



STRATEGIC PLAN for Supporting Community Wellness in La Mesa and Spring Valley



This plan is supported and endorsed by:

City of La Mesa

La Mesa-Spring Valley School District

Spring Valley Revitalization Committee

County Services Area 128 Advisory Board

La Mesa Collaborative

La Mesa Community Services Commission

Spring Valley Planning Group

Spring Valley Youth and Family Coalition

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“ready...set...Live Well” Strategic Vision¹

Ready...Set...Live Well is an initiative that extends and integrates efforts to support healthy eating and physical activity in Spring Valley and La Mesa, focusing primarily on environmental change and policy strategies. The initiative engages multiple sectors -- schools, health care, business, and faith communities -- to coordinate with residents and local government on actions that will create healthier community environments and reverse the troubling trends in obesity and chronic disease.

Vision

La Mesa and Spring Valley are the healthiest and most livable communities in the San Diego region.

Mission

Enhance environments to promote physical activity and healthy eating in La Mesa and Spring Valley.

Core Values

- Inclusive community participation and ownership, from residents to elected officials
- Leadership and action from diverse stakeholders (public + private)
- Reduction of health disparities²
- Emphasis on evidence-based strategies³
- Efficient use of resources and focus on sustainability

Strategic Goals

- Support policy and environmental changes that increase the capacity of neighborhood environments in La Mesa and Spring Valley to support healthy eating and active lifestyle of residents.
- Support policy and environmental changes that increase the capacity of schools, after school programs, and child care providers to promote healthy behaviors among all grade levels.
- Collaborate with health and fitness professionals to increase promotion of healthy behaviors in professional settings and advocate for healthier community environments.
- Build on local collaboration to develop a community-wide approach, including a Community Ambassador Program, as well as faith and business sectors, which will promote and sustain the Live Well Initiative in La Mesa and Spring Valley.
- Employ initiative-level strategies that maximize the efficiencies of current resources for Live Well, while minimizing the impact on local resources.



¹ “ready...set...Live Well” is used interchangeably with “Live Well” as the initiative title.

² “Health disparities” are defined by the CDC as “segments of the population with a poor health status. These segments include vulnerable populations as defined by race/ethnicity, socio-economic status, geography, gender, age, and disability status.” (accessed at <http://www.cdc.gov/omhd/Topic/HealthDisparities.html>)

³ “Evidence-based strategies” are defined as “strategies that integrate the best available research evidence with common knowledge to guide efforts in producing the most desirable results.” Netting, F.E. et al. (2008) Social work macro practice. Boston, MA: Pearson Education, Inc.

INTRODUCTION

Local Concerns about the National Epidemic of Obesity

Obesity affects residents within of La Mesa and Spring Valley. This section will describe the statistical trends of obesity, costs of obesity, obesity and school achievement, impact of obesity on the older adult population, and environmental causes and solutions to obesity.

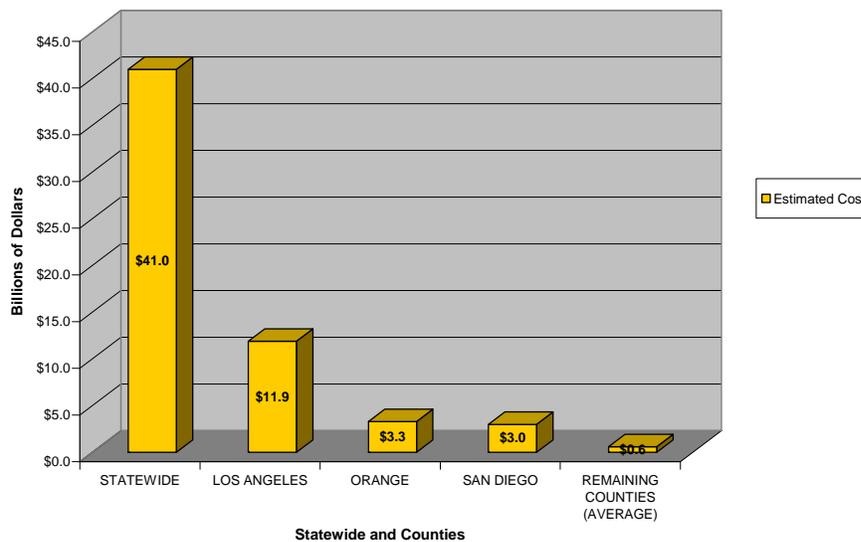
Statistical trends

Obesity is a national epidemic and the biggest public health problem facing America today. About 60 million adults, or 32.9% of the adult population, are now obese, which represents a doubling of the rate since 1980.⁴ In a little over thirty years, the rate of obesity in children has *tripled*,⁵ and one in five four-year-olds are obese.⁶ If obesity rates continue at this magnitude, the current generation of children will live shorter lives than their parents.⁷ Obesity is as much a local issue as it is a national issue. The East region of San Diego County is where obesity rates are highest with 40% of the adult population overweight, and an additional 23% considered obese. The region also has the highest rates of diabetes and heart disease in the County, with 9% of adults diagnosed with diabetes and 8% diagnosed with heart disease. In 2007-2008 in the La Mesa-Spring Valley School District, 30% of 5th graders and 32% of 7th graders were not in the Healthy Fitness Zone (HFZ), for body mass index. The percent of 9th grade students not in the HFZ at high schools serving La Mesa and Spring Valley ranged from 22% to 48%.

Costs of obesity

Obesity negatively impacts quality of life, increases risks of chronic disease, and has a substantial economic impact as well. The California Center for Public Health Advocacy released in July 2009 a study of the economic cost of obesity in California.⁸ In just six years, the reported economic costs of an adult being overweight, obese, and physically inactive have nearly doubled to an estimated \$41 billion a year in California. In addition to this new statewide figure, this study also provided a cost estimate of obesity by county, with San Diego County at a staggering \$3 billion.

Estimated Cost of Obesity within California, 2006⁵



⁴ Ogden CL, et al. Prevalence of overweight and obesity in the United States, 1999-2004. JAMA 295:1549-1555. 2006.

⁵ Centers for Disease Control, National Health and Nutrition Examination Survey (accessed at <http://www.cdc.gov/obesity/childhood/prevalence.html>)

⁶ Tanner, L. Obesity: 1 in 5 kids. Child obesity apparent by age 4. Associated Press, April 7, 2009.

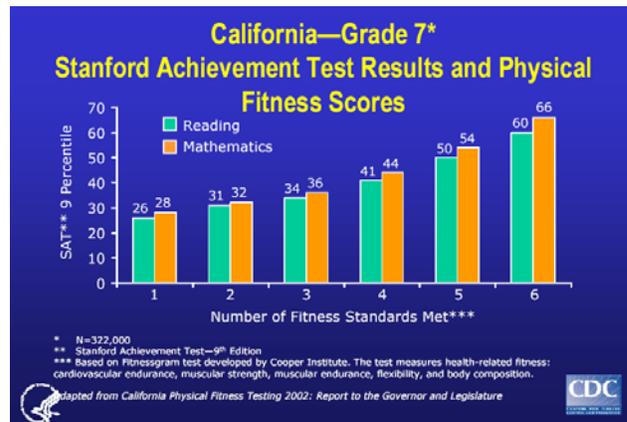
⁷ Olshansky, SJ et al. A Potential Decline in Life Expectancy in the United States in the 21st Century. N Engl J Med 2005 352: 1138-1145.

⁸ Access CCPHA study at <http://www.publichealthadvocacy.org/costofobesity.html>

Obesity and School Achievement

The U.S. Surgeon General recently identified the obesity epidemic as one of the greatest health problems today. The National Association of State Boards of Education (NASBE) has also recently proclaimed that health and success in school are interrelated, and schools cannot achieve their primary mission of education if students and staff are not healthy and fit physically, mentally, and socially.⁹ Health-risk behaviors, such as poor food choices and physical inactivity, can lead to poor school performance and have been consistently linked to academic failure and often affect students' school attendance, grades, test scores, and ability to pay attention in class.¹⁰

Furthermore, academic success is an excellent indicator for the overall well-being of youth and a primary predictor and determinant of adult health outcomes. Recent studies show that students who are more physically fit perform better on academic achievement tests (see chart - Standard Achievement Test Results and Physical Fitness Scores¹¹). This occurrence is not only taking place in California, but also in Texas. As reported by Active Living Research (2009), FITNESSGRAM[®] test results were analyzed from more than 2.4 million Texas students in grades 3 to 12 during the 2007-2008 school year and there were significant school-level correlations found between physical fitness and better performance on state standardized tests.¹² The same researchers also found that “higher physical fitness achievement also was associated with better school attendance rates and fewer disciplinary incidents involving drugs, alcohol, and violence or truancy.”¹² Leading state and national education organizations recognize the close relationship between health and education, as well as the need to embed health into the educational environment for all students.



Impact of Obesity on the Older Adult Population

The San Diego Association of Governments (SANDAG) estimated in 2008 that there were 6,179 residents 65 years and over in Spring Valley, and 8,344 residents 65 years and over in La Mesa.^{13,14} Given the large proportion of older adults residing in La Mesa (~14.7%) and Spring Valley (~9.9%), it is important to also consider the impact of the obesity epidemic on this elderly population. Weight gain frequently occurs during middle age, in part related to a more sedentary lifestyle. Regrettably, many older adults associate weight gain and a sedentary lifestyle with the aging process and often make little effort toward prevention. Staggering statistics from The Center for an Aging Society claim that among the obese population age 51 and older, a disproportionate share (three-quarters) are age 51 to 69, yet this age group comprises only two-thirds of the general population age 51 and older.¹⁵ Additionally, an obese Medicare participant costs \$1,486 more in healthcare expenditures per year than does a participant of healthy weight.⁷ While obesity itself is not a chronic condition, it is a risk factor for many chronic conditions, including coronary heart disease, type II diabetes, stroke and several forms of cancer. Lifestyle changes (i.e., more exercise and a healthier diet) are important factors in battling the obesity epidemic, at any age.

⁹Centers for Disease Control and Prevention, The Role of Schools in Preventing Childhood Obesity at http://www.cdc.gov/healthyyouth/physicalactivity/pdf/roleofschools_obesity.pdf

¹⁰ Tanner, L. Obesity: 1 in 5 kids. Child obesity apparent by age 4. Associated Press, April 7, 2009.

¹¹ Centers for Disease Control and Prevention adapted information from California Physical Fitness Testing 2002: Report to the Governor and Legislature at <http://www.cde.ca.gov/ta/tg/pf/govreport2002.pdf>

¹² Active Living Research. (Summer 2009). Active education: Physical education, physical activity and academic performance at http://www.activelivingresearch.org/files/Active_Ed_Summer2009.pdf

¹³ San Diego Association of Governments, Population and Housing Estimates: City of La Mesa at <http://profilewarehouse.sandag.org/profiles/est/city9est.pdf>

¹⁴ San Diego Association of Governments, Population and Housing Estimates: Spring Valley Community Plan Area County of San Diego at <http://profilewarehouse.sandag.org/profiles/est/cocpa1921est.pdf>

¹⁵ Florida State University, The Pepper Institute on Aging and Public Policy, Facts on Aging: Obesity in Aging at http://www.pepperinstitute.org/Facts/FoA_v2-4_Obesity.pdf

Environmental causes and solutions

Scientific literature suggests that the high prevalence of obesity and physical inactivity is caused by individual, social, and environmental factors. Historically, strategies to reduce obesity and diabetes have focused exclusively on a traditional medical model of individual behavior modification and treatment.

These approaches have not been successful because they often ignore the context in which individual choices are made. Recent studies have linked the epidemic to environmental conditions. Many of the contributing environmental factors of the obesity epidemic include design of neighborhoods that force one to use a vehicle rather than walk, unsafe conditions for pedestrians and cyclists on many streets, a lack of access to safe and convenient parks and recreational spaces, an easy availability of fast food that is not particularly nutritious, cutbacks to school physical education programs, and a lack of healthful snacks in vending machines.^{16,17} These factors often thwart even the best intentions of families and individuals in La Mesa and Spring Valley to practice healthy lifestyles in their communities. Tackling the obesity epidemic requires a broader approach than merely the sheer force of individual will to change. Environments have been created that make it difficult to make healthy choices, and the solutions need to change environments to support healthy choices.



Why “ready...set...Live Well” for La Mesa and Spring Valley?

La Mesa and Spring Valley stand ready to incorporate the Live Well vision of making them the healthiest and most livable communities in the San Diego region. These communities have a long history of providing innovative leadership and collaboration across systems to improve the quality of life for their residents.

Innovative leadership focused on improving local quality of life

For the last several years, the County of San Diego, the City of La Mesa, and the La Mesa-Spring Valley School District (LMSVSD) have all been working to promote wellness within their own jurisdictions through policy development and environmental enhancements. With the County Board of Supervisors approving the creation of a Childhood Obesity Master Plan in 2004, the stage was set for a wide range of local actions to prevent obesity.

La Mesa Actions

- La Mesa Wellness Task Force was formed (2005)
- La Mesa Community Wellness Plan was approved by the City Council (2006)
- La Mesa Walking Art Trails established to encourage walking (2007)
- La Mesa Athletic Council approved a resolution to meet schools’ wellness policies (2007)
- City Council approved a Sidewalk Master Plan (2008)
- Advocacy from CX3 youth engagement project led to a Safe Routes to School grant enabling the City to add pedestrian infrastructure around Helix Charter High School (2009)

Spring Valley Actions

- Adoption of Healthy Vending and Concessions Policy (2007)
- The gymnasium and teen center opened (2007)
- Artificial turf was installed on football fields at two Spring Valley high school campuses (2008)
- Installation of walking and fitness path at Spring Valley Park (2008)
- Converted the unused Spring Valley Elementary School campus into a community center (2009)



¹⁶ Heath G.W. et al. (2006). The effectiveness of urban design and land use and transportation policies to increase physical activity: A systematic review. *Journal of Physical Activity and Health*, (3), 55-76 at http://www.activelivingresearch.org/files/ALR_Brief_WalkableCommunities.pdf

¹⁷ Reed, J.A. et al. (2006). Perceptions of neighborhood sidewalks on walking and physical activity patterns in a southeastern community in the U.S. *Journal of Physical Activity and Health*, (3), 243-253 at http://www.activelivingresearch.org/files/ALR_Brief_WalkableCommunities.pdf

The jurisdiction linking La Mesa and Spring Valley, the La Mesa-Spring Valley School District, also developed and implemented a District Wellness Policy that addresses a wide range of issues related to physical activity and education, nutrition, and fundraising. The policy was the work of teachers, school nurses, child nutrition employees, community health care professionals, school administrators, and governing board members. The policy was approved in June 2006, and school administrators and teachers have used the policy to initiate changes at their sites by setting healthy examples and communicating with school community stakeholders.

Collaborating across systems and leveraging resources

The cross-jurisdictional and multi-sectoral aspirations of the Live Well Initiative are rooted in a strong collaborative culture that is rapidly becoming a hallmark of the County's East Region. This work was recognized by The California Endowment in its funding of the Live Well planning efforts. The City of La Mesa and LMSVSD have been collaborating since 1979. The County and City schedules the use of school fields outside of school hours, and have both demonstrated their commitment and support for community wellness by encouraging the physical activity of youth. Toward this end, County Supervisor Dianne Jacob contributed over \$100,000 of County funds to a City of La Mesa based project, the Junior Seau Youth Sports Complex. The City of La Mesa and a private foundation called the La Mesa Park and Recreation Foundation raised an additional \$7 million to complete the project. Further, it was this type of creative collaboration that resulted in the federal Safe Schools/Healthy Students grant and the Healthy Neighborhoods Initiative. Finally, the Spring Valley Youth and Family Coalition and the La Mesa Collaborative have established networks of local government, service providers, and community advocates that can be accessed and mobilized to support this initiative.

The vision and collaboration of partners in Spring Valley and La Mesa has made it possible to leverage substantial resources for the development of wellness strategies and ultimately the benefit of local residents. In 2006, La Mesa was selected by the National League of Cities (NLC) and the American Association of School Administrators Association (AASA) as the recipient of two technical assistance grants to carry out its wellness initiatives. The team that participated in the technical assistance workshops decided the next logical step would be to engage high level community leaders for continued collaborative efforts on community wellness. This brought forward the creation of the Live Well Initiative, which extends and integrates efforts to support healthy eating and physical activity in Spring Valley and La Mesa, focusing primarily on environmental change and policy strategies. The initiative engages multiple sectors -- schools, health care, business, and faith communities -- to coordinate with residents and local government on actions that will create healthier community environments and reverse troubling trends in obesity and chronic disease. The creation of the Live Well Initiative allowed for a community-wide, cross jurisdictional strategic plan to ensure that the communities of La Mesa and Spring Valley are the healthiest and most livable in San Diego County.

How this Plan was Developed

A strategic plan was created to carry out the vision of "ready...set...Live Well" and utilize the leadership, expertise, and local knowledge about the multiple areas (e.g., community design, access to healthy foods, etc.) affecting obesity to develop strategies to enhance the health and wellness of La Mesa and Spring Valley.

Combining leadership, expertise, and local knowledge

The Live Well Strategic Plan was developed through a deliberative process led by an experienced consultant team (Thomas Herman, PhD and Ann Davis, MPH) and utilizing substantial input from a large and diverse group of individuals who participated in five different teams tasked with setting goals and objectives for the Initiative.

The first step in planning for community wellness was the creation of the Policy Team comprised of government and organizational leaders, city planning and obesity prevention experts from San Diego State University, and representatives from schools, local businesses, faith communities, and health care systems (see Appendix A for a detailed list of Policy Team stakeholders). The purpose of the Policy Team was to create a Strategic Vision for the Initiative and to provide continued support in the arenas of

policy development, systems change, and sustainability for the Initiative as it moves forward. The Strategic Vision was created during three half-day meetings from December 2008 to February 2009, during which members reviewed data and prior community input, identified additional partners necessary for planning and implementation, and reached consensus on vision and mission statements, core values, and strategic goals for the Initiative.

Following the work of the Policy Team, consultants convened Tactical Teams to engage a larger group of stakeholders and focus on key environments and systems. A total of five separate teams were formed, beginning in April 2009, to address: La Mesa neighborhoods, Spring Valley neighborhoods, La Mesa-Spring Valley School District (LMSVSD), faith communities, and public health and health care settings. Recruitment of Tactical Team members was an open and inclusive process that drew from existing collaborations already addressing community wellness (LMSVSD Wellness Committee, La Mesa Wellness Task Force, La Mesa Collaborative, and Spring Valley Youth & Family Coalition). Each team developed a component of the Live Well Strategic Plan focused on its respective setting (see Appendix B for detailed list of Tactical Team stakeholders). Community engagement will continue after approval of the strategic plan. In particular, residents will participate in education and training through the Community Ambassador Program, and business partners will be recruited to implement and/or sponsor wellness focused activities.

Refinement and approval process

Two groups were involved in organizing and refining the ideas generated by the Tactical Teams. Live Well's Leadership Committee includes the Live Well consultants, the City of La Mesa's Community Services Director, a County Parks and Recreation Department Program Manager, and the LMSVSD's Director of Learning Support. This team has met monthly during the planning phase of Live Well and contributed comments, guidance, and revisions to the final draft. Final refinements were made based on feedback collected from the Policy Team at a meeting on August 31, 2009.

Approval of the final Live Well Strategic Plan will be sought from three key decision-making bodies during September 2009: LMSVSD School Board, the La Mesa City Council, and the Spring Valley Revitalization Committee. Endorsement of the final plan will also be sought from the La Mesa Collaborative, La Mesa Community Services Commission, County Service Area Advisory Board 128, Spring Valley Youth and Family Coalition, and the Spring Valley Planning Group during September and October 2009.

“ready...set...Live Well” Strategic Plan

This plan is divided up into the five major goal areas of Live Well (i.e., neighborhoods, schools, public health, health care, and fitness, community engagement, as well as initiative promotion, tracking, and evaluation). The key success measures and action pathways of each goal will be utilized to determine if Live Well is reaching its goal, and are not placed in any order of priority.

Strategic Goal 1: Neighborhoods

Support policy and environmental changes that increase the capacity of neighborhood environments in La Mesa and Spring Valley to support healthy eating and active lifestyle of residents.

<i>Key Success Measures</i>	<i>Action Pathways</i>
1. The addition of a health and sustainability element to the City of La Mesa’s General Plan and steps to implement the County General Plan.	1a. Assist with the engagement of community residents and subject area experts to develop the health and sustainability element. 1b. Explore the opportunities for inclusion of health and wellness elements in revised County General Plans.
2. The number of policies that improve pedestrians and/or cyclists ability to walk/bike in the city.	2a. Identify model policies, and train community members to advocate for policy development and adoption.
3. The amount of funding obtained to complete pedestrian and bicycle infrastructure enhancements.	3a. Collect information on areas of high need and identify funding opportunities appropriate for addressing needs.
4. The number of pedestrian and bicycle infrastructure enhancements completed.	4a. Train and support community members to identify areas where enhancements are needed, and communicate recommendations to public works departments. 4b. Live Well participation in City of La Mesa’s bicycle master plan.
5. The number of policies that support healthy eating.	5a. Work with youth sports organizations to understand and implement healthy eating policies. 5b. Revise joint use/field use policies to incorporate a nutrition standard where needed.
6. The number of restaurants and food stores that increase and/or promote healthy choice options. ¹⁸	6a. Collaborate with local partners to assist restaurants in offering more healthy choices. 6b. Advocate with food stores to modify product and/or ad placement to encourage healthier choices.
7. The number of residents who obtain fresh produce from local sources (i.e., gardens, farmers’ markets, and/or community supported agriculture).	7a. Provide information and resources to encourage gardening. 7b. Create and/or expand operations of farmers’ markets. 7c. Encourage utilization of community supported agriculture, which provides residents with a way to obtain local, seasonal food directly from the farmer (e.g., Golden Share Program).
8. The number of Live Well partners providing or increasing access to low- or no-cost recreation programs.	8a. Work with community partners to reduce barriers to participation (e.g., increase offerings, finding alternate ways to pay).
9. The number of individuals and/or partner organizations taking an active role in maintaining parks and open spaces.	9a. Conduct outreach and provide trainings on how to identify and report on park needs. 9b. Organize community activities that improve park and open space environments.
10. The number of parks with an active Adopt-A-Park partner.	10a. Enhance/establish Adopt-A-Park programs that allow individuals and/or community organizations to perform basic park maintenance for at least one particular park. 10b. Match parks to partners and communicate with partners to encourage on-going engagement.
11. The number of residents within a quarter mile of a park or recreation facility	11a. Identify areas that are underserved by parks and advocate for creation of new parks to serve those areas.

¹⁸ “Healthy choice options” referenced in Key Success Measure 10 are defined by the USDA Dietary Guidelines

Strategic Goal 2: Schools

Support policy and environmental changes that increase the capacity of schools, after school programs and child care providers to promote healthy behaviors among all grade levels.

Key Success Measures	Action Pathways
1. The expansion of leadership in policy development and implementation from the District Wellness Committee.	1a. Reformulate the District Wellness Committee to include more district school site administrators and hold quarterly meetings during after school hours.
2. The number of students, families, staff, and community partners who are aware of and support existing wellness policies.	2a. Work with school partners to promote and provide targeted (i.e., population - students, families, staff) information about the particular school's wellness policy. 2b. Conduct trainings for school staff to support existing wellness policies.
3. The number of school sites that attain national recognition for excellence in school wellness through the Alliance for a Healthier Generation.	3a. Recruit 4-6 pilot schools to participate in assessment, implementation, and recognition activities. 3b. Work with school wellness committee representatives to fully implement their wellness policy, address gaps, and pursue national recognition through the Alliance for a Healthier Generation's Healthy Schools Program Framework, which requires schools to implement best practices in multiple areas (i.e., policy/systems, school meals program, competitive food and beverage, health education, physical activity, school employee wellness, physical education, and before and after school programs) to earn a bronze, silver, gold, or platinum award.
4. The number of preschool/childcare sites, schools and after school programs with adopted wellness policies that meet state guidelines.	4a. Identify preschool/childcare sites, schools (e.g., private schools) and after school programs that do not have a current wellness policy. 4b. Work with school principals and program administrators at preschool/childcare sites, school and after school programs to draft and adopt wellness policies.
5. The number of preschool/childcare, school, and after school sites that implement and monitor wellness policies that meet state guidelines.	5a. Identify tools to assess school environments and document the implementation of wellness policy provisions. 5b. Work with school principals and program administrators at preschool/childcare sites, school and after school programs to offer support for wellness policy implementation and monitoring.
6. The number of students who walk or bike to and from school.	6a. Support the La Mesa-Spring Valley School District's efforts by serving on advisory school-based safety committees. 6b. Encourage and provide incentives for students and parents to walk or bike to school. 6c. Support the completion of infrastructure upgrades that improve pedestrian and bicyclist safety to and from school.
7. The number of students, school staff, and parents who receive pedestrian and bike safety education.	7a. Support WALKSanDiego in providing presentations, school assemblies, skill-based learning, and bike rodeos that address pedestrian and bike safety knowledge. 7b. Partner with WALKSanDiego to conduct assessments of school site environments to identify areas of need and to move toward best practices.
8. The amount of funding obtained to complete pedestrian and bicycle infrastructure and/or education programs.	8a. Collect information on populations of high need and identify funding opportunities appropriate for addressing needs.



Strategic Goal 3: Public Health, Health Care, and Fitness

Collaborate with health and fitness professionals to increase promotion of healthy behaviors in professional settings and advocate for healthier community environments.

<i>Key Success Measures</i>	<i>Action Pathways</i>
1. The number of medical providers implementing new tools and/or strategies for BMI tracking, obesity prevention counseling, and/or referrals for healthy eating and/or physical activity.	1a. Partner with San Diego County Childhood Obesity Initiative's Healthcare Domain to provide physician led training on how to discuss obesity prevention with their patients. 1b. Partner with 2-1-1 staff to provide trainings to health professionals on how to utilize the system to provide referrals to wellness patient counseling, healthy eating programs, and/or physical activity programs. 1c. Partner with the San Diego County Childhood Obesity Initiative to establish BMI tracking protocols utilizing the Immunization Registry. 1d. Promote the use and refinement of standardized tools, strategies, and resources through the Live Well Health Professionals Collaborative.
2. The number of health care and/or fitness facilities that adopt wellness policies.	2a. Work with administrators of health care and/or fitness facilities (i.e., community clinics, hospitals, and medical offices) to draft and adopt wellness policies that create healthier environments for staff and patients. 2b. Work with health care and fitness facilities to support active transportation to their facilities within their policies.
3. The number of health and fitness professionals participating in the Live Well Health Professionals Partnership.	3a. Establish a Live Well Health Professionals Partnership, and encourage participation among health professionals from multiple disciplines (i.e., physicians, public health experts, physical therapists, nurses, physicians' assistants, etc.). 3b. Support regular communication through periodic meetings and electronic list-serves to identify and share information about best practices for obesity prevention.
4. The number of health professionals providing information and/or advocacy to support policies that promote wellness.	4a. Provide information to members of the Live Well Health Professionals Collaborative about community issues and opportunities to support policy development and action.



Strategic Goal 4: Community Engagement

Build on local collaboration to develop a community-wide approach, including a Community Ambassador Program, as well as faith and business sectors, which will promote and sustain the Live Well Initiative in La Mesa and Spring Valley.

<i>Key Success Measures</i>	<i>Action Pathways</i>
1. The number of residents (i.e., youth, adults, and older adults) who serve as grassroots leaders through the Live Well Community Ambassador Program.	1a. Identify 5-10 residents representative of the populations in both La Mesa and Spring Valley, to serve as Live Well Ambassadors. 1b. Provide training for Live Well Ambassadors on multiple topics effecting wellness (i.e., built environment, community organizing, local decision making, public safety/CPTED, etc.). 1c. Support youth leadership in the initiative, including working with partners who will initiate projects following the CX3 model.
2. The number of tasks (i.e., conducting outreach, assessments of community needs, and contributions to community events) completed by the Live Well Ambassadors.	2a. Coordinate and support Live Well Ambassadors' activities, including community assessment, outreach, and involvement in events.
3. The number of community residents (i.e., youth, adults, and older adults) who attend education sessions that increase their knowledge of and skills in practicing healthy lifestyles.	3a. Work with churches, schools, and other organizations to identify audiences (i.e., youth, adults, and older adults) and venues for wellness education sessions. 3b. Identify Live Well partners who have the capacity to educate and provide resources on topics of interest to the community.
4. The number of faith organizations and community partners participating in the Live Well Faith Network.	4a. Work with I CAN SAN DIEGO/San Diego County Childhood Obesity Initiative (COI) to form a Live Well Faith Network, and recruit community faith representatives interested in sharing resources and piloting strategies developed by Live Well and COI. 4b. Use the internet and other strategies to maintain contact and make other resources available to the individuals within the Live Well Faith Collaborative.
5. The number of faith organizations that adopt wellness policies covering some or all activities (i.e., services, day care, youth programs).	5a. Work with faith leaders or committees to draft and adopt wellness policies that create healthier environments for staff and members.
6. The number of wellness focused events and/or classes hosted by faith groups.	6a. Work with the Live Well Faith Collaborative to assist faith groups in hosting events and/or classes. 6b. Connect faith groups to speakers with expert knowledge in healthy lifestyles topics.
7. The number of business partnerships that result in sponsorship, endorsement, and/or implementation of Live Well activities.	7a. Conduct outreach through the Chamber of Commerce and individual meetings with owners and/or managers of businesses to enlist their support of Live Well. 7b. Utilize the Live Well logo and branding to recognize and encourage participation among local businesses.
8. The number of businesses that implement employee wellness programs and/or activities.	8a. Work with business owners and/or managers to design and implement employee wellness programs and/or activities.
9. The number of businesses that sponsor and/or promote Live Well activities in the community.	9a. Identify opportunities for sponsorship and/or promotion of Live Well activities. 9b. Work with business owners and/or managers to design and implement employee wellness programs and/or activities.



Strategic Goal 5: Initiative Promotion, Tracking, and Evaluation

Employ initiative-level strategies that maximize efficiencies of current resources for Live Well, while minimizing the impact on local resources.

<i>Key Success Measures</i>	<i>Action Pathways</i>
1. The number of new data sets created to help assess community needs and/or initiative outcomes.	1a. Identify tools and standards useful in organizing local data collection activities.
2. The number of data sets showing improvements in trends in wellness outcomes (e.g., healthy eating, physical activity, and/or obesity).	2a. Draw on best available data sources to assess trends in community wellness outcomes (e.g., healthy eating, physical activity, and/or obesity).
3. The number of community facilities displaying the Live Well logo to represent their involvement in the initiative.	3a. Use brand, logo, and regular communication to increase visibility and awareness of Live Well, as well as to encourage and recognize participation in the initiative.
4. The number of media stories (e.g., print, television, and/or radio) about Live Well.	4a. Cultivate relationships with local news media and broadcasters to make them aware of Live Well and potential angles from which they might report on the initiative. 4b. Produce periodic news releases regarding Live Well activities and accomplishments and provide support to media partners interested in using that information.
5. The number of grants secured and total amount of funding obtained through external sources to implement the Live Well Strategic Plan.	5a. Identify appropriate funding opportunities that align with Live Well goals. 5b. Form partnerships and prepare proposals to respond to funding opportunities. 5c. Maintain relationships with existing and prospective funders.
6. The satisfaction level among local decision-making bodies regarding effectiveness and accountability of the initiative.	6a. Provide annual Live Well Report Card with measurable outcomes. 6b. Conduct annual surveys of members of the decision-making bodies to assess satisfaction level with the initiative.



HOW THIS PLAN WILL BE IMPLEMENTED

Advancing an Ambitious Plan by Tapping into New Resources and Leveraging Existing Resources

The Live Well Initiative represents a tremendous opportunity to leverage resources among a network of partners united by a common purpose. The preparation of this strategic plan signals a commitment to progressive action and puts the target communities in a state of readiness. Even though some components of the plan can be implemented at no cost to the community, other components will require new resources and new funding. Given the current economic conditions and budget constraints within the City, County, and School District, no monies from the governing bodies will be expected, and efforts will be made to minimize the responsibilities of staff. To accomplish this, the Live Well consultants and Leadership Team will work with the multiple public systems to determine where their current activities and responsibilities coincide with the key success measures of the Live Well Strategic Plan.

The monies necessary to launch the implementation phase of Live Well will be drawn from external funding. These monies are currently being sought from the Robert Wood Johnson Foundation - Healthy Kids, Healthy Communities Program, and Kaiser Permanente - Healthy Eating, Active Living Program. This funding will not only launch the implementation phase of Live Well, but will also contribute to the overall sustainability of the initiative. There are also partners across the region and across the nation who stand ready to contribute resources (i.e., funding, expertise, and model strategies) to help Spring Valley and La Mesa move toward their vision for creating the healthiest communities in the region. The California Endowment's initial investment of over \$170,000 is testament to this fact, as is the involvement of the San Diego County Childhood Obesity Initiative. The recent Safe Routes to School non-infrastructure grant awarded to the City of La Mesa serves as an additional example of funding already in place that will assist in the implementation of the neighborhood component of this strategic plan. The Live Well consultants and Leadership Team will continue to match the content of the strategic plan to additional opportunities for funding, technical assistance, and new partnerships.

Grassroots Engagement and Sustainability through the Community Ambassador Program

A key component of the Live Well Strategic Plan is the Community Ambassador Program. This program consists of both a broad educational effort throughout both communities and a specific focus on engaging resident, volunteer leaders (Live Well Ambassadors). The Community Ambassador Program will raise community awareness of Live Well and provide community members with education and resources on wellness topics from local experts. Live Well will recruit, organize, and train Live Well Ambassadors to ensure that the Initiative is community-driven and representative of the communities' diversity. These Live Well Ambassadors will conduct outreach at community events and assessments of community needs, among other activities. The purpose of the program is to encourage residents to participate in and sustain this community-wide movement aimed at supporting healthy behaviors and creating healthy neighborhoods.



APPENDIX A: “ready...set...Live Well” Policy Team Members

The Live Well Policy Team was formed to provide leadership, expert guidance, and an overarching vision for the initiative. The team includes representatives of local government (City and County), K-12 schools, health care systems, faith communities, businesses, and academia. The Policy Team assures that the initiative benefits from the knowledge and experience of local community leaders as well as state-of-the-art ideas emerging from research and practice in wellness-related fields.

NAME AND TITLE	ORGANIZATION
Karen Alexander School Counselor	La Mesa Middle School
Maurizio Antoninetti, PhD Professor of City Planning	San Diego State University School of Public Affairs
Ann Marie Bryan Member	Foothills United Methodist Church and Common Ground Collaborative
Rhonna Burrelle Assistant Deputy Director	County of San Diego Health and Human Services Agency Aging & Independence Services East Region
Ann Davis Consultant	City of La Mesa Live Well Initiative
Erin Delaney Student	La Mesa CX3 Youth Leadership Project
Tracy Delaney, PhD, RD Chief of Chronic Disease and Health Disparities	County of San Diego Health and Human Services Agency – Maternal, Child and Family Health Services
Bob Duff Board Member	La Mesa-Spring Valley School District
Yvonne Garrett Director	City of La Mesa Community Services
Michelle Gibson, RN Director of Hospital Operations	Kaiser Permanente
Gene Hartman Regional Director	Family Health Centers of San Diego
Jason Hemmens Recreation Program Manager	County of San Diego Department of Parks and Recreation
Thomas Herman Consultant	City of La Mesa Live Well Initiative
Greg Humora Director / City Engineer	City of La Mesa Public Works Department
Art Madrid Mayor	City of La Mesa City Council
Carla Parra Owner	Nutri-Sport La Mesa
Dr. E. Lee Rice CEO and Medical Director	Lifewellness Institute
Debbie McElravy Board Secretary	Grossmont Healthcare District
Dana Richardson Dir. of Advocacy and Community Health	Community Health Improvement Partners
Luan Burman Rivera Consultant	Cities, Counties and Schools Partnership of the CA Center for Public Health Advocacy

NAME AND TITLE	ORGANIZATION
Jim Sallis, PhD Prof. of Psychology and Director of ALR	San Diego State University Active Living Research
Tina Sardina Director of Learning Support	La Mesa Spring Valley School District
Cara Serban-Lawler Coordinator of Learning Support	La Mesa Spring Valley School District
Doug Smith Principal	Helix Charter High School
Barbara Warner Board Member Coordinator	County Service Area Advisory Board 128 Spring Valley Youth and Family Coalition Spring Valley Resident

APPENDIX B: “ready...set...Live Well” Tactical Team Members

The Live Well Strategic Plan was developed through a deliberative process led by an experienced consultant team (Thomas Herman, PhD and Ann Davis, MPH) and utilizing substantial input from a large and diverse group of individuals who participated in five different teams tasked with setting goals and objectives for the Initiative. These five tactical teams consisted of two neighborhood teams (N), a school team (S), a healthcare/public health team (H), and a faith team (F).

NAME AND TITLE	ORGANIZATION	TACTICAL TEAM
JuliAnna Arnett Project Coordinator	San Diego County Childhood Obesity Initiative	F
Kate Bedwell Project Manager	La Mesa-Spring Valley School District Home Start	N
Ann Belzman Teacher	Murdock Elementary School	S
Mary Sue Brookshire Assistant Pastor	United Church of Christ La Mesa	F
Rhonna Burrelle Assistant Deputy Director	County of San Diego Health and Human Services Agency Aging & Independence Services East Region	H
Janet Caiazzo Program Manager	San Diego Youth Services	N
John Cella, MD Pediatrician	Kaiser Permanente La Mesa	H
Will Conley Committee Chair	County Service Area Advisory Board 128 San Miguel Local Park District Advisory Board Spring Valley Resident	N
Steve Danna Physical Education Teacher	Spring Valley Middle School	S
Ann Davis Project Coordinator	City of La Mesa Live Well	N, S, H, F
Larry Duke District Park Manager	County of San Diego Department of Parks and Recreation	N
Cortney Feige Project Lead & School Counselor Foster and Homeless Youth Liaison	La Mesa-Spring Valley School District	N
Yvonne Garrett Director	City of La Mesa Community Services	N
Jo Anne Gilman	La Mesa Resident	N
Susan Hall Director	Rhythmworx	N
Gene Hartman Regional Director	Family Health Centers of San Diego	H
Jason Hemmens Recreation Program Manager	County of San Diego Department of Parks and Recreation	N

NAME AND TITLE	ORGANIZATION	TACTICAL TEAM
Thomas Herman Consultant	City of La Mesa Live Well	N, S, H, F
Wendy Hileman Director	Healthy Adventures Foundation	H
Katie Judd Health Promotion Specialist	County of San Diego Health and Human Services Agency East Region	S, H
Chris Kanzius Board Member	County Service Area Advisory Board 128 San Miguel Local Park District Advisory Board Spring Valley Resident	N
Deirdre Kleske Program Manager	California Department of Public Health Public Health Institute California Project LEAN	S
Lois Knowlton Member	La Mesa First United Methodist Church La Mesa Resident	N, F
Angela Kretschmar Member	New Seasons Community Church Spring Valley	F
Heather Lindquist Crime Prevention Specialist	City of La Mesa Police Department	N
Michael Long, MD (retired) Board Member	Grossmont Healthcare District	H
Cheryl Moder Director	San Diego County Childhood Obesity Initiative	H
John Mozerka Director	County of San Diego Department of Parks and Recreation Spring Valley Gymnasium	N
Philip Nader, MD Pediatrics	University of California San Diego	H
Renell Nailon Director	County of San Diego Department of Parks and Recreation Spring Valley Community Center	N
Marla Nelson Teacher	Murray Manor Elementary School	S
Vi T. Nguyen, MD Pediatrician	Kaiser Permanente La Mesa	H
Sharon Perry Teacher	Kempton Elementary School	S
Sandy Pugliese Community Relations	SHARP Grossmont Hospital	H
Bethany Riley Teacher	Casa de Oro Elementary School	S
Christina Robertson Youth Coordinator	Journey Community Church La Mesa	F
Kristin Rounds Coordinator	County of San Diego Department of Parks and Recreation Spring Valley Teen Center	N
Tina Sardina Director of Learning Support	La Mesa Spring Valley School District	S
Bill Saumier Senior Project Manager	County of San Diego Department of Parks and Recreation Spring Valley Resident	N

NAME AND TITLE	ORGANIZATION	TACTICAL TEAM
Cara Serban-Lawler Coordinator of Learning Support	La Mesa Spring Valley School District	S
LeighAnn Shaw Pastor	Foothills Methodist Church La Mesa	F
Jack Shu	La Mesa Resident	N
Roland Slade	Spring Valley Resident	N
Paula Straus Teacher	Highlands Elementary School	S
Philip Szold, MD Pediatrician	Private Practice in La Mesa	H
Laurie Tyrrell, MD Pediatrician	Kaiser Permanente La Mesa	H
Shari Valenzuela Board Member	County Service Area Advisory Board 128 Spring Valley Resident	N
Barbara Warner Board Member Coordinator	County Service Area Advisory Board 128 Spring Valley Youth and Family Coalition Spring Valley Resident	N
Marilyn Wilkinson Chair of Park Advisory Committee	County of San Diego Department of Parks and Recreation Spring Valley Resident	N
Christine Wood, MD Pediatrician Domain Champion	San Diego County Childhood Obesity Initiative Media Outlets and the Marketing Industry	H
Robin Wood Board Member Healthy Start Coordinator	County Service Area Advisory Board 128 La Mesa Spring Valley School District Spring Valley Resident	N