



## **Officers 2015-2016**

**Michael Kadel**, President  
California Bank & Trust  
**Supervisor Judy Arnold**, Vice President,  
Marin County Board of Supervisors  
**Garry Lion**, Secretary  
Lion & Associates LLC  
**John Maher**, Treasurer  
Maher Accountancy

## **Directors 2015-2016**

**Mark Abrahams**, Autodesk  
**Brian Alexander**, Sutter Health,  
Novato Community Hospital  
**Rhuenette Alums**, A T & T  
**Frank Borodic**, Roundstone Farms  
**Charlie Clifford**, Bank of Marin  
**Linda Davis**, Center for Volunteer &  
Nonprofit Leadership  
**Alex DiGiorgio**, Marin Clean Energy  
**Mark Essman**, Marin Convention and  
Visitors Bureau  
**Jacqueline F. Christensen**, City National  
Bank  
**Mary Friedman**, Marin General Hospital  
**Nina Gardner**, Filice Insurance  
**Karen Hawkey**, Opus Bank  
**David Hofele**, International  
ProInsurance LLC  
**Val Hornstein**, Hornstein Law  
**Patricia Kendall**, Kaiser Permanente  
**Jennifer Kim**, San Geronimo Golf  
Course  
**Supervisor Steve Kinsey**,  
Marin County Board of Supervisors  
**Adam Krivatsy**, Sausalito Business  
Advisory Council  
**Mitchell Marriott**, Alpha Wealth  
Management  
**Brigitte Moran**, Agricultural Institute  
of Marin  
**Debi Geller**, Nelson Staffing  
**Mary O'Mara**, Marin Link  
**Haden Ongaro**, Newmark, Cornish & Carey  
Commercial  
**Ralph O'Rear**, Buck Institute for  
Research on Aging  
**Stephanie Plante**, CPI, Inc.  
**Connie Rodgers**, San Anselmo  
Chamber of Commerce  
**Colin Russell**, Russell Architects  
**Jeff Scharosch**, Spinnaker Restaurant  
**Bill Scott**, Marin County Trades Council  
**Carlo Serafini**, Bank of America, Merrill  
Lynch  
**Coy Smith**, Novato Chamber of  
Commerce  
**Bill Stewart**, Solar Craft  
**Chris Stewart**, City of Novato  
**Vivien Straus**, Straus Home Ranch  
**Jay Strauss**, Winton Strauss Law  
Group  
**Brent Thomson**, Pacific Union &  
Christies Intl. Real Estate  
**David Zwicky**, Hospice by the Bay

## **Thank you for your interest in Marin Economic Forum.**

You are invited to apply for a volunteer position as an At Large Member of the Board of Directors of the Marin Economic Forum (MEF). The Board operates to provide strategic direction, resources, and professional expertise to carry out the goals and objectives of Marin Economic Forum.

The MEF Nominating Committee is accepting nominations and applications for new members to service one-year terms commencing July 22, 2016. We seek informed and active members of Marin's economic, environmental, equity, and educational communities who can positively engage with the Board and support MEF in fulfilling its mission.

Being a Board of Director is a distinct honor and is rewarding in many ways. All members of the Board of Directors play an active role in guiding the efforts and initiatives of the Marin Economic Forum.

### **Application Timeline & Process**

Interested candidates should complete the attached Application Form and email it to the Director of Administration and Communications, Alana Capozzi: [alana.capozzi@marineconomicforum.org](mailto:alana.capozzi@marineconomicforum.org)

### **The Nominating Committee reviews all applications as follows:**

- Applications are considered based upon the applicant's prior business and/or civic involvement within Marin County, philanthropic commitment, and availability to serve.
- At the Committee's discretion, nominees may receive a call during the review process from a member of the committee to discuss his or her application.
- The Committee will recommend a list of finalists to the Board of Directors for approval at the April 2016 meeting.
- All applicants will be notified of the status of their applications in late spring, 2016.
- All new members of the Board of Directors are expected to attend and participate in the Board meeting to be held on the morning of Friday, July 22, 2016, where they will be introduced to their fellow Board of Directors

**For more information**, please contact Director of Administration and Communications, Alana Capozzi: [alana.capozzi@marineeconomicforum.org](mailto:alana.capozzi@marineconomicforum.org)

**Sincerely,**

**Steve Lockett**  
Chief Executive Officer



# Serving on the Board of Directors

## Mission

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.

## Introduction: Board of Directors

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

The current board members can be found at [www.marineconomicforum.org/about/](http://www.marineconomicforum.org/about/). 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., institutional lenders, 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.

Applicants to the Board are urged to consider both their personal and professional priorities for the next year, as well as ways in which they can contribute to the development of the organization.

## Communications

In order to save resources and be environmentally responsible, MEF communications are primarily electronic. Communications generally include agendas, minutes, newsletters, announcements, and other items of interest. MEF also publishes the annual [Marin Economic Bulletin](#) which is available to download free on our website.

## Social Networking

Members of MEF are invited to connect with us and each other on Linked In and Facebook.



# Serving on the Board of Directors

## 2016 Calendar

For a schedule of meetings scheduled in 2016, please see the calendar included with this packet of information.

### Overview

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.

### Standing Sub-Committees

#### 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.

## Board Committees

### 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.

### Overview

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 2015 Study](#). 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.

### 2016 Working Groups

#### 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.

## Meeting Calendar 2016

*Meeting Schedules are subject to change.*

DATE	MEETING
<b>January</b>	
8	Issues Committee
13	Technology Entrepreneurs
13	Construction/ CRE
13	Finance Industry
22	Board of Directors

DATE	MEETING
<b>February</b>	
3	Destination Management
3	Technology Entrepreneurs
17	Finance Committee
19	Executive Committee

DATE	MEETING
<b>March</b>	
7	Nominating Committee
11	Issues Committee
16	Finance Committee
18	Executive Committee

DATE	MEETING
<b>April</b>	
6	Construction / CRE
6	Finance Industry
15	Executive Committee
22	Board of Directors

DATE	MEETING
<b>May</b>	
4	Destination Management
4	Technology Entrepreneurs
13	Issues Committee

DATE	MEETING
<b>June</b>	
15	Finance Committee
17	Executive Committee

DATE	MEETING
<b>July</b>	
6	Construction / CRE
6	Finance Industry
8	Issues Committee
22	Board of Directors

DATE	MEETING
<b>August</b>	No Scheduled Meetings

DATE	MEETING
<b>September</b>	
7	Destination Management
7	Technology Entrepreneurs
9	Issues Committee
14	Finance Committee
16	Executive Committee

DATE	MEETING
<b>October</b>	
5	Construction / CRE
5	Finance Industry
28	Board of Directors

DATE	MEETING
<b>November</b>	
11	Issues Committee
16	Finance Committee
18	Executive Committee

DATE	MEETING
<b>December</b>	
7	Destination Management
7	Technology Entrepreneurs
14	Finance Committee
16	Executive Committee