



INTRODUCTION

The City of Richmond adopted an innovative General Plan 2030 in April 2012, making Richmond one of few cities in the nation to include an element dedicated to Community Health and Wellness. The City of Richmond conducted two years of pilot implementation of the Community Health and Wellness Element prior to its adoption. In January 2012, The California Endowment awarded the City of Richmond, Contra Costa Health Services, West Contra Costa Unified School District, and University of California, Berkeley a grant to implement the Richmond Health Equity Partnership over the course of two years. The Richmond Health Equity Partnership will support collaborative leadership among key systems working to improve health outcomes for children and families in Richmond schools and neighborhoods. This document is a progress report.

PROJECT UPDATES

A) Intra-Agency Partnership & Collaboration

Improved existing and newly established intra-agency partnerships focused on promoting health equity and participating in Healthy Richmond activities, as evidenced by:

Activities/Objective and Indicators	Outcomes and Deliverables	Timeline
<p>1. COR will convene the Richmond Health Equity Partnership (HEP), a group of leaders from the City, CCHS, and WCCUSD. Technical support to HEP and its subcommittee will be provided by Jason Corburn. The WCCUSD will lead the development of the FSCS strategy subcommittee, CCHS will lead the Data Tracking and Health Report Card subcommittee, and the COR will lead the HiAP strategy subcommittee. Community Engagement will be a key component of all the subcommittees. The COR will be responsible for coordinating schedules and facilities for the HEP and subcommittees.</p>	<p>A1. A regular HEP meeting and sub-committee schedule will be established. Each subcommittee will develop a community engagement strategy. Minutes from all meetings will be kept and distributed by the subcommittee lead.</p>	<p>Months 1-24</p>

Regular HEP meetings have been established. They occur on the fourth Wednesday of the month, rotating locations and meeting facilitators among the City of Richmond, Contra Costa Health Services, and West Contra Costa Unified School District. Meetings #1-6 occurred on March 28, April 25, May 23, June 27, July 25, and September 26, 2012.¹ The Health in All Policies; Data, Tracking, and Training; and Full-Service Community Schools subcommittees continue to meet and are developing community engagement strategies.

<p>2. The HEP will collaboratively develop a matrix of existing activities and draft a strategy for on-going information sharing and coordination. COR will compile and update bi-annually the matrix to ensure activities are coordinated and leveraged. An accompanying strategy for sharing information between partners will be established and distributed by the COR.</p>	<p>A2. A matrix of all Health & Wellness activities each partner is engaged in Richmond will be developed and maintained.</p>	<p>Months 1-24</p>
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The City of Richmond, CCHS, and WCCUSD maintain a working Google doc to track Health and Wellness activities.² Richmond launched a HEP webpage on the City’s health page www.richmondhealth.org to share HEP information and resources with partners and community members.³ Richmond Health Initiatives also has developed a factsheet and regularly posts photos to a flickr website for sharing with partners and community members.^{4,5}

<p>3. COR with input from the HEP will draft a memorandum of understanding (MOU) defining roles and responsibilities of partners, including a timeline of activities needed to meet project objectives.</p>	<p>A3. An executed MOU that details roles and responsibilities of the HEP and subcommittee workplans will be developed that, include a timeline of activities to be undertaken to meet project objectives and payment provisions.</p>	<p>Months 1-3</p>
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A HEP MOU detailing roles and responsibilities and subcommittee workplans to meet project objectives has been executed by all partners. Payment provisions are detailed in City of Richmond contracts with WCCUSD, CCHS, and UC Berkeley.

<p>4. COR will provide a progress report on the implementation of the Health and Wellness Element (HWE), including how HEP activities can be supported by goals and policies in the HWE.</p>	<p>A4. All HEP partners will coordinate activities with the COR to support the advancement of Implementing Actions identified in the Health and Wellness Element.</p>	<p>Months 1-24</p>
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Please view health and wellness activity highlights below, supporting advancing of Implementing Actions set forth in each of eleven sections of the Health and Wellness Element:

Richmond Bay Campus

Richmond has been selected as the preferred site for the Lawrence Berkeley National Laboratory Second Campus, expected to open doors in 2017. The Richmond Bay Campus offers an enormous opportunity to drive regional economic expansion and job creation in Richmond and in the East Bay. The City of Richmond is working with Lawrence Berkeley National Laboratory, UC Berkeley, and various community partners to develop a strategy for maximizing benefits to Richmond. Richmond Bay Campus community workshops were hosted on July 26, September 6, and October 4, 2012. (HW7.1 Higher-Density and Mixed-Use Infill Development, HW6.B Workforce Development Strategy, HW6.D Local Hire and Living Wage Ordinances)

Chevron Refinery Fire Response

The August 6, 2012, Richmond Chevron Refinery fire called for an emergency response and investigations from the City of Richmond and CCHS in coordination with the US Chemical Safety Board, US Environmental Protection Agency, BAAQMD, Cal/OSHA, and Contra Costa County Sheriff’s Office. Community meetings and briefings were hosted on August 7, August 27, and September 24, 2012, at the City of Richmond. The City launched a Chevron Refinery fire website to provide updates on the investigations.⁶ The City of Richmond also provided a free bus service to the BAAQMD special meeting on the Chevron Refinery Fire in

San Francisco on September 10, 2012. (HW9.A Air Quality Monitoring and Reporting Program, HW9.1 Emergency Alert System)

Marin Clean Energy

On June 19, 2012, Richmond City Council elected to join the Marin Energy Authority (MEA) and participate in the Marin Clean Energy Community Choice Aggregation Program (CCA), which will provide customers with a choice to purchase electricity with higher renewable energy content. This innovative policy decision demonstrates Richmond's leadership and commitment to greening the local economy and achieving the City's greenhouse gas reduction goals. (HW10.D Renewable Energy Program)

Richmond Recovery Rebate (R3)

The City of Richmond is processing final applications for the Richmond Recovery Rebate (R3) program. The City's R3 program was funded by the American Recovery and Reinvestment Act and provided rebates to over 200 projects that include home energy assessments, home energy upgrades, any income solar, and free solar for income qualifying homes. The City was able to help residents leverage over \$900,000 in additional rebates to upgrade their homes. Together, these rebates helped influx over \$700,000 homeowner dollars into the local economy and included workforce development requirements. (HW5.C Existing Housing Restoration Program, HW10.D Renewable Energy Program, HW6.B Workforce Development Strategy)

Housing Element

The Richmond Planning Department is preparing the Richmond Housing Element Update for the current 2007-2014 planning period. The Housing Element establishes specific programs to address Richmond's existing and projected housing needs in four broad housing goals – achieving a balanced supply of housing, forming better neighborhoods and improving quality of life, expanding housing opportunities for special needs groups, and ensuring equal housing access. (HW5.A Inclusionary Housing Ordinance, HW5.D Senior and Affordable Housing Design Guidelines)

School-Based Health Centers

WCCUSD is working with Bay Area Community Resources, YMCA of the East Bay, and CCHS to develop on-site health centers at De Anza High School, Kennedy High School, and Richmond High School. Health centers provide medical, reproductive health, mental health/counseling, health education, crisis support services, youth development, and academic and afterschool enrichment programs. (HW3.B Regional Medical Services Coordination)

County Climate Action Plan

Contra Costa County and the City of Richmond hosted two Climate Action Plan Open Houses on July 12 and September 19, 2012 in Richmond to inform the community and receive input on the County's development of a Climate Action Plan. The County anticipates releasing a first draft of the Climate Action Plan in November 2012. (HW10.A Climate Action Plan)

Livable Corridors – Form-Based Code

The City of Richmond, in partnership with CCHS, the Local Government Commission (LGC), and Opticos Design, Inc. is developing a Form-Based Code (FBC) for three major commercial corridors in the City. The FBC will be an implementation tool that guides the transformation and revitalization of Macdonald Ave., San Pablo Ave., and 23rd St. into livable, walkable, and economically thriving corridors. Community meetings were hosted on February 11 and August 9, 2012. (HW7.A Corridor Improvement Plans)

Urban Greening Master Plan

The City of Richmond received a Strategic Growth Council Urban Greening Planning Grant to develop an Urban Greening Master Plan. On March 17, 2012, the City's Planning and Parks and Landscaping Divisions hosted the Urban Greening Master Plan Project Kick-off. (HW1.I Urban Greening Initiative)

EPA Targeted Brownfield Assessment

The City of Richmond received EPA Targeted Brownfield Assessment funding to conduct soil analysis at three sites: Unity Park on the Richmond Greenway, Richmond Plunge, and 6th & Enterprise in the Iron Triangle. (HW9.J Site Remediation)

LED Lighting Upgrades

The City of Richmond recently completed LED lighting upgrades for Nevin Park, Nevin Community Center, and Richmond Museum of History. Thirty-four City facilities have received energy efficiency lighting upgrades funded by the American Recovery and Reinvestment Act (ARRA). (HW8.B Pedestrian-Scale Lighting Standards, HW10.D Renewable Energy Program)

Safe Routes to School

WCCUSD and CCHS are implementing Safe Routes to School at Peres and Chavez Elementary Schools, promoting neighborhood safety in school zones for safe walking and biking to school and providing walk- and bike-to-school education and activities to youth, parents, and school staff. (HW4.F Safe Routes to School Program)

Cities of Service

The City of Richmond received a \$200,000 grant from the S.D. Bechtel, Jr. Foundation to develop and implement the Cities of Service volunteer/service initiative program to strategically harness the power of volunteers to address priority problems in their communities. The City of Richmond received a grant from Cities of Service, provided by Bloomberg Philanthropies and has partnered with Community Alliance for Learning. (HW11.A Training and Capacity-Building)

UC Berkeley Fellows

UC Berkeley Center for Health Leadership Fellows have been working with the City on the Health in All Policies initiative since February 2012. A team of five Masters of Public Health Students have complete research on Health in All Policies best practices and are currently working with HEP to develop and implement a Community Engagement plan for Health in All Policies in Richmond. The Fellows, with the support of HELP, will conduct a series of six community meetings to present information about Health in All Policies and solicit feedback and input on the Health in All Policies Ordinance and Strategy Plan. (HW11.A Training and Capacity Building)

Pogo Park

The City of Richmond continues to support Pogo Park, an initiative to rebuild Elm Playlot, a .5 acre innovative city park and playground in Richmond's Iron Triangle neighborhood. Pogo Park and the City of Richmond received a \$2 million grant in Proposition 84 grants to fund construction. (HW1.G Joint-Use Agreement)

Office of Neighborhood Safety

Office of Neighborhood Safety (ONS) implemented the Summertime Gun Violence Interruption Initiative in North Richmond in summer 2012. There was a 65 percent reduction in summertime homicides citywide from 2011 to 2012. (HW8.A Public Safety Committee and Anti-Violence Programs)

Mainstreet Farmers’ Market

In Summer 2012, Richmond Main Street, with support from the City of Richmond and the Pacific Coast Farmers’ Market Association, opened a Downtown Richmond Farmers’ Market. Each Wednesday, vendors at the market offer a wide variety of affordable, fresh, and seasonal produce. (HW2.D Sustainable Urban Agriculture Assessment)

Be Smarter, Drink Water Richmond Project

Be Smarter, Drink Water Richmond Project is a Community Transformation Grant (CTG) initiative funding CCHS, City of Richmond, and Building Blocks for Kids Collaborative, to increase access to drinking tap water in Richmond and the number of nutrition policies in local organizations. This project is funded by The California Endowment through the Public Health Institute. (HW2.B Healthy Food and Nutrition Choices, HW11.D Healthy Choices Public Information Campaign)

Fruit Tree Giveaway

The City of Richmond partnered with Richmond-based organization Self-Sustaining Communities to host fruit tree giveaway events for Richmond community members. In April and October 2012, more than 3,000 cherry, pomegranate, apple, olive, and other trees were given away to community members. (HW 2.D Sustainable Urban Agriculture Assessment)

5. WCCUSD, with support from the HEP, will develop a coordinated FSCS strategy for the WCCUSD schools in Richmond. The HEP will engage parent groups, school staff, residents, and community stakeholders in development of the FSCS strategy. The HEP will present and obtain input on the draft FSCS strategy from the Healthy Richmond steering committee.	A5. WCCUSD will develop a written FSCS strategy with input from the HEP, parents groups, Healthy Richmond, and other community groups.	Months 1-20
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On October 10, 2012, WCCUSD adopted a resolution supporting FSCS. WCCUSD continues to work with partners to complete a work plan to implement FSCS at Peres and Chavez Elementary school for the 2013–2014 school years.

6. WCCUSD, with support from the HEP, will explore opportunities to pilot implementation of the FSCS strategy at Peres and Chavez Elementary Schools	A6. WCCUSD will develop a written workplan to pilot the FSCS strategy at Peres and Chavez schools.	Months 18-24
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(Next reporting period)

B) Cross Sector Learning

Increased knowledge among all partner agencies and staff of how HiAP and FSCS can promote health equity in Richmond, as evidenced by:

1. The HEP will organize joint trainings for staff on Health in All Policies and Full-Service Community Schools.	B1. The HEP will organize at least two joint trainings on HiAP and FSCS models for staff.	Months 3-18
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On September 12, 2012, HEP hosted a shared learning meeting with Oakland-based Urban Strategies Council (USC), whose mission is to eliminate persistent poverty by working with partners to transform low-income neighborhoods into vibrant, healthy communities. USC has been working with the Oakland Unified School District on advancing equity through Community Schools and Promise Neighborhood Schools. On

June 21, 2012, HEP hosted a shared learning meeting with Oakland Unified School District’s statistician to learn more about the district’s “Opportunity Maps” (GIS), an innovative way to illustrate inequities (health, education, poverty) and develop strategies to address them.

2. Partners will engage in trainings and shared learning on different FSCS and HiAP models/strategies in practice across the country. Evaluation of models will include exploring their links to health equity and how they could be implemented in Richmond and other areas of West Contra Costa County. Evaluations will be completed at the subcommittee levels with COR taking the lead on HiAP and WCCUSD leading the FSCS models.	B2. Partners will go on at least two site visits (e.g. Redwood City or other locations) where a FSCS model has been implemented.	Months 4-8
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HEP partners will attend the Community Schools National Forum in New York on December 3-7, 2012. A site visit to the Redwood City School District is planned for the near future.

C) Health in All Policies (HiAP) Training and Policy Development

Increased capacity among city staff and its partners and strengthened coordination among all City of Richmond departments to implement HiAP in day-to-day city management, as evidenced by:

1. COR and CCHS, with support from Professor Corburn, will jointly develop training curriculum, materials, and agendas for a series of trainings on health and health equity for City of Richmond and WCCUSD staff.	C1. A training curriculum, materials and agendas will be developed for trainings.	Months 8
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HiAP training curriculum and materials are in progress. A Health Equity Reader has been drafted.⁷

2. COR and CCHS, with support from Professor Corburn, will jointly conduct training sessions for the Richmond City Council, City Planning Commission, Richmond Neighborhood Coordinating Council, city commissions and Healthy Richmond HUB focused on health equity & Health in All Policies. Professor Corburn and CCHS staff will present as experts on the impact of City policies on community health.	C2. A minimum of 4 Health Equity and HiAP trainings will be held.	Months 8-24
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HiAP community meetings are scheduled for November 8 and November 29, 2012.

3. CCHS will provide technical assistance to COR departments and WCCUSD divisions beginning to implement HiAP strategies.	C3. A log of technical assistance provided to COR departments by CCHS and other experts will be kept and a Frequently Asked Questions (FAQS) will be developed.	Month 18-24
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(Next Reporting Period)

4. COR will draft a City HiAP Strategy for consideration by the Richmond City Council.	C4. A draft City HiAP strategy will be presented to the Richmond City Council	Month 18-24
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The HiAP strategy shall be linked to the City's budget and business plan.	by the City Manager and Professor Corburn.	
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(Next Reporting Period)

5. The HEP will explore development of ordinances and other joint resolutions between the City, CCHS and WCCUSD to institutionalize HiAP with participating agencies, and support the FSCS strategy in Richmond.	C5. Recommendations of potential ordinances or joint resolutions between partners to support HiAP work and FSCS implementation in Richmond developed.	Months 8-24
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A draft HiAP ordinance has been developed. WCCUSD adopted a FSCS resolution.

6. The HEP will share lessons of the City's HiAP with Healthy Richmond HUB and other TCE Building Health Communities (BHC) sites; federal, state, and local agencies; and health and municipal organizations.	C6. Lessons from COR HiAP work will be shared with other TCE BHC sites and federal, state, and local agencies; health and municipal organizations through at least three one-on-one meetings and two presentations at conferences.	Months 8-24
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Robert Wood Johnson Foundation Visit

Richmond is a finalist for the Robert Wood Johnson Foundation Roadmaps to Health Prize. On October 12, 2012, the City of Richmond, Richmond Community Foundation, and community partners presented to visitors from the Robert Wood Johnson Foundation on its Roadmap to Health during a tour of Richmond. Richmond created Roadmaps to Health video highlighting Richmond's Roadmap to Health.⁸

EPA and PolicyLink Urban Agriculture Presentations

On August 28, 2012, the City of Richmond presented on a national webinar hosted by PolicyLink highlighting policy infrastructure supporting urban agriculture in the City of Richmond. In November 2012, the City of Richmond will present at an EPA Brownfields Workshop on EPA Targeted Brownfield Assessments at work in Richmond. Richmond will highlight community partnerships to support urban gardens.

The California Endowment Annual Meeting

On October 15-16, 2012, HEP partners participated in The California Endowment Annual Meeting for Building Healthy Communities sites. HEP partners participated in Health Happens in Prevention, Health Happens in Neighborhoods, and Health Happens in Schools subgroups.

Center for Cities and Schools

On Thursday, October 25, 2012, the City of Richmond participated in a UC Berkeley Center for Cities and Schools PLUS Leadership Initiative Roundtable to launch the next year of city-school collaborations and research, including Y-PLAN, an award-winning initiative where youth are engaged as genuine stakeholders and participants in local planning projects with the mentorship of UC Berkeley students.

California Cities Counties Schools (CCS) Partnership

The City of Richmond participated in CCS Partnership meeting on September 28, 2012, in Sacramento to create a collaborative environment and policies to support the creation of Community Schools. The City of Richmond discussed the ongoing work of the HEP and Health Equity. Supervisor John Gioia and UC Berkeley Center for Cities and Schools also attended.

Youth United for Community Action (YUCA)

On Wednesday, April 4, 2012, the City of Richmond hosted youth leaders from Youth United for Community Action (YUCA), a grassroots community organization from East Palo Alto created, led, and run by youth with goals to provide a safe space for young people to work on environmental and social justice issues. YUCA examined the innovative approaches that the City of Richmond has taken in the development of the Community Health and Wellness Element of the General Plan 2030 for replication in their community.

Richmond Health Equity Forum at UC Berkeley

On October 24, 2012, HEP representatives presented in a UC Berkeley College of City and Regional Planning forum on the Community Health and Wellness Element and HEP with the goal of generating ideas for future collaborations between City of Richmond and UC Berkeley to advance health equity.

Shared Learning with Cities of Coachella and Salinas

The City of Richmond, in collaboration with The California Endowment, is organizing on November 30, 2012, a learning exchange between Coachella, Salinas, Santa Ana, and Richmond partners who are planning for health equity.

D) Community Engagement

Strengthened parent knowledge of and participation in Health Equity strategy, Health & Wellness Element Implementation & Healthy Richmond activities, as evidenced by:

1. The HEP will participate in Parent Leadership Trainings, School Site Councils (SSC), and parent meetings at Peres and Cesar Chavez Elementary Schools.	D1. HEP will participate in at least twelve school meetings at both Peres and Chavez schools (12 at each school).	Months 4-24
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A City of Richmond staff person regularly attends weekly Friday morning parent coffee hours at Peres Elementary School and regularly engages the Chavez Elementary School principal.

2. WCCUSD will hire and train one to two parents (from either Peres or Chavez) to become part-time community organizers and liaisons for the FSCS implementation pilot.	D2. One to two parents are hired and trained to serve as community organizers and school liaisons for pilot FSCS sites.	Months 9-24
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In partnership with WCCUSD, the City of Richmond is contracting with Building Blocks for Kids (BBK) Collaborative to hire and train two parents to serve as community organizers and school liaisons for pilot FSCS sites.

3. The HEP and school liaisons shall review school parent priorities generated through the HWE implementation neighborhood action plans and conduct further engagement and assessment to determine how to pilot the FSCS strategy implementation.	D3. A menu of parent priorities for school services and improvements outside of schools is developed for pilot FSCS implementation at Peres and Chavez schools.	Months 1-12
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WCCUSD is continuing to develop a menu of parent priorities. To date, WCCUSD has completed upgrades at the Peres Elementary School dental clinic.

4. The HEP will continue to implement built environment interventions that meet the needs of parents and schools as part of implementation of the Health and Wellness Element.	D4. Community resources that address parent priorities are integrated into the FSCS pilots at Peres and Chavez schools (e.g. provide nutrition classes in school, increase physical activity at recess, build school gardens, expand CCHS mobile clinics to Peres and Cesar Chavez elementary schools in Richmond).	Months 1-24
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WCCUSD and the City of Richmond continue to identify parent priorities and community resources. To date, WCCUSD has provided additional yard supervisor hours to assist the Schools in increasing safety and physical activity. WCCUSD is piloting the CCHS mobile clinics at Lincoln and Coronado Elementary Schools this semester with the goal of expanding this service to Peres and Chavez Schools in the spring.

5. HEP will jointly hold community meetings to develop the FSCS strategy and City HiAP strategy.	D5. At least five community meetings on the development and implementation of the FSCS strategy will be held.	Months 9-24
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On October 10, 2012, WCCUSD adopted a resolution supporting FSCS. Community meetings on development and implementation of the FSCS strategy are planned for the future.

E) Data Tracking and Health Equity Report Card

Increased ability among system and community partners to answer whether or not Richmond’s neighborhoods and residents are moving toward greater health equity, as evidenced by:

1. Building off the HWE pilot implementation’s data report, the HEP will identify indicators to measure effects of the HWE implementation on health equity in Richmond; identify data needs and gaps; work with the Healthy Richmond HUB to align with core outcomes & measures; explore participation by Kaiser and other health providers to obtain more complete health data to create a health atlas for Richmond and its neighborhoods; and prepare internal report of findings.	E1. CCHS will draft a report outlining existing health outcome and determinant data and identify potential data needs/gaps. Participation by Kaiser, Healthy Richmond HUB, Community Clinics Consortium, and others is identified.	Months 1-9
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CCHS completed a draft assessment of health indicators.⁹ This has included collecting data from several sources including police, voter registration, and nonprofit organizations. CCHS will continue to explore participation by relevant institutions and organizations.

2. CCHS with support from the HEP will evaluate existing data and indicators by neighborhood in Richmond where possible. CCHS will prepare a report of findings and	E2. CCHS will draft a report summarizing existing data and indicator maps by neighborhood in Richmond and presented to the HEP. Additional indicators/ data will	Months 1-12
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Richmond Health Equity Partnership Progress Report – October 2012

present to the HEP. Professor Corburn, with input from the HEP, will draft & review new indicators with links to HiAP and FSCS strategies.	also be linked to HiAP and FSCS strategies for review with the HEP.	
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CCHS presented a draft report on health indicators and using data to understand health equity in Richmond and in Contra Costa County.¹⁰ CCHS is engaging HEP partners to determine additional indicators and data needed.

3. CCHS, with support from the HEP, will develop a system for long-term, on-going tracking and reporting of Health Equity data within Richmond. Roles of each Agency will be reviewed and described.	E3. CCHS, with support from the HEP, will develop a system for tracking and reporting on the selected indicators within Richmond.	Months 12-24
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Richmond has purchased the URL www.inforichmond.org to begin developing an online site for data from all HEP partners.

4. CCHS, with support from the HEP, will draft a Health Equity Report Card for Richmond that also aligns with the outcomes of Healthy Richmond. The HEP will distribute the Richmond Health Equity Report Card via internet and other distribution formats.	E4. CCHS, with support from the HEP, will develop a Richmond Health Equity Report Card and distribute it via internet and other format.	Months 18-24
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(Next reporting period)

ADDITIONAL INFORMATION

1. Have you reconciled your bank accounts currently? Yes.
2. Are you current on your payroll taxes? Yes.
3. Have you made any changes to your board, staff, or nonprofit status? Board member changes subject to results of November 6, 2012 election.



¹ HEP meeting materials and minutes: <http://www.ci.richmond.ca.us/index.aspx?nid=2580>

² Health and Wellness activities Google doc:

<https://docs.google.com/spreadsheet/ccc?key=0ApfS7cBUGP3pdDFCQ3IVc2cyemVzNzJsZiRqeS1wdVE>

³ HEP webpage: <http://www.ci.richmond.ca.us/index.aspx?NID=2574>

⁴ Richmond Health Initiatives Factsheet: <http://www.ci.richmond.ca.us/DocumentView.aspx?DID=9392>

⁵ Richmond Environmental and Health Initiatives Flickr: www.flickr.com/richmondenvironment

⁶ Chevron Refinery Fire webpage: www.ci.richmond.ca.us/index.aspx?nid=2628

⁷ Health Equity Reader: <http://www.ci.richmond.ca.us/DocumentView.aspx?DID=8916>

⁸ Richmond Roadmaps to Health Video, by Alas Media: <http://vimeo.com/51313570>

⁹ CCHS draft health indicators: <http://www.ci.richmond.ca.us/DocumentView.aspx?DID=9011>

¹⁰ CCHS Presentation on health indicators and data: <http://www.ci.richmond.ca.us/DocumentView.aspx?DID=9027>