

County of San Diego

SAN DIEGO SOUTH REGION COMMUNITY

Communities of Excellence 2026
2022 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... The County of San Diego's five areas of influence for a region that is building better health, living safely and thriving are Health, Knowledge, Standard of Living, Community and Social

ACS... American Community Survey

AED... Automated External Defibrillator

AP... Accountability Process

AIS... Aging and Independence Services

Area of Focus... San Diego South Region Community's top priorities: Education, Chronic Disease Prevention, Economic Vitality

BHS... Behavioral Health Services

BMI... Body Mass Index

BPA... Business Process Architecture

CA... The State of California (also "State")

CBO... Community-Based Organization

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

CCS... Community Communication System

CEO... Chief Executive Officer

CEP... Community Engagement Process

CHIP... Community Health Improvement Partners

CIM... Collective Impact Model

CIP... Community Improvement Projects

CMP... Community Complaint Process

COE... Communities of Excellence 2026

COSD... County of San Diego

COVID-19... Coronavirus Disease

CP... Complaint Process

CPR... Cardiopulmonary Resuscitation

CVESD... Chula Vista Elementary School District

CWS... Child Welfare Services

ECP... External Communication Process

FQHC... Federally Qualified Health Center

FRC... Family Resource Center

GMS... General Management System

GRG... Grandparents Raising Grandchildren

HEAC... Healthy Eating Active Communities

HHSA... County of San Diego Health and Human Services Agency (also "Agency")

HIPAA... Health Insurance Portability and Accountability Act

HSEC... Department of Homeless Solutions and Equitable Communities

ICP... Internal Communication Process

IHSS... In-Home Supportive Services

LCAP... Local Control Accountability Plans

LWSD... Live Well San Diego

LWSD Vision... A region that is building better health, living safely, and thriving

LWSD Indicators... Top 10 LWSD Indicators for a region that is building better health, living safely and thriving are Life Expectancy, Quality of Life, Education, Unemployment Rates, Income, Security, Physical Environment, Built Environment, Vulnerable Populations, Community Involvement

LWSD SRLT... Live Well San Diego South Region Leadership Team (Community Excellence Group)

MVV... Mission, Vision, Values

OA EOP... Operational Area Emergency Operations Plan

OBI... HHSA Office of Business Intelligence

ODP... Objective Development Process

OEQ... Office of Equitable Communities

OFI... Opportunity for Improvement

OP... Onboarding Process

PDCA... Plan, Do, Check, Act

POP... Partner Onboarding Process

POE... Port of Entry

Promotores... Community Health Workers

RCC... Regional Community Coordinators

RMP... Resource Mapping Process

RLA... Resident Leadership Academy

SBCS... South Bay Community Services

SDSU... San Diego State University

SNAP... Supplemental Nutrition Assistance Program

SANDAG... San Diego Association of Governments

SPP... Strategic Planning Process

TANF... Temporary Assistance for Needy Families

UCLA... University of California Los Angeles

UCSD... University of California San Diego

USDA... US Department of Agriculture

US... United States (also "U.S.")

VEP... Value Enabling Processes

WHO... World Health Organization

YMCA... Young Men's Christian Association

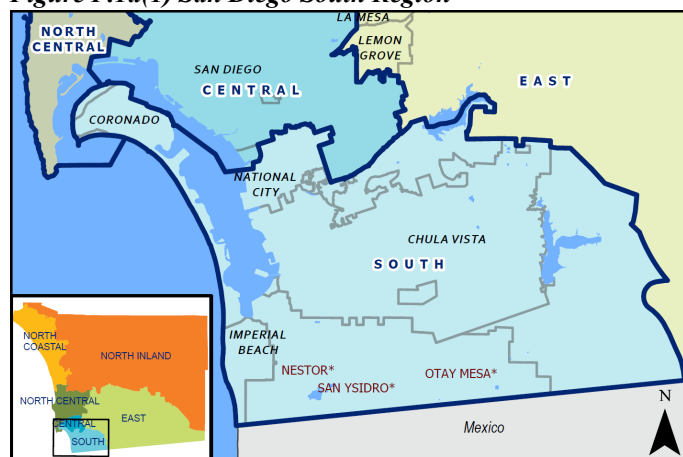
P Community Profile

P.1 Community Description

a. Community Environment

(1) 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 are National City, Chula Vista, Imperial Beach, Coronado, and San Diego. 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 San Diego County.

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



The San Diego South Region community covers 155 square miles, has a population of 505,243 residents and is bordered by City of San Diego neighborhoods to the north and the United States (US)-Mexico border to the south. It includes the busiest land border crossing in the world. 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 Districts One and Three and is served by the Health and Human Services Agency (HHSA) San Diego South Region. San Diego South Region's size and growth compared to other communities locally, regionally, and nationally from 2010-2020 is:

South Region

- 505,243 – Residents
- 0.65% - Population Increase

County of San Diego

- Fifth largest county in the United States
- 3,272,000 - Residents
- 0.65% - Population Increase

State of California

- 39,368,078 – Residents
- -0.18% - Population Increase

United States

- 332,915,073 - Residents
- 0.58% - Population Increase

The community's identity is vibrant, family-oriented, binational, collaborative, action-oriented (empowered to make positive changes), diverse, and inclusive. The community is described as vibrant because of the vast opportunities of commerce and housing development growth. 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 near the US-Mexico border, which creates capacity for binational exchanges with Mexico for employment and opportunities for individuals to visit family, receive health care, shop, and/or travel. Diversity and inclusiveness are evidenced by the community's ethnic and linguistic representation, as well as a broad range of ages.

(2) Community Offerings - Figure P.1a(2) shows the key offerings in the San Diego South Region community categorized by the five key areas of the community called the Five Areas of Influence.

Figure P.1a(2) San Diego South Region Community Offerings

Health	Comprehensive quality health care options through a number of safety net providers in clinics and hospitals.
Knowledge	Award winning educational institutions from preschool to universities, trade schools, and community organizations that empower residents.
Standard of Living	A growing economy in various diverse economic sectors to improve the standard of living.
Community	High quality of life available through safe open spaces and recreation centers with many opportunities for community involvement and physical activity.
Social	Innovation is fueled by diversity through the exchange of ideas and perspectives from different groups that create equitable, effective, and sustainable solutions.

Health - There are many providers who 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 has infrastructure 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 (AIS), In-Home Supportive Services (IHSS) Public Authority, and Public Health Services. Military and Veteran Affairs services are administered by the COSD. San Diego South Region has two COSD *Live Well* Centers that provide some of the services listed above for one-stop accessibility for 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 outside community members.

Knowledge - There are four public elementary school districts in the community, with Chula Vista Elementary School District (CVESD) being the largest elementary school district in California (K-6). 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, physical activity 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, internship, and mentorship programs.

Standard of Living - Various sectors are present in the community, which help diversify and fuel its vibrant economy. In the last seven years, the community has had a low unemployment rate. 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 near the busiest Port of Entry (POE) to Tijuana, Baja California, Mexico, which promotes the flow of goods/services, people, and ideas/influences. Employment opportunities are available in local government, such as the healthcare industry, the education sector, 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. San Diego South Region has two international land ports of entry at San Ysidro and Otay Mesa. Additionally, it has

the Cross Border Express (CBX) bridge to the Tijuana International Airport. Another port of entry is planned at Otay Mesa East. 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 is a recognized *Live Well San Diego (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. Chula Vista is the largest city in San Diego South Region, the second largest city in San Diego County, and has been ranked the third safest city in the state and the safest in the county by a study in 2018. Areas within San Diego South Region offer more accessible homes for buyers in comparison to other San Diego regions’ real estate markets; low-income rental properties through the local housing authorities are also offered. The residents have opportunities for recreation and physical activity at the beaches, lakes, community parks, trails, open spaces, and recreation centers.

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 a solid collaborative foundation of 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. Services are tailored to the diverse 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.

(3) Residents, Other CUSTOMERS, and

STAKEHOLDERS - Residents are those who live in San Diego South Region. Other customers include visitors and people who commute to San Diego South Region for work, school, and/or business. Stakeholders include community-based organizations and employers both within and outside the community. The Five Areas of Influence are defined below for each.

Health - Key residents in this area include those who are affected by or may develop preventable chronic diseases. Other customers come from outside of the region and use the healthcare services. The stakeholders include neighboring communities who benefit from health programs, health clinics, and county/cities/cross-border

collaborative organizations. Key requirements for residents include access to quality health care, medication, and preventative resources.

Knowledge - Key residents are students who attend educational institutions in the community and families with children. Other customers include those residing outside of the community that are students, and faculty/staff at the educational institutions in the community. Stakeholders include higher education organizations, school districts, future employers of the students and those who conduct business with the educational institutions. Key requirements for residents include access to quality education and access to bilingual education.

Standard of Living - Key residents are those who live below the poverty line who benefit from assistance and opportunities. This includes youth in the community seeking job skills and internship opportunities. Key residents in this area also include newly arrived immigrants and refugees seeking economic opportunities. Stakeholders include those who benefit from the success of businesses in the community such as investors, business owners, social service organizations, employers, and potential employers. Key requirements for residents include economic opportunities in the community to thrive.

Community - Key residents in this area desire a clean and safe community. Specifically, they are individuals and families with children that are residing in the community. Other customers include potential residents. Stakeholders include local housing developers, schools, neighborhood watch groups, law enforcement, city planning departments, and participants of the Resident Leadership Academy participants and graduates. Key requirements for residents include low crime rates, and opportunities to enjoy outdoor activities in the community.

Social - Key residents in this area include older adults, families with minor children, immigrant and refugee populations, and volunteers in the community. Other customers include those who visit to participate in local festivals, events, and other offerings in the community. Stakeholders are businesses and employers in the community, the county and cities, non-profit organizations, and immigrant and refugee services organizations. Key requirements for residents include inclusivity in decision making, opportunities to engage with community leaders, volunteer opportunities, and a welcoming community that embraces diversity.

(4) People Resources - The community has close to 150 partners and collaborators across the Five Areas of

Influence. These community groups and individuals are decision makers or have the ability to influence decision makers and work collaboratively in the Five Areas of Influence. A complete list of San Diego South Region's People and Organizational Resources is available upon request.

Key community organizations, groups, and segments are involved in delivering the community's key offerings and will shift focus to address current or emerging community needs. They individually determine needs and approaches through direct resident input, comparative and competitive data, political will, or other assessments that measure change in the community. The following are details about the current focus of key community organizations, groups and segments involved in delivering the community's key offerings:

Health - focus on policies related to health issues and healthy behaviors; **Knowledge** - leverage strengths and expertise to teach and empower community residents; **Standard of Living** - provide stability and self-sufficiency; **Community** - work towards creating clean and safe environments and improving the built environment; **Social** - create opportunities that promote community engagement and focus on vulnerable populations.

A number of the key community groups provide offerings that may be included in more than one of the Areas of Influence. As changes or needs of the community shift, key community groups are leveraged to assist and/or provide resources as needed.

Formal leaders include elected officials and executive business leaders. Elected officials include five city mayors, 16 council members, County Board of Supervisors, 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. Executive directors and/or presidents of organizations within the community are also formal leaders. Informal leaders include individual activists, organizers, and members of advocacy groups. These individuals are often perceived leaders as opposed to holding an official leadership title. In addition, the Resident Leadership Academy (RLA) and Promotores Academy assist in improving the health, safety, and well-being of the community.

The Coronavirus (COVID-19) pandemic in 2020 required agility of the group to shift focus and collaborate jointly to distribute COVID-19 testing and vaccination guidance to diverse populations in culturally appropriate ways and recruit contact tracers that mirrored the demographics they serve. The *Live Well San Diego South Region*

Leadership Team (LWSD SRLT) worked to identify key partners that could help with this effort.

The facilities, infrastructure, and resources that support the community's key offerings in the Five Areas of Influence are listed in Figure P.1a(4).

Figure P.1a(4) Facilities, Infrastructure, and Resources	
Health	<ul style="list-style-type: none"> • 3 Acute Care Hospitals • 1 Mental Health Hospital • 1 Cancer Treatment Center • 10 Community Health Clinics/FQHC • 13 Urgent Care Centers (including clinics) • 2 COSD Family Resource Centers (FRC) • 1 COSD Child Welfare Services • 1 COSD Aging and Independence Services • 1 COSD Office of Military and Veterans Affairs • 1 COSD Public Health Center • COSD Public Health Services • 39 Behavioral Health Services and Alcohol/Other Drug Treatment Centers • 4 Transitional Housing Programs (former foster youth, domestic violence, homeless, young adults)
Knowledge	<ul style="list-style-type: none"> • 4 Elementary School Districts • 1 Middle/High School District with Adult Education • 1 Unified School District • Private Elementary and High Schools • Charter Schools • 2 Private Universities • 9 Public Libraries • 1 Community College with Adult Education and Satellite Campuses • 7 Trade Schools • 10 Employment Career Centers • Community Education Programs (RLA, Promotores) • Information sharing through available data sources
Standard of Living	<ul style="list-style-type: none"> • Binational Community – Border with Mexico (2 ports of entry and one bridge to Tijuana Airport) • Port of San Diego - National City Terminal • Manufacturing (aerospace, plastics, truck and auto parts, paving materials, healthcare supplies, and steel) • 8 School-Based Family Resource Centers • Health Care Organizations • Government Agencies • Hotel Development (employment opportunities) • Education • 7 Chambers of Commerce
Community	<ul style="list-style-type: none"> • Affordable Housing • 50 Miles of Trails • 100+ Parks • 20+ Recreation Centers • Lakes, Protected Estuaries and Wetlands, Bay, Pier, and Beaches • 2 Museums • Sesame Place Waterpark • North Island Credit Union Amphitheater • Chula Vista Elite Athlete Training Center • Bayshore Bikeway • Shopping Centers • Law Enforcement
Social	<ul style="list-style-type: none"> • 13 Senior Centers and Living Facilities • Recreation Centers • 30+ Religious Institutions • 22 Historical Landmarks

(5) Regulatory Environment - Key aspects and examples of San Diego South Region's regulatory environment include:

Health - US Health and Human Services, Health Insurance Portability and Accountability Act (HIPAA), California's Statewide Smoke-Free Air Laws, local smoking prohibition regulations, Hospital Association of San Diego and Imperial County, Hospital, and Clinic or Health Center Boards. **Knowledge** - US Department of Agriculture (USDA) Nutrition Standards for School Meals, California Department of Education laws and regulations, School District Boards, and Local Control Accountability Plans (LCAP). **Standard of Living** - US Customs and Immigration Services, State economic regulations, labor laws, Chamber of Commerce Boards, Community-Based Organizations Boards, community/private entity decision makers, corporate laws, COSD Board of Supervisors, Elected Officials Boards/Councils, Housing and Urban Development, San Diego Association of Government (SANDAG), and local government.

b. Community Excellence Group

(1) MISSION, VISION, and VALUES - The Healthy Eating Active Communities (HEAC) initiative convened community leaders with the goal to reduce childhood obesity in western Chula Vista in 2005. In 2010, this group expanded and adopted the *Live Well San Diego* vision and established a community excellence group - the *LWSD SRLT*. The group formed to support the San Diego South Region Community by aligning resources, collaboration and impactful approaches that build a Healthy, Safe, and Thriving community.

The *LWSD SRLT* has also adopted the Communities of Excellence (COE) 2026 framework to support the advancement of the *LWSD* vision.

The *LWSD SRLT* established a mission, a vision, and values (MVV) as shown in Figure P.1b(1).

Figure P.1b(1) LWSD SRLT - Mission, Vision, Values	
Mission	Improving the well-being of San Diego South Region through collaboration and system changes that promote healthy, safe, and thriving communities.
Vision	Healthy, Safe and Thriving Communities.
Values	<ul style="list-style-type: none"> • Commitment to <i>LWSD SRLT</i> and Residents - Committing to the mission and realizing the vision through goals and objectives; ensuring representation from all organizations. • Shared Leadership - Sharing input and ensuring consistent messaging/single voice; sharing of information, opportunities for <i>LWSD SRLT</i> partners to provide feedback. • Collaboration - Aligning priorities and leveraging relationships to maximize resources. • Diversity - Supporting diversity among partners across different sectors.

(2) Composition - The *LWSD SRLT* has two co-chairs from different organizations serving the community: HHSA's South Region Regional Community Coordinator

(RCC) and the President/CEO of SBCS. HHSA's RCC is part of the Office of Equitable Communities (OEqC) within the Department of Homeless Solutions and Equitable Communities (HSEC) within COSD. 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.

There are close to 100 community organizations, groups, and segments that are involved in the *LWSD SRLT*. These include formal *Live Well* Partners, collaborators, champions, and supporters. They all are members of the *LWSD SRLT* but may participate in varying degrees and at different times depending on the activities, events, programs and services, or priorities for the current work cycle.

The following are four key drivers that engage these individuals, organizations, and groups in achieving the mission and vision:

- Building and strengthening strategic partnerships.
- Individual organization social responsibility strategies.
- Networking and increased community awareness.
- A sense of responsibility to contribute to your community.

HHSA is the backbone organization and serves as the regional leadership for *LWSD SRLT*. HHSA HSEC provides direct support to the regional leadership teams. The RCC's help facilitate Quarterly Leadership Team Meetings and support the Work Groups. The RCC reports to OEqC's Director who reports to HSEC's Community Operations Officer (COO). HSEC's COO reports directly to HHSA's Director who leads *LWSD efforts* countywide.

HHSA HSEC was established in 2021 to serve and strengthen communities. Specifically, its focus is to deepen existing HHSA regional community efforts in the economic, social, environmental, and communal areas for all populations by making sure equity is always at the core of HHSA's work. In addition, it aims to enhance regional leadership teams by strengthening partner engagement and community operational excellence in addition to building infrastructure including RCC's. Within HSEC, OEqC is directly responsible for enhancing community engagement and collaboration and devoting efforts to meet the needs of underserved communities with a focus on embracing diversity, social and health equity, economic inclusion, and poverty reduction.

As the backbone organization, HHSA supports the community in the following six ways:

- Provides clarity of purpose by establishing a common agenda and maintains a clear connection between the work in the community and the overarching purpose.
- Drives long-term momentum and growth by coordinating funding, resources, and strengthening and increasing partnerships.
- Creates a partnership identity through the *LWSD* vision.
- Connects and aligns people and activities in the community for collective impact.
- Involves residents and encouraging volunteerism to empower all in the community.
- Establishes clear measure of success and learning through the Top 10 *LWSD* Indicators.

(3) LEADERSHIP SYSTEM - Members of the *LWSD SRLT* may participate in varying degrees and at different times depending on the activities, events, programs and services, or priorities for the current work cycle. The *LWSD SRLT* sets the direction and focus of the collaborative body. They meet as a group quarterly to receive community updates, review progress of shared programs, and services, find synergies, and network.

The *LWSD SRLT* established an **Advisory Group** to advise the *LWSD SRLT* and oversee key processes and protocols as outlined in the *LWSD SRLT* Governance. The group also helps onboard new members and ensures the progress of work is communicated to the *LWSD SRLT*.

Work Groups address priorities that have been set for the work cycle by the *LWSD SRLT*. The Work Groups help set the strategy by establishing strategic objectives, goals, and Work Plans. They deploy the strategy by establishing and issuing the programs and services aimed at addressing community priorities and measuring progress.

Below are the key elements of the *LWSD SRLT* Leadership System:

- Creating the right environment - Strengthening relationships and applying the values in decision making and throughout the operations in support of the vision.
- Aligning Efforts - Discovering synergies, leveraging resources, and working together for a collective impact in the community.
- Deploying - Guiding the implementation of strategy, managing processes, and ensuring results.
- Communicating - Communication with the community and partners in person, in print, through the media, and through mutually reinforcing events.

Figure P.1b(4) Programs and Services

Behavioral Health Resource Fair - Free behavioral health resources and workshops to community residents (Adult Behavioral Health, Child/Adolescent Behavioral Health, Substance Use Disorders, Caregiving, Suicide Prevention, and Check Your Mood Depression Screenings).

Body Mass Index (BMI) Surveillance Program - School districts use BMI toolkit to conduct student screenings, analyze the BMI data, and create strategies to reduce the number of students in the unhealthy BMI categories.

Check Your Mood - HHSA, It's Up to Us media campaign, CHIP and other community partners host and offer free depression screenings throughout San Diego County to raise awareness of depression.

Communications Summit - Event that brings together communications professions from Recognized Partner organizations and support staff from the County of San Diego to network and learn ways to better collaborate and align messaging surrounding the *LWSD* vision.

Day of the Child - Free annual community fair that provides resources to keep children safe, healthy, and informed of services in the community.

Data Summit - Event hosted by the *LWSD* Support Team and partner organizations that invites partners to discover new data resources and visualization tools and train to collect and report data to showcase their organization's value and impact.

Grandparents Raising Grandchildren (GRG) - Annual event providing resources to assist grandparents and other family members, raising young relatives, and connecting them with access to vital programs and services including career opportunities for youth.

Green Friday - In partnership with the County of San Diego Department of Parks and Recreation, Green Friday is scheduled for the day after Thanksgiving and encourages San Diegans to enjoy active and educational experiences in parks and preserves across the region.

Harborside Park Safety and Revitalization Committee - A collaboration of organizations including schools, law enforcement, and residents surrounding the park to maintain safety for the community.

Healthy Development Services - Provides no cost developmental checkups for children from 0-5 years of age and connects them to needed developmental and behavioral health services.

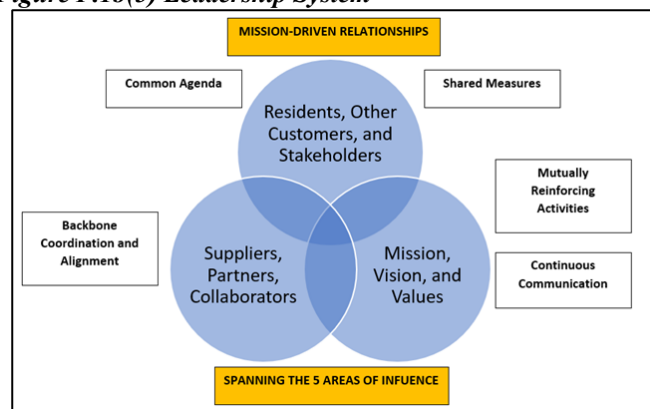
Live Well Advance - The annual *Live Well Advance* brings together thousands of partners and stakeholders to network, learn about new tools and best practices, and participate in breakout sessions. Leaders from all sectors are invited to join together to advance the shared vision.

Live Well San Diego 5k - Annual 5k run/walk that brings San Diegans together in support of a healthy, safe, and thriving San Diego. Event includes fitness challenges, meet-ups, and a health fair with partners.

Love Your Heart - Annual binational event around Valentine's Day to raise awareness about heart health through free blood pressure checks to residents with health education tailored to their results.

Promise Neighborhoods - A collaboration of community partners (elected officials, city staff, health providers, schools, libraries, and private businesses) to provide opportunities for children in Chula Vista to prepare them from cradle to career.

Resident Leadership Academy (RLA) - A curriculum-based training program that empowers residents to make positive policy and environmental changes to their community to support healthy behaviors.

Figure P.1b(3) Leadership System

(4) Programs and Services - Programs and services offered through the *LWSD SRLT* fall under three categories:

1. Programs and services that address the community's priorities determined through the Strategic Planning Process (SPP) for the work cycle.
 - Chronic Disease Prevention - Update tobacco-free policies.
 - School - Improve student attendance and parent engagement.
 - Economic Vitality - Improve workforce readiness through a youth internship program.
2. Programs and Services that may be established because of opportunities that arise throughout the work cycle.
3. Yearly mutually reinforcing activities, services or events that bring partners together to focus on specific regional and community needs.

Figure P.1b(4) shows programs and services explained by category two and three above.

Due to the COVID-19 Pandemic, *LWSD SRLT* meetings, work groups, and shared programs and services were temporarily placed on hold to focus on COVID-19 mitigation strategies. During this time, the focus became the Framework for our Future COVID-19 Equitable, Data – Driven Response. Collaboration involved equitable approaches to non-pharmaceutical intervention education, COVID-19 sector guidelines, connecting residents to resources, contact tracer recruitment, and COVID-19 testing and vaccinations. Long standing relationships, previous collaboration, and established processes tested our agility and proved valuable to quickly shift focus, prioritize, and deploy new strategies.

(5) Suppliers, PARTNERS, and COLLABORATORS

Individuals and organizations willing to support the *LWSD* vision, including members of the *LWSD SRLT*, whether they are recognized *LWSD* partners or not, are all referred by the term “partners.”

Partners self-select their role and the way in which they will support and supply the program and service offered through the *LWSD SRLT*. At times they may be a supplier, partner, and collaborator (as defined in the framework) simultaneously.

Specific partner roles are described in the *LWSD SRLT* Governance and in process documentation.

Below are some examples of the role's partners play in delivering programs and services offered within the community:

- Day of the Child - Supplier for the venue is the City of Chula Vista; partners include exhibitors from CBOs, clinics, and schools; the *LWSD SRLT* serves as collaborators by promoting the event.
- Grandparents Raising Grandchildren (GRG) - Supplier for the venue is CVESD and supplier for staffing resources is HHSA departments; partners include CBOs, clinics, and social services as exhibitors; collaborators promote the event.
- Love Your Heart - Supplier of staff/volunteers are HHSA Public Health Services and local clinics. The suppliers of the venues are local supermarkets, libraries, and fire departments; partners are community and faith-based organizations that plan the event; collaborators promote the event.

P.2 Community Situation

a. Competitive Environment

(1) Competitive Position - San Diego South Region's Competitive Position:

- Low crime and safe neighborhoods.
- Award winning elementary school district.
- Proximity to Mexico and binational collaboration.
- Busiest land border crossing in the world (San Ysidro).
- Most advanced vehicle import/export facility on the West Coast (National City Marine Terminal).
- Competitive housing market rates.
- Military installations (Imperial Beach and Coronado).
- Technology and manufacturing in Tijuana, Baja California, Mexico.
- Nationally and state recognized healthcare institution.
- Beautiful open spaces, beaches.
- Mild Mediterranean climate.

Key Competitors:

- Other school districts, charter schools, private schools within San Diego County.
- Other residential neighborhoods and work hubs within San Diego County.
- Other local jurisdictions/municipalities within San

Diego County.

- Baja California, Mexico in accessing health care, tourism, and housing.
- Other beach and Bayfront communities in the county.
- Ports on the West Coast.

(2) Competitiveness Changes - The competitive changes in Figure P.2a(2) shows key changes that may affect the community's competitive situation.

Figure P.2a(2) Competitiveness Changes	
Health	<ul style="list-style-type: none"> • Population growth • Resources for Veterans and the older adult population • Expansion of hospitals to increase capacity of existing health care services • Epidemics/Pandemics or disasters • Mortality rates
Knowledge	<ul style="list-style-type: none"> • School remodel and upgrades • Attendance rates
Standard of Living	<ul style="list-style-type: none"> • Chula Vista Bayfront development • Imperial Beach development of commercial and retail spaces and a hotel • Unemployed and under employed workforce • Business and infrastructure investments
Community	<ul style="list-style-type: none"> • Healthy living initiatives • Age-Friendly Communities • Air and water quality • Smart growth
Social	<ul style="list-style-type: none"> • Urban living • Cannabis legalization • Drones and technology • Border policy changes • Changing political landscape

The COVID-19 pandemic has been a recent key competitiveness change because it significantly restricted commercial activity as well as the full use of key offerings. The pandemic affected unemployment rates and it tested the resiliency of the healthcare system. Through partnerships, the *LWSD SRLT* shifted focus to inform the population of COVID-19 prevention guidelines, testing, and vaccination efforts through linguistic and culturally appropriate methods. Partnerships were leveraged to ensure recruitment of contact tracers that reflected the population demographics.

(3) Comparative Data - Sources of comparative and data about the San Diego South Region community are the following:

- Top 10 *LWSD* Indicators, collected by the County of San Diego, located at www.LiveWellSD.org.
- Data San Diego's Regional Planning Agency, the San Diego Association of Governments (SANDAG), located at www.sandag.org.
- The American Community Survey (ACS) from the United States Census Bureau, located at

www.census.gov/programs-surveys/acs.

There are currently no limitations that affect the ability to use the data sets that have been identified. However, there is an ongoing effort to search for other comparative data that may be useful in assessing the state of the community. Some data sets are not segmented by community only by city or county and the raw data is not readily available.

b. Strategic Context

(1) CORE COMPETENCIES - The *LWSD* vision aligns the efforts of individuals, organizations and government and it involves everyone working in a collective effort. The core competencies listed below pertain to the *LWSD SRLT* as well as the broader community that supports the *LWSD* vision. The core competencies are:

- Collaboration and Trust.
- Community Engagement and Empowerment.
- Connecting Residents to Resources.
- Aligning Efforts for Collective Impact.

The core competencies support systems change, which is the main component in the mission. Systems change is about addressing the root causes of issues and challenges in the community, which are often intractable and embedded in networks of cause and effect. It is an intentional process designed to fundamentally alter the components and structures of a system. The core competencies show necessary capabilities needed for system change in a community.

(2) Challenges and Advantages - As listed in Figure P.2b(2) the community attracts residents to this unique area of San Diego due to its Strategic Advantages. The Strategic Challenges, however, potentially impact the sustainability of the community. Three of the challenges listed are the current *LWSD SRLT*'s priorities. Collaboration and systems change is needed to strengthen the advantages and address the challenges that will support a healthy, safe, and thriving San Diego South Region community.

c. Performance Improvement System

The *LWSD SRLT* uses the Plan-Do-Check-Act (PDCA) approach to improve performance. PDCA is used at specific points throughout the operations. Below are key elements of PDCA:

- Plan: Strategic planning, continued planning within advisory and work groups, planning for community events, obtaining input from our partners.
- Do: Strategy deployment, carrying out our programs

and services, and yearly community events.

- Check: Check in specific intervals to monitor our progress (see key components below).
- Act: Act and adapt from the checks. If the change did not work, go through the cycle again with an adjusted plan. If the change worked, incorporate lessons learned from the test, plan for new improvements, and begin the PDCA cycle again.

Below are key components used to Check and Improve:

- Yearly submission of the *LWSD SRLT* Operation's Manual (COE2026 Application) to be reviewed by experts who provide strength's and OFIs. An action plan is created, and our operations are improved.
- "Hot Wash" exercises are used when Work Group objectives are completed and at the end of work cycles. This facilitated exercise brings forth strengths and OFIs that are used to improve programs and services coordinated and delivered through Work Groups.
- Resident, Customer, and Partner Surveys provide information about satisfaction, dissatisfaction, engagement, priorities, and other key information that is used to improve programs, services, and partner engagement.

Figure P.2b(2) Advantages and Challenges

Advantages	Challenges
<ul style="list-style-type: none"> • Regional and binational collaboration • Infrastructure expansion • Quality school districts and systems • Recreational opportunities • A beautiful and varied landscape • Safe communities through collaborative efforts • RLAs • Established community partnerships 	<ul style="list-style-type: none"> • Residents accessing healthcare outside of the community, including Mexico • Environmental pollution • Chronic disease rates • High School graduation rates • Access to higher paying jobs • Shortage of housing for renters and homebuyers • Knowledge and access to social and support programs