



Economy, Equity and Culture

IV. The Economy, Equity, and Culture

The Economy, Equity and Culture Element focuses on how people live, work, and interact with each other in Marin County. While each section will be explored separately, the subjects relate to and impact each other in many ways. Marin's economy is relatively strong but its vitality is challenged by transportation and affordable housing constraints and there is limited commercial space for large businesses to grow. Additional economic opportunities and secure, well-paying jobs will be needed to support the local economy.

Social equity issues in Marin are evident in many facets of community life. The demand for child care consistently exceeds the licensed supply, and low income families experience the brunt of the child-care crunch. In terms of community involvement, the overall participation level in the County is substantial, but the diversity of the general population is not reflected in governmental commissions, councils, and advisory groups. While diversity is increasing in Marin, integration is limited, and diversity levels are still far below the state and the region. Educational institutions and programs are successful in Marin, especially when compared with the state overall. However, educational inequities based on income, geography, and race still exist. Also, in some cases low income communities and communities of color in Marin may be disproportionately exposed to toxins in the air, soil, water and food.

The lack of affordable housing, in addition to impacting the local economy, disproportionately burdens low income individuals, minority communities, and immigrant families. A lack of affordable housing also poses a barrier to recruiting and retaining workers in many social service and health care jobs, including, teachers, nurses, police and fire personnel and child-care workers.

In terms of public health and safety, Marin County residents are healthy overall and participate in many preventive health measures. There are, however, some health concerns that face Marin's population including high rates of cancer and other health problems. Marin has a strong public safety record, with crime rates remaining consistently lower than in the rest of California, but there is a need to address the high number of local abuse and physical violence cases.

Transportation and workforce issues are closely linked to social equity in Marin. Because the local transportation system is designed primarily for cars, those without a car are more likely to experience difficulty moving around the community to jobs, medical services or cultural opportunities. Also, there is a shortage of entry-level workers in the county and this could be addressed by additional workforce training and a focus on fair compensation.

Finally, Marin is a culturally rich community that places importance on exposing the community to and involving the community in artistic expression, both modern and historical. The arts industry is a strong contributor to the Marin economy.

A. ECONOMY

➤ Background and trends

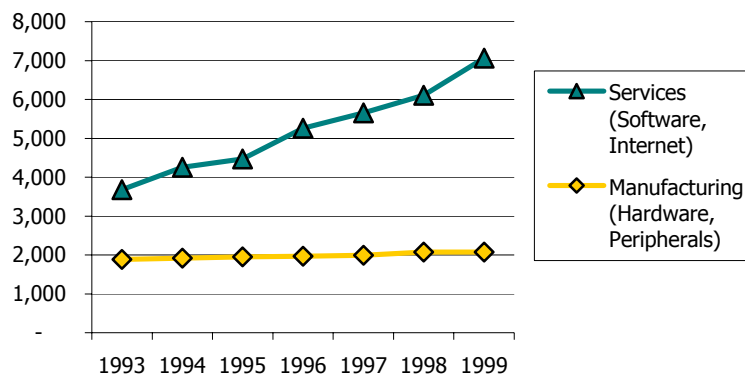
While Marin County generally maintains a prosperous economy, acute housing and transportation problems have not been resolved. In the last decade Marin County has enjoyed a relatively healthy and varied economy. Many businesses have taken root and grown successfully here, providing multiple benefits to community members. Some such businesses have grown so large, however, that they have had difficulty finding adequate space, and in some cases have moved out of the county. The lack of space available for future economic development, increasing labor costs, traffic congestion, and a shortage of affordable housing have all impacted business viability in Marin, as has the recent downturn in the economy. In addition, some sectors, such as agriculture, have not participated in the economic boom that has buoyed other sectors of the economy.

Among the key economic trends in the county, Marin's high cost of living poses a profound barrier to the future viability of our economy. The high cost of living diminishes the purchasing power of individual households while inflating the cost of home ownership, especially for low income households. The growing gap between the rich and poor in Marin has made it more difficult to attract low-cost labor. In addition, employers have difficulty hiring entry-level employees with adequate verbal, written communication and arithmetic skills. Many service jobs in Marin County are low paying, and many of these jobs are going to immigrants. For workers who are non-English speaking, language poses a barrier.

Job growth in Marin continues in many sectors. The number of jobs in Marin grew from just under 110,000 in 1990 to more than 120,000 in 2000. This number is projected to increase to 150,000 by 2020. Industries that experienced growth in employment between 1998 and 1999 include: information construction (19 percent); management of companies and enterprises (12 percent); administrative, support, waste management, and remediation (11 percent); finance and insurance (9 percent); education services (8 percent); transportation and warehousing (5 percent); wholesale trade (4 percent); motion picture production (4 percent); services (3 percent); miscellaneous services (3 percent); real estate, rental and leasing (2 percent); professional, scientific, and technical services (2 percent); retail trade (2 percent); and accommodation and food services (2 percent). In addition to growth in these sectors, home-based businesses have been steadily increasing in the county. Home-based businesses accounted for 27 percent of all businesses in Marin in 2001, an increase from 23 percent in 1999 (Marin Economic Commission).

Some sectors have experienced a decrease in employment. Industries in which employment decreased include manufacturing (–11 percent) and health care and social assistance (–4.4 percent). The arts, entertainment, and recreation industry saw no significant change in employment (Marin Economic Commission). In the late 1990s, software, multimedia, and Internet businesses were among the fastest growing employment sectors in Marin. Wages in this sector were relatively high. The number of service jobs in this sector grew from fewer than 4,000 in 1993 to 7,000 in 1999, while high-technology manufacturing jobs remained steady at about 2,000 (Figure IV-1) (Marin Profile 2001). Recently this trend has changed as high-technology employment has decreased across the Bay Area.

Figure IV-1
High Technology Employment

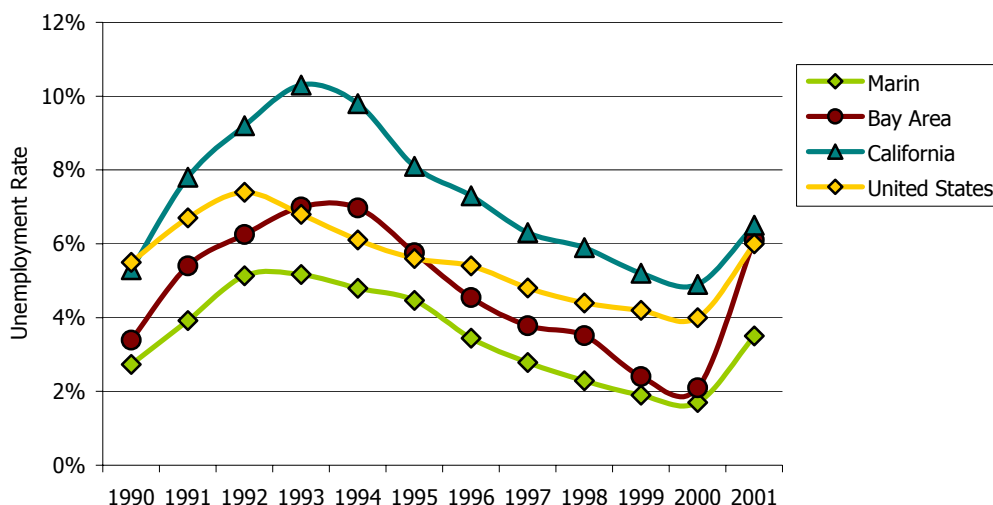


Source: 2001 Marin Economic Commission

The unemployment rate in Marin is generally low. The unemployment rate reached its highest point of 5.2 percent during the recession of 1992 and dropped to 1.7 percent in 2000 (Figure IV-2). Unemployment increased to 2.7 percent in September 2001. Since 1998 the number of cases enrolled in the CalWORKS program has decreased 35 percent, from 986 cases to 643 (as of December 2001), primarily due to the program's focus on putting parents into the workforce. The number of people

statewide receiving financial aid for unemployment has fallen to roughly 1.4 million from 2.3 million four years ago (Marin County Department of Health and Human Services).

Figure IV-2
Unemployment Rate, 1990–2001



Source: 2002 Employment Development Department

➤ Issues

(See also II. Natural Systems, D. Food and Agriculture.)

Marin's economic vitality needs to be enhanced.

- Existing businesses need additional support to address the shortage of community and residential space, traffic congestion, and other key issues.
- Compatible businesses need to be recruited to the county, and new local enterprises need to be supported.
- There is a need for increased economic development in some geographic areas, such as in the Canal community and Marin City.

There is a need for a more equal relationship between jobs and housing.

- More workforce housing is needed near job centers, and employment centers are needed near existing housing. It is becoming more difficult to bring in labor from Sonoma County because Sonoma's wages are rising and housing costs in Sonoma County are lower than in Marin.
- In addition to the ongoing need for affordable housing for workers and families, a growth in the service industry has added to the need for very-low income and entry-level housing.
- Marin has a high percentage of residents whose income is derived from sources other than jobs such as investments. There is a need to look at how this impacts Marin's economy.

The cost of moving goods and people is high due to traffic congestion.

- a) Employers must pay high salaries to compensate for the high cost of housing and traffic congestion. It is difficult for employers to retain employees because of high levels of traffic congestion combined with limited affordable housing and the low unemployment rate.
- b) Time spent in traffic results in a loss of productivity and increased fuel costs. There is a need for development patterns that support public transit and improve transportation options.
- c) Traffic congestion results in indirect costs, such as air pollution, impacting community health and the environment.
- d) While the trend in the increase in home-based businesses is generally beneficial economically and in terms of reducing commuting, one potential downside is that some traffic may be more redistributed and focused in specific neighborhoods and in local city centers.

Some businesses are relocating from Marin to other counties.

- a) The impact of business relocation on number of jobs, level of wages, and other factors is not clear.
- b) There is a need to identify which businesses are relocating from Marin to other counties and why.

The county needs to maintain and manage its tourism industry.

- a) Tourism plays a significant role in Marin's economy. The number of bed-and-breakfast facilities and commercial uses serving tourism is increasing. In addition, there is an increasing demand for parking, camping, hotel, and motel accommodations.
- b) The events of September 11, 2001, the California energy crisis, and the economic downturn have had an effect on the number of tourists visiting Marin.
- c) Sustainable tourism in Marin needs to be supported by encouraging visitors to patronize locally owned businesses.

Marin's agricultural economy needs support to remain economically viable.

- a) The necessary input of resources and output of sales for agriculture to be self-sufficient needs to be defined.
- b) The wages of agricultural workers are not adequate to cover the county's high cost of living.

Interest in green businesses is increasing and needs support.

- a) The County's Green Business Program needs to further refine standards and indicators to better identify green businesses. There needs to be ongoing cooperation between government and businesses for this to occur.
- b) An expedited approval process is needed for projects that meet a published list of criteria and standards for green businesses.
- c) The County does not currently have a set of milestones or a timeline for making County procurement more sustainable—for example, buying more recycled products, minimizing packaging and virgin materials, and using renewable resources whenever possible for fuel, energy, and paper.

Marin's high cost of living threatens the county's economic vitality.

- a) The wages of many Marin workers are not adequate to cover the county's high cost of living. A high cost of living reduces households' purchasing power.
- b) People are increasingly spending beyond their means and having to deal with debt.
- c) Most young people living in the county are working in low-paying jobs and need support for housing and education.

More job training is needed.

- a) Cooperative government, school, and business partnerships are needed to initiate local workforce job training, business education, and entrepreneurial skill building.
- b) Some workers who are hired do not meet minimum language, training, or skill requirements needed for a given job.
- c) Job training in schools and for adults is needed so that local companies can hire from within the community.

➤ **Strategies**

Vibrant, viable, and sustainable economy

Identify and support the types of businesses that comprise a vibrant, viable, and sustainable economy.

- a) Retain and reinvent community resources. Identify criteria for businesses that should be targeted for development in and attraction to Marin County. Undertake a business expansion, retention, and attraction study.
- b) Evaluate the prospects for a business mentoring and incubation program to be undertaken in cooperation with the private sector.
- c) Foster a diverse but balanced mix of economic uses and expand the fiber optic network to attract high-tech businesses.
- d) Decrease the import of products from outside the county. Foster development of a closed-loop system for Marin's economy, capturing and recycling both resources and dollars.
- e) Provide increased employment opportunities that match the skills of the Marin County workforce by identifying the occupations of workers who commute to jobs outside Marin County and evaluating the possibility of attracting industries with such occupations to locate in Marin County.

Ensure that sites suitable for economic development are available, and make information about those sites available to businesses that may be considering a Marin County location.

- a) Prepare an inventory of existing commercial space, vacant sites that are zoned for nonresidential use, and underdeveloped sites that could be redeveloped with more intensive nonresidential use. If possible, create an integrated searchable database for this information in conjunction with the cities of Marin County.
- b) In conjunction with the cities of Marin County, study the potential to increase permitted intensities of nonresidential use, in order to create greater redevelopment potential on underdeveloped and underutilized sites near transit stops.

- c) Study the economic development potential of identified economic development sites, and formulate and adopt strategies to attract businesses to those sites.
- d) Encourage the provision of jobs near transit stops and along transit corridors by identifying and eliminating barriers to development on sites that would be suitable for employment-related and mixed-use development, with a view toward increasing the overall density/intensity of development. Suitable sites would be, at a minimum, currently designated for housing and outside of sensitive habitats. Allow employment-related and mixed-use development by right (but not requirement) on identified sites.
- e) At the same time, identify and evaluate sites near transit stops or along transit corridors that are currently designated for housing but that are not suitable for employment-related or mixed-use development, and protect those sites from additional uses.

Support the agricultural economy.

- a) Provide assistance to facilitate the processing of applications for uses related to production agriculture and to help county farmers comply with environmental regulations.
- b) Develop criteria and standards to permit related accessory uses and agriculture-related tourism on agricultural lands. Support agricultural conservation easements.
- c) Develop and adopt buying programs to support local agricultural production (for example, require government agencies to adopt a "Marin First" purchasing protocol for agricultural products).
- d) Explore opportunities to diversify/intensify agricultural use of agricultural lands and to enhance the viability of the agricultural business sector.
- e) Increase the supply of housing for agricultural workers and address child-care and education needs related to agricultural operations.
- f) Institute a media campaign and public education on the benefits of local agriculture.

Recognize and support tourism as a significant contributor to the Marin County economy, while reducing adverse effects that visitor activity may have on the environment.

- a) Study the County's approval process for visitor accommodations, and modify the process if necessary to reduce uncertainty. Modifications could include, for example, clarifications to the zoning ordinance and preapplication review to identify issues that might arise during the approval process.
- b) Provide cost-effective public transit for visitors, and maximize its use by visitors.
- c) Maintain contact with various tourist attractions to address needs of that industry sector.

Continue and expand support for the development of green businesses.

- a) Disseminate adopted standards and indicators that identify what a green business is.
- b) Define levels of performance for future green business certifications. Facilitate the development application, review, and approval process for green businesses.
- c) Establish a program for making County procurement more sustainable. Set goals, milestones, and a timeline for reaching that target, which include more recycled products and fewer virgin materials, locally grown food, reduced packaging, and use of renewable resources for fuel, energy, and paper whenever possible.

- d) Formulate and adopt a strategy for conforming Marin County operations to green business principles and practices.
- e) Encourage the cities of Marin County and other public agencies to establish programs for more sustainable procurement. Encourage the cities of Marin County and other public agencies to conform their operations to green business principles and practices.

Ensure the availability of adequate and appropriate infrastructure to serve the businesses of Marin County's future.

- a) Monitor the condition and adequacy of infrastructure systems, and identify potential constraints, to ensure that sufficient capacity is available to meet the needs of existing and planned business operations.
- b) Identify strategies to ensure that Marin County maximizes the effective capacity of its infrastructure systems and resources.
- c) Identify and adopt strategies to encourage and facilitate the development of an advanced electronic communications infrastructure to provide digital connectivity.

Promote corporate responsibility.

- a) Evaluate publicly supported economic development programs, investments, and subsidies for their long-term benefits and impacts on the whole community, not on short-term job or revenue increases.
- b) Ensure that public investments should support environmental and social goals. Prioritize infrastructure and supportive services that promote the vitality of all local enterprises instead of individual firms.
- c) Encourage businesses to contribute to the communities and regions where they operate, protecting the natural environment and providing workers with opportunities for upward mobility.

Improve job readiness of unemployed and underemployed residents of Marin County.

- a) Continue to disseminate an inventory of workforce skills programs, updating that inventory as necessary. Publish this inventory in English, Spanish, and other languages spoken by a critical mass of Marin County residents.
- b) Investigate additional means for the County to facilitate connections and communications between the private sector and the educational/workforce training sector to improve workforce preparedness and lifelong learning.
- c) Encourage cooperation between the public and private sectors to provide job training and job placement services to unemployed and underemployed Marin County residents.
- d) Increase workforce preparedness of unemployed and underemployed Marin County workers by implementing the policies and programs of the Land Use Element and Housing Element of the Countywide Plan to ensure the availability of housing for Marin County workers.

Address the high cost of living in Marin and reduce poverty.

- a) Conduct an analysis of the impacts of adding high-end versus low-end jobs. Discourage new businesses that primarily create low-paying jobs.
- b) Ensure that any business working with the County of Marin has a closed-loop system, such as hiring local people, paying living wages, having adequate health benefits, and providing child care and education opportunities to employees.

- c) Promote jobs that match the skills of existing residents and Improve the skills of low income individuals, addressing the needs of immigrants and of families moving off welfare.

Workforce housing

(See also III. The Built Environment, C. Housing.)

Increase the supply of housing affordable to workforce households in Marin County.

- a) Encourage the provision of housing near transit stops and along transit corridors by identifying and eliminating barriers to development on sites that would be suitable for residential and mixed-use development, with a view toward increasing the overall density/intensity of development on these sites. Suitable sites would be, at a minimum, currently designated for employment-related uses and outside of sensitive habitats.
- b) Encourage the construction of new residential units at higher densities than may currently exist on sites near jobs or transit.
- c) Remove economic and financial obstacles that inhibit smaller families that occupy large housing units from moving into smaller units.
- d) Publicize the availability of residential property tax relief consistent with Proposition 60.
- e) Recruit high-paying employment into Marin.

Ensure the availability of sites for employment and housing close to each other, consistent with the health and safety of Marin County residents.

- a) Encourage businesses to locate on sites that are served by transit.
- b) Encourage the provision of housing for the workers to be employed in all new commercial development.
- c) Commit County resources to increasing the number of housing units affordable to workforce households.
- d) Implement policies and programs of the Housing Element of the Countywide Plan that provide for development of workforce housing, affordable housing, and higher density housing in an effort to increase the supply of units affordable to workforce households with members who are employed in Marin County.

Transportation

(See also III. The Built Environment, A. Transportation.)

Support efforts to improve the county's transportation system.

- a) Maintain a highly accessible public transportation system.
- b) Improve transit service for home-work trips within the county by improving service between residential areas and business concentrations.
- c) Provide intra-city shuttle service for home-school, home-shopping, and other nonwork-related trips.

Encourage patterns of land development that support public transit as a way to reduce traffic congestion during commute hours.

- a) Encourage businesses to locate on sites that are served by transit by increasing the maximum floor-area ratio permitted on those sites.
- b) Establish a minimum density for residential development near transit nodes.
- c) Reduce parking requirements for new and existing buildings that participate in subsidy programs for transit riders and new buildings located near transit hubs.

Encourage use of public transit and other alternatives to single-occupant vehicles by Marin county workers as a way to reduce traffic congestion during commute hours.

- a) Identify incentives that would encourage employers to participate in subsidy programs for transit ridership and other alternative travel modes for their employees. Continue subsidy programs, such as Golden Gate Transit Ride Value bus tickets, to encourage transit ridership by County employees.
- b) Implement bikeway improvements and continue free bike tune-ups for County employees who commute by bicycle.
- c) Continue programs for County government employees such as at-cost fuel purchase and preferential parking incentives for registered carpools, ride-matching service for carpools, and guaranteed ride home to encourage carpooling.
- d) Identify incentives that would encourage private sector and other (non-County) public sector employers to participate in subsidy programs for carpools, similar to or exceeding those currently used for County government workers (Program 3.3.5), for their employees.
- e) Identify conditions under which new employment-related developments should be required to adopt Transportation Demand Management (TDM) programs, and require adoption of such programs when the identified conditions are met.
- f) Encourage telecommuting, home-based work, and home-based businesses as a way to reduce the need for work-based trips during commute hours.
- g) Implement the policies and programs of the Transportation Element of the Countywide Plan to ensure the adequacy and appropriateness of the transportation system to support the economy of Marin County.
- h) Promote programs that provide transportation passes or incentives to businesses to address traffic congestion and Provide worker education on transit use.

Institutional framework

- a) Exert strong leadership to achieve cooperation among County departments and, as feasible, between the County and other agencies, to provide a reliable process for approval (or disapproval) of businesses that meet the criteria established for targeted business expansion, retention, and attraction.
- b) Create a one-stop preapplication review system for early review of potential projects by County departments. Create a fast-track review and approval system for minor projects (such as interior tenant improvements). Assign "approval process navigators" to shepherd applications for development of targeted industries and workforce housing.

- c) Establish a regular project review meeting schedule that includes attendance by all agencies involved in the development-permit review and approval process.
- d) Work with other agencies involved in the development-permit review and approval process to identify and agree on additional strategies to facilitate economic development that is consistent with the General Plan.
- e) Conduct a multi-jurisdictional analysis and study of job demand and fiscal needs, address the fiscal viability of governments and local agencies.
- f) Focus CEQA review on true environmental impacts and avoid NIMBY ("Not in my backyard") statements.

Ensure that information about the Marin County economy is available to all County decisionmakers.

- a) Maintain a full-time economic policy analyst on County staff to support the work of the Marin Economic Commission.
- b) Use the powers and staff of the County Redevelopment Agency to pursue redevelopment of underutilized sites.
- c) Establish a plan, strategy, and timeline for implementation of the programs in this element.

➤ **Sample indicators**

- a) Rate of employment by industry (Bureau of the Census).
- b) Unemployment rate (California Employment Development Department).
- c) Nonresidential vacancy rate (Orion Partners).
- d) Nonresidential construction and renovation (Marin County Community Development Agency).
- e) Taxable sales (Board of Equalization).
- f) Annual Gross Regional Product (Bay Area Council).
- g) Annual Genuine Progress Indicator (Redefining Progress).
- h) Value of agriculture production (Marin County Department of Agriculture).
- i) Number of businesses certified by the Green Business Program (Marin County Community Development Agency).
- j) Number of new living-wage jobs (California Employment Development Department).
- k) Number of workers with jobs earning less than living wage (percentage of the workforce) and without benefits (U.S. Census Bureau).
- l) Number of new small businesses, including data by ethnicity and gender (U.S. Small Business Administration).

➤ **Sample targets**

- a) Implement a jobs-housing linkage program by 2004.

- b) Implement telecommuting and live-work programs, such that at least 30 percent of all workers will not need to commute by 2010.
- c) Increase the Gross Regional Product 10 percent by 2020.
- d) Increase the Genuine Progress Indicator 10 percent by 2020.
- e) Maintain or increase gross agricultural sales annually.
- f) Increase the percentage of Marin Green Business membership by at least 20 percent per year between 2002 and 2010.
- g) Increase the number of living-wage jobs by 20 percent in 2020.

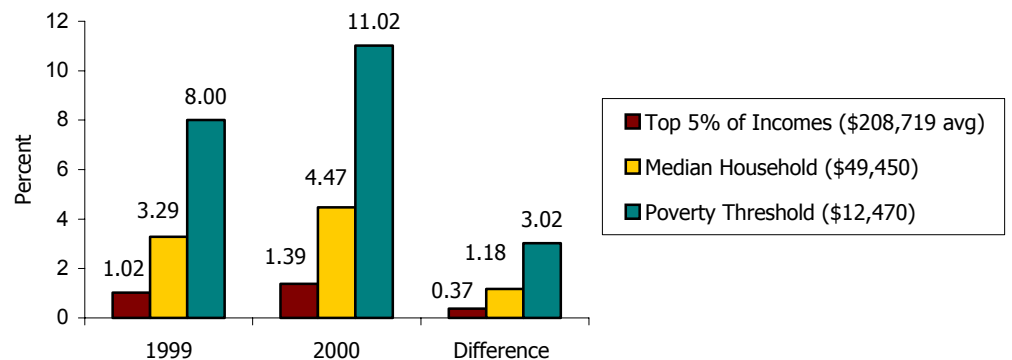
B. ENERGY

➤ Background and trends

The energy supply in Marin County has been impacted by the fallout from deregulation, the subsequent “energy crisis,” and the current uncertainty of future fuel supplies. The increase in energy costs has put a strain on all businesses, but particularly small businesses because of the proportional cost increase. In addition, higher energy costs have disproportionately impacted low income families.

The cost of energy particularly impacts low income households. The percentage of income that low income households spend on energy is significantly higher than that of median and high income households, and is increasing (Figure IV-3). Low income households are less able to invest in energy-saving appliances and renovations due to the up-front costs.

Figure IV-3
Percentage of Household Income Spent on Energy



Source: 2000 Alliance to Save Energy

➤ Issues

(See also III. The Built Environment, B. Energy.)

The uncertainty of energy costs impacts businesses and households, particularly small businesses and low income households.

- Increased energy costs affect the economy by impacting business costs and consumer spending power. Low income individuals and families are disproportionately impacted by uncertain energy costs.
- Renters find themselves in a tough position between wanting to make energy-saving improvements and not wanting to invest in a home or apartment they do not own. Landlords are resistant to energy-saving retrofits because the renters pay the energy bills.

There is a need for increased renewable energy production in Marin.

- Increasing the localized production and distribution of energy would help stabilize the energy market.
- Increased renewable energy generation would reduce air pollution, including carbon emissions but more economic incentives are needed to encourage renewable energy installations.

➤ **Strategies**

- a) Create an energy office, joint powers authority, or regional energy agency that will address the energy needs of 11 cities and the county.
- b) Provide energy efficiency analyses, interventions, projects, and consulting to government, nonprofit organizations and businesses.
- c) Invest in renewable energy generation facilities, such as solar, wind, wave power, and hydroelectric (on existing dams).
- d) Research ways to use renewable energy in affordable housing. Promote programs, such as PG&E's CARE and Energy Partners programs, that provide free weatherization services and reduced energy rates to qualified low income individuals and families.
- e) Offer free energy efficiency consulting assistance to low income families, nonprofits, and other social service agencies through County Planning.
- f) Include funding and preferences for renewable/energy efficiency features in publicly assisted building projects and economic development efforts.

➤ **Sample indicators**

- a) The percentage of income Marin residents use to purchase energy (County of Marin).
- b) The percentage of income that low income residents spend on energy (California Energy Commission and the U.S. Department of Commerce).
- c) Energy consumption per capita, per fuel type, and by sector (California Energy Commission).
- d) The number of households assisted through County energy programs (County of Marin).
- e) The annual energy cost per capita (U.S. Department of Commerce).
- f) The percentage of the County budget dedicated to purchasing energy (County of Marin).

➤ **Sample targets**

- a) Increase by 10 percent the amount of energy assistance going to low income residents from 2000 to 2010.
- b) Twenty percent of all persons receiving building permits utilize a County energy or Green Building Program by 2010.
- c) Thirty percent of Marin's energy is produced using renewable sources by 2020.

C. SOCIAL EQUITY AND PUBLIC HEALTH

Equity is defined as freedom from bias or favoritism. Marin's ability to maintain social equity and public health is key to maintaining a strong foundation for a healthy, vibrant, and sustainable community. While Marin has experienced some success in many areas, including community participation, education, and public safety, other areas such as child care, housing, and public health are in need of considerable attention. High test scores in schools and low crime rates in our neighborhoods are counterbalanced by alarming cancer rates, lack of diversity and a growing gap between rich and poor.

This section will explore many of the social equity and public health trends in Marin and suggest strategies for addressing the issues faced today. Included below are the following sections: child care, community participation, cultural and ethnic diversity, education, environmental justice, housing, public health, public safety, transportation, and workforce training and compensation. More specific information on housing and transportation can be found in Chapter III of this report.

1. Child Care

➤ Background and trends

In Marin County the demand for child care consistently exceeds the licensed supply. Low income families experience the brunt of the child-care crunch, an issue exacerbated by the weakened economy, which has precipitated cuts in subsidized child care for those who need it most. In addition, there are not adequate affordable sites on which to locate or develop child-care facilities. Furthermore, the combination of low wages paid to child-care workers and the high cost of living in Marin County make finding and retaining qualified staff a challenge.

Child-care demand greatly outweighs supply. While the licensed child-care supply has increased significantly over the last decade, estimated demand for care continues to exceed available licensed supply for both infant and school-age care (Figure IV-4). Between 1990 and 1999, licensed child-care supply increased by approximately 39 percent from about 8,202 to 9,144 spaces. This increase varied by age group, with the estimated infant-care supply increasing by 57 percent, preschool care by 2 percent, and school-age care by 17 percent (Marin County Child Care Commission).

Figure IV-4
Marin's Child-Care Demand vs. Licensed Supply—October 1999

Age of Child	Total Demand (estimated by number of children in working families)	Total Supply*	Difference	Number of Children per Licensed Slot
Under 3 years	4,759	1,102	3,657	4.3
3 to 5 years	4,759	5,288	-529	Less than 1
6 to 13 years	15,714	2,754	12,960	5.7
TOTAL	25,232	9,144	16,088	2.7

Source: 2002 Marin County Child Care Commission

An estimated 25,232 children under 14 live in working families (that is, families with two working parents or a single working parent) and are likely to need care for their children. Of these, there are an estimated 4,759 children under 3 competing for 1,102 licensed infant spaces. Estimated demand of school-age children also exceeds supply with 15,714 competing for 2,754 licensed spaces (Marin County Childcare Commission).

More financial subsidies are needed for child care. While financial subsidies for child care have increased slightly over the last few years through the Head Start and CalWORKS programs, these

subsidies do not completely cover the income-eligible population. More than 300 children are enrolled in the Head Start program, while 250 additional children are waiting to enroll.

➤ **Issues**

An increased supply of affordable child-care options is needed.

- a) Parent fees do not cover the full costs of child care. This is particularly true for infant care, which has a high staff-to-child ratio. When subsidies are provided, they do not cover the full cost of care. Providers are reimbursed approximately 55 percent of the actual cost of infant care. Fees paid by middle- and upper-income families cover only an estimated 70 to 80 percent of costs. Subsidized infant care covers 8 percent of income-eligible infants. Subsidized preschool care covers 59 percent of income-eligible preschoolers.
- b) There is a lack of child-care funding for low income families. With a weaker economy, cuts in federal and state funding for the CalWORKS program and other programs for child-care assistance may occur.
- c) The need for child care is expected to grow as the local labor-force base expands to include more women, and implementation of welfare reform continues. Projected job growth in the lower paying service and retail trade sectors will increase the need for subsidized and affordable child care.
- d) Many employers do not provide or support child care for employees with children.

Additional child-care facilities are needed.

- a) High land values, high rents, and a low vacancy rate make leasing and acquiring space for child-care facilities difficult.
- b) As class size is lowered in schools, school facilities currently being used for day care are being taken back for classroom use by the schools. This situation is creating a shortage of space for child-care facilities, particularly for centers serving lower income families.
- c) There is a severe shortage of funding to support child-care capital projects and to pay for ongoing facility costs. Land use and zoning policies make siting and development of child-care services difficult.
- d) Child-care providers have limited real estate skills to navigate the complex and technical facility-development process.

Additional child-care workers are needed to staff child-care facilities.

- a) The low wages traditionally paid to child-care workers, coupled with the high cost of housing, make it difficult to hire and retain qualified child-care workers.
- b) High turnover rates in child-care facilities have an impact on the quantity and quality of child care.

➤ **Strategies**

Encourage new sites for child-care facilities through land use policies and zoning.

- a) Undertake an assessment of current zoning regulations and definitions pertaining to child care, and propose changes if necessary, particularly to increase the number of zoning designations where child care is a permitted use.

- b) Encourage large (up to 14 children) child-care facilities in all residential zones as a permitted use subject to development standards (rather than a conditional use) consistent with state law and local provisions. Grant churches and schools the right to have child care on site as a permitted use
- c) Increase floor area ratio (FAR) requirements, and ease parking requirements for employers or developers who include child-care facilities in the design of new housing and commercial establishments.
- d) Expedite the permit process for child-care facilities, designate staff to facilitate the permit-application process for proposed child-care centers and adopt a lease-first policy for child-care and after-school programs.
- e) Provide real estate assistance (including loan assistance) to child-care providers seeking to site facilities in the county.
- f) Conduct a nexus study to determine the quantifiable need for child-care slots created by new commercial or residential units. Use results of the nexus study as the basis for an inclusionary ordinance or lieu fee for all new residential and commercial buildings.
- g) Support marketing and media campaigns to promote child-care uses in businesses, commercial shopping center developments, schools, churches, and hospitals.

Expand the supply of affordable child-care options.

- a) Provide financial support for child care.
- b) Coordinate efforts with the school districts to enhance existing extended-day child-care programs.
- c) Provide incentives to employers, such as fast-track permitting, tax credits, tax breaks, and fee reductions, to include on site child care. Provide child care at the Marin County Civic Center for County employees.
- d) Promote the Marin Childcare Council's Web site, which allows users to search for child-care information and resource referral.
- e) Promote the Special Needs Project and the Early Childhood Mental Health Project to enhance care for children with special needs.

Improve the quality of child care.

- a) Support and promote existing training opportunities for licensed and license-exempt child-care providers. Support new and existing caregivers by providing training for providers and parents.
- b) Support fair wages for child-care workers by exploring ways to subsidize their wages. Consider the use of Proposition 10 funds or other funds available through the Marin CARES program.
- c) Support appropriate legislation and conduct advocacy to legislators to increase the availability and quality of child care.

Increase accessibility of child-care programs.

- a) Encourage housing that incorporates on site or shared child-care facilities.
- b) Work to ensure that child-care facilities are adequately served by public transportation.

Promote a healthy child-care environment.

- a) Prohibit the siting of new alcohol and cigarette sales establishments within one mile of schools and child-care centers.
- b) Create incentives for the siting of healthy fresh food (organic where possible) businesses near schools and child-care centers.

➤ Sample indicator

- a) Child-care supply and demand by child age group and income categories (Marin County Child Care Commission).

➤ Sample target

- a) Child-care supply grows until it is within 10 percent of child-care demand for all age and income categories by 2020.

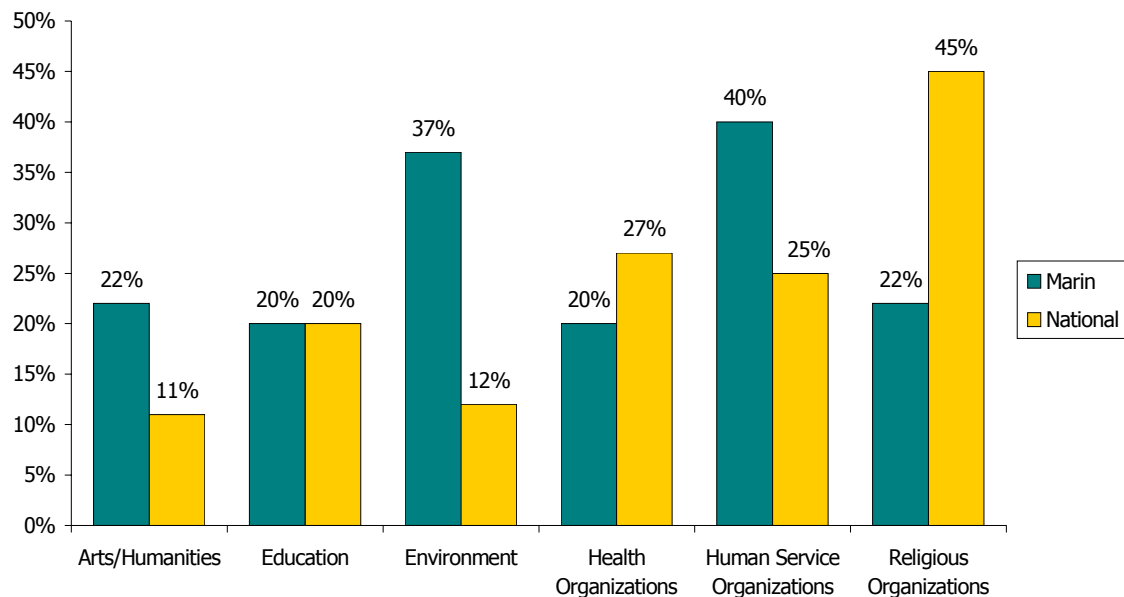
2. Community Participation**➤ Background and trends**

Community participation reflects the interaction between Marin residents and government. A majority of Marin's residents identify themselves as voters, and more than one-third either belong to a neighborhood or community organization or have attended a public meeting during the past year. While the overall participation level in Marin is substantial, the diversity of the general population is not reflected in governmental commissions, councils, and advisory groups. In addition, a disproportionate part of the population does not participate in civic activities such as voting or is not active in the community. In particular, there is not enough ethnically diverse participation in community decisionmaking.

The individual's age and length of residence in Marin appear to affect participation in civic endeavors. Marin County residents generally share a commitment to traditional civic engagement and have backgrounds that include personal community involvement. While 72 percent of all Marin residents say they voted in a local or statewide election during the past year (well above the national and state averages), older (91 percent) and longer-term residents (82 percent) are much more likely to vote than those age 18 to 35 (52 percent) and newer residents (58 percent). Even those age 36 to 53 vote at a significantly lower rate (73 percent) than those who are older (Marin Community Foundation).

Marin residents generally have high rates of giving money and time to help others. Residents have a widespread commitment to giving and volunteering, and historically have done so at rates at or above the national average. A recent survey found that 63 percent of Marin residents did volunteer work when they were young, compared with 52 percent nationally. Fifty-eight percent of residents were active in religious organizations, compared with 46 percent nationally, and 60 percent had parents who were active in the community. Younger and newer residents are less likely to vote than older and longer-term residents (Marin Community Foundation). The majority of Marin residents make some kind of charitable contribution, and do so at rates well above the national average (Figure IV-5). Recently, however, the percentage of county residents indicating that they spend time volunteering dropped slightly below the national average of 56 percent to 52 percent.

Figure IV-5
What Marin Residents Support Compared with National Giving Trends



Source: 2001 Marin Community Foundation

➤ Issues

Community participation is not spread throughout the population.

- a) Ethnically diverse participation in governmental advising groups is not proportionate to the ethnic makeup of the general population.
- b) An ethnically proportionate part of the population does not participate in civic activities such as voting or is not active in the community. This population often lacks the information and resources needed to fully participate in community decision-making in a meaningful way.

➤ Strategies

Encourage and incorporate opinions of diverse segments of the community in decisionmaking.

- a) Hold community meetings at times and in locations that encourage meaningful involvement by the members of the affected communities. Build the capacity of disenfranchised community members to participate through education.
- b) Provide concise, understandable notices prior to public meetings. Publicize public meetings in non-English-language newspapers and radio, as well as on the Internet.
- c) Identify key community groups in the areas affected by a given meeting to assist with outreach about the meetings. Ask representatives of these groups to attend the meetings.
- d) Provide language translation at all public meetings as needed, and provide meeting materials in multiple language formats.

Diversify decisionmaking bodies in Marin.

- a) Provide leadership and training programs to encourage community participation. Inform residents on how they can participate.
- b) Establish training programs that promote diversity in leadership (using San Rafael's and Novato's Chamber of Commerce leadership training as an example) and provide support to small businesses to allow employees to attend.
- c) Support programs that develop leadership in diverse communities.
- d) Develop sequenced curriculum for high school juniors and seniors about the County planning process (similar to mock court), teaching planning and conceptualizing.
- e) Limit tenure of commissioners to ensure turnover.

➤ Sample indicators

- a) Racial, gender, and age diversity on County commissions, boards, and committees (County of Marin).
- b) Marin voter turnout (County of Marin Registrar of Voters).
- c) County employee and county resident volunteer hours per capita (County of Marin).

➤ Sample targets

- a) Racial, gender, and age diversity on County commissions, boards, and committees equals county demographics by 2020.
- b) Voter turnout is increased by 10 percent in local and 15 percent in national elections by 2020.
- c) Maintain or increase volunteer hours per capita annually.

3. Cultural and Ethnic Diversity**➤ Background and trends**

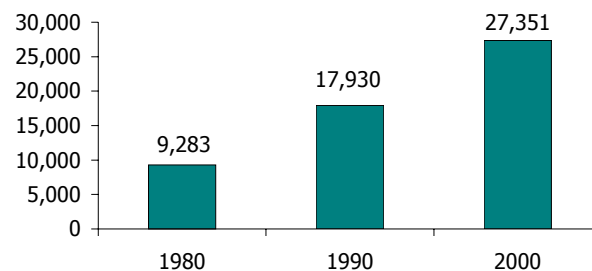
Cultural and ethnic diversity is an area of profound importance in Marin County. The county's population is not very ethnically diverse compared with the state and the region. Currently, Marin is increasing in diversity and its immigrant community is growing, but integration is limited. Communities such as Marin City and the Canal neighborhood in San Rafael are home to a large proportion of the Latino, African American, and Asian populations, while many of Marin's other communities are predominately Caucasian. Some residents believe that racial, ethnic, and cultural diversity is not supported. Also, while Marin's high cost of living results in less income diversity, the lower income residents who do live in Marin are concentrated in certain communities and almost nonexistent in others.

The ethnic diversity of Marin's population is low but is increasing. In 1990, 89 percent of the population was white, and 11 percent was African American, Asian, Pacific Islander, or of other races. People of Latino origin (who may be of any racial group) composed 8 percent of the population. In 2000, the nonwhite population increased to 16 percent and the Latino population to 11 percent (Figure IV-6), while the white population was 84 percent (United States Census Bureau).

There are instances of housing discrimination based on race. Eighteen percent of housing complaints logged in 1999–2000 were based on race or ethnicity. A "Race Audit" conducted in 2000 concluded that a

black person could encounter discrimination or difficulties when finding housing 47 percent of the time (Fair Housing of Marin).

Figure IV-6
Persons of Latino Origin, 1980–2000



Source: 1993- 1999 United States Census Bureau

➤ **Issues**

Many of Marin's communities lack ethnic diversity.

- a) There is an increased concentration of minority communities in some neighborhoods. The cultural and economic vitality of these neighborhoods needs to be supported.
- b) People of color have difficulty finding housing due to discrimination.
- c) Bilingual and bicultural services are needed where public services are provided.

Immigrant communities face a variety of challenges.

- a) New immigrants must face the challenges of meeting basic needs like jobs and housing. Longer-term immigrants may experience cultural gaps. Often, immigrants do not have the support needed to face such challenges.
- b) The documentation status of immigrants affects their ability to get education.
- c) English as a second language (ESL) classes are overcrowded.
- d) Many immigrants do not know how to get health benefits and may not be legally eligible to receive them.
- e) The school dropout rate among immigrants is high because immigrants cannot afford to stay in school and need to help earn income for their families.

➤ **Strategies**

Create diversity in housing.

- a) Promote equal opportunity in the housing market for all persons regardless of race, color, religion, ancestry, or other arbitrary factors.
- b) Enforce the anti-discrimination ordinance prohibiting discrimination in rental housing and fund the Fair Housing Program to resolve cases of alleged housing discrimination.

- c) Design and implement strategies to ensure that agencies contracting with the County have nondiscrimination policies and practices.
- d) Increase lending to support diversity in community economies.
- e) Create innovative financial mechanisms to promote diverse ownership in Marin's housing stock, especially in areas where infill housing will be encouraged.

Increase the bilingual and bicultural capacity of County services and information.

- a) Provide training and classes in understanding and valuing cultural diversity.
- b) Provide language training classes to County employees.
- c) Provide support and access to information for the immigrant communities as well as linkages to nonimmigrant communities.
- d) Increase the salaries of bilingual employees by 5 percent above standard pay scale.
- e) Enhance translation services on the County's Web site.

Promote leadership in minority communities.

- a) Support documentation of immigrants through programs by the Novato Human Needs Center, the Canal Community Alliance, and Legal Aid of Marin.
- b) Recruit leaders from minority communities for County staff positions.
- c) Create a mentor program for the County where senior-level staff work with minority or low income youth to educate them about the workplace.
- d) Provide support and incentives to small businesses that provide leadership opportunities for minority or low income residents.
- e) Allow reduced-fee or free-of-charge use of County facilities for ESL classes.

➤ **Sample indicators**

- a) Marin's ethnic distribution by jurisdiction and compared with the Bay region (U.S. Census Bureau).
- b) Ethnic distribution of County staff (County of Marin).

➤ **Sample targets**

- a) Marin's ethnic distribution grows closer to the Bay Area's ethnic distribution.
- b) Marin County staff composition reflects the community in ethnicity within a 10 percent margin by 2020.

4. Education

➤ **Background and trends**

Education is generally strong in Marin, especially when compared with the state overall. The dropout rate is much lower, more dollars are spent per pupil, and standardized test scores are higher than in California at large. Despite these successes, educational inequities based on income, geography, and race exist,

and need to be addressed. Also, a considerable influx of children is placing a burden on the educational system.

In general, the public education system is under pressure to serve more children with limited resources and to increase the services provided. In Marin not all children have access to early education programs, there is a higher dropout rate for immigrants, and more resources are needed for adult education in order to provide lifelong learning opportunities.

Education in Marin ranks higher than in most of California. The high school dropout rate in Marin County is one-fourth the rate of California's and decreased by half between 2000 and 2001. Marin County's average expenditure per pupil exceeds the California average, and the average class size remains below that of California, as does its pupil-to-teacher ratio. Marin County has scored better on Standardized Testing and Reporting (STAR) tests than California for the last four years (Applied Survey Research).

Inequities exist in the educational system based on geography and race. The percentage of Marin students receiving free or reduced-cost meals remains far below the California percentage but has risen recently and is concentrated geographically. In the San Rafael City Elementary and Sausalito Elementary schools, at least half the students received free or reduced-cost meals, 50.0 percent and 56.1 percent, respectively during the 2000–2001 school year (Applied Survey Research).

➤ **Issues**

The public education system is under pressure to serve more children with limited resources and to increase the types of services provided.

- a) Additional support services are needed for adolescents.
- b) Parental involvement in schools needs to be encouraged.

There are educational inequities based on income, geography, and race.

- a) Not all children have access to early education programs and to a quality education.
- b) The graduation rates of immigrants need to be improved.
- c) Public after-school programs are needed, particularly for lower income families.
- d) Ethnic diversity of teachers should reflect that of students.

Lifelong learning opportunities need to be enhanced.

- a) More ESL classes are needed across the county.
- b) Classes on financial management would benefit youth and adults.
- c) Opportunities for people of all ages to learn about sustainability are needed.
- d) Library services could be enhanced.

➤ **Strategies**

Enhance K–12 education.

- a) Continue to require property subdividers to dedicate land or pay fees for school purposes.

- b) Support programs to reduce the high school dropout rate of immigrant students.
- c) Identify ways to expand and support school curriculum about the principles of sustainability for children and adults at the local and state levels.

Enhance preschool and after-school educational programs.

- a) Expand existing preschool and after-school education programs.
- b) Work with the school districts to provide appropriate after-school child and youth activities and free after-school tutoring opportunities, especially for children from low income families. Support after-school programs at local community facilities owned or controlled by the County.
- c) Encourage cooperation between the County and the school districts to provide high-quality summertime programs at the schools that incorporate traditional summer-school and day-care programs every day after school. Support expansion of summer camp opportunities to children from low income families.
- d) Identify ways to provide or support education about finance management, sustainability, and food health for after-school programs.

Promote adult education.

- a) Continue programs that provide education about financial management, especially for low income families.
- b) Encourage schools to remain open for afternoon and evening use to serve community needs.
- c) Increase the number of ESL classes.
- d) Promote lifelong learning by offering affordable classes within the communities they target.

Encourage youth, children, and adults to participate in the process of education.

- a) Implement a county youth volunteer program that will encourage community involvement, provide training as needed, and match volunteers with projects and activities.
- b) Enact a service-oriented program for high school students to work in the community.
- c) Utilize the experience and knowledge of Marin's adults, both working and retired, to provide volunteer and mentoring resources.
- d) Make computers with Internet access available in underserved areas of Marin.

Strengthen local libraries.

- a) Ensure that adequate funding is available to support and maintain the County library in perpetuity.
- b) Create a library task force to promote, strengthen, and preserve library services.
- c) Market and communicate current library programs.
- d) Expand existing library programs through the use of teen and senior volunteers.
- e) Offer after-school tutoring and/or homework help at libraries through the use of volunteers.

➤ **Sample indicators**

- a) High school dropout rate by district, school, and ethnicity (Marin County Office of Education and Healthy Marin Partnership).
- b) Level of educational attainment (adults 25 and older), by ethnicity (U.S. Census Bureau and Healthy Marin Partnership).
- c) Average total educational scores by district (Marin County Office of Education).
- d) Student-to-teacher ratios (Marin County Office of Education).
- e) Funding per student per district (Marin County Office of Education).
- f) Ethnic diversity of teaching staff (Marin County Office of Education).
- g) Number of community-driven special courses and seminars offered per year in County facilities (County of Marin).
- h) Internet-accessible computers in libraries and other community facilities (Marin County Free Library).

➤ **Sample targets**

- a) High school dropout rate does not vary more than 5 percent by ethnicity by 2020.
- b) Educational scores rank 75 percent of national percentile or higher by 2010.
- c) Funding per student is at least 10 percent above 2000 levels by 2020 and does not vary along racial or income lines.

5. Environmental Justice

➤ **Background and trends**

Environmental justice is the fair treatment of people of all races, cultures, and incomes with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations, and policies. In some cases in Marin there is disproportionate siting of facilities that use and/or emit toxic substances into the air or groundwater in low income communities and communities of color. In addition, low income communities are less able to afford pesticide-free food, and children in low income families are more likely to be exposed to lead-based paint as well as toxins in the air, soil, and water. Asthma rates for Latino children (13 percent) are higher than for white children (9.6). Asthma rates in Marin for African American adults (21.4 percent) are higher than for white adults (9.1 percent).

Marin's pattern of consumption results in environmental impacts on communities outside of the county. For example, Marin does not have any large-scale power generation facilities, but imports gas and electricity from other cities and countries. Across the bay in Richmond, however, power plants create airborne toxins which may impact the health of their neighborhoods. To add to this inequity the air pollution generated on Marin's roadways and freeways is blown over to the east bay communities by the prevailing wind patterns off the coast.

➤ **Issues**

There are environmental inequities in Marin based on both race and income level.

- a) Low income communities have less access to pesticide-free food.

- b) Children from low income families are disproportionately exposed to lead-based paint, as well as toxins in the air, soil, and water.
- c) In Marin County, low income families are disproportionately affected by traffic and air pollution impacts from our congested freeway system.

➤ **Strategies**

Decrease the impact of toxins in all communities, including low income communities and communities of color.

- a) Ensure that public documents and notices relating to human health or environmental issues are concise, understandable, and readily accessible to the public, and in multiple languages as needed.
- b) Ensure that a range of reasonable alternatives are identified when siting facilities that may adversely affect low income communities or communities of color, and identify sites that would minimize or eliminate environmental impacts on these communities.
- c) Decrease the impact of lead and toxins on children in low income families by expanding education, prevention, and treatment programs of Marin's Department of Health and Human Services.
- d) Reduce toxic exposure in low income residences and schools by reducing or eliminating the use of toxic pesticides, hazardous cleaning products, and other toxins. Provide education and information on how residents can reduce the use of toxic materials.
- e) Substantially reduce or phase out the use of toxic pesticides, hazardous cleaning products and exposure to dangerous materials in Marin.

Increase access to healthy food, air, and soil by low income communities and communities of color.

- a) Increase the number of sites available to low income communities and communities of color for community gardens.
- b) Provide training in alternatives to toxic pesticides at community gardens in low income communities and communities of color.
- c) Work with certified green businesses and members of the Marin Organic label program to donate surplus organic food to food banks and shelters in Marin.

➤ **Sample indicators**

- a) Number of licensed hazardous-waste facilities by zip code (Marin County Department of Public Works).
- b) Number of community gardens in low income communities and communities of color (Marin County Community Development Agency).
- c) Percentage of organic food provided at food banks and homeless shelters (Marin Community Food Bank).

➤ **Sample targets**

- a) No increase in the number of licensed hazardous-waste facilities that are located in low income communities or communities of color and a 25% decrease in emissions by 2010.

- b) Increase the number of community gardens in low income communities or communities of color by 50 percent by 2020.
- c) Provide 20 percent organic food in food banks and homeless shelters in Marin.

6. Housing

(See also III. The Built Environment, C. Housing.)

➤ Background and trends

Housing and social equity issues are strongly linked throughout the county. The lack of affordable housing disproportionately burdens low income individuals, minority communities, and immigrant families. Because housing development is profit oriented, it often does not adequately serve low income individuals, families, or seniors.

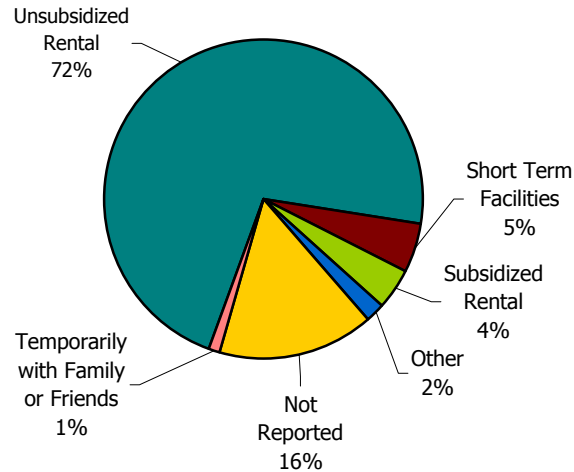
Low income and no-income people, especially seniors and young people, often have to leave the county because of a lack of affordable housing. When affordable housing is provided, the income requirements are often too high to help most low or no-income families. In addition, undocumented residents, who are a significant part of Marin's workforce, do not have access to adequate housing and are denied Section 8 housing certificates, and as a result must often share small rental units with multiple families. A lack of affordable housing also affects the ability to recruit and retain workers in many social service and health care jobs, including professional staff in social service agencies, teachers, child-care workers, staff in long-term care facilities, and nurses.

The lack of affordable housing compounded by transportation congestion creates a significant barrier to equity and economic vitality. The many people employed in Marin who must live outside the county do not participate in local events and do not have a personal stake in Marin communities. In the western part of the county there is a shortage of housing for people in the workforce, including firefighters and other emergency personnel, as many homes are being converted to vacation chalets or bed and breakfast facilities. In other parts of the county, emergency personnel also have difficulty finding affordable housing and thus would need to commute to Marin in case of an emergency, potentially putting our county at risk.

There are significant numbers of homeless individuals and families in Marin. A 1999 census identified 2,698 households, comprising 4,281 individuals, including 1,104 children, that were homeless during 1999. This survey also identified 4,266 households, comprising 11,090 individuals, that were at risk of becoming homeless during 1999. More than half of the households at risk of becoming homeless were working families earning around \$947 per month, which is 20 percent of the median income in Marin.

Nearly 10 percent of Marin’s population was either homeless or at risk of becoming homeless. Most of the at-risk households live in unsubsidized rental units (Figure IV-7).

Figure IV-7
Living Situation of At-Risk Households, 2000



Source: 2000 Marin Continuum of Housing and Services

➤ Issues

There is a need for more affordable housing for much of Marin’s population.

- a) The lack of affordable housing affects the ability of employers to recruit and retain workers in many social service and health care jobs, including professional staff in social service agencies, teachers, child-care workers, staff in long-term care facilities, doctors, nurses, and emergency response workers.
- b) Low income and no-income people, especially seniors and young people, need to be targeted for housing.
- c) There is need for affordable housing and services that are accessible to persons who are physically, emotionally, or developmentally disabled.
- d) Families with children and those using Section 8 to pay rent can face discrimination when seeking housing.

➤ Strategies

Utilize housing assistance programs to increase housing opportunities.

- a) Provide rental assistance through existing programs. Provide cash aid to assist low income or homeless families with security deposit and moving expenses.
- b) Continue to improve the success of the Section 8 program.
- c) Provide mortgage assistance.

- d) Explore options for rent stabilization.

Encourage housing for special populations.

- a) Address shelter needs for special-needs populations, including safe havens for homeless people with severe mental illness.
- b) Provide efficient and effective support programs for special needs populations. Provide emergency housing assistance.
- c) Create more options for homeless people, including emergency housing, temporary housing, and rental assistance.
- d) Advocate for state and federal tax incentives for affordable housing for special populations.
- e) Adopt an ordinance prohibiting discrimination based on family composition or source of income for rental units.
- f) Comply with state regulations regarding handicapped access to commercial, apartment, and public buildings.
- g) Support and promote the use of existing housing for housing and services for special populations.
- h) Promote senior networking service programs which allow people to share homes and exchange services so that seniors and the disabled could enjoy living in their homes and be part of their local communities.

Provide services for people who are homeless or living in low income housing.

- a) Support and promote housing for seniors, single-parent households, and handicapped persons where there is accessibility to health and social services.
- b) Support and promote housing that incorporates on-site or shared health and social services, including medical clinics and child-care facilities.
- c) Support and promote existing programs that provide housing and services for special populations including homeless people.

➤ **Sample indicators**

- a) Affordable units in Marin compared with ABAG projected need by jurisdiction (County of Marin).
- b) Proportional distribution of new home prices (Healthy Marin Partnership).
- c) HUD-defined fair-market rents in Marin by number of bedrooms (Healthy Marin Partnership).
- d) Estimated average rents by selected area (Healthy Marin Partnership).
- e) Number of Section 8 units occupied annually in Marin (County of Marin).
- f) Number of Fair Housing complaints annually (Fair Housing of Marin).

➤ **Sample targets**

- a) Marin's number of affordable units will annually increase so that the ABAG projections are met in each planning period.

- b) At least twenty-five percent of new housing units built will be affordable to median-income families by 2020.
- c) Increase the number of units available for people with disabilities, emergency shelter, and transitional housing each 20 percent by 2020.

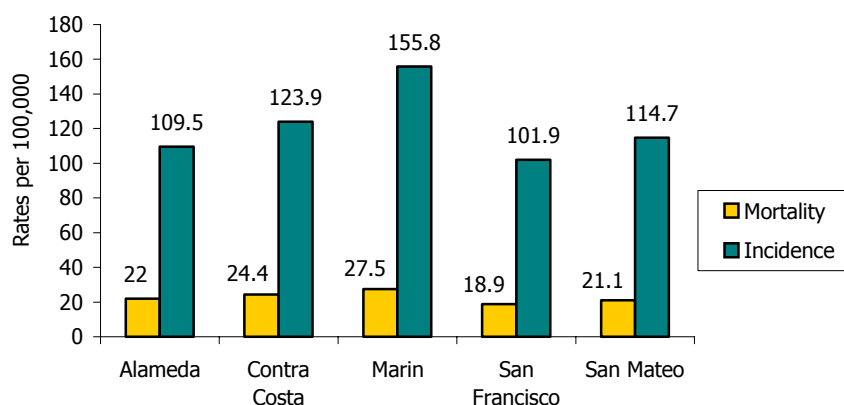
7. Public Health

➤ Background and trends

Overall, Marin County residents are healthy and participate in many preventive health measures. A health and wellness survey of residents indicated that during the past 12 months, more than two-thirds had received a general health exam, and 71 percent said they performed some type of regular physical activity or exercise. Further, the immunization rate for children was 91 percent in 2001 and has been rising. Finally, 70 percent of those surveyed reported that they had visited a doctor and 66 percent had visited a dentist in the last six months (Applied Survey Research).

There are, however, some disturbing health concerns that face Marin's population. The breast cancer rate in Marin is the highest in the United States and one in seven Marin women will be diagnosed with breast cancer in her lifetime. Both the mortality and incidence rates of breast cancer for Marin are the highest in the Bay Area (Figure IV-8). The death rate from breast cancer in Marin is 25 percent higher than rates for other Bay Area counties and other urban areas of California. It went from 23.7 deaths per 100,000 annually in 1995–97 to 21.1 in 1996–98, as compared with the breast cancer rate for California: 18.9 annually in 1995–97 and 18.3 annually in 1996–98 (Fletcher).

Figure IV-8
Average Annual Age-Adjusted Invasive Breast Cancer
Incidence and Mortality Rates, 1988–1998



Source: 2001 Marin County Department of Health and Human Services

Other cancer rates in Marin are also high. The number of cases of prostate cancer in Marin exceeds the number of breast cancer cases and the prostate cancer rate for white, non-Latino men is the highest in the Bay Area. Bladder cancer and malignant melanoma cases are also comparatively high (Field Research Corporation). Additional public health trends such as relatively high levels of obesity, depression, and suicide, as well as a lack of health insurance for some populations are outlined below.

Obesity rates for adults, seniors, and children are of concern. Obesity rates are high for both adults and children. Fifty-eight percent of adult men are overweight or obese. Forty-nine percent of

seniors are overweight or obese. Thirty-eight percent of boys and 30 percent of girls between the ages of 2 and 17 are overweight or obese (Field Research Corporation).

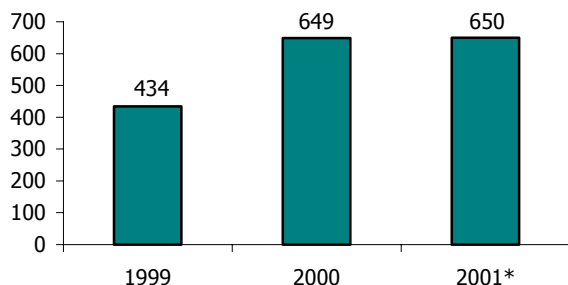
Health insurance and coverage vary by age, income, and ethnicity.

Age: While only 79 percent of adults between the ages of 18 and 24 are covered by health insurance, more than 90 percent of adults 25 and over and 96 percent of children are insured. An estimated 8 percent of adults over the age of 18 are uninsured in Marin.

Income: Sixty-four percent of adults with a household income under the federal poverty level have health coverage; another 33 percent are on Medicare or Medi-Cal, and 31 percent are on private plans. The number of families enrolled in the Healthy Families program, a health coverage program for children from low income families, has been increasing since 1999 (Figure IV-9) (Applied Survey Research).

Ethnicity: Only 76 percent of Marin Latinos have health insurance coverage, while 94 percent of whites, 90 percent of African Americans, and 93 percent of Asians have coverage (Field Research Corporation).

Figure IV-9
Healthy Families Enrollments: New Enrollments



*Data counts for 2001 not complete at time of survey

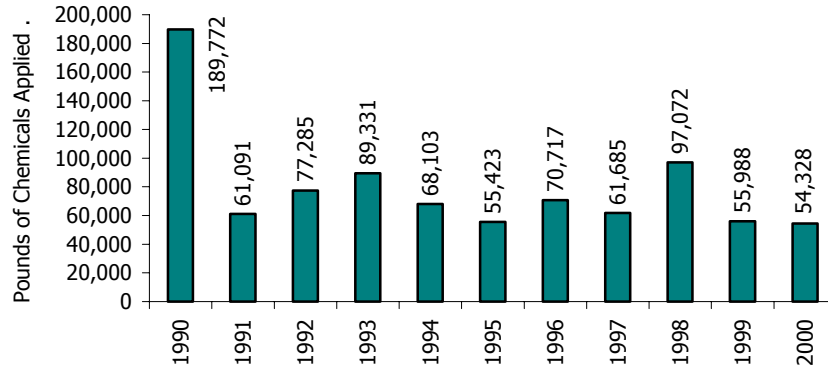
Source: 2001 Applied Survey Research

Seniors are generally healthy, but some face isolation. Nineteen percent of seniors reported a dramatic loss of vision, hearing, mobility, and/or serious illness in the past year; however, 86 percent of seniors feel that in general, their health is good, very good, or excellent. Forty-eight percent of seniors live alone, and 30 percent of those living alone do not see someone else every day (Marin Community Healthy Survey).

Other health trends vary. High blood pressure, cholesterol, and arthritis were the three leading chronic illnesses and conditions among Marin County residents in 2001. The 2001 Marin County Health survey found that 17 percent of Marin residents surveyed consider themselves allergic or sensitive to everyday chemicals, a condition known as Multiple Chemical Sensitivities. The same survey also reported that 17 percent of teenage girls age 12–17 suffer from asthma, and the overall rates of asthma are higher for African American adults in Marin than in the state. Death rates for heart disease, all cancers, stroke, and drugs all decreased slightly between 1993 and 1998 (Figure IV-11).

The quantity of pesticides used in Marin County has decreased over the past decade. Pesticide use has fluctuated between years but has decreased overall since 1990 (Figure IV-10).

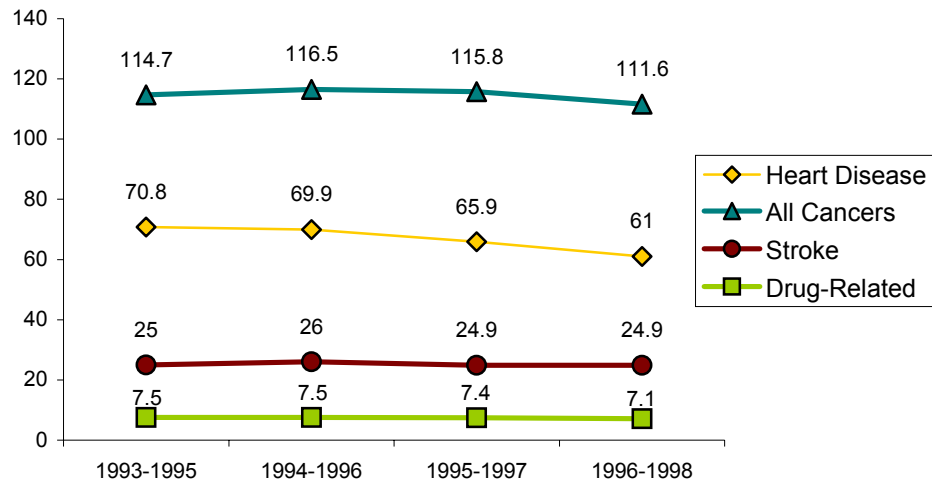
Figure IV-10
Pesticide Use in Marin County*



Source: 2000 California Department of Pesticide Regulation

* Measurement by weight does not indicate toxicity of pesticides. Non- or low-toxicity pesticides may be used in large quantities while more toxic chemicals may represent a small portion of total pesticide weight.

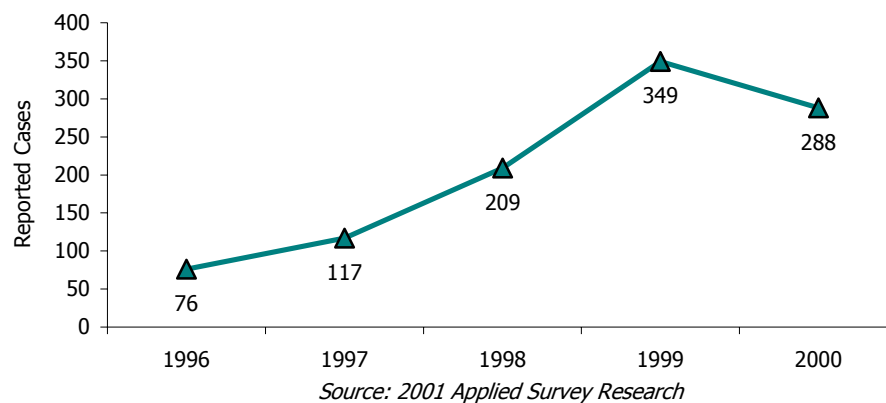
Figure IV-11
Marin County Deaths per 100,000 Population, Age-Adjusted, Three-Year Averages



Source: 2001 Applied Survey Research

While AIDS cases have increased in recent years in Marin, instances of other sexually transmitted diseases have been declining. The incidence of AIDS per 100,000 rose from 1,271 cases reported in 1997 to 1,475 cases reported in 2001, representing a 15.4 percent increase over the four-year period. The number of hepatitis C cases in Marin increased significantly between 1996 and 1999. However, the number of cases dropped between 1999 and 2000 (Figure IV-12). Environmental illnesses including multiple chemical sensitivity, electrical sensitivity, chronic fatigue syndrome and fibromyalgia have been more commonly reported in recent surveys (Field Research Corporation).

Figure IV-12
Communicable Disease: Hepatitis C



Trends in emotional and behavioral health vary. Since 1997, the number of diagnoses for mood disorders such as depression or bipolar disorder has increased from 1,185 in 1997 to 1,421 in 2001 (Applied Survey Research). Marin's suicide rate is slightly higher than the state average. Also, there is a trend away from institutionalizing special needs populations often because funding is available for services but not for housing (National Institute of Mental Health).

Alcohol and drug abuse remains relatively stable. The number of discharges for alcohol-related conditions was 953 in 1996, 1,013 in 1997, and 931 in 1998. The number of discharges for drug-related conditions during the same three years was 541, 538, and 568 (Applied Survey Research).

Teen smoking and drug use are declining. Smoking among Marin teens is declining, and this trend mirrors national smoking trends. Decreases in cigarette smoking were observed for the 8th, 10th, and 12th graders surveyed in Marin, and teen drug abuse appears to be on the decline as well. Alcohol remains the most popular drug with teens, though a slight reduction was reported in 2001 (Associated Press).

➤ Issues

Preventive health care and nutrition need to be promoted.

- a) Neighborhoods need to encourage walking, bicycle riding, and exercise to reduce obesity and promote health.
- b) There is a lack of nutritious food served in school cafeterias and a lack of education about nutrition. This may contribute to the high obesity rate among children.
- c) There may be a correlation between technology, affluence, chemical use, ageing and health issues.
- d) Chemicals in our environment may contribute to high cancer rates, learning disabilities, autism and other health impacts in Marin.
- e) There are not enough chemical-free buildings or facilities available for public and private use. This is particularly difficult for people with environmental disabilities.
- f) There is concern over the placement of cellular antennas and the long-term effects of electromagnetic fields (EMFs) on public health.

Many Marin residents need high-quality free health care.

- a) Access to health care is decreasing, especially for low income people. There are too few health care professionals who will serve patients eligible for Healthy Families and Medi-Cal. The Marin Dental Clinic needs to be expanded, especially in West Marin.
- b) More culturally diverse health care services are needed.

Targeted health issues need to be addressed.

- a) Breast milk monitoring (or “bio-monitoring”) may provide a barometer of the health needs and concerns of communities, including but not limited to breast cancer.
- b) Marin residents with environmental illnesses or hidden disabilities are unable to access many public buildings and public transportation due to the chemicals in cleaning products, building materials, paint, carpeting, fuel and so on. Public facilities and paths of travel free of chemicals are needed for such residents.
- c) Airborne toxins are more likely to impact children than adults due to the surface area of their lungs. These toxins may be increasing the incidence of asthma in children.
- d) Toxins in the environment may be contributing to targeted health issues as well as the growing number of cases of chronic fatigue syndrome.

Behavioral health issues need to be addressed.

- a) Racism, classism, and sexism contribute to stress-related health problems.
- b) The rise in the numbers of mentally ill has created a need for expanded acute clinics and additional psychiatric beds.
- c) Because of the lack of programs for individuals with mental illness, these individuals are often brought into the criminal justice system.
- d) Homeless people with mental illness need additional outreach and advocacy.
- e) Low income families and mentally challenged individuals are often not aware of or are unable to gain access to services and resources that are available in the community.

➤ **Strategies**

- a) Apply the Precautionary Principle, “When an activity raises threats of harm to human health or the environment, precautionary measures should be taken, even if some cause and effect relationships are not fully established scientifically.”
- b) Enhance the provision of health and social services.
- c) Support the Health Council of Marin and other groups responsible for community health promotion. Promote measurable health goals, and work with health-related agencies to monitor their implementation. Encourage coordination between existing social services agencies.
- d) Provide incentives, such as co-location of services or rent subsidies, to attract private health and social service agencies.
- e) Have a County health advisor available to the public at libraries.

- f) More fully utilize main.org to publish a directory of human service agencies and distribute it in the community.
- g) Support efforts to inform disabled individuals about the services available to them.
- h) Ensure that public, nonprofit, and private facilities providing health or human services be accessible to persons with disabilities.
- i) Provide programs to increase the language and cultural skills of health care providers.

Address underlying causes of health issues using prevention and nutrition.

- a) Provide educational materials to the community in multiple languages about the relationships between exercise, obesity, walking, and health. Support programs that focus on socialization, recreation, health, and wellness at community centers.
- b) Improve indoor air quality by requiring that all new construction or renovation, particularly in school or health care settings, use nontoxic or low-toxicity building materials, and avoid chronic or unsafe exposure to electromagnetic fields.
- c) Utilize vacant County property for gardening of fruits and vegetables and support the provision of fresh, healthy, and pesticide-free food in schools and through the Food Bank.
- d) Promote the use of alternatives to toxic pesticide use in the county.
- e) Require the County government to use alternatives to toxic pesticides in all operations.
- f) Promote preventive health care in line with the Child and Adult Preventative Care Guidelines published by the U.S. Public Health Services (1994).
- g) Assist in the establishment of more wellness centers to provide preventive health advice, and facilitate greater access to care by linking people to community health services.
- h) Promote active living by designing communities to incorporate walking or bicycling into residents' and employees' daily routine. Also, support programs for youth.

Address targeted health issues, including AIDS, high cancer rates, hepatitis C, heart disease, asthma, and environmental illnesses.

- a) Pursue sources of private and public funds to address targeted health concerns and support agencies that are addressing targeted health issues.
- b) Support adequate state, federal, and private sector funding directed at the cure and treatment of AIDS. Also, participate in organized efforts to educate the public about AIDS and to not allow discrimination against persons with AIDS or AIDS-related conditions.
- c) Map the locations of tobacco and alcohol establishments to determine if there is a correlation between the location of stores and the health of nearby residents. Regulate the location and hours of operation of tobacco and alcohol retailers.
- d) Continue and expand the programs established by the commission to reduce or avoid pesticides, biocides, herbicides, and other chemicals on County properties and projects.
- e) Adopt the California Building Standard Commission's Cleaner Air program to improve access to public facilities for individuals who are environmentally sensitive. Support the evaluation of school environments for indoor air quality.

Make health care accessible to low income families.

- a) Continue programs that reach out to low income families for health services, including the Marin Health and Dental Clinic. Support free breakfasts for children in low income families.
- b) Promote enrollment in Healthy Families and Provide incentives for health care providers to serve patients in the Healthy Families and Medi-Cal programs.
- c) Support measures that would reduce the number of uninsured individuals.

Encourage the provision of health and social services for seniors.

- a) Urge public, nonprofit, and private facilities providing health or human services to develop or incorporate facilities and services for older adults.
- b) Consider incentives to attract private “senior day-care” services. Support and enhance senior escort services and delivery of meals for low income seniors.
- c) Provide opportunities for older adults to volunteer in schools, libraries, and elsewhere using the EASY model or the Elder Volunteer Corps model. Coordinate with local schools and community centers to provide education opportunities targeting seniors.

Reduce environmental hazards through improved guidelines and policies.

(See also II, Natural Systems, B. Environmental Hazards.)

- a) Educate city and county councils about lead and other environmental hazards, and explore methods to address such issues through local code enforcement.
- b) Convene a committee/interest group involving each of Marin's jurisdictions to hold networking sessions to address environmental health hazards.
- c) Drastically reduce or phase out the use of toxic substances in all areas.
- d) Consider adopting the City of San Francisco’s ordinance implementing the Precautionary Principle.

Address behavioral health issues.

- a) Increase the number of psychiatric beds available in Marin.
- b) Support and enhance mental health treatment programs.
- c) Find a permanent location for a detoxification center.
- d) Provide a jail diversion program for the mentally ill.
- e) Support treatment for those suffering from major depression.
- f) Support forums on racism, classism, and sexism awareness, and events that celebrate diversity.

➤ **Sample indicators**

- a) Rate of breast, prostate, and other cancers compared with national, state, and region rates (Healthy Marin Partnership).
- b) Obesity rate and rate of environmental illnesses (Marin County Department of Health and Human Resources).

- c) Health and Human Services utilization data, client index, and health survey data (Marin County Department of Health and Human Resources).
- d) Health coverage and health insurance by age, income, and ethnicity (Healthy Marin Partnership).
- e) Medi-Cal, Medicare, and Healthy Family enrollment data (County of Marin).
- f) Pesticide use in County facilities (County of Marin).

➤ **Sample targets**

- a) Rates of breast cancer and prostate cancer decrease by 10 percent by 2020.
- b) Obesity rates decline by 10 percent for all age categories by 2020.
- c) Reduce incidence of environmental illness by 10% in 2020.
- d) Health coverage is available to at least 80 percent of Marin residents of each age, income, and ethnic category by 2020.
- e) Enrollment in Healthy Families and number of Healthy Families Providers each increase 50 percent by 2020.
- f) Pesticide use in County facilities decreases by 75 percent from the 1997 level by 2004, as set by the County's Integrated Pest Management Ordinance.

8. Public Safety

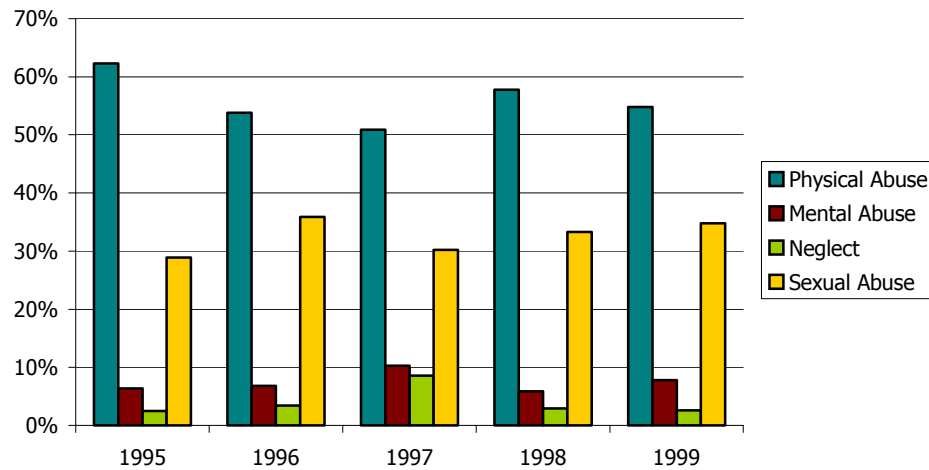
➤ **Background and trends**

Marin has a strong public safety record, as crime rates have remained consistently lower than in the rest of California for many years. In addition, crime rates for both Marin and the state have been steadily decreasing since 1996, from 7,533 reported crimes in 1996 to 5,902 in 2000.

However, Marin has had a higher percentage of physical abuse cases, including physical child abuse, than the state average since 1998. In addition, the number of youth experiencing violence, the number of violent crimes, and the geographic concentration of hate crimes are all areas of concern in Marin.

Incidence of abuse is high in some areas. Physical abuse cases in Marin are higher than the state average. Physical and sexual abuse cases continue to represent the most common types of abuse of children, followed by mental abuse and neglect. Despite the comparatively high rate, the number of child abuse cases declined 44 percent between 1995 and 2000.

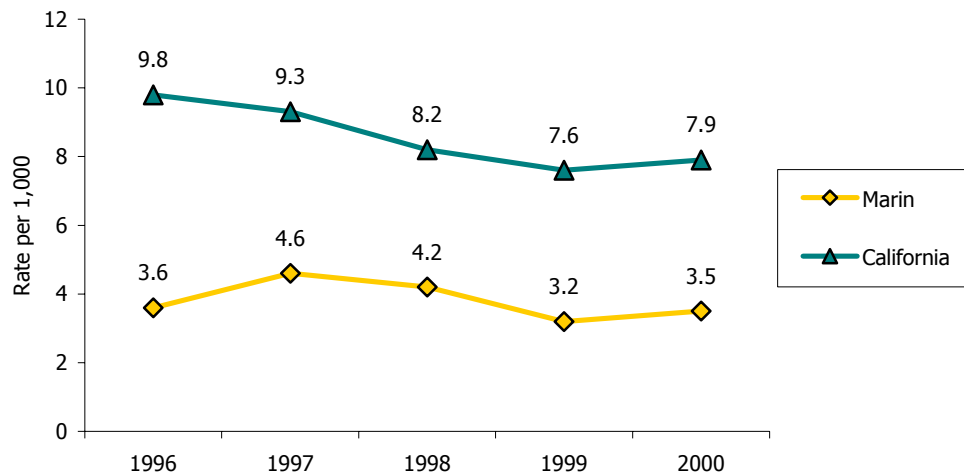
Figure IV-13
Percentage of Child Abuse Cases by Type



Source: 2001 Applied Survey Research

The rate of domestic violence calls in Marin is significantly lower than the rate of domestic violence calls in the state as a whole (Figure IV-14). In addition, the rate of domestic violence calls in Marin decreased slightly from 3.6 in 1996 to 3.5 in 2000.

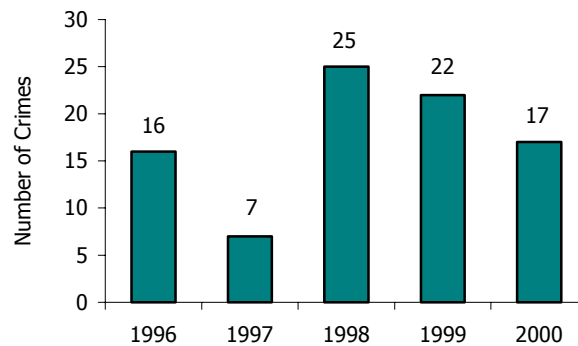
Figure IV-14
Domestic Violence Rate in Marin County



Source: 2001 Applied Survey Research

Hate crimes are less frequent but are concentrated geographically. While the number of reported hate crimes fluctuated between 1996 and 1998, since 1998 the number of reported cases has dropped from 25 to 17, a difference of 47 percent (Figure IV-15). Cities that have reported at least one incident of a hate crime between 1996 and 2000 were Novato (59 offenses), San Rafael (13), Tiburon (2), Fairfax (2), and the unincorporated areas of Marin (11).

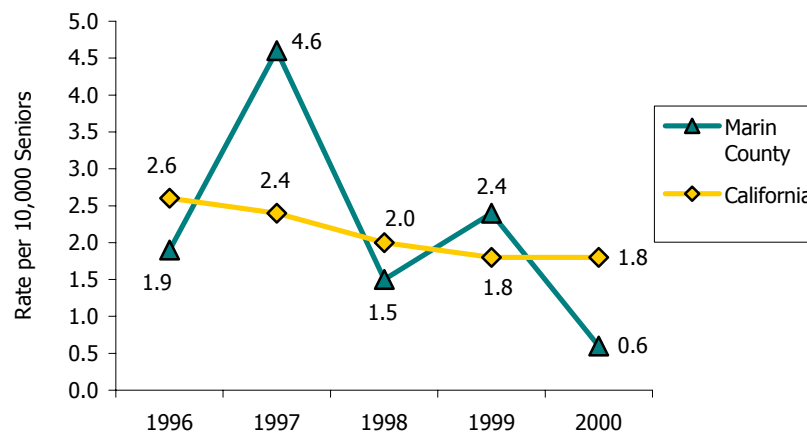
Figure IV-15
Total Number of Hate Crimes in Marin County



Source: 2001 Applied Survey Research

The number of violent crimes against the elderly has decreased. While incidents of violent crimes against the elderly have fluctuated since 1996, overall the rate has decreased from 1.9 (per 10,000 seniors) in 1996 to 0.6 in 2000 (Figure IV-16).

Figure IV-16
Violent Crimes Against the Elderly in Marin County and California

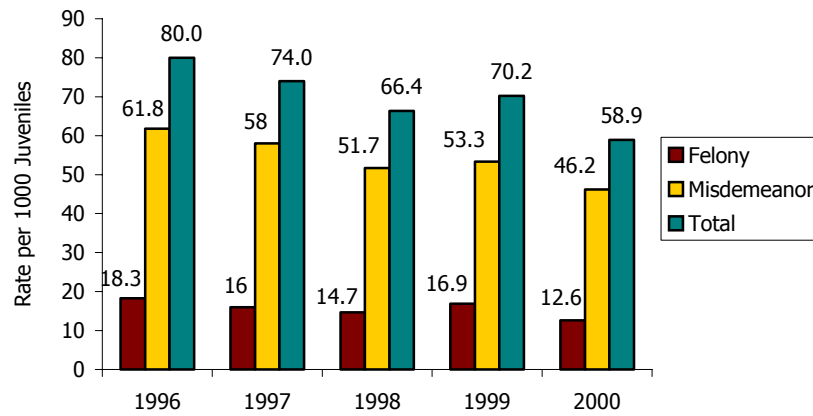


Source: 2001 Applied Survey Research

One in five young adults experiences violence. The 2001 Marin Community Health Survey found that 20 percent of young adults age 18–24 reported experiencing some type of physical violence or threat of violence within the past year.

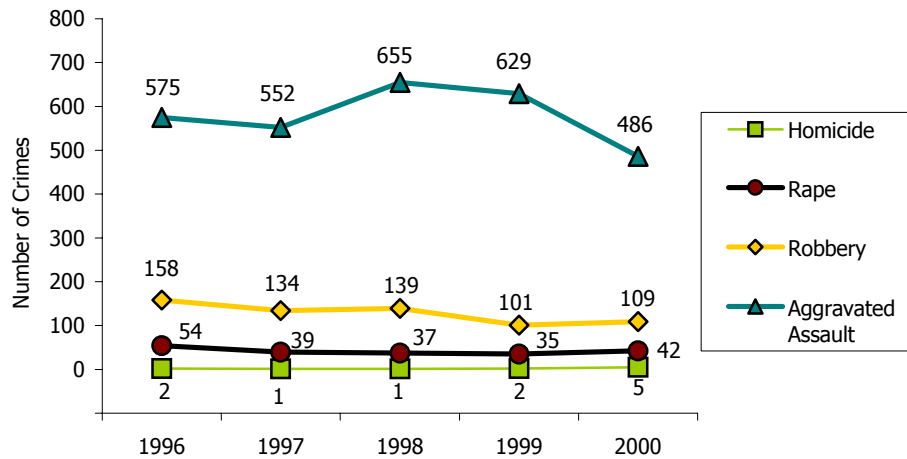
Other crime trends fluctuate. Juvenile misdemeanor and felony crimes have declined since 1996. Overall, the total juvenile arrest rate has been decreasing as well, from a rate of 80 in 1996 to 59 in 2000 (Figure IV-17). Overall, the total number of violent crimes (homicide, rape, robbery, and aggravated assault) has decreased since 1996, while the number of homicides has increased slightly (Figure IV-18).

Figure IV-17
Juvenile Arrest Rate in Marin County



Source: 2001 Applied Survey Research

Figure IV-18
Violent Crimes in Marin County



Source: 2001 Applied Survey Research

➤ Issues

- a) Violence prevention needs to be more widespread.
- b) Incidents of abuse and domestic violence often arise because people may be living in overcrowded conditions.
- c) More needs to be done to prevent child abuse and neglect.
- d) There is a need for targeted programs to reduce hate crimes.

➤ **Strategies**

Maintain Marin County neighborhoods as safe, healthy places to live.

- a) Review the design of new and rehabilitated buildings for ways to increase resident safety. Develop neighborhood patterns that encourage social interaction and avoid isolation. Ensure adequate street lighting in communities as needed.
- b) Utilize community-based solutions for crime when possible, including community policing and restorative justice programs. Strengthen and expand neighborhood-watch programs, and include businesses. Develop a corrective plan to deal with high-crime areas.
- c) Educate communities about hate crime awareness and prevention.
- d) Promote self-defense and crime prevention education.

Reduce violence and crime rates among youth and young adults.

- a) Support and encourage the work of the Youth Commission.
- b) Establish a partnership between service agencies and law enforcement to address violence prevention.
- c) Ensure that youth programs are located in areas that are easily accessible by youth.
- d) Expand after-school and youth programs. Continue and expand mentoring programs for youth. Work closely with faith-based organizations to reach out to troubled youth.
- e) Continue to support the use of mental health staff at juvenile hall to provide counseling.

Reduce the incidence of violence in the home.

- a) Require mandatory counseling for perpetrators of child abuse and domestic violence.
- b) Provide safe havens for victims of child abuse and domestic violence at fire stations.
- c) Promote child abuse and domestic violence awareness and prevention programs.

Reduce substance abuse.

- a) Support the education of all age groups in substance abuse prevention.
- b) Encourage alcohol and drug abuse programs in the community. Include law enforcement, school districts, service agencies, and vendors of nicotine, alcohol, and prescription drugs in planning and operating programs for substance abuse prevention.

➤ **Sample indicators**

- a) Child abuse and domestic violence rates (Healthy Marin Partnership).
- b) Recurrence rates for child abuse and violent crimes (Healthy Marin Partnership).
- c) Crime rates by type (Healthy Marin Partnership).
- d) Number of hate crimes by city (Healthy Marin Partnership).
- e) Rate of reported substance abuse (Healthy Marin Partnership).

➤ **Sample targets**

- a) Rate of child abuse continually decreases through 2020.
- b) Number of violent crimes continually decreases through 2020.
- c) Number of hate crimes continually decreases through 2020 in all geographic areas.
- d) Rate of reported substance abuse decreases continually.

9. Transportation

(See also III. The Built Environment, A. Transportation, and Economic Element.)

➤ **Background and trends**

Transportation issues are a priority for Marin County residents. Traffic congestion's impact on the economy and the built environment was discussed earlier in this report. Here we will look at the social equity impacts of our transportation system.

Because our transportation system is designed primarily for cars, those without a car are more likely to experience difficulty moving around the community, as well as into and out of the community. Low income families are less likely to own a car or multiple cars. A lack of urban bicycle and pedestrian paths, and of large-scale public transportation, means that often people without cars have difficulty traveling to jobs or to medical services, and difficulty taking advantage of cultural and economic services. For example, 22 percent of women 75 and older reported that a lack of transportation kept them from doing things they wanted to do outside the home (Field Research Corporation).

➤ **Issues**

- a) Public transportation began as a private enterprise and was not considered a public service like police and fire protection. Although it is now public, the funding structure is inadequate.
- b) The lack of reliable local public transportation means that many people without a car cannot travel to services or cultural events.
- c) Transportation issues regarding the old, the young, and the poor, who are the primary users of public transportation, are not adequately addressed because these users do not have as strong a voice in shaping public policy.
- d) Neighbors often do not want health and human services like child care, elder care, and churches in communities because of the traffic that these services generate.
- e) Fossil fuels are an uncertain and time-limited fuel source. A transportation system powered by fossil fuel vehicles increases air pollution, including carbon emissions, and can lead to negative health impacts and global warming.

➤ **Strategies**

Make transportation accessible, safe, and efficient.

- a) Update circulation/transportation elements in Marin's community plans to address the needs of those who are transit-dependent including the elderly, the physically disabled, youth, low income residents, and persons who do not own an automobile.

- b) Work with the Marin County Transit District to improve both commute and intra-county transportation services. A significant proportion of transportation funding should be dedicated to serve residents who are transit-dependent. Transit routes should be convenient and flexible to meet the needs of the communities and residents who rely on their services.
- c) Ensure that bus stops are located near public services, employment and commercial centers, neighborhoods, senior and youth centers, health care and social service facilities, schools, and hospitals.
- d) Advocate a bridge in the Canal between the end of Canal Street and San Rafael High School for bike and pedestrian traffic to San Rafael High School and the Montecito Shopping Center.
- e) Support alternatives to the use of vehicles powered by fossil fuels.

Ensure that transportation is affordable and accessible to the elderly, persons with disabilities, youth, and low income residents.

- a) Provide for and maintain affordable transportation services to and from health care and social service facilities from all areas of the county, especially for the elderly, the physically disabled, and low income individuals.
- b) Support efforts to inform the elderly, persons with disabilities, youth, and low income residents about the transportation services that are available, in multiple languages as needed.
- c) Ensure implementation of the Marin Paratransit Development Plan.
- d) Promote the Safe Routes to Schools program.
- e) Encourage transportation providers to provide reduced rates for senior citizens, the handicapped, and youth.

➤ **Sample indicators**

- a) Percent of transportation funding spent on public transit (County of Marin).
- b) Number of complaints about access to public transit (Golden Gate Transit).
- c) Percentage of public transportation information provided in multilingual formats (Golden Gate Transit).

➤ **Sample targets**

- a) Increase the percentage of transportation funding spent on public transit by 20 percent in 2020.
- b) Number of complaints about access to public transit decreases over time.
- c) Language breakdown of transportation information equals percentage breakdown of non-English-speaking ridership on public transit.

10. Workforce Training and Compensation

(See also IV. The Economy, Equity, and Culture, A. Economy.)

➤ Background and trends

Workforce training and compensation is an area of concern as employers in the county have difficulty finding qualified entry-level employees. Compounding the shortage of entry-level workers is the number of jobs offered in Marin that don't pay a living wage.

The CalWORKS caseload in Marin is dropping dramatically, plunging new workers into the workforce. This trend could help employers seeking entry-level employees, but the lack of training, lack of support for child care, and low entry-level wages will act as significant barriers (Marin County Department of Health and Human Services).

➤ Issues

Increased skills are needed for workers.

- a) Employers have difficulty hiring entry-level employees with adequate verbal and written communication, and arithmetic skills. Language is a barrier for non-English-speaking workers in service jobs.
- b) There is a need for businesses to partner with schools to ensure that students graduate with skills they can use for well-paying, future-oriented jobs.
- c) Businesses need to offer employees financial and other incentives to continually upgrade their work skills.

There is a need for equal access to fair job opportunities and adequate compensation for all workers, including entry-level workers.

- a) Many service jobs in Marin County are low paying, and most of these jobs are performed by immigrants.
- b) Gender inequality exists in the workplace, especially for working mothers.
- c) Advocacy is needed for state funding to increase the quantity and quality of jobs, and to increase opportunities for employee advancement.
- d) Private employers and unions in key growth industries need to pay a livable wage, and to hire and train unemployed and low income workers from within the county.

➤ Strategies

Enhance job experience opportunities for youth.

- a) Link schools with businesses for job shadowing and early job education programs.
- b) Encourage the establishment of more technical/vocational programs within the high school system. Implement a youth employment program.
- c) Encourage colleges and universities to provide employment counseling and job referral services for students.
- d) Provide opportunities for students to learn about sustainability and work in the field.

- e) Participate in the School to Career partnership.

Provide mentoring, apprenticeship, and entry-level job opportunities for adults.

- a) Develop personnel policies aimed at providing mentoring, apprenticeship, and part-time and entry-level positions, as well as job sharing opportunities.
- b) Encourage businesses to provide jobs and mentoring for youth, senior citizens, and people with disabilities.
- c) Seek out special grants for job training services for the disabled.

Provide job training for adults.

- a) Increase language (especially ESL) classes in the county.
- b) Increase financial management classes in the county.
- c) Provide job training services for people with disabilities through JTPA funds, and seek out special grants for additional services.
- d) Encourage local businesses to train and hire local residents.
- e) Help businesses assist employees in upgrading their work skills.

Provide support for working parents.

- a) Provide job share opportunities for working parents.
- b) Require new commercial developments to include a quiet room for nursing mothers.
- c) Allow telecommuting to reduce traffic congestion and provide flexibility for working parents.

Provide job opportunities for economically and physically disadvantaged people wherever possible.

- a) Coordinate with nonprofit institutions and businesses that currently provide job opportunities for economically and physically disadvantaged people.
- b) Study gender inequality in the workplace and create strategies to address identified issues.
- c) Provide preferential job opportunities for applicants who are economically and physically disadvantaged.
- d) Create mentor programs to help employees advance in the workplace.

Support fair compensation, especially for low income workers.

- a) Apply the County living-wage ordinance for all applicable contracts.
- b) Promote fair wages.
- c) Support unions.

➤ **Sample indicators**

- a) Unemployment rates by jurisdiction (Healthy Marin Partnership).

- b) Number of job training programs for youth and for adults (Marin Employment Connection).
- c) Average wages (California Employment Development Department).

➤ **Sample targets**

- a) Unemployment rate in Marin remains below 5 percent.
- b) Increase job training programs by 10 percent by 2020.
- c) Increase the number of jobs paying a living wage by 10 percent by 2020.

D. CULTURE

➤ Background and trends

Culture is defined for the purpose of this document as the people's artistic and historical expression of the world around them. Marin is a culturally rich community that places importance on exposing the community to and involving the community in artistic expression, both modern and historical.

The arts industry is a strong contributor to the Marin economy. This is a mutually beneficial relationship, as Marin residents report a strong affinity for arts and humanities-related projects. In 1999, the arts industry in Marin employed roughly 2,200 persons. While Marin residents have historically attended cultural events in San Francisco, increased traffic congestion and the tendency of more people to work from home has precipitated a shift toward more Marin-based cultural events.

The primary cultural facility operated by the County of Marin is the Marin Center. Marin residents perceive the Marin Center as a gathering place for residents, rather than just a venue for events or performances. The County is currently preparing a report addressing ways to develop public-private partnerships to renovate the Marin Center facilities to improve its ability to serve as a civic and community gathering place.

The arts and entertainment industry remains a significant portion of Marin's economy. The combined annual operating budgets of 34 arts organization surveyed in 1997 exceeded \$11 million, which included more than \$5 million for personnel costs to employ people who live, work, shop, and play in Marin. The combined annual production budgets of the surveyed performing and producing organizations was nearly \$3 million, providing approximately 1,200 performances of more than 700 productions. The surveyed arts organizations spent \$1.5 million on local goods and services in 1996 and 1997 (Marin Arts Council).

In September 2000, a random telephone survey of Marin residents revealed that 22 percent of Marin households gave to the arts and humanities, compared with 11 percent nationally. In recent years, funding for the arts from the Marin Community Foundation (MCF) has been decreasing slightly. In 1987, 10 percent of the MCF's Buck Trust funds were dedicated to the arts and humanities, and in 2001 MCF directed 7 percent of its funds toward the arts (Marin Community Foundation 2001).

Although wages in the arts, entertainment, and recreation industry remain relatively low, they increased 13 percent between 1998 and 1999, from \$23,459 to \$26,588. This industry employed approximately 2,200 persons in 1999 (Marin Economic Commission).

A 2001 California public opinion poll found that 78 percent of those surveyed were willing to pay \$5 more in state income tax if the money went directly to the arts, and 81 percent said they believe that arts programs improve children's overall academic performance (Hamlin).

Renovation and public-private partnerships represent the most viable opportunities for expanded cultural facilities. A survey of seven capital projects of arts facilities in the county found that the majority favor renovating over new construction, indicating a public desire both to rebuild infrastructure and to maintain treasured community landmarks. There is a growing interest in coordinating public-private partnerships to utilize private sources of support for direct capital funding, contributions of land, and/or project-specific approvals from jurisdictions (Saperstein and Associates).

Arts education is perceived to be an indispensable component of quality education for children. A 2001 statewide survey conducted by the California Arts Council found that 74 percent of respondents believe the arts improve the quality of children's overall education. The study also found that 72 percent believe arts education helps children develop skills for working with others as a team, and other strong social skills. When comparing the importance of arts education and sports, the 2001

California Arts Council survey found that few residents said arts education is more important than academics, but more than half, 57 percent, said that arts education is equally important.

Marin has abundant archaeological resources. The State of California has officially recorded 630 archeological sites in Marin County. These sites include settlements and villages, hunting camps, quarries, rock art sites, and trails associated with Native American settlement of the area. The distribution of known archeological sites in the county is concentrated in urban areas and the Point Reyes Peninsula.

1. Arts

➤ Issues

People place a high value on culture and the arts, though other issues and programs often receive higher priority in terms of funding and donations.

- a) Community and public art projects need to be promoted because they will facilitate community development and cohesiveness.
- b) It can be difficult to get funding for the arts from state and federal sources because of the perception that Marin is a wealthy community and that other communities are more needy. The Marin Community Foundation and the Marin Arts Council are two of the main resources in the county supporting the arts.

Community access to art needs to be increased.

- a) Marin does not have a countywide arts and culture commission. The Cultural Development Committee (a subcommittee of the Marin County Parks, Open Space and Cultural Commission) is limited to making recommendations on Marin Center policies and programming.
- b) Low income individuals and families do not have access to many arts events due to event costs.
- c) Policies that promote or require public art are needed.

There are significant barriers to quality arts education.

- a) Academic-achievement pressures on students can discourage them from participating in arts courses.
- b) More funds are needed for scholarships, awards, and stipends for artists and students.

➤ Strategies

Improve communication between arts organizations, County decisionmaking bodies, and the public.

- a) Evaluate potential barriers to attracting and retaining arts-related groups and ventures in the county.
- b) Create a countywide arts and culture commission to develop a countywide vision for the arts in Marin and make policy recommendations.
- c) Work with neighborhood associations and other community organizations to provide community arts programs and services. Encourage effective collaboration and communication between the Marin Center Renaissance Committee and the Civic Center Conservancy.
- d) Create a bulletin board on the County Web site for the community to post arts events and engage in online arts-focused dialogue.

Expand exhibition opportunities featuring local artists.

- a) Solicit performances and exhibitions from local artists of all skill and income levels at County facilities to encouraging a diversity of art styles and mediums. Provide professionally curated exhibition and gallery spaces in County-owned buildings and spaces.
- b) Encourage the use of arts landmarks and reference them in County publications.
- c) Promote multimodal transportation to cultural events.
- d) Modify County development regulations to allow for artist live/work spaces.

Improve arts programming.

- a) Conduct a periodic market survey of trends in the arts, then modify programming based on the findings.
- b) Focus on the commonalities of art in differing cultures when soliciting and promoting arts programs.
- c) Promote multicultural arts-related programs and services, including literature and poetry readings, in the libraries. Encourage and support participation by portions of the community that have been traditionally underrepresented.
- d) Promote access to Marin 31 and other public access television for increased arts programming.
- e) Promote and expand arts programs for individuals with disabilities.

Develop a public art program that is unique to Marin County.

- a) Develop policies to encourage public art.
- b) Encourage artist participation on design teams for planning public projects.
- c) Identify appropriate sites for placement and inclusion of murals and other art on publicly owned property, such as community centers, parks, schools, and County property.

Enhance marketing and funding opportunities for the arts.

- a) Develop promotional strategies for arts programs and facilities.
- b) Publicly recognize those who create and support the arts in the county, including institutions, organizations, businesses, and individuals.
- c) Assist in securing funds for the arts from state and federal sources. Establish a nonprofit organization that can raise funds and solicit resources for the arts. Encourage private support for the arts through the Marin Arts Council and Marin Community Foundation. Sponsor arts programs, groups, and events.
- d) Allocate funds to operate, preserve, and expand access to the Marin Center.
- e) Utilize market-based pricing to establish arts-related fees while providing a sliding scale to allow low income participation.

Promote community participation in the arts.

- a) Implement measures to ensure that every person in Marin, regardless of age, race, or income, has an opportunity to participate in arts and cultural events.

- b) Develop a subsidized ticket voucher program that offers reduced-cost tickets for the elderly, youth, low income, and disabled populations.
- c) Involve the community in selecting artists for County-commissioned artwork.
- d) Encourage and recognize volunteer involvement in arts programs.
- e) Train social, health service, and recreation professionals who work with elderly, youth, disabled, low income, and minority constituencies on integrating the arts into their services.

Promote and expand arts education.

- a) Support and expand arts classes in community recreation programs.
- b) Explore ways that art can be used as an intervention for at-risk youth.
- c) Improve artistic opportunities for Marin's senior population. Encourage all senior and assisted-living centers to include arts programs on site.

Celebrate and promote cultural diversity.

- a) Create space in public and private spaces such as shopping malls to be used for cultural awareness activities including art and poetry.
- b) Support and enhance murals, events, and community dialogue that focuses on or promotes diversity.
- c) Support and enhance community festivals that promote diversity.
- d) Create a commission that focuses on cultural diversity.

➤ **Sample indicators**

- a) The number of arts events at public sites throughout the county (Marin County Department of Parks, Open Space, and Cultural Services).
- b) Attendance at major arts events or cultural facilities in the county (Marin County Department of Parks, Open Space, and Cultural Services).

➤ **Sample targets**

- a) Increase the number of arts events, performances, and exhibits at public sites by 10 percent by 2020.
- b) Increase the attendance at major arts events at the Marin Center and Marin County Fair by 10 percent by 2010.
- c) Increase the average instruction time devoted to art education activities and lessons by 5 percent by 2010.

2. Culture and Arts Facilities

➤ Issues

The Marin Center needs to be preserved and enhanced.

- a) A survey found that many Marin residents would like the Marin Center to become a community cultural center, but that the resources of the center are not available to them.
- b) The Marin Center structures and facilities need to be more versatile to easily accommodate users' needs.
- c) Multicultural programs at the Marin Center are important and need to be enhanced.

Improved arts and culture facilities are needed.

- a) It can be expensive to rent space for artistic and cultural events in the county. There is a need for more public-private partnerships that allow small groups to utilize facilities for the arts and culture. Many County-controlled facilities could be utilized to bring cultural events to communities underserved by typical cultural events.
- b) The preservation of existing buildings is needed to create cultural centers for communities. Renovation of older theaters in downtown San Rafael and Novato is proving to be successful.
- c) Space is needed for community art and cultural centers in local neighborhoods. Schools could be more fully utilized as locations for artistic and cultural expression.

➤ Strategies

Promote and enhance the Marin Center.

- a) Prepare a plan to improve facilities through renovation, joint use, and development of new facilities if necessary.
- b) Adhere to a regular schedule of inspection and maintenance of Marin Center facilities to ensure that high standards of safety, quality, appearance, comfort, and customer satisfaction are met.
- c) Look to other funding sources, in addition to the County general fund, to finance improvements to the Marin Center.
- d) Participate in studies for capital improvements for the Marin Center to make the facility as suitable as possible for the performing arts.

Promote and enhance arts and cultural facilities throughout the county.

- a) Set up and maintain an inventory of cultural facilities in the county that are suitable for performances, exhibitions, rehearsals, or studio or classroom space, and assess the needs of cultural groups. Seek opportunities to utilize regional arts facilities.
- b) Evaluate availability of rehearsal, performance, and studio space for local artists and multicultural events, and consider ways the County can facilitate the provision of space. Encourage existing and new businesses, churches, utility companies, and others to allow use of their facilities by community groups.
- c) Determine the desirability and feasibility of constructing a warehouse for arts and theatrical storage to address both space and expense issues.

- d) Determine the desirability and feasibility of constructing an arts or natural history museum, possibly at the Marin Civic Center or as part of a San Quentin reuse project, with a focus on art education.

➤ **Sample indicators**

- a) Annually survey Marin Center users to determine if the Marin Center facilities are adequately meeting their needs (Marin County Department of Parks, Open Space, and Cultural Services).
- b) Annually track the number of cultural and arts events in Marin facilities (Marin County Department of Parks, Open Space, and Cultural Services).

➤ **Sample targets**

- a) Attain 75 percent user satisfaction at the Marin Center by 2010.
- b) Increase facility use for cultural and arts events by 20 percent by 2020.

3. Archeological Resources

➤ **Issues**

We need to better preserve and protect Marin's archeological and historical resources.

- a) The County lacks an updated archeological plan, which hinders the ability to preserve and protect archeological and historical resources.
- b) The County lacks sufficient policies about archeological resources.
- c) The reliability of current information on archeological resources varies. The exact size and distribution of each known archeological resource site is not well defined.
- d) Many of the archeological resources in Marin are in a degraded condition.

➤ **Strategies**

Identify policies and programs to protect archeological and historic resources.

- a) Update the County's archeological-sensitivity map. Develop a historical preservation plan, and consider establishing a Historical Preservation Commission.
- b) Develop guidelines for preservation of the exterior design elements of structures of local historical or architectural interest as well as historic trees and landscapes. Include in the development-review process additional consideration of historical, cultural, and Native American concerns.
- c) Ensure that field surveys yielding specimens or finds will be evaluated by qualified historians for archeological significance. Refer development proposals that may adversely affect archeological sites to the California Archaeological Inventory. Develop an ordinance to secure temporary delays on the alteration or demolition of designated cultural resources until their preservation or protection can be fully explored.
- d) Conduct a survey and evaluation of existing archeology resources every three years. Maintain confidentiality regarding the location of archeological sites in order to protect these resources from vandalism and the unauthorized removal of artifacts.
- e) Improve access to unrestricted archeological resources and improve interpretation of archeological history.

- f) Encourage the inclusion of significant sites in the Federal or State Historical Register based on the recommendation of local historical societies.

Collaborate with others to protect archeological and historical resources.

- a) Encourage and cooperate with the private sector in the implementation of innovative techniques to preserve archeological and historic sites by gifts, private conservancies, and easements. Publicize opportunities and incentives for historical preservation to owners of historic buildings.
- b) Continue to assist owners of historic homes in lower-income areas with low-interest loans through Community Development Block Grants (CDBG), when available.
- c) Cooperate with Native American representatives and local historical societies to protect significant archeological, cultural and historical artifacts.

Educate the community about archeological and historical resources.

- a) Work with the public, the private sector, and community organizations to increase awareness of, protect, and enhance the county's historical resources.
- b) Increase public awareness of local history through publications, sponsorship of events, dissemination of resource materials, a speakers bureau, displays, and commemorative plaques.
- c) Provide for the placement of historical markers on county roadways to attract and inform visitors of important historical resource sites.
- d) Promote historical resources as major contributions to the quality of life, as well as to cultural and economic vitality.

Expand funding opportunities for archeological and historical resources.

- a) Increase financial incentives to encourage rehabilitation and restoration of archeological sites.
- b) Encourage and promote legislation to provide tax incentives to encourage the rehabilitation of historical resources, including tax credits and tax abatements.

Support historical preservation programs that are holistic in scope.

- a) Strive to interpret history and cultural heritage in the most inclusive sense by reaching across barriers of race, ethnicity, religion, class, and income.
- b) Seek to protect not only historical resources themselves, but their context in the larger community by ensuring that preservation of significant structures is not limited to preservation of a building's "skin" without adequate consideration of its other component parts and history.
- c) Support preservation strategies that respect the heritage, context, design, and scale of older neighborhoods while recognizing the evolution of a neighborhood's built form.
- d) Become a Certified Local Government (CLG) by applying to the State Department of Historical Preservation.
- e) Adopt and maintain a landmarks ordinance. Modify the zoning regulations to allow "adaptive reuse" of landmark properties.
- f) Inform title companies that properties in Marin may be affected by historical preservation regulations.

- g) Ensure the protection and preservation of artifacts in known and as-yet-unidentified areas through protective policies.

➤ **Sample indicators**

- a) Number of known archeological and historical sites (Marin County Community Development Agency).
- b) Number of community exhibitions or events with an archeological or historical focus (Marin County Department of Parks, Open Space, and Cultural Services).

➤ **Sample targets**

- a) Update the known archeological information base (by revisiting sites to accurately log the exact size and distribution of each archeological resource) by 2020.
- b) Increase community exhibitions or events with an archeological or historical focus by 20 percent by 2020.

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