



MAKING EQUITY ENDEMIC IN SOLANO COUNTY

Final Report: June 2022

Recommendations for How
Solano County Can Invest
in Advancing an Equitable
Response and Recovery
from COVID-19, Avoid Future
Outbreaks, and Build Resilience
to Public Health Emergencies

THE BAY AREA REGIONAL HEALTH INEQUITIES INITIATIVE (BARHII)

BARHII is the coalition of the eleven Bay Area public health departments, founded to address the preventable decade-long differences in life expectancy that exist by race, income, and neighborhood. With our member health departments and 250 community partner organizations, we drive innovations in the field and secure public policies for healthier communities, racial justice, and economic prosperity for all.

BARHII is a leader in developing health equity resources and trainings. Our health equity framework, which calls for upstream interventions to reduce differences in life expectancy, has shaped the work of state and local health departments and now regularly appears in public health textbooks. The framework is supported by several implementation guidebooks, including the BARHII Toolkit, which assesses public health department readiness for health equity, and the Social Determinants of Health Indicator Guide. Additional BARHII publications provide research and solutions on a wide range of issues affecting health equity, including housing affordability, economic opportunity, land use, and climate change. BARHII has delivered trainings to thousands of Bay Area public health department staff and their allies. Learn more at www.barhii.org.



INTRODUCTION

In spring 2022, the Bay Area Regional Health Inequities Initiative (BARHII) launched a partnership with Solano County to develop a set of actionable, community-informed, data-driven recommendations for how the Solano County Public Health Department (SCPHD) and the County in its entirety, can advance an equitable response and recovery from COVID-19, avoid future outbreaks, and build resilience to public health emergencies to achieve short- and long-term health equity.

The recommendations and strategies included in this document specifically focus on supporting Black, Indigenous, and People of Color (BIPOC) communities in Solano County. COVID-19 has taken a substantial toll on residents across Solano County. The impacts have been especially severe for populations that have faced long-standing health inequities, particularly Black, Indigenous, Latinx, and Pacific Islander communities. Historically, BIPOC communities have had a greater need for resources to regain stability after acute stressors but often remain under-resourced and underserved. According to the Centers for Disease Control (CDC), cultural, linguistic, and environmental factors including discrimination, healthcare access and use, occupation, education, income, wealth gaps, and housing, among others, are "associated with more COVID-19 cases, hospitalizations, and deaths in areas where racial and ethnic minority groups live, learn, work, play, and worship."¹ These types of disparities have been evident in Solano County. For

example, African Americans comprise 14% of the population, but 19% of all recent Covid-related hospitalizations.² Furthermore, the impacts of the pandemic, and public policies and practices related to the pandemic, have led BIPOC communities to experience disproportionate levels of housing and job insecurity, reduced access to services, and mental health issues. Targeted investments to serve BIPOC communities in Solano County is imperative to advance the health of our communities equitably and fairly.

The priorities we identify in this report build on previous findings and recommendations for advancing community health in Solano County. They are well aligned with the California Public Health Department's COVID-19 Equity Playbook (2021) as well as resources such as Solano County's Community Health Assessment (CHA) (2020) and Community Health Improvement Plan (CHIP) (2017).³ They also align with many other resources regarding equitable response and recovery investment priorities in the Bay Area, including BARHII's COVID-19 Equity Investment Guide (2021), Equitable Response and Recovery Guide (2021), Rapid Response and Rolling Recovery Plan (2020), Embedding Equity into Emergency Operations (2020), and Farther Together: Seven Best Practices for Engaging Communities to Create a Healthy, Resilient Region for All.⁴ We hope that the alignment with previously identified priorities provides Solano County with further evidence of the importance of these measures and supports the dedication of resources to these priorities.

The recommendations contained in this report are also deeply informed by our community engagement process. This process has been equity-centered to ensure future solutions are rooted in the perspectives of Solano County's many diverse communities. To that end, we engaged with community members from a variety of sectors and perspectives, including students and educators, nonprofit organization leaders, community organizers, technical assistance providers, and government officials, most of whom identified as Black, Indigenous, or People of Color. They provided timely and well-informed recommendations based on their professional and/or lived experiences within Solano County and we are grateful for their many contributions.

This document provides suggestions for how Solano County can become a better partner to its BIPOC residents. Marginalized communities have constantly evolved and innovated to build resilience in the face of systems that do not meet their needs. For example, Solano County's Indigenous communities have developed extensive systems to care for each other, including development of financial resources and other assets that benefit the entire county. We hope that the concepts shared in this report support Solano County in 1) identifying and investing in community needs as equity stakeholders express them, and 2) becoming stronger partners to collaborate with equity communities to help them leverage their assets and implement their visions for recovering from the COVID-19 pandemic and building resilience to future stressors.

"There is a considerable amount of people here who are really invisible unless we get out there and start protesting for various reasons. Health is a primary responsibility for our community...but how our health is treated has never been a priority responsibility to those in charge."

- Community Stakeholder

IDENTIFYING CHALLENGES AND OPPORTUNITIES

During the first phase of this project, we gathered information from a variety of sources to identify challenges and opportunities related to fostering an equitable response and recovery from COVID-19 in Solano County and building the community's capacity to avoid future outbreaks and increase resilience to community stressors. These information-gathering activities included a desk audit and stakeholder interviews.

Desk Audit

Goal: Collect, review, analyze, and summarize existing documents and other data from Solano County, including the CHA, CHIP, and recovery investment agendas.

This process provided helpful baseline data about previous County-identified community needs and investment priorities, and perspective from other regional plans. Data included in this report mainly reflects information found in the following reports that we reviewed:

1. Solano County Community Health Assessment report (2020)
2. Solano County Community Health Improvement Plan (2017)
3. Solano County Behavioral Health, Diversity and Equity Annual Report (2022)
4. BARHII's COVID-19 Equity Investment Guides (2020 and 2021)
5. BARHII's Farther Together: Seven Best Practices for Engaging Communities to Create a Healthy, Resilient Region for All (2021)
6. Oakland COVID-19 Racial Disparities Taskforce: Building a Healthy and Equitable Community (2021)

Over the years, Solano County and other regional actors have developed many sets of recommendations and priorities for investment based on community needs. We identified five consistent themes in our desk audit that were particularly relevant for an equitable COVID-19 recovery process:

1. Community engagement, outreach, and connection to resources
2. Economic security (including workforce development, affordable housing, and homelessness)
3. Education (including youth support)
4. Health care (including behavioral health, physical health, and access to care)
5. Training and capacity building

We chose to uplift these themes based on the commonality across sources and alignment with Solano County priority focus areas over time. This list does not encompass all community needs or themes specified by each source. The baseline data and themes informed our next phase of work—engaging with community members to gather real-time perspectives about needs and opportunities during the COVID recovery phase.

Stakeholder Interviews

Goal: Interview key local government leaders, service providers, and other community leaders to identify leverage points for change.

We carried out a variety of community engagement activities to gather perspectives related to the needs and opportunities for equity communities across Solano County. The core of this activity was a series of virtual interviews and a focus group via Zoom conducted in May and June 2022. Twenty-seven people were invited to participate in our interviews. Fourteen individuals participated, including ten stakeholders who participated in 1:1 interviews and four community members who participated in a focus group-style conversation. **Table 1** provides a list of participants and their affiliations. The stakeholder interview questions aligned with the key themes identified from the desk audit. As an outcome to this process, we prepared a Stakeholder Summary, detailing major findings from the interviews. Major findings were organized into six priority investment areas:

1. BIPOC engagement, investments, and involvement
2. Health and mental health, housing and homelessness
3. Youth and family support

4. Recognition and support for BIPOC-led local CBOs
5. Recognition and support for BIPOC businesses
6. Environmental justice, food, and agriculture

We also held several additional sessions to gather community input. These included a facilitated session of the Healthy Solano Collaborative with over 50 attendees (February 2022), a session with the Solano CARES County staff collaborative (March 2022), and a conversation with the Solano Funders Forum (June 2022).

After the gathering of community input, we prepared a draft of our recommendations and circulated this draft to our equity community participants. Through this process, we received very helpful feedback that allowed us to further refine our recommendations.

We also coordinated with staff in the Solano County Public Health Department throughout the process to integrate their insights.

COMMUNITY STAKEHOLDERS INTERVIEWED

Table 1: List of Community Stakeholders

Name	Title	Affiliation
Withheld for privacy	Student	Solano Youth Coalition
Adjoa McDonald	Executive Director	Vallejo Project
Bob Allen	Director of Policy and Advocacy Campaigns	Urban Habitat, Vallejo Housing Justice Coalition
Cristal Little	Organizer	Vallejo Housing Justice Coalition
David Lindsay	Board Member	Common Ground / Nuestro Terreno
Erin Hannigan	Supervisor, District 1	Solano County
Johanna Nowak-Palmer	Program Manager of Youth Development	Solano County Office of Education
Lori Allio	Director of Strategic Partnerships and Advancement	Solano County Office of Foundation
Louis Michael	Founder	Vessels of Vallejo
Melissa Mendoza	Member	7 Generations Intertribal Council
Michele Harris	Executive Director	First 5 Solano
Rhonda Renfro	Founder and CEO	Club Stride
Rob Reason	Community Activist	
Tamuri Richardson	President	Black Chamber of Solano County

INVESTMENT RECOMMENDATIONS

COVID-19 has taken a substantial toll on residents across Solano County. The impacts have been especially severe for populations that have faced long-standing health inequities, particularly Black, Indigenous, Latinx, and Pacific Islander communities.

Fortunately, Solano County is receiving federal and state funding to support COVID-19 recovery and may have other sources of funding in the future that can support recovery efforts. For example, in the months ahead, the County may have funds available to allocate from a wide variety of sources, including ELC, CARES, ARPA, and the federal bipartisan infrastructure package (which includes Justice40 resilience funds), along with new funds from the historic 2022 state budget surplus.

This influx of funding creates a once-in-a-generation opportunity to address the uneven impacts experienced by BIPOC communities in Solano County during the pandemic, avoid future outbreaks, and build resilience to community stressors by creating system-wide changes that foster community health, racial justice, and economic well-being for all. The following recommendations and strategies provide a "roadmap" for how Solano County can invest current and future funds to achieve those goals.

Major Investment Areas:

During our community engagement process, we identified several major priorities that equity stakeholders wanted to see Solano County prioritize to support BIPOC communities: **Physical & Mental Health, Housing & Homelessness, Youth Development, and Environmental Justice.**

The following provides additional details about those themes:

Physical & Mental Health

- Support the expansion of mental health services with an emphasis on trauma, healing, anti-racist practices, and stigma reduction.
- Improve access to culturally competent healthcare.



Housing & Homelessness

- Address housing and homelessness as a health strategy to promote recovery and reduce the risk of future communicable disease outbreaks.

Youth Development

- Invest in support for BIPOC youth, include workforce development.

Environmental Justice

- Increase food security and access to healthy foods.
- Eliminate environmental factors that contribute to disparities in underlying health conditions, including air pollution, pesticides, and wildfire smoke exposure.
- Take actions that honor the Indigenous community's connection to water and land.

Five Key Strategies:

Below are five recommendations for strategies the County can deploy to advance an equitable response and recovery from COVID-19, avoid future outbreaks, and foster greater resilience to future community stressors to improve health outcomes and health equity in Solano County.

1. Create robust structures for BIPOC communities to participate in governmental decisions, especially related to County-wide recovery and resilience.

Rationale

As documented in the County's most recent health diversity and equity report, Solano County lacks inclusive decision-making spaces that allow community input on practices and policies.⁵ We heard this concern voiced frequently in our interviews. Many residents in BIPOC communities feel hesitant to participate in government processes because of distrust of public officials and government bodies due to past experiences, inadequate engagement, discomfort communicating and navigating language barriers, and doubt that communicated needs will be addressed.

We can—and must—transform this dynamic in Solano County so that BIPOC communities can shape their health future. This shift towards inclusion is especially important for recovery and resilience decisions—which can set the trajectory for communities for decades to come. Fortunately, data shows that when robust community engagement is blended with government change initiatives, it can unite and empower residents, providers, and government agencies to enact the transformational changes needed to reduce structural inequities.⁶

Actions

- **Amplify the voices of BIPOC communities** to inform program design and investment decisions, particularly when the decisions impact the lives of these communities.
- **Create enduring roles and structures** to engage BIPOC communities, such as a BIPOC community council, with compensation for participation. Also create **events** to engage with and receive input from the community, such as resource fairs and community forums.

“We need to do more of meeting people where they are at and not always asking them to come to us and onto our platforms.”

- Community Stakeholder

- Ensure outreach and engagement is **culturally and historically competent, anti-racist, and meaningful for BIPOC communities**. Approach communities with respect, willingness to listen, and follow through with actionable and effective strategies to address expressed concerns and preferences.
- Ensure that all community meetings and other engagement activities include **culturally and linguistically appropriate services and support**.

Models & Examples

- **Most Bay Area counties have established a Chief Equity Officer** position to advance equity within government systems and foster mechanisms for participation by equity communities in government decision-making. This position should be integrated into the County's emergency management system to ensure input from BIPOC and other marginalized communities in decision-making during emergency planning, response, and recovery.
- **Sonoma County's ARPA allocation process** was shaped by leadership from the County's Chief Equity Officer, Alegría De La Cruz. With her support, the county's process included a number of innovations, including new structures for engagement of traditionally excluded communities and requirements that government agencies partner with communities to prepare applications for funding to be considered within the county's allocation process.

Examples of CDPH Equity Playbook Alignment

- COMMUNITY AND STAKEHOLDER ENGAGEMENT – strategies A-F
- CROSS-SECTORAL COLLABORATION AND HEALTH IN ALL POLICIES (HIAP) – strategies A-D

2. Acknowledge BIPOC-led community-based organizations (CBOs) as essential in the delivery of services to achieve health equity by providing investments and nurturing strong partnerships.

Rationale

We heard consistently that Solano County's BIPOC-led community-based organizations have not had adequate access to local government funding, especially for organizational operations and infrastructure to ensure that they can address the health challenges caused by the pandemic and remain thriving, sustainable organizations.

These CBOs are providing essential services and can be the foundation for future health-advancing initiatives. For example, many non-English speaking community members turn to community-based organizations when faced with public agencies that lack language capacities. Solano County can harness the learnings from other Bay Area communities that have elevated the role of local BIPOC-led organizations through collaboration and investment, especially during the pandemic. For example, innovations in contract administration in Alameda County has accelerated investment in CBOs that serve BIPOC communities.⁷

Actions

- **Invest in BIPOC-led nonprofit organizations to provide services and support capacity building** for these organizations. This investment includes general operating support so that these organizations can deliver on their mission. It also includes other types of resources such as shared office space or administrative capacities, access to data sources and data tracking systems, and training opportunities for leadership, staff, and volunteers.
- Fund nonprofits at a level that allows **living wages and benefits** for employees.
- **Leverage relationships** with **academic and philanthropic** institutions to expand support.



- Ensure that partnerships with nonprofits result in strategies that **advance priorities identified by equity communities**.

Models & Examples

- **The East Bay Community Foundation** launched the "Accelerating and Stabilizing Communities through Equitable Nonprofit Development: Black-Led Organizations" program (**ASCEND: BLO**). The initiative aimed to build the capacity of Black-led organizations across portions of the San Francisco Bay Area.

Examples of CDPH Equity Playbook Alignment

- COMMUNITY AND STAKEHOLDER ENGAGEMENT – Strategies A–F
- ECONOMIC SECURITY – Strategy E
- CROSS-SECTORAL COLLABORATION AND HEALTH IN ALL POLICIES (HIAP) – Strategies B and C

3. Prioritize culturally relevant strategies to prevent homelessness and displacement.

Rationale

Solano County has identified addressing homelessness and housing instability as a key strategy in its Community Health Improvement Plan (CHIP) and many other local plans. The need for culturally relevant strategies to address these issues has been substantially exacerbated during the pandemic. Housing debt and instability has increased substantially, disproportionately impacting BIPOC communities. These communities have faced a host of housing inequities, including redlining, predatory lending, freeway expansions at the expense of BIPOC neighborhoods, state-sanctioned housing discrimination, and overt racism. Facing these and other burdens, Black and Latinx households were more than twice as likely to report being behind on their mortgage or rental payments than white households.⁸ COVID-19 related rent relief programs have failed to reach many BIPOC communities, and there is evidence of evictions occurring despite the presence of emergency evictions protections.

Deploying housing stability strategies that focus on the cultural communities most impacted by the pandemic is critical for achieving an equitable recovery and avoiding future outbreaks.

Actions

- Invest in actions that increase **housing security** and **prevent displacement** in BIPOC communities. Prioritize **strategies to prevent the spread of COVID**, including those that serve homeless individuals, address overcrowding, and prevent displacement.
- Emphasize **cultural competence** in strategy development and execution and use investments to increase **community empowerment**.
- Invest in **direct support** (housing development, financial support to low-income renters and homeowners, legal aid, etc.) and **policy change efforts** (rent stabilization policies, etc.).

- Provide **housing supports** for low- and very-low-income individuals, including County-sponsored housing vouchers.
- Provide greater, more reliable **transit resources** to improve jobs-housing connections.

Models & Examples

- Throughout the pandemic, the work of the **Vallejo Housing Justice Coalition (VHJC)** has been critical to increase stability for Vallejo's diverse residents. Their success built upon several years of investment to build local infrastructure to support equitable housing solutions. This infrastructure has also been critical to secure state resources. In 2021, the State's CalHome program awarded VHJC \$2 million for technical assistance support to launch the Vallejo Community Land Trust to build permanent stability for Vallejo residents.

"Housing receives little support from resources and innovative solutions the communities have identified. There needs to be a revamp on investing, policies, stabilizing the tenants and communities, and affordable housing... We don't need more studies; we just need some action."

- Community Stakeholder

Examples of CDPH Equity Playbook Alignment

- HOUSING SECURITY – Strategies A-D; HOMELESSNESS – Strategies A-F
- ECONOMIC SECURITY – Strategy D
- CROSS-SECTORAL COLLABORATION AND HEALTH IN ALL POLICIES (HIAP) – Strategies B and C
- TRANSPORTATION / PHYSICAL ACCESS AND MOBILITY – Strategies A, B, and D
- COMMUNITY AND STAKEHOLDER ENGAGEMENT – Strategies A-F
- LANGUAGE ACCESS AND CULTURAL COMPETENCY – Strategies A-I

4. Provide opportunities for mentoring, safe spaces, and mental health support for youth within academic and afterschool settings.

Rationale

Solano County has repeatedly identified youth-oriented prevention services—including youth mentoring, youth and family mental health support, strategies that address adverse childhood experiences (ACEs) and promote resilience, and prenatal and maternal health supports—as priority strategies toward meeting County health and wellness goals.⁹

Now more than ever, youth need positive support networks, alternative activities, and counseling to counteract the major toll that the pandemic has taken on their mental health. According to a recent CDC analysis, 44 percent of youth reported they persistently felt sad or hopeless during the past year, 37 percent reported experiencing poor mental health, and 55 percent reported experiencing emotional abuse by a parent or other adult in the home. These impacts are particularly severe for BIPOC communities and the gap between well-resourced communities and those that lack youth services has grown substantially. Now is the time to invest in addressing the needs of Solano County's BIPOC youth.

Actions

- Invest in **supportive spaces and programs** for youth and families, such as family resource centers, art youth centers, family justice centers, and afterschool supports. Remove barriers to participation, especially financial.
- Ensure students and youth have **access to basics** needed to thrive in an educational environment, including housing for college students.

- Ensure students have access to support systems, including **mental health services**—with an emphasis on **trauma, healing, anti-racist practices, and stigma reduction**. Include **language services** and dedicated **counselors** and educators to support students in navigating and creating future plans. Invest in **harm reduction** and **youth and family violence** resources and programs. Integrate **workforce development** opportunities.
- Promote and organize ongoing trainings for **Culturally and Linguistically Appropriate Services (CLAS)** with all prevention and wellness providers.

“The County needs to legitimately invest in Black businesses like it’s done for minority, white women-owned businesses because they’ve been able to benefit from being minority businesses for years.”

– Community Stakeholder

Models & Examples

- **The REACH Ashland Youth Center** in Alameda County brings no-cost recreation, education, arts, career, and health programs to empower youth ages 11-24 and no-cost childcare and food distribution services to support the low-income Ashland community. REACH is sponsored by the Center for Healthy Schools and Communities, Alameda Health Care Services Agency.
- We interviewed a high school student from the Solano Youth Coalition. The student spoke highly of their experience with **Future Leaders of America—East Bay**, a youth empowerment organization focused on Latinx students.

Examples of CDPH Equity Playbook Alignment

- SCHOOLS AND CHILDCARE – Strategy B
- ECONOMIC SECURITY – Strategy G
- LANGUAGE ACCESS AND CULTURAL COMPETENCY – Strategies B
- COMMUNITY AND STAKEHOLDER ENGAGEMENT – Strategies A, B, and E

5. Recognize, engage, and invest in BIPOC small businesses as partners in achieving health equity.

Rationale

BIPOC small businesses across the country are struggling for survival as they continue to serve our many diverse communities. For example, some estimate that over 400,000 Black-owned businesses have closed nationwide during the pandemic.¹¹ These struggles are especially severe in Solano County.

BIPOC small businesses can serve our communities and build economic resilience for business owners and the small business workforce. Supporting them is integral to ensure stable communities that have equitable resources and opportunities.

Actions

- **Consistently communicate** to BIPOC small businesses about how they can support **community needs**. Include coordination on roles they can play in addressing COVID related issues, such as promoting health messages, vaccinations, and recovery needs.
- Provide greater **financial support and resources** for BIPOC businesses to ensure they can be effective in supporting community needs.
- Support or create programs that improve the **infrastructure and financial sustainability** of BIPOC businesses, such as an entrepreneurship bootcamp to support businesses with strategic planning.

Models & Examples

- **The Northern California Small Business Development Center**, in partnership with the Northern California Financial Development Corporation, launched **The Inclusivity Project** to create meaningful community impact through supporting economic prosperity throughout the Black and African-American marketplace. The program offers advising and training programs to Black entrepreneurs and business owners.

Examples of CDPH Equity Playbook Alignment

- ECONOMIC SECURITY – Strategy H
- CROSS-SECTORAL COLLABORATION AND HEALTH IN ALL POLICIES (HIAP) – Strategy B
- LANGUAGE ACCESS AND CULTURAL COMPETENCY – Strategies A-I
- COMMUNITY AND STAKEHOLDER ENGAGEMENT – Strategies A and B

POSITIONING SOLANO COUNTY TO ACCESS FUTURE FUNDS FOR HEALTH EQUITY

While Solano County has a unique opportunity to allocate available federal resources today, it faces persistent challenges with accessing adequate federal and state funds to meet the needs of its equity communities. In addition, due to a number of factors, Solano County receives the lowest levels of philanthropic funding of any county in the Bay Area. When new funds become available, it often requires fast, coordinated action to draw those funds into the County.

There are major sources of funding on the horizon to address many of the needs outlined in this report. For example, the federal bipartisan infrastructure package includes infrastructure for affordable housing and environmental justice projects. The state budget will expand funding for public health with one-time and ongoing funds.

We encourage Solano County to develop a capital absorption strategy for health equity. Develop internal systems to be able to apply for new funding sources when they become available, including competitive RFPs. Develop strong relationships with equity communities so that government-community partnerships are well developed before a funding opportunity arises. Build the capacity of the equity community to access funds as they become available (e.g., help equity CBOs with funding applications and expand administrative support to CBOs for these functions). Consider the role a Chief Equity Officer could play in this process, liaising across government and Solano's many equity communities to draw funds into the county for transformational investments.



Thank you to all the individuals and organizations that provided input into this report, especially those who generously shared their time with us during the interview process. Thank you to the Solano County Public Health Department for its support of this project and its dedication to achieving health equity in our lifetime. Thank you to the department's Jose Caballero, Matt Green, and Colleen Hogan for their deep collaboration and insights on this project. A special thank you to Jeweld Legacy Group for their many contributions.

¹ Health Equity Considerations and Racial and Ethnic Minority Groups; Centers for Disease Control and Prevention (2022). <https://www.cdc.gov/coronavirus/2019-ncov/community/health-equity/race-ethnicity.html#fn16>

² Solano County COVID-19 Dashboard (July 2022). <https://doitgis.maps.arcgis.com/apps/MapSeries/index.html?appid=055f81e9fe154da5860257e3f2489d67>

³ <https://www.cdph.ca.gov/Programs/CID/DCDC/Pages/COVID-19/COVID-19-Equity-Technical-Assistance-Playbook.aspx>
<https://www.solanocounty.com/civicax/filebank/blobdload.aspx?BlobID=34814>
<https://www.solanocounty.com/civicax/filebank/blobdload.aspx?BlobID=27542>

⁴ <https://www.barhii.org/post/barhii-s-new-resource-gallery-for-equitable-covid-19-investments>

⁵ Solano County Behavioral Health Diversity and Equity Annual Report Update (2022). <https://www.solanocounty.com/depts/bh/diversity/committee/default.asp>

⁶ Achieving health equity through community engagement in translating evidence to policy: the San Francisco Health Improvement Partnership, 2010–2016; Centers for Disease Control (2017) https://www.cdc.gov/pcd/issues/2017/16_0469.htm

⁷ COVID-19 Racial Disparities Task Force: Building a Healthy and Equitable Community Final Report and Action Plan; City of Oakland. (2021). <https://www.youthventuresjpa.org/post/covid-19-racial-disparities-task-force>

⁸ Housing insecurity and the COVID-19 pandemic; Consumer Financial Protection Bureau (2021) <https://www.consumerfinance.gov/data-research/research-reports/housing-insecurity-and-the-covid-19-pandemic>

⁹ See for example the Solano County Community Health Assessment Report (2020), Solano County Community Health Improvement Plan (2017), and Solano County Behavioral Health Diversity and Equity Annual Report Update (2022)

¹⁰ New CDC data illuminate youth mental health threats during the COVID-19 pandemic; Centers for Disease Control and Prevention (2022) <https://www.cdc.gov/media/releases/2022/p0331-youth-mental-health-covid-19.html>

¹¹ SBDC looks to help Black-owned businesses in Solano, NorCal; Daily Republic (2021) <https://www.dailyrepublic.com/all-dr-news/solano-news/fairfield/sbdc-looks-to-help-black-owned-businesses-in-solano-norcal/>



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