

## POLICY WATCH – December 2018

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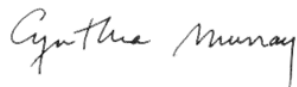
What do the holidays mean to you? Whether you celebrate Christmas, Hanukkah, Kwanzaa or another holiday, for most of us it means being with those we love. To enjoy those who are nearby, and ache for those who can't come home or who have passed away.

It is a time of shared experiences, passing on traditions, making memories for generations like making cookies, hanging familiar ornaments, eating Holiday Ham, the special eggnog recipe, the post-dinner walk, or watching the football game.

The holidays are when we are encouraged to think of others, to not only buy presents for family, but donate to charities. It is when many nonprofits receive the money they need to operate for another year, when families in need get food baskets and toys for their children's gifts from Santa, a time of service for many people who pack those food baskets, serve dinner at shelters and sell Christmas trees to raise money for worthy causes.

The holidays are also a time to dream of peace on earth and goodwill to all. From all of us at NBLC, we wish you peace, love, and joy this Holiday Season and throughout 2019!

Best,



Cynthia

### Want to Help Solve the Housing Crisis? Add an Accessory Dwelling Unit

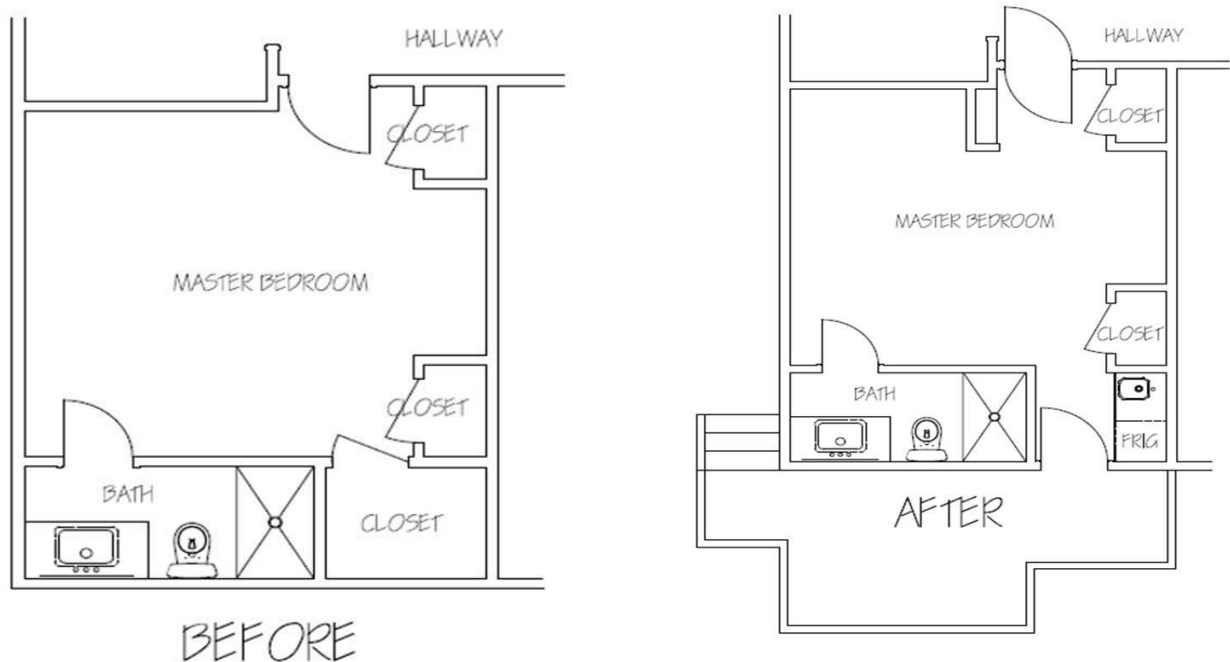
In [California ADU Applications Skyrocket After Regulatory Reform](#), by Josh Cohen, Next City, ([Link](#)) we learn that "In 2016 and 2017, the California state legislature passed a slew of reforms reducing regulations on accessory dwelling units (ADU) such as basement apartments, garage conversions and backyard cottages. The reforms address ADU parking requirements, the permitting process, design requirements, fees and more. The state sees ADUs as a small part of a [broad effort](#) to address its housing crisis as demand outpaces housing supply and housing costs rocket ever higher." The 2016 legislation also creates a path for illegal ADUs to become official.

The move to make it easier to create accessory dwelling units is not just coming from the state. There is also a push at the local level with many cities and counties taking actions to further ease the way for homeowners to add ADUs. There is also a new category, the **Junior accessory dwelling unit (JADU)** which is a unit that is no more than 500 square feet in size and contained entirely within an existing single-family

structure. A junior accessory dwelling unit may include separate sanitation facilities or may share sanitation facilities with the existing structure.

Says Cohen, “According to a recent [New York Times report](#) on California housing, more than half the land in both San Francisco and Los Angeles is filled by neighborhoods in which 90 percent of the housing is single family homes. Most California cities have similarly prevalent single-family zoning. ADUs could greatly increase the housing stock in those zones... ADUs are rarely used as subsidized affordable housing. But because of their size, cost of construction and the fact that they’re usually built by individual homeowners instead of development companies, ADUs are often rented at below market rate. Another Turner Center [report](#) from 2017 found that 58 percent of ADU owners rent their units at below-market rates.”

The Bay Area Council Economic Institute estimates that the region could add 400,000 ADUs if a quarter of Bay Area homeowners built them. They point to cities like Vancouver, where more than a third of single-family homes have secondary units.



Virginia Postrel in [California turns to homeowners to fix a crisis](#), Sacramento Bee, ([Link](#)), says “A separate apartment can provide rental income, space for relatives or caregivers, or a more manageable place for an aging homeowner to live while renting out the larger dwelling. Having an accessory unit can make it easier for people to stay in their homes as they get older, or to afford new homes when they’re young. Even people who don’t want to build their own accessory units can appreciate having the option to do so. It makes their property more valuable.”

Postrel continues, “Equally important, the new units leave neighborhoods looking largely undisturbed. They make the housing market more dynamic while appeasing the demand for stability. “An accessory unit in the backyard, you don’t really see it,” says Garcia. “It’s probably not going to be taller than the primary residence. It’s easier for people to accept as a way to add housing to their neighborhood.” Instead of them - big, bad developers - the builders are likely to be us, people who live down the street.”

**Elijah Chiland** in What to know about ADUs in Los Angeles, Curbed LA, ([Link](#)) says, “State law allows homeowners in single-family neighborhoods to build an accessory dwelling unit as long as there’s room for it on their property. How much room? A detached ADU will need to be at least 10 feet from the main residence and 5 feet from any property lines. One big element of the new state law is that cities can't require parking for ADUs within a half-mile of a major public transit stop. That means that a lot more people will be able to construct them without also figuring out how to add a parking space—or clearing out clutter from their garage.” Local jurisdictions may have approved variations on these numbers so check with your city or county.

In the City of Santa Rosa, certain development impact fees for ADUs have been reduced. The amount to be paid for each of the following fees is identified in the chart below:

- Capital Facilities fees
- Parks fees

Unit Size (Square Feet)		Percentage of Impact Fees Assessed (the % of the fee to be paid by the applicant)
Larger Than	Up To	
Internal Conversion		0%
-	750	0%
751	950	25%
951	1,200	50%

#### Utility Connections and Fees

Pursuant to Zoning Code Section 20-42.130(D)(3)(b), no new or separate utility connection, or related connection fee or capacity charge, will be required for the following ADUs:

- Internal conversions of existing space within a single-family residence or an accessory structure; or
- New ADUs (detached or attached) that are 750 square-feet or smaller.

The immediate market response has been extraordinarily quick. Last year, the number of building permits for ADUs in California shot up 63 percent, to 4,352, according to Attom Data Solutions, an Irvine-based real estate data company. House flippers are starting to see adding accessory units as a way to increase value enough to make investing in larger houses in particular pay off. The City of Santa Rosa reports that many of the homeowners who are rebuilding homes lost in the fires of 2017 are adding ADUs to their rebuilds.

So if you are looking to help house a teacher, healthcare worker or student, please consider adding an ADU or a JADU to your property. Homeowners can do a lot as individuals to help solve the housing crisis while benefiting themselves and making their own financial circumstances more secure.

Said one homeowner, Debbie Sharrat, “We think (a backyard house) is beneficial to us and beneficial to the community, and it seems financially sustainable over the long term. The Bay Area needs more housing, and this is a pretty easy way to do it.”

For more information, contact your local jurisdiction. There is also a free workshop on adding JADUs on Thursday, February 7, from 9:00 a.m. – 11:00 a.m. at Whistlestop, 930 Tamalpais Ave., San Rafael. For more information, contact [support@agingactioninitiative.org](mailto:support@agingactioninitiative.org).

## North Bay Leadership Council Welcomes Vintners Inn/John Ash & Co. as a Member



V I N T N E R S I N N



JOHN ASH & CO

North Bay Leadership Council welcomes Vintners Inn LLC as a new member. Vintners Inn is a California Green Certified, 78-room boutique hotel spanning a 92-acre property in Sonoma County’s Russian River Valley. In addition to the four-diamond hotel, there is the famed [John Ash & Co. Restaurant](#), [The Front Room Bar & Lounge](#), River Vine Cafe, and new Vi La Vita Day Spa.

Craig Nelson, chair of North Bay Leadership Council and chair of Nelson Family of Companies, said, “We are excited to have Vintners Inn join as they are a leader in the hospitality industry and a great example of why the North

Bay is a tourist destination. We look forward to working with them on issues like housing their workforce, increasing economic vitality and improving transportation.”

Vintners Inn is a standout in many ways. They are one of the select group of hotels to have been awarded the Environmentalist Level in the California Green Lodging Program by the State of California’s Department of General Services. Environmentalist Level hotels are required to have a written environmental policy in place and to meet all seven of the program’s criteria: waste minimization, reuse/recycling, energy efficiency, conservation and management, waste management, freshwater resource management, hazardous materials management, and environmentally and socially sensitive purchasing policies.

In addition, Vintners Inn has received other recognition such as being named a Conde Nast Traveler Reader’s Choice Top 10 Northern California hotel, rated one of the Best Hotels in Sonoma by TripAdvisor and US News; and being lauded by many travel publications.

The John Ash restaurant is also award-winning. It was the first Sonoma restaurant to introduce the concept of cooking with seasonal, locally sourced foods and produce while pairing exceptional recipes with wines from the region.

Percy Brandon, General Manager, will be the member representative. Said Brandon, "We want to be a member of NBLC because they are leaders in the North Bay on issues that we want to help improve and problems like workforce house we want to solve. We look forward to working together to make the North Bay the best it can be."

Brandon served as General Manager of the Napa Valley Grille for 5 years before taking over at Vintners Inn/John Ash & Co. in 2000. Since then, Brandon has spearheaded multiple expansions and remodels there, the opening of the Event Center and the Spa and additional rooms, and the establishment of the restaurant/inn as a prime destination for tourists and locals alike. He's served on multiple boards (including the Sonoma County Tourist Board, Santa Rosa Metro Chamber of Commerce, and United Way). Brandon has been honored with a Spirit of Sonoma and Best of NorthBay Biz awards.

## Uncomfortable Things That Will Make You More Successful

Meghan Keaney Anderson writes in HubSpot ([Link](#)) about how to become more successful by breaking out of your comfort zone. In looking ahead to the New Year, try some of the tips Anderson offers in [15 Uncomfortable Things That Will Make You More Successful](#). Here are some of my favorite tips (for the full list, go to the link):

### 1) Learning to Take a Compliment

Tell me if this sounds familiar: You work exceedingly hard. You've honed your skills. You know when you've done great work and take a quiet pride in it. And yet, the moment someone verbalizes it in the form of a compliment you can't seem to string two words together. Instead, you revert into one of the following:

- The babbling-response.
- The self-deprecating response.
- The total and complete blackout.

That nonsense has to stop. Here's how to take a compliment:

1. Realize that someone is paying you a compliment.
2. Let them finish.
3. Seriously, let them finish.
4. Take a breath.
5. Smile and say "Thank you. That's really good to hear."
6. Move on in the conversation. Don't over-explain. Don't undercut yourself. Just thank them sincerely and move on with a question about how their work is going.



Why is this so hard? According to a study by Acknowledgment Works, **nearly 70% of people associate embarrassment or discomfort with the process of being recognized.** Sometimes, this response is caused by the dissonance we feel when someone contradicts our own self-doubt.

But that doesn't explain why people who are genuinely proud of themselves still balk at hearing that same praise from others. For those people, it often comes down to a learned-response. In other words, you are

awkward when you receive compliments because I am awkward when I receive compliments -- or, if not me, then your mom; your co-workers; your icons. We're all making each other squirm.

One way to turn that discomfort on its head is to realize that the compliment has more to do with the person giving it than with you. "When someone is complimenting you, they are sharing how your actions or behaviors impacted them," explains Business Psychologist Mark Goulston. "They are not asking if you agree." So don't rob them of that moment.

### 3) Working with Data

If you don't take to math easily, then delving into data can be intimidating. But learning to use data to find opportunities and underscore your points is a game-changer in your career.

The trick to mastering data is to learn it in context. Start by getting to know the core metrics that reflect your work. Play with spreadsheets at the close of a month. Learn to recognize trends. Alter the data to see how moving one metric would influence the others. The more time you spend with the data the more natural interpreting it will become. Once you've done that, you can dig into the tougher stuff.

Here are a couple of resources to get you started:

- *How to Use Excel: Essential Training for Data-Driven Marketing*: A downloadable resource that includes videos, instructions for how to do specific things in Excel, and advice for using Excel to build reports.
- *14 Simple Excel Shortcuts, Tip & Tricks*: A blog post with step-by-step instructions for creating pivot tables, filters, conditional formatting, VLOOKUPS, and more. Harry Potter references and GIFs included.
- *10 Excel Tips and Tricks Every Marketer Should Know*: A blog post teaching you how to create a histogram and what exactly regression analysis entails. It's a good time for all.
- *Data Smart*: A book by Data Scientist John Foreman, who is a wizard at taking the complex and putting into approachable and even entertaining terms. While this book isn't exactly an easy read, I can assure you it's worth every minute invested.

### 5) Taking Critical Feedback

This one stings sometimes, but it's important. Learning to hear criticism without turning your back to it can be one of the most fortifying achievements of your career.

Think of critical feedback as a cheat sheet. In giving you direct feedback, your manager or colleague is giving you a shortcut -- your own personal konami code -- to becoming better at your job.

Sometimes, even with the best intentions, taking feedback well can be a struggle. Your impulse will be to protect yourself; to get defensive, or stop listening. So, be conscious of it. Much like accepting a compliment, take a breath when you realize critical feedback is coming your way. Listen to it all without interruption. Write down what you can. Then, ask questions to make sure you're interpreting it right.

### 6) Giving Critical Feedback

The only thing worse than taking critical feedback is giving it. I've written about this before: Whether you're a manager or a friend, feedback is an opportunity to help someone get better. Don't waste it. Good coaches give feedback directly and with respect. Don't try to soften the blow or talk around the feedback. Doing so may make you feel better but it will only serve to confuse them.

If you're struggling to be direct, try one clear line followed by detail. For example, "John, what you're doing isn't working. Let's talk through why..."

In addition, feedback is always most constructive if accompanied by recent concrete examples. Telling someone they have a bad attitude isn't helpful -- it's far better to point to a precise moment in which that bad attitude showed up, and then explain how moments like that can become detrimental in aggregate. Ultimately, knowing how to improve is as important as knowing *what* to improve. The person receiving the feedback should leave the conversation feeling empowered to change, not broken down. (Here are some more tips on how to give negative feedback without sounding like a jerk.)

## 7) Fighting through Conflict

You know what's more uncomfortable than fighting through a conflict with someone? Settling for an uninspired compromise, and then gossiping about that person over drinks with your coworkers. That's WAY more comfortable than conflict. (Not to mention, way less productive.)

There are two ways conflict negotiations get botched: Either one side gives in too easily, or both sides are too inflexible to make resolution possible. The cleanest way through conflict is to try to discover what's motivating the other person. Comment trolls aside, it's pretty rare for someone to be argumentative for no good reason. Discovering the reason will help you find a better route to solving the conflict. That's why your best asset in settling conflict is a collection of genuine questions and a patient ear to hear the answers.

## 11) Admitting a Mistake

You know that moment right after you realize you've accidentally made a mistake? You know, that moment when the dread plummets into your stomach in one sweeping motion? Uncomfortable doesn't even begin to describe it.

However, even that can be turned around. The most effective way to replace that sinking feeling in your gut is to assess the situation and take action. Ask yourself:

### **Is it immediately reversible?**

On my last blog post, I had a glaring typo. This was not some extra spacing after a period, this was a blatant blemish smack in the middle of my post. And I missed it. Thankfully Claire Autruong caught it and let me know via Twitter so I could edit the post before it was too late. Claire is my favorite person of the week. (Incidentally, she is also a full-stack freelance marketer -- inbound certified and nice as can be -- if you're looking.)

### **Who should know?**



Whom does your mistake affect? Who is in the position who can help you solve it? Quickly scan the list of people that need to know about your mistake and contact them explaining what happened and what you're doing about it.

### **What's your plan?**

If the mistake isn't immediately reversible, you'll need a plan of action. A good plan is the best antidote to mistake-induced discomfort. Shift from panic to determination as soon as possible, and that discomfort will subside.

#### 12) Getting in Over Your Head

Of all the uncomfortable moments, getting in over your head is probably the one most worth pursuing. Sure, it's a little scary, and there's always the chance of failure, but nothing stretches you more or makes you more creative than having no idea what you're doing.

So how do you put yourself in an over-your-head style situation? Raise your hand. When there's a project no one wants, step up. When there's a problem that has existed for years, have at it. Then break it down. Take big challenges and tackle them piece by piece. It may not always be fun, but you will almost always be better for the effort.

#### 13) Disagreeing with Your Boss

There's a reason my boss is my boss. He's really freaking smart. He's exceptionally good at what he does. So in the times I find myself disagreeing with him there are usually a few moments of internal back and forth before I'm ready to say so aloud. But I do so because I've learned that staying quiet is more damaging than polite.

It took me becoming a manager myself to realize how constructive disagreement can be. **A perspective that is never tested grows shallow.** Sometimes a dissenting opinion will make you reconsider.

Sometimes it will make your stance stronger. Either way, the exercise of hearing different angles advances your thinking and improves your outcomes.

So spit it out. "I disagree on that point." If that feels too direct consider framing it as a question. "What about a different approach?" **Most importantly, don't save up for a major disagreement.** Practice coming at issues from different angles now. The more you present constructive counterpoints the easier it will become, and you'll be more likely to speak up when it matters most.

#### 14) Promoting Yourself

Periodically we survey our team to get a sense for how each employee is feeling about the company and their own career development. One theme that sometimes comes back is how to get ahead without being self-promotional. Usually the comment goes something like this: "It seems like the company always recognizes the same people. I do good work, but it seems like no one notices."

The honest response to these comments is: You're right.



Growing companies are chaotic. They churn with activity: breakthroughs and setbacks, new projects and discoveries. Keeping up with it all isn't practical, so managers rely on signals, and tasteful self-promotion is a valuable signal.

Self-promotion is sometimes misused to serve the ego, but there's a way to pull it off that also also serves the company.

We are taught not to be overly self-promotional. We are encouraged to value the achievement rather than the accolades. That message is *almost* right. It focuses on what matters most but fails to recognize that talking about an achievement can fuel its fire. **Promoting an achievement can galvanize others to bring their ideas to it and ensure future efforts learn from it.** And yes, it can get you noticed.

The trick here is being judicial. Not everything you do deserves broader attention. But some things do. In those cases, talking about them doesn't make you an attention junkie it makes you a good communicator. If the personal attention makes you uncomfortable, focus your advocacy on the work itself. Draw attention to the discovery, milestone or lessons uncovered by your effort. The company will be better for it and you will too.

## Members in the News

### **Kaiser Permanente Will Continue Care for Transgender People Even If Federal Requirements Are Removed**

Kaiser Permanente has joined more than 50 other major companies and organizations by signing a statement in support of transgender equality.

### **Kaiser Permanente Donates \$1.65 Million to California Wildfire Recovery Efforts**

Kaiser Permanente, the nation's largest integrated health system, committed up to \$1.65 million to support relief and recovery efforts in communities affected by the recent California wildfires.

### **Keysight Technologies Recognized for Workplace Diversity, Corporate Social Responsibility, and Technology Innovation**

Keysight Technologies, Inc. (NYSE: KEYS), a leading technology company that helps enterprises, service providers, and governments accelerate innovation to connect and secure the world, announced that the company has received multiple awards and recognitions for workplace diversity, corporate social responsibility, and technology innovation.

### **Outlook for the Gig Economy: Freelancers Could Grow to 50% by 2030**

"We need a different way to overcome labor shortages and avoid future layoffs as business needs change," said Cynthia Murray, CEO North Bay Leadership Council. "That means looking at labor policies too."

### **Star Staffing Hosts Talent Summit 2019**

A conference designed for HR and Talent Acquisition self-starters, forward-thinkers, and dreamers. Thursday, March 7, at Sonoma State University.

### **Midstate Construction Corporation Recently Completed Construction of Waverly Place Apartments**

Midstate Construction Corporation recently completed construction of Waverly Place Apartments, a supportive housing community in Redwood City, CA for owner Mental Health Association of San Mateo

County, a nonprofit mental health organization focused on reducing homelessness for those affected by mental illness and HIV/AIDS.

### **Sonoma County Winegrowers Say The 2018 Harvest May Be Remembered as a Classic**

While local winegrape growers haven't taken to dancing in the vineyards, this year's dance with Mother Nature is one that will likely be fondly remembered.

### **Tri Counties Bank North Bay Business Brief**

Tri Counties Bank announced \$50,000 in grants, including one program in the North Bay, were awarded from the Federal Home Loan Bank of San Francisco through its 2018 Access to Housing and Economic Assistance for Development (AHEAD) Program.

### **Ultragenyx and Kyowa Kirin Announce Health Canada Approval of Crysvida™ (burosumab injection) for the Treatment of X-linked Hypophosphatemia (XLH) in Adults and Children**

Ultragenyx Pharmaceutical Inc. (NASDAQ: RARE), a biopharmaceutical company focused on the development of novel products for serious rare and ultra-rare genetic diseases, Kyowa Hakko Kirin Co. Ltd, (Kyowa Hakko Kirin), and Kyowa Kirin International PLC (Kyowa Kirin International) today announced that Crysvida™ (burosumab injection) has been approved by Health Canada for the treatment of X-linked hypophosphatemia (XLH) in adult and pediatric patients one year of age and older.

### **Vintners Inn Vi La Vita Spa Wins Top Real Estate Projects in the North Bay for 2018**

The Vi La Vita project involved the creation of a new 5,000-square-foot, full-service day spa and fitness center for hotel guests and locals that provides treatments such as massages, facials, scrubs, polishes, spa packages and more.

### **John Ash & Co. Boasts More Casual Atmosphere and Flexibility After Major Renovation**

You can eat in the handsome, main dining room with its vaulted wood ceiling, stone fireplace, colorful abstract paintings, and windows overlooking the gardens. Or, you can kick back in the dark wood trimmed Front Room, which also serves the full John Ash menu.

### **Catholic Charities of Santa Rosa Advocates for Homelessness Facing New Challenges After Northern California Wildfires**

*Here & Now's* Robin Young speaks with Jennielynn Holmes, senior director of shelter and housing for Catholic Charities of the Diocese of Santa Rosa.

### **Kaiser Permanente donates \$1.6 Million to Burbank Housing**

Kaiser Permanente has donated \$1,600,000 to Burbank Housing to expedite building 160 affordable housing units at the Journey's End site adjacent to the Kaiser Permanente hospital in Santa Rosa.

### **Kaiser Permanente Gives \$8 Million to Fire Recovery Efforts**

One year after the Tubbs fire destroyed 5,300 homes (40 percent of which were low income), Kaiser Permanente has affirmed its commitment to Santa Rosa's long-term recovery project, giving nearly \$8 million in grant funding year to date.

**Read more online at** [www.northbayleadership.org/news](http://www.northbayleadership.org/news)



## Who We Are

Over twenty five 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 54 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](mailto:info@northbayleadership.org)  
[www.northbayleadership.org](http://www.northbayleadership.org)