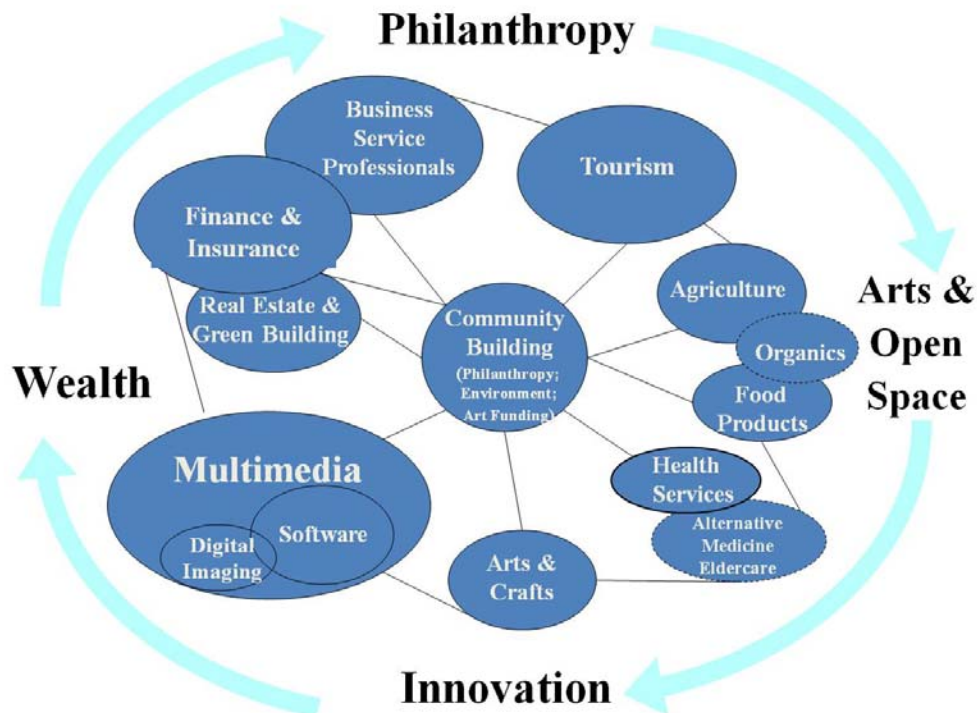


Marin County Economic Sustainability Report Appendices

December 2008



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Appendix I – Primary Focus Areas of Economic Sustainability Organizations

This section divides the functions of economic sustainability organizations into two categories: Direct and Indirect. The “direct” category includes the very visible and tangible services that would be well understood by all types of businesses, such as regulation streamlining, training programs, or helping reduce the cost of employer health insurance. The “indirect” category covers the less visible activities that are needed to make the “direct” activities more effective, such as data collection and analysis, cluster development and public outreach activities.

Some business owners might question the utility of the latter category, while professionals in the field tend to recognize their importance. Our review of best practices indicates that those communities that value the six functions in the “direct” category will also want to devote some resources to the five functions in the “indirect” category in order to enhance the overall system more effective.

Direct/Tangible

BUSINESS CLIMATE

Function/ Best Practices

A region’s business climate is determined by a variety of factors including its regulatory and tax environment and the general attitude of its officials. Ideally, this environment operates in a streamlined and efficient manner to eliminate unnecessary constraints to economic growth. Competitive regions are those that have struck a balance between regulating business activity to ensure the health and safety of their populations, collecting adequate revenues to provide essential services, while maintaining a vibrant business climate that promotes job creation and business activity.

Economic Sustainability organizations can play key roles in ensuring that the legal and regulatory environment is transparent and in alignment with best practices, that the level, cost and timing of taxes, fees, permits and administrative processes are efficient and streamlined and relative to the services available and that business fees are fair and that healthcare and insurance services are optimized.

WORKFORCE DEVELOPMENT

Function/ Best Practices

At the national, state, and regional level, economic development partnerships and models increasingly reflect the *integration* of workforce and economic development initiatives and

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systems. All of the career programs that receive any state and federal funds require participation by local industry partners. Experience in Marin County validates the practice of providing programs *in response to industry trends and needs* because the industry leaders invest significantly in curriculum and program development.—usually through lending expertise in training content, but also frequently with financial investment. A number of these models (in other jurisdictions) are described below.

Integrated Workforce and Economic Development Planning

The two agencies provided with most of the public funds for job training and education in California are the Workforce Investment Boards (WIBs) and the local Community Colleges (a mandated partner on the WIB). These two organizations are responsible for developing education and training that responds to the needs of local residents and businesses. The greatest proportion of the public funding for workforce development flows through the Community College system. Some cities and counties have created partnerships with the local Economic Development Corporation or Economic Development Agency to ensure that the workforce development programs fully integrate the resources of the EDA/EDC. The City of San Jose utilizes an integrated model by housing the Silicon Valley Workforce Investment Network (WIN) within the San Jose Redevelopment Agency.

Career-Technical Education in the California Community College System

Career Technical Education (CTE) in California is at the core of California's workforce and economic development system, and is guided by the California Community Colleges (CCC). The Career-Technical Education Unit of the Economic Development and Workforce Preparation Division of the CCC focuses on program funding and development, coordination, advocacy, and policy development with K-18 workforce and education partners. Community colleges provide workforce training and basic skills education, prepare students for transfer to four-year institutions, and offer opportunities for personal enrichment and lifelong learning. The mission of the Community College system is three-fold: to provide a pathway to terminal degrees (Bachelor's and beyond) in the CSU and UC systems; to provide for life-long learning and enrichment; and to support local economic and workforce development. In the latter role, the CCC is the state's dominant public institution supporting workforce and economic development activities in terms of funding and local programming.

Use of the Work Key System for Linking Economic and Workforce Development

The ability to locate information, listen, communicate effectively, work in teams, and solve problems are essential skills for any worker, regardless of career choice. But how do educators, employers, and job seekers know for certain that these hard-to-measure skills are developed at the level needed for specific positions? American College Testing (also known as ACT) has developed the Work Key assessment system to accurately profile and assess core skills that are known to be valuable for all occupations, and all levels of education. The WorkKeys system consists of job profiling tools that enable employers to measure the actual skill levels required (on a six-level rubric from lowest to highest) in key skill areas, including: Teamwork, Reading for Information, Applied

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Mathematics, Business Writing, Locating Information, Listening, and Applied Technology. Work Keys technicians have developed a database of tens of thousands of jobs profiled (based on direct observation of workers in the position over a several day period) for the levels of skills required in these specific career positions. Through this system, educators, employers, and job seekers can objectively determine how well job seekers' skills match with actual on-the-job requirements. After use in the field for nearly twenty years, Work Keys has been adopted by thousands of employers and public agencies across the U.S. to place new employees, assess incumbent workers, define position responsibilities, and to get education and workforce system partners "on the same page" with respect to rapidly changing workplace requirements.

This system has yielded impressive results from Fresno to Michigan to Florida and New York. This system will be piloted in Marin County in 2008.

- **The "Essential New York" Initiative:** In cases where regions are intent on retaining and developing local residents to fill higher-skill jobs, the Work Keys system has played a central role in focusing training and development on the skills and attributes most valued by local employers. In central upstate New York, for example, urgent action was required to address one of the greatest population declines in the nation. Between 1990 and 2000, much of its highly skilled workforce left the region to seek better employment opportunities. At the same time, more than 2,200 small technology-based companies in the area experienced rapid growth. In February 2004, the Metropolitan Development Association (MDA) — a nonprofit association of the area's business leadership — launched the "Essential New York Initiative," a plan to transform the Central Upstate region to a knowledge-based economy.

To support local employers, regional leaders determined that they must maximize the skills of both the incumbent and emerging workforce. The MDA called for a major expansion of the Central New York WorkKeys initiative, led by Syracuse University. The university created the "community adoption model" for integrating WorkKeys throughout the central upstate New York community. Partner organizations, companies, and schools began administering the WorkKeys job profiling, assessment and training services in a coordinated manner in order to match education and training curriculum to job requirements and employer assessment and placement systems. Through the work of the partnership, more than 80 local companies profiled jobs, used WorkKeys assessments, and/or initiated WorkKeys-oriented training programs. In addition, more than 1,000 at-risk students are participating in a Department of Labor-funded work-readiness project to help students develop comprehensive career plans, and regional one-stop centers have integrated WorkKeys assessments/training into programs for job seekers.

- **Fresno: A Robust "Regional Jobs Initiative" Addresses High Skill Job Opportunities**
Following the "dot com" bust, Fresno and surrounding areas found themselves in a near depression, with official unemployment rates shooting toward 16%, and an

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official poll presenting Fresno as the “worst place” to do business in the nation. Recognizing that only a fully integrated workforce and economic development initiative could reverse Fresno’s fortunes, the Fresno Workforce Investment Board joined with the Fresno Business Council, CSU Fresno, Fresno City College, the City of Fresno, and the Fresno Chamber of Commerce to launch a Regional Jobs Initiative (RJI) that targeted higher-wage cluster development in healthcare, construction, water-related technology, and value-added agriculture and food systems. Each cluster was led by a cross-sector leadership contingent consisting of leading executives, civic leaders, and educators. These leadership cadres created strategic plans that included business attraction strategies, workforce development and retention, and even a special focus on enhancing Fresno’s cultural amenities as a way to halt the “brain drain” to more cosmopolitan regions. Within five years, unemployment has trended down sharply and Fresno development (including in the old downtown core) has mushroomed.

- **San Diego Workforce and Economic Partnerships – Bioscience & Telecom**
The San Diego Workforce Partnership is one of the most complex and successful workforce programs in the state of California. It provides the typical array of employment related services to local businesses and job seekers through a network of countywide One Stop Career Centers. However, the San Diego Workforce Partnership has also defined and pursued a much broader and more comprehensive mission:

“To lead the development and implementation of creative solutions to regional workforce issues, and fuel economic growth and prosperity through research, community engagement, and innovative collaborations and partnerships.”

This broader mission has in turn catalyzed partnerships with trade associations in high-growth sectors of the local economy. According to Larry Fitch, Executive Director of the San Diego Workforce Partnership, “we connect business sectors to the education community. In partnering with BIOCUM (a biotech consortium) we can create a real fit between the skills needed by the life science people and what’s being provided in the classroom.” The BIOCUM partnership project consists of five industry associations and the San Diego/Imperial Counties Community College District, and is led by a steering committee that consists of the association CEOs and college presidents. At the operations level, HR and training staff from the life science community join with with academic and vocational deans of the community colleges to develop curriculum, with the Workforce Partnership serving as the workgroup facilitator.

Fitch attributes the success of San Diego’s partnership to a shared pro-growth political consensus, aggressive fund development by multiple entities, and a pool of large employers with a high need to develop local talent.

BUSINESS RETENTION & SUPPORT SERVICES

Function/ Best Practices

Many economic sustainability organizations focus less on attracting new businesses, and rather on supporting existing businesses. There are a number of direct services that businesses require, all of which can either be provided by or coordinated with a regional economic sustainability organization. These include assistance with: advertising, branding, marketing, identification of new markets (local, national & international), business plan development, legal, regulatory, or human resources concerns, healthcare and insurance policies, among others. Many EDOs either house the SBDC within their office (Inland Empire Economic Partnership), make referrals their local SBDC (San Gabriel Valley Economic Partnership), or supplement SBDC services with their own business assistance programs or workshops (EDC of Ventura County and San Luis Obispo EVC, respectively).

There are a number of other ways that countywide EDOs provide direct assistance to local businesses. Examples include:

- The Sonoma County Economic Development Board, in conjunction with local and area partners, supports the North Bay Executive Strategies Forum, open to owners, managers, and CEOs interested in taking their businesses to the next level. The Forum is devoted to seminars and workshops led by expert speakers and targeted to second-stage companies. The executive forum provides a unique and useful form of business development, education, and expansion assistance.¹
- The Center for Business Planning and Development (CBPD) is a joint partnership between the Northern Virginia Workforce Development Council, the Fairfax County Department of Family Services and Business Development Assistance Group. The mission of the Center is to be a hub of information, resource and technical assistance for current and future small businesses. The Center combines the latest technology in business research, business reference information, up-to-date business opportunities and on-site technical assistance under one roof.
- The San Francisco Chamber of Commerce, working in collaboration with SF Works, has forged a partnership to provide its members with an exclusive program offering better access to a wide-range of health plans with the highest level of service through a Chamber Health Advantage Membership Plan.

Economic development agencies also traditionally offer site visits and site selection services to companies interested in expanding their practice in the county. This face-to-face interaction with the CEO or President of the company is crucial for both successful business retention and growth. Having an established EDC or EDB serve as the single point of contact gives companies (whether already located in the county or interested in relocating) an easy access point for starting a new business or branch, receiving technical assistance for a specific problem, and mitigating overall threats to business competitiveness.

¹ http://www.sonoma-county.org/edb/strat_forum.htm

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ACCESS TO CAPITAL

Function/ Best Practices

Many other counties provide grants to economic development projects or a variety of types of loan funds.

- San Luis Obispo EVC has created the Central Coast Capital Network to allow local entrepreneurs to access capital from venture capitalists and angel investors, as well as investors to find local companies to invest in.²
- Revolving Loan Funds: Many places have a Revolving Loan Fund that promotes business growth by making loan guarantees available to local businesses unable to secure sufficient capital from the private sector. The local jurisdictions are granted state or federal funds to create a Revolving Loan Fund (RLF). RLF allows for the continual reuse of a single sum of money. As the loans are repaid, the money is made available to other businesses and thereby "recycled". (e.g. Miami Dade County CED, San Luis Obispo EVC, Central Vermont CED, Denver Office of Economic Development, etc.)
- Miami- Dade County Micro Enterprise Assistance & Peer Lending: This program is designed to assist entrepreneurs in building a strong credit history by borrowing incremental amounts of loan funds, develop stronger business skills, share business ideas and provide support in peer group setting. The program also provides direct loans up to \$25,000 that requires business profitability and credit soundness. Self employed entrepreneurs who have no other financial resources to start up or expand a business can obtain a business loan through levels of \$500 to \$2,000 and from \$3,000 to \$25,000 through the Partners for Self-Employment (PSE) Program.

² <http://www.sloevc.org/venturecapital/>

Indirect/Derived

COORDINATION

Function/ Best Practices

Often the greatest value a regional economic development entity provides is through its ability to play a role as a coordinator and convener. Independent economic development organizations have the added benefit of maintaining a position of neutrality and remaining isolated from political influence when bringing together various local groups. Coordination by a countywide economic sustainability organization can provide a variety of benefits:

1) Aggregation of resources

For example, the city of Boulder, Colorado offers a *Boulder Business Resource Guide* and a *Colorado Business Resource Guide* as comprehensive sources of information on city, county and state permits, licenses, regulations, taxes and fees.[1] Many places chose to put all relevant information on a webpage, such as the City of Santa Rosa, whose website has a comprehensive set of links to other relevant partner organizations, information for starting a new business, demographic and economic information, a site location tool, and links to regional economic development and redevelopment resources.[2] The San Joaquin Partnership and Sarasota EDC send out regular newsletters with information about upcoming events, resources, and other relevant news. These types of websites or publications not only serve their purpose of aggregating information, but also give the business community the perception that they are dealing with a well-organized organization that is eager to support them.

2) Single Point of Contact

By creating a single point of contact for businesses, cities, and other business or economic development groups, countywide economic sustainability organizations help both public and private sector organizations to save the time it takes to make multiple phone calls. Having an established economic development organization serve as the single point of contact can also allow other agencies with economic development staff or business membership organizations to specialize in the core activities that they do best. Many EDCs or EDBs pride themselves on being the gateway for local businesses and constituents interested in economic or business matters. For example, the San Gabriel Valley Economic Partnership (SGVEP) works closely with the Los Angeles Economic Development Corporation, the local community colleges, and the Small Business Development Centers (SBDCs) to provide business support services. Rather than create their own business assistance programs, the SGVEP serves as an information portal for businesses seeking information and provides referrals to help businesses with site location, workforce development, etc. The San Francisco Center for Economic Development (SFCED) has also worked out an arrangement that allows for specialization and saves everybody time. By establishing their role as an information provider and a point of contact for business, other organizations such as the Mayor's Office of Economic Development and the San Francisco Chamber are able to direct all inquires of a certain type over to the SFCED, who can then serve as a filter and direct the inquirers to the

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appropriate resource.

3) Big Picture Thinking & Role as Convener

Finally, having a regional economic sustainability organization can solve the problem of myopia, or the case where organizations with a limited scope or mission fail to think about the macroeconomic picture and how various regional groups or policies interrelate to create a positive or negative environment for local businesses to grow and thrive. It also alleviates a diffusion of responsibility across different regional entities, whereby each individual city or business membership group thinks a regional economic problem is somebody else's problem. Cities often lack the impetus to reach out to groups or address policies that extend or originate beyond their borders, regardless of the impact these other groups or decisions may have on their local business climate. Single issue interest groups, non-profits, or government agencies with a limited jurisdiction are also unlikely to address complex regional economic problems. Because economic development requires coordination across many types of institutions, creating a regional economic identity or strategy can benefit the region by bringing together many organizations working on distinct issues (ie. workforce training, affordable housing, transportation planning, permit streamlining, land use, technology transfer, etc.). A countywide, neutral economic sustainability organization can play a role as a convener of these distinct groups and help them to recognize the synergies across their organizations and the relationship they have to each other, to the economy, and to local businesses.

RESEARCH AND ANALYSIS

Function/ Best Practices

The provision of current data on economic and workforce trends is a key resource that Economic Development Agencies (EDAs) and Economic Development Corporations (EDCs) often provide for local leadership. A well-known regional example is the Sonoma County Economic Development Board (EDB), which partners with the Sonoma County Workforce Investment Board (WIB) and Santa Rosa Junior College (SRJC) in the development of data to guide workforce and economic planning. With substantial County funding, the Sonoma EDB's regular reports on emerging economic trends are disseminated broadly, and include both regular reports on a common set of indicators, and occasional in-depth reports on targeted sectors, such as telecommunications or healthcare. (See Case Study in Section III.) Other regional consortia, such as Joint Venture Silicon Valley and Sustainable San Mateo, also develop in-depth data reports as part of their charter.

Another example from outside the state comes from the Seattle region where the Puget Sound Regional Council (PSRC) collects, analyzes and disseminates a host of important economic competitiveness-related information. The PSRC believes that, "Measuring our region's economic performance over time and identifying opportunities and challenges is crucial to the work of the Prosperity Partnership. Through the indicators and action item

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progress reports we invite you to take a closer look at our region’s competitive position and initiatives underway that will determine long-term economic prosperity in the region.”

Some of the important indicators the PSRC tracks and benchmarks against peer regions include: ³

- Small Business Administration Loans
- Business Starts & Closures:
- Business Tax Share
- R&D Expenditures
- Housing Affordability
- Travel Time Index
- Charitable Giving

CLUSTER DEVELOPMENT

Function/ Best Practices

Every location, whether a nation, state or region, has a set of unique local conditions that underpin the ability of its companies to compete in an industry. The competitive advantage of a location does not normally arise in isolated companies but in clusters of companies. These firms are in the same or related field, or are linked by buyer-seller relationships, common customers, or other relationships. An industry cluster is a group of companies that rely on an active set of relationships among themselves for individual efficiency and competitiveness.

One of the most powerful tools for improving a regional economy while reducing the negative impacts of economic growth (such as pollution and congestion) is to increase the internal linkages between existing sectors of the economy as well as the external linkages between firms and their global markets. Rather than look at industries as silos, operating separately from each other, the cluster approach takes a holistic approach, recognizing that a high-performing “cluster” of industries is comprised of many entities: lead firms, supply firms, as well as a region’s economic foundations whose job it is to provide essential services and infrastructure to firms in the cluster. Exploiting these linkages amongst firms – and between firms and key providers of economic foundations – is the essence of the cluster approach.

Thus, industry clustering is a powerful framework for regional economic development because it captures economic relationships among specific industry sub-sectors, and it provides a set of tools to help define economic development strategies.⁴

An active clustering agenda facilitates the integration of what would otherwise be a clump of

³ <http://www.prosperitypartnership.org/indicators/2007highlights.pdf>
<http://www.prosperitypartnership.org/indicators/FINALIndicators11.01.07.pdf>

⁴ Stanford Research Institute. “Clustering as a Tool for Regional Economic Competitiveness.” 2000.

co-located firms and organizations into a high performance system. Optimization is at a system, rather than individual organization, level. An active local cluster includes firms and support organizations working together to achieve results that would not be possible individually.

Case in Point – the Greater Seattle Area’s Prosperity Partnership Cluster Initiative⁵

Launched in July 2004, the Prosperity Partnership has grown to include over 250 organizations. These partners recognize that the region's economic health is at risk. In the emerging global economy, many of the world's most prominent companies can be headquartered anywhere on the globe. Businesses will locate where there is a high quality of life, good schools, efficient transportation, affordable housing, and supportive government policies. There are no guarantees that the Puget Sound region will be able to attract new businesses, or keep and grow existing firms. The region must take steps to remain competitive because if we fail to act, jobs and economic prosperity could pass us by.

Prosperity Partnership Co-Chairs



Mark Emmert
President
University of
Washington



John Ladenburg
Pierce County
Executive



Tomio Moriguchi
Chairman
Uwajimaya



Scott Carson
President and CEO
Boeing Commercial
Airplanes



Brad Smith
Senior Vice-President
Microsoft Corporation



Rita Ryder
President, Strategic
Initiatives
YWCA



Rick Bender
President
Washington State
Labor Council
AFL-CIO



Charles H. Mitchell
Chancellor
Seattle Community
Colleges

⁵ <http://www.prosperitypartnership.org/>

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The Prosperity Partnership is led by a coalition of government, business, labor and community leaders from King, Kitsap, Pierce and Snohomish counties and supported by over 250 diverse organizations throughout the region.

Partners

Over 250 organizations have signed on as a partner to help develop and implement the Prosperity Partnership's regional economic strategy. They have also agreed to help promote the development of the strategy to their members and/or constituents.

Economic Development District Board

The regional Economic Development District (EDD) is the federally designated economic development district for the central Puget Sound Region covering King, Kitsap, Pierce, and Snohomish counties. It is responsible for regional economic development planning and collaborates with various private and public sector agencies to accomplish this goal. The EDD brings together the private and public sectors in a partnership necessary to provide a coordinated strategy and an ongoing economic development program for the region. It provides staffing to the Prosperity Partnership.

Puget Sound Regional Council

The Puget Sound Regional Council develops policies and coordinates decisions about regional growth and transportation planning in King, Pierce, Snohomish and Kitsap counties. The Council is composed of over 80 county, city, port, transit, tribal and state agencies. It coordinates the annual distribution of about \$150 million in Federal Highway Administration and Federal Transportation Administration grants. PSRC sets priorities and evaluates the most efficient ways to target those funds to support state and local transportation and growth management plans. In 2003, the EDD merged with the PSRC.

PUBLIC EDUCATION & OUTREACH

Function/ Best Practices

There are different target audiences for economic development education and outreach, including local businesses, residents, elected officials, economic development practitioners, and companies considering new business locations around the world. A regional economic development entity has the ability to connect with each of these audiences and present a consistent message on policy issues which affect local businesses or the local economy.

Economic development entities can provide the necessary capacity and central organizing unit for larger and more specialized summits and forums which 1) educate the business community on policy issues and 2) educate electeds and the policy community about the realities of doing business in the county. An economic development entity can also provide local Rotary Clubs and business groups with further technical education and specialized information.

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BUSINESS ATTRACTION

Traditional economic development agencies in counties with the real estate or political will to attract large, new businesses offer those businesses a host of services or incentives in order to lure them to their city or region. Many economic development organizations focus on national branding campaigns and develop recruitment videos, place advertisements in major business publications or trade journals, or purchase TV spots to market their region. They also attend trade shows in order to actively recruit new businesses in specific industries. One attraction method is to have a designated “Attraction Team.”

The City of San Diego’s Economic Development Division has a proactive Business Expansion, Attraction and Retention (BEAR) Team that works directly with key businesses in targeted industries to provide assistance and incentives that result in the retention and creation of jobs and investment in San Diego. While Sonoma County doesn’t do its own business attraction, it partners with developers & brokers, cities, & local chambers to combine facts from county with the “sales pitch” and puts the Sonoma imprimatur on the marketing materials.

Other regions coordinate incentive programs with their target industry priorities and lure businesses in through tax abatement and/ or financial incentives. For instance, the Economic Development Board of Martin County, FL is considering cash incentives for businesses in fields such as aerospace or biotech. In other words, the county would give a company back half of the increased property taxes it will pay after developing a piece of land in the county. There are numerous other financial incentives used to attract businesses. To attract Google to North Carolina, the state offered the firm no property tax and no tax on electricity. Titled the Commercial Property Rehabilitation Tax Abatement Program, in November 1996, the Falls Church, VA City Council adopted an ordinance directing the City Assessor to develop a program “... to provide an exemption for certain rehabilitated, renovated or replacement commercial real estate.”⁶

Some regions create Incentive Zones in which they encourage certain types of businesses to locate. These specially designated “Zones” (Enterprise, Revitalization, Empowerment, Foreign Trade, Redevelopment, Recycling, etc.) encourage economic growth and investment in specific (often distressed) areas by offering tax advantages and incentives to businesses locating within the zone boundaries. For example, the Falls Church, VA Technology Zone is an entire city designated for technology businesses. Such businesses located anywhere within Falls Church are eligible for total exemption from BPOL taxes, for up to three years.

6

<http://www.fallschurchva.gov/Content/Government/Departments/EconomicDevelopment/Default.aspx?&cnlid=383>

Appendix II – Examples of Economic Sustainability Organization Structures

TYPE OF OPERATION

In the majority of the regions studied, the primary implementing organization for economic development efforts was an independent, stand-alone organization funded by both public and private sector contributions. Most of these either took the form of an independent Economic Development Organization, as either a 501-c3 or c6 organization, or as a separately funded program of a regional Chamber.

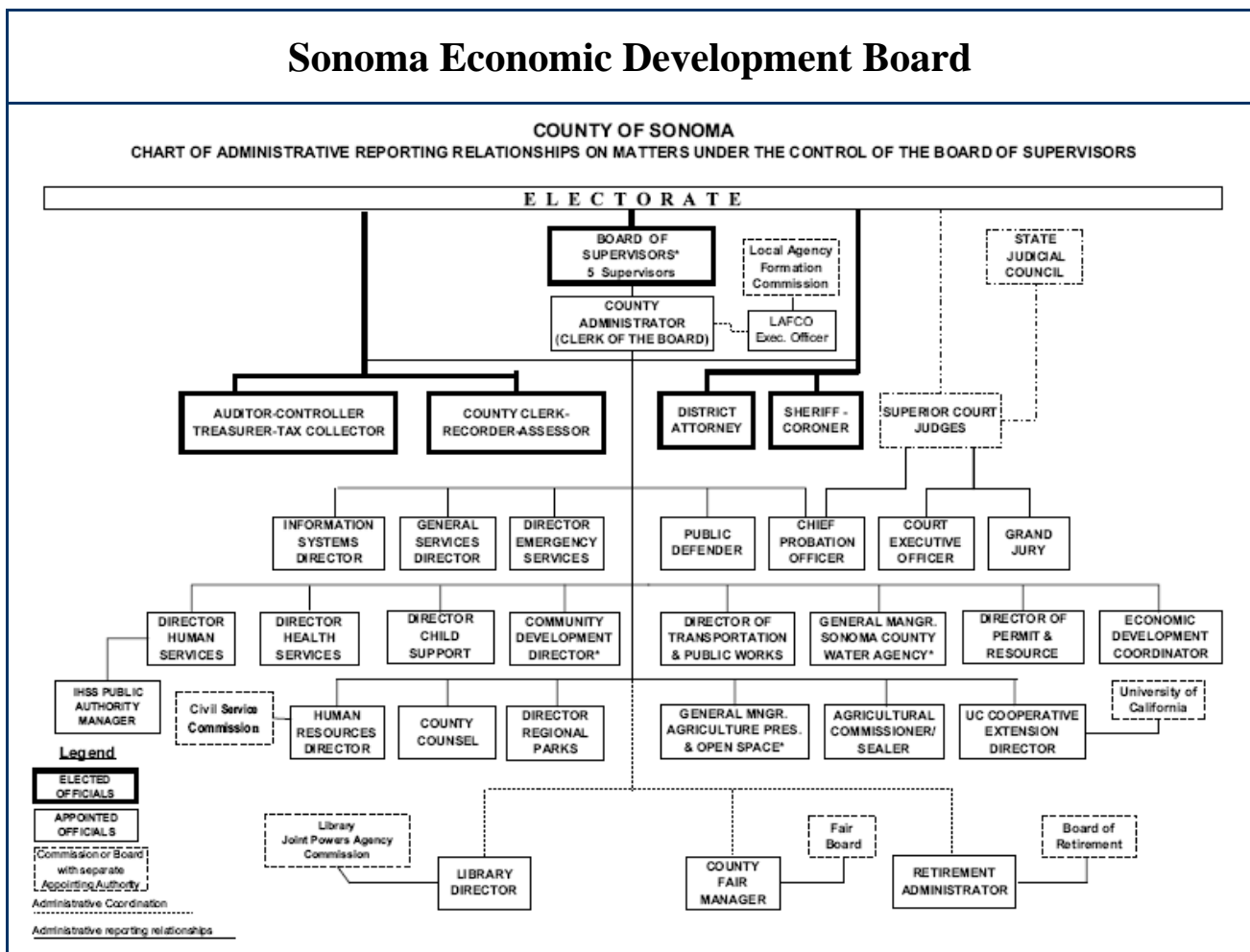
Organization (Region)	Structure
<i>Within California</i>	
Sonoma County Economic Development Board (Sonoma County)	in County, plus 501c3 Foundation
San Francisco Center for Economic Development (San Francisco County)	501c3, housed in San Francisco Chamber
East Bay Economic Development Agency (Alameda & Contra Costa County)	in Alameda County plus 501c3
San Luis Obispo Economic Vitality Corporation (San Luis Obispo County)	501c3
Economic Development Collaborative (Ventura County)	501c3
San Joaquin Economic Partnership (San Joaquin County)	501c6
Inland Empire Economic Partnership (San Bernadino & Riverside Counties)	501c3 & c6
San Gabriel Valley Economic Partnership (within Los Angeles County)	501c6
<i>Other Regions</i>	
Sarasota County Economic Development Corporation (Sarasota County, FL)	501c6 and staff in County
Business Development Board of Martin County (Martin County, FL)	501c6
Tucson Regional Economic Opportunities, Inc. (Tucson & Pima County, AZ)	501c6, forming a c3, and staff in County
Boise Valley Economic Partnership (Ada, Boise, Canyon, Gem and Owyhee Counties, ID)	Metro Chamber + support from city & county ED
Franklin County Economic Development Commission (Franklin County, NC)	in County, under County Manager
Boulder County, CO	staff in Boulder County Commissioners Office
Palm Beach County Business Development Board (Palm Beach County, FL)	501 C-6

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Our research showed that most countywide economic development organizations fall within one of the following types of structures:

- Structure 1: Economic Sustainability Staff Resides in County Government
- Structure 2: Economic Sustainability Staff resides in an Independent Economic Development Organization
- Structure 3: Economic Sustainability Staff resides in a separately funded effort by a regional Chamber
- Structure 4: County has Economic Sustainability staff and an Independent Economic Development Organization

Structure 1: Economic Sustainability Staff Resides in County Government



Boulder County

Overview: While Boulder County does not have a formal countywide economic development organization, the County does support regional economic sustainability through a dedicated economic development fund and by participating in the Boulder Regional Business Partnership, an informal consortium of chamber of commerce and economic development agencies from Boulder and Broomfield counties that meet several times a year to discuss relevant economic topics. All economic development activities are overseen by one staff person who reports directly to the Boulder County Commissioners. The position resides in Intergovernmental Relations Division of the County Commissioners Office.

Highlight: In December 1986, the Board of Commissioners formed the Boulder County Economic Development Task Force in response to the business community's concern over economic downturns and job losses. The Board of Commissioners wanted to take a proactive approach to assisting the business community and charged the appointed members to "fund economic development activities generating new jobs in the near term." Economic development was defined as "the growth and improved productivity of the County economy through job creation for County residents." Approximately \$252,000 was budgeted in fiscal year 1987, and the overall goals were defined for the Boulder County Economic Development Program as follows:

1. To hold a County-wide forum with small business CEOs, large employers, representatives from tourism and recreation, the board of County Commissioners, and mayors to discuss business issues in Boulder County;
2. to develop a media presentation which focused on Boulder County assets as they relate to economic development and which could be used by municipalities and local development groups;
3. to contract to develop an appropriate data base for economic development and economic forecasting;
4. to reserve an appropriate amount of money for opportunity contracts which would be used to work with any group to capitalize on unique economic opportunities for Boulder County (establishing an economic development office or staff position, as many metro area counties were doing, was specifically eliminated as an option); and
5. to encourage affiliation and cooperation with regional and state economic development programs or groups of such organizations.

The fourth goal has become the main focus of Boulder County's continued involvement and administration of the Economic Development Program. Specifically, eleven entities now submit annual proposals for economic development services in one of two areas:

1. Existing business retention and expansion with emphasis on small businesses that represent the largest segment of jobs in Boulder county, enhancing the County's recreational and tourism industries, and /or generally improving job creation within the County in conformity with the County's Comprehensive Plan and planning policies, or
2. Development, enhancement and/or coordination economic data related to Boulder County, which data-related services or programs will be of benefit to advertising and promotional efforts in or related to Boulder County, to the County's comprehensive long-range planning process, and/or to County officials and agencies in their administration and improvement of County programs related to economic development.

Structure 2: Economic Sustainability Staff resides in an Independent Organization

Business Development Board of Martin County

Overview: The Business Development Board (BDB) of Martin County was formed in 1991 by local business leaders who recognized that the county had no regional economic development entity. Currently funded almost entirely by the public sector, the BDB has a contract with the County to serve as its official economic development entity. Funding from the County is a pass-through of the business license tax collected by the County each year, and additional revenue has historically come from the Economic Council, chambers, colleges, and Industrial Development Authority, rather than from individual companies. Though the county has no Economic Development Director, BDB Executive Director Ron Bunch works closely with the County's Commissioners and, more recently, has been able to rely on the County's Community Redevelopment Agency Director (a contracted, rather than full-time position) for more of the day-to-day issues. The BDB's primary focus is on business retention and expansion, though its emphasis on business recruitment, data collection, and general outreach will increase as they gain more involvement from local businesses in coming years (the BDB has hired an independent consultancy to conduct a private sector fundraising campaign and hopes this will help them establish greater commitment and leadership from local companies). Currently, the BDB is governed by a 28-member Board of Directors, of which 5 seats are chosen by the County, 2 by the City of Stuart, and the remainder by the other groups supporting and funding the BDB. The BDB of Martin County has recently developed a new strategy, relying on many previous studies and reports for input, and will use this as the underpinning of the new private investment drive and to guide future economic development priorities.

Highlight: Not unlike Marin, Martin County is a bedroom community with many wealthy retirees. Despite the county's wealth, there is a \$20,000 gap between the County's income per capita and average wages, and there are limited opportunities for college-educated adults to find meaningful employment in traded sector, high-growth industries. Many in the County are opposed to growth of any kind, and the County has experienced great distrust among various members of the community. To overcome these issues, Executive Director Ron Bunch suggests the following:

- Get a few key, well respected business people to step up and speak out about the importance of economic development
- Build consensus among various business constituencies and push for action as a group
- Conduct a cost of service study to figure out which industry sectors subsidize others
- Utilize fiscal analysis software to understand economic data and distinguish between per capita income and wages
- Conduct a public education and outreach campaign to inform local schools, Rotary Clubs, etc. about the meaning of economic development and value in having a proactive, rather than negatively reactive strategy for growth
- Watch the U-tube video: shift happens

Structure 3: Economic Sustainability Staff resides in a separately funded effort by a regional Chamber

Boise Valley Economic Partnership

Overview: The Boise Valley Economic Partnership (BVEP) is the regional economic development organization for the Boise Valley, which includes the cities of Boise, Meridian, Nampa, Caldwell, Eagle, and Emmett, Idaho. With a long-term mission of creating jobs, encouraging investment in the community and maintaining a balanced quality of life, BVEP is actively involved in the economic vitality of the Boise Valley. As a separately funded division of the Boise Metro Chamber of Commerce, BVEP is driven by a partnership of communities, institutions, chamber organizations, and businesses in the Boise Valley. BVEP offers free customized, confidential services to businesses that are considering relocating, expanding or starting up within the Boise Valley. The BVEP focuses on two primary areas: 1) Retention & Expansion and Attraction. From assistance with site location & identification, to identifying obstacles, to conducting policy advocacy, the BVEP makes sure local employers stay in Boise and find it easy to stay there when they grow. To attract new businesses to the region, the BVEP targets growth industries or companies in expansion mode looking for a new site by contracting with a public relations firm on the placement of ads in publications and other marketing and branding materials.

Highlight: When the Boise Chamber decided to launch the Boise Valley Economic Partnership, they conducted a fundraising campaign to get five-year commitments from companies. Now in its third year, BVEP Executive Director Paul Hiller marvels that the ratio of uncollectables is only 1%. These five year commitments have allowed the BVEP to allocate very little staff time on fundraising during the start-up phase. While immediate fundraising is not a necessity, BVEP staff frequently meet with or call their investors to make sure the organization is meeting their needs and that they will continue to stay interested even after the five-year period ends.

Structure 4: County has Economic Sustainability staff and an Independent Economic Development Organization

San Luis Obispo Economic Vitality Corporation

Overview: 14 years ago, in the midst of an economic recession, a group of businesses got together and made a plea to the county of San Luis Obispo for funding to improve the economy. In a community opposed to the concept of development, they decided to call the new organization an Economic *Vitality* Corporation rather than the traditional EDC. Funding for the San Luis Obispo EVC came from the public sector for the first several years, but in the last three years, private sector contributions have grown to be 50% of the EVC's budget. The EVC chose to incorporate as a 501c3 so it could enable a balance of funding sources (public, private, & charitable) and because its mission was to "help businesses not to advocate for specific business causes." Public sector contributions and a close working relationship with the County have prevented the SLO EVC from engaging in advocacy, and instead the organization provides information to businesses, offers training workshops on topics such as international trade, coordinates with the SBA's Small Business Development Center & another local non-profit to provide technical assistance for businesses, conducts business surveys to identify what's working and what's not, and administers

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a countywide revolving loan and microloan program. While the County doesn't support every EVC decision or program, it sees itself as a partner for economic planning and values that the groups are engaged in a 2-way discussion. As SLO County's economic development staff plan for the development of their county's economic strategy, they know they will rely heavily on the EVC to provide information on the macroeconomic trends and engage the business community.

Highlight: The County of San Luis Obispo has signed a formal contract with the EVC for the "Provision of Economic Development Services." In order to maintain its flexibility as an independent organization, the EVC has intentionally dissuaded the County from micromanaging through excessive detail in the Scope of Work or from establishing too many performance criteria. As it stands, the language of the contract reads:

"1. The Scope of Work shall include tasks and activities deemed necessary by the EVC to implement economic development programs identified in the Economic Element of the County General Plan. Said tasks and activities shall be completed prior to July 1, 2008. The following quantified objectives will be employed by the County to evaluate the EVC performance under this Agreement:

- A. Conduct business retention surveys of at least 50 businesses and report the findings of those surveys to the County prior to July 1, 2008;
- B. Train at least 30 business persons for participation in international trade;
- C. Obtain matching funds from cities and businesses within the county in an amount at least equal to the amount of funding provided by the County (not including federal funds provided by the County);
- D. Convene at least 4 seminars on topics that will assist and improve county businesses and the county economy.

2. Availability and Use of Funds

The County hereby agrees to transfer to the EVC the amount of \$100,000.00 in County funds to complete the Scope of Work described in paragraph 1 of this Agreement."

Tucson Regional Economic Opportunities, Inc.

Overview: Tucson Regional Economic Opportunities, Inc., a 501c6 organization, was incorporated in 2005 after several other economic development organizations were determined not to be meeting a regional need for targeted, effective, and efficient economic development. At its inception, TREO was funded entirely by the City of Tucson and Pima County and was staffed by city and county economic development employees, with the exception of a new President, Joe Snell, recruited from outside. Since 2005, Snell has worked on building his own staff and has established new private sector sources of revenue. While Pima County officially outsources its economic development activities to TREO, Inc. to, the County has maintained a limited number of positions within the County to support the independent organization. The Pima County Administrator and Deputy Administrator of Community & Economic Development both provide support to TREO along with a number of other support staff from within the Workforce Development Business Outreach and Tourism & Economic Development divisions. TREO prides itself on its independence, regionalism, and ability to avoid political posturing, but is also able to

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count on connections with the cities and county as needed.

Highlight: When President Joe Snell first started work in Arizona, he found a Tucson with many competing visions and an economy that was highly politicized over recent growth issues. By conducting a Perception Survey documenting regional leaders' opinions of their own cities compared to other benchmark cities across the US, he was able to identify the region's true strengths and help the community determine which assets they wanted to build on. Rather than developing a strategic plan that would sit on a shelf, Snell pulled the community together to collectively write and implement an Economic Blueprint for the region. Following the motto, "If they write it, they'll underwrite it", Snell recruited a 47 member Steering Committee to develop the Blueprint, comprised of key representatives from a range of sectors and organizations, including the Sierra Club, unions, developers and key business community power brokers. Chaired by Larry Hecker, the Steering Committee spent a year developing the document, which has become a "living, breathing entity unifying the community and created with the right leadership at table." The Economic Blueprint offers a common vision for a new, more diversified and stronger economy, (including a prioritization of Tucson's industry clusters and an action plan with measurable outcomes for providing prosperity for the region. The first regional report card will be released on October 2, 2008 and will allow the region to evaluate their successes as well as quantify their return on their investment.

Palm Beach County Business Development Board

Overview: Founded in 1982 by seven regional chambers of commerce, the Economic Council and other business leaders, the Palm Beach County Business Development Board (BDB) is a 501c6 corporation that serves as Palm Beach county's official economic development organization. Although the BDB is an independent organization, it works closely with the chambers of commerce, the County's Director of economic development, and the County Commissioners "to achieve economic development goals in the areas of business recruitment and expansion, job creation, workforce development, infrastructure, and availability of capital." The BDB focuses on attracting and retaining business investment through corporate relocations, expansions and international trade, as well as by providing marketing support and business networking services for its paying members.

Highlight: The Palm Beach County BDB has grown its private sector funding from matching the county contributions 1:1 to a current split of 60:40 (private: public) and hopes to eventually grow the private sector contributions to 70% of the budget. With an annual budget of \$2.3 million, the BDB raises money from private industry through membership dues, special events, and publications. The organization's 14 staff administer one of the most effective public-private partnerships in Florida and have assisted more than 225 company relocations and expansions, (resulting in the creation of over 22,000 jobs and an excess of an additional \$4 billion to the Palm Beach County economy) since 1993.

STAFF SIZE, INTERNAL ORGANIZATIONAL STRUCTURE, AND POSITIONS

With the exception of Boulder County, all counties surveyed had more than one staff person supporting countywide economic sustainability activities. Economic development staff at the county level usually also have oversight or responsibilities related to one of the following

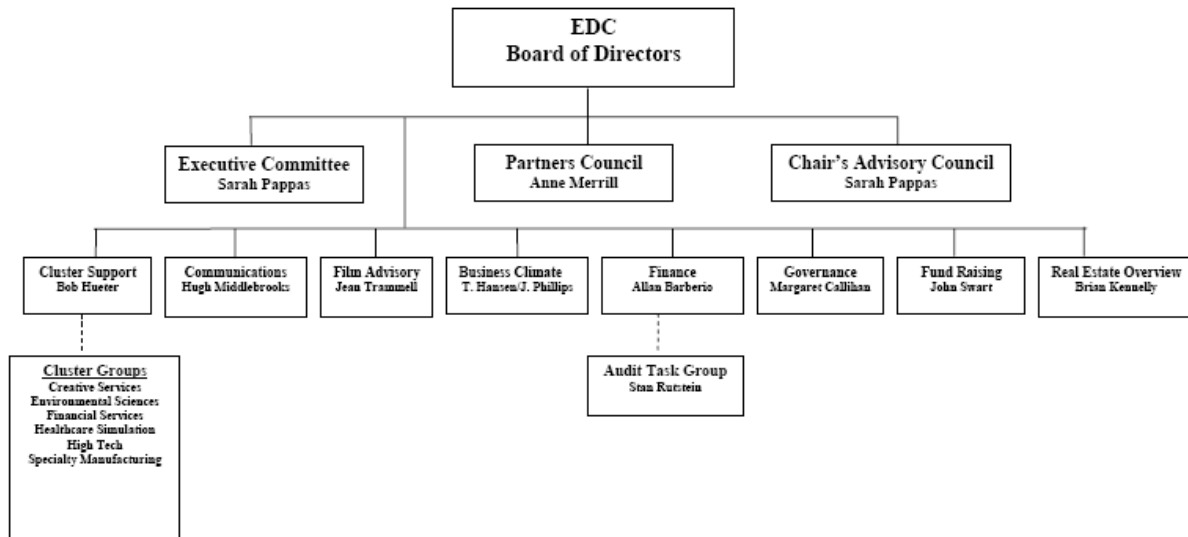
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categories: workforce development, planning, land use, tourism, community development, affordable housing, or administration/ finance. For example, in Pima County, staff with workforce development, tourism & economic development, and community development responsibilities all support the regional economic development organization, TREO.

Most independent economic development organizations have at least three full-time staff. Many EDOs supplement their full time staff with interns who oversee specific projects, part-time administrative staff, consultants with specific areas of expertise, or active contributions from their counterparts in local cities, chambers, or county government.⁷

Some organizations, such as the Sarasota EDC, have dedicated full-time staff for each of their programs or operational needs.

**Economic Development Corporation of Sarasota County
Organizational Chart
2007-2008**



Other organizations, such as the San Francisco Center for Economic Development, EDC of Ventura County, and Boise Valley Economic Partnership, are leaner and require 2 or 3 staff to share responsibilities. Most organizations that rely heavily on private sector contributions and either have, or would like to have separate staff dedicating to fundraising and development activities.

ADVISORY BOARD OR EXECUTIVE COMMITTEE SIZE & COMPOSITION.

All countywide economic development organizations have a Board of Directors or a Board of Advisors, ranging in size from 10 to 116 Members. Some of the larger boards also have an Executive Committee, or the select handful of members that are most actively engaged in the implementation of the organization's vision and goals.

⁷ See chart on following page for number of staff at EDOs in reference regions.

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In almost all cases, the Board was comprised of public and private sector representatives. Many of the counties had a number of standing positions, such as the head of the local university, community college, or largest chamber. Many also included slots for an elected official from the County and each of the cities and towns within it.

Organization (Region)	Staff	Board of Directors (Size)	BoD Public	BoD Private members
<i>Within California</i>				
Sonoma County Economic Development Board (Sonoma County)	3 FT, 1 PT, 6 interns	10		10
San Francisco Center for Economic Development (San Francisco County)	3FT; 3 interns	40 = Advisory Board; Exec. Committee = 7		all
East Bay Economic Development Agency (Alameda & Contra Costa County)	5 FT, 1 PT	116; Executive Committee = 33	majority	about 1/3
San Luis Obispo Economic Vitality Corporation (San Luis Obispo County)	2 FT, 1 PT, 4 Paid Interns	31 Executive Committee = 6	11	20
Economic Development Collaborative (Ventura County)	3FT	25 currently, 36 spots	11 of 12 possible slots	14 participating, up to 24 slots
San Joaquin Economic Partnership (San Joaquin County)	6 FT	24	8	16
Inland Empire Economic Partnership (San Bernadino & Riverside Counties)	11 FT	50; Executive Committee = 9	17	
San Gabriel Valley Economic Partnership (within Los Angeles County)	5 FT, occasional interns	28; Executive Committee = 4	6	22
<i>Other Regions</i>				
Sarasota County Economic Development Corporation (Sarasota County, FL)	10 FT	21	5	16
Business Development Board of Martin County (Martin County, FL)	4 FT, occasional intern	28; Exec. Committee	7	approx. 21
Tucson Regional Economic Opportunities, Inc. (Tucson & Pima County, AZ)	22 FT	11, expanding to 27	7 standing slots	4 but expanding
Boise Valley Economic Partnership (Ada, Boise, Canyon, Gem and Owyhee Counties, ID)	4 FT, 4 PT (from Chamber)	12		
Franklin County Economic Development Commission (Franklin County, NC)	3 FT	28	21	7
Boulder County, CO	1 PT			
Palm Beach County Business Development Board (Palm Beach County, FL)	14 FT	40	9	31

With the independent economic development organizations, the Board of Directors paid a fee to participate on the Board. Cities and towns were often charged at a lower level or charged a fee based on population.

Where the economic development body resided within the county, Board members were chosen by the Supervisors or County Commissioners.

THE PROCESS FOR ESTABLISHING PRIMARY FOCUS AREAS AND ACTIVITIES.

Though the director of each economic development organization strikes their own balance between autonomy and responsiveness with their Board of Directors or direct supervisors, the mission and activities of most economic development organizations are driven by the Board of Directors. The organization's mission, agenda, and performance criteria are established at strategic retreats or through a collaborative community process that engages the region's many diverse stakeholders in the development of a long-term economic development strategy.

Strategic Retreats- Examples

- The Sarasota EDC annually hosts a strategic retreat for both its Board of Directors and its Partners Council, at which time both groups determine the priorities and work plan for the following year. The Board of Directors meets five other times throughout the year with the President and staff of the EDC.
- Though the East Bay EDA only meets once a year with its 116 member Board of Directors to review and finalize the strategic plan for the following year, it meets bimonthly with its 33-member, hands-on Executive Committee who may revise or change the priorities as needed throughout the year. These meetings are generally followed by meetings of the Joint Policy Committee where select issues are discussed with other regional business membership groups & chambers.

Collaborative Economic Strategy Plans - Examples

- At Tucson Regional Economic Opportunities, Inc., the organization spent its first year in existence developing the *Economic Blueprint*, a comprehensive performance-based strategy to effectively position the Tucson region to focus on its best economic development opportunities over the coming decades. A significant part of the project involved community participation and the release of the Economic Blueprint plan followed a year of public discussion, extensive market analyses and the strategic input of the Blueprint's 47-member Steering Committee, made up of a broad-based group of public and private sector leaders.
- Sonoma County is currently undergoing a similar process to develop an economic strategic plan designed primarily to create actionable strategies to help ensure a viable business climate and healthy economy in the coming decade. The Sonoma County Economic Development Board (EDB), Pacific Gas and Electric (PG&E), the Workforce Investment Board (WIB), and the Sonoma County Water Agency (SCWA), in cooperation with a number of groups, came together to propose the development of the plan. The effort, known as the Sonoma County Innovation Council, is being overseen by an ad hoc advisory committee appointed by the Board of Supervisors and is comprised of a broad-based group of business and community leaders. Over the course of one year, the Council will make recommendations for a plan of action – including benchmarks, timelines, roles and responsibilities – to deal with the economic challenges that Sonoma County will likely face in the next 10 years. The effort is providing the county's economic stakeholders – business owners, government agencies, educational providers, business/professional organizations, and

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other interest groups – the opportunity to work together with the community in a coordinated effort to promote sustainable economic development.

FUNDING STRUCTURE AND BREAKDOWN BY SECTOR CONTRIBUTIONS

Funding in Comparative Regions

Organization (Region)	2007 Total Operating Budget	Private Sector Funding (%)	Cities & Towns (%)	County (%)	Other (%)
<i>Within California</i>					
Sonoma County Economic Development Board (Sonoma County)	\$1.3 million	only for specific projects		100%	
San Francisco Center for Economic Development (San Francisco County)	400,000	100%			
East Bay Economic Development Agency (Alameda & Contra Costa County)	1.2 million	20%	25%	25%	30%
San Luis Obispo Economic Vitality Corporation (San Luis Obispo County)	\$400,000	50%	17%	33%	
Economic Development Collaborative (Ventura County)	\$500,000	16%	38%	27%	19%
San Joaquin Economic Partnership (San Joaquin County)	\$2.2 million	72%	18%	7%	3%
Inland Empire Economic Partnership (San Bernadino & Riverside Counties)	4 million				
San Gabriel Valley Economic Partnership (within Los Angeles County)	\$900,000	56%	17%	0	28%
<i>Other Regions</i>					
Sarasota County Economic Development Corporation (Sarasota County, FL)	\$1.6 million	24%	24%	48%	4%
Business Development Board of Martin County (Martin County, FL)	approx. \$425,000	10.0%	10.0%	90%	
Tucson Regional Economic Opportunities, Inc. (Tucson & Pima County, AZ)	4 million	35%	approx 45%	approx 20%	
Boise Valley Economic Partnership (Ada, Boise, Canyon, Gem and Owyhee Counties, ID)	\$1.3 million	80%	approx 15%	approx 5%	
Franklin County Economic Development Commission (Franklin County, NC)	\$478,000			100%	
Boulder County, CO	\$230,000-250,000			100%	
Palm Beach County Business Development Board (Palm Beach County, FL)	\$2.3 Million	40%		60%	

The majority of the funding for independent economic sustainability organizations came from two areas: 1) private sector contributions, and 2) county and municipal funding. County funding for regional economic development ranged from none to 100% of the economic development agency's overall budget. In almost all cases, cities contributed to the organization's funding in proportion to their population size, budget, and interest in being part of the economic sustainability activities. Private sector funding ranged from being levied

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only on a project-specific basis to funding 100% of the overall budget. The majority of the EDCs used an “investor” or “Return on Investment” (ROI) model of private sector funding. These ROI models were based on meeting a specific set of bigger picture goals related to the economic needs of that community rather than asking for contributions for a set of programs or services. For example, the San Francisco Center for Economic Development reminds its investors that while there are many benefits to making an investment, the SFCED cannot guarantee any specific outcomes. Many organizations made a point to emphasize that they are not funded like other Chambers and business membership organizations and therefore rely on stable long term financial commitments rather than annual dues.

PERFORMANCE MEASURES AND STRUCTURE TO ENSURE ACCOUNTABILITY TO STAKEHOLDERS/ INVESTORS

Most organizations track their progress through a variety of performance measures, which are then reported back to their investors, members, and other regional stakeholders. Organizations distinguish between activity-based or direct outcomes over which the EDO has direct influence and general economic or business health indicators, which can be affected a variety of other macroeconomic trends.

Direct performance indicators correspond with specific economic development activities, programs or processes. For retention activities, they may count businesses contacted (either by phone or on site), businesses provided with technical assistance, or companies that were encouraged to stay rather than leave. For business expansion, organizations tally new site identifications, funding deals negotiated, or employees added. For attraction, they may include ad placements in national publications or trade journals, companies recruited, or trade shows attended.

Less direct indicators measure the overall economic health of the region and track unemployment rates, sales tax revenues, venture capital investments, etc.

Performance measures and program results are communicated to regional stakeholders and investors in a variety of ways:

- Through online communications: website updates, email blasts, and e-newsletters
- Through the organization’s Annual Report
- Through monthly, quarterly, or annual publication on economic trends and data
- Through verbal reports to the Board of Directors, Executive Committee, County Supervisors, or other stakeholder organizations

In some cases where the EDO has a formal contract with the county, the county has identified a specific scope of work or performance criteria that the EDO is expected to fulfill. However, most counties understand the lack of control that organizations have over macroeconomic trends and do not tie continued funding to a specific baseline level of activity or numerical goal for business retention/ attraction/ or expansion activities.

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COORDINATION WITH OTHER RELATED REGIONAL ECONOMIC DEVELOPMENT, WORKFORCE, OR BUSINESS DEVELOPMENT EFFORTS.

Because economic development is an umbrella that covers so many areas, ranging from business advocacy to workforce training and entrepreneurship development to quality of life issues, such as accessible transportation, affordable housing, and low-cost healthcare, and safe neighborhoods, many countywide economic development organizations chose to partner with other entities to address specific policies, people, or issues.

Policy Development & Advocacy

Since economic sustainability organizations with a 501c3 tax status can not do any policy advocacy or lobbying, they often share members and maintain close relationships with local chambers or business advocacy groups. In Sonoma, this organization is the North Bay Leadership Council, in San Francisco and Boise Valley, it's the regional Chamber, in Ventura County, it's the Ventura County Economic Development Association, and for the East Bay Economic Development Alliance, it's the Oakland Metropolitan Chamber of Commerce, the TriValley Council, and the Contra Costa Council.

Technical or Small Business Assistance

To provide technical assistance or business training workshops, many EDOs make referrals or work closely with their local SBA Small Business Development Center. In fact, some organizations, such as the Inland Empire Economic Partnership, even house them internally.

Workforce development & education

A region's workforce is a critical aspect of its attractiveness to companies and value-added businesses rely heavily on a skilled workforce for their competitive advantage. Most workforce development activities are supported by the Workforce Investment Act and One-Stops. The cooperation between economic and workforce development organizations is increasing across the nation and many EDOs have close relationships with their local workforce development organizations, including joint board member appointments, working committees, target industry programs, and even direct funding from the county WIB. Close relationships with local community colleges and universities are also common, especially since Community Colleges are mandated partners for federal job training programs. To meet the shared technical training needs of a specific industry, many EDOs help establish industry-driven workforce training programs in conjunction with the local community colleges and training providers. To foster entrepreneurship or recruit higher level talent, EDOs partner with local Business Schools, engineering departments, and other higher education institutions.

Film & Tourism

Film and tourism bureaus are also often found within close range of regional economic development organizations, since both contribute to the community's economy. Both the Economic Development Collaborative of Ventura County and the Inland Empire Economic Partnership house the regional Film Bureau. In Pima County, one person has responsibility for both tourism and economic development at the county level. In a previous investigation of best practices for EDCs, ECG found that "most regions had ongoing working relationships

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between economic development councils and tourism that ranged from co-marketing activities to co-location within the same building. However, each organization's operations, planning and decision-making remained separate. This separation exists due to distinct differences in both strategic and tactical functions," including funding source.⁸

Research Laboratories

Not all regions have a research laboratory or institute, but those that do often rely heavily on the lab or research center as a source of innovation for the region. EDOs can work with the lab to support the commercialization of research, encourage spin-offs to stay locally, or to have researchers address specific problems identified by local industry clusters or businesses. Many EDOs reserve a seat on their Board of Directors for the President of the research center or lab. In the case of the Northern New Mexico Regional Development Corporation, it is actually the Los Alamos National Laboratory that supports the EDO. The RDC was incorporated in 1996 as a 501c(3), nonprofit economic development organization to serve as the Department of Energy (DOE), Los Alamos Site, "Community Reuse Organization" (CRO) with a mission is to diversify the economy within the north central New Mexico region. As a result, the RDC maintains a special relationship with both the DOE and LANL.

Other Associations, Interest Groups, & Non Profits

Every region has its share of other single-issue interest groups, non-profits, think-tanks, foundations, labor unions, and community based organizations that can play an influential role in promoting regional economic sustainability. EDOs often engage with these groups on specific projects or campaigns, whether it be working with an environmental non-profit to develop a response to a statewide environmental policy, such as AB 32, with an Angel Investor Network to make sure new businesses get on their feet quickly, or with a local charity to raise money for a disaster relief effort.

Many EDOs have established formal mechanisms or process for collaborating with other community groups. The Sarasota EDC has a Partners Council, made up of representatives from labor, environmental groups, chambers, educational institutions and other associations that meets four times a year to bring up relevant issues and weigh in on the EDC's mission, structure, and implementation strategy. Tucson Regional Economic Opportunities, Inc. relied on a 47-Member Steering Committee involving many community, labor, environmental, and education groups to shape the organization's strategy and workplan for the upcoming years. When the East Bay Economic Development Alliance hosts events, they always offer the local Chambers an opportunity to serve as co-sponsors for no charge other than the \$100 annual membership fee.

⁸ *Sarasota County Economic Development Strategic Plan. Appendices.* January 2004. Prepared by the Economic Competitiveness Group, Scruggs & Associates, Inc. & John Tylee Consulting

Appendix III – List of Interviews, Marin County Stakeholders

Marin County

Susan Adams, Supervisor, District I
Judy Arnold, Supervisor, District V
Hal Brown, Supervisor, District II
Stacey Carlsen, Agriculture Commissioner
Kristin Drumm, Planner, Community Development Agency
Mary Donovan, Director, Employment & Training Branch of Health & Human Services
Steve Kinsey, Supervisor, District IV
Alex Hinds, Director, Community Development Agency
Charles McGlashan, Supervisor, District III; Board President
Dawn Weisz, Community Development Agency

Cities & Towns

Mayor Al Boro, City of San Rafael
Jean Bonander, City Manager, City of Larkspur
Ron Gerber, Director, Novato Redevelopment Agency
Pam Gibson, Consultant, Town of Fairfax
Dan Keen, City Manager, City of Novato
Nancy Mackle, San Rafael Redevelopment Agency
Anne Montgomery, City Manager, City of Mill Valley
Adam Politzer, City Manager, City of Sausalito
Michael Rock, Town Manager, Town of Fairfax
Debra Stutsman, Town of San Anselmo

Private Sector

Laura Bertone, Pax Scientific
Clark Blasedell, North Bay Family Homes
Larry Bracket, Frank Howard Allen
Caran Cuneo, PC Guardian
John Finger, Hog Island Oysters
Lynn Giacomini Stray, Point Reyes Farmstead Cheese Company
Mark Garwood, Tamalpais Bank
Elissa Giambastiani, Giambastiani Consulting
Dominic Grossi, Farm Bureau
Bruce Huff, Liberty Ship Property Management
Joseph Lemon, Sausalito Shipyard & Marina
Jill Magri, Kaiser Permanente
Haden Ongaro, Orion Partners
John Ossa, Gardener's Guild
Paul Pieri, BHW Structural Engineers

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Michael Rex, Architect
Marty Rubino, Big Cat Advertising
John Williams, City of Novato Economic Commission
Mark Wood, BioMarin

Non- Profits, Business Membership Organizations, & Chambers

Frank Borodic, West Marin Chamber of Commerce
Linda Davis, Center for Volunteer and Nonprofit Leadership
Mark Essman, Marin County Visitors Bureau
Tallia Hart, President, San Rafael Chamber
Brigitte Moran, Marin Farmers Markets Association
Cynthia Murray, North Bay Leadership Council
Michelle Rodriguez, Workforce Investment Board
Connie Rogers, San Anselmo Chamber
Coy Smith, Novato Chamber
Cecilia Zamora, Hispanic Chamber

Marin Economic Commission

Marilee Eckhert, Marin Conservation Corps
Mark Horick, Skywalker Properties LLC.
Klif Knoles, Marin Builders Association
Phil Kranenburg, Kranenburg Funds
Garry Lion, Mill Valley City Councilmember
Andrew McCullough, Syufi Entertainment
Kay Moore, Marin Association of Realtors
Bill Scott, North Bay Labor Council
Constance Washburn, Marin Agricultural Land Trust
Patsy White, Marin Housing Council

Colleges & Universities

Ken Porada, Dominican University
Nanda Schorske, College of Marin
Steve Quirt, UC Cooperative Extension

Appendix IV – List of Interviews, Economic Sustainability Organization Best Practices

- Hank Atha, Deputy County Administrator, Community and Economic Development, Pima County, AZ
- Kathy Bayliss, President & CEO, Sarasota Economic Development Corporation
- Ron Blank, Economic Development Division, West Palm Beach County, FL
- Jeff Boland, Department Analyst, Sonoma Economic Development Board
- Ron Bunch, Executive Director, Business Development Board of Martin County
- Shelley Burcham, San Joaquin Partnership
- Bill Carney, President & CEO, Inland Empire Economic Partnership
- Megan Davis, Policy Analyst, Boulder County Commissioners' Office, CO
- Ronnie Goswick, Director, Economic Development Commission
- Liz Hanson, Economic Development Liaison, City of Boulder, CO
- Paul Hiller, Executive Director, Boise Valley Economic Partnership
- Dana Lilley, Senior Planner, County Planning and Building Department, San Luis Obispo County, CA
- Bruce Kern, Executive Director, East Bay Economic Development Alliance
- Michael Manchak, San Luis Obispo Economic Vitality Corporation
- Kate Noble, City of Santa Fe
- Shawn Rowan, Assistant Vice President, Research, Business Development Board of Palm Beach County, Inc.
- Joe Snell, President & CEO, Tucson Regional Economic Opportunities, Inc., AZ
- Bruce Stensli, President & CEO, Economic Development Collaborative- Ventura County
- Ben Stone, Director, Sonoma Economic Development Board
- Meghan Tymoff, Director of Business Development, San Francisco Center for Economic Development
- Ron Wood, President & CEO, San Gabriel Valley Economic Partnership

Appendix V: Exploratory Committee Members

Sector/ Type	Organization	First Name	Last Name	Title
Public Sector/ Government				
County	Marin County	Charles	McGlashan	Supervisor
County	Marin County	Judy	Arnold	Supervisor
County	Marin County	Alex	Hinds	CDA Director
County	Marin County	Kristin	Drumm	Planner
Cities & Towns	Marin County Council of Mayors & Councilmembers	Garry	Lion*	Council Member
Workforce/ Education				
Education	Dominican University of California	Ken	Porada	Provost
Education	College of Marin	Nanda	Schorske	Dean
Business Association	WIB of Marin	Michelle	Rodriguez	Director
Chambers & Associations				
Chamber	San Rafael Chamber of Commerce	Tallia	Hart	President/CEO
Chamber	Novato Chamber of Commerce	Coy	Smith	President/CEO
Tourism-Assoc	Marin County Visitors Bureau	Mark	Essman	Director
Labor	Marin County Building Trades Council	Bill	Scott*	Labor Council Delegate, Marin County Building Trades Council
Agriculture	Marin County Farmers Market Association	Brigitte	Moran	Executive Director
Construction	Marin Builders Association	Klif	Knoles*	
Private Industry				
Clean Tech	Pax Scientific	Laura	Bertone	CFO
Finance	Tamalpais Bank	Mark	Garwood	CEO

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Sector/ Type	Organization	First Name	Last Name	Title
Advertising	Big Cat Advertising	Marty	Rubino	CEO
Utility	PG&E	Marie	Gaynor-Murphy	Community Affairs
Health	Kaiser Permanente	Pat	Kendall	Hospital Administrator/ North Bay Leadership Council Chair
Real Estate	Orion Partners	Haden	Ongaro	
Entertainment	Syufi Entertainment	Andrew	McCullough	Syufi Entertainment
Non-Profit	Center for Non Profit Leadership	Linda	Davis	President
Non-Profit	Marin Agricultural Land Trust	Constance	Washburn*	Education Director
Non-Profit	Marin Housing Leadership Alliance	Patsy	White*	
Non-Profit	North Bay Family Homes	Clark	Blasdell	CEO
Non-Profit	Marin Conservation Corps	Terry	Hennessey	Executive Assistant

* Members of the Marin Economic Commission are marked with an asterisk.