

County of San Diego – HHSA

LWSD SAN DIEGO SOUTH REGION COMMUNITY LEADERSHIP TEAM

Communities of Excellence 2026
2024 Application



COUNTY OF SAN DIEGO
HEALTH AND HUMAN SERVICES AGENCY

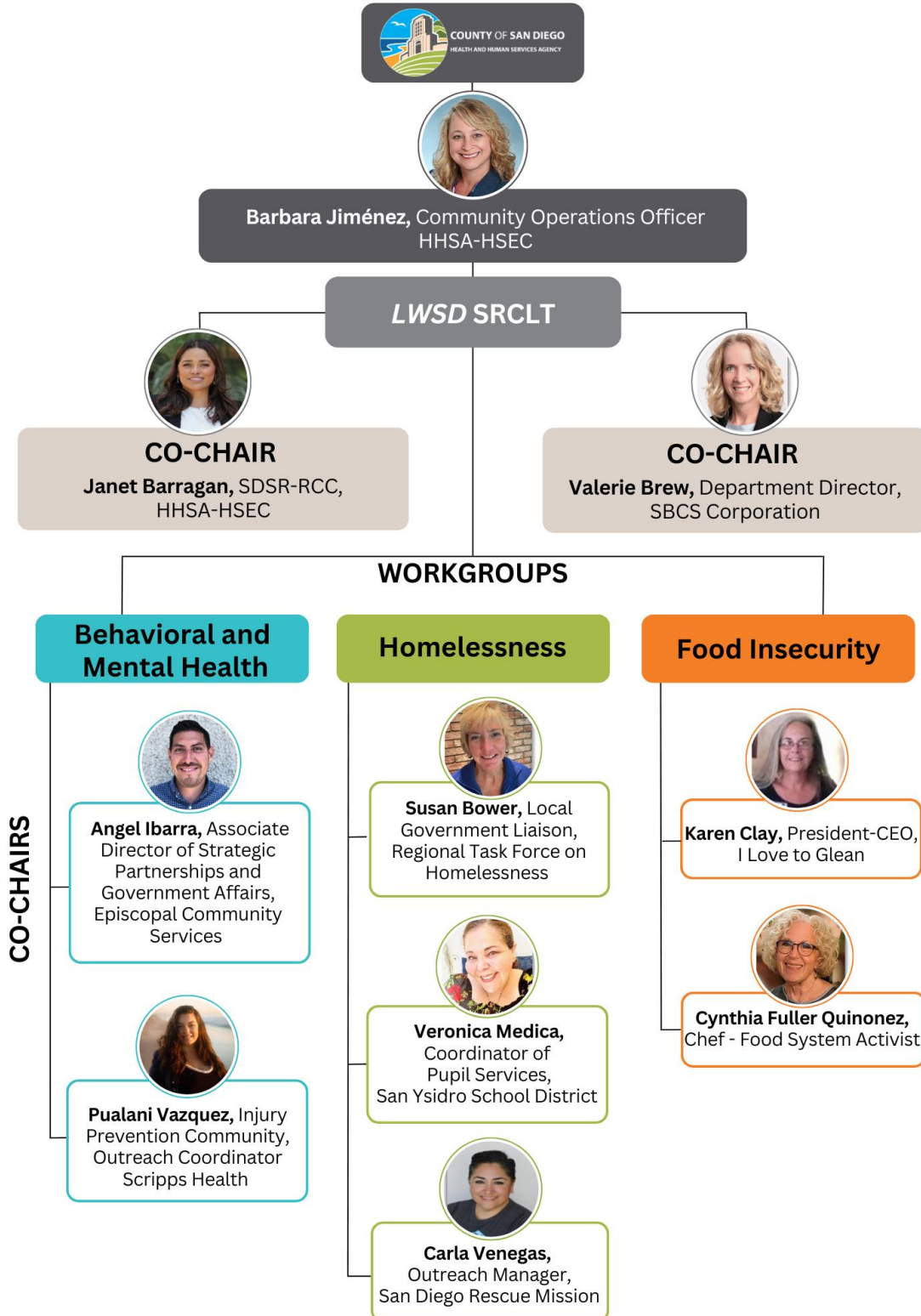


LIVE WELL
SAN DIEGO



Community Excellence Group Structure Chart

The Health and Human Services Agency (HHSA) serves as the backbone organization to implement the Community of Excellence Framework in the South Region. The Department of Homeless Solutions and Equitable Communities (HSEC) within HHSA currently leads this critical work to better serve the community, including guiding the collaborative efforts and strategies to achieve the mission and vision of the *Live Well San Diego* South Region Community Leadership Team (LWSD SRCLT); recruiting and convening partners; coordinating meetings; and providing avenues for and supporting communication.



Glossary of Terms and Abbreviations

3 Top Drivers of Engagement... Diversity of Sectors/Voices, Trust, and Community as the Expert as identified by *LWSD SRCLT*

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

AP... Accountability Process

Areas of Focus... SDSR Community's top priorities: Behavioral and Mental Health, Homelessness, and Food Insecurity

CBO... Community-Based Organization

CCS... Community Communication System

CEIF... Community Engagement Input Form

CHIP... Community Health Improvement Partners

CHIS... Community Health Interview Survey

CHSU... Community Health Statistics Unit

CHW/Promotores/Representative...

Community Health Workers

CIM... Collective Impact Model

COE... Communities of Excellence 2026

Community as the Expert... Defined as recognizing residents as the true experts, ensuring initiatives reflect diverse voices, fostering collaboration for effective, sustainable outcomes benefiting the community's best interests

County... County of San Diego

Diversity of Sectors/Voices... Refers to the varied representation of organizations, demographics, and key sectors, such as education or healthcare, within the cities served by the organization.

EIP... Engagement Input Process

ECP... External Communication Process

GMS... General Management System

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

HPI... Healthy Places Index- source of health equity data that provides context on social conditions

HSEC... Department of Homeless Solutions and Equitable Communities (Backbone Organization) as part of HHSA

ICP... Internal Communication Process

LWSD ... Live Well San Diego

LWSD Partner... Partner organizations in all communities and sectors including government, business, faith-based and community organizations across the county through a shared purpose – working together to plan and implement creative projects to bring the *LWSD* vision of a region that is building better health, living safely and thriving to life.

Regional 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 SRCLT... *Live Well San Diego* South Region

Community Leadership Team (Community Excellence Group)

OA EOP... Operational Area Emergency Operations Plan

ODP... Objective Development Process

OFI... Opportunity for Improvement

OIRA... Office of Immigrant and Refugee Affairs

OP... Onboarding Process

PDCA... Plan, Do, Check, Act

POP... Partner Onboarding Process

RCC... Regional Community Coordinators

RMP... Resource Mapping Process

RLA... Resident Leadership Academy

SANDAG... San Diego Association of Governments

SC... Steering Committee

SDSR ... San Diego South Region

SPP... Succession Planning Process

STPP... Strategic Planning Process

Trust... Elements include transparency, reliability, accountability, integrity, nonjudgemental, generosity, value, and ethical behavior.

WG/WGs... Work Group/Work Groups

P Community Profile

P.1 Community Description

a. Community Environment

(1) Community Definition and IDENTITY – San Diego South Region (SDSR) includes five cities and unincorporated areas within San Diego County: National City, Chula Vista, Imperial Beach, Coronado, and San Diego. It encompasses San Ysidro, Otay Mesa, and Nestor Mesa neighborhoods in San Diego, along with unincorporated areas like Bonita, Sunnyside, Lincoln Acres, and East Otay Mesa. Chula Vista is the largest city in SDSR and the second largest in San Diego County.

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



The community spans 155 square miles with a population of 496,613, representing 15.1% of the San Diego County population. It is bordered by the City of San Diego neighborhoods to the north, the U.S.-Mexico border to the south, mountains to the east, and the Pacific Ocean to the west. It lies within San Diego County Supervisorial Districts 1 and 3 and is served by the Health and Human Services Agency (HHS).

SDSR size and growth compared to other communities locally, regionally, and nationally from 2011-2022:

Location	Number of Residents	Population Increase
South Region	496,613	9.2%
San Diego County	3,289,701	7.5%
California (CA)	39,356,104	6.5%
United States of America	331,097,593	8.0%

Data source: U.S. Census Bureau; 2018-2022 American Community Survey (ACS) 5-Year Estimates, Table B01001. U.S. Census Bureau, 2007-2011 ACS 5-Year Estimates, Table B01001. Prepared by the County of San Diego, Health and Human Services Agency, Public Health Services, Community Health Statistics Unit.

SDSR, a vibrant and collaborative community near the U.S.-Mexico border, embraces diversity and inclusivity. With a strong family orientation, it fosters bi-national exchanges and collaboration. Despite SDSR being among the most economically disadvantaged regions in the county with one of the highest proportion of Hispanic residents (62.1%) and one of the highest proportions of children and young adults aged

0 to 24 years old, SDSR is action-oriented, focusing on addressing behavioral/mental health, homelessness, and food insecurity through the *Live Well San Diego* South Region Community Leadership Team (LWSD SRCLT) collaborative body. This approach aligns with the *Live Well San Diego* (LWSD) vision of a region that is building better health, living safely, and thriving.

(2) Community Offerings – The LWSD regional vision is assessed through the top 10 indicators in 5 Areas of Influence: health, knowledge, standard of living, community, and social. Each 4-year learning cycle, the LWSD SRCLT selects 3 priorities (areas of focus) that contribute to these key areas for living well. For this learning cycle, those 3 priorities fall under 3 main LWSD areas of influence: Health and Social (Behavioral/Mental Health), Community (Homelessness), and Social (Food Insecurity). Figure P.1a(2) showcases key offerings in the SDSR, classified according to the LWSD areas of influence in relationship to 3 areas of focus/priorities identified by LWSD SRCLT for this learning cycle.

Figure P.1a(2) Key Offerings

Offering (Health): Quality healthcare options, behavioral and mental health resources through a number of providers in clinics, hospitals, and community-based organizations (CBOs).		
Importance	Resource Support	Changes
Health is crucial for the LWSD SRCLT, as evidenced by the increasing percentage of individuals affected by substance-related deaths and death rates due to suicide, underscoring the critical need for comprehensive support and intervention strategies.	Scripps Health, Episcopal Community Services (ECS), SBCS Corporation, and the County of San Diego (County) Behavioral Health Services (BHS)	From 2018-2022, the rate of opioid overdose deaths increased by 241% in the South Region. From 2018-2022, the South Region had a 16% increase in death rates due to suicide.
Offering (Community): Person-centered services for those at risk of becoming homeless.		
Importance	Resource Support	Changes
Community is important due to the increase of the homeless population and in the cost of living in SDSR in 2022 affecting housing affordability.	San Ysidro School District (SYSD), San Diego Rescue Mission (SDRM), Regional Task Force on Homelessness (RTFH), and County Department of Homeless Solutions and Equitable Communities (HSEC) – Office of Homeless Solutions (OHS).	In 2022, 45.1% of households in SDSRs spent more than 30% of their income on housing costs. Between 2022 and 2023, there was a 27% increase in the number of persons experiencing homelessness, with the cities of Chula Vista and National City the most impacted.

Offering (Social): Collaboration between feeding organizations from the food systems, such as production, processing, and distribution, leveraging SB 1383 through the jurisdictions to increase food access.		
Importance	Resource Support	Changes
Social is important given the substantial rates observed locally in SDSR and throughout San Diego County due to the increase of nutrition insecure San Diegans.	Jurisdictions include the cities of the following: City of San Diego, Chula Vista, Coronado, Imperial Beach, National City, and the County. CBOs include I Love to Glean, Operation Promise Community Services, Chefs de Cuisine, and others. Feeding agencies include San Diego Food Bank and San Diego Hunger Coalition.	In 2022, 28% of San Diegans living in Supervisorial District 1, which encompasses most of the SDSR, were nutrition insecure.

Health – Providers in the community tailor their services to meet residents’ needs, prioritizing culturally and linguistically relevant health education. Behavioral Health has emerged as a key focus for *LWSD SRCLT* due to concerns about increased depression, anxiety, and other challenges exacerbated by pandemic-related isolation. Trends such as rising opioid overdoses and suicide attempts have drawn attention, especially in the South Region. Services offered include preventative care, health education, and mental health support. The *LWSD SRCLT Behavioral and Mental Health Work Group (WG)*, led by Episcopal Community Services (ECS), SBCS Corporation, and Scripps Health, is committed to improving mental well-being in SDSR through community-led solutions that ensure equitable access to resources and services.

Community – SDSR encompasses 13 different zip codes with Chula Vista being the largest city and second largest in San Diego County. While SDSR offers more affordable housing options compared to other areas in the county, higher poverty rates in the South Region hinder housing affordability. In 2022, 10.3% of the population in South Region were living in poverty (under 100% FPL). The 2023 Point-In-Time Count (PITC), coordinated by the RTFH, identified Chula Vista and National City as having the largest homeless populations. To address this issue, the *LWSD SRCLT Homelessness WG*, involving SYSD, SDRM, and RTFH, collaboratively coordinates outreach, housing, and communication strategies focused on equity to prevent and end homelessness.

Social – SDSR embraces its diverse community, fostering strong ethnic heritage, cultural acceptance, and family bonds. This diversity, with over 80% of the population being non-White and nearly 60% speaking languages other than English, drives innovation through the exchange of ideas. Services are tailored to this diversity, with partners providing culturally

relevant offerings, including health and education. To address the needs of this diverse population, the County Department of Homeless Solutions and Equitable Communities (HSEC) – Office of Equitable Communities (OEqC) utilizes Community Health Workers (CHWs) for culturally sensitive and relevant outreach. Additionally, HSEC Office of Immigrant and Refugee Affairs (OIRA) recently established a Welcome Center to provide tailored services to immigrants and refugees.

The San Diego Hunger Coalition data dashboard for District 1 shows that over a quarter of the population faces nutrition insecurity. Community groups such as I Love to Glean, along with SDSR jurisdictions, are dedicated to combating food insecurity by promoting food recovery systems to redistribute surplus food.

(3) Residents and Other STAKEHOLDERS – Residents in SDSR encompass community members living in the area, while stakeholders include community-based organizations, collaborators, *LWSD* partners, and employers within and outside the community. Stakeholders are expected to provide quality, culturally relevant services, improve access to information and support, strengthen community presence for targeted outreach, and enhance engagement with existing partnerships to maximize impact. Resident groups are segmented based on priority area assessments, focusing on those with the greatest need and considering disproportionate impacts. The current top three priorities determine community offerings, outlined in the Governance document stakeholder list (see supplemental document, Appendix A).

<i>Figure P.1a(3) SDSR Community Key Offerings, Residents, and People Resources</i>	
Offering (Health)	
Resident Group	Requirements/Expectations
Residents at risk of or experiencing mental health disorder, and/or opioid use disorder	Access to inclusive and culturally appropriate behavioral and mental health resources and services
Offering (Standard of Living)	
Group	Requirements/Expectations
Residents who live below the poverty line	Employment opportunities, training programs, affordable housing, food, health, and behavioral and mental health services/resources
Immigrants and refugees	Employment opportunities and training programs, refugee resettlement agencies, immigration, and legal assistance services, and resources that are culturally responsive and in appropriate languages
Offering (Community)	
Group	Requirements/Expectations
Residents who live below the poverty line and people who	Access to healthcare, housing, income, and food security

are at risk of/or experiencing homelessness	
Offering (Social)	
Group	Requirements/Expectations
Residents who live below the poverty line, families and individuals who are at risk of/or experiencing food insecurity	Access to food and inclusive and culturally relevant food assistance resources

(4) People Resources – SDRS boasts nearly 565 partners across 5 Areas of Influence, ranging from community-based organizations to educational institutions and businesses. A comprehensive list of partnerships is available upon request. These partners play a crucial role in delivering community offerings and adapt their focus to address evolving needs, determined through resident input, data analysis, and other assessments. Key organizations involved in these offerings are detailed in the Governance document (see supplemental document, Appendix A). Recent challenges, such as an influx of asylum seekers and severe storms, have prompted a shift in resource allocation and service provision. For instance, the *LWSD SRCLT Food Insecurity WG* prioritized food assistance during emergency responses, demonstrating effective coordination among community stakeholders.

(5) Regulatory Environment – Regulations significantly affect the programs and services provided by SDRS stakeholders, such as the Mental Health Services Act for health services, Federal Strategic Plan to Prevent and End Homelessness as well as the AT HOME plan for homelessness, SB 1383 for diverting food from landfills, and the San Diego Food Vision 2030 addressing food insecurity.

b. Community Excellence Group

(1) MISSION, VISION, VALUES, AND CULTURE – The *LWSD SRCLT* established a mission, vision, and values, outlined in Figure P.1b(1). The group’s culture is defined by diverse perspectives, trust, a collaborative spirit, and a commitment to equity-focused approaches.

<i>Figure P.1b(1) LWSD SRCLT – Mission, Vision, Values</i>	
Mission	Improving the well-being of SDRS through collaboration and system changes that promote equitable, healthy, safe, and thriving communities.
Vision	An equitable community that is building better health, living safely, and thriving.
Values	<p>Commitment to <i>LWSD SRCLT</i> and Residents – Committing to the mission and realizing the vision through community-focused goals and objectives; ensuring representation from all organizations.</p> <p>Shared Leadership – Sharing input and ensuring consistent messaging/single voice; sharing of information; opportunities for <i>LWSD SRCLT</i> partners to provide feedback.</p> <p>Collaboration – Aligning priorities and leveraging relationships to maximize resources.</p> <p>Diversity – Fostering diversity among partners across different sectors while promoting inclusive representation of different voices and community perspectives.</p>

The regional *LWSD* vision unites individuals, organizations, and government in collective action. Core competencies, vital for both *LWSD SRCLT* and the wider community, include Collaboration and Trust, Community Engagement and Empowerment, and Connecting Residents to Resources

The core competencies drive systems change, central to the mission, by addressing root issues entrenched in community networks. This intentional process fundamentally alters system components and structures. These competencies are essential for community-wide system change. They also resonate with HHS-A-HSEC core competency of promoting equitable communities through regional collaboration and under-resourced community support, as well as HHS-A core competency of Advancing Opportunities for All San Diegans to Live Well.

(2) Composition – The *LWSD SRCLT* is co-chaired by two leaders from distinct organizations committed to community service. One co-chair is the South Region Community Coordinator (RCC) from HHS-A-HSEC, while the other is a Department Director from SB-CS Corporation, a nonprofit providing diverse services for children, youth, and families. Each of the three priority areas is overseen by two to three co-chairs, totaling nine co-chairs from the Steering Committee, representing a diverse array of partners serving various segments of SDRS. As seen in the structure chart at the beginning of this document, page 2.

Nearly 200 members from various community organizations, groups, and segments are involved in the *LWSD SRCLT*, comprising formal partners, collaborators, champions, and supporters. Their participation varies based on ongoing activities, events, programs, services, or priorities. The *LWSD SRCLT* emphasizes three key drivers – diversity of sectors/voices, trust, and community expertise – to engage individuals, organizations, and groups in achieving its mission and vision. HHS-A-HSEC serves as the backbone organization, guided by *LWSD* principles and the County General Management System (GMS), the County strategic framework in which Community Engagement is at the core, based on the principle that “all that we do should be for, and created in partnership with, the people we serve.” HHS-A-HSEC provides direct support to the regional leadership teams, co-facilitated by the RCC, under the leadership of HSEC Community Operations Officer. This structure ensures effective coordination and alignment of efforts countywide.

Established in 2021, HHS-A-HSEC enhances regional community efforts across economic, social, environmental, and communal domains, prioritizing equity in all initiatives. It focuses on bolstering partner

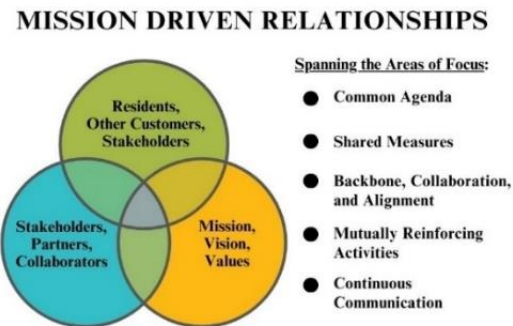
engagement, operational excellence, and infrastructure, including the incorporation of RCCs. OEqC, within HHSA-HSEC, directly oversees community engagement and collaboration, with a commitment to addressing the needs of under-resourced communities. Its focus areas encompass diversity, social and health equity, economic inclusion, and poverty reduction.

As the backbone organization, HHSA-HSEC supports the community in six key ways: 1) Provides a clear purpose by establishing a common agenda and maintaining alignment with the community’s overarching goals; 2) Drives long-term momentum and growth by coordinating funding, resources, and fostering partnerships; 3) Creates a shared identity through the regional *LWSD* vision; 4) Acts as a neutral convener, aligning community activities for collective impact; 5) Encourages resident involvement and volunteerism for community empowerment; 6) Establishes clear success metrics and learning through the Top 10 *LWSD* Indicators, focusing on three priority areas each cycle.

(3) LEADERSHIP SYSTEM – The *LWSD* SRCLT guides the collaborative efforts, meeting bi-monthly to discuss community updates, review WG progress, and foster networking (see leadership structure on page 2). Roles and responsibilities are outlined in the Governance document (see supplemental document, Appendix A). The Steering Committee (SC), comprising *LWSD* SRCLT and WG co-chairs, along with HHSA-HSEC support staff, advises on processes and protocols, onboard new members, and communicates progress to the *LWSD* SRCLT. They meet bi-monthly to discuss community changes, alignment efforts, and opportunities for cross-collaboration among WGs. Meetings include presentations on various topics, WG progress reports, and calls to action.

The Succession Planning Process (SPP) within the *LWSD* SRCLT identifies and develops new leaders to ensure seamless transitions when current leaders step down (see supplemental document, Appendix B). WG meetings occur monthly to address *LWSD* SRCLT four-year priorities. They set strategic objectives, goals, and action plans, and administer programs targeting community needs. Meetings are staggered to accommodate participation in multiple WGs if desired. Monthly pre-planning sessions involve co-chairs and HHSA-HSEC support staff. The three WGs focus on Behavioral and Mental Health, Homelessness, and Food Insecurity. Below are the key elements of the *LWSD* SRCLT Leadership System:

Figure P.1b(3) Leadership System



(4) Programs and Services – Programs and services offered through the *LWSD* SRCLT fall into four categories:

- 1) Areas of Focus: Determined by the Strategic Planning Process (STPP) for the work cycle, these programs address community priorities:
 - i. Behavioral and Mental Health: Seeks to transform mental health and well-being for residents at risk of/or experiencing mental illness or opioid misuse disorder.
 - ii. Homelessness: Aims to reduce, prevent, and end homelessness for residents below the poverty line or at risk.
 - iii. Food Insecurity: Works to create sustainable access to culturally appropriate, affordable, healthy food for residents below the poverty line, including older adults and families with children facing food insecurity.
- 2) Ad hoc Opportunities: Programs were established in response to emergent needs or opportunities during the work cycle.
- 3) Annual Collaborative Initiatives: Yearly activities, services, or events that unite partners to address specific regional and community needs.
- 4) Neutral Convening: The team acts as a neutral convener, bringing together diverse stakeholders to facilitate dialogue, build trust, and develop shared solutions to complex challenges. This fosters innovation, alignment, and resource leverage among initiatives.

The programs and services offered by the *LWSD* SRCLT fall under the three areas of focus: increase access to behavioral and mental health information and resources through community events, provide better coordination and outreach of programs and services for individuals experiencing homelessness, and enhance access to food. The programs and services serve key residents and stakeholder groups based on priority area of need (see Refer to Figure P.1a(2) and P.1a(3) for key stakeholders and residents).

(5) PARTNERS AND COLLABORATORS – Individuals and organizations supporting the regional *LWSD* vision, including *LWSD* SRCLT members, are collectively referred to as "partners." Partners determine their role in supporting *LWSD* SRCLT programs and

services. They may also serve as stakeholders and collaborators simultaneously. Key partners and collaborators encompass CBOs, faith-based organizations, feeding organizations, local government agencies, and healthcare providers, each with defined roles outlined in the Governance document (see supplemental document, Appendix A). These partners contribute to the three priorities set by *LWSD SRCLT*. For instance, the SC comprises nine organizations providing leadership to the WGs and *LWSD SRCLT*. Co-chairs assist with planning, strategy-setting, activity deployment, expertise provision, resident engagement, network expansion, and environmental monitoring.

(6) PERFORMANCE Improvement SYSTEM – The *LWSD SRCLT* utilizes the Plan-Do-Check-Act (PDCA) approach to improve performance, applying it at various points throughout its operations. PDCA elements include the following: Plan: Strategic planning, ongoing SC and WG planning, community event planning, and partner input gathering; Do: Strategy deployment, program/service implementation, and annual community events; Check: Periodic progress monitoring to assess effectiveness; Act: Adaptation based on check findings, refining plans accordingly, and begin the PDCA cycle again.

Essential check and improvement components encompass: Annual submission of the *LWSD SRCLT* Operations Manual for expert review, yielding strengths and Opportunities for Improvement (OFIs) to inform action plans and enhance operations. Debriefing exercises post-WG objectives completion and work cycle conclusions are used to extract strengths and OFIs to refine coordinated programs and services. Resident, Customer, and Partner Surveys are deployed to gauge satisfaction, engagement priorities, and other pertinent data for program, service, and partner engagement enhancements. Annual data presentations are used for progress evaluation, priority assessment, and action plan development, tracking progress and outcomes.

P.2 Community Situation

a. Competitive Environment

(1) Competitive Position – SDSR's competitive position is influenced by neighboring regions, San Diego Central Region (SDCR) and San Diego East Region (SDER), which adhere to the regional *LWSD* vision. Geographically, SDSR shares borders with these regions, including areas like National City. While all regions provide key offerings within the *LWSD* 5 Areas of Influence, SDSR stands out due to its longstanding collaborative approach and partners' deep commitment to the region's diverse cultural heritage. SDSR status as a dynamic border community enriches its identity and fosters a deep understanding of community complexity among partners and collaborators. Committed partners and collaborators provide a competitive advantage in advancing the vision, as detailed in Figure P.1(a)2. These factors enable *LWSD SRCLT* to deliver culturally and linguistically tailored services and

resources, enhancing inclusivity and effectiveness in meeting diverse needs.

(2) Community Changes – Significant weather events and region-wide asylum seekers' street releases have impacted competitiveness in SDSR. The unprecedented storm in January 2024 caused severe infrastructure damage, prompting a state of emergency due to flash flooding. In response, the *LWSD SRCLT* Food Insecurity WG adjusted focus to provide essential items to unhoused residents and refugees. The rising homelessness rates in SDSR led to the upcoming opening of the National City Navigation Center in Summer 2024, offering tailored emergency shelter and wraparound services. The Mental Health Services Act (MHSA) plays a crucial role in transforming mental health care in San Diego County, with County BHS funding supporting prevention and intervention initiatives, including stigma reduction and suicide prevention efforts facilitated by dedicated CHWs.

(3) Comparative Data – Comparative and competitive data about the SDSR community are detailed in *LWSD SRCLT* Governance (see supplemental document, Appendix A), allowing for a comprehensive understanding of community needs. Data segmentation aids in tracking trends, identifying inequities, and fostering collaboration. This information guides decision-making for programming, resource allocation, stakeholder engagement, and needs prioritization. Limitations, such as the lack of specific regional data, prompted groups to compile local data to comprehend existing assets and opportunities. The Food Insecurity WG developed the Capacity Survey to evaluate resources, foster collaboration, and address homelessness. The PITC provides vital current community data, with ongoing efforts to obtain additional comparative data for evaluation. Processes of award-winning organizations, like those recognized by Baldrige or accredited in public health, serve as models for efficiency and success. HHS-HSEC expansion of Communities of Excellence 2026 (COE) to other San Diego County communities will enable further comparative analysis.

b. Strategic Context

(1) CHALLENGES, THREATS, ADVANTAGES, and OPPORTUNITIES – The *LWSD SRCLT* has identified Challenges, Threats, Advantages, and Opportunities in SDSR related to current priorities and key offerings (behavioral and mental health, homelessness, and food insecurity), detailed in Figure P.2b(2). While the community attracts residents due to its Strategic Advantages, Strategic Challenges may impact sustainability. Leveraging advantages and opportunities supports a healthy, safe, and thriving SDSR community, aligning with *LWSD SRCLT* mission, vision, and values.

Figure P.2b(2) Challenges, Threats, Advantages, and Opportunities	
Challenges and Threats	Advantages and Opportunities
<ul style="list-style-type: none"> • Increased housing costs • Homeless rate increased by 27% from 2022. • Behavioral and mental health rates increased in the areas of suicide and opioid overdose • Food insecurity rate is 28% • Shortage of housing for renters and homebuyers • Overcome distrust between people and government agencies • Knowledge and access to social and support programs for those most in need • Unique needs of the residents who live and work in SDSR, different zip codes, and as part of a binational region • Emergency responses 	<ul style="list-style-type: none"> • Access to over 560 LWSD partners • Recreational and engagement opportunities • Established relationships with community partners and stakeholders who live, work, and/or have listed experience in the SDSR • Strong collaborative partnership in all zip codes and with different stakeholders, including cities and other public officials • Regional and binational collaboration • Close partnership with key resident groups, resident leadership academy (RLA), and CHWs • New shelter developments • Welcome Center for immigrant and refugees