

POLICY WATCH – July 2015

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These are the dog days of summer and as climate change takes hold, we are facing more dog days than ever before. In this issue, we look at one of climate change's biggest impacts: drought and what behavioral changes we need to make as dry, hot weather becomes the new normal. Join us in Doing 5 Things to secure our water future!

Another North Bay challenge is the need to find sustainable funding for the state highway system and local roads. NBLC is tracking the Extraordinary Session on Transportation and urging support for bills that will help the North Bay's infrastructure get the funding to make improvements and do sorely needed maintenance.

We also look at the growing skills gap and talent shortage. What can companies do to retain and attract the best employees? One way is offering more training. What will companies do if they can't find the talent they need? Two options are to go where the talent is or embrace more automation. Read the article to see all of the impacts stemming from job candidates lacking the skills employers need and the highest number of job openings in decades. The good news is that solutions are available!

Let's make a difference together!

Best,



Cynthia

5 Things to Know and Do NOW to Secure Our Water Future

Ellen Hanek, Senior Fellow and Center Director, Public Policy Institute of California, shares five things we should know about water in making decisions about creating a sustainable water supply (*Five Things You Need to Know About Water*, Fox & Hounds, April 13, 2015). Hanek's five points are:

“Water is complicated. There are no silver bullet solutions to California's water problems—whether it be desalination, new reservoirs, or conservation. We need to be thinking about combining a lot of different tools and strategies. This also means that there are almost always unintended consequences, even for solutions that seem like no brainers. As an example, there's a lot of public interest—and funding—now available for increasing local drought resilience by reusing treated wastewater. However, more water reuse often means less treated wastewater gets returned to rivers and streams, where it provides important environmental benefits and supplies for downstream communities. This doesn't mean we shouldn't be doing these projects, but it does mean we need to be aware of the consequences and trade-offs.”

“We have to go after more than the low-hanging fruit. The low-hanging fruit types of solutions tend to be incremental and piecemeal in nature. This is fine for things that can change incrementally, like improving water use efficiency. But some tough problems—like meeting the co-equal goals of water supply reliability and ecosystem sustainability in the Delta—will require tough, expensive, and politically difficult solutions.”

“Water solutions almost always have both winners and losers. This is obvious in a case like the Delta, where it’s simply not possible to find a fix that will make everyone better off. That’s because every available option involves tradeoffs in which at least one party doesn’t fare as well, whether it’s farmers in the Delta, farmers in the San Joaquin Valley, urban residents south of the Delta, or the Delta’s native fish and wildlife. It’s also true for projects that people like to think of as win-win, such as flood protection projects that move levees back to make more room for rivers. These projects also improve wildlife habitat, but they usually cost more than traditional flood control projects. As a society, we can aim for solutions that get the most benefits per dollar spent, but we also need to consider how to soften the blow if some groups are disproportionately bearing the costs.”

“Crises create hardship, but also opportunity. In particular, crises create openings to achieve major reforms that might not be possible in normal times. Thanks to a string of crises—and to bold action by leaders at the local, state, and federal levels—California is now experiencing a period of extraordinary change in water policy: In 2007, in the wake of Hurricane Katrina in New Orleans, we enacted legislation that doubled the federal standard of flood protection for cities in the Central Valley. In 2009, in the third year of drought, we adopted a legislative package that required more conservation, better water use reporting, and a new governance structure for the Delta. In 2014, in the midst of a much more severe drought, we enacted historic legislation that empowers and requires local agencies to sustainably manage our threatened groundwater basins. Much work lies ahead to effectively implement all of these reforms, and more big changes will be needed in other areas, such as finding ways to fill critical funding gaps in our water system.”

“It’s hard work, but it’s not hopeless. We’ve been making progress in addressing some key challenges, including improving the reliability and quality of our water supplies, and preparing to weather droughts and floods. Perhaps the toughest—and most conflict-ridden challenge we face in California water is reversing the decline of our native aquatic ecosystems, which have been failing despite several decades of well-intentioned environmental laws and investments... California needs to ground policy decisions in reliable, non-partisan, science-based diagnoses of problems and potential solutions.”

As we hash things out at the state level, there is much we can do at the local level to deal with the drought. By doing the 5 things listed below, you will do your part to help the North Bay weather the fourth year of drought and begin to make the behavioral changes required by climate change so we can secure our water future.



NORTH BAY
Water Sustainability
Coalition

**Act Now to Secure Our
Water Future!**

5 Things You Can Do Now!

We all need to do our part in the drought.

- 1** Let your lawn go golden.*
Replant in October with drought resistant plants and drip irrigation.
- 2** Replace old toilets with high efficiency toilets that use as little as 0.8 gallons per flush.
- 3** Look for leaks and fix any leaking pipes, irrigation, toilets or faucets.
- 4** Take a fast shower — reduce shower time by 2 minutes.
- 5** Use a bucket to capture shower “warm up water” and use for other household needs.

*Rebates and free products may be available — go to www.wateroff.org



SONOMA - MARIN
SAVING WATER
PARTNERSHIP

**We're in a drought.
Turn the Water Off.**

Will the State's Extraordinary Session on Transportation Produce Extraordinary Results?



Governor Brown called for an Extraordinary Session post-budget approval to look at how to close the funding deficit for the state's highway system, which Dan Walters says, "has fallen into disrepair, with spending on maintenance only a third of what's needed." The special session will look for ways to raise \$3 - \$6 billion a year in new revenues to create a 10 year maintenance program. The costs exceed \$299 billion to address the state's 10-year unfunded transportation needs. According to Walters, even if the Legislature reaches agreement, "It would be just a stopgap while the state seeks a much-needed, long-term overhaul of

transportation financing that moves away from the outmoded gas tax."

But any additional funding would be well invested in improving California's road conditions, which rank 45th out of 50 states, according to the state Transportation Commission. NBLC and other business organizations applaud the focus on critical infrastructure needs during the special session, and want to support efforts to see that our state and local jurisdictions provide well maintained local roads, highways, and public transit systems for all of our businesses and residents.

With that in mind, we hope that the solutions crafted by the Legislature do the following:

Make a substantial investment in transportation infrastructure: NBLC supports all revenue enhancing options to go towards transportation purposes. In order to truly make an impact, we stand ready to support a significant investment. Any package should attempt to raise three to six billion dollars annually, and remain in place for a ten-year period. Specifically, we support considering increasing user fees such as excise tax, diesel fuel tax, Vehicle Registration Fees, zero-emission vehicle registration fees, and other revenue enhancing options such as the transferring of cap and trade funding to transit projects that reduce greenhouse gas emissions.

Expedite project delivery: We urge you to consider options that allow for more streamlined project deliveries. We support Public-Private Partnerships, as well as reducing permit delays and establishing timelines for actions required by state agencies. Since 2010, we have been supportive of modernizing CEQA to limit frivolous lawsuits that can hold back development projects. This includes transportation or transit-oriented developments, which cost not only years of postponement, but up to millions of dollars in litigation efforts. Any efforts to include language around modernizing aspects of CEQA in regard to transportation projects in this package would be greatly appreciated.

Ensure transportation revenues are protected: Any transportation package should include protections against using newly generated transportation revenues for any other purposes. Voters will support raising fees if they can be assured that they will not be diverted away to fund other needs. From our perspective, it might even be worthwhile to consider making a constitutional amendment to best project transportation funds.

Share revenue equitably between local and state roadway systems: We support sharing revenue equally between cities, counties, and state roadway systems. Both have a substantial backlog in maintenance,

and both need to be addressed in a timely manner. Furthermore, we also support directly providing funding to cities and counties to help with accelerating projects.

Address Trade Corridors and goods movement infrastructure: The major transportation and trade corridors in California are essential to moving goods and services to and through California. We support dedicating a portion of any new transportation revenues to the Trade Corridor Improvement Fund.

Beyond these priorities, NBLC supports:

AB 157 (Levine): Expedites the re-opening of the third lane on the Richmond-San Rafael Bridge.

ABX1-1 (Alejo): Redirects funds from the General Fund back to transportation accounts used to repair and update California roads and highways.

ABX1-2 (Perea): Removes the sunset date of January 1, 2017, for Public-Private Partnerships (p3s) and retain them as an option for transportation infrastructure.

ACA4 (Frazier): Would place on the ballot the question of whether taxes for transportation projects should be approved with just 55% of the vote instead of the current two thirds approval requirement.

SB9 (Beall): Allows the Transit and Intercity Rail Capital Program to accommodate a wider variety of transit projects and, thus, maximize the total amount of reductions in greenhouse gas emissions that could be realized under this program.

Improving transportation, locally and statewide, is an essential element of our state's economic ecosystem and ability to be economically competitive. Third world countries have better roads and highway systems than the 8th largest economy in the world!

What Employers Can Do about the Growing Talent Shortage and Worsening Skills Gap

Increased job openings and fewer candidates applying for jobs are evidence of a growing talent shortage and worsening skills gap. According to Alan Kaplan in *Are you preparing for the ever-worsening skills gap?* (Smart CEO), "the ratio of job seekers to job openings dropped from 7:1 in 2009 to 1.7:1 in early 2015." And as the Baby Boomers retire, that ratio will probably get more painful. The war for talent is on!



Instead of wringing their hands, some employers are taking steps to solve the problem. Employers are exploring how they can introduce more training of existing employees, and work on development of early career talent. Says Kaplan, "Employers should be hiring individuals with the right education, skills and potential, and developing those people."

The U.S. Chamber of Commerce Foundation has created the "Talent Pipeline Management Initiative," to encourage employers to "start treating talent development the same way you handle supply chain management." The talent-pipeline management framework suggests employers:

- “Give talent management the same priority and effort throughout their organizations as securing essential supplies
- Think beyond their regions and partner with whatever education or professional development organizations are best suited to foster needed skills; and
- Stretch beyond hard-skills training to develop “whole persons” with solid interpersonal skills, communication skills, business acumen and management skills.”

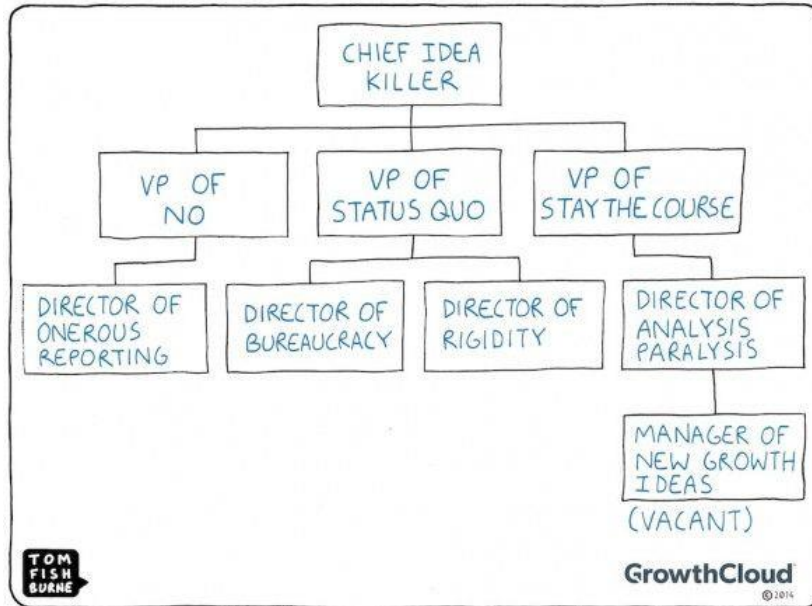
AT&T has also tackled this skills mismatch/talent shortage problem (Indeed Blog, March 19, 2015). Jennifer Terry, Director of Strategic Staffing Initiatives at AT&T, says, “We’re doing the type of tactical planning that ensures everyone who works for AT&T can continue their education, and build the specific skills that are going to be most relevant in the next three to five years. One way we’ve done that is to build a fully automated database and holistic competency package that allows each employee to see how their current skill set measures up against the skills that will be in demand in 2020. They can compare what they’re currently doing to what might be interesting to them in the future. From there, we’re able to recommend classes or certifications they could take to develop those skills. And then, they can update their profile to reflect their new training.”

Doing this allows AT&T to look internally first to fill new positions and offers employees the “kind of career that carries them through changes in technology, changes in the labor market and any changes that our industry might undergo.”

Other things employers are doing is getting more involved in education. Seeking more STEM graduates, Chevron and Lockheed Martin formed Project Lead the Way (PLTW). Toyota partnered with PLTW to create the Advanced Manufacturing Technician (AMT) program to meet a need for more technicians, which is also increasing in the North Bay. Kaplan says, “The AMT program is a two-year, work-study program that enables high-school graduates to earn associate degrees and get training at Toyota facilities. To date, nearly 90% of AMT graduates have gone on to fill skilled technician posts at Toyota. The company is so pleased with the results that it is currently expanding the AMT program throughout North America.”

Partnerships are very important to improve the skills of entry level workers. Work-based learning opportunities have proven to make a positive difference, especially when employers clearly identify the skills necessary to execute their business plans. Recognizing that changes need to be made on both the supply and demand side is a key predictor of success.

The employers who recognize that post-recession, it is now the job seekers who are in the driver’s seat, so now employers need to become talent destinations if they are to attract and retain the talent they need. If the North Bay wants to end the skills mismatch and beat the talent shortage, then it will be necessary to recruit, hire and develop their workforces more strategically, as well as to partner with education and like industries to better prepare the workforce to meet their needs.



Members in the News

St. Joseph Health to Offer Free Medicare Seminars

St. Joseph Health is offering free Medicare seminars in Sonoma and Napa counties. The seminars are open to the public and will be offered at Petaluma Valley Hospital, Santa Rosa Memorial Hospital and Queen of the Valley Medical Center.

Marin Voice: Marin supports more affordable housing

Last fall, Marin's 12 jurisdictions faced a monumental political challenge: to build, before May, the framework for a more vibrant and inclusive Marin.

Buck Institute Study Points to Safer Use of Age-Extending Drug

New research by scientists at the Buck Institute for Research on Aging in Novato shows that rapamycin, a promising drug for an array of age-related diseases, can be effective when used only intermittently.

Hanson Bridgett Hires Senior Care Heavyweight and Grows Firm by 2

Hanson Bridgett LLP is pleased to welcome Douglas Armstrong and Samir J. Abdelnour to the firm. The firm has added a total of 10 attorneys since January 1.

Global Scientific Community Comes Together to Preserve Galapagos

Sonoma State University geology professor Matt James is passionate about the Galapagos Islands' importance to the scientific community.

Nelson Named 2015 Best Job Placement Service by North Bay Biz Magazine

Nelson is proud to have been named Best Job Placement Service by North Bay biz magazine for the 15th year running! This article by Juliet Porton looks at how Nelson has built long-term relationships and custom workforce solutions for clients over the past 45 years, and how Nelson continues to adapt to new industry trends to meet customers' needs.

Sokhom Mao, Graduate of Sunny Hills' Foster Youth Program, is Honored at White House

San Anselmo, CA, May 20, 2015. Sokhom Mao, a former foster youth and 2005 graduate of Sunny Hills Services' "Real Alternatives for Adolescents" (RAFA) program, was presented with the "Champion of Change Award" at the White House yesterday.

Comcast To Give Download Speeds A Boost

The company said Tuesday that it would be boosting the download speeds of certain customers without raising their bills.

Woodruff-Sawyer & Co. How Looking Beyond a Calamity Can Help Mitigate Other Issues

Preparing for a major loss event — an earthquake, a significant data breach, a devastating fire — requires companies to take a broader view of the potential impact from a total-risk standpoint, whether damages affect property, employees or multiple areas of a company.

BioMarin Announces FDA Accepts Drisapersen NDA for Treatment of Duchenne Muscular Dystrophy Amenable to Exon 51 Skipping

BioMarin Pharmaceutical Inc. (Nasdaq:BMRN) today announced the U.S. Food and Drug Administration (FDA) has accepted for review the submission of a New Drug Application (NDA) for drisapersen for the treatment of Duchenne muscular dystrophy (DMD) amenable to exon 51 skipping, and the Prescription Drug User Fee Act (PDUFA) goal date for a decision is December 27, 2015.

PG&E and NCLR Powerful Forces in Fight for Equality

PG&E Contributes \$250,000 to Leading LGBT Advocacy Organization as Part of its Commitment to Diversity

PG&E Introduces a Long-Term Career Veterans Hiring Initiative

"1,000 Careers Project" Aims to Hire 1,000 Veterans Into PG&E Careers Over Next Eight Years

Calico taps space, aging research deal with Buck Institute

Calico Life Sciences LLC — the Google Inc.-backed aging research company led by former Genentech Inc. CEO Art Levinson — signed a research deal with the Buck Institute for Research on Aging that includes setting up shop at the institute's Novato complex.

PG&E Using Daily Air Patrols to Help Detect Wildfires

Patrols Successfully Spot, Report Fires in First Few Days of Operations

DOMINICAN WELCOMES DR. ASHLEY FINLEY

Dr. Ashley Finley, whose research focuses on student learning and student success in higher education, has been named Associate Vice President for Academic Affairs and Dean for the Dominican Experience, effective August 1.

DOMINICAN UNIVERSITY GLOBAL LEARNING EXPERIENCES TAKE STUDENTS TO INDIA, MEXICO

The summer programs are organized through Dominican's Global Education Office. From working alongside medical professionals in Mexico to studying ancient Tibetan Bönpo culture and religion through a service-learning course in India, students and faculty are enjoying stimulating global learning experiences this summer.

VERIHEALTH PARTICIPATES WITH PETALUMA FIRE DEPARTMENT WITH HANDS ONLY CPR EVENT AT KENILWORTH JUNIOR HIGH SCHOOL

Verihealth was proud to participate with Petaluma Fire Department for a Hands Only CPR event at Kenilworth Junior High School in Petaluma, Ca.

Kaiser Permanente Plans to Build Hospital at Sacramento Railyards

Kaiser Permanente, a leader in advancing the total health of its members and communities, today presented details of a plan to build a hospital in the Sacramento Railyards, anchoring development in an area described by city officials as key to the revitalization of downtown Sacramento.

Public Voting Begins on \$100,000 Tech Challenge to Empower People with Disabilities

July 1, 2015 — Public Voting opens today for the "Popular Choice" winner of the Connect Ability Challenge, a technology competition sponsored by AT&T* and New York University's ABILITY Lab.

Kaiser Permanente Leader Honored for Contributions to Fighting Infections

Sue Barnes, RN, Kaiser Permanente's national program leader for infection, was recently honored with the 2015 President's Distinguished Service Award from the Association for Professionals in Infection Control and Epidemiology.

California Bank & Trust Recognized as Leading Business Bank by Greenwich Associates

California Bank & Trust (CB&T), as part of Zions Bancorporation, received 24 Greenwich Excellence Awards for achievement in Small Business and Middle-Market banking.

Buck Institute in Novato helps identify genetic link to chronic itch

Researchers at the Buck Institute for Age Research in Novato and the University of California at Berkeley have discovered a genetic link that might lead to new treatments for chronic itch.

Redwood Credit Union Save Energy & Money with Solar

North Bay Credit Union Makes the Switch to Solar Power

SolarCraft Earns Gold as a North Bay Green Business

North Bay Biz awards the North Bay's Best

Canine Companions Celebrates 40 Years of Independence

For Canine Companions for Independence, this weekend is not only the celebration of America's Independence Day, but it also marks the official celebration of the organization's 40th anniversary.

Redwood Credit Union Offers Free Document Shredding Event in Marin

Redwood Credit Union (RCU) is hosting a free document shredding event for the community on Saturday, July 18 from 9 am to 12:30 pm at Novato Community Hospital parking lot at 100 Rowland Way in Novato.

Congratulations to the NBLC Companies that Employ the honorees for 2015 Women in Business Awards

We are proud to recognize a record number of recipients this year — 22 women — from a broad spectrum of professions including wine, biotech, law, accounting, banking, health care, wealth management, higher education, human resources and small business.

Canine Companions for Independence In the Community

Imagine not being able to open a door, answer the phone, hear a fire alarm or even pick up a pencil. Think what it would be like to have people stare at you because you're in a wheelchair or to feel isolated and, alone because you're "different."

Kaiser Permanente's San Rafael Hospital Recognized for Environmental Stewardship

The San Rafael Medical Center honored again by Practice Greenhealth

Ghilotti named one of 50 largest Bay Area family-owned businesses list - San Francisco Business Times

The 50 biggest family-owned businesses in the Bay Area generated \$20 billion in revenue in 2014. From clothing and electronics retailers to wineries, jelly bean manufacturers and construction companies, we rank the largest local family companies on revenue last year.

Read more online at www.northbayleadership.org/news



Who We Are

Over twenty years ago, business leaders founded the North Bay Leadership Council on a simple premise: We can accomplish more by working together. Today, the Council includes 45 leading employers in the North Bay. Our members represent a wide variety of businesses, non-profits and educational institutions, with a workforce in excess of 25,000. As business and civic leaders, our goal is to promote sound public policy, innovation and sustainability to make our region a better place to live and work. For more information: Call

707.283.0028 / E-mail info@northbayleadership.org
www.northbayleadership.org