and create relationships with other community members. It could include providing a standardized packet of information including helpful community resources to the homes of all new residents. The 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 Lucerne Valley. The program should be flexible to meet the needs of Lucerne Valley as the number of new community members fluctuates.

Action	Action Leader	Timeline	Resources
1. Contact residents and organize volunteers to serve on a welcome committee	Champion with Lucerne Valley Chamber of Commerce and LVEDA	Year 1 to Year 3	Lucerne Valley Chamber of Commerce
2. Select a leader to serve as chair of the welcome committee.	Lucerne Valley welcome committee	Year 1 to Year 3	Perkasie Borough Welcome Packet http://perkasieborough.org/wp-content/uploads/2014/06/2014_12_29_Welcome_Packet.pdf
3. Revisit community core values identified in CP workshops to convey to new residents.	Lucerne Valley welcome committee	Year 1 to Year 3	
4. Develop a welcome program promoting the community's core values.	Lucerne Valley welcome committee	Year 1 to Year 3	Riverton City Welcome Packet http://www.rivertoncity.com/community/welcome_packet_2012.pdf
5. Engage new residents and businesses as they move to Lucerne Valley in the welcome program with a focus of communicating Lucerne Valley's core values.	Lucerne Valley welcome committee	Ongoing	Article on How to Welcome New Neighbors http://www.wikihow.com/Welcome-New-Neighbors
6. Seek feedback from new residents on the welcome program.	Lucerne Valley welcome committee	Annually	
7. Revisit the welcome program to refresh and update it with relevant information and feedback from new residents who participated in the program.	Lucerne Valley welcome committee	Annually	

Community Focus Statement B: Promote responsible and sustainable development consistent with Lucerne Valley's rural character.

B1

Action Statement B.1: Establish community-based design guidelines that encourage a common rural design theme for commercial building façades to assist designers in meeting community expectations and to create a cohesive architectural style within the business district.

Benchmark: Preparation of a set of design guidelines for review and potential adoption by County.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: Volunteer time

Design guidelines will direct developers to design buildings that are compatible with the existing style and reflect the rural character of Lucerne Valley. The business district specifically can benefit from such guidelines by presenting a unified style that attracts and differentiates the district from the other areas of the community. The community members themselves can aid in the development of design guidelines through an interactive input process that allows them to voice what they love about Lucerne Valley and what they would like to see in future developments and renovated spaces.

The business district in Lucerne Valley would benefit from a set of guidelines to help establish a cohesive rural architectural style. A set of unified design guidelines is intended to reflect the community's rural character and heritage and instill a sense of pride in the local community.

Design guidelines establish 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 area. Design guidelines can address how businesses present themselves to the public, 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.

San Martin Integrated Design Plan. Photo source: Michael Baker International
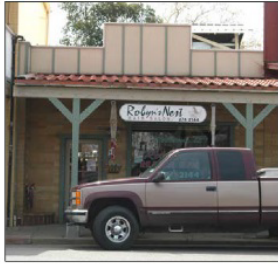
1. Vernacular Commercial (Western Storefront)

The Vernacular Commercial style is representative of the America's frontier communities. The style migrated westward from the Great Plains and the Midwest to California during the Gold Rush and remained popular in the Mother Lode region until it was replaced by the era's more formal architectural styles. In modern times, interest in the Old West, largely perpetuated by Hollywood's depiction of the period, has helped generate renewed interest in the style.

The Vernacular Commercial style reflects the limitations posed by frontier communities' early settlement conditions. Such communities usually lacked access to the technologies necessary to create refined building materials, such as bricks. This necessitated the use of naturally occurring materials that required minimal processing. In areas where wood was abundant, such as the Mother Lode region, residents turned to timber construction. Simple wood fabrication mills outfitted with hand-driven equipment allowed residents to replace their tents with rudimentary, permanent structures.

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	Scenic America Community Planning and Design http://www.scenic.org/issues/community-planning-a-design
2. Seek local volunteers with design and planning experience; student course project.	Design committee	Months 4–6	San Martin Integrated Design Plan https://www.sccgov.org/sites/dpd/DocsForms/Documents/SanMartin_DesignGuidelines.pdf
3. Develop an outreach strategy to engage the community. Contact County Planning Division for input.	Design committee	Months 7–8	Douglas County – Rural Living Site Planning and Design http://www.douglas.co.us/land/rural-living/site-planning-and-design/
4. Engage the community and conduct meetings to gather input on design preferences for residential and commercial buildings.	Design committee	Months 9–12	Design Guidelines (see Chapter 5 of Downtown Lancaster Specific Plan) http://www.cityoflancasterca.org/home/showdocument?id=5446
5. Establish draft design guidelines for crossroads businesses	Design committee	Months 13–18	Design Guidelines for Fiesta District, Mesa, Arizona http://mesaaz.gov/home/showdocument?id=11171
6. Submit draft guidelines to County for review and potential adoption.	Design Committee with support from the County land use services.	Months 18–24	Community-drafted design guidelines for a neighborhood in Portland https://divisiondesigninitiative.files.wordpress.com/2014/11/proposed-draft-division-design-guidelines-7-20-16.pdf Community-driven outreach process https://divisiondesigninitiative.org/community-input/ Community Design Committee https://divisiondesigninitiative.org/division-design-committee/

Community Focus Statement B: Promote responsible and sustainable development consistent with Lucerne Valley's rural character.

IN PROCESS

B.2

Action Statement B.2: Promote Lucerne Valley as an ideal location for the development of a senior living facility, in particular, close to the Lucerne Valley Senior Center.

Benchmark: Regular coordination with the San Bernardino County Economic Development Agency regarding local available properties.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: Dependent on promotion programs and materials created.

Lucerne Valley Economic Development Association (LVEDA) has been working on this Action for a number of years and commissioned a "needs assessment" that has provided excellent input. They have also met with County Economic Development Agency regarding funding. The difficulty is how to fit a "rural" project into an "urban" development use.

Senior living and assisted care facilities become integral parts of communities as residents age to the point that they are no longer able to maintain large properties, especially in remote areas where services are less prevalent and more maintenance and upkeep is required to be done by the homeowner. Due to potential hardships regarding accessibility and transportation, senior living facilities are generally most effective when located in close proximity to the appropriate goods and services. The Lucerne Valley Senior Center currently serves the needs of senior residents in the community and would potentially benefit from being adjacent to a senior living facility.

In order to market Lucerne Valley as a potential location for a senior living facility, the community needs to compile a list of available properties for investors to review. This list can be prepared in coordination with the San Bernardino County Economic Development Agency (EDA), which maintains a database of available properties in each community. All that is required is that property owners or communities make the EDA aware of the availability of the property and provide basic information. The Lucerne Valley Chamber of Commerce could also serve as a liaison to the County EDA offices; increased coordination between the two organizations would decrease the amount of work needed to market properties to potential investors. Students at Cal Poly Pomona recently completed a study that identified potential sites.
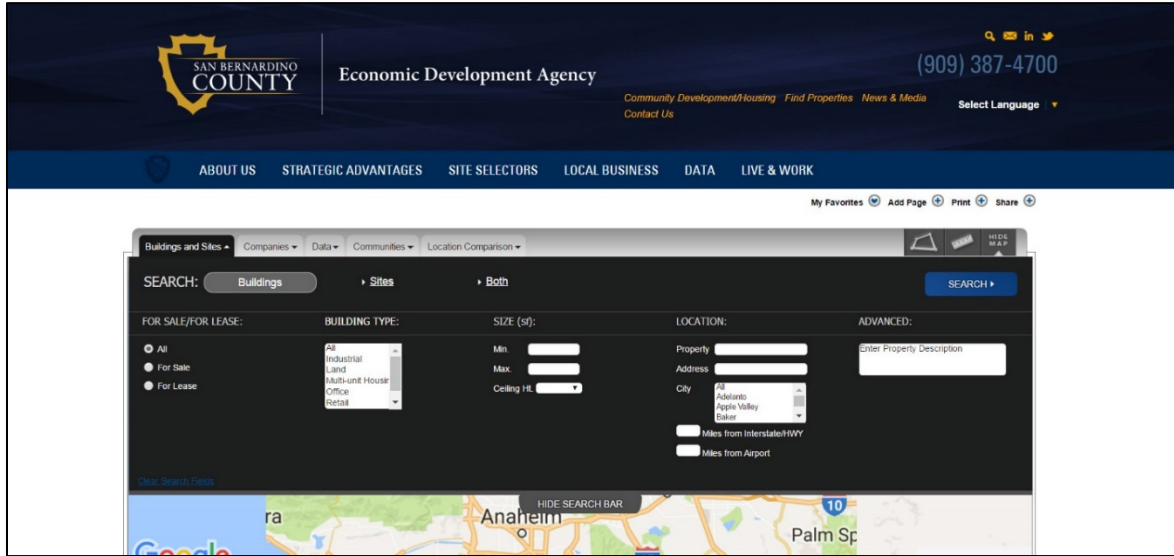
The San Bernardino County Economic Development Agency provides a free site selection database for the communities it covers.

IN PROCESS

Action	Action Leader	Timeline	Resources
1. Meet with the Lucerne Valley Economic Development Association and other appropriate groups to identify potential sites.	Champion	Month 1	San Bernardino Economic Development Agency http://www.sbcountyadvantage.com/home.aspx
2. Contribute information to the County's database of available properties.	Champion with Lucerne Valley Economic Development Association	Months 2–4	Lucerne Valley Chamber of Commerce http://www.lucernevalleychamberofcommerce.org/
3. Advertise the San Bernardino County Economic Development Agency's services to property owners in the community through newspaper publications, mailers, or community meetings.	Champion Lucerne Valley Economic Development Association	On-going	Lucerne Valley Economic Development Association http://www.lveda.org
4. Coordinate Periodic conference calls with a County Economic Development Agency representative to discuss available local sites.	Champion with Lucerne Valley Economic Development Association or private property owners	Ongoing	

Community Focus Statement B: Promote responsible and sustainable development consistent with Lucerne Valley's rural character.

Action Statement B.3: Advocate for limiting industrial development to only those areas adjacent to the existing railroad tracks in southeastern Lucerne Valley.

B.3 IN PROCESS

Benchmark: Industrial development is limited to areas designated specifically for such development.
Champion: Volunteer group or person or can be identified by the community
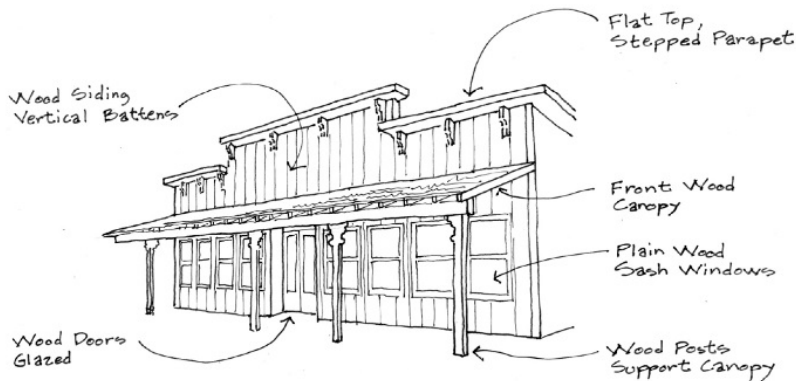**Estimated Cost:** Volunteer time.

Photo source: Tony Webster

The Lucerne Valley Economic Development Association has been working on the land exchange with BLM and the Cushenbury Mine Trust in order to prioritize lands along the railroad tracts to allow for industrial zoning and development. Industrial uses can bring local jobs and economic benefits to a community, and proper location can prevent noise, air quality, and traffic impacts to residents and local businesses. The railroad tracks in the southeastern portion of Lucerne Valley provide a place for manufacturing and industrial businesses to locate in the area without causing significant issues for the rest of the community. The location of these types of businesses along the tracks can also allow the industrial area to serve as a transition buffer to other land uses as the region continues to develop and evolve. Zoning is the best tool for ensuring land use compatibility when planning new uses in Lucerne Valley. The County can ensure that zoning is appropriate for maintaining industrial uses near the railroad without impacting existing residences also in the area. Additional noise and air quality measures such as noise barriers and energy-efficient designs may also be required for new development to further reduce potential impacts.

The current industrial zoning is mostly along the railroad tracks. One large area is south of Old Woman Springs Road on Meridian Road where existing rock, sand and gravel production occurs. Another existing industrial zone is located north of Old Woman Springs Road between Christenson Road and Kendall Road with one service garage and mostly vacant parcels. Rural Commercial zone located along State Route 18 also allows for some types of industrial development. None of these locations were identified by the community for change during the community workshops.

While zoning and land use decisions are the purview of the County, residents, developers, and business owners can advocate for desired zoning and land use changes through either a general plan update or amendment process. Additionally, residents can comment on specific development proposals in their community by contacting the

Board of Supervisors or the County Land Use Services Department. Having an organized group of passionate residents to monitor and engage their neighbors in an organized commenting effort is most effective method for working with County officials and staff on the most beneficial land use decisions.

IN PROCESS

Action	Action Leader	Timeline	Resources
1. Establish a core of community representatives to monitor land use decisions and organize commenting and advocacy efforts.	Champion	Month 1 – 4	Community Tool Box, Organizing for Effective Advocacy http://ctb.ku.edu/en/organizing-effective-advocacy
2. Connect with land use decision-makers including the San Bernardino County Board of Supervisors and the County Land Use Services Department to establish an ongoing dialogue regarding land use in Lucerne Valley.*	Local Redevelopment Committee	Month 3 - 6	San Bernardino County Land Use Services http://cms.sbcounty.gov/lus/Home.aspx
3. Closely monitor land use policy and decision-making in Lucerne Valley through plan and ordinance updates, development proposals, and public permitting procedures.	Local Redevelopment Committee	On-going	San Bernardino County Board of Supervisors Meeting Agendas http://www.sbcounty.gov/Main/Pages/ViewMeetings.aspx
4. When land use decisions are being discussed, work with the County officials to provide input, feedback, and suggestions using any available avenue of communication. Include case studies and best practices to support the desired placement of industrial uses.	Local Redevelopment Committee	Ongoing	Lucerne Valley Economic Development Association http://www.lveda.org
5. Work together to determine the best solutions for residents, business owners, and industry.	Local Redevelopment Committee	Ongoing	

*Community will be monitoring land exchanges with BLM adjacent to industrial and mining zones, and will request the private lands to be designated as industrial.

Community Focus Statement B: Promote responsible and sustainable development consistent with Lucerne's Valley rural character.

B.4

Action Statement B.4: Partner with a housing advocacy group or nonprofit to identify and rehabilitate existing housing stock, recognizing a number of existing homes are in need of repair or have been abandoned.

**Benchmark:** Cooperative relationship with housing advocacy groups and available programs to provide Lucerne Valley with the needed rehabilitation assistance.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: Dependent upon level of rehabilitation required.

Single family home in need of rehabilitation. Photo source: Valerie Everett

The age of an area's housing stock can have a substantial impact on housing conditions and costs. As housing ages, maintenance costs rise, which can present significant affordability issues for homeowners. Aging rental stock can lead to rental rate increases to address physical issues, or deteriorating conditions if building owners opt to defer maintenance. Additionally, homes built prior to 1978 present the potential for lead exposure risk from lead-based paint.

Lucerne Valley is located in the southern Mojave Desert and is primarily made up of low-density single-family dwellings (80 percent), a few 3- to 4-unit multifamily complexes (4 percent) and mobile homes (16 percent). These homes are typically on large lots, some with agricultural and animal raising land uses. When looking at the age of the housing stock in Lucerne Valley, the largest share of homes were built before 1980 (65 percent, or 1,814 units). The rule of thumb is that homes 30 years and older are typically in need of some type of rehabilitation. Recent home construction (since 2000) constitutes only 12 percent (333 homes) of housing in Lucerne Valley.

When looking at the feasibility of rehabilitation, the median income for Lucerne Valley in 2016 was $26,429, with 16 percent of households being below the poverty line. In addition, the majority of householders were in the 55- to 64-year-old and 65- to 74-year-old age groups. Typically homeowners of retirement age are on fixed incomes and do not have many available resources for housing rehabilitation. It is safe to assume that the majority of the population will need assistance with rehabilitation of their properties.

Action	Action Leader	Timeline	Resources
1. Identify local housing advocates and hold a meeting to discuss available resources and create a committee.	Champions with Lucerne Valley Chamber of Commerce, local community leaders,	Month 1	San Bernardino County Economic Development Agency http://www.sbcountyadvantage.com/About-Us/Community-Development-Housing/Housing-Assistance-Programs-(1).aspx
2. Work with local housing advocates to complete a housing condition survey to accurately determine housing rehabilitation needs.	Local Redevelopment Committee	Month 2	San Bernardino Housing and Community Development Department http://www.sbcountyadvantage.com/About-Us/Community-Development-Housing.aspx.
3. Contact County Housing and Community Development to research potential funding sources.	Local Redevelopment Committee	Month 3	California Housing and Community Development Department – Housing Condition Survey http://www.hcd.ca.gov/housing-policy-development/housing-element/examples/samplehousingconditionsurvey.pdf
4. Review County programs to determine whether Lucerne Valley residents can use available funding for rehabilitation needs.	Local Redevelopment Committee	Month 4	
5. Prepare a list of rehabilitation resources based on previous action outcomes and share with community members.	Local Redevelopment Committee	Month 5	US Department of Agriculture/Rural Development Rural Housing Service https://www.rd.usda.gov/about-rd/agencies/rural-housing-service

Community Focus Statement B: Promote responsible and sustainable development consistent with Lucerne Valley's rural character.

B5

Action Statement B.5: Investigate methods of financing a revolving fund to assist with the rehabilitation of owner-occupied homes, which would improve the community's aesthetics while creating local jobs for contractors and handy-men.

Benchmark: Lucerne Valley has decided whether to become a Community Housing Development Organization (CHDO) or Community Development Corporation (CDC) or plan to apply for funding through the County.

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

Estimated Cost: Dependent upon level of program desired. $20,000 - $100,000 in initial seed money for a revolving fund.

Photo source: Mark Levisay

A revolving loan fund would improve the housing stock in the community of Lucerne Valley, contribute to overall sustainability of the community, and provide local economic development as work toward autonomy.

A revolving loan fund is a source of money from which loans are made for specific types of projects. Most revolving loan fund programs have a maximum allowable payback period for projects and are structured to cycle loan payments back to the capital base to pay for administrative fees, thereby facilitating relatively lower interest rates and allowing additional loans to be made. As such, the fund becomes an ongoing or "revolving" financial tool. Applied to CDBG or HOME programs, a revolving loan fund allows the flexibility of keeping program income funds on hand until they are required for future projects.

Lucerne Valley has a few options in financing a revolving loan fund .Lucerne Valley could create a Community Housing Development Organization (CHDO) A CHDO is a private nonprofit, community-based, service organization that has, or intends to obtain, staff with the capacity to develop affordable housing for the community it serves. The CHDO would be eligible to receive a direct allocation of funding from the County. This would allow the County the choice to allocate funding from CDBG or HOME programs to the CHDO. The CHDO designation must be certified by San Bernardino County EDA.

With the aging housing stock, approximately 65 percent in need of rehabilitation, coupled with the median income of $26,429 and the majority of residents in the 55- to 74-year-old age range, a revolving loan fund would be an asset to the community of Lucerne Valley. The fund would not only offer assistance for residents with rehabilitation needs, but the rehabilitation work would create work for local contractors.

Action	Action Leader	Timeline	Resources
1. Hold a meeting with local groups to create a Local Development Committee	Champion	Month 1	How to become a Community Development Corporation
2. Create a strategic plan on how to successfully run a revolving loan program.	Local Development Committee	Months 1–2	http://peopleof.oureverydaylife.com/form-community-development-corporation-5779.html
3. Determine whether Lucerne Valley is interested in becoming a CHDO or CDC.	Local Development Committee	Month 2	
4. Work with the County, the California Department of Housing and Community Development (HCD), and the US Department of Housing and Urban Development (HUD) to evaluate grant options for a housing rehabilitation program.	Local Development Committee	Months 3–4	How to become a CHDO http://hudinfoexchange.blogspot.com/2015/07/how-to-become-community-housing.html
5. Using state and federally approved templates, prepare program guidelines to build a long-term housing rehabilitation program. Include a formal revolving loan fund agreement that clearly establishes how program income or loan payoffs will be used to continue the housing rehabilitation program. Create loan servicing procedures.	Local Development Committee	Months 4–5	US Department of Agriculture/Rural Development Rural Housing Service https://www.rd.usda.gov/about-rd/agencies/rural-housing-service
6. Prepare a marketing plan and customized marketing materials designed to target eligible households in need of housing rehabilitation assistance. Create and maintain an ongoing waitlist to draw from as funding for rehabilitation projects becomes available. Monitor and maintain completed loans through the term of the loan, and use loan payoff funds for future loans.	Local Development Committee	Month 6, On-going	

Community Focus Statement C: Improve the local road system for increased safety and function.

Action Statement C.1: Coordinate with the County Public Works Department and Caltrans to prioritize local roads in need of improvement, to ensure regular maintenance of the road system, and to increase the safety of the community's roads

Benchmark: Roads Committee worked with community and submitted request to County to form a road maintenance zone or to submit maintenance requests on County Maintained roads.

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

Estimated Cost: Contingent upon level of improvements

Previously Considered

C.1

The Lucerne Valley Economic Development Association (LVEDA) and the Lucerne Valley Chamber of Commerce commented that they have maintained an on-going road project list and works with County Public Works and Caltrans for over 30 years. However, funds are rarely available. The Road Maintenance Zone/District option has been considered in the past as unfeasible due to the expense and absentee property owners.

The residents of Lucerne Valley value the preservation of the rural character of the community. Nonetheless, the community understands that enhancing the infrastructure to accommodate managed growth is critical for the community's sustainability and livability. The character of Lucerne Valley can be significantly impacted by roads and the traffic generated from the region and the community. However, the two state highways traversing the community allow residents to travel to other regions fairly easily, an asset that many other communities do not have. The two state highways, State Routes 18 and 247, converge in the heart of Lucerne Valley. State Route (SR) 18 provides access to Interstate 15 to the west and to the resort areas of the San Bernardino Mountains to the south. SR 247 provides access to Barstow to the north and to the Morongo Valley area if followed east and then south. The vast majority of travel trips in the area are made by automobile, using the existing network of state highways and secondary roads. A small fraction of the trips are made using other modes of transportation such as public transit, air, bicycling, and walking.

The existing street system in Lucerne Valley is characterized by a combination of two-lane state highways and local paved and unpaved roadways (see the circulation map included below). SR 18 and SR 247 carry the majority of local trips as well as the visitor traffic that comes from outside the region. These two state routes have been designated as scenic routes in the San Bernardino County General Plan and are subject to the provisions of the Open Space Overlay. The following is information provided by the San Bernardino County Special Districts Department on how to form a road maintenance zone and the associated procedures in order to have road maintenance conducted on local roads. To ensure regular maintenance of the road system and to increase the safety of the community's roads, a maintenance zone should be formed.

A zone for road maintenance is formed when a group of residents and/or property owners ("proponents") want to have improved or maintained roads. The zone is financed by the property owners through a service charge or special tax added to the Special Assessment section of the property tax bill for all the parcels in the boundary of the zone.

The California Constitution requires that a mailed ballot election must be conducted in order to place or increase a charge or tax on the property tax bill. Therefore, in order to form a zone, a mailed ballot election must pass. Refer to the San Bernardino County Land Use Service's "Community Development Toolkit" on information on how to pave and maintain dirt/gravel roads for more information.

The total time necessary to form an improvement zone is 7 months to 1 year depending on the complexity of the proposal and time of year the zone is formed. Please note: The zone must be formed by the first week of August to be on the property tax bill for that year.

The work within the newly formed zone will begin after the funds from the property tax bill are received.

Maintenance work on state routes should be coordinated between Caltrans and the County Special Districts Department.
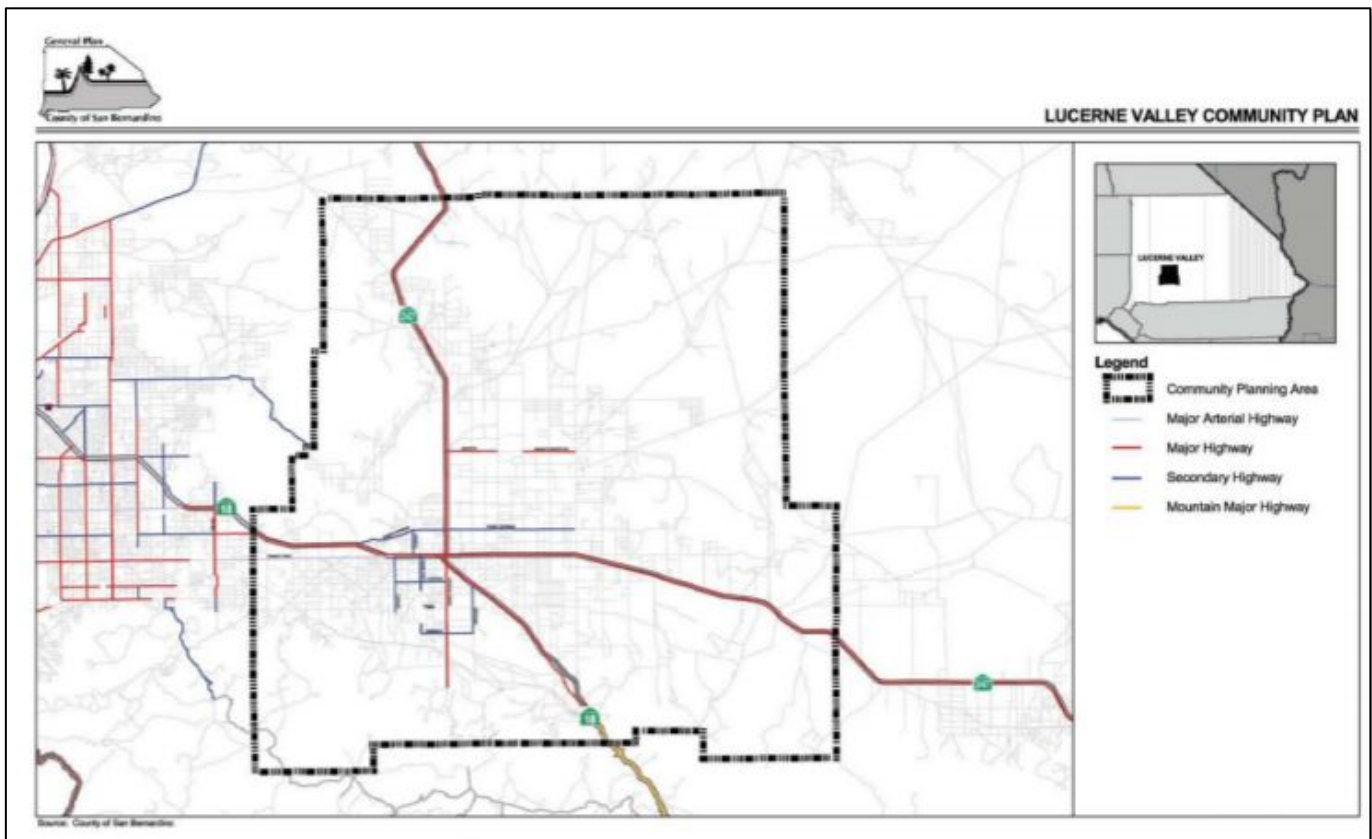
Lucerne Valley circulation map. Photo source: San Bernardino County

PREVIOUSLY CONSIDERED

Action	Action Leader	Timeline	Resources
1. Host a community meeting to identify stakeholders, Roads Committee, committed to improving safety in the community through the improvement and maintenance of roadway infrastructure.	Champion	Months 1–2	San Bernardino County Special District Department – Road Maintenance Zone Formation Procedures http://specialdistricts.org/index.aspx?page=175 San Bernardino County Special District Department – Road Maintenance Information http://specialdistricts.org/index.aspx?page=178
2. Form a legal road maintenance zone by following the steps outlined by the San Bernardino County Special Districts Department – Roads Division, as listed in Actions 3 through 8 below.	Road Committee	Months 1–2	
3. Proponents may submit a request to the Special Districts Department by providing the following items: the type of services desired (grading, paving, snowplowing, etc.); the road(s) to be maintained; a list of the parcels in the proposed area (if the information is available); a map of the proposed area; and a check for $1,000 made payable to Special Districts Department, refundable ONLY if the zone is formed.	Road Committee, County Community Services District – Roads Division	Months 2–4	
4. Once the information is received, the Special Districts Department will then: • Identify the boundaries of the zone; prepare a parcel list and obtain a list of the registered voters who reside in the area; • Prepare the scope of work for the project and/or services to be provided; • Determine the cost of the project and/or services provided; these costs include the total project cost, annual maintenance cost, and the annual per parcel cost; • Conduct a feasibility study, if needed, by mailing a survey to both the property owners and the registered voters who reside in the area; and • Conduct an informational meeting via webinar/teleseminar for the owners and voters explaining the project, annual costs, and zone formation procedures, and hear comments and answer questions.	County Community Services District – Roads Division	Months 4–6	

Action	Action Leader	Timeline	Resources
5. If the survey results are negative, the Special Districts Department will inform the proponents and take no further action.	County Community Services District – Roads Division	Months 6–8	
6. If the survey results are positive, the Special Districts Department will: • Collect the election costs from proponents, refundable only if the election is successful and the zone forms; • Proceed to the Board of Supervisors to adopt a resolution of intent to form the zone and call for a mailed ballot election for the service charge or special tax; and • Conduct the election.	County Community Services District – Roads Division	Months 8–10	
7. If the mailed ballot election fails, the Special Districts Department will inform the proponents and take no further action.	County Community Services District – Roads Division	Months 10–12	
8. If the mailed ballot election passes, the Special Districts Department will: • Request the Board of Supervisors conduct a public hearing to hear any protests to the formation of the zone. If there are not sufficient protests, the Board will adopt a Resolution forming the zone and confirm the election results. • The service charge or special tax is placed on the following year's tax roll for the property tax bill mailed in October of each year. • After the first installation of property taxes is received, the proponents will be refunded their deposit and election costs.	Road Committee, County Community Services District – Roads Division	Months 7–12, depending on proposal for the process as a whole	
9. Design and construct identified roadway improvements.	County Public Works	Months 13–24	

Note: The zone must be formed by the first week of August to be on the property tax bill for that year.

Community Focus Statement C: Improve the local road system for increased safety and function.

C2

Action Statement C.2: Coordinate with County Public Works Department to prioritize a project to install new and more readable street name signs throughout the communities.

Benchmark: Systematically replace all street name signs in Lucerne Valley and Johnson Valley with new, highly retroreflective street name signs within a two-year period.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: Sign replacement and installation: $800–$1,000 each
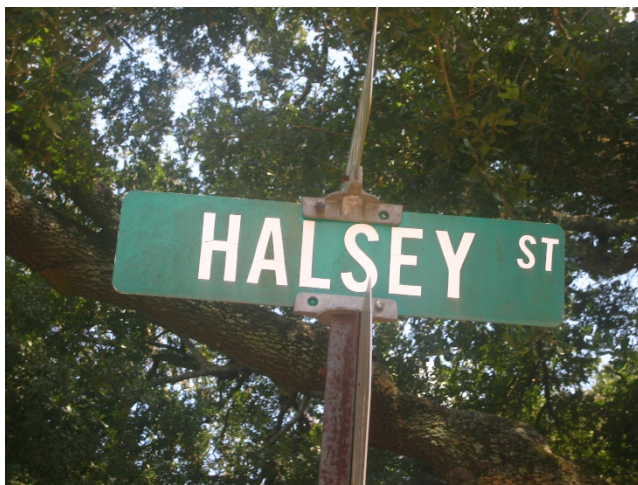
Sample street sign. Photo source: Billy Hawthorn

Over time, many of the street name signs in Lucerne Valley and Johnson Valley have faded to a point of being non-reflective and no longer serviceable. The replacement of deteriorating infrastructure is often the first step in the removal of blight and the enhancement of a community. Street signs were installed a few years ago. LVEDA states that this is not as high a priority as other road issues.

Maintenance of traffic and street name signs is primarily the responsibility of the agency that has jurisdiction of the roadway, which in the case of some roads is either San Bernardino County or Caltrans. However, most roads in Lucerne Valley and Johnson Valley are private roads and sign maintenance is the responsibility of the residents and business owners. By partnering with organizations such as Lucerne Valley Economic Development Association, the community could prioritize areas in greatest need and lobby the responsible party to secure funding for the systematic replacement of deteriorating street name signs, which will serve to increase the safety and mobility of local roads while beautifying the community. Funding for such a project could be a mix of County Capital Improvement Program (CIP) funds, regional active transportation plan grant funds, service/taxing district, and/or federal project and planning funds.

Action	Action Leader	Timeline	Resources
1. Create a Roads Committee	Champion	Month 1	San Bernardino County, Department of Public Works, Transportation/Traffic Division http://cms.sbcounty.gov/dpw/Transportation/Traffic.aspx
2. Coordinate with the Lucerne Valley Economic Development Association to prioritize areas in greatest need of new street name signs.	Roads Committee	Month 1	
3. Develop a plan to replace all Lucerne Valley and Johnson Valley street name signs in an efficient and systematic manner (e.g., by quadrant).	Roads Committee	Month 3	Lucerne Valley County Service Area http://specialdistricts.org/index.aspx?page=329
4. Lobby both San Bernardino County and Caltrans to secure funding, through the budgeting process, Community Service District, and through grants and other programs, for the replacement of local street name signs.	Roads Committee	Month 3–onward	Community Service District Guidelines http://www.sbcounty.gov/lafco/items/201004/item_9c.pdf Caltrans, Office of Traffic Engineering http://www.dot.ca.gov/trafficops/engineering/index.html
5. Actively seek funding to assist with the sign replacement program.	Roads Committee	Month 3–onward	Financial Resources–Highway Safety Improvement Program (HSIP) http://safety.fhwa.dot.gov/hsip/
6. Work with the responsible agencies—County and Caltrans—on a uniform design for the new street name signs.	Roads Committee	Month 10	
7. Install the new, highly retroreflective street name signs throughout the community.	County and Caltrans, depending on roadway, and Lucerne Valley County Service Area, or private property owners.	Months 13–24	

Community Focus Statement C: Improve the local road system for increased safety and function.

C3 IN PROCESS

Action Statement C.3: Continue efforts to designate California State Highway 247/Old Woman Springs Road declared a Scenic Highway.

Benchmark: Scenic Highway 247 proposal submitted to the Caltrans District Scenic Highway Coordinator for review within a three-year period.
Champion: Scenic 247 Committee
Estimated Cost: Volunteer time.

Example of a California Scenic Highway sign. Photo source: CalTrans

Local leaders and stakeholders from Lucerne Valley, Johnson Valley, and other Homestead Valley communities along California State Highway 247/Old Woman Springs Road have spearheaded the campaign to have the route declared a State Scenic Highway by the California Department of Transportation (Caltrans). The County updated related development codes in 2015 to be consistent with the Caltrans Scenic Highway Program.

Strong citizen engagement is a requirement of Caltrans as a part of the designation process. The local leaders have taken the lead in engaging stakeholders and the general public, as well as document those efforts. The committee is coordinating with San Bernardino County and will request the County initiate the submittal as outlined in the Caltrans Scenic Highway Guidelines.

IN PROCESS

Action	Action Leader	Timeline	Resources
1. Meet with County Land Use Services Department to develop a full understanding of the steps remaining to have Highway 247 designated a Scenic Highway by the Caltrans director.	Scenic 247 Committee	Month 1	San Bernardino County: Land Use Services Dept. http://cms.sbcounty.gov/lus/Home.aspx
2. Seek certified landscape architect to assist in preparing and overseeing visual assessment. Check with local organizations and colleges (currently in progress).	Scenic 247 Committee	Month 2	Other agencies: Caltrans, Scenic Highways Program http://www.dot.ca.gov/design/lap/livability/scenic-highways/index.html
3. If required, apply for a Caltrans Sustainable Transportation Planning Grant and/or other grants to fund the preparation of the required documents.	Scenic 247 Committee	Month 3	
4. Prepare drafts Visual Assessment and submit to County for review and submittal to Caltrans.	Scenic 247 Committee	Month 3-Month 12	Financial resources: Community Based Planning Grants http://www.dot.ca.gov/hq/tpp/grants.html
5. Once visual assessment is accepted by Caltrans, prepare draft corridor protection program for County review.	Scenic 247 Committee	Year 2	
6. Conduct public outreach for the corridor protection program.	Scenic 247 Committee, Lucerne Valley Economic Development Association	Year 2	
7. Make changes to corridor PP based on public input before resubmitting to County for final review and submittal to Caltrans.	Scenic 247 Committee	Year 3	

Community Focus Statement C: Improve the local road system for increased safety and function.

Action Statement C.4: Coordinate with the County, Caltrans, the school district, and other stakeholders to develop a Safe Routes to School Program for Lucerne Valley children.

Benchmark: A Safe Routes to School program for the Lucerne Valley community is established.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: Contingent upon level of improvements

PREVIOUSLY CONSIDERED C4

Students on a Safe Routes to School patrol. Photo source: Jen Nance

The Lucerne Valley Unified School District is very familiar with Safe Routes to School. They stated in a comment letter (October 30, 2017) that until housing is close to the school with sidewalks, this Action is not feasible. Very few students live within walking distance to school.

Lucerne Valley is served by Lucerne Valley Elementary School, Lucerne Valley Middle/High School and a continuation school. The community generally lacks adequate pedestrian and bicycle facilities along its roadways, and many children cannot safely walk or ride their bike to school. To encourage increased mobility among the community's children, Lucerne Valley can develop and implement a Safe Routes to School program.

A Safe Routes to School program encourages children to walk or bike to school by funding projects that remove barriers which prevent them from doing so. Barriers may include a lack of or unsafe infrastructure and/or a lack of educational programs that promote walking and bicycling aimed at children, parents, and the elderly. In California, Caltrans administers two separate versions of the program—a state-legislated program, SR2S, and a federal program, SRTS. SRTS grants are very competitive. Per Caltrans, the following table summarizes the key differences between the programs:

Program Features	State-Legislated Program – SR2S	Federal Program – SRTS
Eligible Applicants	Cities and Counties	State, local, and regional agencies and Native American tribes experienced in meeting federal transportation requirements. Nonprofit organizations, school districts, and public health departments must partner with a city, county, metropolitan planning organization (MPO), or regional transportation planning agency (RTPA) to serve as the responsible agency for their project.
Eligible Projects	Infrastructure projects	Stand-alone infrastructure or non-infrastructure projects
Local Match	10% minimum required	None
Project Completion Deadline	Within 4½ years after project funds are allocated to the agency	Within 4½ years after project is amended into the Federal Transportation Improvement Program (FTIP)
Restrictions on Infrastructure Projects	Must be located in the vicinity of a school	Infrastructure projects must be within 2 miles of a grade school or middle school
Targeted Beneficiaries	Children in grades K–12	Children in grades K–8
Funding	$24.25M annual funding	$21–25M annual funding

Note: Refer to Community Development Toolkit, Tool T7 – How to Establish Safe Routes to Schools.

PREVIOUSLY CONSIDERED

Action	Action Leader	Timeline	Resources
1. Host a community meeting to identify stakeholders committed to working together in developing and implementing the project and create a committee.	Champion, Lucerne Valley Unified School District and Community Members	Months 1–3	National Center for Safe Routes to School http://www.saferoutesinfo.org/program-tools/build-sustain-program
2. Contact the local Board of Supervisors to voice interest in developing a Safe Routes to School program and increase safety in the community.	SRTS Committee	Months 1–3	Caltrans – SRTS Program Local Assistance http://www.dot.ca.gov/hq/LocalPrograms/saferoutes/srts.htm
3. Identify appropriate assessment studies to be conducted as a way to inventory and identify safety needs/hazards around schools; get information and seek out resources; and propose alternatives that would correct those needs/hazards.	SRTS Committee with support from Lucerne Valley Unified School District	Months 3–9	Riverside, California: SRTS Coalition sees success in Riverside (case study) http://www.saferoutesinfo.org/program-tools/success-stories/riverside-california-srts-coalition-sees-success-riverside
4. Once appropriate assessment studies are conducted and needs have been identified, prioritize alternatives and select the best alternative that proposes short-term and longer-term safety solutions in the form of projects.	SRTS Committee and Lucerne Valley Unified School District	Months 9–12	Walk-Bike to School http://www.walkbiketoschool.org/ Caltrans Local Assistance http://www.dot.ca.gov/hq/LocalPrograms/saferoutes/saferoutes.htm
5. Develop a plan for the implementation of the project.	SRTS Committee and Lucerne Valley Unified School District	Months 12–15	Safe Routes to School National Partnership http://saferoutespartnership.org/healthy-communities/policy-change/federal
6. For Caltrans Safe Routes to School funding, submit an application to compete for funding for the project when a call for projects cycle is under way. Other non-state or federal funding opportunities can be sought out. The Safe Routes to School National Partnership offers resources and links to privately available funding sources.	SRTS Committee with Lucerne Valley Unified School District	Months 15–18	Funding Sources: National Center for Safe Routes to School http://www.saferoutesinfo.org/program-tools/funding Caltrans – Safe Routes to School http://www.dot.ca.gov/hq/LocalPrograms/saferoutes/srts_process.htm

Community Focus Statement C: Improve the local road system for increased safety and function.

C5

Action Statement C.5: Explore 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.

Benchmark: County Development Code is amended to include desert road requirements and County Standard Plans to reflect rural desert characteristics.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: None

The current County Development Code often requires curb, gutters and sidewalks for new development, although a variance process exists. As part of the Countywide Plan, the County is amending the Development Code including creating separate road requirements by region. The new standards are expected to better preserve the community's preferred character, by implementing desert road development standards for local streets.

As illustrated in the County's development standards for Half Width Desert Roads, desert road standards replace the elements associated with the typical improved road standards, paved streets, curbs, gutters, sidewalks, street lighting, and/or sidewalk amenities, with elements that better complement the desert landscape, unpaved streets and shoulders, and a lack of lighting and amenities. This treatment is appropriate for roads that traverse Lucerne Valley's low-density residential neighborhoods and serve a relatively low volume of pedestrians, but for safety reasons should be avoided in other locations and with greater numbers of pedestrians.

The San Bernardino County Standard Plans currently include the following relevant standards, which should be considered as the Development Code is amended:

- Half Width Desert Road – 112
- Half Width Desert Road – 113
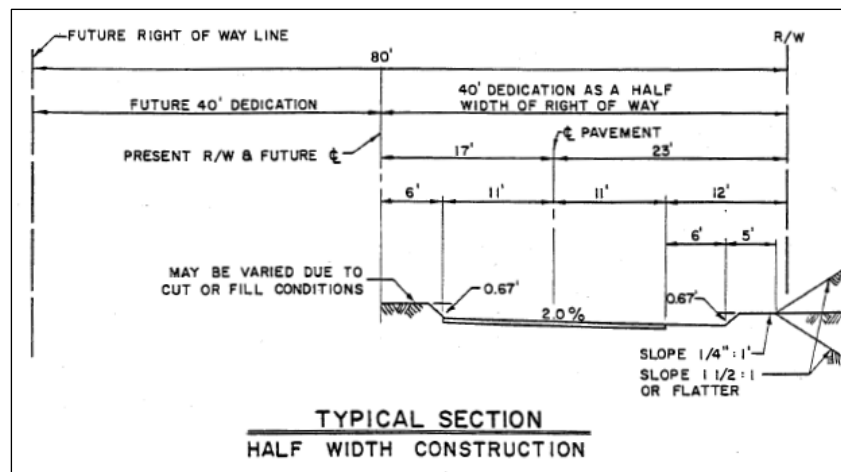
The community should support the San Bernardino County Board of Supervisors in adoption of a desert option for the County's local street typology. Once the street section containing potential improvements or guidelines is adopted, the Board of Supervisors can direct the Public Works Department to design and implement the typology.

Action	Action Leader	Timeline	Resources
1. Form a Roads committee to review County Code amendments related to rural desert roads.	Champion	Month 1	San Bernardino County Public Works, County Maintained Road System http://sbcountydpw.maps.arcgis.com
2. Coordinate with other communities, such as Homestead Valley and Joshua Tree, which may be interested in similar recommendations.	Roads Committee	Month 2	
3. 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 Committee	Month 3	San Bernardino County Standard Plans http://cms.sbcounty.gov/lus/LandDevelopment/CountyStandards.aspx
4. Coordinate with San Bernardino County Public Works to detail specifics of the desired standards and discuss potential recommendations.	Roads Committee	Months 4–16	University of California Division of Agriculture and Natural Resources – Rural Roads: A Construction and Maintenance Guide for California Landowners http://anrcatalog.ucanr.edu/pdf/8262.pdf Mendocino County Road Design Standards http://www.co.mendocino.ca.us/dot/rspdf/C_RoadDesignStandards.pdf

Community Focus Statement D: Improve Lucerne Valley's water and sewer infrastructure with a focus on the community's sustainability.

D ATTEMPTED

Action Statement D.1: Encourage community members to lobby the California State Legislature to change state law to allow hauled water for certain types and locations of homes.

Benchmark: Meeting held with San Bernardino County Environmental Health Services to present documentation on why they should support hauled water in the areas of the region where other water sources are inadequate.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: Volunteer time.

LVEDA has been working on the hauled water issue for over 10 years without success. The state passed legislation prohibiting hauled water for new development. This legislation could be changed in the future.

Hauled water is a restricted method of providing water to residential areas and is currently not an allowed water source for areas without a centralized water system. The prohibition is to prevent contamination and health issues because hauled water can be of lower quality than other sources. In many areas, however, the available sources are of dubious quality and can have their own contamination issues. An ongoing effort has been under way in the region to have the San Bernardino County Department of Public Health recognize hauled water as an acceptable water source in areas with low groundwater quality. The community of Lucerne Valley should continue to advocate for policies at both the County and state levels that allow the safe use of hauled water from certified sources, increasing the availability of developable land and ensuring the use of hauled water is safe.

An organized effort by residents to meet with and provide information to policymakers on the benefits of allowing hauled water for residential areas would improve the position of locals with land or houses in areas where the use of hauled water is needed. A concerted effort by the community, with support from health and water advocates and key community groups that is backed by data and consistently engaged can make a dramatic impact on local policy.
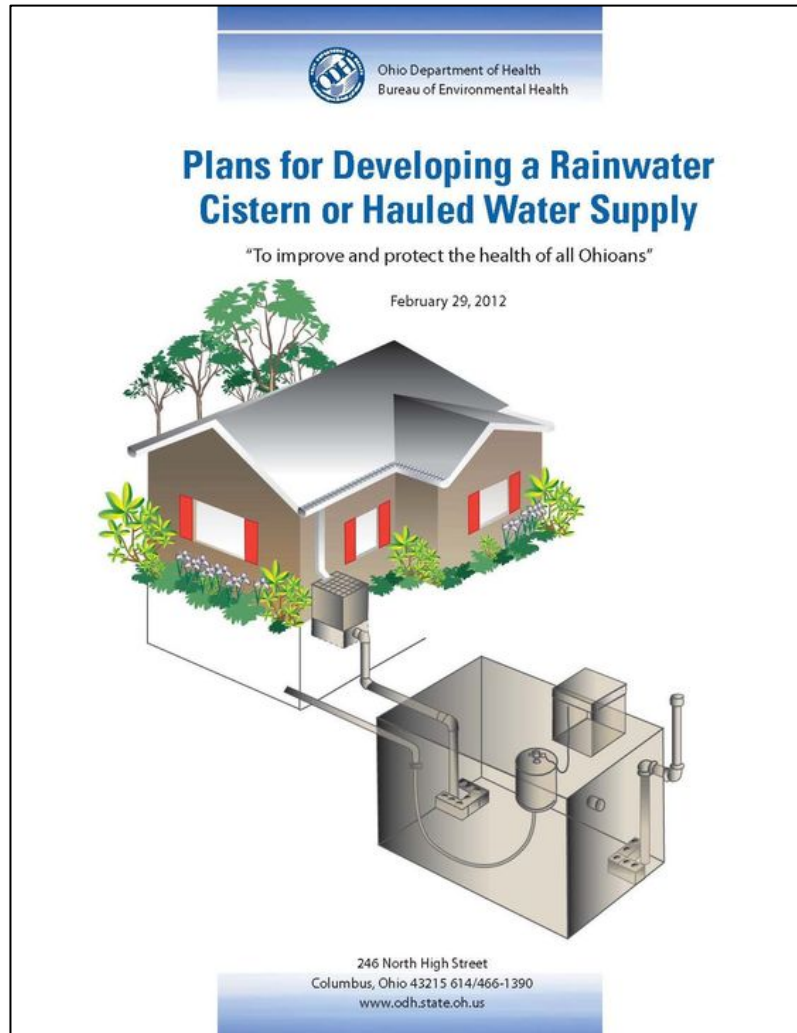
Example of a hauled water storage best-practices in Ohio.

ATTEMPTED, NOT SUCCESSFUL

Action	Action Leader	Timeline	Resources
1. Form a local coalition of stakeholders including local residents affected, health and water advocates, the Lucerne Valley Economic Development Association, and any other related groups.	Champion	Months 1–3	Community Toolbox, Lobbying Decision makers http://ctb.ku.edu/en/table-of-contents/advocacy/direct-action/lobby-decisionmakers/main
2. Coordinate with other desert communities who also support hauled water	Local Coalition		
3. Identify the key individuals who influence water decisions in the county, such as the County Board of Supervisors and the County Department of Public Health, Environmental Health Services.	Local Coalition	Months 3–4	
4. Identify the opportunities and avenues to discuss hauled water options such as local and County meetings, local media, and letters or calls to the County officials responsible for decision-making.	Local Coalition	Months 3–4	Ohio Environmental Council, Tips for Effective Lobbying http://www.theoec.org/sites/default/files/HowTo_Checklist_09.pdf
5. Conduct an outreach campaign to gather information, support, and backing in the community and surrounding area, and encourage individuals and local groups to reach out to officials and decision-makers through all avenues. This effort can include holding community meetings, publishing articles in local media, and any other method of reaching out to people to join the effort.	Local Coalition	Months 4–10	
6. Organize a meeting with the local decision-makers and discuss the benefits of allowing hauled water in specified areas, including data on groundwater water quality, hauled water quality, associated water costs for groundwater versus hauled water, California state policies, and example policies from other locations.	Local Coalition	Month 10	
7. Stay informed on state-level policy and actions on hauled water by the California Department of Public Health and provide input as opportunities occur.	Local Coalition	Ongoing	
8. Continue to take advantage of avenues of communication with the Board of Supervisors and the San Bernardino County Department of Public Health regarding hauled water usage.	Local Coalition	Ongoing	

Community Focus Statement D: Improve Lucerne Valley's water and sewer infrastructure with a focus on the community's sustainability.

Action Statement D.2: Support the Mojave Basin Area Adjudication as it relates to water production rights.

Benchmark: Mojave Basin water is used sustainably while honoring water production rights.

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

Estimated Cost: Volunteer time and fiscal impact on user rates.

This action is currently being handled by Mojave Water Agency Este Subarea Advisory Committee to the Watermaster. Five representatives are elected by the adjudicated parties based on their water rights. The committee was created under the adjudication's court judgement. LVEDA is working with the Watermaster to educate residents and realtors on dealing with new farmers. The Mojave Desert Resource Conservation District and Mojave Water District (Watermaster) have published flyers in both English and Korean to inform subject parties of the need to obtain water rights.

The Mojave Basin Area Adjudication provided a regulated process for distributing water in the Mojave Basin. The Mojave Water Agency (MWA) oversees the implementation of the adjudication, which allocates a limited amount of water to each water producer based on past use and the natural yield of the water basin. If a producer uses more water than its allocated amount, it must pay for the importation of replacement water. This agreement is designed to ensure a fair and sustainable method of water use in the Mojave Basin and will help maintain groundwater levels over time.

As a community in the Mojave Basin area, Lucerne Valley should support and work to achieve the goals of securing a balanced, long-term supply of water. This water supply is essential to maintaining and growing the community, and the adjudication can help with meeting this goal. The community itself can also aid in implementation of the adjudication by embracing water conservation measures.

Mojave Basin Area and subareas.

IN PROCESS

Action	Action Leader	Timeline	Resources
1. Ensure residents and businesses are aware of the Mojave Basin Area Adjudication and its mandates. • Obtain or create an informational pamphlet for the adjudication to send to residents and businesses outlining how the adjudication affects them. • Work with the Mojave Water Agency to maximize communication between the agency and the Lucerne Valley community on water levels, impacts, and usage.	Champion, with support from Mojave Water Agency	Months 1–4	Mojave Water Agency http://www.mojavewater.org/ Frequently Asked Questions about the Mojave Basin Area Adjudication https://www.mojavewater.org/files/Mojave-Basin-Area-Adjudication-FAQs.pdf Mojave Water Agency Este Subarea Hydrograph Map http://www.mojavewater.org/files/estehydro_2018.pdf
2. Work on reducing water usage in the community to ensure the adjudication is effective in creating a sustainable water source.	Champion, with support from Mojave Water Agency	Ongoing	Baja Sustainability Plan, General Information Related to Water Rights and the Mojave Basin Area Adjudication and Judgement http://bajaplan.com/files/AdjudicationInfoKoreanTranslationFinalEnglish.pdf

Community Focus Statement D: Improve Lucerne Valley's water and sewer infrastructure with a focus on the community's sustainability.

D3

Action Statement D.3: Coordinate with County Flood Control to improve flood mitigation measures throughout the community and advocate for a stormwater retention basin to effectively capture stormwater runoff or recharge basins.

Benchmark: Smaller basins are allowed to better control regular storms rather than requiring 100-year storm basins.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $35,000,000–$40,000,000

Stormwater occurs when rain or snowmelt flows into local streams or management facilities such as detention basins. Effective stormwater management helps to minimize flooding and erosion of a community's infrastructure. The San Bernardino County Flood Control District, part of the Public Works Department, is responsible for an extensive system of facilities, including dams, conservation basins, channels, and storm drains. The purpose of these facilities is to intercept and convey flood flows through and away from the major developed areas of the county, thus providing flood control. The Flood Control district's major functions include flood protection on major streams, water conservation, and storm drain construction.

The County Public Works Department is responsible for responding to flood-damaged infrastructure facilities. It responds to such events on a case-by-case basis depending on the extent of impacts from a storm event. Public Works also has a program in place to maintain the flood control facilities in an attempt to minimize potential storm impacts. Storm flows from a portion of the North Slope watershed are collected in a control channel which flows through the center of town but ends at Rabbit Springs Road which occasionally floods making it impassable. It was intended to flow across the road into Lucerne Valley Dry Lake, but seldom does. Flood control facilities and detention/retention basins allow for percolation of natural drainage into aquifers within areas of coarse alluvium that is best for percolation to groundwater. (LVEDA comments October 25, 2017)

Retention basins are wet ponds that provide a stormwater runoff storage area, and are essentially artificial lakes. Detention basins are dry ponds that serve as a temporary storage area for stormwater runoff in the event of a storm. Detention basins are often used as a way to avoid localized flooding. Stormwater retention and detention basins are often constructed as part of a new development in order to offset the direct impact of increases in impervious surfaces. They are also sometimes considered a method of stormwater management on a community-wide basis in order to address the cumulative impacts of improvements and projects in an area.

The County Public Works Department would be responsible for developing a stormwater basin in a community that is independent of a specific development or project. County Public Works often conducts internal assessments to determine if facilities require replacement or if new facilities would be beneficial to the flood control system. A cost-benefit analysis is often part of such an analysis given the potential cost of construction. A detention basin in Lucerne Valley is likely to cost between $35,000,000 and $40,000,000.

Action	Action Leader	Timeline	Resources
1. Establish community support for community flood mitigation measures and a potential stormwater basin.	Champion with Local community leaders	Months 1–	San Bernardino County Department of Public Works, Flood Control District
2. Meet with San Bernardino County Public Works, Flood Control District to discuss flood mitigation measures and a potential stormwater basin. The discussion should include potential funding requirements.	Champion with Local community leaders	Months 4–6	http://cms.sbcounty.gov/dpw/FloodControl.aspx
3. Since the funding for a potential stormwater basin will likely exceed the available County budget funding, establish a Special District to generate additional tax-based funds for the proposed project.	Community Flood Control (CFC) Special District with assistance from County Special Districts Department	Months 7–18	California Stormwater Quality Association Stormwater Best Management Practice Handbook Portal: Construction https://www.casqa.org/sites/default/files/downloads/fact_sheet_se-02_rev2.pdf
4. Implement additional flood mitigation measures identified as part of community discussions.	CFC Special District	Months 19–30	
5. Conduct preliminary analysis of a potential stormwater basin, including a cost estimate and cost/benefit analysis.	CFC Special District	Months 31–90	
6. Develop design plans for a potential stormwater basin.	CFC Special District	Months 91–108	
7. Construct the stormwater basin.	CFC Special District	Months 109–132	

Community Focus Statement D: Improve Lucerne Valley's water and sewer infrastructure with a focus on the community's sustainability.

D4

Action Statement D.4: Coordinate with the State Department of Water Resources (DWR) to have the agency update its analysis of the Lucerne Valley Groundwater Basin.

Benchmark: Verified that the California Department of Water Resources has completed the 2020 Comprehensive Bulletin 118 Update, including an update on the analysis of the Lucerne Valley Groundwater Basin.

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

Estimated Cost: $500–$1,000

The California Department of Water Resources publishes Bulletin 118, which identifies 223 alluvium-filled valleys believed to contain usable groundwater, including Lucerne Valley. For more information, visit: http://www.water.ca.gov/groundwater/bulletin118/index.cfm

LVEDA states that the area is under the jurisdiction of the Mojave Water Agency (Watermaster) as an adjudicated basin therefore, the Este Subarea Advisory Committee to the Watermaster is the best forum for this Action Item.

Groundwater is water from rainfall, snowmelt, lakes, and/or streams that seeps into the ground. The water collects in the spaces in materials like sand and gravel, similar to water in a sponge. It can also collect in fractures in hard rock. These underground "ponds" are called aquifers. All of the local water purveyors servicing Lucerne Valley obtain water from groundwater wells.

Because groundwater is underground and out of sight, various chemicals used or dumped on the ground's surface can infiltrate into the ground, or leak from septic systems, and end up in the groundwater. Once these pollutants enter groundwater, they can be difficult to detect by taste or smell and are difficult to remove. They can then end up in drinking water and water used for irrigation.

A report on the Lucerne Valley Groundwater Basin was last prepared by the California Department of Water Resources (DWR) in February 2004 as part of Bulletin 118, which is California's official compendium on groundwater statewide. Bulletin 118

defines the boundaries and describes the hydrologic characteristics of California's groundwater basins and also provides information on groundwater management and recommendations for the future. With the passage of the Sustainable Groundwater Management Act of 2014, Bulletin 118 now serves an additional role by providing groundwater sustainability agencies with three critical pieces of information regarding groundwater basins: critical conditions of overdraft, basin boundaries, and basin priority.

In 2017, DWR commenced with work on the 2020 Comprehensive Bulletin 118 Update. The community should work closely with DWR throughout this process to update the analysis of the Lucerne Valley Groundwater Basin in order to better understand how the groundwater is recharging so as to maintain a sustainable supply of water for Lucerne Valley's growing population.

Action	Action Leader	Timeline	Resources
1. Create a Water Task Force	Champion	Months 1	San Bernardino County Department of Public Works/Water Resources Division http://cms.sbcounty.gov/dpw/floodcontrol/waterresources.aspx California Dept. of Water Resources, Bulletin 118 http://www.water.ca.gov/groundwater/bulletin118/index.cfm Sustainable Groundwater Management mailing list http://www.water.ca.gov/groundwater/sgm/subscribe.cfm Mojave Water Agency http://www.mojavewater.org/ Frequently Asked Questions about the Mojave Basin Area Adjudication https://www.mojavewater.org/files/Mojave-Basin-Area-Adjudication-FAQs.pdf Mojave Water Agency Este Subarea Hydrograph Map http://www.mojavewater.org/files/estehydro_2018.pdf
2. Coordinate with the County, which is also the Groundwater Sustainability Agency (GSA) for the Lucerne Valley Groundwater Basin, to ensure that the County is complying with the Sustainable Groundwater Management Act (SWGA) and the 2016 Bulletin 118 Interim Update process.	Water Task Force	Months 1–2	
3. Assist the GSA with the collection of any data for the preparation of a groundwater sustainability plan and/or any community outreach needed for the plan.	Water Task Force	Months 1–12	
4. Coordinate with the California Department of Water Resources to receive Bulletin 118 notices and information and to subscribe to the Sustainable Groundwater Management mailing list.	Water Task Force	Month 1	
5. Encourage the County to use data in the updated Bulletin 118 when assessing development proposals.	Water Task Force	Upon completion of Bulletin 118 update	

Community Focus Statement D: Improve Lucerne Valley's water and sewer infrastructure with a focus on the community's sustainability.

PREVIOUSLY CONSIDERED

D.5

Action Statement D.5: Coordinate with the County to centralize a refuse transfer station, sewage treatment plant, bio-solid energy plant, and electrical substation at Tamarisk Flats.

Benchmark: If supported by community, a Special District is created, a feasibility study completed to confirm the viability of the Tamarisk Flats site and funding obtained for construction through the Special District.

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

Estimated Cost: $100,000–$155,000,000

Example of a solid waste transfer station.

LVEDA states in their 2017 comment letter that Lucerne Valley has a good refuse transfer station near town off Camprock Road and does not need a replacement. In addition there would not be biofuels available from nearby.

Various utility, energy, and community service options have been discussed over the years in Lucerne Valley. One particular area has been identified as an ideal location to centralize some of the energy and operational systems needed in the community. A large area called Tamarisk Flats exists near Dry Lake, which is suitable for photovoltaic (PV) solar, is level, has stable clay-containing soil, and is naturally screened from view, crossed by existing Southern California Edison (SCE) power lines, and unsuitable for other uses. Locating all of these systems in one place allows for a certain amount of efficiency in operations, as well as the ability to locate such facilities beyond residential areas.

A waste disposal transfer station that accommodates local residents in the unincorporated county already exists at 27805 Squaw Bush [Lucerne Valley (Camp Rock) Transfer Station]. The transfer station is open from 8:00 a.m. to 4:30 p.m., Wednesday through Monday.

Lucerne Valley is under County Service Area (CSA 29) with water and other powers. A water/sewer assessment study was conducted in 2006 to designate a possible community wastewater treatment location within a proposed development. The table below lists some potential infrastructure costs.

Infrastructure Costs

Potential Improvement	Cost (typical per item)
Feasibility Study	$100,000–$300,000
Refuse Transfer Station	$2 million–$10 million
Sewage Treatment Plant	$2 million–$20 million
Biosolid Energy Plant	$80 million–$120 million
Electrical Substation	$1 million–$3 million

PREVIOUSLY CONSIDERED

Action	Action Leader	Timeline	Resources
1. Establish community support for a potential project through informal and formal community meetings. If there is community support, create a Task Force	Champion with Lucerne Valley EDA, local community leaders	Months 1–24	San Bernardino County Department of Public Works Waste Disposal Sites http://cms.sbcounty.gov/dpw/SolidWasteManagement/WasteDisposalSites.aspx Southern California Edison, EMF Design Guidelines for Electrical Facilities http://www.cpuc.ca.gov/environment/info/aspen/dpv2/deir/apps/ap6_emf_design_guidelines.pdf California Energy Maps http://www.energy.ca.gov/maps/reliability/LCR_Southern.html US Environmental Protection Agency, Water & Energy Efficiency in Water and Wastewater Facilities https://www3.epa.gov/region9/waterinfrastructure/technology.html Homestead Valley Community Council meeting notes from July 20, 2015 http://www.hvccsite.org/HVCC%20Agenda%20JULY%202015.pdf Rialto Regional Biosolids Processing Facility https://www.filanc.com/project-showcase/rialto-regional-biosolids-processing-facility/ How to Plan, Design and Finance Small Transfer Stations and Citizens' Collection Stations, RW Beck, April 14, 2010 http://www.nctcog.org/envir/SEELT/disposal/Planning_Designing_and_Financing_CCSs_TSs.pdf
2. Conduct a preliminary study documenting community support or identify a secondary site and preliminary analysis of Tamarisk Flats site feasibility. Preliminary cost estimate to be considered by the community.	Task Force	Months 25–36	
3. Develop a Special District for Lucerne Valley energy and infrastructure improvements.	Task Force	Months 36–120	
4. Conduct a feasibility study to determine the viability and cost of developing the Tamarisk Flats area or another site with centralized services.	Special District	Months 121–136	
5. Conduct required environmental studies.	Special District	Month 137–160	
6. Obtain funding for centralized services through the Special District.	Special District	To be determined	
7. Construct services in Tamarisk Flats area.	Special District	To be determined	

Community Focus Statement E: Improve the delivery of essential services such as police and fire to the community.

E1

Action Statement E.1: Coordinate with Cal Fire to change the boundaries of the State Responsibility Area (SRA) by shifting the boundary line of the SRA south to include only federals lands along the San Bernardino Mountains.

Benchmark: Discussions held with Cal Fire regarding a potential relocation of the SRA boundary line.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: None.

The jurisdictional boundary line separating San Bernardino County Fire Department responsibility from state responsibility (Cal Fire) primarily runs along Highway 247/Old Woman Springs Road as the route goes through Lucerne Valley. County responsibility largely lies to the north and Cal Fire responsibility to the south (State Responsibility Area or SRA). However, this boundary is blurred by the fact that Cal Fire does not typically respond to structure fires in San Bernardino County, necessitating that the County Fire Department routinely respond outside of its jurisdiction. An annual Fire Prevention Fee has been levied on Lucerne Valley homes since July 2014 for properties under Cal Fire jurisdiction. Many Lucerne Valley homeowners feel that the jurisdictional boundary was set arbitrarily and that the risk of wildfire is no greater on the south side of Highway 247 than it is on the north side.

The County amended the Fire Safety Overlay zone in the Development Code and the Fire Safety Overlay in 2017. The overlay within Lucerne Valley was moved south of Highway 247/Old Woman Springs Road. These changes still include non-federal lands.

The Lucerne Valley community could campaign to realign the jurisdictional boundary to the south to coincide with the Bureau of Land Management lands (Federal Responsibility Area or FRA), which start at the base of the San Bernardino Mountains. The community could partner with the County of San Bernardino, as the County Fire Department responds to calls outside of its jurisdiction. Lucerne Valley residents can coordinate with the federal and local agencies to develop consensus on a reasonable boundary that is mutually acceptable. Support of State Assembly and Senate representatives are also important.

Cal Fire conducts a statewide five-year review of SRA maps as required by Section 4125 of the Public Resources Code to capture changes in land use, such as conversion in or out of agriculture, densification due to development, and other relevant changes. In addition, SRA data is updated on a more frequent basis to capture annexations and changes in federal ownership that affect SRA status.

Action	Action Leader	Timeline	Resources
1. Create a community coalition to coordinate with the County of San Bernardino Land Use Services, the San Bernardino County Fire Department, and Cal Fire.	Champion	Months 1–6	Cal Fire SRA Information http://www.fire.ca.gov/firepreventionfee/sra_faqs

Informational Report for State Responsibility Area Fire Prevention Fee http://www.pbcsd.org/news/2015_06_17_SRA_Information_Report_SRA_Fire_Prevention_Fee_Presentation.pdf

Prevent Wildfire CA http://www.preventwildfireca.org/

Community Action Partnership of San Bernardino County, Energy Education and Environmental Services Program http://www.sbcounty.gov/capsbc/eeesheap.html

County Service Area 29, Meetings http://csa29.com/Meetings_Info.html |
2. Schedule a meeting between local agencies and community members to determine a strategy for coordinating with Cal Fire. Prepare information regarding the San Bernardino County Fire Department responding to calls outside of its jurisdiction, along with any other supporting facts.	Lucerne Valley Coalition	Months 6–12	
3. Schedule a meeting with Cal Fire to discuss the SRA boundary line in Lucerne Valley. Determine the process for relocating the boundary.	Lucerne Valley Coalition	Month 13	
4. Begin the process with Cal Fire to redraw the SRA boundary in Lucerne Valley.	Lucerne Valley Coalition	Month 13	
5. Coordinate with the San Bernardino County Fire Department, County Land Use Services, and Cal Fire to ensure that fire protection needs are adequately meet and that the new SRA boundaries are not causing undue burden on any particular agency.	Lucerne Valley Coalition	Annually	

Community Focus Statement E: Improve the delivery of essential services such as police and fire to the community.

E.2

NEEDS FUNDING

Action Statement E.2: Conduct a community inventory of properties that may be in need of code enforcement action and meet regularly with County Code Enforcement to point out issues and to determine if there are community-based solutions, in particular, with regard to enforcement of property maintenance standards and illegal dumping.

Benchmark: Code enforcement materials are accessible to community members and regular meetings are held between the Lucerne Valley community and County Code Enforcement officers.

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

Estimated Cost: variable depending on projects proposed

The community has been working on this issue for decades with County Sherriff and Code Enforcement. Many sites have been identified but no funding available.

The County codes include property-related regulations to protect the health, welfare, and safety of the Lucerne Valley community. These codes include requirements to maintain buildings to proper safety standards, clean up piles of trash on private property, require signs to meet certain design standards, and prohibit abandoned vehicles, among many others. Violations of these codes are addressed by the County's Land Use Services Department Code Enforcement section, which employs professional staff to carry out these duties. By educating Lucerne Valley residents about County code provisions and encouraging them to report violations, the County can help ensure more effective enforcement of the code, which in turn makes Lucerne Valley a safer and more attractive community.

Educational materials should include examples of common types of code violations, including clear criteria for what constitutes a violation and what does not. While the educational materials should be broadly adaptable to all of San Bernardino County, they must include informational that is locally applicable to Lucerne Valley. The County could conduct training sessions on these issues, teaching community members how to identify code enforcement violations and making sure they know how to report any suspected violations.

When creating educational materials on code enforcement, Lucerne Valley should make sure these materials are widely distributed throughout the community, including being available electronically and in multiple languages as appropriate, and are regularly updated with emerging issues. It is also very important that there be a process in place for members of the community to provide feedback and that any issues with the program are addressed quickly and completely.
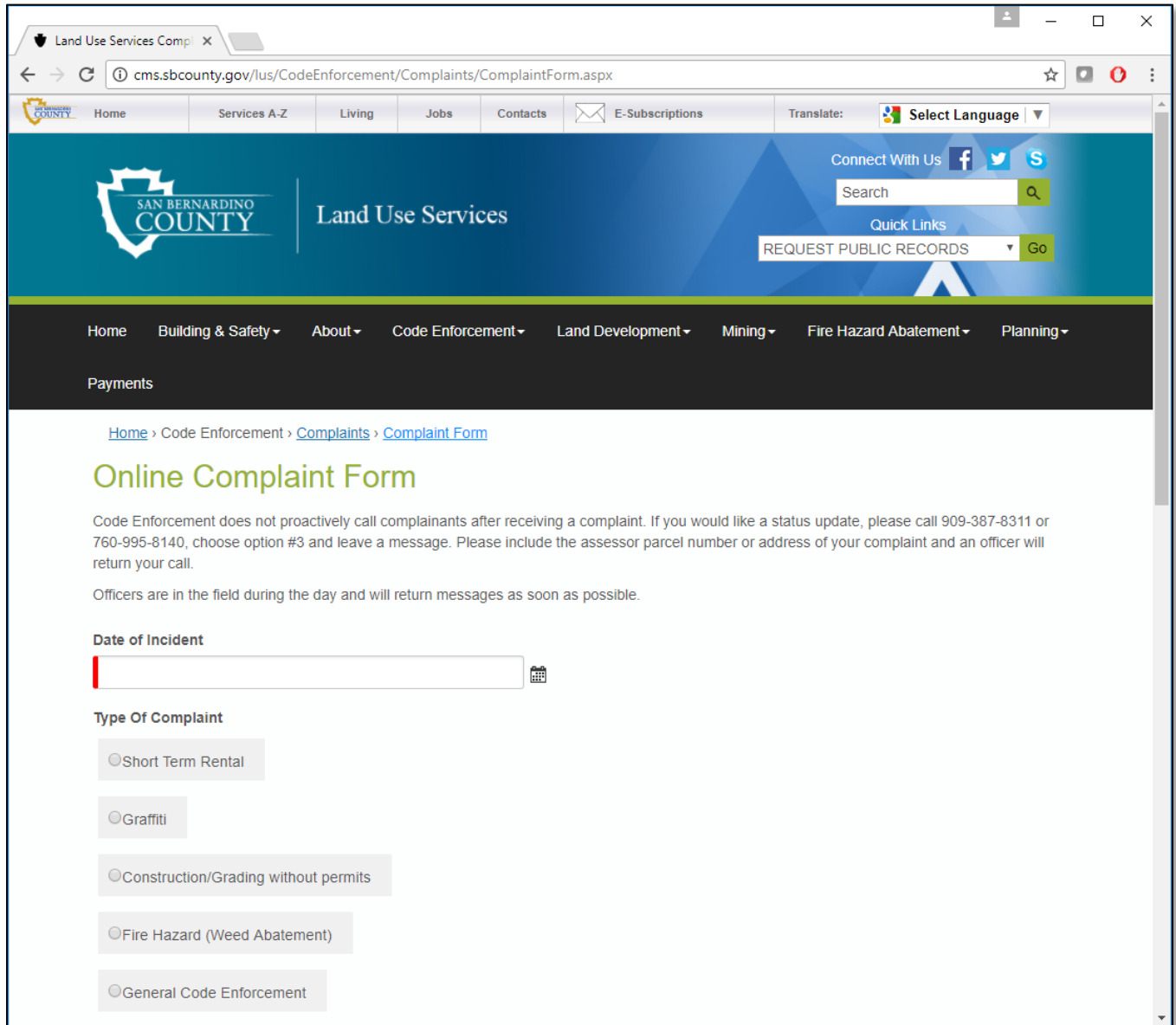
San Bernardino County Code Enforcement page that allows for the filing of online complaints.

SITES IDENTIFIED, FUNDING NEEDED

Action	Action Leader	Timeline	Resources
1. Establish a committee to create code enforcement pamphlets and other education materials.	Champion	Month 1	San Bernardino County, Code Enforcement http://cms.sbcounty.gov/lus/CodeEnforcement/CodeEnforcementHome.aspx
2. Coordinate with the County Land Use Services Department to ensure code enforcement materials are consistent with regulations.	Code enforcement committee	Months 2–6	
3. Use online resources, newsletters, and presentations at homeowners association and Chamber of Commerce meetings to distribute educational materials to community members.	Code enforcement committee	Months 6–12	City of Monterey Park: Code Enforcement Volunteer Program http://www.montereypark.ca.gov/224/Code-Enforcement-Volunteer-Program
4. Establish a mechanism to gather ongoing feedback from community members on code enforcement materials.	Code enforcement committee	On-going	Center for Community Progress: Community Code Enforcement Partnerships http://www.communityprogress.net/tool-3--community-code-enforcement-partnerships-pages-269.php
5. Schedule regular meetings with County Code Enforcement to discuss any community-based solutions.	Code enforcement committee	On-going	
6. Revise the code enforcement education materials to ensure that information is current and up to date.	Code enforcement committee	Annually	

Community Focus Statement E: Improve the delivery of essential services such as police and fire to the community.

E.3 COMPLETED

Action Statement E.3: Advocate for improved health care services for the community with a near-term focus on attracting a mobile medical clinic staffed with a nurse practitioner for regularly scheduled visits to Lucerne Valley.

Benchmark: Access to health care services and improved health care in the community.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: Dependent upon service procured or availability of County resources.

Arrowhead Regional Medical Center mobile clinic unit.

LVEDA and the community have been working on this Action. After months of negotiations, St. Mary's Hospital in the town of Apple Valley is providing its health van at the Market parking lot on Thursdays. Medical services related to women's reproductive health have been identified as a need in Lucerne Valley. Arrowhead Regional Medical Center operates a mobile clinic. The community has identified a near-term objective of coordinating with the mobile clinic to visit Lucerne Valley at least once a month and to staff the clinic with a nurse practitioner for those visits.

The community should work with the medical center to schedule the mobile medical clinic and to inform community members of the timing of the mobile medical center visits and the services offered and to ensure information is available to the community to facilitate appointment scheduling.

The following language is excerpted from Arrowhead Regional Medical Center's website:

As part of our mission, the Mobile Medical Clinic offers a variety of health care services in underserved neighborhoods and more remote areas of San Bernardino County. The clinic is one of the ways that ARMC and the County of San Bernardino help to achieve the Countywide Vision, by improving the community's health, which creates a better quality of life.

- The 40-foot clinic on wheels features two fully-functional private exam rooms and a health consultation and education area.
- Staffed by medical resident physicians, services include:
- Health screenings, immunizations
- Lab testing
- Diabetes education and care
- Physicals and treatment for acute and chronic illnesses
- Well child checkups and women's services (including mammogram, pap/pelvic exam)

Those without health insurance may be eligible for certain programs, and our mobile clinic staff makes every effort to assist County residents with getting information and getting signed up.

COMPLETED

Action	Action Leader	Timeline	Resources
1. Contact Arrowhead Regional Medical Center regarding mobile clinic availability. Create a group to assist Champion if needed.	Champion	Month 1	Arrowhead Regional Medical Center Mobile Clinic https://www.arrowheadmedcenter.org/coMobileClinic.aspx
2. Reach out to the Lucerne Valley community regarding interest in and need for using the mobile clinic.	Champion County Public Health (advisory)	Months 2–3	San Bernardino County Department of Public Health http://www.sbcounty.gov/dph/publichealth/
3. Work with Arrowhead Regional Medical Center to schedule monthly visits of the mobile clinic to Lucerne Valley.	Champion	Month 4	
4. Circulate information and materials in Lucerne Valley to advertise the availability of the mobile clinic and educate community members about the services and how to schedule an appointment.	Champion	Month 5, ongoing	
5. Monitor usage of the mobile clinic and evaluate any needed adjustments to timing of visits and outreach and education to the community.	Champion	Month 12, annually	

Community Focus Statement E: Improve the delivery of essential services such as police and fire to the community.

E.4 COMPLETED

Action Statement E.4: Coordinate with the County Public Works Department and the Lucerne Valley Transfer Station to reduce solid waste disposal fees and to expand the types of materials acceptable for disposal.

Benchmark: Completion of a document of fees charged and materials accepted and present to the San Bernardino County Public Works Department for discussion on or potential fee reductions and adoption.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $50–$500,000

Photo source: Hadley Paul Garland

The County of San Bernardino Solid Waste Management Division is responsible for the operation and management of the County's solid waste disposal system, which consists of five regional landfills and nine transfer stations. The division also administers the solid waste handling franchise program and the refuse collection permit program, which oversees trash collection by private haulers in the unincorporated areas of the county.

A waste disposal transfer station that accommodates local county unincorporated residents is located at 27805 Squaw Bush [Lucerne Valley (Camp Rock) Transfer Station]. The transfer station is open from 8:00 a.m. to 4:30 p.m., Wednesday through Monday. The Lucerne Valley Transfer Station accepts general trash and recyclables. It does not accept large trash or construction waste. Lucerne Valley residents are charged $85.00 per year on their tax bill for one load per week. Hazardous waste is collected four times a year.

COMPLETED

Action	Action Leader	Timeline	Resources
1. Create a group of interested parties.	Champion		San Bernardino County Solid Waste Management Division http://cms.sbcounty.gov/dpw/SolidWasteManagement.aspx San Bernardino County Solid Waste Management Division, Waste Disposal Sites http://cms.sbcounty.gov/dpw/SolidWasteManagement/WasteDisposalSites.aspx San Bernardino County Solid Waste Management Division, Solid Waste Disposal Fee Information http://cms.sbcounty.gov/dpw/SolidWasteManagement/Fees.aspx San Bernardino County, Fire Department hazardous material flyer http://www.sbcounty.gov/Uploads/SBCFire/content/hazmat/pdf/20071004_hazmat_electronic_waste_flyer.pdf San Bernardino County, Fire Department, Household Hazardous Waste Collection Facilities http://www.sbcfire.org/ofm/hhw/CollectionFacilities.aspx The Mojave Desert & Mountain Recycling Authority http://urecycle.org/collection/collection-services/
2. Investigate the fees charged by other jurisdictions to determine consistency, or lack of consistency, with other similar operations. Document findings in report format.	Waste Fees Group	Months 1–6	
3. Investigate whether other area jurisdictions are able to accept items that are currently unacceptable in San Bernardino County. Document findings in report format.	Waste Fees Group	Months 1–6	
4. Present findings to the San Bernardino County Solid Waste Management Division and the San Bernardino County Fire Department. Discuss potential opportunities for changes to the existing program.	Waste Fees Group	Month 1	
5. If deemed necessary, conduct an operations study to determine whether operations and infrastructure at the County landfills and transfer centers can be improved, thus resulting in cost savings.	Waste Fees Group	Months 12–18	

Community Focus Statement E: Improve the delivery of essential services such as police and fire to the community.

E5

Action Statement E.5: Treat our local homeless and disadvantaged population with respect and assist them with finding adequate housing.

Benchmark: Adequate housing for all populations in the community is identified and assistance provided where possible.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $1,000

A lack of affordable housing and the limited scale of housing assistance programs go hand in hand with the number of homeless persons in a community. Annually, San Bernardino County conducted a point-in-time homeless count, which is a way to identify the homeless and assess their needs. The count is a way to facilitate street outreach and engagement activities in an effort to reach the homeless population. While Lucerne Valley was not specifically called out in the 2016 point-in-time count, the neighboring communities of Apple Valley (45 homeless persons counted) and Hesperia (12 homeless persons counted) were included. While these communities are more urban, it would be safe to assume that there could be 5–10 homeless persons in Lucerne Valley.

Several agencies in San Bernardino County provide mainstream services that can help homeless residents transition to permanent housing, shorten the experience of homelessness, and prevent future instances of homelessness. The San Bernardino County Homeless Partnership's (SBCHP) guide to homeless service providers includes approximately 150 agencies that provide emergency shelter, transitional housing, permanent housing, domestic violence shelter, case management, rental assistance, utility assistance, food banks, and supportive services to the homeless in the county. Varying services are available throughout the county, including in Lucerne Valley.

The County has a Homeless Provider Network and an Interagency Council on Homelessness to help plan for and meet the needs of the homeless. Many programs are located in and specific to cities throughout the county. However, there are countywide resources that include the Transitional Assistance Department (TAD), which provides financial, nutritional, and medical assistance. TAD programs operate through the Department of Human Services and include programs to assist the homeless, including financial assistance and welfare to work programs, food stamps, child-care subsidies to encourage employment, cash assistance to elderly and disabled immigrants, a general relief program that provides loans for housing, food, and transportation, a refugee assistance program that provides medical and financial assistance to refugees, and Medi-Cal that provides health insurance to low-income residents.

Action	Action Leader	Timeline	Resources
1. Create a group of local Housing Advocates.	Champion	Month 1	San Bernardino Homeless Counts http://www.sanbernardinocountyhomelesscounts.com/
2. Complete a point-in-time count to identify the number of homeless persons in need of housing or assistance.	Local housing advocates with County Department of Human Services	Month 1	San Bernardino County Homeless Partnership http://wp.sbcounty.gov/dbh/sbchp/
3. Work the County to identify available resources.	Local housing advocates	Month 2	San Bernardino County Housing Partnership http://wp.sbcounty.gov/dbh/sbchp/community-projects/project-homeless-connects/
4. Create a strategic plan to address the needs of the homeless and disadvantaged populations.	Local housing advocates with County Department of Human Services	Month 3	
5. Work to set up a Project Connect modeled after the San Bernardino County Housing Partnership.	Local housing advocates with County Department of Human Services	Month 4, ongoing	PATH (People Assisting The Homeless) http://www.epath.org/site/main.html

Community Focus Statement F: Create greater recreational and educational opportunities within Lucerne Valley.

IN PROCESS

F

Action Statement F.1: Partner with local organizations such as the Lucerne Valley Museum Association to establish and operate a Lucerne Valley Museum.

Benchmark: A Lucerne Valley Museum is in operation.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: Will vary depending on where museum is housed ($5,000–$250,000)

The Lucerne Valley Museum Association has been planning to build a new museum for at least two decades. They obtained permission from the County to use CSA 29 land for this purpose. Funding needs are holding up the process. (LVDEA letter dated October 25, 2017)

History museums can serve as a central point to visit and learn about a community's history. They are also great motivators to actively engage a community to preserve and learn about its history. As the museum develops, it can hold history-related recreational events to educate the community. A Lucerne Valley Museum would obtain, maintain, and display historical artifacts pertaining to Lucerne Valley.

The objective of establishing a Lucerne Valley Museum is to create recreational and educational opportunities for the community. A museum and outreach educational program can be developed by taking the following actions:

By following the above steps, the Lucerne Valley community can develop a museum and engage and educate community members and visitors. This objective is best carried out by entities such as the Lucerne Valley Museum Association and the Lucerne Valley Genealogy Association, interested community members, and a public history professional.

Small community history museums are located throughout California. One such museum is the Capitola Historical Museum, which maintains photographic and artifact collections related to Capitola's history. It also offers changing exhibits on the history and art of the area, as well as special seasonal and topical themes. Museum grounds include a reconstructed cottage from an early twentieth century beach resort and a wash house important to the area's history. The museum also provides historical essays and documents online. The museum offers a printable walking tour map, a self-guided tour of public art and historic sites, and group tours of downtown Capitola.

IN PROCESS-NEEDS GRANT

Action	Action Leader	Timeline	Resources
1. Create an association Identify partners such as the Lucerne Valley Genealogy Association.	Champion	Month 1	Guidance on how to begin a museum http://www.aam-us.org/about-museums/starting-a-museum
2. Identify a museum mission statement.	Lucerne Valley Museum Association	Months 2–3	American Association for State and Local History http://community.aaslh.org/small-museum-essential-resources/
3. Seek grant funding opportunities.	Lucerne Valley Museum Association	Month 4, ongoing	
4. Identify a property to house museum collections.	Lucerne Valley Museum Association	Months 6–12	California Cultural and Historical Endowment http://resources.ca.gov/cche/
5. Begin to amass collections and develop interpretive exhibits.	Lucerne Valley Museum Association	Month 13, ongoing	City of Capitola, Capitola Museum http://www.cityofcapitola.org/capitola-museum
6. Develop community outreach and educational programs such as: • A program which collects and archives photographs and memorabilia donated from community members. Photographs could be of people, places, buildings, favorite community locations, or events. This collection documents and preserves important aspects of Lucerne Valley as seen by community members. • Living history events such as mining reenactments • Historical tours of points of interest within the community	Lucerne Valley Museum Association	Month 13, ongoing	Morongo Basin Historical Society http://www.mbhs.net/index.html Program example http://www.cityofcapitola.org/capitola-museum Creating a walking tour guidance http://preservewa.org/FileLibrary/file/Conference%20Materials/2014%20RevitalizeWA/Presentations/3c%20Creating%20a%20Dynamic%20Walking%20Tour.pdf Living history example http://sachistorymuseum.org/programs-events/living-history/

Community Focus Statement F: Create greater recreational and educational opportunities within Lucerne Valley.

F.2

IN PROCESS

Action Statement F.2: Provide better senior programs and activities on a level comparable to those provided to in other neighboring communities.

Benchmark: The Lucerne Valley Senior Center offers a variety of programs and activities to appeal to diverse interests and needs providing every senior citizen in the community the opportunity to participate.

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

Estimated Cost: Variable, depending on the project

Senior education program. Photo source: Jane Feehan

The Lucerne Valley Senior Center currently offers a senior lunch program during the week, and senior activities including needlecraft, knitting, cards and games, and bingo. Compared to their peers, senior center participants are healthier and have higher levels of social interaction and life satisfaction. Senior centers can also connect older adults to community services that help them stay healthy and independent.

The Lucerne Valley Senior Center can complete a capacity inventory to outline the various skills and assets of local seniors and senior center volunteers. As the inventory of key assets are compiled, the community center can develop programs based on individual capacities. For example, perhaps a member of the senior center is a retired CPA and can provide assistance during tax season. Perhaps a member can play a variety of musical instruments and can offer free lessons at the center. Or maybe a volunteer at the center has experience teaching exercise programs and would be willing to teach weekly at the senior center for a nominal fee.

The Lucerne Valley Senior Center could also host annual holiday events, monthly potlucks, and other fundraising events. Partnerships could be formed between the senior center and local churches, the Lucerne Valley Unified School District, or other cultural organizations.

Action	Action Leader	Timeline	Resources
1. Create a Committee	Champion with Lucerne Valley Senior Center		Lucerne Valley Senior Center
2. Complete a capacity inventory to outline the various skills and assets of local seniors and senior center volunteers.	Committee	Months 1–2	San Bernardino County Department of Aging and Adult Services
3. Identify capacities that could be turned into programs and activities at the Senior Center.	Committee	Months 3–4	Administration for Community Living AARP Foundation Robert Wood Johnson Foundation
4. Identify annual holiday events, monthly events, and other fundraising events for the Senior Center.	Committee	Months 3–4	City of Redlands Community Senior Center, Senior Programs http://www.cityofredlands.org/recreation/seniors
5. Identify potential partnerships between the Lucerne Valley Senior Center and other local organizations.	Committee	Months 5–6	National Council on Aging (NCOA), Senior Center Facts https://www.ncoa.org/news/resources-for-reporters/get-the-facts/senior-center-facts/
6. Identify grant funding as necessary.	Committee	On-going	
7. Survey attendees of Lucerne Valley Senior Center events and programs to determine whether community needs are being met or if changes are needed to better suit the community.	Committee with Lucerne Valley Senior Center	Annually	

Community Focus Statement F: Create greater recreational and educational opportunities within Lucerne Valley.

F3

Action Statement F.3: Enhance appreciation for the desert in school age children by partnering with local organizations and land trusts to develop a desert education program that studies the natural environment, geology, history, etc. and incorporates field trips.

Benchmark: Yearly volunteer and educational opportunities are created and continue to operate and improve.

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

Estimated Cost: $500–$1,000 – Create a group of community members to facilitate the program.

Lucerne Valley is located in the Mojave Desert, and the community would benefit from youth programs which promote appreciation, preservation, and conservation of the desert. Early educational opportunities that actively engage school-aged children are a way to foster this appreciation. Many educational opportunities currently exist that will help achieve this objective, and an educational program can be developed specifically for the Lucerne Valley community. The following is a list of organizations and volunteer opportunities available.

- Mojave Desert Resource Conservation District – The agency is committed to the development of a land stewardship ethic that promotes long-term sustainability of the region's rich and diverse natural resource heritage. The agency may be a good resource to educate school-aged children on different aspects of desert conservation.
- California Desert Conservation Area (Bureau of Land Management) – The CDCA is a 25-million-acre expanse of land in Southern California. The CDCA, managed by the Bureau of Land Management, provides educational programs and utilizes volunteers. The following are two CDCA programs that may be of interest to the Lucerne Valley community:
    o Take It Outside – A program designed to get kids outdoors and connected to nature. BLM staff host a variety of programs and activities on BLM lands ranging from archaeology field tours to whitewater rafting and camping.
    o National Public Lands Day (NPLD) – The largest volunteer event for America's public lands. NPLD is held on a Saturday in late September when thousands of Americans volunteer to improve and enhance our nation's public lands.
- Mojave Desert Land Trust (MDLT) – The organization works to protect the Mojave Desert ecosystem and its scenic and cultural resource values. The following are volunteer programs that may be of interest to the Lucerne Valley community:
    o Land Stewardship Volunteers – Land stewards assist with restoration, monitoring, and property cleanup.
    o Desert Salvage Team – The salvage team travels to local and remote locations to clean up the land and collect desert treasures.

    o   Native Plant and Seeds – Volunteers help with native plant seed-gathering and cleaning excursions on MDLT properties.

Action	Action Leader	Timeline	Resources
1. Create a Volunteer Group of Volunteers	Champion		Mojave Desert Resource Conservation District http://www.mojavedesertrcd.org/ Mojave Desert Land Trust https://www.mdlt.org/involved/ California Desert Conservation Area (Bureau of Land Management) Take It Outside http://www.blm.gov/publish/content/wo/en/prog/more/Children_and_Nature.html National Public Lands Day https://www.blm.gov/nv/st/en/res/national_public_lands.html
2. Contact the Mojave Desert Resource Conservation District to provide educational opportunities on different aspects of desert conservation.	Group with Lucerne Valley Unified School District	Year 1 - ongoing	
3. Contact the California Desert Conservation Area (Bureau of Land Management) to participate in the Take It Outside program and/or National Public Lands Day.	Group with Lucerne Valley Unified School District	Year 1 - ongoing	
4. Contact the Mojave Desert Land Trust to volunteer for the following programs: • Land Stewardship Volunteers • Desert Salvage Team • Native Plant and Seeds	Group with Lucerne Valley Unified School District	Year 1 - ongoing	
5. Schedule a meeting with the school district to present educational opportunities for local school kids.	Group with Lucerne Valley Unified School District	Year 1 - ongoing	

Community Focus Statement F: Create greater recreational and educational opportunities within Lucerne Valley.

F4

Action Statement F.4: Partner with the Lucerne Valley Unified School District, the San Bernardino County Superintendent of Schools, and other educators to ensure that the community's schools meet average to high performance levels and graduation rates.

Benchmark: Student performance and graduation rates increased in the Lucerne Valley Unified School District and the community is involved in school activities.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $8,000–$40,000

The Lucerne Valley Unified School District was established in 1987. It operates three schools: Lucerne Valley Elementary School, Lucerne Valley Middle/High School, and a continuation school.

Poorly performing school systems can have a negative impact on the local economy by driving out families who see better educational opportunities in other areas. Further, students who graduate from underperforming schools can be ill prepared for success at a university or struggle to find higher-wage employment. This negative impact on the labor force can potentially deter companies from investing in the area because of the restricted employment pool.

Lucerne Valley wants to ensure the community's schools are doing well and improving. Currently, California schools are driven through their Local Control Accountability Plan (LCAP) which has the Community, Schools, families and County collaborating. Progress is monitored through the LCAP and adjustments made with the support of the County Superintendent of Schools.

Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a committee.	Champion with Lucerne Valley Unified School District		Transforming Schools through Community Organizing – A Research Review http://www.hfrp.org/publications-resources/browse-our-publications/transforming-schools-through-community-organizing-a-research-review
2. Identify community's concerns	Committee	Months 1–36	
3. Meet with School District to present concerns	Committee	Months 1–36	
4. Determine if concerns can be resolved by inclusion in Local Control Accountability Plan (LCAP)	Committee with Lucerne Valley Unified School District	Months 1–36	GreatSchools Rating http://www.greatschools.org/gk/ratings/
5. Make changes to LCAP to address community concerns.	Lucerne Valley Unified School District	Months 1–36	Lucerne Valley Unified School District https://lucernevalleyusd.org/
6. Monitor district performance, report to community members on performance changes, and adjust operations as needed.	Committee, Lucerne Valley Unified School District, San Bernardino County Superintendent of Schools	Annually	

Community Focus Statement G: Strive to make Lucerne Valley energy self-sustainable.

G1

Action Statement G.1: Promote programs that assist home and business owners with financing energy-efficiency upgrades.

Benchmark: Flyer prepared on a wide variety of energy efficiency services and offer several energy-saving rebates, incentives, and assistance programs to make homes and businesses more energy efficient and shared with community members.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $500–$1,000

The County of Marin's Sustainability Team offers several programs to address energy issues and opportunities in the county. The team offers free energy efficiency assessments and technical assistance and provides rebates and incentives for residents and businesses that want to install renewable energy systems. For more information, visit: http://www.marincounty.org/depts/cd/divisions/planning/sustainability/energy-programs.

The Lucerne Valley Market/Hardware installed parking lot and rooftop solar and a natural gas generator to reduce energy costs. Energy efficiency is defined as using electricity and natural gas more effectively while maintaining the same comfort and performance levels. When people do not have knowledge or an understanding of what is entailed in being energy efficient, energy is wasted daily in homes and businesses. A wide variety of energy efficiency programs are administered by local utilities to assist in energy savings that have long-term benefits to the environment. Key service providers and partner agencies can discuss energy issues and offer financial incentives and technical assistance for residential and commercial sites in the community.

Some residential and business customers are eligible to receive product rebates from their energy providers. Residential customers can receive rebates on lighting, air conditioners, appliance recycling, Energy Star products, and heating and water heating products. Business customers can receive rebates on pool covers, pool heaters, process heating boilers, steam traps, and pipe and tank insulation. Additional customized incentives can be offered to businesses to lower investment costs when planning retrofit projects involving the installation of high-efficiency equipment or systems. Local electric and natural gas service providers often distribute informational pamphlets and bill inserts to property owners. These materials provide property owners with information on energy efficiency and encourage users to find energy-saving solutions through energy-efficient upgrades, lighting controls, effectively managing air conditioning systems, and participating in energy-efficient financing or rebates.

Currently, the Community Action Partnership of San Bernardino County (CAPSBC) provides a Home Energy Assistance Program (HEAP) for emergency and non-emergency utility assistance. HEAP offers information at scheduled energy education workshops on Tuesdays, Wednesdays, or Thursdays to assist qualifying residents to

receive annual credits. CAPSBC also has a Weatherization Services Program, which includes free updates (installation of applicable weatherization measures such as insulation, duct repair, filter replacement, heating units, etc.) for energy-saving improvements. In addition, Southern California Edison and the Southern California Gas Company offer several rebates, incentives, and assistance programs to make homes and businesses more energy efficient.

This action could be addressed with Action Statement A.1.

Action	Action Leader	Timeline	Resources
1. Create a community Committee to approach CAPSBC and EEES and collaborate with education and informing community.	Committee with support from CAPSBC EEES		Community Action Partnership of San Bernardino County, Energy Education and Environmental Services
2. Focus EEES staff members on continuing existing efforts as well as promoting additional measures to educate the community on energy-efficient services.	Committee with support from CAPSBC EEES	Month 1	http://www.capsbc.org/energy-education-environment

County of Marin, Energy Programs |
| 3. Develop a list of community concerns, issues, and areas of improvement that address energy conservation at home and work. | Committee | Month 1 | http://www.marincounty.org/depts/cd/divisions/planning/sustainability/energy-programs |
| 4. Develop key partnerships with local utilities, and local, regional, and state agencies for knowledge on legislative and community information. | Committee, CAPSBC EEES, Southern California Edison, Southern California Gas Company | Months 2–4 | Southern California Gas Company, Trade Professional Program
https://www.socalgas.com/for-your-business/energy-savings/trade-pro-program

Community Action Partnership of San Bernardino County, Strategic Plan 2011–2021 |
| 5. Provide training and information sessions to individuals and groups in the area of energy conservation. | CAPSBC EEES | Ongoing | http://media.wix.com/ugd/aa3e48_f0aa6d1a396d425e85b5b49ced141a5e.pdf |

Community Focus Statement G: Strive to make Lucerne Valley energy self-sustainable.

G.2

Action Statement G.2: Coordinate with the County Service Area 29 to convert the community's street lights to low color temperature LED street lighting.

Benchmark: If feasible, street lighting has been converted to LED bulbs.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: Contingent upon level of improvements

Example of a solar powered street luminaire. Photo source: PURE

County Service Area 29 has street light powers. Lighting is important because it increases safety in areas used by pedestrians, bicyclists, and motorists. It also aids in geographic orientation, as people can use well-lit spaces as landmarks for their reference. However, it can be difficult to achieve a balance between providing adequate lighting and avoiding potential light pollution.

In many situations, particularly when there is a security concern, there is a tendency to over-illuminate parks, plazas, streets, or other public spaces. But in fact, too much lighting can be just as bad as too little lighting, especially in a setting such as Lucerne Valley. The key to developing a good plan is to relate lighting to the evening functions of a particular space, because in the larger view, street lighting is more than just a technical requirement, a security need, or a design element. It can be thought of and used in terms of how the type, placement, and wattage affect how a street is perceived and used.

Although its primary purpose is nighttime visibility for security and safety, successful street lighting takes into account the human users of the street or other exterior spaces in order to improve the experience of these places. For instance, one way to emphasize pedestrians and bicyclists over automobile traffic is to replace standard overhead streetlights with smaller-scale, more frequently spaced fixtures geared toward all users, and not just vehicles. Additional lighting in Lucerne Valley would increase the public health, safety, and welfare of the community. Well-lit spaces would allow community members to be involved in physical activity for longer periods of time, not only during the day. Additionally, well-lit spaces provide a greater sense of security for community members.

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

While lighting costs vary, the table below lists potential options and possible typical costs per item or measure to be considered in the future. In order to best address future lighting needs, a feasibility study should be completed to evaluate the overall planning, design, and implementation of future lighting sources in Lucerne Valley. Operation and maintenance costs would need to be absorbed by the community.

Lighting and Estimated Typical Costs

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

Action	Action Leader	Timeline	Resources
1. Establish a Lighting Committee	Champion	As needed	LEOTEK – A municipal guide for converting to LED street lighting
2. Meeting to discuss if LED or another type of street lighting makes sense for community.	Committee, Special Districts Department (Street Lights Division)	As needed	http://www.leotek.com/education/documents/Leotek.LED.Streetlight.Guide.V7-101613.pdf
3. Define the project scope.	Committee, Special Districts Department	Months 1 – 3	Municipal Solid State Street Lighting Consortium – A place for cities to network with other communities who have installed/upgraded to LED street lighting
4. Determine funding source (i.e., self-funding, federal government, state programs, utility programs, Energy Saving Contractors (ESCO), others).	Committee	Months 3 - 6	http://www1.eere.energy.gov/buildings/ssl/consortium.html
5. Complete a financial analysis, considering initial costs, annual savings, and simple payback.	Committee, with support from Special Districts Department	Months 6 – 12	Project Urban Renewable Energy http://purecities.org/turn-the-lights-on-smart-cities-and-led-street-lighting/
6. Determine who will purchase the streetlights and improvements.	Special Districts Department	Months 6 – 12	Funding sources: 2009 American Recovery and Reinvestment Act (ARRA)
7. Narrow down the selection of light fixtures.	Special Districts Department	Months 12 – 16	https://www.washington.edu/research/gca/recovery/
8. Invite manufacturers to present their products for testing and evaluation.	Special Districts Department	Months 14 - 16	Pacific Gas and Electric LED street lighting replacement/conversion program
9. Test preferred luminaires on residential and commercial streets.	Special Districts Department	Months 16 - 18	https://www.pge.com/en_US/business/save-energy-money/business-solutions-and-rebates/lighting/led-street-lighting/led-streetlight-replacement-program.page?
10. Issue and award bid	Special Districts Department	Months 18 - 20	
11. Implement the project.	Special Districts Department	Months 24	Large Energy Saving Contractors (ESCO)
12. Institute a long-term maintenance program.	Special Districts Department	On-going	http://ecoact.org/our-work/programs/?gclid=CPuPp4Xz-88CFcJkhgodtSQEpw

Community Focus Statement G: Strive to make Lucerne Valley energy self-sustainable.

G3

Action Statement G.3: Programs to educate the community on the importance of a sustainable lifestyle and ways to minimize the footprint left on the environment.

Benchmark: Flyers prepared describing ways to live sustainably and where to get additional information or take classes.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $500–$1,000

Example of energy saving devices such as solar cells and compact florescent lighting. Photo source: EECBG

Sustainability is often viewed as balancing the needs of the environment and the community. A sustainability program will guide community efforts to become more sustainable and resilient by promoting and supporting sustainable behaviors in the community. In a sustainability program, public officials, businesses, and residents can make social and economic decisions that allow the community to thrive by understanding the environment without compromising natural resources or hurting the future of the community.

The program would promote education and community involvement. Environmental programs and policies can contribute to environmental sustainability by encouraging recycling, composting, community gardens, and natural gas amenities. General information, issues, regulations, and upcoming events related to environmental sustainability can be displayed on informational materials and distributed in newsletters and bill inserts. Topics would include, but not be limited to, drought and state- and local-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 users to reduce their footprint by checking all plumbing for leaks, keeping showers short, turning off water while not in use, replacing older appliances and electrical fixtures with more efficient models, irrigating appropriately in response to seasonal changes, and participating in energy-efficient rebates. The information can help businesses integrate environmental responsibility into their operations in a manner that is sustainable as well as profitable. Businesses can determine which solid waste reduction, pollution prevention, energy conservation, and water conservation measures would be the best fit and achieve the most savings and incentives for long-term environmental sustainability.

The Community Action Partnership of San Bernardino County (CAPSBC) provides an Energy Education and Environmental Services Program to help conserve energy by reducing the consumption of natural resources. It also aims to make homes more comfortable and more healthful, lower the cost of utility bills, provide energy education,

and process applications for the Home Energy Assistance Program (HEAP). CAPSBC also has a Weatherization Services Program, which includes free updates (installation of applicable weatherization measures such as insulation, duct repair, filter replacement, heating units, etc.) for energy-saving improvements. In addition, Southern California Edison and the Southern California Gas Company offer several rebates, incentives, and assistance programs to make homes and businesses more energy efficient. Residents and business owners can receive further information on sustainability at monthly garden club and group meetings at the Lucerne Valley Community Center, and at Lucerne Valley Chamber of Commerce meetings at the Lucerne Valley Senior Center.

Action	Action Leader	Timeline	Resources
1. Create a community organization	Champion	Month 1	Community Action Partnership of San Bernardino County, Energy Education and Environmental Services http://www.capsbc.org/energy-education-environment County of San Bernardino, San Bernardino County Code, local legislation current through Ordinance 4308, passed July 12, 2016 County of San Bernardino Land Use Services Department Community Action Partnership of San Bernardino County, Energy Education and Environmental Services Program http://www.sbcounty.gov/capsbc/eeesheap.html County Service Area 29, Meetings http://csa29.com/Meetings_Info.html
2. Identify opportunities to bring greater involvement to sustainability measures such as providing information, technical assistance, and incentives to residents and business owners to consider sustainability during site development and operations.	Community Organization, with support from CAPSBC EEES	Month 1	
3. Coordinate with community partners to continue to identify and support policies and regulations to implement sustainable site development and operations, such as updating codes, design guidelines, and zoning, as appropriate.	Community Organization, with support from CAPSBC EEES	Months 1–2	
4. Create education materials to inform and encourage residents and business owners to participate in sustainability efforts such as recycling, composting, water conservation, energy retrofits, and solid waste reduction.	Community Organization	Months 2–4	
5. Review sustainability efforts and implement new improvements and incentives to assist the community at large.	Community Organization	Annually	

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.

Actions from the 2007 Community Plans

Topic: Roadway Improvements

State Route 18

In the 2007 Community Plan, the following improvements were identified:

A. Work with Caltrans to plan center lane/turn pockets on SR-18, between Custer Road, or High Road, on the west to Crystal Creek Road, in order to provide improved access to the commercial corridor

B. Work with Caltrans to plan center lane/turn pockets on SR-247 from the current 4-way stop east to Camp Rock Road

Clark Road.

While the traffic analysis completed for the Countywide Plan did not indicate a need for Clark Road to be designated as a Controlled/Limited Access Collector, the 2007 Community Plan requested that Clark Road be designated as a future two-lane collector between Buena Vista and SR-18.

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. Foothill Road from Custer Avenue to Highway 18 (Only portions of this road are in the County Maintained Road System (CMRS), still unpaved)

B. Ladera Road from Highway 18 to Rabbit Springs Road (Only a small portion in a housing development adjacent to SH 18 is paved and in the CMRS, the rest is not in the CMRS and unpaved. No right-of-way exists for this road north of SH 247 (Old Woman Springs Road))

C. Midway Road from Highway 247 to Highway 18 (Unpaved and this portion is not in the CMRS)

D. Buena Vista Road from Highway 18 to Buenos Aires Road (Unpaved and with only intermittent portions in the CMRS)

E. Exeter Road from end of current pavement to Ivanhoe Road (Unpaved and only a portion in the CMRS)

F. Furst Street from Custer Avenue to Highway 18 (Unpaved, not in the CMRS, and would require substantial right-of-way acquisition)

Topic: Alternative Transportation Improvements

Transportation needs.
Define the existing and future transportation needs as they may relate to transit for local residents, particularly seniors. When transportation needs are defined, conduct a feasibility study to determine the feasibility and cost-effectiveness of instituting alternative transportation recommendations.

Paved bicycle facilities.
Where safe traffic conditions permit on paved roads, provide bicycle paths as paved shoulders as part of a network that provides sufficient bicycle circulation through the community.

Pedestrian and bicycle sidewalks and crossings.
Coordinate with Caltrans to pursue the installation of pedestrian sidewalks, pedestrian crosswalks, and trail crossings at key locations, particularly across SR-18 and SR-247. Communicate the need for and prioritization of the development of a pedestrian bridge and/or widening of the SR-18 bridge over the flood channel to facilitate safe pedestrian and bicycle crossings.

Topic: Commercial Development

Future commercial development.
Direct future commercial development to locate within the Rural Commercial (CR) land use district, as delineated by the Land Use Policy Map at the time of adoption of this plan, between Custer Road east to Allen Way. As this Rural Commercial district reaches development capacity, expand the Rural Commercial land use district adjacent to the current district and expand initially south to First Street, and ultimately, to the north side of Clark Street.

Topic: Agricultural Uses

High-water consumption agriculture.
Promote the transition of high-water consumption agricultural uses to low water consumption uses, such as drip-irrigated orchards, hobby farms, etc.

Topic: Conservation and Protection

Foothills of the San Bernardino Mountains.
Develop project design requirements to minimize potential impacts of new development on wildlife movement in the foothills of the San Bernardino Mountains.

Topic: Economic Development

Industrial development along rail spur.

Enhance the rail spur's economic attributes by:

A. Encouraging industrial development along the rail spur in the southern portion of the community plan area and to ship local products by rail.
B. Promoting land exchanges from the Bureau of Land Management to private ownership along the rail corridor through mechanisms to be established in the West Mojave Plan.

Topic: Recreation Facilities

Parks and recreation.

Establish priorities and identify opportunities for park development and establish a park and recreation plan for the Lucerne Valley Community. Encourage the development of recreational facilities within community parks, such as swimming pools, athletic facilities and community centers.

Public trails system.

Coordinate with the County Trails and Greenways Committee to develop and maintain a system of public trails for hiking, bicycling and horseback riding.

Local trail system.

Establish a plan for the development of a local trail system. The plan shall incorporate the following recommendations:

A. Designate separate trails for non-motorized trail use (pedestrian, bicycle, and equestrian trails) and motorized vehicle trails (off-road vehicles).
B. Provide trail heads that link regional trails, recreational areas, residential areas, neighborhood trail systems, schools and commercial nodes.
C. Explore methods for providing designated routes for off-highway vehicles to reach the BLM Johnson Valley OHV recreational area within Lucerne Valley. Discourage unauthorized motorized use of the trail network by posting signage, providing barriers where appropriate and enforcing violations.

USFS trails.

Support the improvement and extension of United States Forest Service (USFS) trails by encouraging the USFS to maintain existing trails and to develop new hiking and biking trails.

OHV signage.

Utilize signage to designate appropriate OHV trails or access areas and to notify where OHV use is prohibited.

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.

Evacuation center.

Work with the community to identify and designate an evacuation center/community safe area.

APPENDIX A
Lucerne Valley Community Profile

Community Profile

Purpose

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

1867: Homesteaders enter the area

1897: James E. Goulding's ranch became successful in growing alfalfa

1916: The community became known as Lucerne Valley (a French word for alfalfa)

1920s: Lucerne Valley was used as a filming location for western movies

1947: The Dunton Quarry Mine opened by the Minerals Materials Company
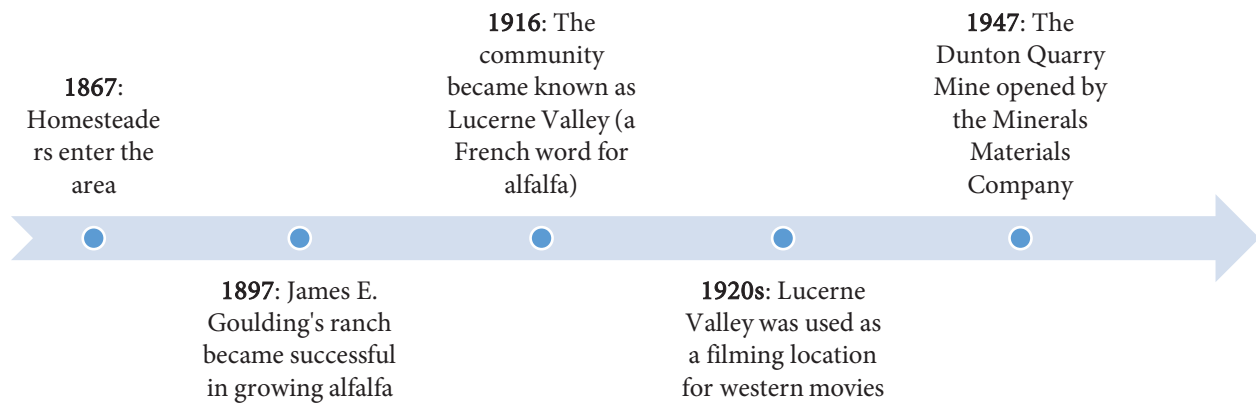
Lucerne Valley was once inhabited by the Piute, Chemehuevi, and Serrano Native American tribes, who used the natural springs. James E. "Dad" Goulding began cultivating his homestead with apple orchards, vegetable gardens, and eventually alfalfa fields. The community became known as Lucerne (a French word for alfalfa). Goulding, who has been generally accepted as the founder of Lucerne Valley, developed the first school, library, and post office on his ranch property. In the 1940s, mining industries began and the railroad extended into the community. As a result, Lucerne Valley began to see increased growth. Recent development includes the formation of the County Fire District in 1962, the Lucerne Valley Middle School in 1967, the present Lucerne Valley Library in 1988, and Lucerne Valley High School in 1992.

Sources: Lucerne Valley Community Plan, County of San Bernardino General Plan; Wikipedia, LucerneValley.net

Location & Geography

Lucerne Valley is located in the southwest desert of San Bernardino County. The area mostly comprises flat plains and the foothills just north of the San Bernardino National Forest and Big Bear Lake. The nearest city is Apple Valley to the west.

Figure 1: Area Map
Source(s): ESRI, San Bernardino County LUS

Key Census Data

Category	Lucerne Valley, California		San Bernardino County		California		United States	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
Population								
Total Population	6,746		2,078,586		38,066,920		314,107,084	
2020 Population Forecast	6,928 (+1.03%)		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	2,591		607,604		12,617,280		116,211,092	
Average Household Size	2.59		3.34		2.95		2.63	
Median Age	44.9		32.2		35.6		37.4	
Education								
High School Diploma	1,405	29.7%	330,613	26.3%	5,153,257	20.7%	58,440,600	28.0%
Education Past High School	1,720	36.3%	417,953	33.3%	7,400,714	29.8%	60,821,634	29.1%
Bachelor Degree or Higher	394	8.3%	336,315	26.8%	7,708,909	31.0%	61,206,147	29.3%
Housing								
Total Dwelling Units	3,590	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Homeowner Occupied Units	1,680	46.8%	370,032	52.58%	6,908,925	50.1%	74,787,460	56.3%
Renter Occupied Units	911	25.4%	237,572	33.76%	5,708,355	41.4%	41,423,632	32.2%
Vacancy*	999	27.8%	96,133	13.7%	1,164,649	8.5%	16,529,941	12.5%
Median Year Structure Built	1974	n/a	1976	n/a	1974	n/a	1976	n/a
Income								
Median Household Income	$28,565	n/a	$54,100	n/a	$61,489	n/a	$53,482	n/a
Persons Below Poverty Level	875	18.5%	199,451	12.7%	3,354,518	11.2%	26,235,361	10.6%
Employed	1,692	73.2%	812,707	86.1%	16,890,442	89.0%	143,435,233	90.2%
Unemployed	620	26.8%	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: 2014 American Community Survey 5-Year Estimates and ESRI

Community Structure (Physical Characteristics)

<u>Residential</u>: Primarily low density single family dwellings on large lots, some with agricultural and animal raising land uses.

<u>Commercial</u>: Primarily small shops concentrated at the intersection of Old Woman Springs Road and Barstow Road.

<u>Transportation</u>: Major roadways include State Highway 18 (CA-18), Old Woman Springs Road (CA-247), and Barstow Road (CA-247). Many privately owned local roads are unpaved, without pedestrian or bicycle facilities. Two local truck routes run through the plan area.

<u>Industrial</u>: Three mines are located in the central southern region of the plan area: Mitsubishi Cement, Omya and Specialty Minerals.

<u>Utilities</u>: Lucerne Valley is served by 10 private water purveyors that pump water from the Mojave River Regional Aquifer. The aquifer is monitored by the Mojave Water Agency. Wastewater treatment is by septic tanks and leach field systems, and there is no regional waste water treatment.

Source(s): Google Earth/Maps; San Bernardino Countywide Plan Transportation Existing Conditions Report; County of San Bernardino Zoning Map.

Community Amenities

Parks and Trails	51% of the land within the plan area is managed by the Bureau of Land Management for recreational uses. Local parks include Pioneer Park, Midway Park, and Russell Park.
Hospitals	No hospitals are located within the plan area. Nearby hospitals include Bear Valley Community Hospital (Big Bear Lake), St. Mary Medical Center (Apple Valley), and Desert Valley Medical Group (Apple Valley).
Fire Protection	San Bernardino County Fire Stations #8 and #9, response times are 10 to 12 minutes, Cal

	Fire(CF) Station, U.S. Forest Service Station
Police	San Bernardino County Sheriff's Department – Victor Valley Station and Lucerne Valley Substation
Public Schools	Lucerne Valley Elementary School, Lucerne Valley Middle/High School, Lucerne Continuation School.

Table 2: Community Services
Source(s): Lucerne Valley Community Plan; County of San Bernardino Sheriff's Department and Fire Department; Cal Fire, Google Maps/Earth; CA Department of Education.

Community Groups

Lucerne Valley Genealogy Association, (760) 248-7520 http://www.lucernevalley.net/orgs/roots	**Lucerne Valley Lions Club**, (760) 248-7670 http://www.lvlionsclub.com
Wolf Mountain Sanctuary, (760) 248-7818 http://www.wolfmountain.com/	**Lucerne Valley Chamber of Commerce**, (760) 248-7215 http://lucernevalleychamberofcommerce.org/
Lucerne Valley Moose Lodge http://lodge2096.moosepages.org/	**Lucerne Valley Citizens Patrol.** (760) 248-7655 http://www.nacop.org/lucernevalley/index.htm
Lucerne Valley Roadrunners Inc.	**Lucerne Valley School District Foundation**
Mitsubishi Education Foundation	

Table 3: Community Groups
Source(s): Listed in Table

Community Existing Land Use

Lucerne Valley Community Plan area is 277,591 acres. Nearly 73% of the land (203,246 acres) in Lucerne Valley is devoted to agriculture and resource conservation uses. The second-largest use is rural living, covering 22% (61,896 acres). All other uses in Lucerne Valley each account for 1% or less of the total zoned acreage.

Land Use Type	Acreage	% of Total Area
Ag/Resource Conservation	203,246	73%
Rural Living	61,896	22%
Floodway	5,132	2%
Single Residential	2,737	1%
Special Development	1,806	1%
Community Industrial	841	<1%
Institutional	136	<1%
Multiple Residential	85	<1%
Office, Service, and Highway Commercial	35	<1%
Regional Industrial	1,152	<1%
Rural, Neighborhood, and General Commercial	526	<1%
Lucerne Valley Total	277,591	

Table 4: Existing Land Use
Source: County of San Bernardino

Community Economics

The 2016 ESRI Community Analyst Report showed that Lucerne Valley is home to approximately 1,553 jobs and 167 businesses. The majority of the businesses fall (by SIC code) into services (37%); retail trade (21%); construction (8%); and finance, insurance, and real estate (8%). Approximately 67% of the Lucerne Valley labor force is employed within Lucerne Valley.
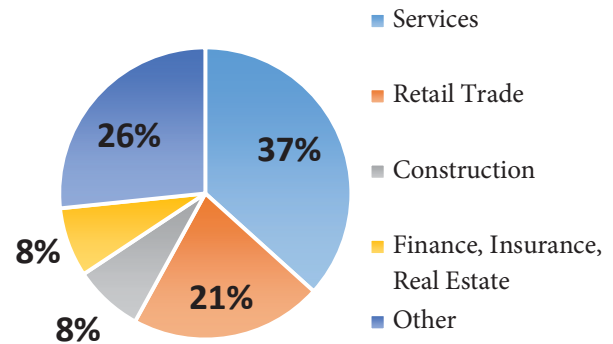
Figure 2: Retail Services
Source(s): ESRI Community Analyst, 2016 U.S. Census Bureau

Community Events

Lucerne Valley Community Center
- Garden Club (monthly)
- Root Diggers (monthly)
- MAC Meeting (monthly)

Lucerne Valley Senior Center
- Bingo (monthly)
- Red Hat Society (monthly)
- Chamber of Commerce (monthly)

Source: LucerneValley.net

Public Health

Chronic Disease: The Lucerne Valley community generally experiences more frequent instances of hospitalization and emergency room visits for the chronic diseases listed below, with the exception of hypertension. The leading causes of death in Lucerne Valley (in 2012) are cancer and heart disease.

	Diabetes Hosp./E.R.	COPD Hosp./E.R.	Asthma Hosp./E.R.	Heart Failure Hosp./E.R.	Hypertension Hosp./ER
Lucerne Valley	31.3/21.1	30.1/29.8	* /52.8	29.8/ *	* /28.6
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: Healthy San Bernardino County
* Indicates insufficient data

Air Quality: Table 6 below shows the air quality near Lucerne Valley, measured at the Olive Street monitoring site, in terms of the number of days that area exceeded the federal standards for pollutants (exceedance days). The table shows that the monitoring site near Lucerne Valley had fewer exceedance days the Federal 8-hour standard for ozone than that of the overall South Coast Air Basin, in which Lucerne Valley 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.

	Hesperia – Olive Street Monitoring Site			Mojave Desert Air Quality Management District **		
	2012	2013	2014	2012	2013	2014
Ozone Federal 8-hour standard	55	12	27	Not Monitored	Not Monitored	Not Monitored
Course Particulate Matter (PM_{10}) Federal 24-hour standard	0	*	0	0	1	0
Fine Particulate Matter ($PM_{2.5}$) Federal 24-hour standard	*	*	*	Not Monitored	Not Monitored	Not Monitored

Table 6: Air Quality Exceedance Days
Source: California Air Resources Board
* Indicates insufficient data
** Lucerne Valley specific data, Mojave Desert Air Quality Management District, January 24, 2019 email.

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 Lucerne Valley 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 Transit: The plan area is served by the Victor Valley Transit Authority (VVTA) "23" bus line, which connects Lucerne Valley to Apple Valley. There are no dedicated bicycle facilities are located within the plan area.
Source(s): Victor Valley Transit Authority Route Map; Google Earth.

Community Engagement Summary

As a part of the Community Plans Continuum process, community members from Lucerne Valley were invited to participate in three community workshops. The first workshop, titled "What We Value", took place on February 24th, 2016 from 6:30 – 8:30pm at the Lucerne Valley Community Center. This workshop was attended by 11 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 30th, 2016 from 6:30 – 8:30pm at the Lucerne Valley Community Center. This workshop was attended by 27 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 20th, 2016 from 6:30 – 8:30pm at the Lucerne Valley Community Center. This workshop was attended by 18 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

- Local businesses, including Mitsubishi Cement, Omya, Specialty Minerals, market, laundry, doctor, bank, etc.
- Well-documented community history
- Rural location and character, natural beauty, clean environment and air
- Very active community volunteers and community service organizations, such as Lion's Club Shooting Range, Dry Lake Rocket Club, and King of the Hammers
- Almost a self-contained town
- Tourist destination for natural beauty
- Good local school district
- Film industry
- Lucerne Valley Economic Development Agency and Municipal Advisory Council
- Victor Valley Transit Authority (VVTA) bus routes
- *Lucerne Valley Leader* newspaper
- Affordability of housing
- A town of characters
- Ties to community history, especially with local genealogy association
- Many long-term residents
- Frequent community events at the Lucerne Valley Community Center and senior center
- Better air quality in comparison to the rest of the Mojave Air Basin
- Connected to Apple Valley through the VVTA Route 23
- Community involvement at local schools, Citizens on Patrol hosts the Good Citizen program at Lucerne Valley Elementary School
- Lucerne Valley Unified School district has a low teacher-to-student ratio
- Strong park services, equestrian area, and bicycle motocross track

Weaknesses

- Poor demographics; lack of diversity
- Poor road conditions; roads not paved or maintained in some areas

- Poor property maintenance
- Need turn pockets to make Highway 18 more efficient and safe
- Location in the State of California
- Lack of sufficient medical services
- Drug manufacturing and pot farms
- Lack of code enforcement presence and consistency
- Old water lines in downtown area need to be replaced
- Bureau of Land Management (BLM) bureaucracy and target for solar energy projects
- Crime and drugs
- Gas stations and price-fixing cartel drives people to Apple Valley for gas and other goods
- Economically depressed area
- Poor appearance, partially due to large homeless population
- Law of solar tax
- California Department of Transportation bureaucracy
- Low high school exit exam pass rates; (only 64 percent, and only 39 percent of students score in the proficient and above ranges, in comparison to the county and California
- Received low healthy food index score, indicating limited access to healthy foods in the plan area
- Few pedestrian and bicycle facilities are located in the city
- Crime problems include mail theft, burglary, and auto theft
- Low walk score
- Homelessness
- Public nuisances, including junk and trash, vacant structures, and illegal dumping

Opportunities

- Development of a senior living community
- Open spaces uses, including off-highway vehicle areas

Opportunities (continued)

- Industries to tie into the mines along rail lines
- Become a model community for renewable energy
- There is room to grow while still remaining primarily rural
- Distributed generation assistance for local property owners
- Community choice aggregate project
- Improved infrastructure through road maintenance and more paved roads
- Develop tourism draw to the area to increase flow of outside money into the community
- Land exchange with the BLM; opportunities for creating industry and jobs
- Having a liaison deputy assigned to the community, to give a sense of ownership and safety, versus a beat deputy responding to one or more communities within a patrol beat
- Improve pedestrian and bicycle facilities in the community
- Code enforcement to close illegal businesses along the main highway

Threats

- Government land grabs of pristine desert for renewable energy farms, marine base expansion, and wilderness designations
- More electrical transmission lines being installed
- California legislation (i.e., California fire tax in the state responsibility areas)

- Liberal agenda
- Groundwater declining north of the Helendale fault
- Big-box retail stores driving out local stores
- Area is a target for renewable energy projects
- Illegal land scraping
- Wind erosion and particulate pollution
- Poor visual appearance and lack of taxes from vacant land and abandoned homes
- High-desert corridor
- Drugs, crime, and theft
- County's opposition to hauled water
- Distance to closest medical facilities is a concern, especially considering the high median age of Lucerne Valley, longer response times, and higher instances of emergency room visits and hospitalization for chronic diseases
- Lack of healthy food options and low walkability could be playing a role in the high instances of emergency room visits and hospitalization for chronic disease
- Police response times are long due to the size of patrol beats
- Wastewater control provided by septic tanks and leach field systems, and lack of regional wastewater treatment
- Most housing consists of single family homes; lack of multifamily dwelling