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2014 North County Senior Connections: Needs Assessment and Asset Mapping

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**NORTH COUNTY SENIOR CONNECTIONS:
NEEDS ASSESSMENT AND ASSET MAPPING**


**PRESENTED TO:
RANCHO SANTA FE FOUNDATION**

MAY 2014



**Rancho Santa Fe
FOUNDATION**
INSPIRED GIVING - CLOSE TO HOME AND AROUND THE WORLD

CASTER CENTER
FOR NONPROFIT AND PHILANTHROPIC RESEARCH
UNIVERSITY OF SAN DIEGO
MAY 2014



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OVERVIEW AND BACKGROUND

In December 2013, the Rancho Santa Fe Foundation (RSFF) commissioned the Caster Center for Nonprofit and Philanthropic Research (Caster Center) at the University of San Diego to conduct a Phase I research study to provide RSFF Grants and Projects Committee (GPC) with relevant data and research needed to help make informed decisions about a new program titled “North County Senior Connections” (NCSC).

The core of a NCSC Program is based on the GPC’s premise that good nutrition is the path to senior physical and mental wellness. In other words, a well-nourished senior is more likely to stay healthy and function independently and thus be able to engage with others and participate in community activities. Therefore, the working model for RSFF’s seniors 3-year grant cycle (2014-2017) revolves around “food-friends-health.” The first year of the program focuses on healthy nutrition and meal providers, as well as activities and programs aimed at reducing senior isolation.

The GPC has narrowed the target population to seniors (ages 65+) in North County San Diego (North County), specifically those who reside in the California State Route 78 (SR-78) corridor (Oceanside to Escondido). The ultimate goal is to improve the lives of seniors by giving them opportunities for healthy nutrition, meals, and socialization.

The underlying strategy of RSFF is to accomplish this goal and effect change through collaboration and collective impact. More specifically, RSFF plans to:

- Fund a collaborative effort with private, nonprofit, and government sectors
- Understand the key elements of what a successful program looks like
- Address the nutritional and socialization needs of the growing senior population in North County

Collective Impact:

A broad cross-sector coordination of nonprofits, governments, businesses, and/or the public working together around a common agenda to effect large scale social change.

--GPC white paper, 2013

RESEARCH OBJECTIVES

This research includes two inter-related components: systematically assessing the needs of seniors in North County and identifying resources and services that are available for seniors in North County. The specific objectives of each component are summarized below.

Needs Assessment

To identify:

- Needs of seniors in North County
- Factors that influence their participation, likelihood and frequency of using services
- Barriers to participation

Asset Mapping

To identify:

- North County senior centers, faith centers, and service providers who:
 - Provide services to North County seniors
 - Could be potential collaborators for a NCSC program

TARGET POPULATION

This research, and the focus of a NCSC program, address seniors who:

- Are 65+ years of age and older
- Live at home and are relatively ambulatory (rather than those who are homebound, reside in assisted living facilities or attend adult daycare centers)
- Reside in North County San Diego, specifically in the SR-78 corridor which includes the following cities and zip codes:
 - Oceanside: 92049, 92051 – 92058, and 92068
 - Carlsbad: 92008 – 920011
 - Vista: 92081, 92083-92085
 - San Marcos: 92069, 92078, 92079, 92096
 - Escondido: 92026
 - Rancho Santa Fe: 92067
 - Encinitas: 92024
 - Solana Beach: 92075

PART 1: NEEDS ASSESSMENT

RESEARCH METHODOLOGY

Data Collection

The research methodology was designed in order to obtain a broad range of perspectives, experiences, and viewpoints from individuals who reside or provide services in the SR-78 corridor. From January to March 2014, the Caster Center research team conducted 25 personal interviews and 3 focus groups, attended community meetings related to North County seniors, and conducted secondary research of academic literature and reports.

Interviews and focus groups followed a semi-structured format, in which respondents were asked about the needs and issues affecting seniors in North County, barriers to senior participation in nutrition and socialization programs, programs and services that currently exist, and recommendations for future programs and collaborations.

Data Collection Methods

- Personal Interviews
- Focus Groups
- Literature and Report Review
- Community Involvement

46 Respondents

- 21 Seniors
- 25 Service Provider Organizations
 - Senior Centers
 - Nonprofit Health and Human Service Organizations
 - Faith-Based Centers
 - Government Agencies

Respondents

In total, 46 individuals participated in this research. Twenty-one respondents were seniors (ages 66 to 91 years) who reside near the SR-78 corridor. Two senior focus groups were conducted: one at Palomar Estates Mobile Home Park in San Marcos, and the other at North Coast Church in Oceanside. Seniors were compensated \$20 for participation.

The remaining 25 respondents were executives and program managers representing senior centers, nonprofit health and human service organizations, faith-based centers, and government agencies that provide a spectrum of programs addressing needs of seniors. Seventeen of the service provider organizations participated in personal interviews, and 8 participated in a focus group with other service providers.

List of Organizations Who Participated

Angel's Depot
Aurora Behavioral Health Care
County of San Diego Health and Human Services, Aging and Independence Services
County of San Diego Health and Human Services (North County)
ElderHelp
ElderLaw
Full Access and Coordinated Transportation FACT (SANDAG)
Interfaith Community Services
Meals on Wheels (North County)
North County Action Network (NORCAN)
North County Community Leadership Team
North County Transit District
North Inland Mental Health Center
Project Care
The Glenner Memory Care Centers
Southern Caregiver Resource Center
Union of Pan Asian Communities (UPAC), Positive Solutions Program

Senior Centers

Carlsbad Senior Center
Encinitas Community and Senior Center
Escondido Senior Center (Park Avenue Community Center)
Escondido Senior Service Council
Oceanside Senior Center (Country Club Senior Center)
Oceanside Senior Center (El Corazon Senior Center)
Rancho Santa Fe Senior Center
San Marcos Senior Center
Solana Beach Senior Center (Solana Beach Presbyterian Church)

Limitations

While the qualitative research approach yielded detailed and rich feedback from participants, there are some limitations associated with the research. First, this research is based on a non-random sample of only 49 respondents and, therefore has limited generalizability to the overall population. Second, the seniors who participated in the focus groups did not reflect the ethnic make-up of North County (which includes 35% Hispanic) because they were all Caucasian. Third, there was a self-selection bias with senior participants and, therefore, the findings could be unique to those who agreed to participate. For example, the senior participants were very active and, although they represented both North County Coastal and North County Inland communities, their socialization activities included service work as volunteers, educators, and/or community advocates. Most did not participate in a congregate lunch program themselves and the majority had their own transportation. Though they may not have been the ideal candidates for a NCSC Program, they became the “voice” of their friends and neighbors who could potentially benefit from the nutrition and socialization provided by a NCSC program.

SUMMARY OF FINDINGS

Consistency of Responses

As described above, this research includes perspectives from both seniors and senior service providers. Overall, there was similarity and consistency in responses from all participants, indicating that there are well-defined themes that should be addressed in terms of future strategizing, planning and programming. The following sections present the compilation and synthesis of key findings and themes that emerged from all of the interviews and focus groups.

Major Trends

A spectrum of needs has transpired as result of interviews and focus groups, ranging from basic needs to critical needs to personal development and enrichment.

While seniors' individual needs vary, the senior population as a whole is also seeing changing trends. For instance, in comparison to previous generations, today's seniors:

- Are living, working, and staying healthier longer
- Have inferior support structures
- Are less financially secure
- Are more prone to being isolated and/or food insecure

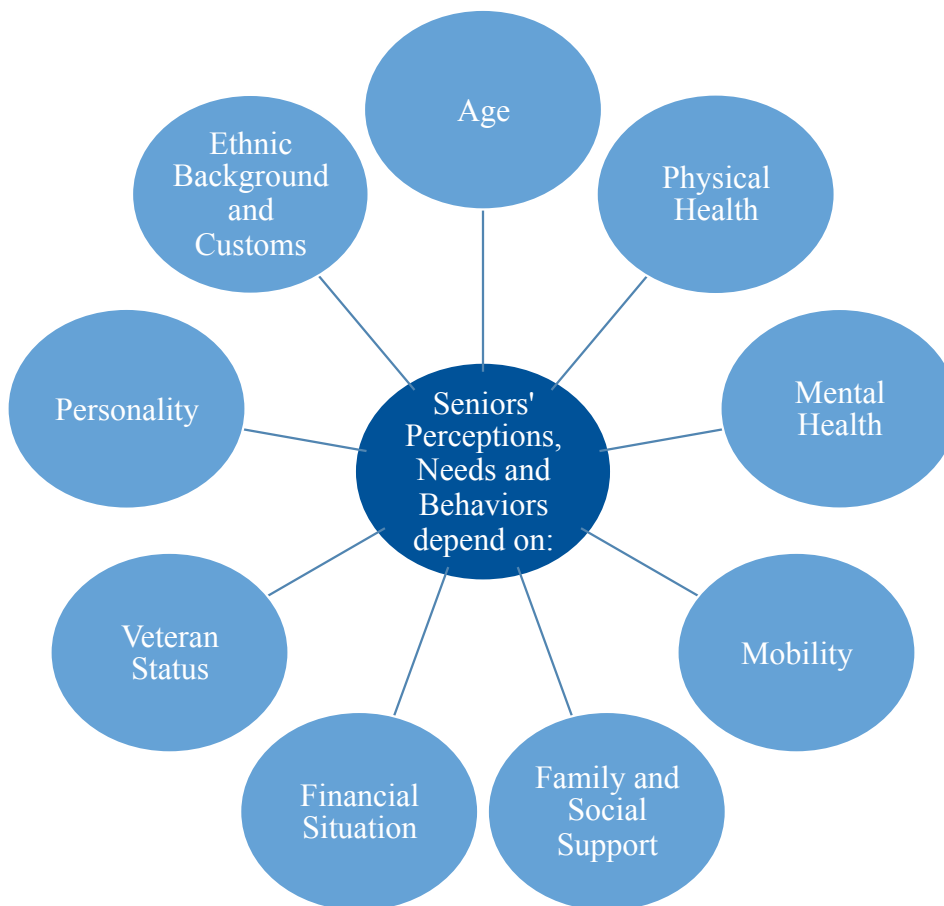
“Trends are changing for seniors.” - Senior Center

“Today's seniors are different from yesterday's seniors, and they are very different from tomorrow's seniors.” - Faith-Based Center

Because of these changes, the traditional congregate lunches and related programs that were developed years ago may not be attracting incoming generations of seniors. Thus, senior centers that provide these congregate lunches are trying to adapt and introduce alternative programs and services to attract attendees (e.g., “themed” lunches, Tai Chi, Zumba, technology, unique programs, etc.).

Mediating Factors

Respondents emphasized that the uniqueness of issues faced by seniors are contingent on what they may be experiencing in the moment. Below is a summary of identified factors that influence the needs of seniors, their likelihood to utilize services, and barriers to participation (in other words, seniors have unique circumstances at different points in time). Therefore, answers to these research questions depend on the factors illustrated below.



NEEDS OF SENIORS

This section summarizes various factors that promote senior participation in nutrition and socialization programs in North County. These factors include transportation, feeling connected and included, a sense of purpose, conquering stigmas, quality and nutritional value of meals, among others.

Transportation

Interview responses indicated that transportation was the greatest issue affecting seniors' access to programs and services, including those related to nutrition and socialization.

“Transportation is very, very important. Because in order to ... [access a] lunch program you need to be able to get to that lunch program.” - Senior Center

Expansive North County

North County is geographically expansive; as it is either highly suburban or rural. Seniors living in rural and remote areas have the greatest difficulty accessing available services because of transportation.

“North County is huge. There is some infrastructure that exists, but I’m sure it could be better. Transportation always comes up as issue.” - Nonprofit Organization

Lack of Sufficient Transportation Funding

Lack of sufficient funding is a major barrier to providing adequate transportation services to seniors by nonprofit organizations, senior centers and government agencies. Various agencies noted that if given additional funding, they would be able to expand or initiate other transportation services for seniors.

“There are great costs attached to [transportation] and nobody has money for that.” - Senior Center

“In North County... there is just enough space where anywhere you put something, there are just not enough people who will want to drive that distance.”

- Government Agency

Current Transportation Services

A number of alternative transportation services are attempting to address the accessibility challenge in North County. Some faith centers and senior centers offer free pick-up and drop-off service for seniors to participate in programs and ministries. Some of these organizations (particularly faith centers) have busses or vans that are not being used on certain days (i.e., days without a congregational lunch or worship service). One agency noted that it had been approached by CalTrans/NCTD to potentially create a collaborative program in which vehicles would be utilized on “dormant” days; however, the program did not materialize.

Many organizations also offer taxi vouchers to seniors on a first-come-first-served basis. Low-cost rides are available for people with disabilities through the LIFT program offered by the North County Transit District (NCTD). The NCTD also offers a Transit Buddy Program that pairs participating seniors with a mentor/coach who can teach them to navigate the public transit system. However, with or without help from a mentor/coach, public transportation is a major logistical challenge for seniors because: 1) it is difficult for them to use and navigate; 2) it takes a long time to get from Point A to Point B, and 3) there is a negative stigma associated with using public transportation.

NCTD’s FLEX program provides transportation, if scheduled in advance. The service is considered helpful, however it only serves southeast Carlsbad and a small portion of Oceanside, leaving the rest of the SR-78 corridor without access. There are also volunteer driver programs, such as “On the Go” provided by Jewish Family Services, which address a variety of senior transportation needs. In addition, Facilitating Access to Coordinated Transportation (FACT) serves as a coordinator of transportation networks in San Diego, steering callers to transportation services based on their needs.

In sum, available services do not appear to be meeting the transportation needs of both seniors and service providers in North County. While most agencies work to their capacity in terms of providing transportation, the demands outweighs the supply and many service providers expressed a desire to provide expanded and/or better transportation services to their senior constituents.

“We’ve only really hit the tip of the demand for services... accommodating a very small percentage of seniors in San Diego County... there is a large percentage of seniors out there that really have unmet needs still.” - Transportation Provider

Being Connected and Included

Seniors experience isolation for a variety of reasons, and this research suggests that lack of family relationships is one of the contributors to isolation. Some seniors do not have family (i.e., children, siblings or extended family) or friends nearby. These seniors are particularly at risk for isolation. They also need transportation to programs because they have no family or friends to take them (or let them know about) to these events, medical appointments, shopping, out to eat, or elsewhere.

Long periods of isolation create barriers to participating in programs

Another contributing factor to isolation is when seniors are caregivers for their disabled spouses. Senior caregivers in particular can become overwhelmed, depressed, and isolated. Feeling “stuck” at their homes and unable to leave their disabled spouses, these seniors do not access nutrition, socialization, or other social services that would be beneficial to them.

“Isolation leads to negative health consequences, and they [health consequences] are not always visible.” - Nonprofit Organization

The loss of a spouse can also prompt isolation for seniors in a variety of ways. Aside from the trauma of losing a loved one, seniors may find themselves struggling with a shifting of traditional roles and responsibilities and have to learn to take care of themselves (e.g., paying bills, cooking, venturing out on their own for daily tasks, etc.). Many do not feel safe and do not know whom they can trust, and therefore, prefer to stay within the comfort of their home instead of going out and socializing.

Additionally, many seniors prefer to stick to their established routines. It is difficult for them to introduce something new to their environment, even if the change could reduce isolation and improve quality of life.

Another reality is that hearing loss, diminishing eyesight and incontinence—not always visible to outsiders—may make some seniors uneasy about venturing out on their own.

*“It’s hard for some seniors to get up, get dressed, figure out transportation, then sit through lunch and then endure a trip back home. They get exhausted. Sitting at home, flipping channels and eating crackers is just easier. Getting outside the comfort of their homes can be daunting.”
- Nonprofit Organization*

“Health is part of why people don’t come back – as their eye sight gets worse, they can’t read the paper to find out what’s going on.” - Senior Center

Similarly, cognitive disabilities and dementia (e.g., Alzheimer’s disease) can become significant barriers to participation for seniors and further constrain their mobility, sociability, and finances.

“Dementia makes everybody poor.” - Government Agency

Moreover, for many seniors, it is especially difficult to learn to be social in a new environment. Some seniors are fearful, intimidated and uncomfortable going to a facility filled with unfamiliar people. This is further compounded if they go alone.

“Seniors don’t want to go out alone, sit by themselves during lunch, not knowing anybody.” - Nonprofit Organization

Both service providers and seniors reported that seniors often congregate in “cliques,” especially during community meals or socialization activities. These cliques are often difficult to penetrate for new seniors, and thus, inhibit participation. Service providers often try to discourage the formation and maintenance of cliques; however, it is a challenging issue to address.

“They [newcomer seniors] become rather invisible.” - Senior Center

Service providers suggested various solutions to this issue. One recommendation was to implement a “buddy system” where participating seniors pair up with new and incoming seniors to help them adapt and build relationships. Another recommendation was to provide personalized attention (either from a senior volunteer or staff) and personally welcome and introduce new seniors to others. This would boost the confidence of new (and particularly less outgoing) seniors and would promote longer-term involvement.

“When a new person shows up and if they are not welcome, they won’t come back.” - Senior Focus Group Participant

Service providers also emphasized that first impressions and ease of service are very important for seniors. Sometimes these components are lacking, particularly in larger senior centers.

Most of the seniors interviewed concluded that personal contact was important to any successful program and several participants mentioned that they would personally take, or go along with, their neighbors/friends to various activities. This personal contact was instrumental in their feelings of acceptance and long-term engagement.

“Seniors do not eat well because they are alone. If seniors could eat with other people they would eat better.” - Senior Focus Group Participant

A Sense of Purpose

In general, seniors want to be engaged, helpful and needed. They want to experience social connectedness and have a sense of belonging and purpose. This instinct serves as an impetus to engage in their community, and is manifest in the fact that many programs thrive on senior volunteers. Some service providers emphasized a need for more peer-driven programming where seniors participate by giving back to their communities, and seniors agreed that this is important.

“They want to be involved because we’re not asking them ‘How can we help you?’ We’re asking them ‘How can you help us?’” - Government Agency

“It’s important for us seniors to feel meaningful.” - Senior Focus Group Participant

Seniors need a sense of purpose.” - Faith-Based Center

Conquering Stigmas

Some seniors explained that that they have a difficult time identifying themselves as “seniors” and don’t like the stigma associated with the term “senior.” There is often a perception that senior centers are for “old” people, indicating that there is a need for alternative branding, marketing, and outreach at senior centers to address this issue.

*“There is a definite role for senior centers, but there’s also need to reach out differently.”
- Nonprofit Organization*

Furthermore, some seniors are not comfortable admitting that they are in need, or have to ask for help, either from their children or social service agencies.

*“If people see it as a community program instead of as a senior program, then that would help.”
- Senior Services Organization*

*“I find that people coming from a certain era are embarrassed to ask for help, and they are very proud. So, they’d rather suffer... they are very shy”
- Senior Center*

While it was not a main objective of the needs assessment, focus group participants were asked to suggest names for a senior nutrition and socialization program. Below are their responses:

- *Healthy Foods*
- *Happy Food*
- *Happy Fools*
- *Lunch Bunch*
- *Simple and Good*
- *Get on Board*
- *Out and About*

Some senior focus group participants also recommended to use “active adult” or “mature” instead of “senior.” More naming and branding research can be done in the future to explore perceptions and additional names.

Good Nutrition

Proper nutrition was frequently mentioned as a way for seniors to stay healthy and contain senior healthcare costs. Seniors who lack balanced nutrition or are malnourished are more likely to end up in a hospital, which can be costly and create a host of additional issues for them.

The quality and nutritional value of the food at current congregate lunch programs vary depending on the senior center location and the price of the meal. It is important to note that, while service providers talked about nutrition from the perspective of their respective meal programs, seniors actually discussed their nutritional needs in more detail. Specifically, seniors suggested greater access to high-quality, nutritious food, including protein, dairy, and fresh produce.

[The incoming generation of seniors is] “... much more interested in nutrition than our generation.... people are going to want to eat food that is more healthy.”
 – Senior Focus Group Participant

Respondents also emphasized the need for nutrition education. Some of the related benefits that senior centers provide include sharing healthy and simple recipes, taking seniors to grocery stores and teaching them to shop for nutritious ingredients, providing educational lectures by nutritionists, and encouraging seniors to enroll in nutrition courses at local community colleges.

Other Issues and Needs

In addition to the aforementioned nutrition and socialization needs of seniors, the following issues and needs emerged and, thus, they are worth to note for future holistic program design.

Legal Services

Personalized legal services are very important to seniors because they are prone to becoming victims of financial scams, predatory lending, landlord abuse, and a host of other legal issues.

“Losing your house, losing all your money – big financial abuse cases are the most emergent.”
- Nonprofit Organization

Understanding and navigating social security, MediCal and MediCare benefits, CalFresh, etc. is another salient need for seniors, as governmental systems tend to be complex.

Cost Concerns

The cost of programs, transportation, food, healthcare, and additional expenses related to older age is an issue for seniors, particularly for those on fixed incomes and limited budgets. Understandably, low- to no-cost programming appeals to many seniors and should be taken into consideration when designing nutrition and socialization programs.

Technology

Many seniors are overwhelmed with the plethora of new and constantly changing technologies. Thus, there is a need to teach seniors how to access new technologies. By teaching them how to use computers and the Internet, and giving them access to these tools and technologies, seniors can have access to more information about available programs and services. It is important to note that some senior centers require participants to have email addresses, as all registration for classes and services is conducted online. This is a trend that will likely be more prevalent in the future.

PART 2: GEOGRAPHIC MAPPING¹

ANALYSIS OF NORTH COUNTY AND SR-78 CORRIDOR

It is important to strategically place a NCSC program in an area with a high density of seniors in need (i.e., demand for services). This section provides recommendations for the geographic focus of a NCSC program based on the variety of data sources compiled in this research.

North County Senior Population Statistics

Given ongoing demographic trends, it is anticipated that the San Diego County's senior population will grow at a dramatically faster rate relative to the general population in the coming years. According to the San Diego Association of Governments (SANDAG), it is projected that between 2000 and 2030:²

- The 65+ population will increase from 313,750 to 722,545, representing a 130 percent increase;
- The 75+ population will increase from 153,691 to 324,855, representing a 111 percent increase;
- The general population, on the other hand, will increase from 2,813,833 to 3,870,000, representing only a 38 percent increase

The North County region is geographically varied which makes it difficult to generalize and meet the needs of the senior population. Census data from 2013 reports that there are at least 53,236 seniors (ages 65+) located in the areas along the SR-78 corridor, with 21,028 to 37,800 people residing in the communities previously mentioned (in Target Population section). This translates to 40 percent to 72 percent of the total North County

¹ Sources include:

County of San Diego, Health and Human Services, Aging and Independent Services,
http://www.sdcounty.ca.gov/hhsa/programs/ais/about_ais/demographics.html

County of San Diego, Health and Human Services, (2013), *Estimated Population 65+ by Census Tract Map - Population estimates by Census tract, ESRI*

County of San Diego, Health and Human Services, (2013), *Estimated Population 65+ by Census Tract Map - Population estimates by Census tract, ESRI – Population range determined by adding together higher density population areas according to data key information that included ranges.*

2-1-1 San Diego, (2014). *Senior Demand for Services Data, North County Senior Data – Carlsbad, Escondido, Oceanside, San Marcos, Vista February 1, 2013 – February 29, 2014.*

² Excerpt from *Interfaith Community Services Proposal to RSFF (August, 2013)*

senior population located within a 16-mile area, making a poignant case for targeting this population through the ongoing NCSC Program effort. Data specific to the senior population is provided in Table 1 below and Appendix A (Estimated Senior 65+ Population Map).

Table 1. Living Situation and Socioeconomic Statistics for Seniors (65+) in the SR-78 Corridor

	Live Alone	100% Below Poverty Level	200% Below Poverty Level	At or Above 150% of Poverty Level
Oceanside: 19,142	40%	7.4%	25.2%	67.4%
Carlsbad: 19,263	33%	4.5%	17.7%	77.6%
Vista: 10,602	34%	8.0%	24.1%	67.9%
San Marcos: 12,183	42%	10.2%	31.0%	58.8%

Data Source: SANDAG (2012). Used federal government criteria for the poverty level, described in <https://www.census.gov/hhes/www/poverty/about/overview/measure.html>

North County Demand for Senior Services

In regard to the critical needs of seniors, 2-1-1 San Diego data (collected during a 12-month period from 2013 to 2014) revealed that 38 percent of the 2,179 calls from seniors located in North County (Carlsbad, Escondido, Oceanside, San Marcos, and Vista) requested information and resources related to basic needs such as food, housing, and utilities (see Appendix F for 2-1-1 Senior Demand for Services Data). The data further indicated that of the top 10 unmet needs of the 1,957 seniors in North County who called during the same time period, fifteen percent required assistance from Food Stamps/SNAP and 6 percent called for ongoing emergency food. Thus, it is expected that demand for senior services in North County will continue to increase.

Asset Maps

The Caster Center compiled several geographic maps that provided a plethora of information on the location and density of service providers for the senior population in North County. These maps are provided in Appendices C1-C4, and can help inform strategies for future NCSC Program planning.

First, research confirms that there is a multitude of already existing nutrition and socialization programs in North County, including senior centers and food distribution sites that are illustrated in the Food Agencies Map in Appendix C-1.

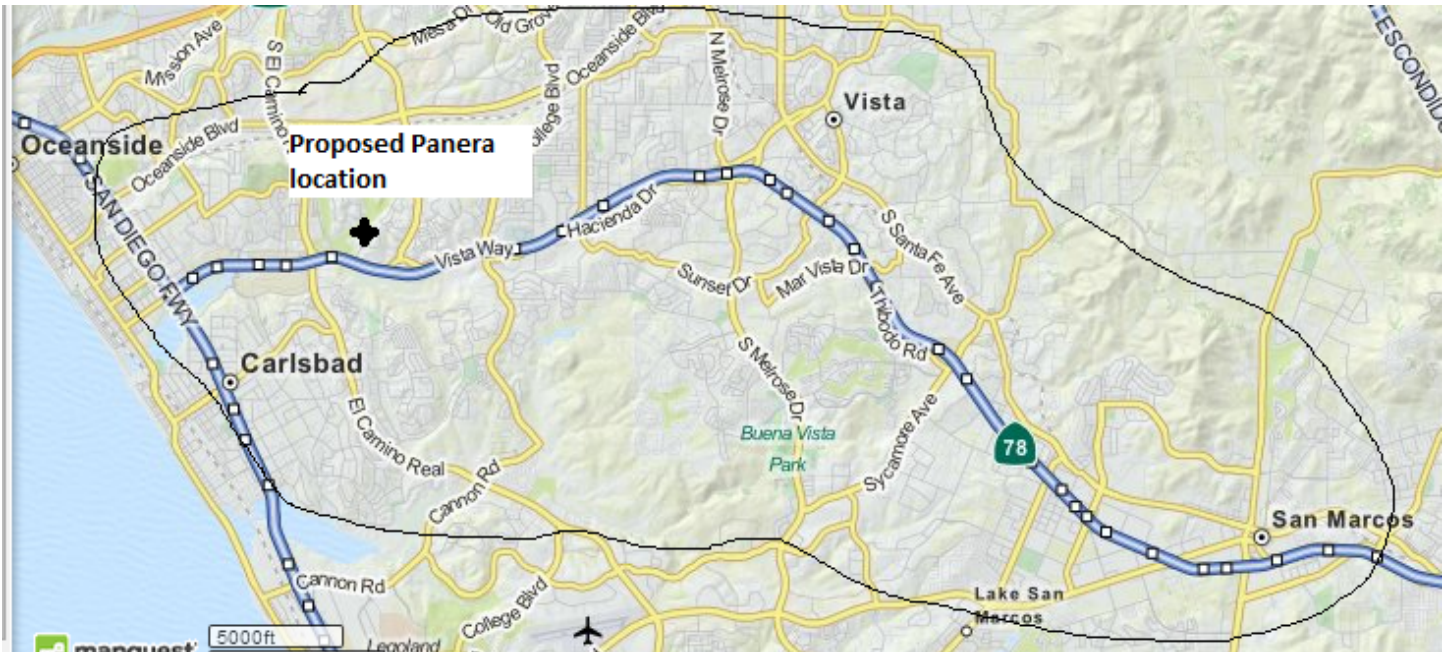
Second, the North County Major Retail and Major Medical Facilities and Clinics Map in Appendix C-2 show the sizeable density of medical providers, facilities, and retail establishments such as grocery and general merchandise stores in the North County. These locations provide access points which seniors frequent on a regular basis.

Third, the North County Faith Center Map in Appendix C-3 indicates a high concentration of faith centers that represent a wide variety of religious affiliations, indicating frequent gathering places as well as potential partners.

Fourth, the North County Transit Maps in Appendix C-4 demonstrates a considerable number of transit stops as well as accessibility of public transportation routes. It is important to note that seniors are reluctant and ill-equipped to use public transportation and, therefore, location and accessibility of public transportation are not as important for targeting specific locations.

Geographic Pocket to Target

In sum, the findings from the needs assessment, asset mapping, demographic, and geographic research reveal that the need is greatest in Oceanside, Carlsbad, Vista and San Marcos, and the optimal location for a NCSC program is located in the Oceanside-Vista-Carlsbad nexus area of the SR-78 corridor. Specifically, it is located between Highway 5 (west) and Sycamore Avenue (east), and from SR-76 (north) to Palomar Airport Road (south). This oval-shaped area is presented in the map below (and in the maps in the Appendices).



RECOMMENDATIONS

This research revealed that there is a plethora of resources already available to seniors in North County. Existing organizations and programs have collective potential to reach and serve a greater number of isolated and/or food insecure seniors. This can be accomplished through additional funding, strategic partnerships, and a focus on the recommendations outlined below.

Capitalize on Existing Assets

It is important to capitalize on existing assets. As the GPC already recognizes, senior centers are great resources for seniors to congregate for meals, socialize, and access additional services. Therefore, it is recommended that RSFF help support and contribute to current and future programs at existing senior centers instead of creating something new (e.g., new meal programs at faith-based centers).

“A robust senior center that provides meals and opportunities for engagement with other seniors can have multiple benefits.” - GPC, 2013 white paper

Transportation

The research suggests that the barrier of transportation must be addressed in order to attract and maintain program participation from underserved seniors in North County.

While there are multiple programs available in North County that already address the transportation needs of seniors, it is important for a NCSC program to consider the following:

Communicate with Transportation Service Providers

Communication with current and potential transportation service providers is essential to address transportation plans specific to seniors in North County. Service providers include (but are not limited to) the following organizations:³

- Council on Access and Mobility (CAM)
- Facilitating Access to Coordinated Transportation (FACT)
- Jewish Family Service of San Diego (“On the Go” Program)
- North County Transit District (NCTD)
- San Diego County Volunteer Driver Coalition

³ It may also be helpful to refer to the City of San Antonio Department of Human Services Senior Services Strategic Plan for additional guidance.

Enhance Existing Transportation Services

Instead of reinventing the wheel, attention should be placed on enhancing existing transportation services at senior centers via collaboration and target funding. Some specific ideas include:

- Expand days and/or hours of pick-up/drop-off van operations
- Increase number of available taxi vouchers
- Share transportation resources by promoting collaborative opportunities among senior centers and/or other agencies (e.g., utilizing “dormant” buses or vans⁴)

Comprehensive Database

Many seniors do not know about available services and/or have difficulty navigating through the various resource directories, program brochures, newsletters, etc.

The research reveals there is a need for a comprehensive database of services available to seniors that includes phone numbers, web addresses, and program details, and that could be easily accessible by a single phone call and/or online. Potential partner collaborators can include organizations such as:

- 211 San Diego
- FACT
- Senior Centers, many of which already serve as referral sources
- Southern Caregiver Resource Center

Personal “Ambassador” or “Buddy” Programs

As noted earlier, many seniors often feel uncomfortable venturing into unfamiliar settings. Therefore, it would be beneficial for a designated partner to design, implement, manage, and evaluate an “Ambassador” or “Buddy” program that addresses seniors’ reluctance and apprehension, as well as their need for one-on-one interaction and human contact.

“There isn’t enough reaching people on a one-on-one basis.” - Nonprofit Organization

Some recommendations include (but are not limited to) the following:

- Utilize current senior program participants to help engage those who do not regularly attend
- Contact residential homeowner associations and community groups to enlist volunteers to invite seniors to programs
- Recruit community advocates (e.g., those who visit seniors’ homes to assist with support, resources, and aging concerns), healthcare providers, and faith-based centers to spread the word

⁴ It is our understanding that there were previous conversations within the community to explore this opportunity; however, we are not aware of a program materializing as result. Further research is needed to assess the status of this initiative.

- Blend with the need for transportation by having senior ambassadors serve as volunteer drivers and, therefore, address both transportation and socialization challenges

Potential partners for this ambassador/buddy concept include (but are not limited to):

- Foundation for Senior Care
- Jewish Family Service of San Diego (On the Go” Program)
- Meals on Wheels
- NORCs San Diego: CO-OP (Creating Opportunities for Older Persons)
- Senior Centers
- Union of Pan Asian Communities (UPAC)

Create New Opportunities

There is a range of other programs that could potentially fill the gaps and help provide services to underserved seniors. The following are some of the most relevant directions uncovered by the research that could address nutrition, socialization and health needs of seniors outside the traditional senior center programming. Note that these initiatives will require additional feasibility studies before pursuing. However, they may be viable options in reaching seniors – particularly because they eliminate the challenge of seniors getting to senior centers and instead focus on taking nutritious meals directly to seniors, while still giving them opportunities to socialize and engage in other activities.

Mobile Home Parks, Senior Apartment Complexes, and NORCs

Mobile home parks, senior apartment complexes, and naturally occurring retirement communities (NORCs) house large numbers of seniors in a close proximity. Most of these communities have clubhouses and areas for seniors to congregate, eat, socialize and access community information. Bringing services to these locations can provide opportunities to seniors who may be unable or unwilling to travel to senior centers. It is recommended that the focus is on some activity or service instead of a “free lunch” to avoid stigma addressed earlier in this report.

Potential programs and services could include the following:

- Technology training
- Legal services
- Financial advice
- Healthcare information
- Nutrition education

Food Truck/Mobile Grocery

Food truck/mobile grocery is an innovative social enterprise concept that could provide healthy, ready-made meals and discounted groceries to seniors at convenient locations.

Hot meals could be discounted or free to seniors, or available for purchase with EBT/CalFresh benefits. Mobile grocery items could include proteins, dairy, fruits and vegetables to supplement food provided by food banks. Groceries can also be available to purchase with EBT/CalFresh benefits.

The mobile restaurant and grocery could travel throughout North County, and be piloted in the targeted geographic area proposed in this report. Service locations could include mobile home parks, senior apartment complexes, and NORCs (as described above), or parking lots of faith-based centers.

More thought and research about the advantages, disadvantages, feasibility and logistics of this endeavor are needed. Some potential partners and resources to explore include the following:

- The FRESH, offered by Dreams for Change, is the first mobile food truck to offer hot meals to the homeless population in downtown San Diego
- *Mobile Fresh*, offered by Family Service Association, is a discounted mobile grocery store for the low-income population in Riverside⁵
- San Diego Food Trucks
- North County Transit District
- County of San Diego Health and Human Services, Aging and Independence Services
- City Administration Offices
- Brother Benno's
- Local growers

Partner with Proposed Panera Cares Project

Panera Cares, operated by the Panera Bread Foundation, can be an alternative place for seniors (and others) to congregate and dine in a dignified setting at low or no cost.⁶

In February-March, 2014, a Panera Cares subcommittee was formed (including representatives from North County Action Network (NORCAN), the County of San Diego Health and Human Services North County Community Leadership Team, and the City of Oceanside) to explore the possibility of submitting a proposal to build a Panera Cares restaurant in Oceanside. Specifically, the City of Oceanside is planning a large, multi-use retail space in an area with a high concentration of senior housing (as well as low income residents and retired veterans). This 84-acre, 850,000-square-foot, shopping center is called "The Pavilion at Oceanside" and is located in the San Luis Rey River Valley north of Mission Ave and SR-76 and east of Foussat Road.

⁵ More information can be found on www.fsaca.org/services/social-enterprise/mobile-fresh/

⁶ More information can be found on www.paneracares.org

This is an intriguing and innovative idea that addresses nutritious meals and socialization in a fresh, innovative manner, and would be funded by Panera Cares. In order to resolve the barrier of transportation, RSFF could partner with the project and potentially fund transportation to and from the Panera Cares location. There could also be collaboration with senior centers and faith-based centers in terms of transportation and marketing.

More thought and research about the advantages, disadvantages, feasibility and logistics of this endeavor are needed. The first step is to learn more about the status of the Panera Cares subcommittee that was formed by members of NORCAN and the County of San Diego Health and Human Services “North County Leadership” and “Live Well San Diego” Team. The subcommittee would certainly benefit from having RSFF representation, and the presence and backing of RSFF (and other funding partners) would give credence and clout to the proposal submitted to Panera Cares.

POTENTIAL PARTNERS AND COLLABORATORS

In addition to the aforementioned prospective partners, Appendix H includes a master list of current organizations and programs that RSFF can partner with to move a NCSC program forward. Specific partnerships are dependent on the decisions and actions of the GPC.

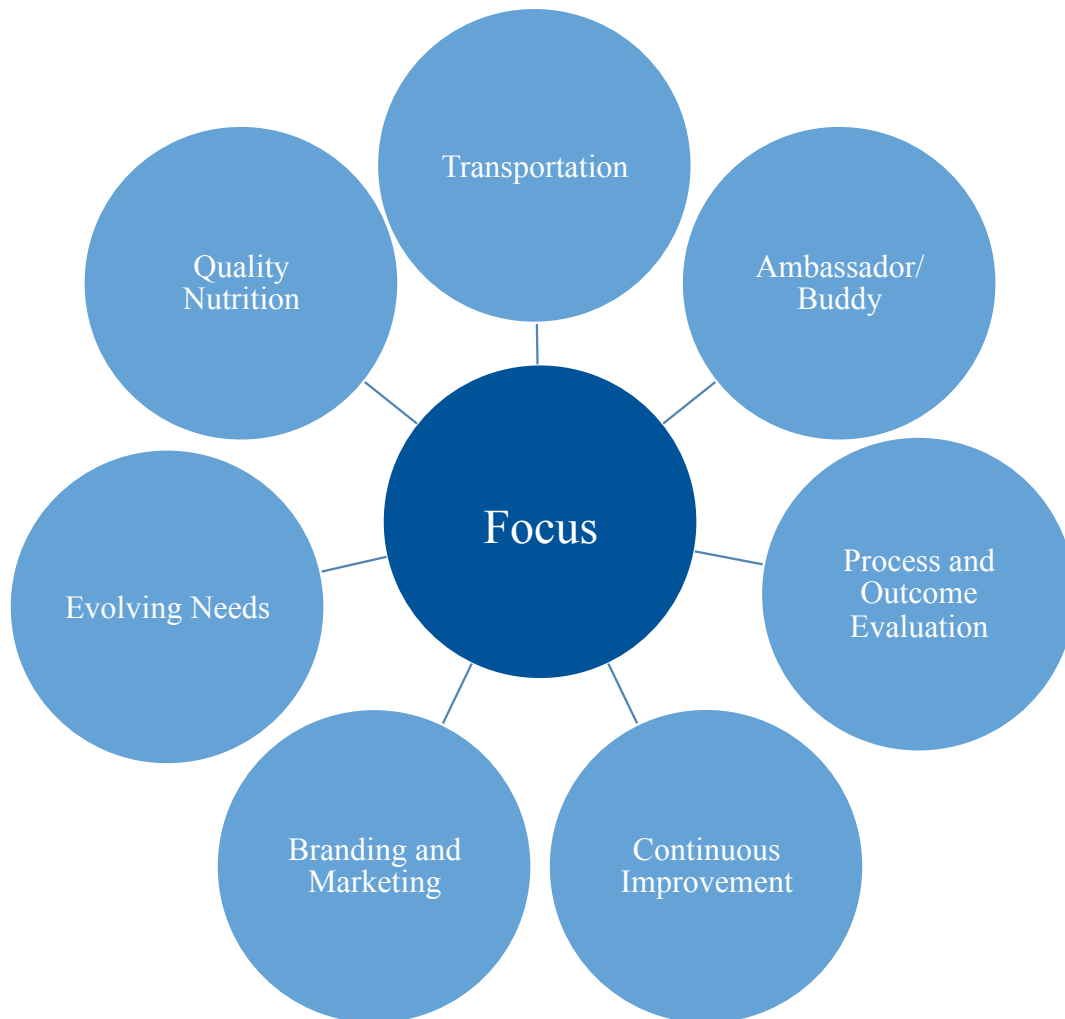
Of course, funding is necessary to move a NCSC program forward. Some potential funding partners include:

- Alliance Healthcare Foundation (Innovation Grant)
- Archstone Foundation
- Carlsbad Foundation
- Foundation for Senior Care
- Gary and Mary West Foundation
- Leichtag Foundation
- Panera Cares Foundation
- San Diego Foundation
- San Marcos Senior Services Foundation

There is strength in the multitude of organizations dedicated to improving the lives of seniors in North County

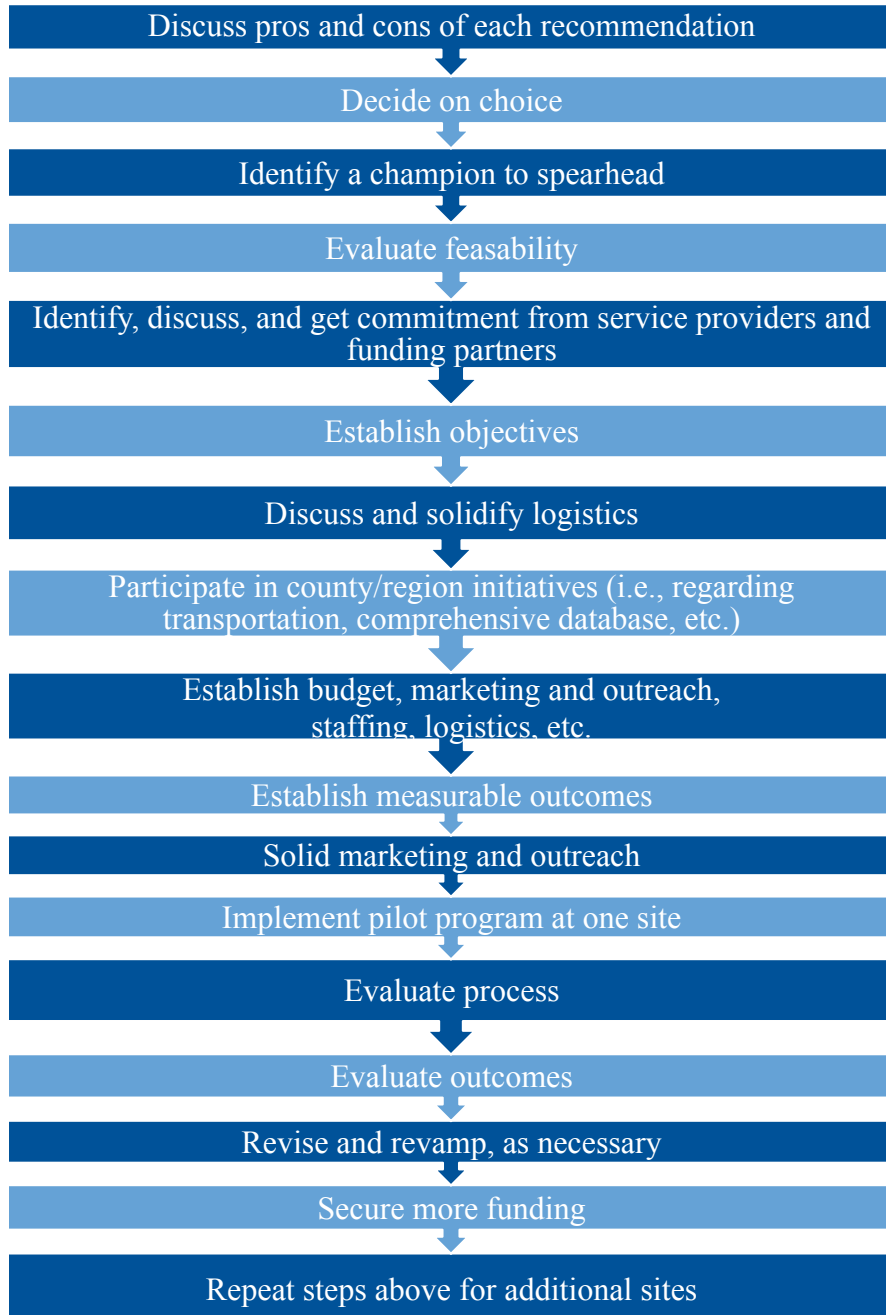
KEY FOCUS AREAS

The graphic below summarizes the key areas that RSFF and the GPC should focus on going forward, based on the systematic needs assessment and asset mapping conducted and summarized in this report.



NEXT STEPS

This flowchart provides recommendations for what the GPC can do...starting tomorrow morning.



WORDLE: NEEDS AND ISSUES FACED BY SENIORS

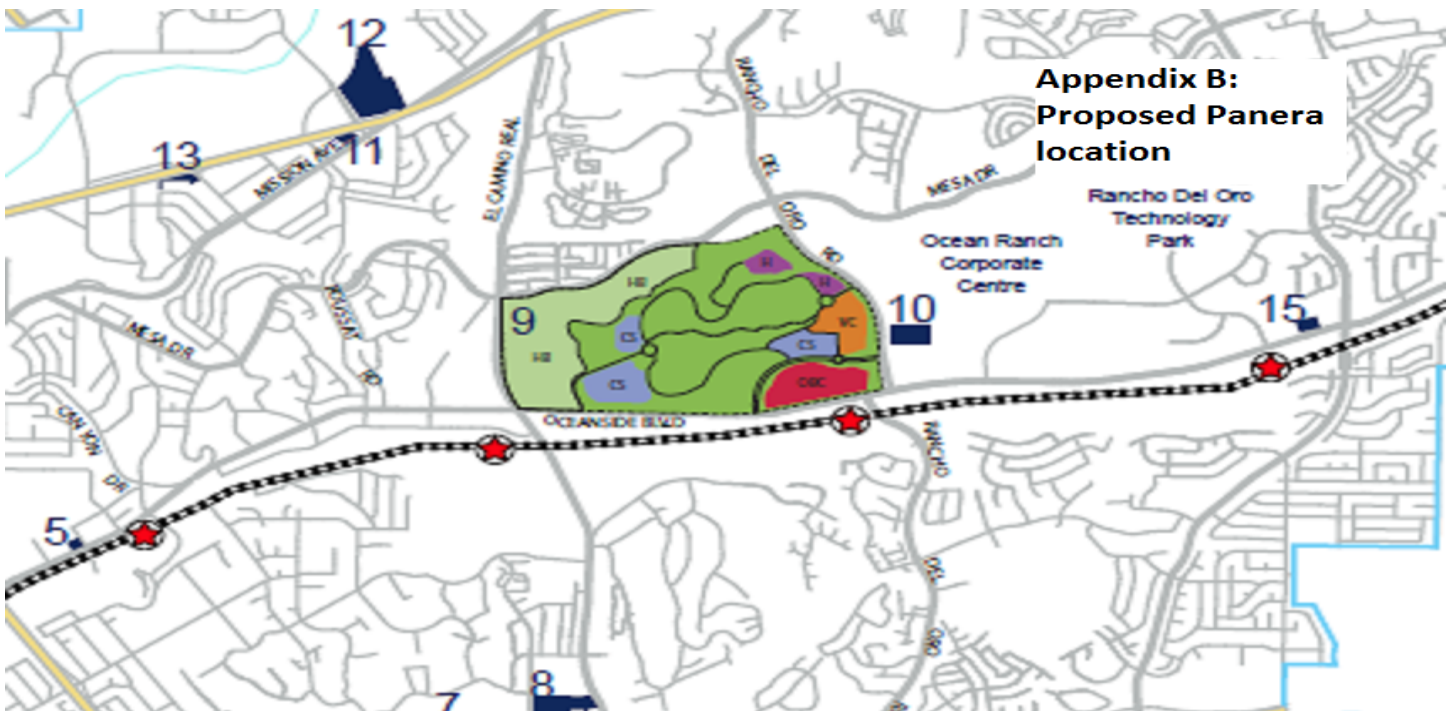
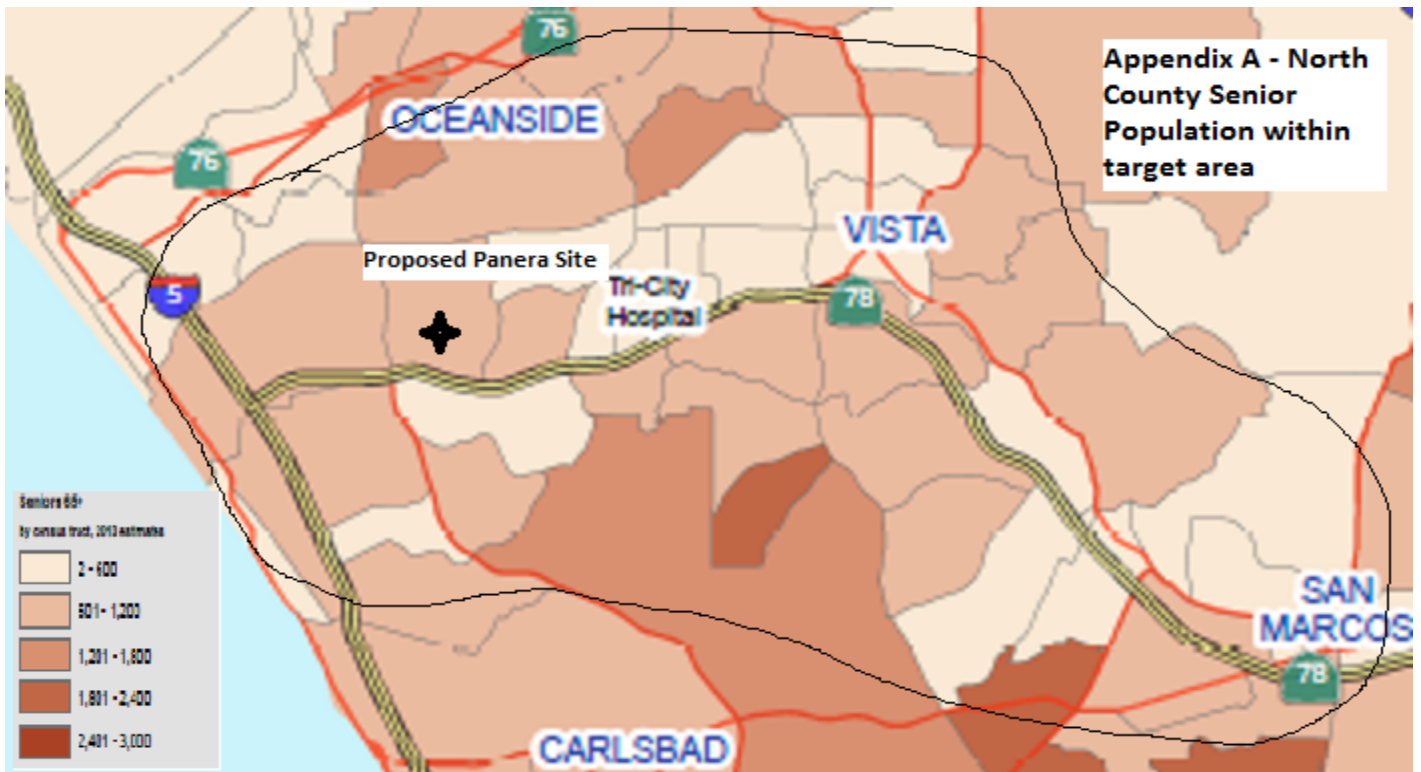


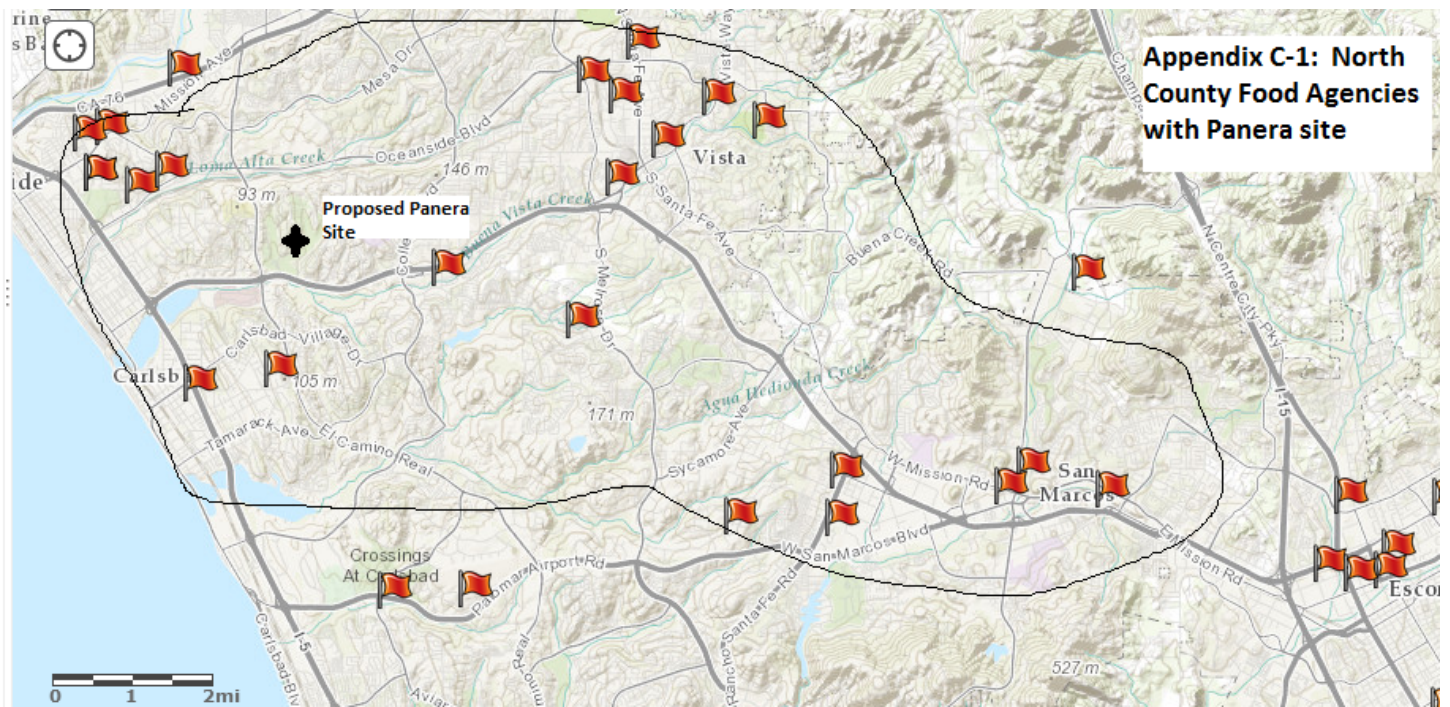
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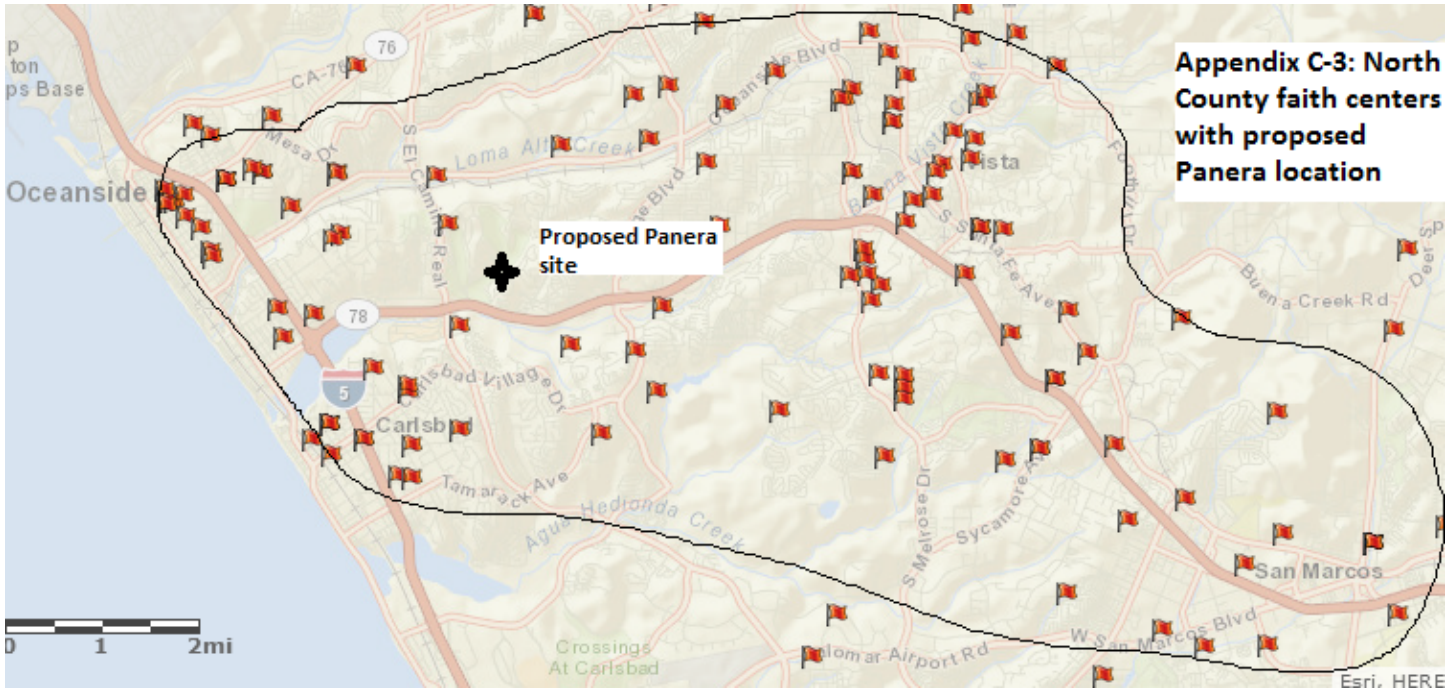
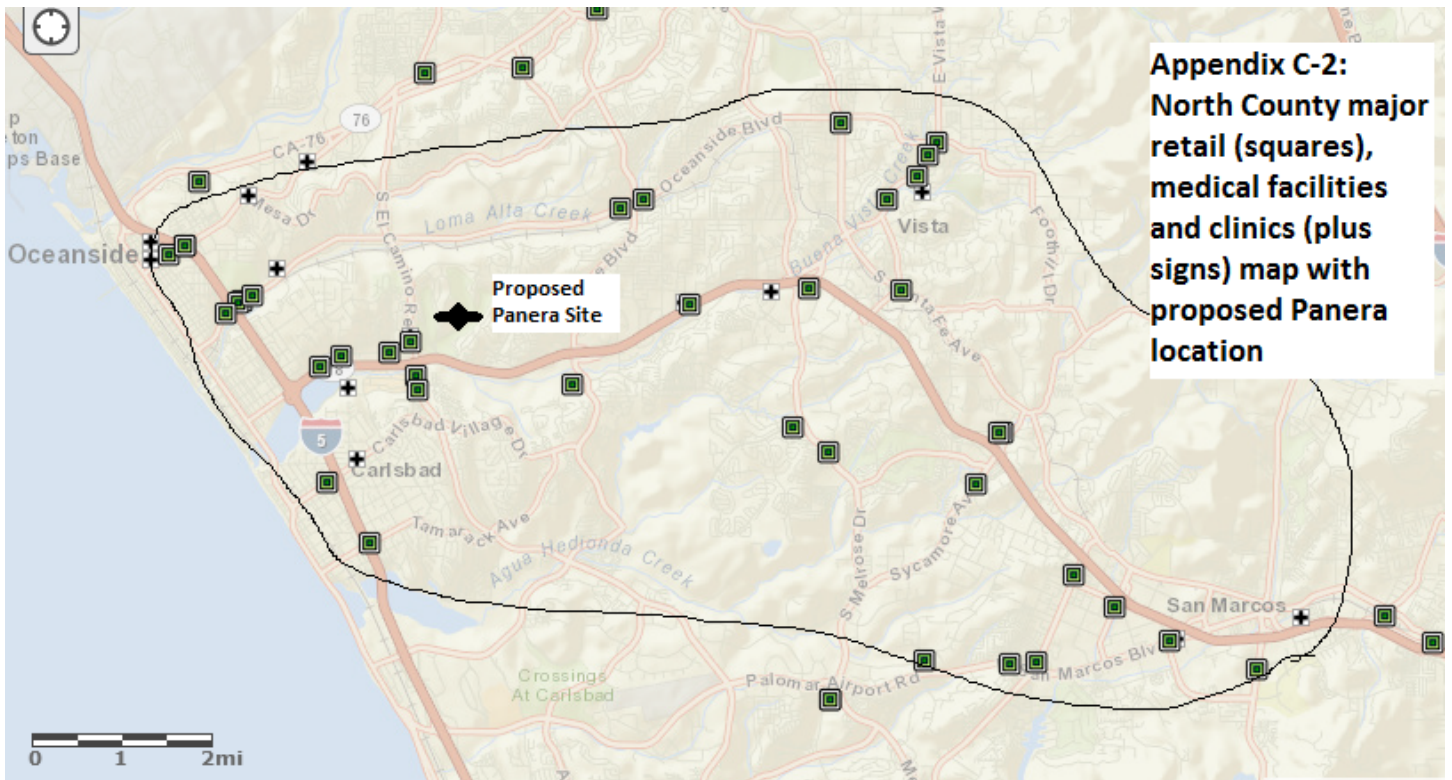
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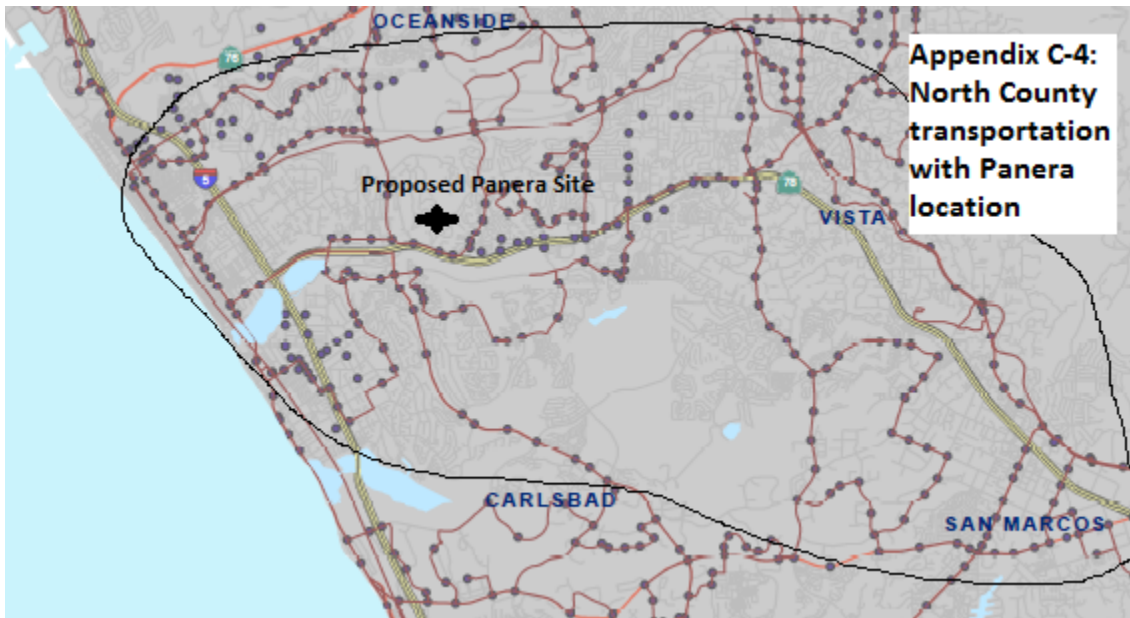
APPENDICES

- A. North County Estimated Senior 65+ Population Map
Source: San Diego County, Health and Human Services, Epidemiology Department
- B. Proposed location for Panera Cares
Source: Thomas Enterprises
- C-1. North County Food Agencies Map
Source: Palomar College
- C-2. North County Major Retail, Medical Facilities and Clinics Map
Source: Palomar College
- C-3. North County Faith Centers Map
Source: Palomar College
- C-4. North County Public Transit Map
Source: San Diego County, Health and Human Services, Epidemiology Department
- D. North County Senior Centers Map
Source: Google Maps
- E. North County Mobile Home Sites
Source: Palomar College GIS map with mobile home data placed in the map from SANDAG
- E-1. Carlsbad Mobile Home locations
- E-2. Vista Mobile Home locations
- E-3. Oceanside Mobile Home locations
- E-4. San Marcos Mobile Home Locations
- F. 2-1-1 Senior Demand for Services Data
- G. North County Food Agencies List
- H. North County Grocery Stores List
- I. North County Food Distribution Sites
- J. Master List of Relevant Organizations: Potential Partners and Collaborators
- K. Mapping and Data Resources and References
- L. Academic and Report References

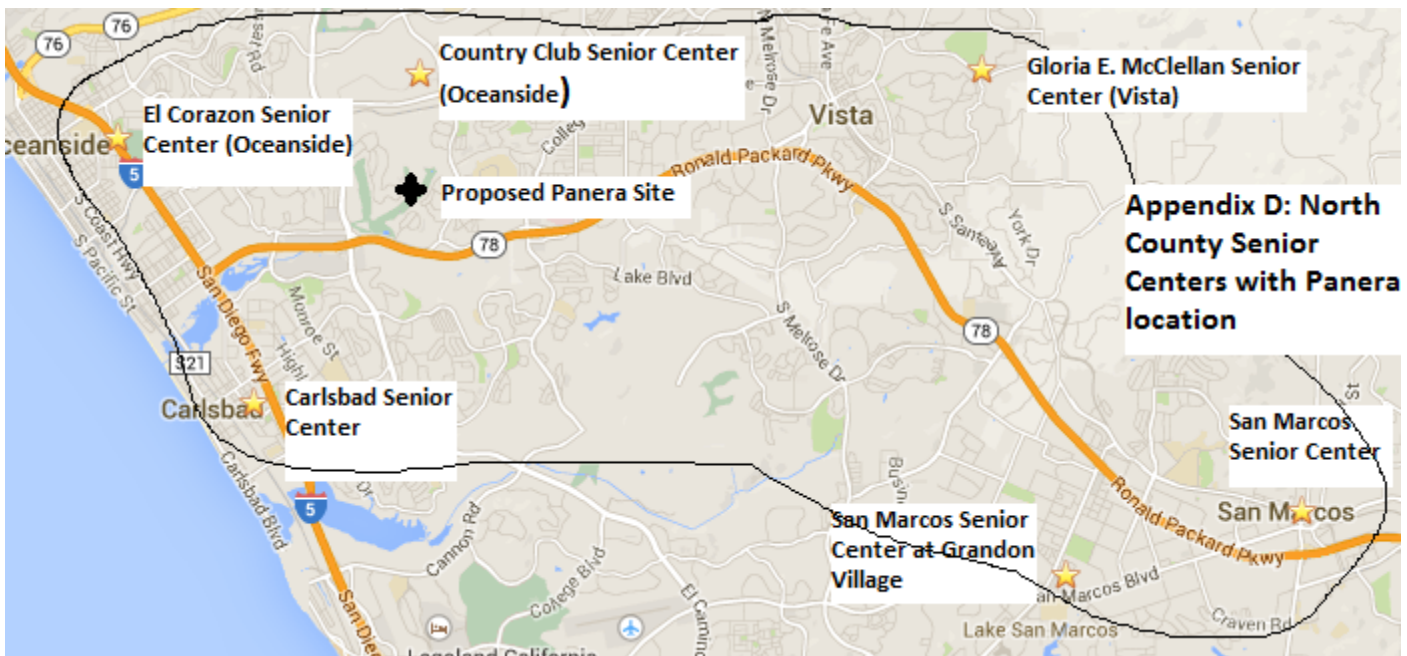




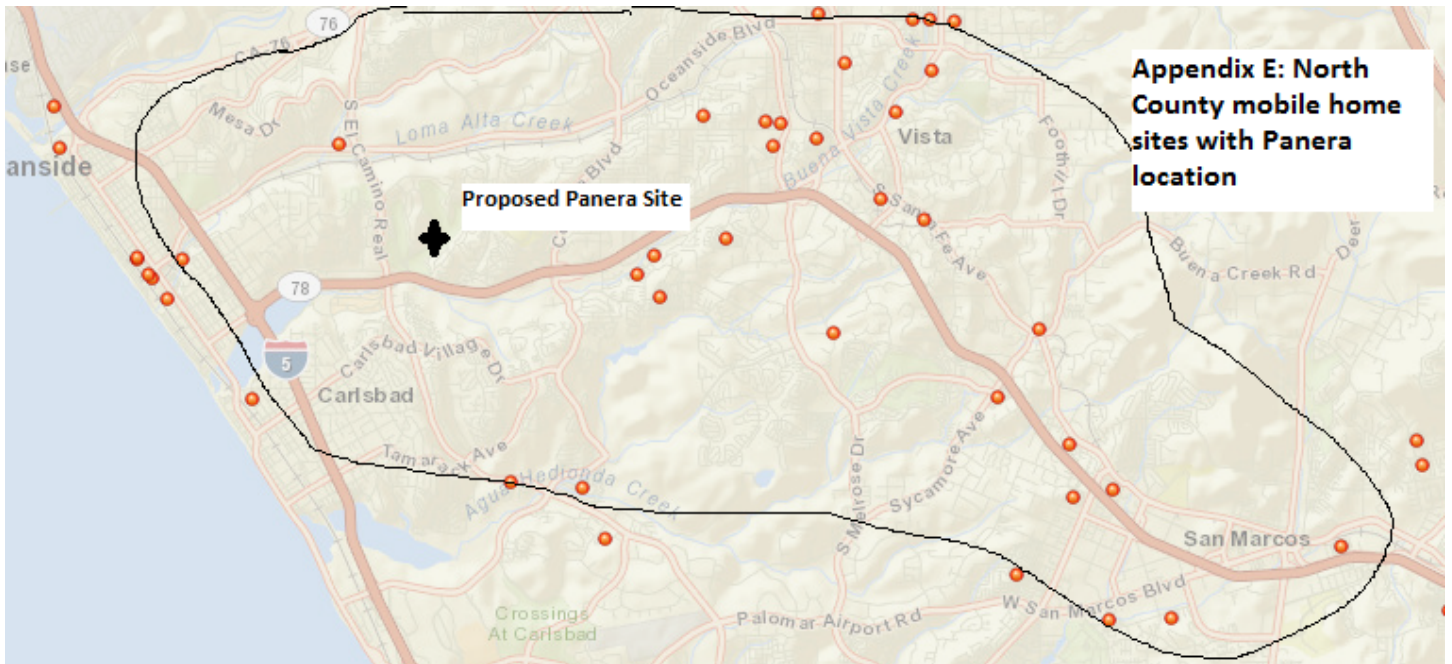




**Appendix C-4:
North County
transportation
with Panera
location**



**Appendix D: North
County Senior
Centers with Panera
location**



Appendix E-1 - Carlsbad Mobile Home locations

CARLSBAD MOBILE HOME PARKS

CAMINO HILLS 2301 Bryant Drive Carlsbad CA 92008 RESIDENT OWNED	760/438-9931
CARLSBAD TRAILER PARK 2630 State Street Carlsbad CA 92008 NON RESIDENT OWNED	22 SPACES 760/729-2295
LAKESHORE GARDENS 7201 Avenida Encinas Carlsbad CA 92009 NON RESIDENT OWNED	383 SPACES 760/438-4069
LANAKAI LANE 6550 Ponto Drive Carlsbad CA 92009 NON RESIDENT OWNED	146 SPACES 760/438-2942
RANCHO CARLSBAD 5200 El Camino Real Carlsbad CA 92008 RESIDENT OWNED	500 SPACES 760/438-1980
SOLAMAR MOBILE ESTATES 6530 Easy Carlsbad CA 92008 RESIDENT OWNED	108 SPACES 760/438-2236

Appendix E-2 - Vista Mobile Home locations

CITY OF VISTA
Redevelopment & Housing Department
VISTA MOBILE HOME PARKS

1	Elms Trailer Estates	Very small units only	1051 S. Santa Fe 92083	35	Unknown
2	Estrella de Oro *	All age	220 Camino Corto 92083	107	724-6127
3	Green Valley Mobile Home Park *	Senior only	2130 Sunset Drive 92083	157	726-3395
4	Melrose Trailer Park	Older small mobiles and travel trailers	510 N Melrose Dr 92083	87	724-4441
5	Vista Terraces (formerly Mobile Homes Terrace) *	All age	1205 N Santa Fe 92084	84	724-2511
6	Mountain View Mobile Estates *	All age	809 Olive Ave. 92083	44	726-4047
7	Orange Grove Trailer Park *	All Age – small mobiles/travel trlrs	1045 E Vista Way 92084	22	630-0152
8	The Palms *	All age	400 N Melrose Dr 92083	70	724-4954
9	Santiago Estates *	All age	200 S Emerald Dr 92083	91	726-3919
10	Tiki Mobile Village *	All age	1333 Olive Ave 92083	78	726-8454
11	Vista Manor *	All age	200 Olive Ave 92083	159	724-7979
12	Vista Mobile Home Park *	Very small units only	129 Pala Vista Dr 92083	27	758-8494
13	Vista Royalodge *	Senior	1010 E Bobier Dr 92084	212	724-3002
	RESIDENT OWNED	ALL ARE SENIOR	AGE 55+		
1	Corona del Vista		1501 Anza Ave 92084	104	724-6194
2	Vista Cascade		1600 E Vista Way 92084	144	724-8356
3	Vista Village		1506 Oak Dr 92084	137	940-9666
4	Sierra Vista Mobile Park		245 W Bobier Ave 92084	99	724-2456

* Part of the Mobile Home Accord

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Appendix E-3 - Oceanside Mobile Home locations

CITY OF OCEANSIDE MOBILE HOME PARKS

CAVALIER MOBILE ESTATES

1225 Oceanside Blvd.
Oceanside, CA. 92054
Russell Lyman, Jr. (On-Site Mgr.)
(760) 722-1439
No. of Spaces: 347

EL CAMINO 76 MOBILE ESTATES

220 N. El Camino Real
Oceanside, CA. 92058
Adele Teal (On-Site Mgr.)
(760) 757-2688
No. of Spaces: 80

LAGUNA VISTA MOBILE ESTATES

***Senior Park**
276 N. El Camino Real
Oceanside, CA. 92058
Renee Bean (On-Site Mgr.)
(760) 439-2911
No. of Spaces: 272

LAMPLIGHTER OCEANSIDE

4660 North River Rd.
Oceanside, CA 92057
Debbie Clark (On-Site Mgr.)
(760) 757-8610
No. of Spaces: 161

LA PLAYA VISTA TRAILER COURT

***Senior Park**
1011 S. Tremont St.
Oceanside, CA. 92054
Guy Edwards (Owner)
(949) 903-9486
No. of Spaces: 19

LA SALINA MOBILE VILLAGE

***Senior Park**
1550 S. Coast Hwy.
Oceanside, CA 92054
Beverly Thomas (On-Site Mgr.)
(760) 439-8422
No. of Spaces: 101

MIRAMAR MOBILE HOME

COMMUNITY
***Senior Park**
900 N. Cleveland Street
Oceanside, CA 92054
Jeff & Carolyn Marlaire (On-Site Mgr.)
(760) 722-5721
No. of Spaces: 175

MISSION VIEW MANOR

***Senior Park**
140 Douglas Dr.
Oceanside, CA 92058
Patrick Dunn (On-Site Mgr.)
(760) 757-3381
No. of Spaces: 165

MISSION VIEW WEST

***Senior Park**
141 Douglas Dr.
Oceanside, CA. 92058
Patrick Dunn (On-Site Mgr.)
(760) 757-3381
No. of Spaces: 108

OCEANVIEW TRAILER PARK

***Senior Park**
1046 S. Cleveland St.
Oceanside, CA. 92054
Wanda Augustyniak (On-Site Mgr.)
(760) 622-5643
No. of Spaces: 28

PACIFIC TRAILER PARK

311 Oceanside Blvd.
Oceanside, CA. 92054
Michael Sainsbury (On-Site Mgr.)
(760) 672-9518
No. of Spaces: 62

RANCHO CALEVERO MOBILE PARK

***Senior Park**
3570 Calevero Lane
Oceanside, CA 92056
Roberta Walters (On-Site Mgr.)
(760) 724-0053
No. of Spaces: 324

**CITY OF OCEANSIDE
MOBILE HOME PARKS**

RANCHO SAN LUIS REY

***Senior Park**

200 N. El Camino Real
Oceanside, CA 92058

Charles & Frances Thomason

(On-Site Mgr.)

(760) 757-1020

No. of Spaces: 433

ROYAL PALMS TRAILER PARK

1120 S. Cleveland St.
Oceanside, CA. 90254

Vince Reynolds (Owner &

Managing Partner)

(858) 222-0075

No. of Spaces: 15

SANDY SHORE TRAILER PARK

1429 North Coast Hwy.
Oceanside, CA 92054

Sara Taverner (On-Site Mgr.)

(760) 433-4445

TERRACE GARDENS MOBILE

HOME PARK

3030 Oceanside Blvd.
Oceanside, CA. 92056

Community Manager (On-Site Mgr.)

(760) 757-1828

No. of Spaces: 74

TRICO MOBILE ESTATES

***Senior Park**

221 N. El Camino Real
Oceanside, CA 92058

Office (On-Site Mgr.)

(760) 757-1770

No. of Spaces: 97

WESTWINDS MOBILE LODGE

4616 North River Rd.
Oceanside, CA 92057

Terre Catalano (On-Site Mgr.)

(760) 757-2811 or (760) 521-1521

No. of Spaces: 92

Appendix E-4 - San Marcos Mobile Home locations

CITY OF SAN MARCOS MOBILEHOME PARKS

PARK NAME/NO. SPACES	OWNER	MANAGER	PARK MANAGEMENT COMPANY/ATTORNEY	RES. CONTACT	RENTS
TWIN OAKS VALLEY MHP 500 Rancheros Dr. No. Spaces: 190 Park Type: All Age	Resident Owned Twin Oaks Valley Community Association	NOT APPLICABLE	Gold Coast Enterprises 200 East Katella Avenue Orange, CA 92867 1-800-521-4107/Attn: Pat	Roger Fosbinder, President 500 Rancheros Dr. San Marcos, CA 92069	Resident Owned
RANCHO SAN MARCOS 971 Borden Rd. No. Spaces: 171 Park Type: All Age	Rancho San Marcos Investors Limited Partnership (949) 481-0909	Denise Van Dyk 971 Borden Rd. #56 San Marcos, CA 92069 (760) 744-0822	Laguna Assets Management P. O. Box 2308 Laguna Hills, CA 92654-2308 (949) 481-0909	Roz Tague, President 971 Borden Rd. San Marcos, CA 92069	Rent Adjusts 6/1 \$450-651
RANCHO VALLECITOS 3535 Linda Vista Dr. No. Spaces: 340 Park Type: Senior (Over 55)	Non-Profit Ownership Millennium Housing Corp. George Turk (949) 515-5100 20 Pacifica; Ste. 1470 Irvine, CA 92618	Gil & Shirlene Burrell 3535 Linda Vista Dr. #174 San Marcos, CA 92078 (760) 727-1141	John Davis Haven Mgmt. Services. 1910 Archibald Ave., Ste J Ontario, CA 91761 (909) 930-9750, ext. 224	Buddy Buckley, President 3535 Linda Vista Dr. San Marcos, CA 92078 (760) 597-1818	Rent Adjusts 1/1 550 - \$650
SAN MARCOS MOBILE ESTATES 1145 E. Barham Dr. No. Spaces: 264 Park Type: Senior (Over 55)	Parklane Corporation 10960 Wilshire Blvd. #2170 Los Angeles, CA 90024 (310) 479-2330 Resident Owned San Marcos View Estates HOA	Shirley Garretson 1145 E. Barham Dr. #181 San Marcos, CA 92078 (760) 746-8100/746-5638 Rochele White, Office Mgr. 150 S. Rancho Santa Fe Rd. San Marcos, CA 92078 (760) 727-1525 Fax: (760) 727-3915	Jana Weimann, Atty 4211 Arden Way San Diego, CA 92103 (619) 518-1308 J&H Asset Property Mgt Inc 22880 Savi Ranch Parkway Yorba Linda, CA 92887 (714) 974-0397	Judy LaFollette, President 1145 E. Barham Dr. San Marcos, CA 92078 Rochele White, Office Mgr. 150 S. Rancho Santa Fe Rd., San Marcos, CA 92078 (760) 727-1525	Rent Adjusts 1/1 \$333 - 563
SAN MARCOS VIEW ESTATES 150 S. Rancho Santa Fe Rd. No. Spaces: 192 Park Type: All Age	Resident Owned San Marcos View Estates HOA	Rochele White, Office Mgr. 150 S. Rancho Santa Fe Rd. San Marcos, CA 92078 (760) 727-1525 Fax: (760) 727-3915	J&H Asset Property Mgt Inc 22880 Savi Ranch Parkway Yorba Linda, CA 92887 (714) 974-0397	Rochele White, Office Mgr. 150 S. Rancho Santa Fe Rd., San Marcos, CA 92078 (760) 727-1525	Resident Owned
VALLE VERDE 1286 Discovery St. No. Spaces: 148 Park Type: Senior (Over 55)	Non-Profit Ownership Caritas Corporation 5520 Trabuco Road Irvine, CA 92620 (753) 725-0151	Diane Roman 1286 Discovery St. San Marcos, CA 92078 (760) 744-3535	Britcher Anderson San Juan Capistrano, CA (951) 699-5601	Barbara Kelley 1286 Discovery St. San Marcos, CA 92078 (760) 518-1072	Rent Adjusts 12/1 \$437 - 497
VILLA VISTA ESTATES 2907 S. Santa Fe No. Spaces: 85 Park Type: All Age	Villa Vista Estates, LLC and Ocean Avenue Associates, LLC c/o Cal-Am Properties, Inc. 385 Clinton Street Costa Mesa, CA 92626 (714) 432-9800	Julie Smith 2907 S. Santa Fe San Marcos, CA 92069 (760) 727-0115 (760) 727-0855 fax	Cal-Am Properties, Inc 385 Clinton Street Costa Mesa, CA 92626 (714) 432-9800	Tim Sheahan, President 2907 S. Santa Fe Ave. #2 San Marcos, CA 92069 (760) 727-4495	Rent Adjust 1/1 \$390 - 763
VISTA MEADOWS 155 Las Flores Dr No. Spaces: 143 Park Type: All Age	B & B Vista Meadow MHP, LLC 5011 Argosy Ave. Huntington Beach, CA 92649 (714) 901-9991	Christina Wright 155 Las Flores Dr#143 San Marcos, CA 92069 (760) 727-1144	Star Companies Attn: Michael A. Cirillo 1400 E. 4 th Street Santa Ana, CA 92701 (714) 480-6828	Tom Degraffis Space #28 (760) 597-9640	Rent Adjusts 12/1 \$424 - \$623

DISCLAIMER: The information that appears on this list is received from park owners, managers and/or Tenant Representatives of the listed Mobile Home Parks, and is updated annually by the City of San Marcos as a public service. The City makes no representation or warranty as to the accuracy or adequacy of the information provided by said owners, managers and/or tenant representatives and suggests that interested persons confirm the information with the Mobile Home Parks in question.

CITY OF SAN MARCOS MOBILEHOME PARKS

Updated
01/15/14

PARK NAME/NO. SPACES	OWNER	MANAGER	PARK MANAGEMENT COMPANY/ATTORNEY	RES. CONTACT	RENTS
CASITAS DEL AMIGOS 1195 La Moree Rd. No. Spaces: 126 Park Type: Senior (Over 55)	Resident Owned Casitas Del Amigos HOA	Michael Cossel, Office Mgr. (760) 743-2816	Board	May Hudson, President 1195 La Moree Rd. San Marcos, CA 92078-4594 (760) 746-5581	Resident Owned
CASITAS DEL SOL 1219 E. Barham Dr. No. Spaces: 195 Park Type: Senior (Over 55)	Resident Owned Casitas Del Sol HOA Assn. Inc.	Joan Petersen, Office Mgr. 1219 E. Barham Dr. San Marcos, CA 92078 (760) 743-3582, Office	Mary Flumian 760-743-35820	Emergency Contact: Mannuel Guillen (760) 271-8423	Resident Owned
E-Z LIVING 1247 San Marcos Blvd. No. Spaces: 76 Park Type: All Age	E-Z Living LLC 1247 W San Marcos Blvd. San Marcos, CA 92078 Park (760) 591-3057	On-Site Manager (760)-591-3057	E-Z Living, LLC (760) 591-3057	Not Available	Rent Adjusts 5/1 \$470 - \$485
EL DORADO 1515 Capalina Rd. No. Spaces: 93 Park Type: Senior (Over 55)	Bill Cima cimabill@aol.com (760) 415-7898 (760) 438-1687	Arvest & Aloa Kennedy 1515 Capalina Rd. #12 San Marcos, CA 92069 (760) 744-5730/471-2420 Asst. Manager: Bill Meeks	Commercial Facilities Inc 10951 Sorrento Valley Rd. Ste. 2A San Diego, CA 92121 (858) 452-1231	Bill Meeks Assistant Manager 1515 Capalina Dr. San Marcos, CA 92069 (760) 803-8509	Rent Adjusts 3/1 \$360- \$362
FOOTHILLS OF SAN MARCOS 909 Richland Rd. No. Spaces: 123 Park Type: Senior (Over 55)	Resident Owned Foothills Homeowners Assn.	Board	P & K Condo Management P. O. Box 463100 Escondido, CA 92046 (760) 746-9127	Kan Owen, President 909 Richland Rd. San Marcos, CA 92069 (760) 744-5530	Resident Owned
LA MOREE MOBILE ESTATES 1175 La Moree Rd. No. Spaces: 122 Park Type: Senior (Over 55)	Resident Owned La Moree Mobile Estates HOA	9:00 A.M. - Noon Dee Anna Walther, Sec. (760) 743-8855	P & K Mgmt. P.O. Box 463100 Escondido, CA 92046 (760) 746-9127	President 1175 La Moree Rd. San Marcos, CA 92078	Resident Owned
LAKEVIEW 809 W. Discovery St. No. Spaces: 113 Park Type: Senior (Over 55)	Jeng & Harriet Lin 3591 Sunflower Ct. Seal Beach, CA 90740 (562) 430-8288	Elizabeth Agustin 809 W. Discovery St. San Marcos, CA 92078 (760) 744-2215	Not Available	Lloyd Rochambeau, Pres. 809 W. Discovery St. San Marcos, CA 92078 (760) 317-4699	Rent Adjusts 12/5 \$380-\$560
MADRID MANOR 1401 El Norte Pkwy. No. Spaces: 330 Park Type: Senior (Over 55)	Resident Owned Madrid Manor HOA	Baney Dressman Park Resident Manager (760) 747-0168 Janet Hamton, Office Manager	Cathleen Weatherby Curtis Mgmt Co 858-587-9844 760-543-2200	Judy Lucas, President Phillip Glorioso, contact 1401 El Norte Pkwy. San Marcos, CA 92069	Resident Owned
PALOMAR ESTATES EAST 650 S. Rancho Santa Fe Rd. No. Spaces: 372 Park Type: Senior (Over 55)	Non-Profit Ownership Millennium Housing Corp. / Diana 20 Pacific, Suite 1470 Irvine, CA 92618 (949) 515-5100	Rod & Sandy Gonzalez 650 S. Rancho Santa Fe Rd. Clubhouse (760) 727-2010	Haven Mgmt. Services John Davis 1910 Archibald Ave., Ste. J Ontario, CA 91761 (909) 930-9750, ext. 224	Jackie Underwood, President 650 S. Rancho Santa Fe Rd. San Marcos, CA 92078 (760) 219-3043	Rent Adjusts 4/1 \$400-\$550
PALOMAR ESTATES WEST 1930 W. San Marcos Blvd. No. Spaces: 474 Park Type: Senior (Over 55)	Non-Profit Ownership Millennium Housing Corp. 20 Pacific, Suite 1470 Irvine, CA 92618 (949) 515-5100	Debbie Bartlett, Office Mgr. Felpe Diaz, Maintenance 1930 W. San Marcos Blvd. #221 San Marcos, CA 92078 (760) 727-5453	Haven Mgmt. Services John Davis 1910 Archibald Ave., Ste. S Ontario CA 91761 (909) 930-9750, ext. 224	Linda Swink, President 1930 W. San Marcos Blvd. San Marcos, CA 92078 (760) 727-7711	Rent Adjusts 4/1 \$550-750

CLERK110110.01 MOBILEHOME PARK LIST

APPENDIX F – 2-1-1 Senior Demand for Services

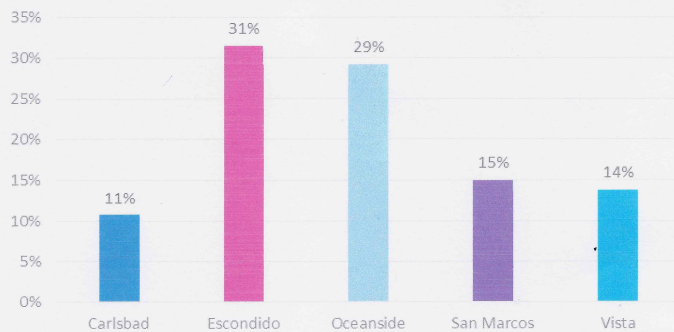


North County Senior Data – Carlsbad, Escondido, Oceanside, San Marcos, Vista
February 1, 2013-February 28, 2014

What We Know

2-1-1 San Diego’s mission is to help people by connecting them to services and resources in the community, and to provide vital data for community planning. From February 1, 2013 through February 28, 2014, 2-1-1 San Diego answered 2,179 calls from residents age 65 years and older in Carlsbad, Escondido, Oceanside, San Marcos and Vista.

Calls by City



The following zip codes were used to pull the data:
 Carlsbad: 92008, 92009, 92010, 92011
 Escondido: 92025, 92026, 92027, 92029, 92030, 92033, 92046
 Oceanside: 92049, 92051, 92052, 92054, 92056, 92057, 92058, 92068
 San Marcos: 92069, 92078, 92079, 92096
 Vista: 92081, 92083, 92084, 92085

Community Needs

There were a total of 3,354 needs from the 2,179 clients. The most requested need was for Basic Needs which includes food, housing, material goods, transportation, and utilities; followed by Income Support and Employment which includes Public Assistance Program such as CalFresh and Medi-Cal. Below are charts of overall needs, the top 25 requested needs by city, and number of needs by city from this specified area, age group, and time frame.

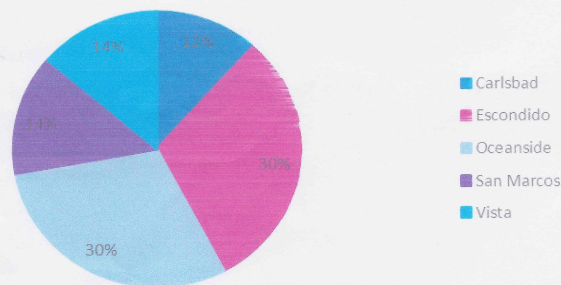
OVERALL NEEDS	
Basic Needs	38%
<i>Food</i>	7%
<i>Housing</i>	13%
<i>Utilities</i>	16%
Income Support & Employment	18%
<i>Public Assistance Programs (CalFresh, Medi-Cal)</i>	16%
Organizational/Community/International Services	13%
Individual and Family Life	9%

Health Care	9%
Criminal Justice and Legal Services	6%
Consumer Services	3%
Mental Health and Substance Abuse Services	2%
Education	0%
Environment and Public Health/Safety	0%
Other Needs	0%

TOP 25 NEEDS BY SENIORS BY CITY

	CARLSBAD	ESCONDIDO	OCEANSIDE	SAN MARCOS	VISTA	TOTAL
Electric Service Payment Assistance	42	106	131	54	45	378
Food Stamps/SNAP Applications	39	84	82	40	39	284
Specialized Information and Referral	15	58	55	26	24	178
Medicaid Applications	16	39	48	28	26	157
Ongoing Emergency Food Assistance	15	46	22	16	23	122
Bulk Mailing Services	8	16	18	16	19	77
Housing Search and Information	6	29	26	10	4	75
Benefits Screening	6	17	14	16	7	60
Senior Housing Information and Referral	6	15	11	8	8	48
Health Insurance Marketplaces	6	16	13	9	4	48
Discounted Utility Services	8	13	9	9	6	45
Weatherization Programs	1	16	16	4	7	44
In Home Assistance	5	13	15	6	5	44
Gas Service Payment Assistance	8	11	18	3	3	43
Legal Counseling	2	15	13	4	8	42
Homeless Shelter	3	7	20	5	1	36
Outreach Programs	5	10	9	7	5	36
Home Maintenance and Minor Repair Services	1	17	4	4	7	33
Transitional Housing/Shelter	3	11	11	5	2	32
Senior Centers	3	10	10	2	3	28
Commodity Supplemental Food Program	4	7	6	5	3	25
General Dentistry	5	9	7	1	3	25
Transportation Advocacy Groups	4	10	6	3	2	25
Markets/Restaurants Accepting EBT Cards	1	10	6	5	2	24
Medicare Information/Counseling	1	7	8	4	4	24
Adult Protective Intervention/Investigation	1	9	8	3	3	24
TOTAL	214	601	586	293	263	1,957

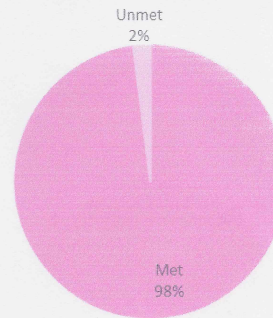
Needs by City



Clients that call 2-1-1 are provided with information and referrals to services that can help meet their needs. At times there are no services available to meet the need of our clients; these are documented as “Unmet Needs.” Needs can be unmet for multiple reasons such as: service is unavailable; the client is not eligible; client refused referral; and program or service has lost funding. Noted below are the top ten unmet needs along with a visual of needs met versus unmet from Carlsbad, Escondido, Oceanside, San Marcos, and Vista.

TOP TEN UNMET NEEDS	
Food Stamps/SNAP	7
Water Service Payment Assistance	7
Rent Payment Assistance	6
Homeless Motel Vouchers	5
Food Stamps/SNAP Applications	4
Utility Assistance	3
Criminal Justice and Legal Services	2
Electric Service Payment Assistance	2
Furniture	2
Ongoing Emergency Food Assistance	2
Rental Application Fee Payment Assistance	2
Utilities	2

Met vs. Unmet Needs



Referrals Provided

For every need identified by a client to a 2-1-1 Client Service Representative (CSR), at least one referral is provided if there are resources available in the database for the specified need unless it is declined by the client. 2-1-1 San Diego’s CSRs provided 3,743 referrals during the time period. Below are the most referred to agencies and services for the specified time period and cities, and age range.

TOP TEN AGENCY	
2-1-1 San Diego	451
Campeños Unidos Inc	325
Health and Human Services Agency, County of San Diego	321
San Diego Gas and Electric Company, Customer Services	184
Interfaith Community Services	168
Aging & Independence Services (AIS), Health and Human Services Agency, County of San Diego	126
Jacobs and Cushman San Diego Food Bank	117
Legal Aid Society of San Diego, Inc	103
Facilitating Access to Coordinated Transportation (FACT)	62
Covered California	61

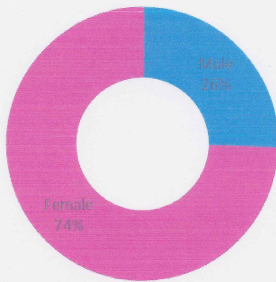
TOP TEN SERVICE	
Home Energy Bill Assistance Program, Campeños Unidos Inc- San Diego Office	294
Benefits and Enrollment for CALFresh, Medi-Cal, 2-1-1 San Diego	282
CALFresh (Food Stamps/SNAP), Health and Human Services Agency, County of San Diego, North Coastal Family Resource Center	118
California Alternate Rates for Energy (CARE) Program	86

Breast Health Specialist	81
Public Benefits Application Mailing Services	77
In-Home Supportive Services, Aging & Independence Services, Health and Human Services Agency, County of San Diego	70
Covered California	61
Transportation Referral Service	61
Legal Services, Legal Aid Society of San Diego, Inc, North County Office	44

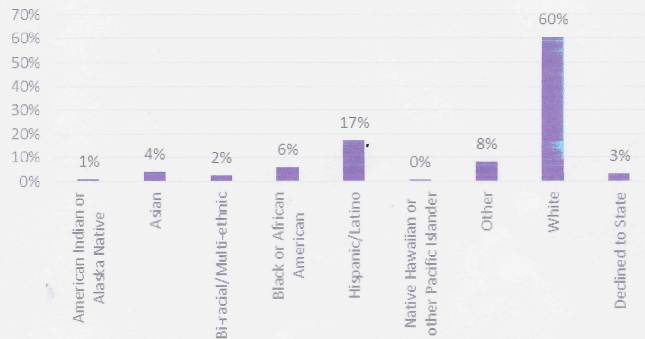
Our Clients

50% of the Seniors who called during this time period have used 2-1-1 services in the past. The majority were female (74%) which is consistent with general 2-1-1 San Diego gender breakdown, and 60% of clients identified themselves as White. Also, the majority of clients claimed to be in a single-person household which is comparison to the general 2-1-1 San Diego data.

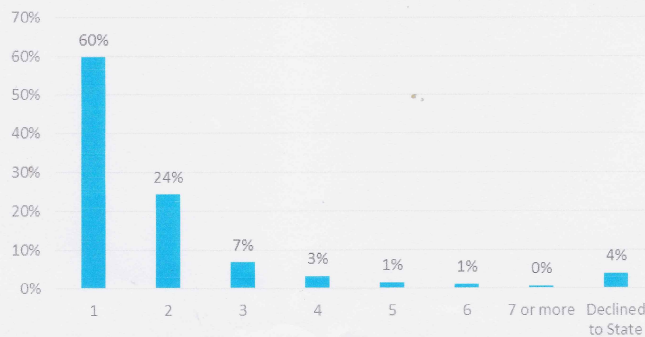
Gender



Ethnicity-Race



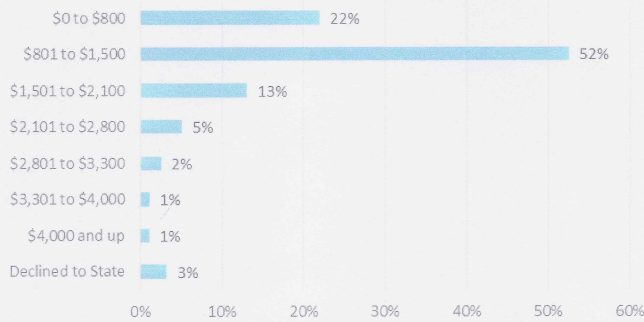
Household Size



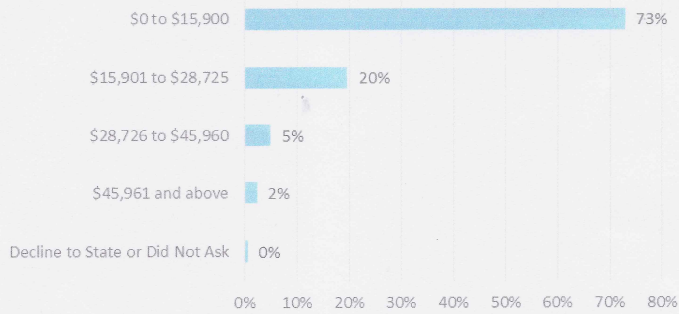
The majority of senior clients in this area, which is also consistent with general 2-1-1 San Diego data, are considered low-income. In alignment with our fiscal year which is a July through June calendar, 2-1-1 San Diego updated questions asked of clients to better align with the Census, United States Department of Housing and Urban Development (HUD), and other agencies. Starting in July 1, 2013 2-1-1 San Diego changed the income

question from monthly income to gross annual income to help us better refer clients to proper resources. In addition with this changed, the annual gross income field is now an open-ended rather than placed into brackets. To place the annual gross income into a chart brackets were created at the 138% and below for household size of one.

Monthly Income



Gross Annual Income



**APPENDIX G - Food Agencies
(GIS map)**

Agency	Street	City	Zip	Provides <u>Free Served</u> Food	Provides <u>Free Take</u> <u>Away Food</u>	Provides <u>Served Food</u> <u>for Cost/ Donation</u>	Provides <u>Take Away</u> <u>Food for Cost/</u> <u>Donation</u>	Other Services	Specify Other Services	Benefits Access
Christ Community Church (Golden Share Pick-up site)**	9535 Kearny Villa Rd., Ste. 101-103	San Diego	92126	No	No	No	Yes	No		No
Escondido Share (Golden Share Pick-up site)	2200 Glenn Ridge Rd.	Escondido	92027	No	No	No	Yes	No		No
Golden Share	N/A			No	No	No	Yes	No		No
Poway Share (Golden Share Pick-up site)**	13094 Civic Center Dr.	Poway	92064	No	No	No	Yes	No		No
Ramona United Methodist Church (Golden Share Pick-up site)**	3394 Chapel Ln.	Ramona	92065	No	No	No	Yes	No		No
San Luis Rey United Methodist Church (Golden Share Pick-up site)**	5570 Old Ranch Rd.	Oceanside	92057	No	No	No	Yes	No		No
Hope Food Bank	935 W. Mission St., Ste. F	Escondido	92025	No	No	No	Yes	No		Yes
Fallbrook Senior Citizens Service Center	399 Heald Ln.	Fallbrook	92028	No	No	No	Yes	Yes	Meal delivery to home for cost/ donation	No
City of Encinitas Senior Center	1140 Oakcrest Park Dr.	Encinitas	92024	No	No	Yes	No	No		No
City of San Marcos Senior Center	111 W. Richmar Ave.	San Marcos	92069	No	No	Yes	No	No		No
Oceanside Senior Citizens Association	455 Country Club Ln.	Oceanside	92054	No	No	Yes	No	No		No
Union of Pan Asian Communities (EMASS Community Center)	200 N. Ash St., Ste. 100	Escondido	92027	No	No	Yes	No	No		No

Escondido Clubhouse	474 W. Vermont Ave., Ste. 105	Escondido	92025	No	No	Yes	No	No		
City of Carlsbad Senior Center	799 Pine Ave.	Carlsbad	92008	No	No	Yes	No	Yes	Meal delivery to home for cost/ donation	No
City of Vista Senior Center	1400 Vale Terrace Dr.	Vista	92084	No	No	Yes	No	Yes	Meal delivery to home for cost/ donation	No
Poway Senior Center	13094 Civic Center Dr.	Poway	92064	No	No	Yes	No	Yes	Meal delivery to home for cost/ donation	No
Ramona Senior Center	434 Aqua Ln.	Ramona	92065	No	No	Yes	No	Yes	Meal delivery to home for cost/ donation	No
Joslyn Senior Center	210 Park Ave.	Escondido	92025	No	No	Yes	No	Yes	Meal delivery	
St. Andrew's Episcopal Church	980 Balour Dr.	Encinitas	92024	No	Yes	No	No	No		No
Buckheart Ranch	16881 Old Survey Rd.	Escondido	92025	No	Yes	No	No	No		No
Casa Del Sol Clubhouse	1157 30th St.	San Diego	92154	No	Yes	No	No	No		No
Christian Credit Counselors	5838 Edison Plc.	Carlsbad	92008	No	Yes	No	No	No		No
Community Christian Service Agency	4167 Rappahannock Ave.	San Diego	92117	No	Yes	No	No	No		No
Food Resource Center, Vista	917 E. Vista Way	Vista	92084	No	Yes	No	No	No		No
Grandon Village	1607 Grandon Ave.	San Marcos	92078	No	Yes	No	No	No		No
Laurel Tree Apartments	1307 Laurel Tree Ln.	Carlsbad	92011	No	Yes	No	No	No		No
Mision Vida Nueva	980 N. Ash St.	Escondido	92027	No	Yes	No	No	No		No
Mountain Manna	2898 Hwy. 78	Julian	92036	No	Yes	No	No	No		No
North County Church of Christ	130 Woodard Ave.	Escondido	92025	No	Yes	No	No	No		No
North County Food Bank	680 Rancheros Dr., Ste. 100	San Marcos	92069	No	Yes	No	No	No		No
Office of Social Concerns, Mission San Luis Rey Parish	4070 Mission Ave.	Oceanside	92057	No	Yes	No	No	No		No

Solana Beach Presbyterian Church	120 Stevens Ave.	Solana Beach	92075	No	Yes	No	No	No	No	No
Southern California Tribal Chairmen's Association	33509 Valley Center Rd.	Valley Center	92082	No	Yes	No	No	No	No	No
Feeding America	9455 Waples St., Ste. 135	San Diego	92121	No	Yes	No	No	No	No	Yes
North County Lifeline, Inc.	200 Michigan Ave.	Vista	92084	No	Yes	No	No	No	No	Yes
North County Solutions for Change	722 W. California Ave.	Vista	92083	No	Yes	No	No	No	No	Yes
Pilgrim Church	2020 Chestnut Ave.	Carlsbad	92008	No	Yes	No	No	No	No	Yes
San Diego Food Bank	9850 Distribution Ave.	San Diego	92121	No	Yes	No	No	No	No	Yes
Feeding America Mobile Pantry (Bonsall)**	4980 Sweetgrass Ln.	Bonsall	92003	No	Yes	No	No	No	No	
Feeding America Mobile Pantry (Fallbrook)**	2560 Rainbow Valley Blvd.	Fallbrook	92028	No	Yes	No	No	No	No	
Feeding America Mobile Pantry (Pauma Valley)**	16650 Hwy. 76	Pauma Valley	92061	No	Yes	No	No	No	No	
Feeding America Mobile Pantry (San Marcos)**	332 E. Olive St.	San Marcos	92069	No	Yes	No	No	No	No	
Salvation Army, Oceanside	3935 Lake Blvd.	Oceanside	92056	No	Yes	No	No	No	No	
St. Barnabas Episcopal Church	850 Palm Canyon Dr.	Borrego Springs	92004	No	Yes	No	No	No	No	
Bobier Elementary**	220 W. Bobier Dr.	Vista	92083	No	Yes	No	No	No	No	
Calvary Chapel of Julian	4367 Hwy. 78	Julian	92036	No	Yes	No	No	No	No	
Hope Vineyard Christian Fellowship	850 Main St.	Ramona	92065	No	Yes	No	No	No	No	
Julian Town Hall	2129 Main St.	Julian	92036	No	Yes	No	No	No	No	
Libby Elementary**	423 W. Redondo Dr.	Oceanside	92057	No	Yes	No	No	No	No	
Mary Fay Pendleton Elementary**	110 Marine Dr.	Oceanside	92058	No	Yes	No	No	No	No	
Maryland Elementary**	700 N. Ave.	Vista	92083	No	Yes	No	No	No	No	
Mission Elementary**	2100 Mission Ave.	Oceanside	92058	No	Yes	No	No	No	No	
Salvation Army, Escondido	1301 Las Villas Way	Escondido	92026	No	Yes	No	No	No	No	
San Marcos Elementary**	300 W. San Marcos Blvd.	San Marcos	92069	No	Yes	No	No	No	No	

Stuart Mesa Elementary**	100 Yamanako Way	Oceanside	92058	No	Yes	No	No	No		
Vintage Pointe	1701 Bush St.	Oceanside	92058	No	Yes	No	No	No		
Fallbrook Food Pantry	1042 S. Mission Rd.	Fallbrook	92028	No	Yes	No	No	Yes	Holiday/meal foods	No
Mama's Kitchen	3960 Home Ave.	San Diego	92105	No	Yes	No	No	Yes	Meal delivery to home for free; holiday/meal foods	No
Ramona Food & Clothes Closet	773 Main St.	Ramona	92065	No	Yes	No	No	Yes	Vouchers; Holiday meals/food	No
St. John the Evangelist Catholic Church	1001 Encinitas Blvd.	Encinitas	92024	No	Yes	No	No	Yes	Holiday/meal foods	No
The Angel's Depot, Inc.	1495 Poinsettia Ave., Ste. 151	Vista	92081	No	Yes	No	No	Yes	Holiday/meal foods	No
Community Resource Center	650 2nd St.	Encinitas	92024	No	Yes	No	No	Yes	Holiday/meal foods	Yes
Alvin Dunn Elementary**	3797 La Miranda Dr.	San Marcos	92078	No	Yes	No	Yes	No		
Oceanside Senior Center	455 Country Club Ln.	Oceanside	92054	No	Yes	Yes	No	No		No
North County Inland Older Adult Center	15905 Pomerado Rd.	Poway	92064	Yes	No	No	No	No		No
Rancho Bernardo Senior Services**	16769 Bernardo Center Dr.	San Diego	92128	Yes	No	No	No	No		No
Bread of Life Rescue Mission	1919 Apple St., Ste. I	Oceanside	92049	Yes	Yes	No	No	No		Yes
Calvary Chapel Hidden Valley*	2449 S. Centre Pkwy.	Escondido	92025	Yes	Yes	No	No	No		
St. Francis of Assisi Catholic Church	525 W. Vista Way	Vista	92083	Yes	Yes	No	No	Yes	Vouchers	No
Interfaith Community Services - Coastal Service Center	2195 Oceanside Blvd.	Oceanside	92054	Yes	Yes	No	No	Yes	Holiday/meal foods	Yes
Interfaith Community Services - The Betty & Melvin Cohn Center	550 W. Washington Ave., Ste. B	Escondido	92025	Yes	Yes	No	No	Yes	Holiday/meal foods	Yes
Brother Benno's	3260 Production Ave.	Oceanside	92054	Yes	Yes	No	No	Yes	Holiday/meal foods	
Jewish Family Service of San Diego*	4855 College Ave.	San Diego	92115	Yes	Yes	Yes	Yes	Yes	Holiday/meal foods	Yes

*Location of food service may vary. Contact agency for details.

**Information not verified). Contact agency for details.

APPENDIX H - Grocery Stores (GIS map)



Grocery Store North of 56	Street	City	State	Zip
99c store	145 S. El Camino Real	Encinitas	CA	92024
99c store	1266 E. Valley Pkwy.	Escondido	CA	92027
99c store	1036 Mission Ave.	Oceanside	CA	92054
99c store	12369 Poway Rd.	Poway	CA	92064
99c store	155 S. Rancho Santa Fe Rd.	San Marcos	CA	92078
99c store	705 E. Vista Way	Vista	CA	92084
Albertsons	955 Carlsbad Village Dr.	Carlsbad	CA	92008
Albertsons	7660 El Camino Real	Carlsbad	CA	92009
Albertsons	2707 Via De La Valle	Del Mar	CA	92014
Albertsons	1570 W. Valley Pkwy.	Escondido	CA	92027
Albertsons	1509 E. Valley Pkwy.	Escondido	CA	92027
Albertsons	1133 S. Mission Rd.	Fallbrook	CA	92028
Albertsons	4150 Oceanside Blvd.	Oceanside	CA	92056
Albertsons	3450 Marron Rd.	Oceanside	CA	92056
Albertsons	3925 Mission Ave.	Oceanside	CA	92058
Albertsons	14837 Pomerado Rd.	Poway	CA	92064
Albertsons	1459 Main St.	Ramona	CA	92065
Albertsons	12475 Rancho Bernardo Rd.	San Diego	CA	92128
Albertsons	14340 Penasquitos Dr.	San Diego	CA	92129
Albertsons	7895 Highland Village Plc.	San Diego	CA	92129
Albertsons	151 Woodland Pkwy.	San Marcos	CA	92069
Albertsons	1929 W. San Marcos Blvd.	San Marcos	CA	92078
Albertsons	1571 San Elijo Rd. S.	San Marcos	CA	92078
Albertsons	1601 S. Melrose Dr.	Vista	CA	92081
Albertsons	1301 E. Vista Way	Vista	CA	92084
Boney's Marketplace	1820 Oceanside Blvd.	Oceanside	CA	92054
Food4Less	644 N Broadway	Escondido	CA	92025
Food4Less	500 Hacienda Dr.	Vista	CA	92081
Fresh & Easy	415 N. Ash St.	Escondido	CA	92027
Fresh & Easy	1101 S. Main	Fallbrook	CA	92028
Fresh & Easy	1640 Oceanside Blvd.	Oceanside	CA	92054
Fresh & Easy	4908 N. River Rd.	Oceanside	CA	92057
Fresh & Easy	945 E. Vista Way	Vista	CA	92084
Gonzalez Northgate Market	606 N. Escondido Blvd.	Escondido	CA	92025
Gonzalez Northgate Market	1346 S. Mission Rd.	Fallbrook	CA	92028
Gonzalez Northgate Market	1150 E. Vista Way	Vista	CA	92084
Major Market	1855 S. City Centre Pkwy.	Escondido	CA	92025
Major Market	845 S. Main Ave.	Fallbrook	CA	92028
Primo Foods	1535 W. Vista Way	Vista	CA	92083

Ralphs	7140 Avenida Encinas	Carlsbad	CA	92011
Ralphs	125 N. El Camino Real	Encinitas	CA	92024
Ralphs	2417 E. Valley Pkwy.	Escondido	CA	92027
Ralphs	1702 Oceanside Blvd.	Oceanside	CA	92054
Ralphs	4251 Oceanside Blvd.	Oceanside	CA	92056
Ralphs	3533 Cannon Rd.	Oceanside	CA	92056
Ralphs	101 Old Grove Rd.	Oceanside	CA	92057
Ralphs	10525 4s Commons Dr.	San Diego	CA	92127
Ralphs	11875 Carmel Mtn. Rd.	San Diego	CA	92128
Ralphs	3455 Del Mar Heights Rd.	San Diego	CA	92130
Ralphs	306 S. Twin Oaks Valley Rd.	San Marcos	CA	92078
Smart & Final	479 Encinitas Blvd.	Encinitas	CA	92024
Smart & Final	395 N. Escondido Blvd.	Escondido	CA	92025
Smart & Final	1737 Oceanside Blvd.	Oceanside	CA	92054
Smart & Final	770 W. San Marcos Blvd.	San Marcos	CA	92078
Sprouts	2618 El Camino Real	Carlsbad	CA	92008
Sprouts	3243 Camino de los Coches	Carlsbad	CA	92009
Sprouts	1327 Encinitas Blvd.	Encinitas	CA	92024
Sprouts	510 W 13th Ave.	Escondido	CA	92025
Sprouts	471 College Blvd., Ste. 1	Oceanside	CA	92057
Sprouts	13536 Poway Rd.	Poway	CA	92064
Sprouts	15727 Bernardo Heights Pkwy.	Rancho Bernardo	CA	92128
Sprouts	149 S. Las Posas Rd.	San Marcos	CA	92078
Sprouts	659 Lomas Santa Fe Dr.	Solana Beach	CA	92075
Stater Bros.	2687 Gateway Rd.	Carlsbad	CA	92010
Stater Bros.	1048 N. El Camino Real	Encinitas	CA	92024
Stater Bros.	635 N. Broadway	Escondido	CA	92025
Stater Bros.	3770 Mission Ave.	Oceanside	CA	92054
Stater Bros.	2170 Vista Way	Oceanside	CA	92054
Stater Bros.	13589 Poway Rd.	Poway	CA	92064
Stater Bros.	1674 Main St.	Ramona	CA	92065
Stater Bros.	9909 Carmel Mtn. Rd.	San Diego	CA	92129
Stater Bros.	1330 E. Mission Rd.	San Marcos	CA	92069
Stater Bros.	780 Sycamore Ave.	Vista	CA	92081
Stater Bros.	1451 N. Santa Fe Ave.	Vista	CA	92084
Target	1010 N. El Camino Real	Encinitas	CA	92024
Target	1280 Auto Park Way	Escondido	CA	92029
Target	2255 S. El Camino Real	Oceanside	CA	92054
Target	14823 Pomerado Rd.	Poway	CA	92064
Target	3150 Business Park Dr.	Vista	CA	92081
Target	1751 University Dr.	Vista	CA	92083
Trader Joe's	2629 Gateway Rd.	Carlsbad	CA	92008

Trader Joe's	115 N. El Camino Real	Encinitas	CA	92024
Trader Joe's	1885 S. Centre City Pkwy.	Escondido	CA	92025
Trader Joe's	2570 Vista Way	Oceanside	CA	92054
Trader Joe's	11955 Carmel Mtn. Rd.	San Diego	CA	92128
Vallarta Supermarket	1315 E Valley Pkwy.	Escondido	CA	92027
Valu Plus Food Warehouse	1527 Mission Ave.	Oceanside	CA	92054
Vons	2560 El Camino Real	Carlsbad	CA	92008
Vons	985 Tamarack Ave.	Carlsbad	CA	92008
Vons	6951 El Camino Real	Carlsbad	CA	92009
Vons	2606 Del Mar Hts. Rd.	Del Mar	CA	92014
Vons	453 Santa Fe Dr.	Encinitas	CA	92024
Vons	262 N. El Camino Real	Encinitas	CA	92024
Vons	351 W. Felicita Ave.	Escondido	CA	92025
Vons	330 W. El Norte Pkwy.	Escondido	CA	92026
Vons	1000 W. El Norte Pkwy.	Escondido	CA	92027
Vons	2345 E. Valley Pkwy.	Escondido	CA	92027
Vons	845 College Blvd.	Oceanside	CA	92057
Vons	11986 Bernardo Plaza Dr.	San Diego	CA	92128
Vons	13255 Black Mtn. Rd.	San Diego	CA	92129
Vons	3850 Valley Centre Dr.	San Diego	CA	92130
Vons	4627 Carmel Mtn. Rd.	San Diego	CA	92130
Vons	671 S. Rancho Santa Fe	San Marcos	CA	92078
Vons	931 Lomas Santa Fe Dr.	Solana Beach	CA	92075
Vons	940 S. Santa Fe	Vista	CA	92083
Walmart	2100 Vista Way	Oceanside	CA	92054
Walmart	705 College Blvd.	Oceanside	CA	92057
Walmart	3405 Marron Rd.	Oceanside	CA	92058
Walmart	13425 Community Rd.	Poway	CA	92064
Walmart	732 Center Dr.	San Marcos	CA	92069
Walmart	1800 University Dr.	Vista	CA	92083
Whole Foods	687 S. Coast Hwy. 101	Encinitas	CA	92024
Farmers Market	Street	City	State	Zip
Borrego Springs Chamber of Commerce	Christmas Circle and Palm Canyon Dr.	Borrego Springs	CA	92004
Carlsbad Village	2930 Roosevelt St.	Carlsbad	CA	92008
Del Mar	1050 Camino Del Mar	Del Mar	CA	92014
Del Mar Flower Hill	2720 Via de la Valle	Del Mar	CA	92014
Leucadia/Encinitas	185 Union St.	Encinitas	CA	92024
Escondido	Grand and Juniper	Escondido	CA	92025
Sikes Adobe (Escondido)	12655 Sunset Dr.	Escondido	CA	92025
Welk (Escondido)	8860 Lawrence Welk Dr.	Escondido	CA	92026
Fallbrook	102 S. Main St.	Fallbrook	CA	92028
Julian	4470 Hwy. 78	Julian	CA	92036

Oceanside	Pier View Way and Coast Hwy. 101	Oceanside	CA	92054
Oceanside Sunset	Tremont and Pier View Way	Oceanside	CA	92054
Poway	14134 Midland Rd.	Poway	CA	92074
Ramona	1855 Main St.	Ramona	CA	92065
Rancho Santa Fe Del Rayo	16079 San Dieguito Rd.	Rancho Santa Fe	CA	92067
Rancho Bernardo	13330 Paseo Del Verano N.	San Diego	CA	92128
Cal State San Marcos	333 S. Twin Oaks Valley Rd.	San Marcos	CA	92096
Solana Beach	410 S. Cedros Ave.	Solana Beach	CA	92075
Vista	325 S. Melrose Dr.	Vista	CA	92081
Community Garden	Street	City	State	Zip
Carlsbad	750 Laguna Dr.	Carlsbad	CA	92008
Eastside (Oceanside)	Pier View and Wetzel St.	Oceanside	CA	92057
Escondido Senior Gardener's Club	West side Center City Pkwy.	Escondido	CA	92025
Fallbrook	1800 Alturas Way	Fallbrook	CA	92028
Ivey Ranch (Oceanside)	110 Rancho Del Oro Dr.	Oceanside	CA	92057
North County Services Community Garden	4510 N. River Rd.	Oceanside	CA	92057
Poway Valley	Vista View Dr.	Poway	CA	
Proyecto Cosecha Nuestra/South Escondido Garden	1540 S. Escondido Blvd.	Escondido	CA	92025
San Marcos/Fulton House Community Ctr.	1263 Fulton Rd.	San Marcos	CA	92069
The Labryinth	1010 12th St.	Ramona	CA	92065

APPENDIX I – North County Food Distribution Sites

 Senior Food Distribution Sites 	
Escondido	
	<p>Meals on Wheels for Seniors 60+ 760-736-9900</p> <p>Two meals delivered to your door for \$7.00 per day. Meals delivered 3 - 7 days a week. Short or long term service available</p>
	<p>Interfaith Community Services 550 W. Washington Avenue Escondido, CA 92025 760-489-6380</p> <p>Monday - Friday 8:00 am - 10:00 am Food distributed every 2 months, not to exceed 6X a year</p>
	<p>North County Church of Christ 130 Woodward Ave. Escondido, CA 92025</p> <p>3rd Tuesday - Start giving #'s at 3:00 pm 4:00 pm - 6:00 or until food is distributed Behind Walgreens</p>
	<p>Buckheart Ranch 16881 Old Survey Road Escondido, CA 92025</p> <p>Fridays at 4:00 p.m. Requires photo ID. Lottery numbers drawn at 4:00 pm.</p>
	<p>North County Food Bank - Mission Vida Nueva Pioneer Elementary School 980 N. Ash, Escondido, CA 92027</p> <p>Every Saturday at 12:30 pm Arrive at 7:00 am to pick up ticket. Corner of Lincoln Avenue and Ash Street</p>
	<p>Senior Food Program Escondido Joslyn Senior Center 210 Park Ave., Escondido, CA 92025 866-350-3663 or call 211</p> <p>Apply in person at Escondido Joslyn Senior Center. Requires Photo ID, Proof of Income, Proof of Address Seniors 60+ 4th Monday of each month - 9:00 am - 12:00 pm</p>
	<p>Calvary Chapel Hidden Valley Food Pantry 2449 S. Center City Parkway Escondido, CA 92025-7002</p> <p>Tuesdays 9:00 a.m. - 11:00 a.m. One Bag of Food + Hot Meal</p>
	<p>Escondido Joslyn Senior Center 210 E. Park Avenue Escondido, CA 92005</p> <p>Pick up application M-F 8:00 a.m. - 3:00 p.m. \$980 mo. or below to qualify 60+ years Food distributed 3rd Monday of the month</p>
San Marcos	
	<p>The Movement Church 1609 Capalina Road San Marcos, CA 92069</p> <p>Every 1st and 3rd Tuesday of the month 1:00 pm - 2:30 pm</p>
92069, 92078, 92096	<p>North County Baptist Church 842 Nordal Road San Marcos, CA 92069</p> <p>3rd Tuesday of the month 12:00 pm - 3:00 pm Between Pine Heights Way and Center Drive</p>
	<p>Palomar Korean Church 245 North Rancho Santa Fe San Marcos, CA 92069</p> <p>3rd Tuesday 12:00 pm - 3:00 pm</p>

★ Senior Food Distribution Sites (continued) ★

Oceanside

92055, 92056, 92057, 92058	Salvation Army 760-631-8212 3935 Lake Blvd. Oceanside, CA 92056	Monday - Friday 9:00 am - 12:00 pm (between Esplanade St. and Mira Monte Dr.)
92054, 92055, 92056, 92057, 92058	Brother Benno's Foundation 3260 Production Ave. Oceanside, CA 92008	Monday - Friday 6:30 am - 11:00 am
92054	Crown Heights Center 1210 Division Street Oceanside, CA 92054	Monday 9:00 am - 8:00 pm
92054 Income Based	Joe Balderrama Recreation Center 709 San Diego Street Oceanside, CA 92054 760-435-5530	Register one time only 1st Tuesday of the month 2:00 pm - 5:30 pm Requires Birth Certificates of Children 55+/disabled/homeless/families
92067	Libby Lake Center 4700 North River Road Oceanside, CA 92057	Wednesday 10:00 am - 4:00 pm
92055, 92056, 92057, 92058	Oceanside Senior Center 455 Country Club Lane Oceanside, CA 92055	Last Wednesday of the month 1:30 pm - 2:15 pm Seniors 60+
	Bread of Life Rescue Mission 1919 Apple St., Ste. 1 Oceanside, CA 92049	1st and 3rd Tuesday of the month 4:00 - 6:00 p.m. Registration and possible drug screening
	Interfaith Community Services 2195 Oceanside Blvd. Oceanside, CA 92054	Monday - Friday 9:00 a.m. - 11:45 a.m. 1:00 p.m. - 3:45 p.m.
	Office of Social Concerns Mission San Luis Rey Parish 4070 Mission Ave. Oceanside, CA 92057	Appointment and Application Proof of Oceanside residency, photo ID One Package every 3 months
	Oceanside Senior Center 455 Country Club Lane Oceanside, CA 92054 760-435-5250	60+ or 55+ if disabled \$985. or less to qualify Call for food distribution schedule
Ramona		
	Ramona Food and Clothes Closet 773 Main Street Ramona, CA 92065	Pick up application M-F 2:30 p.m. - 4:30 p.m. Food Distributed once a month Call for schedule

★ Senior Food Distribution Sites (continued) ★

Vista		
92083, 92081, 92084, 92085	Vista Spanish SDA Adventist Church 254 West Indian Rock Vista, CA 92083	3rd Tuesday of the month 12:00 - 3:00 pm Start giving #'s at 8:00 am
	Catholic Charities 917 East Vista Way Vista, CA 92084 760-631-4792	Monday - Friday 9:00 am - 12:00 pm 1:00 pm - 4:00 pm
92025, 92026, 92028, 92069, 92081, 92082, 92083, 92096	The Angels' Depot 1497 Poinsettia Avenue, Ste. 158 Vista, CA 92081	Monday - Friday 8:00 am - 5:00 pm Age 60+ or 55 and disabled or on SS
	Vista Samoan Church 1175 Melrose Way Vista, CA 92081	Every 1st, 3rd, and 5th Monday of the month. Begins at 2:00 pm until all food is distributed
	North County Lifeline, Inc. Family Self-Sufficiency 200 Michigan Ave. Vista, CA 92084	Monday - Friday 8:30 a.m. - 5:00 p.m.
	St. Francis of Assisi Catholic Church 525 W. Vista Way Vista, CA 92083 760-945-8000	Monday - Friday 8:45 a.m. - 10:00 a.m. Saturday 7:00 a.m. - 8:00 a.m. Monday Soup Kitchen 5:00 p.m. - 6:00 p.m.
	Vista Senior Center 1400 Vale Terrace Drive Vista, CA 92084	Pick up application M-F - 8:00 a.m. - 4:30 p.m. Food distributed 2nd Wednesday of the month 9:00 a.m. - 11:00 a.m.
Solana Beach		
92074, 92075, 92067, 92007, 92091	North Coast Fellowship 940 Genevieve Avenue Solana Beach, CA 92075	3rd Tuesday 4:30 pm - 7:30 pm Corner of Camino Santa Fe and Ida Street
Carlsbad		
92009, 92008, 92010, 92011	Community Resource Center for Pilgrim 2020 Chestnut Carlsbad, CA 92008	3rd Tuesday 2:00 pm - 3:00 pm By Carlsbad High School
92009, 92008, 92010, 92011	Laurel Tree Apartments 1307 Laurel Tree Lane Carlsbad, CA 92009	3rd Tuesday 4:00 pm - 6:00 pm Inside apartment clubhouse
92074, 92075, 92067, 92007, 92091	North Coast Fellowship 940 Genevieve Avenue Solana Beach, CA 92075	3rd Tuesday 4:30 pm - 7:30 pm Corner of Camino Santa Fe and Ida Street
	Christian Credit Counselors Food Pantry 5838 Edison Place Carlsbad, CA 92008	

APPENDIX J
Master List of Relevant Organizations
Potential Partners and Collaborators for NCSC Program

Please note:

- *This list is based on the needs assessment and asset mapping conducted from January to April 2014*
- *This list, while thorough, is not 100% comprehensive and is subject to change. It can and should be continually updated as changes occur throughout the 3-year grant cycle.*
- *** indicates the organizations participated in this research, either as respondent or assisted with information*

SENIOR CENTERS

Carlsbad Senior Center **
 Encinitas Community and Senior Center **
 Escondido Senior Center (Park Avenue Community Center) **
 Fallbrook Senior Center
 Oceanside Senior Center (Country Club Senior Center) **
 Oceanside Senior Center (El Corazon Senior Center) **
 Rancho Santa Fe Senior Center **
 San Marcos Senior Center **
 San Marcos Senior Center (Westside Center at Grandor Village)
 Solana Beach Senior Center (Solana Beach Presbyterian Church) **
 Vista Senior Center (Gloria E. McClellan Senior Center)
 Westside Senior Center at Grandon Village

MOBILE HOME PARKS/SENIOR APARTMENT COMPLEXES (research participants only)

Millennium Housing **
 Palomar Estates Mobile Home Park **
 Park Avenue Community Center (Escondido) **

SENIOR SERVICES

Alliance for Regional Solutions **
 Alpha Project
 American Society on Aging
 Angel's Depot **
 Bayside Senior Services, Bayside Community Center
 Catholic Charities
 ElderHelp **
 ElderLaw **
 Episcopal Community Services
 Foundation for Senior Care

APPENDIX J – (cont'd)

Glenner Memory Care Center **
 Humane Society
 Interfaith Community Services **
 Keepsake Companions
 Oasis Escondido
 San Diego Center for the Blind
 Senior Service Council (Escondido)
 Southern Caregiver Resource Center **
 The ARC of San Diego (North County)
 United Way's INFO /North Country Coastal
 UPAC (Union of Pan Asian Communities), Elder Multicultural Access & Support Services Program **
 Veterans Assistance of San Diego (Interfaith Community Services)

TRANSPORTATION

Alliance for Regional Solutions **
 Carlsbad Senior Center **
 Council on Access and Mobility (CAM)
 Facilitating Access to Coordinated Transportation (FACT) **
 Foundation for Senior Care
 North County Transit District (LIFT & FLEX programs) **
 Oceanside Senior Center (Country Club Senior Center) **
 Oceanside Senior Center (El Corazon Senior Center) **
 San Diego County Volunteer Drive Coalition
 San Marcos Senior Center **
 Solana Beach Senior Center (Solana Beach Presbyterian Church) **
 On the Go (Jewish Family Service)
 STRIDE San Diego
 Vista Senior Center (Gloria E. McClellan Senior Center)
 Volunteer Driver Coalition

FOOD

Alliance for Regional Solutions **
 Alpha Project
 Angel's Depot **
 Bayside Senior Services, Bayside Community Center
 Brother Benno's
 Carlsbad Senior Center **
 Catholic Charities
 Encinitas Senior Center **
 Feeding America

APPENDIX J – (cont'd)

Interfaith Community Services **
 Meals on Wheels (North County) **
 North County Community Services **
 North County Food Bank
 San Marcos Senior Center **
 Solana Beach Senior Center (Solana Beach Presbyterian Church) **
 Vista Senior Center (Gloria E. McClellan Senior Center) **

HEALTH/MENTAL HEALTH

The Glenner Memory Care Centers **
 Aurora Behavioral Health Care **
 Beyond the Sky Solutions
 Bridges to Recovery - UCSD
 Cal State San Marcos, Institute for Palliative Care
 California Aging Council
 Healthy City California
 Neighborhood Healthcare
 North Coastal Mental Health Center
 North County Lifeline
 North Inland Mental Health Center
 Palomar Health
 San Diego State University - College of Health & Human Services
 San Diego State University - Gerontology
 Sharp - Mental Health
 Tri-City Medical Center
 UCSD - Stein Institute for Research on Aging
 UCSD - School of Medicine
 Vista Community Clinic

FUNDERS

Alliance Healthcare Foundation (Innovation Grant)
 Archstone Foundation
 Gary and Mary West Foundation
 Leichtag Foundation
 Palomar Health Foundation
 Rancho Santa Fe Foundation **
 San Diego Foundation
 San Marcos Senior Services Foundation
 Tri-City Hospital Foundation

APPENDIX J – (cont'd)**GOVERNMENT**

City of San Marcos
 City of Oceanside
 City of Vista
 County of San Diego -Social Services Advisory Council
 County of San Diego Health and Human Services - Aging and Independence Services **
 National Council on Aging
 Project Care - You Are Not Alone (SD County/Sheriff)
 Project Care (Interfaith Community Services) Vista **
 SANDAG **
 San Diego Sheriff
 Senior Services, City Of Carlsbad
 State Board for Senior Centers

RESOURCES

AARP
 Braille Institute of America
 City of San Antonio Department of Human Services Senior Services
 Community Housing Works
 ElderHelp **
 ElderLaw **
 Foundation for Senior Care
 Intergenerational Council
 LiveWell San Diego **
 Naturally Occurring Retirement Communities (NORCs)
 North County Action Network (NorCAN) **
 North County Community Leadership Team
 North County Labor Connection
 Palomar College **
 Project Care - administered by various cities and nonprofit organizations
 Redwood Elderlink
 SANDAG **
 San Marcos Senior Services Foundation
 Senior Service Council (Escondido)
 Serving Seniors (Formerly Senior Community Services) **
 Southern Caregiver Resource Center **
 United Way's INFO /North County Coastal
 211 **
 University of San Diego **
 UPAC, Positive Solutions Program **
 Village to Village Network

APPENDIX J – (cont'd)**ACADEMIC**

Cal State San Diego
Cal State San Marcos
Cal State San Marcos - School of Nursing, Institute for Palliative Care
Mira Costa College
Palomar College **
San Diego State University - Gerontology
University of California, San Diego - Stein Institute for Research on Aging
University of California, San Diego –School of Medicine
University of San Diego **

FAITH CENTERS

Those located in the targeted area of Oceanside, Carlsbad, Vista, and San Marcos

Anglican Church of the Resurrection
All Saints American Catholic Church
All Saints Episcopal Church
Christian Life Church
Church of Christ Vista
Church of Jesus Christ of LDS – Santa Fe Hills Ward
Church on the Coast
Cornerstone Church
Faith Lutheran Church
Father's House
First Christian Church
Holy Cross Church
Life Christian Church
Maranatha
Meadowlark Community Church
New Vision Christian Ministries
North Coast Church **
Palomar Heights Church
Rancho Del Rey
St. Peter's Episcopal
United Pentecostal
Vista Christian Fellowship

APPENDIX J – (cont'd)

OTHER FAITH CENTERS IN NORTH COUNTY

SAN MARCOS

Baha'is of San Marcos
Christward Ministry, Inc
Crossroads Christian Reformed Church
Grace Episcopal Church
Harvest Orthodox Presbyterian
Hidden Valley Zen Center
Mission Hills Church - San Marcos
Mission United Methodist Church of San Marcos
New Creation Christian Assembly
North County Baptist Church - San Marcos
Priority Christian Challenge - San Marcos
San Marcos Lutheran Church
St. Mark's Roman Catholic Church
Summit Christian Church
The Father's House
The Movement Church
The Oaks Christian Church
United Church of Lake San Marcos

VISTA

B'nai Tikvah Congregation
Center for Spiritual Living
Christian Resting Place Ministries
Compass Community Church
Emmanuel Baptist Church
Faith Lutheran Church
First Church of Christ, Scientist
First Lutheran Church of Vista
Grace Covenant Church
Grace Presbyterian Church
Hope Church
Iglesia Cristiana de Restauracion
Islamic Movement of North America
Lifeway Church
Melrose Church of Christ
New Community Church of Vista
New Vision Christian Ministries International

APPENDIX J – (cont'd)

Oak Hills Covenant Church
Palomar Unitarian Universalist Fellowship
St. Francis Catholic Church
Stonebrooke Church
The River Family Church
Tri-City Church
United Methodist Church of Vista
Unity Way Church
Valley Bible Church
Vista Assembly
Vista Buddhist Temple
West Coast Baptist Church

ESCONDIDO

First United Methodist Church of Escondido

ENCINITAS

Baha'is of Encinitas
Bethlehem Lutheran Church
Church of Jesus Christ of LDS - Torrey Pines YSA Ward
Coastal Christian Center
Encinitas Beach Chapel
North Coast Presbyterian Church
Pacific View Baptist Church
San Dieguito United Methodist Church
Seacoast Community Church
Self Realization Fellowship
St. Andrew's Episcopal Church
St. John's Catholic Church
St. Mark Lutheran Church

SOLANA BEACH

Calvary Lutheran Church
Solana Beach Presbyterian Church
St. James & St. Leo Catholic Community
St. Leo Mission Church
Unitarian Universalist Fellowship of San Dieguito

APPENDIX K

Mapping and Data Resources and References

MAPS:

County of San Diego - Community Features Atlas Series

The Community Features Atlas Series is a comprehensive collection of maps displaying key information about San Diego County. The atlas series provides a look into the various resources, services, and demographics of the County. Importantly, the information presented in these atlases can be used in the assessment of factors involved in community health, as well as the planning of resource allocations.

<http://www.sdcounty.ca.gov/hhsa/programs/phs/documents/CHS-HealthResourcesAtlas.pdf>

Interfaith Services

Map contains community level information including schools Free and Reduced Meal Plans, and locations of Food Agencies in North San Diego County

<http://www.arcgis.com/home/webmap/viewer.html?webmap=47b99ca7493f4e2284b44e5cb20fe1a1&extent=-117.5435,33.0749,-117.159,33.241>

Palomar College

Contains community level information including schools, Free and Reduced Meal Plans, Community Gardens, Farmers Markets, Food Distribution Sites, Medical Clinics, poverty levels, Faith Centers, and locations of Food Agencies in North San Diego County

<http://www.arcgis.com/home/webmap/viewer.html?webmap=f64730bff431441491544df2b4b6dc12&extent=-117.3544,33.0985,-117.1009,33.2218>

Senior Communities Google Maps Interactive

Contains senior residential communities in North County

<https://www.google.com/maps/search/retirement+communities+north+san+diego/@33.2126053,-117.1658877,11z>

Yellow Pages

Contains church locations <http://www.yellowpages.com/>

Zip Codes – San Diego County zip codes by geographical boundaries

http://www.zipmap.net/California/San_Diego_County/Encinitas.htm

APPENDIX K – (cont'd)

DATA AND OTHER:

“Boomers: The Next 20 Years” Article - Helpful insight on the needs of this generation
http://www.iftf.org/fileadmin/user_upload/downloads/boomers_reader_spreads.pdf

California Commission on Aging website – Useful information about Aging in California with some stats and articles
<http://ccoa.ca.gov/Default.htm>

City of San Marcos poverty information

<http://www.city-data.com/poverty/poverty-San-Marcos-California.html>

County/SANDAG

San Diego County demographics profile for 2012 North Coastal Region (Carlsbad, Oceanside, Vista)

http://www.sdcounty.ca.gov/hhsa/programs/phs/documents/CHS-Demographics_NorthCoastal_2014.pdf

Mobile Home Park mapping locations (Oceanside, Carlsbad, Vista, and San Marcos)

San Diego County demographics profile for 2012 North Inland Region (San Marcos)

http://www.sdcounty.ca.gov/hhsa/programs/phs/documents/CHS-Demographics_NorthInland_2014.pdf

Community Health Statistics Unit

The Community Health Statistics Unit meets the data needs of local health professionals, community-based organizations, the general public and County staff for community health statistics.

http://www.sdcounty.ca.gov/hhsa/programs/phs/community_health_statistics/#MAPS

Environmental Systems Research Institute (ESRI) Indexes: Data based on Dunn and Bradstreet numbers as well as aggregate census info for the following areas: Oceanside, Carlsbad, San Marcos, and Vista. Data is for Adults 18+; therefore, senior data has been extrapolated to reflect that population in the areas mentioned. Data referred to include:

- Retail Market Potential
- Net Worth Profiles
- Household Budget Expenditures
- Disposable Income
- Medical Expenses

APPENDIX K – (cont'd)

United States Census Bureau

Aggregate Census Data (2010 and 2011-2014 estimates) - Data related to the 65+ population for the San Diego County region <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>

United Way/AIRS 2-1-1 Report:

Includes calls by cities (Carlsbad, Oceanside, San Marcos, Vista) from February 1, 2013 through February 28, 2014. Purpose of call, referrals provided and needs addressed.

University of Southern California Center for Religion and Civic Culture

2010 San Diego County Ten Largest Faith Groups

<http://crrc.usc.edu/resources/demographics/sandiego.html>

APPENDIX L

Academic and Report References

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