

### Mission

The Marin Economic Forum enables Marin's economic stakeholders\* to collaborate on improving the County's economic vitality, focusing on Marin's [targeted industries](#), while enhancing social equity and protecting the environment.

\*Stakeholders include private sector companies, chambers of commerce, county and municipal governments, educational institutions, organizations supporting workforce employment, housing, and similar economic-related activities, consumer groups, and other organizations as designated by the MEF Board of Directors.

### Core Values

- **Economic development efforts to expand [targeted industries](#) 2015-2020**
  - Agriculture
    - Support Services
    - Logistics
  - Specialty Manufacturing
    - Food and Beverage
    - Specialty
    - Manufacturing
  - Research and Design
    - Life Sciences
    - Environmental Sciences
    - Mobile Technology
  - Wellness
    - Tourism Support
    - Outpatient Health Care
    - Residential Care (Links to Construction)
  - Education
    - Non-profits focused on education
    - Colleges and Universities
- **Small business is the backbone of Marin's economy**
- **Economic gardening focused on "seed" company growth**
- **Marin County as part of a regional and global economy**
- **Diversity as a vital aspect in driving economic opportunity**

## Road to the Marin Economic Forum

- **Marin Economic Commission was formed in 1992**
  - Arose from the General Plan Update process, which included for the first time a placeholder for an **Economic Element**
  - BOS decreed it must be written by concerned group of citizens as a legally compliant Optional Element, then adopted by BOS ('94-'95)
- What is a General Plan?
  - Provides context and direction for everything a local government (city or county) does
    - For the people of a place and the land where they live, work, play and belong
    - Must have internal consistency between policies, programs and projects
    - County and each of the 11 cities and towns in Marin must have a General Plan
- General Plan Elements: Seven Mandatory elements
  1. Land Use
  2. Circulation
  3. Housing
  4. Conservation
  5. Open Space
  6. Noise
  7. Safety
- May also have Optional elements
  - Which also must be consistent with all other elements
  - Once adopted, Optional elements are **equal** to Mandatory elements
- **Milestones on the road to MEF:**
  - **1992** – Marin Economic Commission is formed
  - **1999** – As part of the County General Plan Update, MEC reviews list of ideas for Economic Element Update
    - Includes idea of creating a county-wide business organization
  - **2004** – MEC engages ECG to complete a "Targeted Industries Study" to analyze drivers of Marin's economy
    - 2-word term categorizing existing and desired business "clusters" in private/for-profit or philanthropic/non-profit sectors
    - Interview and inventory current businesses
    - Analyze kinds of businesses we want more of
    - Focus on businesses for skills and education already present
    - Example: Fireman's Fund
- **Introducing the Marin Economic Forum:**
  - June 2009 – MEC selects Rob Eyler as Economic Sustainability Coordinator
    - Summer: Rob convenes a Steering Committee for the "Marin Economic Forum" to guide Phase I contract deliverables
      - By-laws, mission, board, work plan, funding model
      - Drawing on all previous work done by MEC
    - Fall: Rob reports completion of Phase I to MEC/BOS, initial board slate approved
  - January 2010 – MEF Board officially formed and MEF is launched
    - Including ahead-of-schedule status as non-profit entity
  - Spring 2010 – Board committees form, activities begin to raise funds, fill remaining board seats, perform additional PR & outreach, and more
    - MEC passes the baton, scheduled to "sunset" August, 2010

### **Chief Executive Officer of the Marin Economic Forum**

Reports the Executive Committee

#### **General Duties:**

- Lead policy development that illustrates the benefits of local economic health in Marin County as part of the North Bay regional economy;
- Act as an expert voice on how public policy, local organizations, and regional issues affect Marin County's economy;
- Facilitate engagement via periodic roundtables among economic stakeholders in our business, government, educational and non-profit communities, toward a common vision of economic sustainability in Marin County.
- Coordinate the development and implementation of multi- year strategic operating plans for MEF.
- A strong, creative and compelling speaker and leader with good personal and interpersonal communication skills.

#### **Fiscal Responsibilities:**

- Act as MEF's fiscal officer and be accountable for the finances and the financial well-being of the Corporation; Fund Development
- The CEO has profit and loss responsibility and reports directly to the Executive Committee of MEF.
- Supervise staff and implement career development initiatives for staff.
- Ability to plan, assign, and supervise work and of volunteer boards and committees.
- Strategic planning both internally and with community organizations.
- Coalition building to instill a high level of accountability while also supporting team-based decision-making.

### **Director of Administration and Communications**

Reports to the Chief Executive Officer

#### **Main Tasks and Responsibilities:**

- Manage and Coordinate General office Administrative Duties
- Communications- Internal and External
- Assist CEO on Infrastructure, External Committees, and Projects

#### **Manage and Coordinate General Office Administrative Duties**

- Implementation and maintenance of office systems and infrastructure;
  - ☐ Electronic and Hard copy filing system development and implementation
  - ☐ Historical Records management
  - ☐ Manage Office Supplies, ordering and inventory
  - ☐ Develop and Manage Organizational Manuals (HR, Board, Committees)
  - ☐ Manage and coordinate Master Data Base and Constant Contact lists
    - Work with CEO on creating annual master and meeting calendars
    - Coordinate with CEO on calendaring, agendas and materials for all organizational meetings
    - Coordinate facilities, catering, food, and logistics for meetings and events
- Accounting/Bookkeeping Administration in coordination with the CEO, Treasurer and Bookkeeper
  - Distribute and track invoicing, contracts and contributions
  - A/P posting and management for online billing system

#### **Internal Communications:**

- Coordinate and facilitate communications for the organization (CEO, Executive Committee, Board of Directors, Committees and Working Groups)
  - Assist in drafting, editing, and distribution of printed and electronic communications
- Coordinate and distribute communications for website and information account

#### **External Communications and Networking**

- Assist CEO and Board in a number of activities to spread the word and gather feedback in line with the MEF mission, to include:

## Staff Responsibilities

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- Assist and Coordinate development of press released, case studies, marketing, presentation, and educational content
- Coordinate the Website:
  - Development
  - Design
  - Content
  - Updates
  - Maintenance
- Represent MEF in public settings and interact effectively with a variety of businesses, local government, non-profit and educational organizations.
- Develop and Coordinate Constant Contact communications (Events, Newsletters, Announcements)
- Event Planning and Coordination of Event Logistics (sites, catering, participants, invitations, catering, etc.)

### **Assist CEO in creating Infrastructure and Strategic Planning for organization, committees and working groups**

- Assist CEO with research and development on projects; and
- External Committee Affiliation:
  - SREVC-attend and participate in the committee; assist Chamber CEO with Minutes; assist Committee chair with BRE contact management
  - KMW-attend meetings and assist CEO with projects and communications with the committee
  - Assist CEO by attending meetings; accompany and in place of the CEO
    - WIB
    - Bio Life Science Advisory
    - Other

### **Chief Economist**

#### **Reports to the Executive Committee**

1. Provides data support and performs consulting reports as needed;
2. Public presentations on the economy, etc.
3. Provide other duties as assigned.

The 2015-2016 Organizational Strategic Plan is currently being revised by Staff and will be brought before the Board of Directors at the July 22, 2016 Board of Directors meeting for review and approval.

# Board Roles and Responsibilities/ Committees

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## **Board of Director Criteria**

The Board of Directors of Marin Economic Forum is responsible for implementing programs and policies that fulfill the organization's mission.

There is no limit to the number of terms a Board of Director may serve. Directors are asked to renew their membership commitment annually.

The Board of Directors elects up to 15 of its members to serve on the Executive Committee of which whom are responsible for governance, fiscal management, and meeting the day-to-day administrative needs of the organization. The Executive Committee also consults with MEF's officers and the Chief Executive Officer to set long term priorities for the organization.

As with any board, directors will be solicited annually for cash or other donation to further the work of the organization. 100% participation is sought in order to enhance grant requests submitted by MEF to external funders.

## **Board member responsibilities include the following:**

- Physical attendance at four (4) Board of Directors' meetings per year, which generally range in duration from two to three hours. Board meetings are usually held on the fourth Friday of January, April, July, and October.
- Participation in at least one (1) MEF Working Group. Working Groups generally meet for one to two hours on a quarterly basis to address specific areas of industry concern, e.g., Finance Industry, Destination Management, Construction Development /Commercial Real Estate, and Technology Entrepreneurship. Some groups meet more frequently, as needed.
- Participation during in-person and teleconference meetings as necessary to implement Board activities and projects.
- Contributing annual philanthropic support to help MEF match funds provided by external donors, and to financially support the organization's operations and programs.
- Helping to promote and further the efforts of MEF in Marin County.

Board activities are engaging, educational, and personally rewarding; however, Board membership can require a substantial commitment of time and energy throughout the year. Because the strength and vitality of Marin Economic Forum relies entirely on the active participation of its members, Board members should plan on attending all meetings and events. Attendance at meetings via telephone- or video-conferencing is permitted only when absolutely necessary.

## Committees

**Committees:** Experienced members of the Board of Directors are asked to serve and fully participate on the committees which support and contribute to the success of Marin Economic Forum. Board applicants should identify those committees on which their engagement and qualifications would be particularly helpful.

### **Executive Committee**

Members of the Executive Committee are recommended by the Nominating Committee and elected by the full Board of Directors in April of each fiscal year. Executive Committee members serve a term of two years. This committee provides oversight and governance of the day-to-day operations of the organization. Meetings are held on the third Friday mornings of February, March, June, September, November, and December. Provides ongoing monitoring of MEF's financial progress on behalf of the entire Board;

- As a group, serves as the face of the organization in the community; and
- Manages the Chief Executive Officer of Marin Economic Forum.

### **Finance Committee**

Members of the Finance Committee are appointed by the Executive Committee. This Committee is chaired by the Treasurer of MEF. Meetings are held bi-monthly.

- Manages the financial records and statements of Marin Economic Forum; and
- Provides recommendations for budgets, expenditures, and revenue generation planning to the Executive Committee and Board of Directors.

### **Nominating Committee**

Members of the Nominating Committee are appointed to one year terms by the Executive Committee to screen and recommend applicants for Board membership. Meetings are held during the months of January through April of each year.

- Manages the Board and Committee election processes; and
- As necessary, recommends changes to the criteria used to nominate or select prospective members for the Board of Directors and committees; also recommendations as to term structure and membership mix of committees.

### **Ad Hoc Sub-Committees**

#### **Fund Development Committee**

Members of the Fund Development Committee help secure funds to meet annual budget projections and match specific external contributions. Members are selected on the basis of their prior philanthropic activities and willingness to actively engage in fund solicitations.

- Directs fundraising strategy and tactics for the Board; and
- Assists in the fundraising efforts of the Chief Executive Officer by networking and soliciting philanthropic donations to support the operation of the organization.

### **Issues Committee**

While MEF does not endorse candidates for elective office, members of the Issues Committee meet as needed to respond to requests that MEF advocate certain issues and positions, and review such requests within the context of MEF's charter and mission.

- In a confidential manner, evaluates available information relevant to a particular issue pursuant to a process set forth by the organization and in conformance with MEF's 501c (3) nonprofit status; and
- Provides data-supported recommendations to the Executive Committee regarding actions and/or positions to be taken by the organization on issues brought forth by MEF staff, individual board members, clients, and members of communities served by MEF.

### **By-Laws Committee**

Members of the By-Laws Committee periodically review the by-laws of the organization and recommend changes as needed, for approval by the full Board. Members are appointed by the Executive Committee and include the officers of the organization.

**Working Groups** allow industry professionals to convene on a regular basis to explore economic and other business policy issues of countywide importance and to determine ways to promote business attraction and retention in Marin. Currently, working groups are organized around the industries highlighted in the [Marin Targeted Industries](#) report included in the 2015 CEDS Report. Membership in working groups is open to certain industry leaders and insiders who do not necessarily serve on MEF's Board of Directors.

Working Groups generally meet on a quarterly basis, or more frequently as necessary, and are a particularly worthwhile opportunity for networking and information-sharing to resolve problems faced by different constituencies in Marin. Meetings are attended by MEF staff and often include economic updates, discussion of emerging trends, and introductions to local industry leaders. Working groups also offer the opportunity to engage in issue-specific projects that benefit Marin and accomplish the goals of Marin Economic Forum.

### Finance Industry

Members of the Finance Industry Group include representatives from local banking and lending organizations; wealth management, accountancy and insurance industries. This group started and funds a microloan program to underwrite small business loans for Marin borrowers who have been unsuccessful in securing funding elsewhere.

- Provides information about the state of lending in Marin County, specifically commercial and residential lending;
- Explores ways in which the provision of credit can serve as a catalyst to improve economic vitality in Marin County.
- Provide mentoring and education in the community to support business owners and startups.

### Destination Management

Members of the Destination Management Working Group include owners and representatives of Marin's hotels, inns, chambers of commerce, and other visitor-serving organizations.

- Provides access to inside information on current trends in Marin County tourism, hospitality and other aligned industries; and
- Explores ways in which Marin's unique visitor destination assets can be promoted and used to boost demand for visitor-serving facilities and businesses.

### Construction & Development, Commercial Real Estate

Members of the Construction & Development Working, Commercial Real Estate Group include commercial leasing agents; construction professionals and vendors; financial and insurance professionals; and trade representatives.

- Provides access to inside information on current construction and commercial occupancy trends in Marin County and the issues faced by the types of firms seeking locations in the county;
- Explores the nature of the interaction between potential tenants, property owners, and local government policies related to the development and use of commercial space;
- Explores ways in which the current supply of commercial space can be enhanced to suit the needs of firms moving to and/or expanding within Marin;
- Provides access to information on trends related to supply-chain and raw material production for the local construction; and
- Provides information and recommendations to enhance the success of proposed in-fill developments in Marin, and offers insight into improving the relationship between community stakeholders, project proponents, and planning agencies.

### Technology Entrepreneurs

Members of the Technology Entrepreneurs Working Group include chamber of commerce executives, investment and scientific research professionals, and owners of emerging technology companies.

- Provides information and insight into the operational dynamics of start-up and expanding technology companies; and
- Evaluates ways in which the current eco-system supports the success and expansion of local entrepreneurs and technologically-focused companies; and
  - Explores ways to attract new companies in technology industries by promoting the economic, lifestyle and proximity benefits available in Marin County.

# Conduct and Code of Ethics

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## CONDUCT

In order to ensure compliance with applicable laws and to protect Marin Economic Forum, its officers, directors, staff, and committee members from potential legal problems regarding conflicts of interest and violation of fiduciary obligations, Marin Economic Forum has all officers, directors, staff and committee members sign a "Conflict of Interest" policy; in addition, endorses and adopts the following statement of policy:

### I. Loyalty

Among the fiduciary obligations of an officer, director, staff member, or committee member of a Non-profit corporation is a duty of loyalty to the non-profit corporation. This includes supporting, and not opposing directly or indirectly or taking any other stance against, the policies and positions duly adopted by Marin Economic Forum's Board of Directors. As representatives of Marin Economic Forum, officers, directors, staff, and committee members are obligated to maintain this duty of loyalty in all manner of activities during their terms of office. This duty of loyalty is not intended to, nor should it; discourage debate within Board or committee meetings. Such debate is encouraged and is part of the individual's responsibility in the deliberation process.

### Mission

Marin Economic Forum has clearly stated missions, approved by our boards of directors, in pursuit of the public good. Our work supports those missions and all who work for or on behalf of any of our organizations understand and are loyal to those missions. These missions are responsive to our members and to the needs of the nonprofit sector and to society at large.

### II. Confidentiality of Board Discussions and Board Documents

In order to encourage and foster open and candid discussion at its meetings, the Board of Directors of Marin Economic Forum believe confidentiality must be maintained. Therefore, it is the policy of the Board of Directors of Marin Economic Forum that each director and staff member shall keep confidential any and all information relating to discussions at its meetings, including any and all materials, e.g., correspondence, reports, etc., unless compelled by legal process to disclose such information, or as otherwise agreed by the Board. While Board members are free to discuss the result of Board action items, disclosing any information concerning the discussion of such items during the Board meeting is prohibited. Board members acknowledge that any violation of this policy could cause harm to Marin Economic Forum.

### III. Conduct

The Board of Directors will operate in an ethical and businesslike manner. This commitment includes proper use of authority and appropriate decorum when acting on behalf of the Board.

1. Directors are expected to conduct themselves in a manner which represents the Board in a positive light, taking no private action that will compromise the Board and its decisions.
2. Directors will not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies. Specifically, Board Directors will recognize that:
  - a. Any interactions, they as individuals, have with the Executive Director and staff lack authority
  - b. Individual interaction with the public, press or other entities has the same limitations.
  - c. Judgments of the Executive Director are made only by assessing the performance against explicit Board policies through the official process.

## CODE OF ETHICS

### **As a member of the board team, I will:**

1. Listen carefully to my teammates.
2. Respect the opinion of my fellow board members.
3. Respect and support the majority decisions of the board.
4. Recognize that all authority is vested in the full board only when it meets in legal session.
5. Keep well-informed of developments relevant to issues that may come before the board.
6. Participate actively in board meetings and actions.
7. Bring to the attention of the board any issues that I believe will have an adverse effect on the organization or those we serve.
8. Attempt to interpret the needs of those we serve to the organization and interpret the actions of the organization to those we serve.
9. Refer complaints to the proper level in the chain of command.
10. Recognize that my job is to ensure that the organization is well-managed, not to manage the organization.
11. Represent all those whom this organization serves and not a particular geographic area or interest group.
12. Consider myself a "trustee" of the organization and do my best to ensure that it is well-maintained, financially secure; growing and always operating in the best interest of those we serve.
13. Always work to learn how to do my job better.
14. Declare conflicts of interest between my personal life and position on the board and abstain from voting when appropriate.

### **As a member of the board team, I will not:**

15. Criticize fellow board members or their opinions in or out of the boardroom.
16. Use the organization for my personal advantage or that of my friends or relatives.
17. Promise how I will vote on any issue before a meeting.
18. Interfere with the duties of the chief staff executive or undermine his/her authority with staff members

## Social Media Policy

Efforts to expand Marin Economic Forum's social media presence around the County have seen some solid growth and positive feedback; we are keeping our followers informed about pertinent economic factors; Marin Economic Forum, Marin Business Forum and CORE/100Marin events; speaking engagements at conferences and seminars. However, gathering the correct audience is a task ripe with vicissitude, especially in such a forward-thinking County as Marin. With that in mind, we would greatly appreciate you taking a few minutes to "Like" our Facebook page, "Follow" us on Twitter, and join our "Marin Economic Forum Group" on LinkedIn through the links listed at the bottom of this document. - If you happen to be a member of any of those social media outlets. Additionally, please encourage your respective organizations to do the same!

Furthermore, these outlets are a great way for your voice to be heard so you are encouraged to utilize them where possible. Feel free to post to or tag MEF's social media outlets about information you find vital to the continuance of MEF's mission. However, in compliance with our Non-Profit status and to vet any possible future issues, anything you post individually to MEF's social media on behalf of MEF should:

- Be approved by the CEO prior to posting
- Remain free of any political spin, sideways slants, or grammatical mishaps
- Be positively framed and
- Always resonate with MEF's mission to increase the economic vitality of Marin County

"Like" on Facebook here: <https://www.facebook.com/MarinEconomicForum?ref=ts&fref=ts>

"Follow" on Twitter here:  
[https://twitter.com/Marin\\_Econ](https://twitter.com/Marin_Econ)

Join our LinkedIn "Marin Economic Forum Group" here: [http://www.linkedin.com/groups/Marin-Economic-Forum-3255777?gid=3255777&trk=hb\\_side\\_g](http://www.linkedin.com/groups/Marin-Economic-Forum-3255777?gid=3255777&trk=hb_side_g)