



RACIAL EQUITY ANALYSIS



In November 2020, the Board of Supervisors approved the use of the Government Alliance on Race and Equity (GARE) Racial Equity Analysis toolkit for significant Board items, which provides the questions listed here for your exploration. To eliminate racial inequities in our communities, the County of Sonoma continues to integrate intentional and explicit consideration of racial equity in decisions and in the development of policies, programs, and budgets, in alignment with legal principles. Racial equity analyses help staff understand key community metrics and opportunities to advance racial equity and prompt them to develop strategies and actions that improve success for all communities.

When should I do my Racial Equity Analysis?

Policies & Ordinances: In policy work, the Racial Equity Analysis (REA) should be applied **right from the outset of policy development**. This ensures that racial equity considerations are integrated into the policy design process, helping to identify and address potential disparities before they become entrenched. In addition, policies and ordinances that are found to produce inequities, should also be updated by applying a REA.

Program Development: For program development, it's crucial to employ the Racial Equity Analysis **from the inception of program planning**, as well as when updating program policies. This approach allows staff to incorporate equity principles throughout all phases, from program design to implementation and evaluation, resulting in programs that better serve the needs of communities that have been most negatively impacted by institutional racial inequities.

Budget: When it comes to budget work, the Racial Equity Analysis should be used **during the early stages of budget proposal development**, in addition to updating budget proposal items that have contributed to inequities. This enables decision-makers to allocate resources with key data metrics in mind to reduce disparate community outcomes, in alignment with their commitment to racial equity.

How do I complete this Racial Equity Analysis (REA)?

Review & Prepare: Visit our **CAO Racial Equity Analysis Teams Channel**: [SON-Communications | CAO-Racial Equity Analysis | Microsoft Teams](#) and begin with the tab called, "Start Here." There you will find introductory resources, including the OOE Racial Equity Toolkit Training slides and recordings, direction from County Executive Officer Christina Rivera, Significant Item Calendars, and [Roles and Responsibilities](#) for the REA process.

Next, you can visit the "Resources" tab to find the full GARE Racial Equity Toolkit with more information to guide your analysis, this fillable REA template, other toolkit examples, and the OOE guiding resources for [Community Engagement](#) and [Intergovernmental Relations with Native Nations](#). There are also "Analysis Examples" from County departments and other jurisdictions, and local "Data Sources" under their respective tabs.

Consult: Most importantly, **engage in a consultation process with the Office of Equity (OOE) from the beginning**, and your department's equity group or Core Team member(s) if you have them. The Office of Equity will reach out to those who have been identified to complete an REA to provide guidance, technical assistance, and key recommendations, which will be documented in this analysis. The OOE analysis review process must be completed **before your initial submittal deadline** into Legistar.



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Use these questions as guiding considerations to explore what you know, what you don't know, and what you need to fill the gaps. This analysis is both a product and process. Answer each question to the best of your ability, and if there is a lack of data or information available, please note that.

Tips: Reference historical and current day **systemic and institutional barriers and advancements** to racial equity, use **clear, ethno-racial language** when relevant (Black/ African American, Latine/x, White, communities of color, etc.), and use **[inclusive and accessible language](#)** (ex. "systematically marginalized populations", "communities of color", "community members"), avoid terms like "vulnerable", "hard-to-reach populations", and "minorities."

Board Item Date	11/4/2025		
Board Item Name	Immigrant Services Asset Map & Gap Analysis Report		
Department/Agency (Lead) If this is an inter-departmental initiative, please identify a lead	CAO		
Contact Person(s) Completing Analysis	Yoan Vivas		

Step 1. Overview: Describe your program or policy and the desired results and outcomes?

a. Who/what does this program, policy, or plan have an ability to impact?

- | | |
|---|--|
| ☒ Children and youth | ☐ Health |
| ☒ Community engagement | ☒ Housing |
| ☐ Contracting equity | ☒ Human services |
| ☒ Criminal justice | ☒ Jobs |
| ☒ Economic development | ☐ Parks and recreation |
| ☐ Education | ☐ Planning / development |
| ☐ Environment | ☐ Transportation |
| ☒ Food access and affordability | ☐ Utilities |
| ☐ Government practices | ☐ Workforce equity |
| ☐ Other _____ | |

b. What is the program, policy, or plan?

c. What are the **desired** results (in the **community**) and outcomes (within your own organization)?

d. What are the **indicators/performance measures** that would show if you were achieving those desired results? (How would you know?)

This Board item covers both the results of the Local Immigrant Integration and Inclusion Grant (LIIG) and the County-funded efforts to expand immigrant education and preparedness in response to changes in federal immigration policies. The LIIG project produced a countywide gap analysis that identified which services immigrant communities lack, where those gaps exist, and collected data on the demographic makeup of these communities. The intended result of the broader work effort is to assist County departments and local service providers in

providing more up-to-date information and referrals, avoid duplication of services, and create a stronger and more connected network of care for immigrant community members. Potential outcomes within the County may include increased information sharing and data collection practices to support decision making processes related to services for immigrant communities.

With regard to the LIIIG, performance indicators included the number of individual and organizational surveys collected and analyzed. By the end of the program, partners exceeded the target number of surveys and achieved countywide representation.

For the education and preparedness funding, grantees established target numbers for individuals to be reached through outreach. As of September 2025, grantees are on track to meet or exceed the deliverables outlined in their applications.

Step 2. Data Collection & Analysis: What's the data? What does the data tell us?

Local Data Sources to Consider: [Portrait of Sonoma](#), [Sonoma County Census Data](#), [County of Sonoma Human Resources Employee Demographic Dashboard](#), [the State of Black Housing in Sonoma County](#), [Sonoma County Queer Needs Assessment Report](#), [Sonoma County Youth Truth Survey Results](#), [National Equity Atlas: Policing in Sonoma County Schools](#), [Bay Area Equity Atlas](#), [California Communities Environmental Health Screening Tool](#)

- a. **Geographic Impact:** Will the program, policy, or plan have impacts in specific geographic areas (neighborhoods, areas, or regions)? What are the racial demographics of those living in the area? Who is the **most negatively impacted** in your analysis?
- b. **Community Insights:** What does **population level** (this is community level data) data, including quantitative (the numbers) and qualitative (the stories) data, tell you about existing racial inequities? What does it tell you about root causes or factors influencing racial inequities?
- c. **Program, Policy, Plan Insights:** What **performance level** data (this is your department's/County level data) do you have available for your program, policy, or plan? This should include data associated with existing programs or policies.
- d. **Data Gaps:** Are there **data gaps**? If so, how can you obtain better data? What additional data would help analyze the program, policy, or plan?

A: No new policy is being proposed in this Board item, and no specific funding recommendations are included. Therefore, this proposal/Board item will not have a specific impact on geographic areas. The scope of this broader work effort includes immigrant communities throughout Sonoma County and is not limited to a specific geographic area. With a total population of 489,000, Sonoma County is 58% White, 29% Latino, 5% Asian/Pacific Islander, and 2% Black.

B: According to the 2021 ACS 5-Year Estimates, Sonoma County has a higher percentage of foreign-born residents than neighboring Mendocino and Lake counties. The Portrait of Sonoma County: 2021 estimates that 73,000, or 15% of Sonoma County's 489,000 residents as of the 2020 Census, were born outside of the United States. Of Sonoma County's total immigrant population, nearly two-thirds, or 66%, are from Latin America and more than half from Mexico. The Portrait also cites the Migration Policy Institute's estimate that 29,000

undocumented immigrants reside in the county, 87% of whom are from Mexico or Central America.

The County of Sonoma is linguistically diverse with almost 12 percent of residents 5 and older, or 54,847 people, speaking a language other than English at home, according to the 2020 U.S. Census. More than 40,000 of these individuals speak Spanish, comprising almost 10 percent of the county's population. Overall, more than 75 other languages, including Indigenous languages, are spoken by residents.

The Portrait of Sonoma presents Human Development Index (HDI) data, which is a composite measure of well-being and access to opportunity made up of health, education, and earnings indicators. While the Portrait of Sonoma does not include data metrics disaggregated by immigration status, it does include data disaggregated by race and ethnicity. The 2021 update of the Portrait of Sonoma reveals that the County's overall Human Development Index (HDI) score, comprised of health, education and earnings measures, is 6.19 out of a maximum total score of 10.00. The HDI score for the four largest racial/ethnic groups respectively are as follows: White 6.74, Latino 4.93, Asian 6.86, and Black 3.99. Multiple factors, including access/affordability of housing, immigration status, racial discrimination, employment stability and wages, language barriers, access to health care, and access to education, can be attributed to the differences in these scores. Additionally, the County has experienced and continues to be impacted by multiple, devastating disasters, including the 2017 firestorm, Kincadee, Walbridge and Glass fires, the 2019 flood, and the Covid pandemic.

Data related to the racial inequities specifically within the City of Santa Rosa is included in the City of Santa Rosa's 2016 Community Safety Scorecard. According to this Scorecard report, when the demographic make-up data of Santa Rosa is overlayed with indicators of safety and well-being, the data indicates that the City's Latino population is concentrated in neighborhoods with higher incidences of crime, poverty, gang activity and lower educational attainment. One root cause that may contribute to Latino populations disproportionately living in these neighborhoods is a history of systematic removal, discrimination, and exclusion, which removed non-white individuals and communities from owning and/or renting property, or confined their residency to only certain areas of the County.

In addition to the systemic inequities experienced by Latino and other immigrant groups, recent federal policies and enforcement practices have produced disproportionate impacts on African and Afro-Caribbean immigrants. National research documents that Black immigrants are more likely to face asylum denials and prolonged detention compared to non-Black immigrants. Policies such as Title 42 expulsions, discriminatory treatment at ports of entry, and inconsistent access to Temporary Protected Status (TPS) have particularly harmed Haitian and Afro-Caribbean community members. These federal practices reinforce local barriers to housing, employment, and social belonging, compounding racial inequities within Sonoma County. Reports from the Black Alliance for Just Immigration and Human Rights Watch highlight that structural exclusion at the national level directly shapes the local experiences of African and Afro-Caribbean residents. At the local level, the County has taken steps to respond to these inequities by funding organizations with specific expertise in serving African and Afro-Caribbean immigrants. Through the Secure Families Collaborative pass-through funding

program, \$50,000 was awarded to the African Advocacy Network (AAN), which combines legal expertise, language capacity, and cultural competency to address the shortage of legal services available to African and Afro-Caribbean community members in Sonoma County

Here are some additional data points related to inequities that are specific to immigrant communities:

- According to National Organization for Women's 2015 Intimate Partner Violence, Undocumented & Immigrant Women report immigrant women are at particular risk of victimization since immigrant women experience abuse at rates almost three times the national average.
- According to American Progress's 2020 article on Protecting Undocumented Workers on the Pandemic's front lines, among those Americans bearing the brunt of the pandemic and its economic fallout are 10.4 million undocumented immigrants.
- Per the 2018 Bureau of Labor Statistics, there are approximately 11,000 vineyard workers in Sonoma County. Urban Institute's 2017 Latinx Immigrant Crime Victims Fear Seeking Help article states, Latinx Immigrants in low-wage jobs are at risk of labor violations and physical and sexual abuse. The article suggests that Latinx immigrant victims may avoid reporting crimes against them and seeking services because they fear deportation. It is difficult for the County to document the full extent of this type of victimization because the District Attorney staff and law enforcement do not ask about a person's immigration status and immigrants report crimes at lower rates.
- In 2023, the Economic Development Collaborative gathered data from partner organizations, which included questions about barriers to accessing business services. Specific barriers most frequently named by immigrant residents included language, technology, and lack of trust in government services.
- Qualitative data collected by the Office of Equity to inform the development of the County's Community Engagement toolkit (approved by the Board on June 10, 2024), revealed that Immigrant communities found the translation of County documents to often be confusing in terminology.

C & D: Most County Departments do not currently collect data on the immigration status of clients served through County programs. The primary barrier to collecting this personal data is due to concerns about privacy and data sensitivity, particularly in relationship to citizenship status and risks of deportation, which have heightened during this Trump administration. Another data collection challenge is related to limited staffing capacity to collect and analyze disaggregated data specific to all the subcategories of immigrant communities.

There are some models within the County that could be replicated and/or expanded to increase data collection and analysis capacity. For example, for the American Rescue Plan Act (ARPA) Community Resilience Programs, the County adopted Anti-Racist Results Based Accountability (AR-RBA) to support meaningful programmatic monitoring and reporting. This data collection process measures success at the population (community) level through Results and Indicators and at the program level through Performance Measure. Another example of the County expanding capacity for data collection and decision making, which may include questions related to immigration status, is the development of the County's Universal Disaster Intake Process. This process includes options to consider demographic data for eligibility

assessment for disaster emergency financial assistance to individuals that may be available during declared emergencies.

It would be helpful to have additional data on the geographic distribution of immigrants in Sonoma County. Staff recommend researching whether any community groups are already collecting this type of data and determining whether this type of data could be incorporated into County departments' existing data collection efforts.

Recent efforts have provided new data to inform program and policy recommendations specific to immigrant communities:

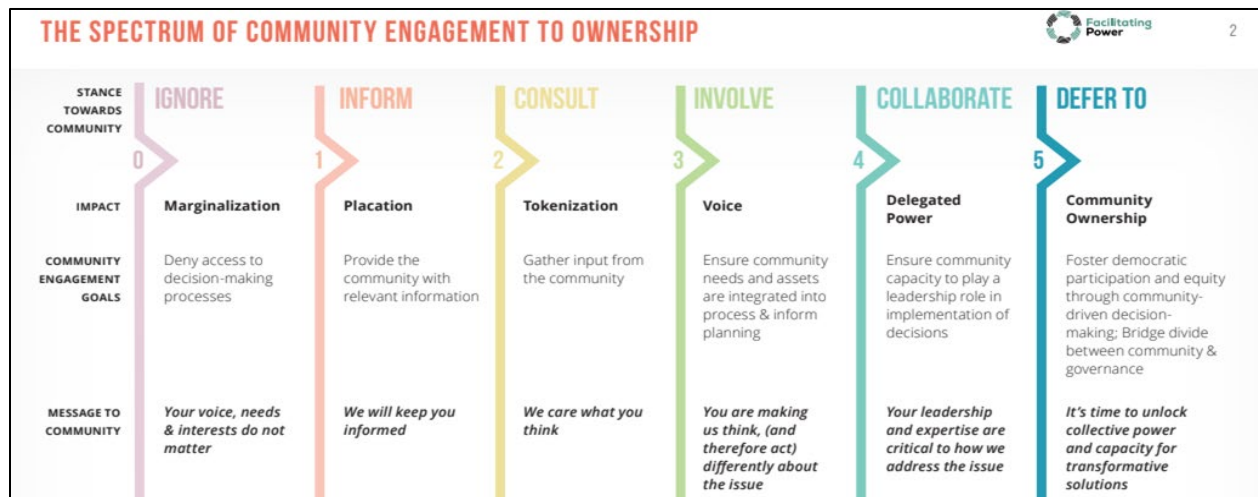
1. **UC Berkeley's "Working in Wildfires" project:** UC Berkeley's Human Rights Center, in partnership with community organizations, released findings in late 2024 documenting the health, safety, economic, and data privacy concerns of agricultural workers during wildfire evacuations. The study highlighted gaps in worker protections, including insufficient notification systems, risks to undocumented workers' privacy in evacuation processes, and the economic vulnerability of farmworkers required to return to evacuation zones under the Sonoma Ag Pass program. The findings informed recommendations to strengthen legal protections and expand culturally and linguistically accessible disaster preparedness and worker safety measures.
2. **UC Merced Farmworker Health in California:** According to UC Merced's Farmworker Health in California study (2023), which surveyed more than 1,200 agricultural workers statewide (including Sonoma County), nearly half (49%) lacked health insurance and over one-third rated their health as "fair" or "poor." Common chronic conditions included diabetes (20%), hypertension (19%), and anxiety (10 %), while more than 40% had suspected or confirmed COVID-19 infections. Fifty-four percent reported food insecurity, and 43% indicated that employers never provided required heat-illness prevention plans. These data underscore significant health and safety inequities among California's farmworker population, many of whom reside or work in Sonoma County, and reinforce the importance of equitable access to healthcare, workplace protections, and culturally responsive outreach efforts within the county's immigrant and agricultural communities.
3. **Local Immigrant Integration & Inclusion Grant (LIIG) Gap Analysis:** Between October 2024 and September 2025, the Economic Development Collaborative, County Administrator's Office, Office of Equity, the United Way of the Wine Country and Secure Families Collaborative implemented a comprehensive countywide survey and organizational analysis to assess immigrant service delivery. The project collected 1,012 individual surveys and 70 organizational surveys, conducted 15 listening sessions, and will be developing a public facing asset map of immigrant-serving organizations by supervisorial district. Key findings identified gaps in legal services, housing navigation, family preparedness, workforce development, mental health supports, and service access in Sonoma Valley, West County, and coastal areas. These results now provide a consolidated evidence base to inform program planning, coordination, and future resource allocation.

The County may also want to consider creating a report on data related to the demographic and economic contributions of immigrants in the County. The Gateway for Growth Challenge research and technical assistance grant opportunity could be one way to fund the development of this type of report. This report could include immigrant community data such as population by age/gender/race/ethnicity, amount of time lived in the County, origin countries, spending power and tax contributions, workforce demographics, etc.

Step 3. Community Engagement: How have communities been engaged?

We often focus on the benefits of making decisions, but we don't always ask **who** benefits from those decisions. It is important to ask who benefits, and to identify if there is a pattern over time about who has benefited- and who has held most of the burden- from government decisions. Doing so can help you make informed choices in both the short and long term about policies, practices, procedures, and budgets when the goal is racially equitable outcomes.

The Office of Equity created two resources, the [OOE Community Engagement Guide](#) and [OOE Informational Brief on Intergovernmental Relations with Native Nations in Sonoma County](#) as guides and models for intentional community engagement.



Full Resource: [Spectrum of Community Engagement](#)

Based on the information gathered in Step 2, explore:

- Who are the **most affected community members** who are involved with or have lived experience related to this program, policy, or plan? How have you **involved these community members** in the development of this program, policy, or plan?
- What community engagement/strategic partnerships are **already underway** (departmental or organization-wide)? What was **learned from the past** community engagement/partnership processes?
- What has your engagement process told you about the **burdens or benefits** for different groups? (concerns, facts, potential impacts)
- What has your engagement process told you about the **root causes** that produce or perpetuate racial inequity related to this program, policy, or plan?
- What does the **community need to know** about this program, policy, or plan?

- f. What are ways to minimize any negative impacts (harm to communities of color, increased racial disparities, etc.) that may result? What opportunities exist for increasing racial equity?

A: Immigrant community members, particularly those from Mexican, Latin American, Haitian, Chinese, and Central American backgrounds, were most engaged in the data collection process. Through the LIIIG project, 1,012 individual surveys and 70 organizational surveys were conducted, alongside 15 listening sessions and interviews with agency staff. These methods ensured that community voices shaped the analysis of service gaps and informed recommendations. Secure Families Collaborative also coordinated outreach through trusted CBOs and cultural leaders to ensure representation of systematically marginalized groups, including Afro-Caribbean and Indigenous-language speakers.

B: Through the LIIIG project, the County partnered with the Secure Families Collaborative, the Economic Development Collaborative, and United Way/211 to gather both community and provider-level input. Engagement revealed urgent needs in housing navigation, immigration legal services, workforce development, and culturally responsive mental health supports. Community members emphasized feeling unwelcome, confusion with county documents, and challenges with language access. Partnerships with African Advocacy Network, AAPIC of the North Bay, Bienestar Collective, and other grantees funded by SFC built targeted engagement channels for African, Afro-Caribbean, AAPI, and Indigenous communities. The Office of Equity also provided support by contributing to the community outreach strategy, ensuring broader alignment with equitable practices and providing technical assistance.

C: The process confirmed that Latino communities bear disproportionate burdens related to housing affordability, employment insecurity, and limited access to legal representation. Afro-Caribbean and African immigrants experience compounded barriers due to racial discrimination and systemic exclusion in federal immigration policies. Survey data also revealed gaps in mental health resources and community belonging. The benefits of County engagement include expanded visibility of immigrant-serving organizations, a centralized asset map for referrals, and stronger cross-agency collaboration to reduce duplication.

D: National inequities, such as higher asylum denial rates for Black immigrants and disproportionate impacts of Title 42 expulsions on Haitians, intersect with local challenges like limited legal capacity in their native languages, and geographic isolation in Sonoma Valley, West County, and coastal areas. These inequities are further intensified by disasters, which disproportionately affect immigrant agricultural worker.

E: Community members need to know that updated information on immigrant-serving providers is now more accessible through the United Way 211 system. As part of the LIIIG project, resource requests and organizational data were integrated into 211, creating a centralized hub for immigrant-related services across the County. This ensures that residents, service providers, and County staff can quickly access current information on legal, housing, health, workforce, and social services, reducing duplication and improving referrals. Clear communication that 211 is the “no wrong door” for immigrant resource navigation will be key to building trust and awareness.



Negative impacts can be minimized by:

- Prioritizing language justice and translation accuracy across all County materials.
- Partnering with trusted cultural messengers (e.g., promotoras, African Advocacy Network, AAPIC) to reach underrepresented groups.
- Continuing to collaborate with the Office of Equity as subject matter experts in supporting marginalized, linguistically diverse, and immigrant communities.

Step 4. Analysis and Strategies: What are your strategies for advancing racial equity?

As reflected in the [Portrait of Sonoma](#) (pages 10-12, 35), racial inequities exist across every indicator for health, wealth, and well-being when disaggregated by race. This is why, when we are working towards the goal of racially equitable outcomes for all groups, we need to ask, "How might (a given decision) impact communities of color and other systematically marginalized communities?" In addition, we also need to ask what unintended consequences a decision might have, so that we can try to prevent or further potential disparate outcomes.

- a. Given what you have learned from research and stakeholder involvement, how will your recommended actions **increase or decrease racial equity**? Who will benefit from or be burdened by your proposed strategies?
- b. What are **potential unintended consequences**? What are the ways in which your program, policy, or plan could be modified to **enhance positive impacts** or reduce negative impacts for impacted communities?
- c. Are there complementary strategies that you can implement? What are ways in which existing partnerships could be strengthened to maximize impact in the community? How will you partner with stakeholders for **long-term positive change**?
- d. Are the impacts aligned with your community outcomes defined in Step #1? If not, what will you change in order to create alignment?

A: While this Board item is informational, the LIIIG findings and Secure Families Collaborative's early outcomes highlight clear strategies to advance racial equity. Expanding housing navigation, immigrant legal services, and multilingual workforce capacity would directly benefit immigrant communities of color, particularly Latine, Haitian, Afro-Caribbean, and Indigenous-language speakers. These actions reduce inequities in access to housing, justice, health care, and community belonging. Without continued investment, service gaps will persist, disproportionately burdening low-income immigrant households who already face systemic barriers.

B: Potential unintended consequences include increased demand for services without adequate staffing capacity, which could widen wait times and frustration in immigrant communities. Another risk is uneven distribution of resources, with smaller, community-based organizations potentially left behind. These risks can be mitigated by targeted outreach through 211 and trusted messengers, and investments in capacity-building for small and medium-sized immigrant-serving CBOs.



Complementary strategies include full implementation of the County's language access policy and community engagement toolkit to ensure culturally appropriate outreach. In addition, a Countywide Welcome Campaign (as recommended in the LIIIG report) could

strengthen belonging and reduce fear among immigrant residents. Partnerships with Secure Families Collaborative grantees such as the African Advocacy Network, AAPIC of the North Bay, and Bienestar Collective expand culturally specific outreach and legal navigation for underserved groups. Strengthening integration with United Way's 211 system also ensures providers and residents have a single point of entry to updated resources.

D: Yes. These strategies align with community outcomes defined in Step 1: improving access to services, reducing duplication, and building a connected care network for immigrant residents. They also align with the County's Five-Year Strategic Plan pillars on Healthy and Safe Communities and Racial Equity and Social Justice

Step 5. Implementation: What is your plan for implementation?

Now that you know what the unintended consequences, benefits, and impacts of the proposal and have developed strategies to mitigate unintended consequences or expand impact, it is important to focus on thoughtful implementation.

Describe your plan for implementation:			
N/A – This Board item is informational only with no new proposed policy to implement.			
Is this implementation plan:	Yes	No	I'm Not Sure
Realistic?	☐	☐	☒
Adequately funded?	☒	☐	☐
Adequately resourced with personnel?	☐	☐	☒
Adequately resources with mechanisms to ensure successful implementation and enforcement?	☐	☐	☒
Adequately resourced to ensure on-going data collection, public reporting, and community engagement?	☐	☐	☒

If the answer to any of these questions is no or unsure, what resources or actions are needed?

Realistic? N/A – no proposed change

Adequately funded? Yes.

Adequately resourced with personnel? N/A – no proposed change

Adequately resources with mechanisms to ensure successful implementation and enforcement? N/A – no proposed change

Adequately resourced to ensure on-going data collection, public reporting, and community engagement? If the Board wanted to change data collection practices or recommend more analysis or policy changes, this could impact the funding needs.

Step 6. Accountability and Communication: How will you ensure accountability, communicate, and evaluate results?

Accountability entails putting processes, policies, and leadership in place to ensure that program plans, evaluation recommendations, and actions leading to the identification and elimination of

root causes of inequities are implemented. Just as data is critical in analyzing potential impacts of the program or policy, data will be important in seeing whether the program or policy has worked. Developing mechanisms for collecting data and evaluating progress will help measure whether racial equity is being advanced. Evaluating results means that you will be able to make any adjustments to maximize impact.

- a. How will impacts be documented, evaluated, and shared? How will the public know whether you are achieving the anticipated outcomes? How will you report on community impacts?
- b. How will you continue to partner and deepen relationships with the communities most impacted to make sure your work to advance racial equity is working and sustainable for the long-haul? How and when will you check back in with community to share your findings and hear their feedback?
- c. What [communication strategies](#) will help advance racial equity? (Think of data narratives)

Although this Board item does not recommend new policy changes, impacts are being documented and evaluated through the final deliverables of the Local Immigrant Integration and Inclusion Grant (LIIG) project and the Secure Families Collaborative (SFC) contract.

Deliverables:

- The LIIG project produced a countywide gap analysis report, based on 1,012 individual surveys, 70 organizational surveys, and 15 listening sessions. This report provides the evidence base for identifying unmet needs, demographic gaps, and systemic barriers facing immigrant communities.
- The SFC contract requires grantees to report on outreach and service delivery. Between June and August 2025, grantees collectively:
 - Reached 1,447 individuals through Know Your Rights presentations at homes and community centers.
 - Completed 187 family preparedness plans.
 - Provided 80 individuals with follow-up for health and equity planning.
 - Distributed 75 health navigation resource guides.
 - Delivered 31 families social wraparound services.
 - Made 19 warm referrals to legal nonprofit partners.
 - Launched radio messaging through local stations to expand awareness of immigrant resources

Sharing Back with Community:

- The gap analysis report is a public-facing deliverable that will be shared with the Board and community stakeholders.
- Updated service provider information is being integrated into the United Way 211 system, giving residents a central hub for immigrant-related resources.