

## POLICY WATCH – December 2020

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While it was a relief to say goodbye to horror of 2020, the outlook for 2021 is mixed in terms of challenges and opportunities. At NBLC, we are committed to being part of the solution and hopeful that our recovery can address the multiple crises confronting us. Build it back better means we use the recovery funding to spur the economic recovery in new ways that are resilient, equitable and decarbonized. In this issue, we look at the first thing we need to do to get the economy going – get COVID under control. And how we can avert the tragedy of the commons.

We also welcome a bonanza of new NBLC members: SPARC, ArchiLOGIX, American River Bank and Burbank Housing. Please read below to find out more about these terrific leaders in their industries.

And we urge you and your colleagues to use this pause as an opportunity to gain new skills to enable you to find better employment and increase your earning power. Take advantage of all the local programs that are here to help you level up!

As President Biden says, we are in for some dark days ahead. But the hope for vaccinations and economic recovery is before us so we know better days are ahead.

Best,

Cynthia

### Can the Tragedy of the Commons Be Averted?

As we move into the fullness of 2021, we hope for a better year ahead. A year ago, we didn't know what was ahead. We have had physical, financial, social and emotional shocks throughout the year. And while we don't know when we might begin to find our next normal, we know that it is coming.

We know that if people get vaccinated we can get the virus under control. We already see efforts to ramp up vaccine production, train staff and get more shots in arms. A friend of mine has an appointment to get vaccinated at 1:15 AM in Arizona. If we treat our vaccination program in California as a wartime operation, we should be vaccinating people 24 hours a day, 7 days a week until we have everyone vaccinated.

What we don't know is how to convince people who don't want to be vaccinated, let alone wear a mask or socially distance, that we ALL need to protect ourselves and each other. Perhaps we have seen this phenomenon before and can draw some wisdom from that experience.

There is a principle known as the Tragedy of the Commons. In Common good outweighs right not to wear masks by Victor Barbiero (Albuquerque Journal [Link](#)) we learn that the resistance of wearing a face mask is akin to the other actions where one individual using a resource put the many others who want to use the resource at risk.

Barbieri says, "In 1968, an ecologist/geneticist named Garret Hardin wrote a controversial article in the journal Science titled "The Tragedy of the Commons." The basic tenet of Hardin's article is humans will exploit "The Commons" because it is their destiny to do so, without regard for the depletion or contamination of the earth's basic resources such as air, water, land and energy. The bottom line is the "The Commons" must be respected and protected if humankind as we know it is to succeed. We are not the owners of the earth, but rather stewards who are charged with establishing and maintaining a balance in resource use and renewal."

Barbieri makes the connection of resource protection to mask wearing. He says, "So what does this have to do with wearing or not wearing masks? I'll tell you. Recent news clips and videos of recalcitrant customers at places like Costco, Walmart or gatherings to open the economy depict angry people asserting it is their right to do what they want. If there are rules about shopping with a mask established by a store, or edicts from the state government requiring social distancing and masks, those individuals reply: 'freedom is my rule, not rules I disagree with imposed by a store or by a state. I am an American, and I am free.'"

He continues, "Well, yes, we all are Americans, and we are all free, but freedom must be conditioned with rules that guide and protect civility, honesty, safety, health, equity and the protection of 'The Commons.' Our freedoms are truly inalienable and must be maintained for all Americans. However, freedom must have rules or it will devolve into anarchy. Freedom must ensure the common good; it must ensure 'The Commons.' The individuals who renounce rules regarding masks, social distancing or a sequestered economy endanger the health of the public, which is irrefutably an inalienable right, a common good and the beating heart of 'The Commons.'"

"COVID-19 knows no political boundaries," says Barbieri, "it is not a Democrat or Republican and cares not for individual or collective freedoms. It is a virus whose sole purpose is to replicate. If we encourage replication by not wearing masks or social distance, the virus will continue to spread exponentially and kill exponentially. Believing it will not is like believing smoking doesn't cause cancer or the sun revolves around the earth."

Barbieri cautions, "We are at a critical crossroads in COVID-19 control. Control at this point remains fragile, and the unscientific, personal beliefs of those who want to be 'free' cannot jeopardize the health and well-being of our population. If these freedom seekers ignore the reasonable guidance our state has issued, they put themselves and all of us at unnecessary risk.

The cliché that "freedom is not free" applies to our response to beating the virus. If we want to be free of the virus, it will take all of us valuing "The Commons" to avert an even greater tragedy. While a Kaiser Family Foundation survey done in December found 71 percent of those surveyed said they would definitely or probably get a vaccine for COVID-19, up from 63 percent in September, the survey revealed

that “there are large segments of the U.S. population that remain reluctant or opposed to receiving the vaccines. In the KFF poll, 42 percent of Republicans said they definitely or probably would not. The same was true for 35 percent of Black adults, who, as a group, have borne a disproportionate share of sickness and death from COVID-19. Also, deeply hesitant were 35 percent of rural residents, 36 percent of adults ages 30 to 49, and—especially worrisome given their public-facing roles—33 percent of essential workers and 29 percent of those who work in a health care delivery setting.”

Claudia Wallis in [The Best Evidence for How to Overcome COVID Vaccine Fears](#) (Scientific American, [Link](#)) says, “For the reluctant and distrustful, it will take targeted actions and communication strategies that speak to the specific concerns of each group to move them toward accepting the new vaccines. ‘The most effective messenger in the Black community won’t be the same one as among Republicans, obviously,’ says political scientist Brendan Nyhan of Dartmouth College, who studies misperceptions about health care and politics. ‘We need to meet each community where they are and understand the reasons for their mistrust.’”

Wallis says, “Even among the willing, it will take a concerted effort by public health officials to ensure that good intentions translate into action. Whether it is getting out to vote or showing up for a vaccination, one third to two thirds of people who say they will do something wind up flaking out, says Katy Milkman, co-director of the Behavior Change for Good Initiative at the University of Pennsylvania, where she researches ways to close this ‘intention-action gap.’”

Health communications specialists like to say that ‘public health moves at the speed of trust,’” says Wallis. “Fortunately, research by Nyhan, Milkman and many others points to ways to build that trust and prompt more people to step up and get vaccinated. Surprisingly, these strategies include not directly contradicting people’s mistaken ideas about vaccine dangers and instead approaching them with empathy. That approach means acknowledging historical reasons for medical distrust among people of color and working with leaders within their communities. For Republican skeptics, it may involve messages that are less about the risks of COVID and more about giving the economy a shot in the arm.”

Wallis says, “Research shows that some surprisingly simple interventions can make a difference. The one with the biggest proved impact, Milkman says, is to make the desired action—in this case, vaccination—the default. A 2010 study at Rutgers University showed that informing people that a dose of flu vaccine was waiting for them at a specified time and place (although the appointment could be changed) boosted their vaccination rate by 36 percent, compared with a control group that was e-mailed a Web link to schedule their own appointment. In other words, opt out works better than opt in.”

“Another effective tactic is sending relentless reminders,” says Wallis. “Milkman points to a 2019 study involving 1,104 patients with tuberculosis in Kenya. Its goal was to get more people to complete their drug treatment regimen. About half of the participants were assigned to a control group. The others got daily text messages reminding them to take their meds. If they did not respond in the affirmative, they got two more text reminders that day and, if that failed, phone calls. The strategy was, ‘basically, just nagging the heck out of them,’ as Milkman puts it. Nearly 96 percent of patients in the nagged group were treated successfully, compared with about 87 percent of the control group.”

Wallis notes, “The gradual and very public rollout of the new vaccines provides the opportunity to make vaccination for COVID a new norm—something that everyone will be doing. Studies show people make choices such as buying flood insurance or solar panels for their home because their neighbors have done so, ‘and the exact same thing is true for vaccinations,’ observes Dietram Scheufele, a professor of life

sciences communication at the University of Wisconsin–Madison. He and Milkman think it might be a good idea to hand out stickers that say, ‘I got vaccinated,’ much like the ‘I voted’ stickers used to propel people to the polls, or to do the digital equivalent with a Facebook profile filter. If celebrities and sports stars join the trend, so much the better.”

“No matter how nimble, well-targeted and research-based vaccine communication turns out to be,” says Wallis, “it will not paper over the underlying reasons for distrust or the structural disparities in public health that the pandemic has revealed. ‘Striving to be a good communicator and empathetic is of ethical importance. It makes health care better, but it’s not a systemic solution,’ says Zackary Berger, a bioethicist and associate professor of medicine at the Johns Hopkins School of Medicine. He and other experts hope that if the vaccines usher in a postpandemic return to ‘normal,’ it will be a new normal with far fewer inequities.

Getting people vaccinated as completely and quickly as possible will save lives, allow our economy to recover and bring the Tragedy of the Commons in this case to an end. Let’s hope goodwill and valuing the Commons prevails.

## **A Bonanza of New NBLC Members: SPARC, ArchiLOGIX, American River Bank and Burbank Housing**

NBLC is pleased to welcome four new member organizations to our membership: SPARC; ArchiLOGIX, American River Bank and Burbank Housing. Our new members will help us in our public policy advocacy work for economic recovery, new housing construction, workforce development and education, and climate change adaption. A new year and new members are a winning combination for better 2021!

### **SPARC’s CEO, Erich Pearson Joins North Bay Leadership Council’s Board of Directors**

SPARC, represented by Erich Pearson, its Founder and CEO, has joined the board of North Bay Leadership Council (NBLC).

“NBLC values the cannabis industry as an important economic engine in the North Bay that will continue to contribute much needed jobs and revenue as the region strives to recover from our economic shock,” said NBLC Board Chair Patty Garbarino. A leader in the cannabis industry, we welcome Erich and SPARC’s participation in our advocacy efforts.”

SPARC currently operates five retail locations: three in San Francisco and two in Sonoma County (in Santa Rosa and in Sebastopol), with its Sonoma location coming online later this year. SPARC has 25,000 square feet of manufacturing, processing and distribution space in Santa Rosa, where its corporate offices are located, and 20,000 square feet of centralized processing at its Glen Ellen estate farm anticipated to be up and running this summer.

“I am honored to be appointed to the North Bay Leadership Council. SPARC is committed to serving the North Bay community to ensure that we have a strong economy, skilled workforce and protected environment,” said Pearson.

Born in Indiana, Pearson moved to California to cultivate cannabis and quickly immersed himself in San Francisco’s cannabis reform movement, spearheading efforts to protect the industry from criminal prosecution and implement programs to provide free cannabis to medically ill patients.

Pearson opened SPARC's first retail store in San Francisco 2012. In 2015, SPARC merged with Peace in Medicine, a highly respected industry peer with two retail facilities in Sonoma County and began cultivating cannabis in Sonoma County's wine country in 2017. The following year, the SPARC farm became Demeter Certified for Biodynamic cultivation, making it one of the largest Biodynamic cannabis farms in California.

SPARC currently employs 150 people. Pearson's business partner Sean Kelley serves as President and Chief Operating Officer, leveraging his experience in retail, consulting and supply chain. Other longstanding members of the team include Vice President of Finance, Kelly Rogoff, and Vice President of Human Resources, Jo Galauski.

Pearson has maintained his commitment to developing compassionate care programs, providing free cannabis to qualified medical patients in the communities they serve. He also continues to promote social equity in the industry, instituting practices that promote the hiring of individuals from disadvantaged communities and communities of color.

When SPARC's Sonoma location opens later this year, Pearson will donate 5 percent of its profits in support of various local nonprofits, including the Sonoma Valley Education Foundation and La Luz Center. Like many local businesses, SPARC is facing the challenges associated with the pandemic. "I look forward to working with the NBLC to tackle the challenges affecting our business climate and working with my fellow Board Members to advance policies that foster business expansion and greater economic prosperity in the County," said Pearson.

### **ArchiLOGIX Joins North Bay Leadership Council**

ArchiLOGIX, a comprehensive design and development consulting firm that focuses on responsible, sustainable compact development and public safety projects, is now a member of North Bay Leadership Council. Patty Garbarino, Chair of NBLC's Board and President of Marin Sanitary Service, welcomed ArchiLOGIX, saying "ArchiLOGIX is a model architecture and planning firm whose projects in the North Bay show how ArchiLOGIX values the environment and the community. They are leaders in helping navigate today's difficult development climate and will contribute greatly to NBLC's work to have more housing built in the region."

ArchiLOGIX focuses on three areas of architecture: Health and Wellness; Manufacturing and Infill Development. They provide strategic solutions for revitalizing communities through urban infill. They work with private and public sector clients to revitalize and repurpose existing special re-use districts and projects. Together, they develop and execute a vision that meets their needs and helps bring economic vitality, prosperity and an enhanced quality of life to their community. ArchiLOGIX is a member of the U.S. Green Building Council and has been a donor, managed projects for the Santa Rosa Chapter of Rebuilding Together and is a Platinum member of the local housing advocacy organization, Generation Housing.

The member representative will be Peter Stanley, Principal and LEED BD+ C. Stanley said, "We share NBLC's commitment to creating more housing in the North Bay and fostering more innovation and prosperity in the region. Their mission and values dovetail well with our firm's sustainable philosophy and goals for the built environment." In 2004, Stanley founded ArchiLOGIX and in 2006, teamed with award-winning architect Mitch Conner to provide planning, development consulting and architectural services.

Along with his business interests, Stanley is very involved in community work both locally and abroad. He chaired the City of Santa Rosa's Bicycle and Pedestrian Advisory Board and was a board member from 2007 until February of 2011 when he was appointed to the Santa Rosa Planning Commission and the Mayor's Open Government Task Force. He is also the current President and former vice chairman of two international nonprofits respectively, Developing Communities and Clinica Verde, which are dedicated to providing housing, education, economic development and medical services to low-income families, women and children in Nicaragua. He has recently co-founded Verday Health with Susan Lyons, a startup looking to provide healthcare delivery options to underserved rural communities in the US.

### **North Bay Leadership Council Welcomes American River Bank as a New Member**

North Bay Leadership Council (NBLC) welcomes American River Bank as a new member. American River Bank is a regional bank serving Northern California since 1983. American River Bank is a subsidiary of American River Bankshares, a publicly-traded company.

Patty Garbarino, chair of NBLC and president of Marin Sanitary Services, said, "We are excited to have this regional bank joining our membership because of their commitment to the community and shared values. We look forward to seeing American River Bank grow in the North Bay and become an important contributor to our region's quality of life."

American River Bank has been profitable every full year since their founding, which they attribute to their demonstrated history of providing value to clients, shareholders, and employees. American River Bank has 107 total employees across 11 locations and generated \$27 million in revenue (USD) in 2019.

As of September 30, 2020, the Company had consolidated assets of \$858 million, net loans of \$472 million, deposits of \$729 million and shareholders' equity of \$92 million. The Bank's principal office is in Sacramento and the North Bay offices are in Santa Rosa and Healdsburg with plans to increase its presence in the North Bay.

Julianna Graham, SVP Market Manager, is the member representative. Graham has a background in commercial lending, strategic planning, project and sales management, and business development. She is active in the North Bay community serving on nonprofit boards and is a faculty member of Pacific Coast Banking School.

Graham said, "American River Bank is proud to be a part of the North Bay community and North Bay Leadership Council. We are committed to joining with other community leaders to help to make this region more innovative, resilient and prosperous."

An integral part of American River Bank's community engagement is the American River Bank Foundation which is committed to supporting organizations that create opportunity, enhance self-esteem, increase awareness about culture and community, and provide physical and emotional well-being for the most vulnerable women and children. The Foundation is solely supported by American River Bank, its employees, clients and partners. They have donated over \$1.5 million to local nonprofit organizations since the Foundation was established in 2004.

## **Burbank Housing Joins North Bay Leadership Council**

The North Bay Leadership Council (NBLC) announced today that local affordable housing nonprofit Burbank Housing has joined its membership ranks. Burbank Housing currently manages more than 3200 rentals throughout 86 communities and serves more than 10,000 residents. During its 40 years of operation, Burbank has also built 915 single family subsidized homes and has almost 230 homes in development.

Patty Garabino, NBLC Board Chair and President of Marin Sanitary Services, expressed excitement, pointing to Burbank Housing's knowledge in the field gained over four decades as Sonoma County's largest nonprofit affordable housing developer.

"The housing crisis is a major concern to North Bay employers," said Garabino. "Burbank Housing is a leader in affordable housing development and operation with an impressive track record of success. We look forward to having their expertise and wherewithal to help drive our housing advocacy efforts."

Burbank Housing believes that communities thrive when housing is affordable. The nonprofit has led the region in creating and maintaining quality, sustainable housing and rental opportunities, and inspired education and acceptance of affordable housing initiatives. Their work fosters community development and revitalization, and provides opportunities for residents to lead healthier, more successful lives.

Burbank Housing's member representative will be the organization's CEO and President Larry Florin, who brings more than 30 years of experience in real estate, as well as community and economic development expertise in both the public and private sector, to Burbank Housing and the Council.

"Building new homes for North Bay residents requires a lot of advocacy and political will-building," said Florin. "Joining with housing advocates like the North Bay Leadership Council is vital for success. Burbank looks forward to working with the North Bay Leadership Council and its membership to help get much needed affordable housing built in the region."

Prior to Burbank, Florin served as the Director of Housing and Intergovernmental Affairs for Napa County. Before Napa County, Florin spent more than 10 years in the private sector co-founding a development company that specialized in adaptive reuse of underutilized industrial property. During his tenure, he oversaw some of the company's largest development projects in the San Francisco Bay Area, including the redevelopment of the Hunters Point Naval Shipyard and Treasure Island.

Florin also possesses more than 15 years of experience working in senior management positions in San Francisco, including executive level positions in Mayor's Office, the Redevelopment Authority and the City's Port. He served as the first Executive Director of the Treasure Island Development Authority. Other accomplishments include serving on the Executive Board of the Association of Bay Area Governments, the State Governor's Task Force on Military Base Conversion, the State of California Housing Element Working Group and California Forward's One Million Homes Initiative. He also received the San Francisco Business Times Real Estate Transaction of the Year Award and the San Francisco Mayor's Manager of the Year.

## **Now's the Right Time to Add Skills**

Conventional wisdom is that during a recession, it is a good time to go back to school. As Jonna Howe says in [Should I Go Back to School During a Recession? \(Link\)](#), "It's a chance to level up your skills and

increase your earning potential. Now could be an excellent time to consider going back to school to learn new skills and possibly change careers. During a recession or times of high unemployment, there tends to be an increase in the number of people who enroll in higher ed. You could use this pause in your career to level up your current skill set.”

Howe says, “There are a plethora of routes you could take when going back to school: from traditional associate, bachelor’s, master’s, and doctorate degree programs to college alternatives/certification programs which some industries still prioritize in hiring. And if education is the only way to advance in the industry you’re in (or hoping to be in), there’s probably no better time to take on an educational program. You could gain the skills relevant to the industry today and potentially boost your hiring prospects and earning potential.

“It’s a time to nurture your existing passions or learn more about new ones,” says Howe. “If you’ve honed in on a subject you want to learn more about and feel like you’ve read every book and exhausted all the online resources you can find on the topic, you could consider using this time to study it in a more official capacity.”

Howe also points out, it’s a way to transition into a more “recession-proof” industry. She says, “It’s impossible to predict when or what will cause the next recession or which industries will be impacted most. We can, however, take a look at trends from our current economic downturn.”

Another reason to look at sharpening your skills, it will help you increase your income if you choose to pursue education and training for jobs that are not only recession-proof but robot-proof.

Here are some local opportunities to level up.

### **Sonoma State University’s Executive MBA program: Transform Your Career. Empower Your Employees.**

The Sonoma Executive MBA and Executive Wine MBA programs offer a transformative experience that incorporates integrated leadership development and strategic thinking, equipping students with the skills necessary to be leaders and innovators. The Executive Wine MBA provides industry-specific tools to lead wine businesses effectively. The 17-month programs offer multiple experiential engagements including two leadership immersives, an Innovation & Design workshop, and an international business trip to learn about economies and cultures abroad. Learn more: <http://sbe.sonoma.edu/mba>

#### **Application Deadlines:**

Executive MBA (Starts in April): February 28

Executive Wine MBA (Starts in April): February 28

Professional MBA (Starts in August): April 30

Professional Wine MBA (Starts in August): April 30

Global Executive Wine MBA (Starts in October): August 31

Early applications receive priority review.

### **Association of African American Vintners Wine Scholarship**

There is also a Wine Scholarship available from the Association of African American Vintners – apply by February 28, 2021.



[Apply Here](#)

[Full Details](#)

The Association of African American Vintners (AAAV) Wine Business Scholarship serves to build diversity in the wine industry, bring awareness to present-day Black winemakers, and provide financial assistance to students from underrepresented minorities pursuing a career in the wine industry.

### **Dominican University**

Dominican University also has educational programs to consider if you are looking to add new skills. They offer a Master of Science in Accounting (MSA) which provides students with in-demand analytics, critical thinking, and communication skills to succeed professionally in both accounting and business. The MS in Accounting meets the 150-hour California educational CPA requirement and can be completed in just 12 months. Dominican University offers graduate programs in a variety of business, health, science, education, and creative fields. For more information, go to <https://www.dominican.edu/academics/graduate-programs>

### **Community Colleges**

Community Colleges are also expanding workforce development and training. Career Education at College of Marin (COM) has new Short Term Training Programs which are a set of accelerated 12-week career training programs for jobs in fields such as business office technology, data specialist, e-commerce, social media, small business management, web design and web development. The online programs, which each lead to a skills certificate, will run from March 1 through May 28. SRJC is starting construction on their new construction and trades building on their Petaluma campus, and offers hybrid Career Education courses that are allowed to be in person on campus, with all safety precautions taken into account. Santa Rosa Junior College's Community Education department, through a partnership with ed2go, offers a wide range of highly interactive not-for-credit courses that you can take entirely over the Internet. They offer two types of online experiences: short term instructor-led courses, and full-fledged career training programs. Both are non-academic, not-for-credit offerings, with the career training programs awarding a certificate of completion upon passing the program.

## **NBLC Member Anniversaries**

**Thank you to the for being NBLC members all these years!**

*Bay Alarm ~ 2-year anniversary*

*TekTailor ~ 9-year anniversary*

*Woodruff Sawyer & Co. ~ 10-year anniversary*

*Marin Sanitary Service ~ 14-year anniversary*

*Side by Side ~ 15-year anniversary*

*Bank of America ~ 25-year anniversary*

*North Bay Business Journal ~ 27-year anniversary*

*Sutter Health ~ 28-year anniversary*

*Dominican University ~ 29-year anniversary*  
*Skywalker Properties ~ 31-year anniversary*

## Members in the News

### **Sonoma State University's Executive MBA and Executive Wine MBA Programs**

Transform Your Career. Empower Your Employees.

### **Comcast's RISE Program**

Comcast's RISE Program helps POC owned businesses achieve and realize their professional goals.

### **KRCB Radio Station Looks to Grow With New License and Additional Staff**

With the purchase of a more powerful FM station, Sonoma County's NPR affiliate will expand its reach across the North Bay in 2021, complete with a new channel number and larger staff.

### **Midstate Construction Completes Celestina Garden Apartments**

General contractor Midstate Construction Corporation and owner MidPen Housing Corporation recently completed construction of Celestina Garden Apartments, a new affordable senior residential facility in Sonoma, CA.

### **Sonoma Raceway's Virtual John's March Raises More than \$9,000**

Sonoma Raceway teamed up with No Stomach For Cancer for the 10th annual John's March Against Stomach Cancer on Saturday, Jan. 9, with the popular event taking a virtual turn for 2021.

### **Bank of America Student Leaders**

Since 2004, Student Leaders has been part of our ongoing commitment to youth employment and economic mobility.

### **Hanson Bridgett Names First Woman to Lead the Bay Area Law Firm**

San Francisco law firm Hanson Bridgett LLP said Tuesday that Kristina Lawson became managing partner, effective at the start of this year.

### **Redwood Credit Union's 2020 Fire Relief Fund Distributes \$424,420, Wraps Up Fund**

Redwood Credit Union Community Fund (RCUCF) announced today the 2020 Fire Relief Fund has collected and disbursed \$424,420 from 847 donors to support the immediate needs of fire survivors.

### **Sonoma Raceway Names Award-winning NASCAR Executive Jill Gregory Executive Vice President and General Manager**

Acclaimed NASCAR executive and sports marketer Jill Gregory has been named the new Executive Vice President and General Manager at Sonoma Raceway. Speedway Motorsports President and Chief Executive Officer Marcus Smith made the announcement Tuesday.

### **Dominican University of California Selected As School of National Service**

Dominican University of California has been named a School of National Service by AmeriCorps in recognition of the University's commitment to public service as a way to help pay for college.

### **Redwood Credit Union Honored in the 2020 GonzoBanker Awards**

In the past decade, Mr. Martinez and his Gonzo team have quadrupled the credit union from \$1.7 billion to \$6+ billion while increasing net worth from 7% to 11.5% and knocking out a 1.25% ROA in a margin-compressed COVID year.

### **PG&E Employee Resource Group and Engineering Network Group Scholarships**

Each of the ERG and ENG scholarships below are supported in part by PG&E and through fundraising and contributions made by members of these employee groups and fellow employees.



### **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)