

County of San Diego

# SAN DIEGO SOUTH REGION

Communities of Excellence 2026

2017 Commitment to Community Excellence Application



## Glossary of Terms and Abbreviations

**2-1-1 San Diego...** San Diego Information and Help Line (including the Information & Referral Line)

**5 Areas of Influence...** Health, Knowledge, Standard of Living, Community and Social.

**AARP...** American Association of Retired Persons

**ACA...** Affordable Care Act

**AHEC...** Area Health Education Center

**AIS...** Aging and Independence Services

**BHS...** Behavioral Health Services

**BMI...** Body Mass Index

**CA...** The State of California (also “State”)

**CASA...** Communities Against Substance Abuse

**CBO...** Community Based Organization

**CBX...** Cross Border Express bridge from U.S. directly to the Tijuana International Airport

**CDC...** Centers for Disease Control and Prevention

**CEO...** Chief Executive Officer

**CHIP...** Community Health Improvement Partners

**CIP...** Community Improvement Projects

**COE...** Communities of Excellence

**COSD...** County of San Diego

**CSG...** Community Services Group

**CVCC...** Chula Vista Community Collaborative

**CVESD...** Chula Vista Elementary School District

**CVPN...** Chula Vista Promise Neighborhood

**CWS...** Child Welfare Services

**First 5...** First 5 San Diego provides San Diego’s youngest children with healthy development screenings, dental care, high-quality preschool, and parenting workshops

**FQHC...** Federally Qualified Health Center

**FRC...** Family Resource Center

**GRG...** Grandparents Raising Grandchildren

**HHSA...** County of San Diego Health and Human Services Agency (also “Agency”)

**HIPAA...** Health Insurance Portability and Accountability Act

**IHSS...** In-Home Supportive Services

**LWSD...** *Live Well San Diego*

**LWSD SRLT...** *Live Well San Diego* South Region Leadership Team

**MAAC...** Metropolitan Area Advisory Committee

**MANA de San Diego...** San Diego Chapter of MANA, a National Latina Organization. Short for “Hermana”, the Spanish word for sister

**OFL...** Opportunity for Improvement

**PCG...** Public Consulting Group

**PDCA...** Plan-Do-Check-Act

**POE...** Port of Entry

**Promotores...** Community Health Workers

**PSG...** Public Safety Group

**RLA...** Resident Leadership Academy

**SNAP...** Supplemental Nutrition Assistance Program

**SANDAG...** San Diego Association of Governments

**SAY San Diego...** Social Advocates for Youth

**SBCS...** South Bay Community Services

**SPP...** Strategic Planning Process

**TANF...** Temporary Assistance for Needy Families

**UEL...** United Education Institute

**UCSD...** University of California San Diego

**US...** United States (also “U.S.”)

**VOR...** Voice of the Resident

**WILD Coast...** An international group that conserves coastal and marine ecosystems and wildlife

**WHO...** World Health Organization

**YMCA...** Young Men's Christian Association

## P Community Profile

### P.1 Community Description

#### P.1a Community Environment

**P.1a(0) Community Definition and Identity:** The geographic area of the community is comprised of five cities and unincorporated areas in San Diego South Region. **The cities within the community are National City, Chula Vista, Imperial Beach, and Coronado. Also, within the community are the San Ysidro, Otay Mesa, and Nestor Mesa neighborhoods of the City of San Diego and the unincorporated areas of Bonita, Sunnyside, Lincoln Acres and East Otay Mesa.** Chula Vista is the largest city in San Diego South Region and second largest city in the County of San Diego. Figure P.1a(0)-1 illustrates the San Diego South Region community map, within the County of San Diego.

Figure P.1a(0)-1 San Diego South Region



\* City of San Diego Neighborhoods

The San Diego South Region community covers 155 square miles, has a population of 494,561 and is bordered by City of San Diego neighborhoods to the north and the United States-Mexico Border to the south. It includes the busiest land border crossing in the Western Hemisphere. To the east, the community is bordered by mountains and to the west by the Pacific Ocean. The community is primarily located in the County of San Diego's (COSD) Supervisorial District 1 and is served by the Health and Human Services Agency (HHS) South Region.

**The community's shared identity is vibrant, family-oriented, binational, collaborative, action-oriented (empowered to make positive changes), diverse and inclusive.** The community describes itself as **vibrant** because of the vast opportunities of commerce and housing development growth in the community. There is a **family-oriented** built environment that is safe and livable, with available recreational and educational

activities. San Diego South Region is also **action-oriented** with a **collaborative** sense of empowerment to make positive changes within the community. San Diego South Region is in close proximity to the US-Mexico border, which creates capacity for **binational** exchanges with Mexico for employment and creates the opportunity for individuals to visit family, receive health care, shop, and/or travel. **Diversity** and **inclusiveness** is evidenced by the community's ethnic and linguistic representation, as well as a broad range of ages.

The San Diego South Region community has embraced the *Live Well San Diego (LWSD)* vision and framework for a community that is Building Better Health, Living Safely and Thriving. The 5 Areas of Influence for a community to live well are Health - enjoying good health and expecting to live a full life; Knowledge - learning or receiving education throughout the lifespan; Standard of Living - the community and individual(s) having enough resources for a good quality of life; Community - living in a clean and safe neighborhood; Social - helping each other to live well. The *LWSD* Pyramid illustrates the framework in Figure P.1a(0)-2.



Figure P.1a(0)-2 Live Well San Diego Pyramid

**San Diego South Region's key offerings are anchored in the LWSD five (5) Areas of Influence - similar to the Communities of Excellence (COE) categories Health, Education, the Economy and Quality of Life in Figure P.1a(0)-3.**

Figure P.1a(0)-3 Key Offerings	
<b>HEALTH</b>	Comprehensive quality <b>health care options</b> through a number of safety net providers in clinics and hospitals.
<b>KNOWLEDGE</b>	Award winning <b>educational institutions</b> , from preschool to universities, trade schools and community organizations that empower residents.
<b>STANDARD OF LIVING</b>	A growing <b>economy</b> in various diverse economic sectors to improve the standard of living.
<b>COMMUNITY</b>	High quality of life available through <b>safe, open spaces and recreation centers</b> with many opportunities for community involvement and physical activity.
<b>SOCIAL</b>	Innovation is fueled by diversity through the <b>exchange of ideas and perspectives</b> from different groups that create equitable, effective, and sustainable solutions.

Each of the key offerings and its relative importance for the community’s well-being are described below.

**Health** - Providers tailor their services to residents’ needs and ensure that health education and information is culturally and linguistically appropriate. The community offers services for preventive care, health education, health promotion, nutrition education, and mental health services. The community also contains the infrastructure that provides opportunities for residents to be physically active. Residents have access to nutrition, medical benefits and social services through the Supplemental Nutrition Assistance Program (SNAP), Medicaid program, Behavioral Health Services (BHS), Child Welfare Services (CWS), Aging and Independence Services, In-Home Supportive Services (IHSS) Public Authority, Public Health, Military and Veteran services administered by the COSD. San Diego South Region has two COSD Live Well Centers which co-locate several services for one-stop accessibility to residents. San Diego South Region offers healthcare at Scripps Health, Kaiser Permanente, Sharp Chula Vista Medical Center, Paradise Valley Hospital and several Federally Qualified Health Care (FQHC) facilities, which are utilized by residents and sought out by outside community members.

**Knowledge** - The community has four public elementary school districts that collaborate and feed into one middle/high school district, which also offers adult education. Of the four public elementary school districts, Chula Vista Elementary School District (CVESD) is the largest elementary school district in the state (K-6). There is one unified school district in the City of Coronado. Additionally, the community has several charter schools, private schools, trade schools, adult education centers, a community college with several campuses, and private universities. Public libraries, county and city park and recreation departments, and community centers offer educational programs; the YMCA and the Boys and Girls Club provide educational scholarships, programming and recreational activities in the cities and unincorporated areas for residents of all

ages. Several organizations empower resident leaders to promote healthy behaviors, advocate for environmental change, and improve overall safety in the community via educational programs.

**Standard of Living** - Various sectors are present in the community which helps diversify and fuel its vibrant economy. The sectors include education, healthcare, government, social/health services, construction, manufacturing, retail, entertainment and hospitality. Residents have access to cash aid benefits and self-sufficiency services through the Temporary Assistance for Needy Families (TANF) program. The community is also situated in close proximity to the busiest Port of Entry (POE) to Tijuana, Mexico which promotes the flow of goods/services, people, and ideas/influences, which shape the community. Employment opportunities are available in local government, the healthcare industry, education sector, and through car dealerships in National City and Chula Vista, various San Diego shipyards, the Richard J. Donovan Correctional Facility, the Bailey Correctional Facility, the Otay Mesa Detention Center, and San Diego military bases. Future employment opportunities will exist with the Chula Vista Bayfront and Imperial Beach Pier Restaurant redevelopments. There are three Mexico border crossings in San Diego South Region and the Cross Border Xpress (CBX) bridge to the Tijuana International Airport. The US General Services Administration describes the San Diego border as a “Critical economic engine for San Diego – Tijuana region.” Additionally the US-Mexico Border Health Commission (US and Mexico sections) is a designated *LWSD* partner that provides international leadership to optimize health and quality of life along the US-Mexico border.

**Community** - Overall, residents feel safe and protected from crime in the San Diego South Region community. While there are five cities in the community, Chula Vista is the largest and has been ranked one of the top 10 safest cities in America by the Law Street Study. Areas within San Diego South Region offer more accessible homes for buyers in comparison to other regions’ real estate markets; also offered are low income rental properties through the local housing authorities. The residents have opportunities for recreation and physical activity at the beaches, lakes, community parks and recreation centers. The community has over 50 miles of trails, over 100 parks, and over 20 recreation centers. The environment includes protected wetlands and estuaries such as Living Coast Discovery Center and the Tijuana Estuary. It has recreational activities and infrastructure such as the Bayshore Bikeway and Chula Vista Elite Athlete Training Center, Aquatica Waterpark (a seasonal theme

park), and the Mattress Firm Amphitheatre Concert Center.

**Social** - The community’s ethnic, linguistic and generational diversity are part of the shared identity. It encourages strong ethnic heritage, acceptance of different cultures, close family ties and collaborative partnerships. The diversity that the San Diego South Region community offers fuels innovation through the exchange of ideas and perspectives. Over 80% of the population in the community is of a race or ethnicity other than White and 60% speak a language other than English (refer to Figure P.1b(2)-2 Resident Demographics). Services are tailored to the community and partners offer linguistically and culturally appropriate services

including health and education. Additionally, the community has committed to making age-friendly improvements that benefit residents of all ages in support of the World Health Organization’s (WHO) Age-Friendly Cities and Communities.

**P.1a(1) Shared Programs and Services:** The community’s shared programs and services that support the 5 Areas of Influence: Health, Knowledge, Standard of Living, Community and Social are in Figure P.1a(1)-1. The shared programs and services listed below are a reflection of the collaboration that exists among the partners in delivering essential services to community residents.

Figure P.1a(1)-1 Shared Programs and Services

Programs and Services	Area of Influence				Programs and Services	Area of Influence			
	Health	Knowledge	Standard of Living	Community		Health	Knowledge	Standard of Living	Community
<b>Area Health Education Center a(AHEC)</b> - Continuing education programs for health professional students; teaches residents to conduct health education; pipeline program for disadvantaged K-12 students.	●	●			<b>Grandparents Raising Grandchildren (GRG) Event</b> - Annual event providing resources to assist grandparents and other family members, raising young relatives and connecting them with access to vital programs and services. Resources for older adults and youth, including career opportunities for youth.	●	●	●	●
<b>Behavioral Health Resource Fair</b> - Free behavioral health resources and workshops to community residents (Adult Behavioral Health, Child/Adolescent Behavioral Health, Substance Abuse, Caregiving, Suicide Prevention, and Check Your Mood Screenings).	●				<b>Harborside Park Safety and Revitalization Committee</b> - A collaboration of organizations surrounding the park to keep the park safe for employees and the community.				●
<b>Body Mass Index (BMI) Surveillance Program</b> – School districts use BMI toolkit to conduct student screenings through analysis of BMI data and strategies to reduce the number of students in the unhealthy BMI categories.	●	●			<b>Healthy Development Services</b> - Provides no cost developmental checkups for children from 0-5 years of age and connects them to needed developmental and behavioral health services.	●			
<b>Chula Vista Promise Neighborhood (CVPN)</b> - A collaboration of community partners (elected officials, city staff, health providers, schools, libraries, and private businesses) to provide opportunities for children from cradle to career.	●	●	●	●	<b>Love Your Heart</b> - Annual event on or close to Valentine’s Day to raise awareness about heart health through free blood pressure checks to residents with health education tailored to their result(s).	●			
<b>City and Community Planning Outreach</b> - General and community plans include resident input through meetings held in local schools and recreation centers to update land use policies and regulations.				●	<b>Resident Leadership Academy (RLA)</b> - A curriculum based training program that empowers residents to make positive policy and environmental changes to their community to support healthy behaviors.		●		●
<b>Day of the Child</b> - Free annual community fair that provides resources to keep children safe, healthy and well informed of services in the community.	●	●	●	●	<b>San Diego South Region Collaboratives</b> - Provides access to resources for community residents and/or families with school aged children; forums for organizations to work together to identify and address community needs.		●	●	●
<b>Domestic Violence Resources</b> - Domestic violence organizations provide resources via comprehensive, trauma informed, wrap-around services for domestic violence survivors.	●			●	<b>School-Based Family Resource Centers</b> - “One-stop” service operations that provide programs and partner services to families through information sharing, education, advocacy and referrals.		●	●	●
<b>First 5 - First Steps</b> - Safety net of support for families through evidence-based programs that promote positive parent-child interactions, build family self-sufficiency and improve well-child visits.	●		●		<b>South County Thriving Summit</b> - Organizations convened to identify strategies to help lift families out of poverty through self-sufficiency services, education opportunities, job readiness and capacity building.			●	
<b>Foster Youth Housing</b> - Organizations region-wide provide housing and shelter for foster youth to prevent homelessness and services for the youth to become self-sufficient.			●						

**P.1a(2) Mission, Vision, and Values: The mission, vision, values and the core competencies of the *Live Well San Diego South Region Leadership Team (LWSD SRLT)* as shown in Figure P.1a(2)-1 enable the community to build better health, live safely and thrive.**

Figure P.1a(2)-1 LWSD SRLT - Mission, Vision, Values, and Core Competencies	
<b>Mission</b>	Improving community wellness through the promotion of safe, healthy, and equitable policies, physical environments, and systems-change.
<b>Vision</b>	Healthy, Safe and Thriving Communities.
<b>Values</b>	<ul style="list-style-type: none"> <li>• <b>Commitment to LWSD SRLT and Residents</b> - Committing to the mission and realizing the vision through goals and objectives; ensuring representation from all organizations.</li> <li>• <b>Shared Leadership</b> - Sharing input and ensuring consistent messaging/single voice; sharing of information, opportunities for LWSD SRLT members to provide feedback.</li> <li>• <b>Collaboration</b> - Aligning priorities and leveraging relationships to maximize resources.</li> <li>• <b>Diversity</b> - Supporting diversity among partners across different sectors.</li> </ul>
<b>Core Competencies</b>	<ul style="list-style-type: none"> <li>• Collaboration and Trust.</li> <li>• Community Engagement and Empowerment.</li> <li>• Connecting Residents to Resources.</li> </ul>

The core competencies of collaboration and trust among the diverse partners allow for alignment of goals and sharing of knowledge and resources. Collaboration includes educating and developing residents to support the mission. In collaborating and empowering residents, partners become more aware of the community’s needs and more effectively fulfill the mission.

**P.1a(3) People and Organizational Resources: The people and organizational resources listed in Figure P.1a(3)-1 are considered key community groups in San Diego South Region that share in the efforts (and accomplishments) to improve community wellness.**

Many of these key community groups are LWSD SRLT members, and are key partners involved in accomplishing the mission and vision as well as delivering the key offerings. The community groups and LWSD SRLT partners provide many of the offerings and shared programs in addition to other services. They are also decision makers or have the ability to influence decision makers.

The key community groups in the Health category focus on policies related to health issues and healthy behaviors; those in the Knowledge category leverage strengths and expertise to teach and empower community residents; partners in the Standard of Living category provide stability and self-sufficiency; organizations in the Community category work towards creating clean and

safe environments and improving the built environment; those in the Social category create opportunities that promote community engagement and focus on vulnerable populations. A number of the partners offer services that may be included in more than one of the categories as listed in Figure P.1a(3)-1.

The community has experienced recent changes that have affected the needs of community residents. The Affordable Care Act (ACA) implementation in 2014 is a change that brought about a significant expansion in the healthcare sector allowing for more healthcare services and programs. As a result, there was an increase in collaboration among various healthcare providers, CBOs, and COSD HHSA that aligned with our shared programs and services, as well as the mission. Additionally, the potential change in immigration policies has led to a shift in how residents and organizations consider their approach in the implementation and utilization of programs and services.

Figure P.1a(3)-1 People and Organizational Resources

Key Community Group * LWSD SRLT Member					Key Community Group * LWSD SRLT Member					
	Health	Knowledge	Standard of Living	Community		Social	Health	Knowledge	Standard of Living	Community
211 San Diego	•		•		•					•
Alliance Healthcare Foundation	•				•					
American Lung Association*	•	•		•	•	•	•	•	•	•
Boys and Girls Club	•	•	•		•	•				•
California State Assembly	•	•	•	•	•		•			
Casa Familiar*	•	•	•	•	•					
Center for Sustainable Energy*				•	•			•		•
Chula Vista Community Collaborative (CVCC)*	•	•	•	•	•	•	•	•	•	•
Chula Vista Elementary School District (CVESD)*	•	•	•	•	•		•			•
Chula Vista Olympic Training Center	•	•			•	•	•	•	•	•
Circulate San Diego*				•	•		•			
City of Coronado (Elected Officials, Law Enforcement, Library, Community Development)*	•	•	•	•	•					•
City of Chula Vista (Elected Officials, Law Enforcement, Libraries, Recreation, Public Works, Development Services)*	•	•	•	•	•	•				•
City of Imperial Beach (Elected Officials, Law Enforcement, Public Works, Community Development)*	•	•	•	•	•	•	•			•
City of National City (Elected Officials, Law Enforcement, Library, Community Services, Engineering/Public Works, Neighborhood Services)*	•	•	•	•	•	•	•			•
City of San Diego (Elected Officials, Law Enforcement, Libraries, Park and Recreation, Planning)*	•			•	•	•				•
CityReach Church San Diego			•		•		•	•		•
Communities Against Substance Abuse (CASA)	•			•	•		•			•
Community Based Organization Boards	•	•	•	•	•					•
Community Health Improvement Partners (CHIP)*	•	•	•	•	•	•				
Community/Private Entity Decision Makers	•	•	•	•	•					•
Coronado Unified School District		•			•			•	•	
COSD Board of Supervisors	•	•	•	•	•	•	•			
COSD Community Services Group (CSG) - Libraries		•	•		•			•		•
COSD HHS Aging and Independence Services (AIS)	•	•	•	•	•	•	•	•	•	•
COSD HHS Behavioral Health Services (BHS)	•	•			•	•	•			•
COSD HHS Child Welfare Services (CWS)	•	•	•	•	•	•	•			
COSD HHS Community Health Promotion	•	•	•	•	•	•	•			•
COSD HHS Executive Office	•	•	•	•	•	•	•			•
COSD HHS Family Resource Centers (FRC)	•		•		•	•	•	•	•	•
COSD HHS Housing and Community Development Services			•		•		•			
COSD HHS Public Health Services/Center	•	•			•			•		•
COSD Public Safety Group (PSG) - Sheriff's Department and Probation Department				•	•			•		•
Dairy Council of CA	•				•		•			•
Environmental Health Coalition	•			•	•			•		
Family Health Centers of San Diego	•	•			•		•			•
Fit As Well	•				•	•				
Holistic Chamber of Commerce	•			•	•		•			
Imperial Beach Collaborative	•	•	•	•	•	•	•	•	•	•
Imperial Beach Health Center*	•	•			•			•	•	
Imperial Beach Methodist Church			•		•	•	•			•
Institute for Public Strategies*	•	•	•	•	•	•			•	
JLC Consulting		•			•	•				•
Junior Achievement of San Diego County		•	•		•	•	•			•
Kaiser Permanente	•	•			•	•				•
La Maestra Family Clinic	•	•		•	•					

**P.1a(4) Community Assets:** The community assets that support the community’s key offerings in the 5 Areas of Influence are described below. The community leverages the assets in Figure P.1a(4)-1.

Category	Assets
<b>HEALTH</b>	<ul style="list-style-type: none"> <li>• 3 Acute Care Hospitals</li> <li>• 1 Mental Health Hospital</li> <li>• 1 Cancer Treatment Center</li> <li>• 10 Community Health Clinics/FQHC</li> <li>• 13 Urgent Care Centers (including clinics)</li> <li>• 2 COSD Family Resource Centers (FRC)</li> <li>• 1 COSD Child Welfare Services</li> <li>• 1 COSD Aging and Independence Services</li> <li>• 1 COSD Office of Military and Veterans Affairs</li> <li>• 1 COSD Public Health Clinic</li> <li>• 39 Behavioral Health Services and Alcohol/Other Drug Treatment Centers</li> <li>• 4 Transitional Housing Programs (former foster youth, domestic violence, homeless, young adults)</li> </ul>
<b>KNOWLEDGE</b>	<ul style="list-style-type: none"> <li>• 4 Elementary School Districts</li> <li>• 1 Middle/High School District with Adult Education</li> <li>• 1 Unified School District</li> <li>• Private Elementary and High Schools</li> <li>• Charter Schools</li> <li>• 2 Private Universities</li> <li>• 9 Public Libraries</li> <li>• 1 Community College, with Adult Education and Satellite Campuses</li> <li>• 7 Trade Schools</li> <li>• 10 Employment Career Centers</li> <li>• Community Education Programs (RLA, Promotores)</li> <li>• Information sharing through available data sources</li> </ul>
<b>STANDARD OF LIVING</b>	<ul style="list-style-type: none"> <li>• Binational Community – Border with Mexico (3 ports of entry and one bridge to Tijuana Airport)</li> <li>• Port of San Diego - National City Terminal</li> <li>• Manufacturing (aerospace, plastics, truck and auto parts, paving materials, healthcare supplies, and steel)</li> <li>• 8 School Based Family Resource Centers</li> <li>• Health Care Organizations</li> <li>• Government Agencies</li> <li>• Hotel Development (employment opportunities)</li> </ul>
<b>COMMUNITY</b>	<ul style="list-style-type: none"> <li>• Affordable Housing</li> <li>• 50 Miles of Trails</li> <li>• 100+ Parks</li> <li>• Lakes, Estuaries, Wetlands, Bay, Pier and Beaches</li> <li>• Aquatica Waterpark</li> <li>• Mattress Firm Amphitheatre Concert Center</li> <li>• Chula Vista Elite Athlete Training Center</li> <li>• Law Enforcement</li> </ul>
<b>SOCIAL</b>	<ul style="list-style-type: none"> <li>• Language and Cultural Diversity</li> <li>• Acceptance of Different Cultures</li> <li>• Age Friendly Communities Improve Communities For All Ages</li> <li>• Intergenerational Activities and Programs</li> </ul>

**P.1a(5) Regulatory Environment:** The community operates in a complex regulatory environment. The main aspects of the regulatory environment relate to regulations that aid or constrain the communities’ goals and priorities as illustrated in Figure P.1a(5)-1.

Federal, State, and County agencies provide oversight for laws governing programs and boards are the decision-making body of an organization. Each organization is accountable to at least one regulatory body. Unlike a business or institution, there is no one regulatory body for all the *LWSD SRLT* members combined.

The San Diego South Region’s binational community along the US-Mexico border mutually benefits from one another’s economy and regulatory environment.

Regulatory Body	Federal	State	County	City
Chamber of Commerce Boards				•
Clinic or Health Center Boards	•	•	•	•
Community Based Organizations Boards	•	•	•	•
Community/Private Entity Decision Makers				•
Corporate Laws	•	•	•	•
COSD Board of Supervisors				•
Elected Officials and Boards/Councils	•	•	•	•
Hospital Association of San Diego Imperial County			•	
Hospital Boards	•	•	•	•
Housing and Urban Development (eg. Housing Authorities)	•	•	•	•
SANDAG		•	•	•
School District Boards		•		
US Customs and Immigration Services	•			
US Health and Human Services (eg. HIPAA)	•			

**P.1b Community Relationships**

**P.1b(1) Community Leaders:** The San Diego South Region has a collaborative leadership structure based on the shared mission, vision, values and core competencies.

The *LWSD SRLT* began with an initiative to reduce childhood obesity in western Chula Vista in 2005. In 2010, the partners expanded into a broader leadership team encompassing all of San Diego South Region to advance the *LWSD* vision. The diversity and unique needs of the county’s residents and partners afforded HHSa an opportunity to create a regional model to better tailor services and foster relationships.

*LWSD SRLT* has two co-chairs from different organizations serving the community: HHSa San Diego South Region’s Regional Director and the President/CEO of SBCS. SBCS is a nonprofit Community Based Organization (CBO) that provides a comprehensive range of services and programs for children, youth and families in the community. HHSa South Region serves as the backbone organization. It guides a shared vision and strategies, convenes partners, coordinates meetings

and provides/supports communication. The two co-chairs facilitate the *LWSD SRLT* meetings; other partners co-chair the Work Groups and Advisory Group to assist in the planning and strategizing in the *LWSD SRLT* meetings.

The role of the *LWSD SRLT* is to guide and support collective efforts, through strategic approaches to create a community that builds better health, lives safely, and thrives. In addition, the *LWSD SRLT* sets community goals, ensures communication, coordination, and sharing of best practices, all to achieve the mission.

The *LWSD* vision serves as the framework by which the *LWSD SRLT* carries out the mission and brings about meaningful change in the community. This includes how it establishes and deploys strategies, engages the community, and measures results.

Formal and informal collaboration among community leaders occurs at the quarterly *LWSD SRLT* meetings, the Advisory Group and various Work Group meetings, the annual Live Well Advance and Live Well Data Summit, and other community events. These events and collaborations provide opportunities to build relationships, share best practices, and communicate successes and future plans. The alignment of efforts and resources to reach shared goals enables collaboration across key groups and sectors in the community.

Decision-making takes place during the quarterly *LWSD SRLT* meetings as recommended by the Advisory Group who are key partners representing the 5 Areas of Influence.

The collaborative leadership structure within the community of San Diego South Region also includes elected officials, school superintendents, and executive business leaders. Elected officials include five city mayors, 17 council members, County Board of Supervisors District 1 Supervisor, and school board members. Elected officials, school superintendents and executive business leaders are all able to make decisions and implement changes that affect the community. Additionally, the *LWSD SRLT* is able to leverage its relationships with these decision-makers to collaborate on common goals/interests and have an influence on decisions being made.

An additional and vital part of the collaborative leadership structure includes various community resident leaders tied to the *LWSD SRLT*'s effort. This includes unofficial community leaders that are not in paid positions, individual activists, organizers, and members

of advocacy groups. These individuals are often perceived leaders as opposed to holding an official leadership title. In order to build capacity and capability in the community, several of the *LWSD SRLT* members help to develop these community leaders through the Resident Leadership Academy (RLA), Promotores Academy, and Citizen Adult and Youth Academy. Resident Leaders in the RLA select Community Improvement Projects (CIP) that focus on improving the health, safety and wellbeing of the community. In the Promotores Academy, residents learn about health topics and educate other residents in formal and informal settings to increase community awareness and knowledge of health. Graduates from the Citizen Adult and Youth Academy gain a better understanding of law enforcement and their role in the community and are given the opportunity to educate other residents.

The *LWSD SRLT* continues to expand the number of partners that are committed to contributing to the mission. Depending on the strategic focus and the existing capability and capacity, the team will reach out to particular groups or sectors within the 5 Areas of Influence.

**P.1b(2) Residents, Other Customers, and Stakeholders: Requirements and expectations for key offerings, programs and services are described in Figure P.1b(2)-1 for key residents, other customers and stakeholders. Residents are people who live in the community; other customers are people who come to the community for various reasons but do not live in the community; and stakeholders are groups or individuals who are affected by the community's actions and success.**

Figure P.1b(2)-1 Residents, Other Customers, and Stakeholders		
Category	Key Groups, Population Segments	Key Requirements and Expectations
Resident	<ul style="list-style-type: none"> <li>Household Income Under 200% of the Federal Poverty Level</li> <li>Uninsured/Underinsured</li> <li>Parents and Children</li> <li>Veterans</li> <li>Aging Population</li> <li>Food Insecure</li> <li>Mixed status households</li> </ul>	<ul style="list-style-type: none"> <li>Available and accessible tools and resources to improve wellness</li> <li>A healthier community</li> <li>Increasing the standard of living</li> <li>Empowerment through knowledge</li> <li>Affordable Housing</li> <li>Proximity to the border</li> </ul>
Other Customer	People who come to the community to: <ul style="list-style-type: none"> <li>Work</li> <li>Shop</li> <li>Play</li> <li>Tourism/Travel</li> </ul>	<ul style="list-style-type: none"> <li>Safe and clean environments</li> <li>Diversity and options for shopping</li> <li>Transportation accessibility and infrastructure</li> <li>Programs and services</li> <li>Employment</li> </ul>

Stakeholder	People from neighboring community affected by the community's: <ul style="list-style-type: none"> <li>• Employment Hubs</li> <li>• Import/export through terminal and POE</li> </ul>	<ul style="list-style-type: none"> <li>• Safe and clean environments (air &amp; water)</li> <li>• Growing economy</li> <li>• Policies that encourage economic growth and environmental stewardship</li> </ul>
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Other customers and stakeholders are able to benefit from individual key offerings as opposed to the collective or integration of the key offerings. These two groups define their requirements and expectations based on the type of contact or interaction they have with the community. There is a difference among other customers' requirements for those who are employed in the community and among stakeholders who use the community roads to go to the border.

Differences among the requirements and expectations for residents, other customers, and stakeholders stem from how each of these key groups uses the community's key offerings. Residents require and expect access to all key offerings and a continual improvement, accessibility, promotion and expansion of the key offerings. As residents in the community, they have a vested interest in the success of its key offerings which helps establish the community's identity. Within the resident groups there is a difference in requirements among individuals who have children and need access to educational institutions and free open space and those who have jobs in the community.

Resident demographic data is included in Figure P.1b(2)-2.

Figure P.1b(2)-2 Resident Demographics	
Category	Demographics
Population	<ul style="list-style-type: none"> <li>• 494,561</li> </ul>
Gender	<ul style="list-style-type: none"> <li>• 248,997 Female</li> <li>• 245,564 Male</li> </ul>
Age	<ul style="list-style-type: none"> <li>• 25.5% of residents are 17 years and younger</li> <li>• 63% of residents are between 18 and 64 years old.</li> <li>• 11.5% of residents are 65 years and older</li> </ul>
Ethnicity	<ul style="list-style-type: none"> <li>• 60% Hispanic</li> <li>• 20% White</li> <li>• 13% Asian</li> <li>• 4% Black</li> <li>• 2% two or more races</li> <li>• 1% Other</li> </ul>
Language	<ul style="list-style-type: none"> <li>• 50% Spanish</li> <li>• 40% English</li> <li>• 10% Other</li> </ul>
Employment Sectors	<ul style="list-style-type: none"> <li>• 22% - Education, Health Care and Social Assistance sector.</li> <li>• 8.2% - Manufacturing</li> <li>• 8.3% Public Administration</li> <li>• 10.1% - Professional, Scientific, Management, Administrative, and Waste Management Services</li> <li>• 11.2% - Arts, Entertainment, Recreation, Accommodation and Food Service</li> </ul>

	<ul style="list-style-type: none"> <li>• 13.2% - Retail Trade</li> <li>• 27% - Other Sectors</li> </ul>
Veteran	<ul style="list-style-type: none"> <li>• 33,175</li> </ul>
Income Level	<ul style="list-style-type: none"> <li>• 6% Less than \$10k</li> <li>• 15% \$10k - \$24,999</li> <li>• 22.5% \$25k - \$49,999</li> <li>• 17.5% \$50k - \$74,999</li> <li>• 14% \$75k - \$99,999</li> <li>• 21% \$100k - \$199,999</li> <li>• 4% \$200k or more</li> </ul>

**P.1b(3) Suppliers, Partners, and Collaborators:** The community's value of collaboration is evident from its suppliers, partners, and collaborators. Some organizations may fill one or more roles. **Figure P.1a(3)-1 People and Organizational Resources shows a listing of the key partners in the San Diego South Region.**

The community's value of commitment is demonstrated in how partners collaborate to achieve the mission of a healthy, safe, and thriving community, and contribute towards enhancing the community's offerings. In addition, key partners commit themselves to supporting all bi-monthly *LWSD SRLT* meetings and the deployment of the strategies. **All partners are actively engaged in the planning and goal setting, in the deployment of the strategy, in the gathering and analyzing data, and/or in other support processes such as obtaining the Voice of the Resident (VOR) or supporting in the Process Improvement System.**

**Although some community collaborators do not have the same level of engagement as partners, they play a key role in assisting partners in accomplishing goals agreed upon by the *LWSD SRLT*.** The collaborators' capacity and capability helps to achieve the goals and enhance the community's key offerings. Collaborators include city governments, elected official offices, organizations interested in becoming partners, COSD Departments, and other organizations outside the community. Collaborators may include exhibitors at community resource events who are not part of the *LWSD SRLT*.

**Suppliers provide the support that enables the *LWSD SRLT* to accomplish its goals, which contribute to delivering or enhancing the community's offerings.** Suppliers include organizations that supply tangible assets such as funding, workers, knowledge, technical assistance and/or data in order to assist the *LWSD SRLT* to directly deliver or enhance offerings. They also assist in customer support processes like the Process Improvement System and VOR processes. Suppliers include foundations and federal or state governments that provide grant funding, such as The California

Endowment the Centers for Disease Control and Prevention (CDC), or California Department of Social Services.

## P.2 Community Situation

### P.2a Competitive Environment

**P.2a(1) Competitive Position: San Diego South Region’s competitive position relative to similar or nearby communities is described in Figure P.2a(1)-1.**

Figure P.2a(1)-1 Competitive Position	
<b>Size &amp; Growth 2010-2015</b>	<p><u>South Region</u></p> <ul style="list-style-type: none"> <li>• 494,561 - Residents</li> <li>• 6% - Population Increase</li> </ul> <p><u>County of San Diego</u></p> <ul style="list-style-type: none"> <li>• 5<sup>th</sup> largest county in the United States</li> <li>• 3.2 million – Residents</li> <li>• 6.6% - Population Increase</li> </ul> <p><u>State of California</u></p> <ul style="list-style-type: none"> <li>• 39.25 million - Residents</li> <li>• 4.9% - Population Increase</li> </ul> <p><u>United States</u></p> <ul style="list-style-type: none"> <li>• 323.1 million - Residents</li> <li>• 4% - Population Increase</li> </ul>
<b>Competitive Position</b>	<ul style="list-style-type: none"> <li>• Proximity to Mexico and binational collaboration.</li> <li>• Busiest land border crossing in the world (San Ysidro).</li> <li>• Most advanced vehicle import/export facility on the West Coast (National City Marine Terminal).</li> <li>• Competitive housing market rates.</li> <li>• Military installations (Imperial Beach and Coronado).</li> <li>• Technology and manufacturing in Tijuana, Mexico.</li> </ul>
<b>Key Competitors</b>	<ul style="list-style-type: none"> <li>• Baja California, Mexico in accessing health care, tourism and even housing.</li> <li>• Other beach and Bayfront communities in the county.</li> <li>• Ports on the West Coast.</li> <li>• Other school districts, charter schools, private schools within San Diego County.</li> </ul>

**P.2a(2) Competitiveness Changes: The following changes increase the San Diego South Region community’s competitive situation:**

- Mixed-use project developments in San Diego South Region present the potential for tourism and employment in the construction and hospitality industries. Projects include the following: Chula Vista Bayfront development of restaurants, retail shops, a marina, public parks, a hotel, an RV park, a resort and convention center; Imperial Beach developments of commercial and retail spaces and a hotel.
- A new Sharp Hospital will increase capacity to serve San Diego South Region residents in need of health care as well as employment opportunities.
- An increase in the demand for resources to serve the needs of the older adult residents and veterans.

**Many of San Diego South Region’s competitiveness changes are directly related to the strategic advantages and challenges in Figure P.2b-1.**

**P.2a(3) Comparative Data: Sources of comparative data that are available to the community include the US Census Bureau, SANDAG, and HHSA.**

**Although data is listed as an asset there are limitations that affect the community’s ability to obtain data, including the following:**

- *LWSD SRLT* partners have varying degrees of ability to collect, analyze or interpret data.
- Data gathered is not in real time, which limits agility.
- Data sources noted above may not allow smaller communities to get specific data on health outcomes and demographics.
- The *LWSD SRLT* currently does not have a standard of how data is collected and presented to community organizations.
- **The data limitations are also a strategic challenge, which is included in Figure P.2b-1.**

**P.2b Strategic Context: San Diego South Region’s strategic challenges and advantages are described in Figure P.2b-1.**

An advantage to the community is the *LWSD SRLT* and other collaborators which provide key offerings, programs and services to residents, customers and stakeholders. The *LWSD SRLT* members have a high degree of partner collaboration which includes resource sharing. They successfully represent those they serve, impart culturally and linguistically appropriate services, and are in-tune with the voice of the community and their needs. HHSA South Region is the neutral convener and backbone organization that coordinates the meetings and strategy planning with all of the partners. The *LWSD SRLT* members have a common vision and mission to improve community wellness through the promotion of safe, healthy, and equitable policies, physical environments, and systems-change to improve access to health, knowledge, a high standard of living, community and social engagement.

Figure P.2b-1 Strategic Advantages and Challenges		
Area of Influence	Advantages	Challenges
Health	<ul style="list-style-type: none"> <li>Regional and binational collaboration</li> <li>Infrastructure expansion</li> </ul>	<ul style="list-style-type: none"> <li>Binational health care systems</li> <li>Environmental pollution</li> <li>Chronic disease rates</li> </ul>
Knowledge	<ul style="list-style-type: none"> <li>Learning opportunities for various life skills (health, employment, financial literacy)</li> <li>Quality school districts and systems</li> </ul>	<ul style="list-style-type: none"> <li>Limited access to higher education in South Region</li> <li>Data access and analysis limitations</li> <li>1 of 10 do not have a High School diploma</li> </ul>
Standard of Living	<ul style="list-style-type: none"> <li>Mild weather year-round</li> <li>Accessible housing for renters and homebuyers</li> <li>Recreational opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Access to higher paying jobs</li> </ul>
Community	<ul style="list-style-type: none"> <li>Varied landscape</li> <li>Safe communities through collaborative efforts</li> </ul>	<ul style="list-style-type: none"> <li>Protecting natural resources</li> <li>Zoning, taxes, redistribution competing resources</li> </ul>
Social	<ul style="list-style-type: none"> <li>Resident engagement</li> <li>Community collaboratives</li> </ul>	<ul style="list-style-type: none"> <li>Land use policies</li> <li>California business regulatory environment</li> <li>Funding opportunities</li> </ul>

community set internal goals and community improvement projects, which are grounded on strategic approaches while leveraging partnerships. Community organizations also sponsor RLAs as part of their community improvement efforts. RLAs consist of cohorts where residents learn skills to be leaders in the community and complete a CIP. (Check) Results of goals and improvement efforts are documented by the Advisory Group and shared at the quarterly *LWSD SRLT* meetings. Progress is reviewed on a dashboard that tracks goals and key measures. (Act) Documenting and sharing results with community organizations allows the *LWSD SRLT* to identify additional leverage points and collaboration areas, as well as align efforts to achieve key measures and to celebrate accomplishments.

Another advantage in San Diego South Region is Chula Vista Promise Neighborhood, which focuses on family, education, health and community to support academic excellence for children in the Castle Park community of Chula Vista. More than 28 partners joined SBCS to bring Promise Neighborhood to Chula Vista and together developed an impressive plan for a holistic and seamless continuum of ‘cradle to career’ solutions to provide a clear and viable pathway to college and career success for every child. Chula Vista Promise Neighborhood collaborates with schools, city and county departments, non-profit service providers, hospitals, clinics, institutions of higher education, businesses, and parent and resident groups to support the children and families in the community.

**P.2c Performance Improvement System: The *LWSD SRLT*’s System for Performance Improvement (SPI) uses the Plan, Do, Check, Act (PDCA) framework to ensure positive results.**

(Plan) The SPP occurs in two year cycles and it produces the community’s strategic situation, priorities, focus areas, strategies, and key measures. (Do) Work Groups are put in place to establish goals, community improvement projects, action plans, and assess capability and capacity. In addition, organizations in the