



LIVE WELL  
SAN DIEGO

# **LIVE WELL COMMUNITIES: Healthiest Cities & Communities Challenge – Community SOAR Analysis Feedback Report**

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**May 4, 2016**



**LIVEWELLSD.ORG**

## INTRODUCTION

*Live Well San Diego* is a vision for a San Diego County region that is Building Better Health, Living Safely and Thriving. But looking at data measures of progress towards this vision, there are some communities struggling to achieve this vision. They have significant health issues, are more affected by crime, and are less engaged in civic activities such as election turnout. These disparities show up when examining the data through equity lenses of geographic location, age, race and ethnicity, gender or economic level.

Six years into *Live Well San Diego*, the County of San Diego and community partners are rolling out **Live Well Communities** to make sure everyone has the capacity to live well. This initiative builds upon the *Live Well San Diego* vision of healthy, safe, and thriving communities throughout the San Diego County region of 3.2 million people to focus on addressing population health and health equity in historically underserved communities. These communities have identified a number of priorities, including job creation; addressing crime; improving access to healthy foods; family strengthening; and increasing community capacity for leadership and civic engagement, with more details on specific feedback provided in this report. A mutually reinforcing set of interventions has been selected to span multiple areas of influence—not just health, but also safety, community, and economic well-being—and to leverage the strengths of partners in multiple sectors—businesses, governments, community- and faith-based organizations, and schools. This effort has been guided by the Regional Leadership Teams that are a key component of the *Live Well San Diego* infrastructure. See figure 1 for more information.

The goal of Live Well Communities is to address long-standing inequities, disparities and disproportionality in the San Diego region, by focusing on key interventions that will engage residents, strengthen services, and produce real results.

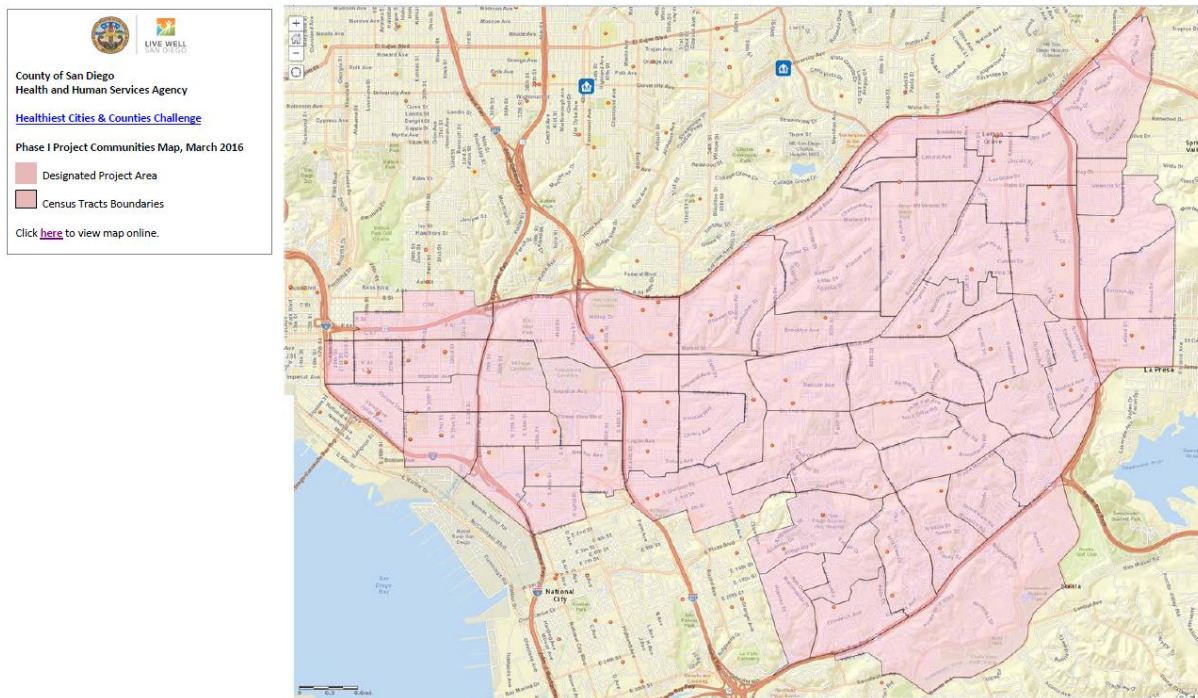


Figure 1: Live Well Communities

## Vision, Mission, Strategic Direction and Approach

### ***Vision***

A region that is Building Better Health, Living Safely and Thriving

### ***Mission***

Create the opportunity for all residents – regardless of geographic location, age group, gender, race/ethnicity, or socio-economic level – to achieve the *Live Well San Diego* vision by engaging the community, strengthening services, and serving for results.

### ***Strategic Direction & Approach***

- **Engaging the Community.**

Ensure community is part of the process and informs the actions we take.

(Strengths based; Community informed)

- **Strengthening Existing Services.**

Eliminate barriers to access for services we provide.

(Enterprise-wide)

- **Serving for Results.**

Customize services to achieve the measurable results we envision for each community.

(Data driven, Results focused)

## Live Well San Diego

*Live Well San Diego* is a regional vision adopted by the San Diego County Board of Supervisors in 2010 that aligns the efforts of County government, community partners and individuals to help all San Diego County residents be healthy, safe, and thriving. The vision includes three components. *Building Better Health*, adopted on July 13, 2010, focuses on improving the health of residents and supporting healthy choices; *Living Safely*, adopted on October 9, 2012, focuses on protecting residents from crime and abuse, making neighborhoods safe, and supporting resilient communities; and, *Thriving*, adopted on October 21, 2014, focuses on cultivating opportunities for all people to grow, connect and enjoy the highest quality of life.



*Live Well San Diego* encompasses community engagement on all levels. It starts with individuals and families who are leading efforts to be healthy, safe and thriving and grows through County-community partnerships to convene working groups, conduct program activities, and leverage each other's resources and capabilities to improve the health, safety and overall well-being of residents throughout San Diego County.

## HEALTHIEST CITIES & COUNTIES CHALLENGE

The Healthiest Cities & Counties Challenge is a collaboration between the Aetna Foundation, the American Public Health Association and the National Association of Counties to encourage small to mid-sized U.S. cities and counties to create a positive health impact. The Challenge will identify the best practices for achieving city and county health, wellness and health equity. Additionally, the Challenge promotes collaboration and community-wide involvement and will identify nationally replicable models of health.

Competing cities and counties will move the needle toward creating healthier and more equitable communities using measurable criteria over the course of several years. Administered by CEOs for Cities, the Challenge will award \$1.5 million in prizes to cities and counties that build cross-sector teams around health issues of critical importance to their communities.

The goal of the Challenge is to develop practical, evidence-based strategies to improve measurable social and health outcomes and promote health and wellness, equity and social interaction — community by community, block by block.

The Challenge aims to recognize and catalyze cities and counties across the U.S. with the ideas and solutions that empower communities to be healthier, helping make the right choice the easy choice for their residents. Sharing measurable approaches and impact will create models for other cities and counties nationwide.

## COMMUNITY FEEDBACK

On May 4, 2016, community Leaders and the County of San Diego convened a joint *Live Well San Diego* Regional Leadership team in Central Region meeting to solicit feedback from community organizations and individuals about their efforts aligned with the Live Well Communities initiative. Following a presentation about the Healthy Community and Cities Challenge and Live Well Communities by Barry Pollard, Executive Director of the Urban Collaborative Project; Barbara Jiménez, Director of Central and South Regions, County of San Diego Health and Human Services Agency; and Dale Fleming, Director of the Office of Strategy and Innovation, County of San Diego Health and Human Services Agency, attendees gathered in break out groups by Area of Influence: 1) Health, 2) Knowledge & Standard of Living, 3) Community, and 4) Social.

In these break out groups, participants completed a Strengths, Opportunities, Aspirations, Results (SOAR) analysis. This strategic planning tool focuses an organization or community on its current strengths and vision of the future for developing its strategic goals. This tool differs from the commonly used SWOT (strengths, weaknesses, opportunities, and threats) analysis. SOAR engages all levels and functional areas of an organization, while SWOT is typically a top-down approach. With SOAR, the focus is on the organization or community and enhancing what is currently done well, rather than concentrating on perceived threats and weaknesses.

Upon completion of the smaller group brainstorming activity, attendees gathered again as a large group to share highlights from their discussions. An additional SOAR process was conducted to ensure Lemon Grove-specific community needs were reflected. Community members had an opportunity to submit additional input by email up until May 13, 2016.

The report below provides an overview of key feedback provided during the brainstorming meeting and submitted following the meeting via email, as well as a summary of input from Lemon Grove, as well as the neighborhoods of Sherman Heights and City Heights in San Diego.

## OVERALL FEEDBACK

### Strengths

- Citizen engagement across the lifespan, from youth to seniors
- Diversity, creativity and passion
  - We need to work on directing and channeling that passion.
- Strong faith-based network
- Willingness to learn, grow and improve
- Emerging grassroots organizations
- All the different collaborative and coalitions that already exist
- People have a general understanding of what the issues are. Now it's a matter of prioritizing and getting them done - healthy food, safety, jobs, how to build upon collaborations...
- **Collaborations including:**
  - Urban League funding received from government is contracted out to all regions
  - East Region: IRC, East and South Regions: Public Consulting Group Welfare to Work



- Central and North Regions –Welfare to Work
- Paving Great Futures and the San Diego Promotora Coalition
- Southeast collaborative
- Legislative offices, if we hold them accountable to build on political will
- National City Collaborative
- Lemon Grove Collaborative
- Spring Valley Youth & Family coalition
- Be There San Diego Collaborative
- A Reason to Survive (ARTS) working with youth and schools empowering them

## Opportunities

- Having common goals
- Parent advocacy and engagement
- More connected community – have a calendar of events that is easily accessible so we don't have big events on the same date
- Building on grassroots efforts to reach people who don't participate in community collaboratives. We can't send emails expecting it will reach everyone.
- Mentoring opportunities for the community including learning about policy.
- Strengthen infrastructure of community-based organizations (CBO's). They understand the voices and are constant advocates. Assist with financial commitments and true resources. Improve relationships between CBO's. Help fund building and infrastructure.
- Following model of RLA, but flipping the model, have community members teach subject matter experts, instead of the other way around.
- More community events and advertise events to residents

## Aspirations

- Policy makers come and listen to the community to understand them well where they feel at home; invite policy makers to visit low income communities and meet them.
- Create a collaboration model that is mutually supportive where everyone's thoughts and opinions are valued and is used to move towards positive change.
- Greater representation of community members; more equity between community residents and organizations at the table.
- Sustaining positive results over the long term.

## Results

- Having policies in place to create consistency in tracking and reporting.
- Training the policy makers and inviting them to RLA graduations.
- Taking the conversation and doing something with it, meaning actually doing something about what we keep discussing.
- Building on political will, the community needs to be organized and mobilized.
- Increase physical activity and better walkability to parks
- Job and employment rates
- Fewer empty store fronts
- Reduction in obesity rates
- Reduction in crime rate
- Increase in test scores
- Decrease substance use rates

## Sustaining Positive Results

- Continue to measure outcomes and pay attention to them
- Funding
- Continued caring leadership
- Community involvement
- Enforcement of safety patrol
- Upkeep and maintenance of parks
- Continued input and advocacy

## FEEDBACK BY AREA OF INFLUENCE

### Health

#### Strengths

- We have the best trauma systems, individuals are quickly taken within the golden hour.
- Mental Health America is at the forefront of mental health awareness.
- Community Health Improvement Partners (CHIP): we work collectively with this organization to gather data and share it with community and organizations.
- San Diego foundation on literacy is a great resource in the community.
- We have a good community clinic network.
- **Collaborations including:**
  - Community Garden Network – Healthy food access
  - Collaboration with Olivewood gardens and their Kitchenistas program
  - Healthy home collaborative

#### Opportunities

- Increase mental health treatment and reduce stigma across cultures.
- Better tobacco control
- Clinical pathways
- Healthy retail program can help build capacity in the retailers to better provide healthy foods and improve price points to make water or other healthy foods more affordable than other unhealthy foods. Once the owners understand what kind of customers they are attracting then they tweak business practices to draw in healthier customers. They are more likely to sign on if they see results.
- Health commission/advisory board; a wing that advocates health needs, focuses on subjects like zoning or economic development, and all aspects that affect health.
- Create and implement public policy that leads to greater health equity; have a holistic approach to health.
- Health from a cultural perspective
- Need more community health workers in hospitals; not just a translator but someone the community trusts and can relate to
- Wire back health into schools so students learn. For example, making physical education a priority.
- Big issue to address is Foster children. Once they age out, what do they do? Provide more support.
- CHW - Culturally/linguistically appropriate health literacy
- Potential collaborations with:
  - Access to health care - need transportation to get there, perhaps we can partner with Lyft or Uber, for free transportation, or shuttling service.

- Environmental Health Coalition, they work mostly in National City, good group to have at table when talking about Environmental toxins
- Olivewood gardens, grassroots efforts to encourage healthy lifestyles
- Project New Village
- Healthy Homes Initiative; seniors fall prevention

## Aspirations

- Limiting access to alcohol and marijuana for youth
- Quality physical activity opportunities
- Local mental health services in each community
- Dental services
- Make people healthier—access to food, education, medical care and parks and recreation
- Ownership: Felix restaurant was a gathering place where the community, church, and social services organizations took pride in having it and took it as their hub, until it closed down. We need something we can develop and take ownership, with wrap around one-stop shop services for health. The Jacobs Center is currently the only place available that comes to mind.
- Good food district built on community spaces; remove the red tape to allow community space that is a thriving community where residents can buy into it and make it their own.
- Health equity perspective: insuring people get what they need, a safe place to call home or transportation services, something or someplace where they are getting additional services, added benefits.
  - Then people come into a hospital, they are screened to insure they have housing and other essential services, fixing root cause of their hospital visit
  - Referral services at church so they are all connected. A Village model for services.
  - Would like to see a safe place where youth would buy into. A one stop shop where they wouldn't have to worry about membership fee. Something for our youth.
- Diversity should be reflected in healthy food we eat and is offered in this community.
- Using more local farms and urban farms that are run by youth for example, it can turn into something economically positive.
- Shared vision for equity and creating a safe space for sharing real and honest conversations. We can't address the issues otherwise. Coming to agreement that if one of us doesn't have health care access none of us have access. Create the village concept. Real conversations about race and place.
- In Central region, STI's is an epidemic. Talking about sex and sexuality needs to be integrated.
- Create technology that can help support community efforts and communication networks; it will help cut down on referrals for example.
- Making sure people start getting their needs taken care of, for example if they need food they get referred to food banks.
- Instead of just talking insurance we actually follow through.
- Having the ability to show improvement and range of healthy living and eating in the community
- More community service and health care providers

## Results

- Focus on evidence-based results, such as healthy gardens, and creating a place to voice opinions by working collectively.



- Building on political will, we need to be organized and mobilized.
- Adherence to medical advice, making appointment and taking prescribed medication
- Hardwire programs into clinical pathways

## Knowledge & Standard of Living

### Strengths

- Emerging grassroots organizations
- Creativity, passion, diversity
- Collaboration & partnerships, coalitions including:
  - Dreambuilders
  - Paving Great Futures – Economic focus
  - Alliance for Humanity Employment

### Opportunities

- Community calendar to keep things centralized so that it is not redundant
- Funding opportunities - if we pull together we could apply to grants collectively and split the funding
- House to house economic development plan. At this point, over a billion dollars a year are spent on people that don't live in this community.
- Provide greater support and opportunities for businesses that are in our community.
  - KIVA loans, lending, working with action, working with business
  - Look at social impact bonds, to see what people have done in the past
- For innovation in our communities, we need policy and systems in place through the city to make improving our community easier focusing on the roadblocks, the ones that are right in the face of what we are trying to do, policies that in general support our community.
  - More representation with the city and county
- Processes for navigating micro grant applications, social impact loans and bonds
  - Many funders have minimums that are too high or thresholds that are too high.
  - Create an incubator program so that small non-profits know where to get funding and resources.
- Create a single system for networking and to unify collaborative efforts.
  - There used to be a system called Mosaic that would track various programs/events and included an assessment component as well.
- Harmonium Programs offers consistent, affordable before and after school care, which has more value than simply providing a safe and healthy environment for children. Families depend on quality care in order to seek and sustain employment. Having the confidence that their children are well taken care of while at work contributes to families' well-being and economic stability. **(See related attachment for more information).**
- Workforce development
- Use social media to show the positive things happening in the community. People see social media, if more people do it, more will know and Facebook and Twitter are free.
- Advocacy support - having a page or website for people who have issues with probation, social service, police department or anything, that way they have a source to know where to go

### Aspirations

- Greater economic security for all families
- The same unemployment rate as other San Diego communities
- For the city and the county to prioritize their funding, so I know we have regions but they are not looking at equity and benchmarks to prioritize their funding, for example Seattle has similar programs
- Opportunity for youth for them to be more involved
  - More youth employment, internships
- Work skills training, so people can keep their jobs
- Secondary programs, skills that lead to employment
- Transition from elementary to middle school to high school, have them all involved because once they get to high school it is almost too late
- Aspirational careers right here in their own communities
- More partnerships between small organizations with big organizations
- Having other opportunities to continue education, college level classes, right here in their own community - accessibility

## Results

- Lower the crime rate by 30%.
- Higher graduation rates
- Reduced unemployment
- Increase the percentage of families that are median income by 5%.
- Measure the number of new jobs created and the number of business started.
- Step back more frequently and look at where our services are and where they are needed.
- Offer more targeted services based on a needs assessment.
- Provide better access to statistics among community members.
- Enhance coordination with regional activities, more economic activity, a succession plan, sustainability, fundraising, training is essential, mentorship, strong infrastructure because funding goes away and support services/people go away.
  - Regional economic development
  - Building a park but then no funds to keep it up
- Having a focus, checking balance, to keep it going

## Community

### Strengths

- Diversity in terms of ethnicity, religion, income and a significant population of youth is an asset we can tap into
- Schools are very open to Resident Leadership Academies and parent academies to get residents engaged. Many schools are hubs such as O'farrell (ICAN) or Kimball Elementary in National City (conducted a Resident Leadership Academy).
- Places of worship are involved in the communities and they go outside of worship.
- Community organizations are establishing themselves in the community and serving residents. They are recognizing that there are strengths in numbers and they are recognizing that strength. Cross collaboration is taking place more than ever before.
- National City – gathering places initiative. Using spaces that were vacant and making them green spaces and incorporating local artists as community partners.
- **Collaborations including:**

- Safety and security is addressed by SAY San Diego. They do work around clean and safe alleyways and improve lighting, potholes, parks, alcohol and tobacco licenses, healthy retailers.
- BAME CDC in Sherman Heights works around the built environment.
- San Diego Foundation Opening the Outdoors - recognizes that these communities are green spaces and contributes to built environment
- SANDAG – Has an active transportation plan including bicycles, public transportation
- Second Chance, Outdoor Outreach, Urban Collaborative
- Project Zero
- Clean Slate Clinic - Law enforcement, domestic violence, community gardens, diverse partnerships
- ICAN can be strengthened for school hubs
- CARE program, prevention with juveniles
- Stopping gang violence - called Outside the Box, radio stations
- The National Conflict Resolution Center (NCRC) has a number of conflict-mitigation programs including:
  - Restorative Justice for Youth and the people harmed by their crimes;
  - Restorative practices in target area schools;
  - Communication and conflict management skills trainings (similar to the LiveWell Exchange you have most likely already considered); and
  - Community building through the Center for Community Cohesion – focused on 3 areas: education, public safety, and equitable access to resources.
  - The director of the Center for Community Cohesion, Tasha Williamson, is also involved in the SDCP Peacemakers efforts, CAST, and ATI San Diego collaborative / Community Mentors Certificate Program. **(See results measures in PWS attachment.)**
  - Additionally, NCRC provides community mediation in the geographic service area (in the South, East, and Central regions) and opportunity for Live Well Communities efforts to use of mediation as an empowering method to resolve conflicts in the community instead in the courts. This type of intervention would be measureable with 30+ years of data at NCRC.

## Opportunities

- Innovation taking place in City Heights crime free multi-unit housing looking at crime prevention and improving safety and walkability. Diamond is looking at this model to improve safety and getting business involved as an important community partner. It represents evidence-based data.
- Safe routes to encourage residents to use the resources available including the libraries. Helps to reduce speeds in certain corridors.
- Looking into the central region to be more accessible to the community. Not to go into the community but to be engaged with the community. Probation is looking at how facilities can be improved from the uniforms to the way it is set up to be a part of the community instead of community members being weary of the probation department. Restorative justice can be used.

- Passport to Life – CBO, residents, workforce all come together for results
- Grow entrepreneurship especially in women of color so that they are owning businesses and properties. Some chambers of commerce are looking into it. Money can be invested into local communities to employ residents.
- Community policing and law enforcement - Can't be healthy with presence of violence
- Community development financing

### **Aspirations**

- Close all illegal marijuana dispensaries. The permitted ones are fine but there are 50 illegal ones that exist.
- More young people, women and people of color in the decision making process. Multiple youth leadership programs for speaking to the media, engagement into media advocacy is needed. Youth go to college and take their efforts with them and bring it back once they graduate.
- Stronger mentorship networks for both youth and adults who are exiting the system or who need the assistance.
- Grow the San Diego County Promotora Coalition.
- Early intervention for children.
- Age friendly communities including the seniors. Include intergenerational programs.
- Connecting and building more pathways so there's more of a thriving net.
- Closing the technology gap even in nonprofits. Include free Wi-Fi areas.
- Add a skate park or a nice YMCA in Southeast San Diego so youth can enjoy the outdoors.
- Relationship building with law enforcement and youth because there is no trust. An opportunity for mentoring can be helpful. Helping young cadets with community policing. National Conflict Resolution is involved in these types of efforts.
- Basic services such as taking a shower or doing laundry for homeless are needed. Providing not just housing but all of the services needed. Not doing everything separately among the different organizations. Multiple cities should come together.
- Teen centers would be helpful. Provide computer rooms or other types of gathering spaces. These need to be accessible because some youth cannot cross gain boundaries. Affordable entertainment for youth.

### **Results**

- Alcohol and tobacco retailers are complying better with signage laws regarding the 33% law for anyone who has alcohol or tobacco.
- Tracking number of parks that are being built and how many people are utilizing this type of service.
- Measuring resident engagement includes evaluation components to programs. Clean and safe parks and alleys can be replicated.
- Residents can take on more leadership roles and participate in planning committees. Funding and distributing funds by government so it is more equitable.
- Counting how many safe crosswalks, sidewalks and bike lanes are created.
- Crimemapping.org - Tracking incidents in different communities.

## Social

### Strengths

- Quality of providers from the community
- The residences in the community are the greatest assets. People in the community have passion, love, compassion for human life and want to contribute to make San Diego a great place to live. The “We All Count” survey is an excellent example, where hundreds, if not thousands volunteered to count and interview homeless individuals for purpose of assessing concern and hopes / efforts to solicit funding to provide services for homeless population.
- Resilient youth (future leaders) & seniors (experience & knowledge / resources / getting them involved)
- DGS
- Faith Community
- Reentry services are strong
- Access to cultural history. Members desire sovereignty status. Maintain culture / way of life.
- More collaborations are taking place in SD (e.g. southeast collaborative, faith community – “Food For Less”)
- **Collaborations including:**
  - Faith-based community – County is reaching out to them for more collaboration (e.g. southeast collaborative / SAY San Diego)
  - Partnership with schools (e.g. substance abuse programs)
  - CWS (e.g. neighborhood for kids)
  - BHS collaboration / seeing needs for southeast region (e.g. MHSA, teen treatment center)
  - Collaboration with Second Chance
    - Workforce partnership, SD County Sheriff, County of SD Probation
  - SE Chronic Disparities Study
  - School community, faith roundtable, ATI SD, SEC & FRC, RJ Summit
  - Various community collaborative groups convene monthly (i.e. southeast or City Height collaborative groups with various community partners to build relationship and combine efforts to efficiently serve community).
  - TDM; Support; Networks; Parent support partners
  - 7 bands of Kumeyaay Nation already in consortium. The other 5 bands do consult and assist at times.
  - Black men and black women united
  - San Diego ambassadors program, youth program
  - Community town councils
  - Purple heart foundation
  - Pillars of the community
  - Reclaiming of the Community, RTC

### Opportunities

- Opportunities to tap in to the expertise from the community members/residents
  - E.g. BHS peer coaches, juvenile services

- Hold meetings at the community that can be accessible to community members.
- Organizations support others' efforts more than for financial gain, but for effort of support and build a stronger community. For example, YMCA allows community to use facility at no cost.
- Remove the competitiveness among providers (or organizations) to enable more services – reach a holistic approach
- Connecting resources and leverage more resources
- Training community to empower / provide services
- More collaborations; Getting the community's voice heard
- Increase knowledge of perception of various organizations to encourage more collaboration and leverage more resources.
- Ways to fund grassroots organizations
- Compile a database of all available resources
- Remove barriers so communities can advocate for their community members.
- Transportation (e.g. safe vehicles)
- Hiring experts from community; Treating kids restoratively
- Work with schools, churches, community organizations to support families.
- Improving the community's abilities to self-govern
- Visit communities and residents and learn about their stories and needs
- Strengthen partnerships by being part of the San Diego Refugees forums
- Civil rights and social organizations; civic engagement organizations such as NAACP, Chicano federation
- Include East African collaborative
- Predestined ministries
- San Diego coalition of churches and organizations
- *United African American Ministerial Action Council* San Diego coalition project
- Saving our children, Project Save our Children
- Platicando con mi jente
- Comprehensive Assessment and Stabilization Services for foster youth and their families

## Aspirations

- Everyone is able to live safely (e.g. youths)
  - Children are safe to be kids. This would give them to hope.
- Kids with hope; Supportive families, supportive organizations, remove barriers
- Reduce # of homeless in SD County
- Increase quality of life, health, and financial
- Address issues of human trafficking. How can we bring that into the conversations? Sexuality is so taboo, we're not talking about it. People are getting exploited.
- Tracking voter engagement; community needs to exercise their right to a voice

## Results

- Track through existing data collection sites (e.g. schools, student graduation rates, county mental health, etc.)
- Share more information that already exists
- Measure success outside the existing framework



- Grandparents raising grandchildren (volunteerism)
- Growth + transformation
- Measure # of people you could call if you needed a ride or similar; “Trust” create pathways for success
- Gather feedback from the community and make improvement based on the feedback gathered
- Success / thriving is measured by # strong, trusting, relations

### Feedback by Region/Community

**City of Lemon Grove** – Strong sense of history with the existence of a historical society, the “Lemon Grove Incident”, and the United States’ first successful school desegregation case was cited by Thurgood Marshall in the landmark desegregation of Brown vs. the Board of Education

- Within Lemon Grove, strong collaborations exist with the Clergy Association - monthly meetings that the City Manager attends, Lemon Grove Collaborative, Lemon Grove HEAL Zone, CASA for Safe and Healthy Neighborhoods, THRIVE Lemon Grove, Law enforcement, City-School Collaborative, District English Learners’ Advisory Committee (DLAC), and the English Learners’ Advisory Committee (ELAC).
- Opportunities for improvement include: Congestion at Massachusetts and Broadway – making it difficult for people to get to the City, Illegal dumping at San Miguel and Federal Blvd., Traffic calming on Madera St. – cars are speeding and school is located nearby, developing a playground at Citronica, and clean up needed on Southside of Broadway and at Promenade.
- Help kids have more space and ensure they are safe – joint use policy with San Altos Elementary so residents can use playground and field. Shared use of pool at Mt. Miguel High School, which City of Lemon Grove helped to fund.

**City Heights** – community members are active and many are willing to participate when called upon. They are able to define concerns and the youth has a large representation.

**Sherman Heights** – Residents are a great asset depending on the issue. It can range from the schools, the parks. Once residents find their concerns they are most engaged.