

5 DIVERSITY, EQUITY + INCLUSION

5.1 Introduction

The Diversity, Equity, and Inclusion chapter illustrates the Town of Tiburon’s commitment to building a more diverse equitable, and inclusive community for future generations. By centering the importance of equity and environmental justice in the Town’s General Plan, Tiburon is showcasing its commitment to addressing historical inequities that have disproportionately affected marginalized groups. This commitment includes a substantive focus on environmental justice in accordance with SB 1000, which was passed by the California State Legislature in 2016 to require local governments to identify disadvantaged communities and include environmental justice in general plans. Additionally, many of the people that work in Tiburon’s service and hospitality industries are commuters who reside elsewhere in the San Francisco Bay Area. Including these workers alongside people from marginalized groups within Tiburon will create a more inclusive environment for all, one in which residents, workers and visitors alike feel a sense of belonging.

Many of the structural inequities that have affected marginalized groups such as communities of color, indigenous people, and lower-income individuals have had long-lasting effects. These inequities, both explicit and implicit, have a long history beginning with the displacement of the Coast Miwok people in the 19th century. Throughout the United States, the inequitable land use practice of discriminatory lending, otherwise known as “redlining,” have segregated disadvantaged communities into areas where they are disproportionately at risk from environmental hazards such as air pollution. Tiburon’s history of racial covenants which banned people of color from buying property, as well as exclusionary zoning rules that regulated the community’s socioeconomic diversity, have had long-term effects both locally and regionally, much the same as other communities throughout the San Francisco Bay Area.

By centering social equity and environmental justice in the General Plan, the Town acknowledges how contemporary policies can disproportionately affect communities that have historically been disadvantaged by structural inequity, discrimination, and exclusion. Equity and justice are foundational commitments in both this element and throughout the Town’s General Plan.

Toward these ends, the Town will work closely with elected officials, community leaders, residents, and employees to identify opportunities to increase the sense of welcoming for residents, employees, tourists, and other visitors who travel to and spend time in Tiburon. Following regional and national movements and models for revising the names of places, buildings, schools, and public structures, Tiburon will develop an approach for identifying and renaming locations and landmarks in town that can be perceived to have negative connotations. Similarly, the approach will identify landmarks and other built environment objects that similarly may be perceived to have negative connotations or offensive historical uses. The Town can learn from local efforts to rename schools that had been named for Confederate figures and ideas. The Town can also model its efforts on those of the federal government

which recently began renaming parks and landmarks that have an anti-Native American racial slur. Whether the names of Tiburon places and landmarks were originally intended to have a link to offensive language, ideas, or practices should not preclude the Town from exploring new names for these places that can be perceived at best as questionable, but at worst as condoning racist practices. The approach the Town will take will include the participation of community leaders and residents to help identify the opportunities to improve the sense of a welcoming community.

The Diversity, Equity + Inclusion chapter includes the following sections.

- **5.2 Key Definitions.** Provides definitions for the concepts of equity, diversity, and inclusion as used in this chapter.
- **5.3 Equity.** Describes the role of equity in planning.
- **5.4 Environmental Justice.** Provides an overview of disadvantaged communities that are subject to disproportional environmental hazards and impacts and demographic characteristics of Tiburon residents.
- **5.5 Planning for a Diverse Community.** Discusses characteristics that define a diverse community, including gender identity, sexual orientation, race, ethnicity, color, sex, national origin, age, income, and ability status.
- **5.6 Goals, Policies, and Programs.** Identifies goals, policies, and programs to guide growth of a just, equitable, and diverse community.

5.2 Key Definitions

Diversity: The presence of a variety of different characteristics that shape identities and characteristics, both individual and communal. Diversity includes more visible characteristics such as race or age as well as less potentially visible elements such as ability status, sexual orientation, gender identity, work experience, language, and socioeconomic status.

Equity: The process of giving fair treatment and impartial access to opportunity to all individuals or groups irrespective of different characteristics. This requires the identification and remediation of structural barriers that have historically affected and currently affect disadvantaged communities.

Inclusion: The creation of an environment in which all individuals and groups feel valued, accepted, and supported in participating fully in the greater community.

5.3 Equity

Equity means to plan for a just and fair inclusive society in which all can participate and thrive. Planning and the distribution of resources should consider how communities have been historically advantaged and disadvantaged. Emphasis should also be placed on considering the impact of policies on future generations. Ideally, the authentic inclusion of historically disadvantaged communities throughout the

planning process is essential to ensuring equitable outcomes. Equity is the acknowledgment of differing circumstances and the allocation of resources to ensure equitable outcomes. This differs from equality, the distribution of the same resources, in that it recognizes how past circumstances have affected present outcomes and corrects for disadvantages.

5.4 Environmental Justice

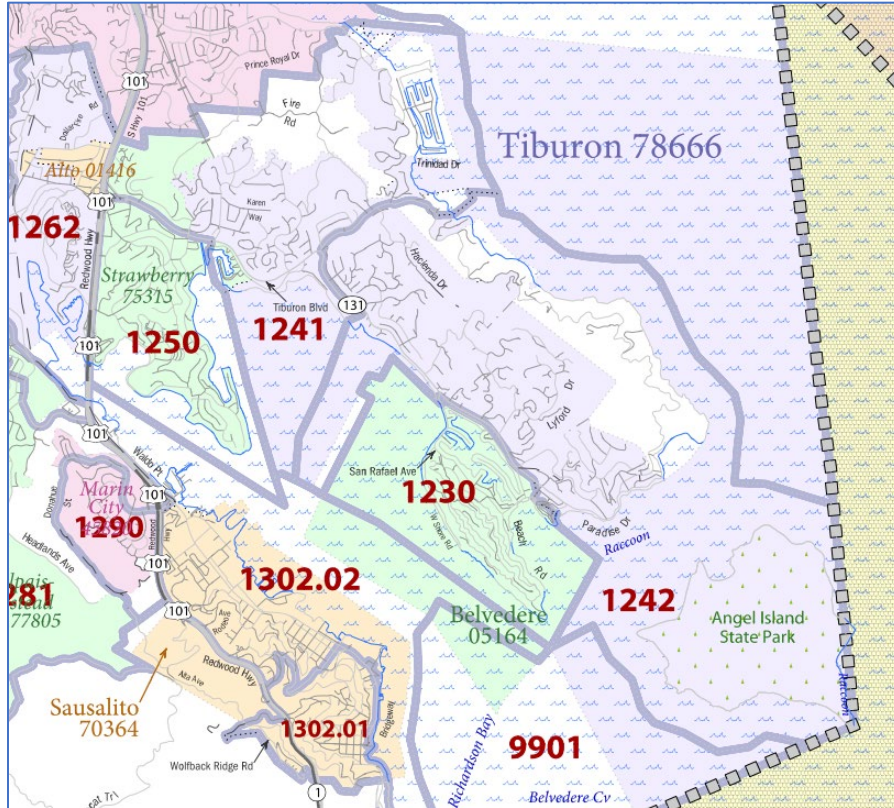
Environmental justice, as defined by the California Environmental Protection Agency, is “the fair treatment of people of all races, cultures, and incomes concerning the development, adoption, implementation, and enforcement of environmental laws, regulations, and policies.” For treatment to be fair, no group should be disproportionately affected by the negative environmental impacts of policy.

Social, distributive, and procedural justice are related to this concept. Social justice addresses the long-lasting intergenerational impacts of historical injustices. These are often distributed along identities such as race, class, national origin, and sexuality. For example, the 1964 Civil Rights Act was an example of social justice that ended open discrimination in the issuing of housing loans to communities of color. Distributive justice addresses the inequitable distribution of systemic advantages and disadvantages across both geographic and identity-based groups. As an example, *disadvantaged families* have had less social mobility and wealth transfers between subsequent generations due to lower access to housing and property ownership, both of which are significant drivers of intergenerational wealth. Procedural justice addresses the inclusivity of decision and policy-making processes. A lack of inclusivity can be seen with communities of color and lower-income areas because they are generally not well represented in government as compared to their proportion of the general population.

The Clean Energy and Pollution Reduction Act of 2015, or SB 350, defines “disadvantaged communities” as those which are disproportionately affected by negative economic, health, and environmental conditions. The California Office of Environmental Health Hazard Assessment uses these factors and others such as concentrations of poverty, unemployment, and low educational attainment to identify disadvantaged communities using their tool CalEnviroScreen. In this tool, each census tract in California is scored on a series of environmental health metrics and then ranked by percentile relative to the state of California.

As of the 2010 US Census, Tiburon is roughly divided into two census tracts: 1241 and 1242, areas that include land outside the Town limits. The 2018 *CalEnviroScreen 3.0* describes both Tracts 1241 and 1242 as being in the overall bottom 1-5% percentile of census tracts, meaning that Tiburon is a community that is only marginally affected by environmental and health burdens. From a social perspective, both census tracts score well below the median percentile of California communities that have high rates of poverty and linguistic isolation. According to the metrics designated by SB 350, there are no officially designated disadvantaged communities in Tiburon.

Figure DEI-1: US Census Tracts in Tiburon, 1241 & 1242



Source: 2010 US Census - Census Tract Reference Map

Tiburon residents are generally healthy with rates of asthma, low birth weights, and cardiovascular diseases all being low compared to the rest of the state. Additionally, regarding exposure to pollutants such as PM 2.5, diesel, pesticides, and other toxic materials, both census tracts score below the 50th percentile. One measure that is worth noting is that both tracts score in the 90th percentile with exposure to impaired water bodies that are contaminated by pollutants. The primary reason for this is that Tiburon borders the San Francisco Bay.

Tiburon's built environment is well-maintained. *AllTransit*, a transportation database developed by urban development nonprofit Center for Neighborhood Technology, notes that 72.8% of jobs within Tiburon were within 0.5 miles of transit. The *Bay Area Greenprint*, a database developed by a collaboration of Bay Area environmental groups and research centers, describes 38% of Tiburon's 2,873-acre land area as being a "publicly-accessible protected [green] area." With regards to environmental hazards, 16% of Tiburon has historically been affected by rain-induced landslides and 85% of the land is located within the high fire-risk wildland-urban interface.

Table DEI-1: Demographic Comparison of Census Tracts in Tiburon

Demographic Variables (2020)	Tract 1241		Tract 1242		Tiburon	
	Number	% of Total	Number	% of Total	Number	% of Total
Total Population	5,801		5,303		9,167	
Hispanic Origin	751	12.9%	282	9.9%	928	10.1%
Speak English "Less than Very Well"	162	2.8%	164	3.1%	321	3.5% ¹
Total Occupied housing units	2,198		2,185		3,711	
Renter-Occupied Households	657	29.9%	690	31.6%	1,078	30%
Average Household Size	2.64		2.41		2.54	
Overcrowded Households	0	0%	67	0.03%	67	0.02%
Population per square mile, 2010					2041	
Population Under 18	1,364	23.5%	996	18.8%	2,099	22.9%
Median Age	47.1		53.3		49.1	
Median Household Income	\$193,600		\$157,068		\$178,125	
Per Capita Income in 2020	\$91,301		\$120,731		\$118,095	
Residents Below Poverty Line in 2020	60	1%	111	2.1%	123	1.3%
Residents 25 or older with no high school diploma	103	1.8%	6	0.1%	80	0.9%
Unemployment rate (16 years & over)		1.7%		8.3%		4.2%
Renter households spending more than 35% of income on rent	160	24.9%	263	41%	354	34.4%
Residents 65 and over	1,108	17.5%	1,782	33.6%	2,289	25.0%
Residents 75 and over	244	4.2%	965	18.2%	1,051	11.5%
Children under 18	1,364	23.5%	996	18.8%	2,099	22.9%

¹ These are the following most spoken languages after English: 1. Other Indo-European languages, 2. Asian and Pacific Island languages, 3. Spanish.

Source 2020: US Census - American Community Survey 5-Year Estimates

Socioeconomically, both census tracts are broadly similar with a key difference being that the per capita income is higher in Tract 1242. Tract 1242 is also notably older than Tract 1241 with 15.2% of its population being over 75 as compared to 5.6% of Tract 1241's population ("Census Bureau Data" 2020).

5.5 Planning for a Diverse Community

According to the US Department of Housing and Urban Development, diversity refers to the various dimensions which can be used to distinguish between different individuals or groups. These dimensions can include gender identity, sexual orientation, race, ethnicity, color, sex, national origin, age, income, and ability status. Differentiators can also come from other lived experiences such as military service or careers, as well as other everyday routines. Because of the variety of ways in which a community can be diverse, planning for a diverse community must be dynamic, nuanced, and adaptable over a long period of time to changing circumstances. Diversity is also a spectrum with various lived experiences, as can be seen with the different degrees of ability status or in the experiences of multiracial individuals. Tiburon strives to create a community that is inclusive, respectful, and responsive to a variety of different lived experiences.

Figure DEI-2: Racial Composition of Tiburon

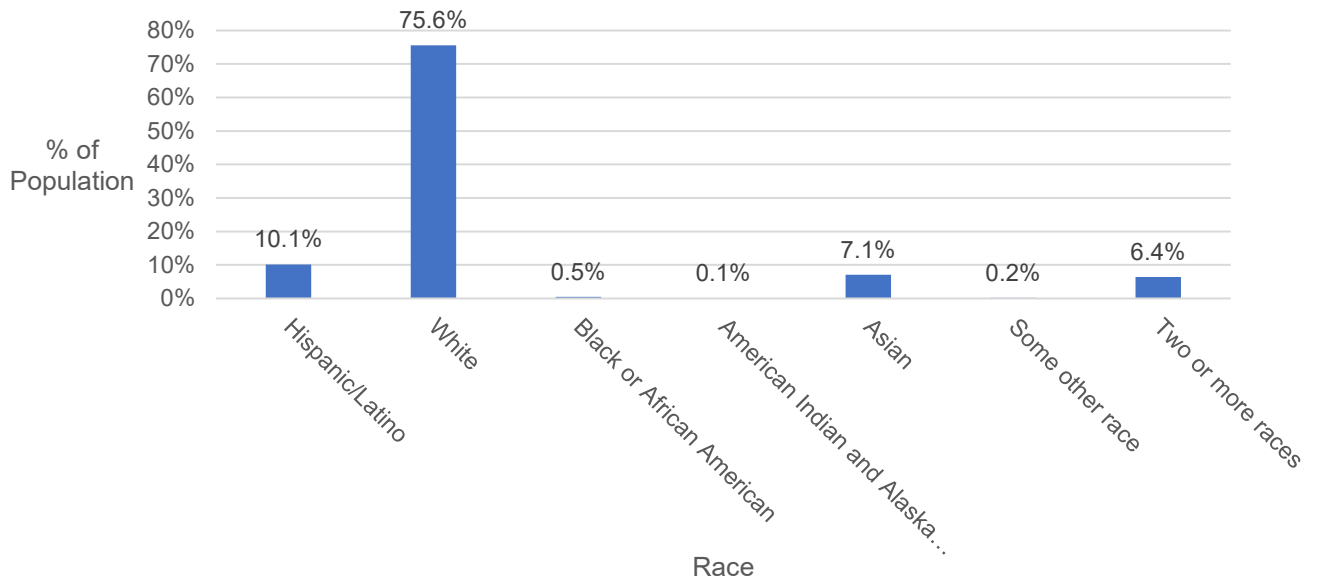
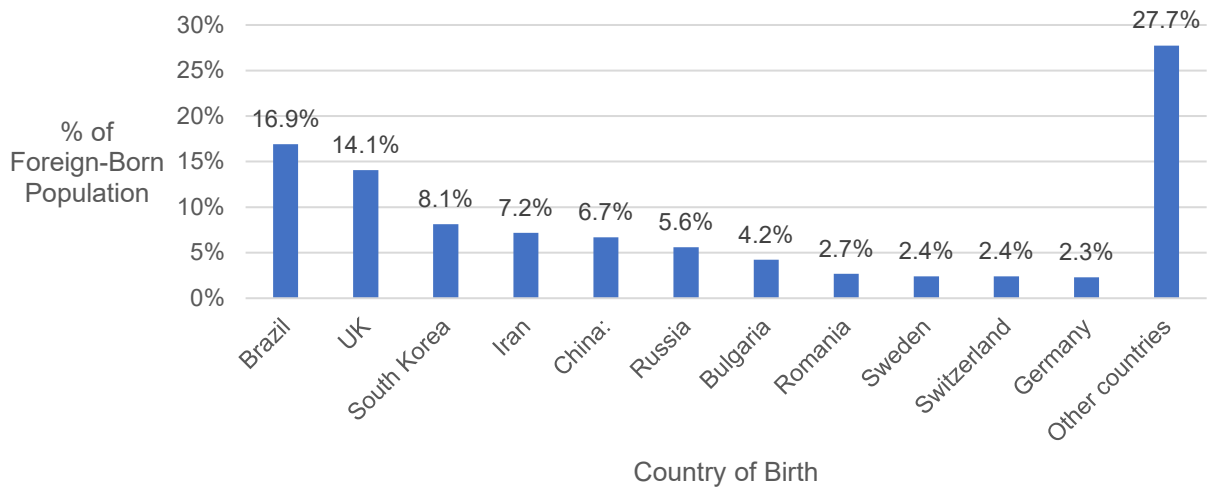


Figure DEI-3: Places of Birth of Foreign-born Population of Tiburon



With a median household income of \$178,125, Tiburon is well above the state’s median household income of \$78,672. Nonetheless, there are lower-income households in Tiburon, as well as residents that come from underrepresented backgrounds. Tiburon should aim to focus on these disadvantaged individuals and families to help address historic inequities and create a Town atmosphere that is inclusive towards all.

In 2020, roughly 33.56% of Tiburon residents, or 1,947 people, were born in a foreign country. The largest plurality, 16.9%, is from Brazil, followed by the United Kingdom, South Korea, and Iran. Nearly 27.7% were born in over a dozen other countries that are not listed ([US Census, 2020](#)).

A foundational principle of any diverse city is an ongoing community discussion about social justice. As communities of color have been disproportionately impacted by structural discrimination, Tiburon is committed to addressing these impacts in sectors such as healthcare, education, housing, and others. This extends to the LGBTQ+ community as well as individuals with multiple identities. Individuals with intersectional identities across different marginalized communities, such as trans women of color, oftentimes face uniquely difficult experiences in accessing basic needs. Acknowledging and accounting for this intersectionality is critical to creating a more just and equitable Town.

Physical and mental ability status are also important considerations for an inclusive city. In Tiburon, 9.9% of the population, or 899 people, identified as having a disability in 2019 ([US Census, 2019](#)). Addressing ability status is also important in considering policies for Tiburon’s unsheltered population. A 2019 research survey counted roughly 1,034 unsheltered individuals throughout Marin County, with 38% of these individuals self-reporting at least one disability condition ([Jaross, Kwak, and Gallant 2019](#)). While Tiburon is only one town in the county, it has a responsibility to do its fair share to help these residents and contribute to solving the challenges facing the Bay Area’s houseless population.

According to 2019 data, over 90% of the employees who work in Tiburon live outside of the Town. Of these employees who work in Tiburon but do not live there, 11% live in San Francisco. These workers work predominantly in the service industry and most of them earn about \$3,333 a month, or \$39,995 annually. Approximately 41% Tiburon renter households are cost-burdened by paying 30% or more of their income for rent, highlighting the significant need for the development of more affordable workforce housing within the Town. Tiburon's median 2016-2020 gross rent of \$2,537 prevents many of these employees from potentially living within the city.

Notably, people identifying as Hispanic or Latino are disproportionately represented in Tiburon's worker population, where they make up 20% of workers when compared to the Town's general population, where they make up 10.1% of residents.

5.6 Goals, Policies, and Programs

Goal DEI-A

Facilitate the Authentic and Inclusive Public Participation of all Residents in Local Government and Decision Making

Ensuring all residents can participate regardless of language, ethnicity, national origin, color, race, sex, age, sexual orientation, income, or citizenship status will ensure that Tiburon grows to become a more inclusively equitable community. Additionally, clarity and transparency throughout the policy-making process will help build public trust while also encouraging further authentic participation by the public. This public trust can be further strengthened through partnerships with local organizations and residents on developing strategies to meet community needs. This cooperative policymaking and leadership can also elevate historically disadvantaged communities that have previously been unable to participate in government.

Tiburon has been active in engaging local groups and partners in local planning processes. This was the case with the Town's recent update of its General Plan when it interviewed and surveyed several key stakeholders and organizations to ensure that the update had community input. When conducting this type of community engagement it is also important to include the views of underrepresented perspectives and diverse lived experiences, including those who work in and visit Tiburon as well as residents. Otherwise, traditionally engaged segments of the population will have more influence over the outcomes of policy making.

To access historically unengaged parts of the community, novel approaches are often needed. As an example, Tiburon's use of webcasting and other forms of social media helps strengthen public transparency. Other municipalities in Marin County have created public engagement plans to formalize their outreach efforts and adapt them to the needs of their respective communities. Outreach strategies can be customized through tools such as multilingual community organizers or culturally relevant language changes. A lack of participation from historically unengaged communities is more often a reflection of shortcomings in engagement efforts and models, rather than of apathy. Shifting resources

to facilitate engagement from all parts of a community is critical to facilitating inclusive public participation.

Policy DEI-1 Leadership in Equity and Inclusion

Serve as a regional and countywide leader in the incorporation of equity and inclusion principles into local decision-making processes.

Program DEI-a Training and Education

Provide education and training on inclusion, equity, diversity, and related concepts for Tiburon staff, Boards, Commissions, advisory groups, and other civic bodies. This discussion should include anti-racism education and a specific public place for expression. This could include forums, discussions, or quarterly speaker series. Continue to have a Diversity, Equity, and Inclusion Task Force to make recommendations to educate the community at large.

Policy DEI-2 Broad-Based Involvement

Collaborate with community-based organizations to engage with historically disadvantaged communities who have been left out of public processes due to language, mobility, race, color, national origin, age, citizenship, income status, or other barriers. This engagement should authentically support community empowerment and self-determination in processes such as those surrounding project planning.

Program DEI-b Community Stakeholders

Actively facilitate opportunities for all Tiburon residents to engage. These programs should be specifically aimed at under-represented components of the community such as communities of color, immigrant communities, youth, commuters, and younger families. Use community-driven outreach methods around cultural meeting places and informal social networks to engage under-represented groups. Partner with community organizers in this effort.

Program DEI-c Outreach

Leverage the Town's social media and website presence to improve transparency and participation in local government. Clearly identify meetings, issues, actions, and ways to comment within all municipal documents, processes, and information to increase access and participation.

Program DEI-d Local Elections

Program DEI-e Local Elections

Facilitate opportunities for local elections to increase resident participation in local government, particularly among underrepresented components of the community.

Program DEI-f Black, Indigenous, and People of Color (BIPOC) Leadership in Local Government

Increase opportunities for BIPOC representation in elected, staff, and appointed positions in local government. Develop more diverse candidate pools and interview panels that elevate the best candidates for the community.

Program DEI-g Removing Language Barriers

Guarantee that non-English speaking populations can actively participate in local decision-making through accommodations such as translations of meeting materials, bilingual community notices, the use of accessible and culturally competent language, multi-lingual meetings, new online social media commenting platforms, and interpreters at public meetings. Following the Americans with Disabilities Act, local government should address ability status by incorporating services such as American Sign Language translations, assistive listening devices, real-time transcription, and other accommodations.

Program DEI-h Surveys

Regularly use community-focused outreach methods such as multilingual and culturally appropriate focus groups, surveys, and other research tools to solicit input from under-represented communities. When feasible, use community organizations to conduct surveys using grants or stipends to encourage participation.

Program DEI-i Community Meetings

Conduct meetings with disadvantaged community members to support shared leadership and decision-making. Use these opportunities to collaborate with community-based organizations on strategies to identify and engage underrepresented persons and communities.

Policy DEI-3 Advocacy Programs

Support advocacy, training, and education efforts by local social service providers and other groups such as the Canal Alliance, an organization which supports Marin County's Latino immigrant communities. Identify and collaborate with groups engaging with issues facing Tiburon's disadvantaged families such as those that are BIPOC, lower income, immigrant, senior, LGBTQ+, and/or have historically faced discrimination. Communities that otherwise require special needs should also be supported.

Policy DEI-4 Advisory Committees

Use committees, task forces, commissions, boards, and other bodies composed of residents who represent the Town's demographics and community, to assist Town staff and the local government in decision-making processes.

Program DEI-j Board and Commission Diversity

Strive to ensure that Town Boards and Commissions are represented by a diverse and inclusive community. Focus recruitment for these bodies on under-represented groups of the community.

Policy DEI-5 Youth in Government

Support and encourage the youth and young adult involvement in government, especially on relevant issues such as climate change, education, transportation, and youth services.

Program DEI-k Youth-Focused Outreach

Work with local educational institutions, student groups, youth groups, and community-based organizations to increase youth engagement in public processes. This inclusive engagement should reflect Tiburon's demographics.

Goal DEI-B

Support public wellness and health through community design

In this, a primary focus of the Town's transportation and development planning should be the fitness of Tiburon's residents. Urban design can be used to encourage physical activity such as walking and cycling, which can in turn reduce rates of chronic conditions such as obesity and diabetes. Land use decisions should reduce exposure to pollution and other unhealthy environmental hazards to avoid further compounding health risks in disadvantaged populations. Through this, Tiburon will create a safe environment in which people in every part of the Town can lead healthy, active lives.

Crucial to a healthy environment is access to healthy food. This concept is multidimensional and includes healthy nutrition, ending food insecurity, and encouraging local food production. Broadly, Marin County has a lower rate of food insecurity than other counties in California and throughout the United States. To further this, increasing acceptance of food stamps at local markets, and access to community spaces to grow healthy food can improve health outcomes. Municipal land use regulations can also be used to prevent concentrations of unhealthy food, alcohol, tobacco, and vaping establishments around areas frequented by children. Similar structural efforts are also needed to address the nutritional needs of unsheltered populations as well as those who may experience temporary periods of need.

Policy DEI-6 Neighborhood Design for Active Living

Design Tiburon's neighborhoods to promote physical activity by including opportunities for safe walking and cycling access to essential goods and services.

Program DEI-l Pedestrian and Bicycle Improvements

Implement pedestrian and bicycle improvements, as described in the General Plan's Mobility chapter and the Tiburon Bicycle and Pedestrian Plan. Improved safety features, streetscape improvements, landscape revitalization, and other changes can make it easier, safer, and more comfortable to be physically active in Tiburon. This implementation should focus on areas that currently have less access to these features. Consider the public provision of bicycles.

Program DEI-m Public Health as an Evaluation Metric

Use public health data as a guide when implementing infrastructure improvements such as parks, sidewalks, and bike lanes.

Policy DEI-7 Safe Space for Physical Activity

Ensure that there are safe physical spaces for families, children, and young adults to be physically active in all neighborhoods, particularly in areas where residents may lack outdoor living space.

Program DEI-n Increasing Usable Public Space

Increase curated public outdoor spaces, especially in higher-density neighborhoods that may develop as part of the affordable housing efforts. Vacant lots or rights-of-way can be opportunities to increase these spaces.

Policy DEI-8 Community Health

Promote community awareness around maintaining mental and physical health. Incorporate best practices around this in official Town programs and activities.

Program DEI-o HEAL Campaign

Engage in the Marin Countywide Healthy Eating Active Living (HEAL) campaign in supporting actions that improve physical well-being and health through transforming the physical environment.²

Program DEI-p Municipal Code Review

Regularly review municipal codes and regulations for health impacts. This includes provisions around tobacco, vaping, smoking, indoor air quality, and HVAC systems. Update these measures to help sustain safe living conditions during extreme weather events.

Policy DEI-9 Environmental Justice

Ensure that transportation and land use policies do not create environmental hazards that disproportionately affect vulnerable and low-income populations. Where these conditions currently exist, reduce, or eliminate such hazards.

Program DEI-q Reducing Exposure to Hazards

Appropriately utilize conditional use permit requirements for businesses near residential neighborhoods to reduce noise, odor, smoke, vibration, and other forms of pollution. When issues arise, work with local business owners and community members to encourage responsiveness.

Program DEI-r Reducing Indoor Air Pollution

Distribute accessible and multilingual information on indoor air pollution to vulnerable populations, including lower-income communities. In multi-family housing projects, quickly respond to complaints about smoke and odors to address community concerns.

Program DEI-s Environmental Hazard Data

Maintain data on environmental hazards and vulnerable populations near hazards using tools such as CalEnviroScreen.

Policy DEI-10 Neighborhood Greening

Encourage the development of green spaces in Tiburon’s residential neighborhoods. This should include tree planting, landscaping, and other improvements that aesthetically reduce pollutants and increase climate resilience.

Program DEI-t Greening Priorities

Support Town-sponsored urban greening initiatives in areas that may become high residential density, low tree cover, and low access to open spaces.

Policy DEI-11 Food Access

Expand access to healthy nutritional options in Tiburon with accessible grocery stores, community gardens, farmers' markets, and general markets, to encourage healthier options for residents. Support and promote small neighborhood-oriented urban agriculture focused on neighborhood gardens and farmers markets. to meet the needs and scale of the Town. New development opportunities could provide rooftop gardens and small community gardens in their design, responsive to both health and climate change needs.

Program DEI-u Obstacles to Food Production

Support public wellness and health through regularly review and update of zoning regulations to identify and remove barriers to neighborhood-oriented urban gardening and food production in residential neighborhoods.

Goal DEI-C Housing Stability

Increase housing stability for all residents, especially those that come from vulnerable populations that are low-income, senior, or have been historically disadvantaged.

Residents should enjoy this stable housing without fear of displacement by high rents and low affordable housing stock. Tiburon will work with stakeholders such as rental property owners and landlords to develop fair, workable solutions for all parties.

As of 2020, 34.4% of Tiburon’s renter households use more than 35% of their incomes for housing (US Census, 2020). The impact of the pandemic has presumably worsened these numbers. Rising rent prices often fall disproportionately on vulnerable populations. The COVID-19 pandemic has exacerbated these housing inequities. Moreover, vulnerable community members and families, for both social and economic reasons, may be unable to move to more affordable localities and are often unaware of resources that could potentially help them.

Tiburon should orient its planning and development to proactively address these conditions so that these burdens do not disproportionately affect disadvantaged families and individuals. Housing should be produced for all income levels as well as both owners and renters. The Town should also introduce measures to address the displacement of lower-income residents. This is especially important as Tiburon considers the development of more housing. The accelerated production of accessory dwelling units and

other innovative forms of housing can also help further housing stability by increasing the supply of affordable housing units.

Policy DEI-12 Preventing Displacement

Restrict the displacement of lower-income and vulnerable residents that may be affected by rising costs, without-cause evictions, and/or other structural economic factors.

Program DEI-v **Anti-Displacement Strategies**

Implement anti-displacement strategies in future development and policies that may result in a decrease in affordable housing, displaced tenants, or economic hardships due to cost-of-living increases.

Program DEI-w **Renter Protection Measures**

Explore and promote the protection of Tiburon renters while also facilitating positive and productive communication between tenants and landlords.

Program DEI-x **Housing Segregation**

Educate the community and relevant stakeholders about historic housing discrimination and its consequences. Consider the continued impact of this discrimination in Tiburon and the region when developing housing policies. *As noted in the Housing Element, affirmatively further fair housing through overcoming historic systemic segregation.*

Policy DEI-13 Affordable Housing Development

Support the development of affordable rental housing that meets the needs of all Tiburon residents.

Policy DEI-14 Acquisition and Rehabilitation

Support local community-based organizations and other housing advocates in their efforts to acquire and convert private market-rate apartment complexes into affordable housing using state and federal tax credit programs. Help create community land trusts that will acquire existing housing and maintain its affordability.

Program DEI-y **Code Enforcement**

Effectively enforce housing codes in all neighborhoods to prevent unsanitary or unsafe conditions. Ensure that this enforcement does not displace lower-income residents or increase housing cost burdens.

Policy DEI-15 Emergency Housing Services

Support community organizations and groups that provide emergency housing, shelter, and other essential services to vulnerable communities. This includes temporary housing for displaced and unsheltered individuals.

Program DEI-z **Temporary Housing for At-Risk Groups**

Collaborate with community organizations to support and develop temporary housing solutions for immigrants, refugees, low-income individuals, seniors, and other vulnerable populations throughout and after an emergency.

Goal DEI-D: Equitable Service Delivery

Support empowering and increasing self-efficiency within disadvantaged and vulnerable communities through ensuring equitable access to services such as health care, education, public safety, social services, and transportation.

A key principle of equity-driven planning is prioritizing the distribution of resources to directly benefit underprivileged families. These communities have historically experienced a lack of investments, deferred or otherwise. Due to the various cultures and lived experiences these communities face, lower-income neighborhoods may have needs that are different from those of the overall community. Different sources of funding from state, federal, foundation, or other private sources can be leveraged to prioritize development in many disadvantaged areas. These alternative and additional sources of funding should be considered within the planning process.

Policy DEI-16 Equitable Maintenance of Streets and Public Space

Ensure that the cleaning of streets, litter, and illegal dumping as well as the maintenance of public streets, sidewalks, streetlights, and other public facilities are performed equitably throughout Tiburon. Responses to public nuisances and violations should also be done without regard to income or location.

Program DEI-aa Reporting Systems

Support programs that residents and businesses can use to easily report illegal dumping, roadside garbage, vandalism, graffiti, noise, smoke, and other public nuisances. Maintain objective and transparent data on reports and follow-up actions.

Program DEI-bb Security and Safety Improvements

Support public safety improvements and maintenance around street lighting, speed control, security cameras, directional signage, and sidewalks.

Policy DEI-17 Public Safety

Build positive, trustworthy, and safety-oriented relationships between residents, businesses, and law enforcement.

Program DEI-cc Neighborhood Safety Partnerships

Encourage partnerships between lower-income residents and local police to address law enforcement concerns, including organized events such as neighborhood walks and police “walking the beat” to create personal relationships and learn about community issues. Consider a collaborative public and police oversight board.

Program DEI-dd Community Stakeholder Collaboration

Build trustworthy and transparent relationships between law enforcement, local government, residents, and other community stakeholders.

Program DEI-ee Data Collection and Outcomes Analysis

Support the objective and transparent collection of public safety data. Analyze outcomes and identify ways in which the community can be better served and protected.

Program DEI-ff External Best Practices

Collaborate with external partners and adopt best practices from other successful community-oriented public safety policies.

Policy DEI-18 Public Health Equity

Promote community health partnerships, services, and programs that support economically disadvantaged communities. Facilitate better access to social and medical services, including those regarding mental health.

Program DEI-gg Mobile Health Care. Support the use of public community facilities for “pop-up” health clinics, services, and other wellness activities. Focus the deployment of these for persons in the community needing assistance.

Policy DEI-19 Food Security

Increase food nutrition and security, especially among lower-income, senior, and vulnerable populations. Facilitate local access to food assistance resources such as food banks and the Supplemental Nutrition Assistance Program. Support equitable service delivery through increasing the confirming acceptance of food subsidy vouchers at all local grocery and food outlets throughout Tiburon.

Policy DEI-20 A Compassionate Town

Support community organizations and service providers that help disadvantaged families in Tiburon. Nonprofit and public organizations that provide essential services such as health care, housing, transportation, and other social services to lower-income, unhoused, senior, and other vulnerable populations are valuable partners. The Town should support them as part of Tiburon’s “safety net.”

Program DEI-hh Connecting Social Service Providers

Spread awareness of social and mental health services by connecting residents and service providers, facilitating communication amongst the providers, and increasing dialogue between residents and local government.

Program DEI-ii Collaborative Service Model

Support and encourage collaboration between different stakeholders to address local health and social service needs. Support partnerships between community-based organizations, service providers, Marin County, other North Bay cities, and the internal components of Tiburon's local government.

Policy DEI-21 Transportation Improvements

Center equity in Tiburon's transportation operations and planning. Work with local and regional transit agencies to ensure their services address the needs of households with limited travel options with a focus on increasing mobility for all community members. This should include the development of further transportation options to connect disadvantaged community members with available services and employment within Tiburon.

Program DEI-jj Transit Improvements

Work with the Marin Transit Authority, the Golden Gate Bridge, Highway and Transportation District, Golden Gate Ferry, and other relevant transit operators to collect and analyze data on Tiburon's transit-dependent population to ensure that this population's needs are met.

Program DEI-kk Bicycle and Pedestrian Improvements

Highlight bicycle and pedestrian infrastructure in areas with a high concentration of both and a resident population with fewer transportation options. Support increasing access to bicycles, helmets, and other relevant cycling equipment for lower-income residents.

Goal DEI-E: Access to Education and Economic Opportunity **Reduce educational and economic barriers for all residents.**

The Town collaborates with nonprofit, private, and other public partners to support affordable childcare, quality education, after-school programming, vocational training, career advancement, and programs to help residents overcome economic barriers and achieve employment. Residents are entitled to have the resources and opportunities to learn, grow, thrive, and achieve.

As schools are a foundational component of a community, they are a key consideration in an equity-focused General Plan. Aside from educating residents, high-quality educational facilities also affect housing prices and neighborhood desirability. Education develops youth life experiences, increases access to gainful employment, and can ultimately disrupt poverty. Schools also serve as hubs for their communities by providing places to gather as well as community service resources.

Due to their separate governance and administration, education has not always been integrated into local planning processes. While General Plans often address topics around transportation and housing, they are not mandated to address the role of schools or education. Tiburon, the Reed Union School District, and other educational partners can work together through early childhood education, childcare programs, after-school programming, and collaborations between schools, local colleges, and regional universities. The business community can also serve as a partner for future employment.

While education is the best starting point for supporting economic opportunities, other policies and programs can provide substantial economic opportunities. Collaborations with local businesses and entrepreneurs can create new employment and encourage local community investment.

Policy DEI-22 Child Care and Early Childhood Development

Expand capacity for affordable early childhood development centers and childcare in Tiburon, including public programs.

Program DEI-II **Business Partnerships**

Develop local employer partnerships to increase the affordability and accessibility of childcare for low-income workers. Educate employers on the benefits of childcare to convince them to make these services available.

Policy DEI-23 After School Activities

Create safe and affordable after-school opportunities for youth. Advertise these programs to ensure all community members know of their existence. Collaborate with the community to identify needs, develop services to address these needs, and increase access to these services.

Program DEI-mm **Buddy Programs**

Collaborate with school districts to develop “host” programs where Tiburon families can support English learners and new students from other countries.

Program DEI-nn **Cultural Competency**

Ensure that the Town of Tiburon uses culturally sensitive communication when providing information to families about extracurriculars.

Policy DEI-24 Enabling Equitable Academic Achievement

Help local schools promote among students from different communities and socioeconomic groups and develop programs to help students with special educational needs or circumstances that put up barriers to learning.

Policy DEI-25 Employment Readiness

Develop partnerships between schools, community groups, and businesses so Tiburon residents can enter employment in the local and regional economies while also being able to engage with accessible career resources. Invest in services and programs that develop career ladders for lower-income workers to advance to higher-salary jobs and increased economic stability. Encourage local businesses to mentor and coach students and young professionals.

Policy DEI-26 Local Workforce Retention

Recognize the local and regional economic contributions of Tiburon’s lower- and moderate-income workers, especially the many essential workers in the local economy. Preserve existing employees and

continue to provide employment opportunities for people with a variety of educational and work experiences.

Program DEI-oo Measuring Workforce Contributions

Use data to quantify the low- and moderate-income workforce's contributions to both Tiburon and the North Bay's economies. Leverage this data to create targeted economic development programs and strengthen the "safety net" for essential workers.

Policy DEI-27 Small Business Support

Develop a supportive small business environment in Tiburon. Address small business concerns relating to parking, infrastructure, litter, loitering, crime, and similar issues.

Program DEI-pp Business Assistance

Explore policies and partnerships with organizations such as chambers of commerce to support small businesses and entrepreneurs in Tiburon, including those that are minority-owned businesses.

Program DEI-qq Hiring Incentives

Create incentives for the hiring of local workers, especially lower-income trades employees. In 2019, according to the US Census, 90.6% of Tiburon's workforce lived outside of the city. Of Tiburon's workforce, 9.4% lived in Town. Conversely, Bay Area Equity Atlas notes that in the same year, compared to the 4% of Californians who commute 90 or more minutes to work one-way, only 2.8% of Tiburon residents have a commute of that length.