

October 31, 2022

Board of Directors
Attn: Clerk of the Board
Santa Clara Valley Water District
5750 Almaden Expressway
San Jose, CA 95118
E-mail: clerkoftheboard@valleywater.org

Subject: Letter of Interest to Serve as Director of PFFC

Thank you for the opportunity to submit my letter of interest highlighting my experience and fitness for the position of Director of the Public Facilities Finance Corporation (PFFC). Enclosed is my resume and this cover letter in support of my application for the PFFC Director position.

SUMMARY OF EDUCATIONAL BACKGROUND, PROFESSIONAL WORK
EXPERIENCE

I hold a BS in Civil Engineering and MS in Projects & Systems Management

I am uniquely positioned and adequately prepared to take on this exciting assignment with Valley Water. My versatile background and unique qualification for the Director position is deeply rooted in the following:

- Successful development and implementation of public offering of, and marketability of bonds to fund capital improvement - construction of Smith Canal Gate Project in Stockton, California.
- Successful development and implementation of Enhanced Infrastructure Finance District and related Public Finance Authority to fund capital improvement program in San Joaquin County
- Currently developing land-secured financing to fund flood control improvements in San Joaquin County
- Knowledge and experience specific to the oversight of flood protection agency, senior leadership role in water resources agency, including 33-year proven track record of achievements in leading multi-disciplinary groups, experience in strategic planning, and leadership of complex organizations;
- Advising a multi-member governing body of elected officials and policy makers;
- The will and ability to establish an effective working relationship with colleagues, bargaining units, diverse group of customers and advocacy groups;
- Strong familiarity with the delivery of significant civil works projects, and meaningful process improvement;

CHRISTIAN C. ELIAS. [REDACTED], GILROY, CA 95020
[REDACTED]

- Effective navigation of the US Army Corps of Engineers processes and successful State funding partnerships to deliver large scale nature-based solutions and civil works projects;
- Collaborative servant leader who is forward thinking, productive and has a history of breaking down siloes; and
- Integrated learnings from climate change and sea level rise into flood protection projects in order to harden the resiliency of Stockton Metropolitan basin to threats of increased flooding.

Merging technical and managerial skills with my interpersonal abilities have consistently helped me to deliver substantial returns on investments for my "clients" both in the private and public sectors. This is evidenced by my innovative accomplishments to significantly advance flood protection for the Stockton Metro community, the second largest metropolitan area in California's Central Valley.

During my years of work at the Santa Clara Valley Water District, I oversaw major watersheds and water utility operational and delivery system to maintain compliance with various environmental regulatory requirements; providing excellence in support to both elected board and chief executive at the water district; developing a team approach focused on productivity, accomplishments and accountability; co-leading the successful regional campaign to reduce flows of too much fresh water into the San Francisco Bay in late 1990s; co-leading a statewide effort to pass Propositions 12 and 13 in 2000 before joining Valley Water; spearheaded development of a successful and productive relationship with the State Water Resources Control Board and Regional Water Quality Control Boards; and deployed asset management program to improve system reliability in Water Utility, and Watersheds Operations and Maintenance Divisions.

Since 2003 I have served in various mid to executive management positions at the Water District where I have supported the CEO in carrying out the policies of our Board of Directors and have been responsible for providing direction and leadership to both Watershed and Water Utility Engineering, Operations and Maintenance Divisions with 45 to 80 staff members in the respective Divisions. My operations and maintenance responsibilities included management of three water treatment plants, two pump stations, ten dams and approximately 140 miles of distribution pipeline.

Should I be privileged to receive appointment to the Director position, I will rely on my past experiences and new learnings in the water resources management space to meet expectations of the Board of Directors in carrying the purposes of PFFC's Articles of Incorporation and Bylaws in addressing the needs of Valley Water.

Volunteer Opportunity

The Delta Protection Advisory Committee (DPAC) which provides recommendations to the Delta Protection Commission (DPC) on diverse interests within the Delta, of which Valley Water is an important stakeholder. I am also involved in the community in the following ways (both present and in the past):

CHRISTIAN C. ELIAS. [REDACTED], CA 95020
[REDACTED]

- Board Member, Central Valley Flood Control Association
- Member, Flood Management Association
- Member, Sacramento Chapter of the American Public Works Association
- Former Board Member, Bay Planning Coalition
- Former Member of the Citizens Advisory Committee and Measure A Watchdog Committee
- Former Member of the San Francisco Bay Air Quality Management District Advisory Committee
- Former Member of the Sacramento County Environmental Commission

If you have any questions, please call me at [REDACTED].

Sincerely,

Chris C. Elias
Encl

CHRISTIAN C. ELIAS

[REDACTED], Gilroy, CA 95020. [REDACTED]

REGULATORY COMPLIANCE & POLICY, PROJECT MANAGEMENT, PUBLIC UTILITY OPERATIONS EXECUTIVE
YEARS' EXPERIENCE: 31 | STATE OF CALIFORNIA, ENERGY & WATER RESOURCES, AND SV TRADE ASSOCIATION

PUBLIC AGENCY AND INDUSTRY EXPERTISE

Extensive experience serving in public and private sectors as flood protection, water resources, environmental and energy management professional, and administrator of numerous programs. Strong leadership experience in prioritizing important issues and executing initiatives, implementing results-oriented change management, effective operations & maintenance of assets, driving value-based customer relations, adept at strategic problem solving involving finance, budget, and labor relations, while ensuring compliance with policies, procedures and other organizational governance documents associated with program/project management, staff development, procurement, performance reporting and training.

KEY SKILLS

Soft Skills

Communications & Presentation
Trustworthy and Transparent
Flexible, Yet Fair & Decisive
Diversity, Equity & Inclusion Ethic
Leadership and Integrity
Team and Relationship Building
Strategic Thinking and Execution

Hard Skills

Skillful planning, design & construction manager
Asset Management & Technology Skills
Finance and Budget Acumen
Adept Project, and Change Management Protocol
Best Value Procurement & Contract Negotiations

Education/Technical Training

MS, Project & Systems Management
*Golden Gate University
San Francisco, CA*

BS, Civil Engineering
*Metropolitan State University
Denver, CO*

Professional
Board Member – Central Valley Flood Control Association
Graduate: Executive Leadership Program from UC Berkeley Extension.
Graduate: National Forum For Black Public Administrators – Executive Leadership Institute
Member: American Public Works Association

Highlighted roles, responsibilities and accomplishments

Executive director, San Joaquin Area Flood Control Agency – 2018 to Present: Responsible for the overall strategic and operational management of the organization. These include development and effective implementation of business plans, successful delivery of capital projects, protecting financial assets, overseeing staff and proper allocation of resources. Report to a nine-member board of elected officials, recommending and carrying out their policies. In carrying out the mission of the organization, lead a talented and dedicated team for delivery of the Agency's mission to study, plan and implement flood protection projects, reducing the risk to lives, livelihoods and the environment. Oversee the selection and contracting with professional consultants in the planning, construction, and maintenance of flood protection improvements and policies for the Agency. Represent the agency before elected and appointed officials at local, state, and federal levels. Also work closely with State and Federal funding partners, regulatory agencies, and various advocacy organizations to advance SJAFCA's mission.

Achievements: Successfully secured \$1.3B in federal civil works projects for protection of Stockton metropolitan area. Actively leading construction of the \$77M Smith Canal Gate Project, the only one on the West Coast of USA to protect a disproportionately disadvantaged area in the City of Stockton. Currently advancing fundraising efforts to generate local cost share to match state and federal investments to protect the second largest metropolitan area in California's Central Valley.

Deputy Administrative Officer, Santa Clara Valley Water District – 2016 to 2017: Assisted the CEO in maintaining and fostering positive working relationships with employees and Board of Directors on operations of the district. Worked with Division leads in assisting the CEO's interactions with various internal and external constituencies. Assisted the CEO with recommended solutions to overall management of various program activities related to internal operations of the district. Reviewed and provided advice to the CEO on significant policy matters affecting the district. Investigated and responded to sensitive public complaints and/or supervised the appropriate staff members in addressing such matters.

Achievements: Assisted the CEO in maintaining open, honest, and direct communication with the employees and the Board of Directors that resulted in 70% rating on trust in senior leadership. Led successful development of planned certification to the ISO 2015 Quality and Environmental Management Standards.

Deputy Operating Officer, Santa Clara Valley Water District – 2009 to 2016: Directed and managed 80-member Division consisting of multi-disciplinary professionals that delivered comprehensive management, operation and maintenance of existing and future flood protection and environmental assets along waterways Countywide. Directed Operations and Maintenance Engineering groups responsible for district-wide asset management in Water Utility and Watersheds business lines. Led a team of highly skilled unit managers to maintain oversight of the following specific major functions and business activities:

- Planning, design, and construction of stream maintenance projects
- Flood protection and environmental restoration project management
- Maintenance and monitoring of environmental mitigation sites
- Biological services
- Flood emergency response

Achievements: Financial responsibility for annual budget of \$15M to operate and maintain 275-mile flood protection system while ensuring regulatory compliance with permits from state and federal resource agencies in all facilities. Integrated asset management strategies into the maintenance of flood protection facilities and other support functions. Maintained 100 per cent response rate to customer complaints, and generated compliments using a commercially available CRM tool (Access Valley Water).

Assistant Officer, Santa Clara Valley Water District – 2000 to 2009: Joined the Water District as Senior Project Manager, promoted rapidly through a series of management positions of increasing responsibilities, based on strong leadership & supervision, operating and team leadership performance. Management responsibilities grew from supervision of 3 to 45 employees across three business lines. Key assignment included managing the Office of CEO/Board Support, Raw Water Operations Unit, Raw Water Field Operations, Meter Shop, Treated Water and Pipeline Maintenance Unit, District-Wide Asset Management Unit, Operations and Maintenance Engineering, Dam Safety Unit, and Utility Electrical & Control Systems Engineering Unit.

Achievements: Oversaw maintenance and early planning to retrofit 10 dams for seismic retrofit. Successfully re-organized staff functions to align with needed focus on maintaining dam integrity and applying asset management framework to support maintenance of treated and raw water facilities. Developed and managed post-TWIP II construction warranties to shift risk and exposure to contractors and consultants; Successfully developed and administered budgets exceeding \$12 million for staffing, equipment, material and supply needs of Units; Reduced uncertainties associated with regional water supply planning on scheduled water distribution system and treatment plant shutdowns; Increased the number of shutdowns with minimal impacts on both raw and treated water supply; Conducted organizational review and realigned the utility maintenance, raw water and water measurements units to improve reliability of the infrastructure for delivery of both raw and treated water; Oversaw recruitment and retention of diverse and inclusive staffing in traditionally male-dominated workforce. Developed and implemented the district's grant program.

Director, Environmental & Energy Programs, Silicon Valley Manufacturing Group – 1997 to 2000

Led and managed development and advocacy of environmental policies to improve the economic health and quality of life for Silicon Valley employers and their employees. Managed complex environmental and energy issues that impacted high technology businesses in Silicon Valley

Achievements: Advocated for high-tech companies and negotiated favorable settlements with the U.S. Environmental Protection Agency and the California Department of Toxic Substances Control, and the Bay Area Air Quality Management District on hazardous materials, environmental cleanup, and air emissions matters. Successfully defended and negotiated settlements on discharges of wastewater into the San Francisco Bay. Identified key environmental policy issues affecting the efficient management of 132 Silicon Valley high-tech industries. Communicated issues to SVMG member companies; and develops and implements appropriate strategies for action. Served as direct liaison between industry and elected/appointed government officials to form sound, appropriate public policy; worked to build coalitions for maximum effectiveness. Led development and organization of the first *Silicon Valley Energy Summit* in 2000 to address the budding issues of brown outs and reliability of electricity for valley businesses.

Environmental Programs Specialist, Sacramento Municipal Utility District, Sacramento, CA – 1990 to 1997: Staff member in District Environmental Services Department responsible for environmental management

programs. Responsible for regulatory compliance and permitting program development and implementation and advised executive management on environmental compliance and occupational safety issues.

Achievements: Sought and obtained specific exemptions of some hazardous wastes for the utility industry. Also pursued major tax savings for the district based on aggressive advocacy for utility. Tracked, evaluated, and analyzed regulatory information for impact on District's lines of business. Maintained proactive participation in the legislative and regulatory review process. Performed District-wide quality assurance audits. Managed centralized system-wide environmental contracts.

Hazardous Materials Specialist, Department of Toxic Substances Control, Burbank and Sacramento, CA – 1988 to 1990: Developed, managed, and controlled the abbreviated hazardous waste storage, treatment, and disposal permit program. Provided engineering and technical support to the Department's regional offices. Coordinated and conducted multi-agency inspections with federal, state, and local agency officials. Worked closely with legal department personnel to successfully prosecute violations of California Hazardous Waste Control Law.

Achievements: Audited the regional permitting programs in compliance with US EPA guidelines. Served as headquarters liaison with the Department's regional offices.

Appointments

Delta Protection Commission Advisory Committee: Member since 2020

Measure A (VTA) Citizens Advisory Committee: Member since 2001 - 2018

Bay Area Air Quality Management District's Advisory Council: Member: 1997–2001

Santa Clara County League of Conservation Voters: Board Member since 2000

REFERENCES

Provided upon request, once mutual interest has been established

Regional and National Professional Presentations:

- Floodplain Management Association – Impacts of Climate Change on California's Central Valley 2020 & 2021
- NFBPA - Asset Management: Key to Curing Aging Infrastructure, April 2008
- The Making of World Class Organization: A Baldrige Case Study of the Valley Water District, April 2007

Publication: Author, "Everybody, Not Just High Tech Must Conserve Water," SJMN, 8/19/97

March 29, 2023

Santa Clara Valley Water District
Attn: Clerk of the Board
5750 Almaden Expressway,
San Jose, CA 69118

Subject: Letter of Interest for Public Facilities Financing Corporation (PFFC) Board of Directors vacancy

I would like to be considered for the vacant director position.

My personal information is:

David "Dave" Edward Hook
[REDACTED], San Jose, CA 95123
[REDACTED]
[REDACTED]

I have a BS in Engineering from UCLA (1980), from the Department of Mechanics and Structures. I supplemented this with some graduate civil engineering at SJSU in the 1980s.

I became a Licensed Civil Engineer in California in 1984, #38247, with my license still active.

I was employed by SCVWD as a civil engineer from 1981 until the end of 2011. I am attaching my detailed resume. I worked in design and construction support on a broad range of water supply and flood management projects. Along with managing civil engineering services for the SCVWD water supply O&M area for some time, I spent the last ten years of my career managing the SCVWD dam safety program. I was not directly involved in the financing of these projects, but I was aware of it and how it could interact with the capitol budgets of my projects.

I was hired as a contract employee by SCVWD after retirement to serve as the lead staff person in dealing with two major pipeline relocations needed for the BART extension to San Jose. That effort required substantial coordination with SCVWD staff, BART, VTA, the City of San Jose and other agencies, and many, many contractors and consultants. With a very short critical path schedule for the pipeline relocations, it was both intense at times and successful.

While employed by SCVWD and after, I have been involved in several professional associations, such as the American Society of Civil Engineers, the American Water Works Associations, and the Association of State Dam Safety Officials. I have written and presented professional papers for them, believing it is important to share what we learn.

I have not been on any other SCVWD commissions, committees, etc. since retirement or before. Before I retired, I was familiar with and attended the Water Commission and the various flood zone advisory committees (it's not clear to me if these still exist or not) as staff when my projects and duties made it appropriate.

In retirement, I continue to serve on the Association of Retired District Employees (ARDE) Board as secretary and as the Benefits Chair. I was a Library Commissioner for the City of San Jose for 5 years. I currently serve on the Appeals Hearing Board for the City of San Jose, a position selected by the City Council. I am a member of the Supervisory Committee for the Commonwealth Central Credit Union. I serve on the Deferred Compensation Committee of the SCVWD, which manages the 457(b) plans for active staff and retirees. Many of these started before retirement, but I continue to like being involved and useful to the community.

While I do not have substantial experience in the issuance of bonds, I am quite good at learning new information and find it easy to work with others to succeed. My level of knowledge about the financial market relates to my role as an investor in mutual funds in the market.

Let me know if there is anything else you need to know.

Best wishes,

A handwritten signature in black ink that reads "David E. Hook". The signature is written in a cursive style with a large, stylized "H" and "K".

David E. Hook

Attachment

Dave Hook Resume

David E. Hook, PE

San Jose, CA 95123

Summary	<p>40 years of successive responsibility as a public sector civil engineer in water resources, with major experience in the planning, design, construction, and maintenance of large diameter water pipelines, flood protection, dams and their appurtenances, and pump stations and water treatment plants.</p> <p>Core competencies include a full range of water pipeline design and construction practices, dam safety program practices, the review and critique of plan sets and documents, coordination with agencies, and an understanding of common O&M needs as they impact the design of facilities.</p>
Objective	To perform water resource related civil engineering that will be both personally rewarding and socially worthwhile
Experience	<p>7/2012 - 7/2018 Johnson Services Group (contract employee for Santa Clara Valley Water District)</p> <p>Senior Engineer (Civil)</p> <ul style="list-style-type: none">▪ Liaison and senior technical lead for the relocation of two Santa Clara Valley Water District pipelines for the Bay Area Rapid Transit South Bay Extension.
	<p>11/2000 - 12/2011 Santa Clara Valley Water District ("District")</p> <p>Engineering Unit Manager</p> <ul style="list-style-type: none">▪ Managed District Dam Safety Program and developed and implemented a state of the art program, including:<ul style="list-style-type: none">▪ Supervision of the on-going seismic stability evaluation program.▪ Incorporating and executing dam maintenance into the program.▪ Development of quality process standards for the Dam Safety Program.▪ Initiating Dam Maintenance Program EIR and related permits to allow programmatic execution of dam maintenance.▪ Responsible for providing civil engineering support to District Water Utility Operations Division until 2008, including:<ul style="list-style-type: none">▪ Managed inspection and rehabilitation of a number of large diameter District water pipelines.▪ Provided Water Utility Operations Division feedback to Community Projects Review Unit on a number of projects by other agencies which impacted District pipelines, such as the BART extension into Santa Clara County.▪ Responsible for providing mechanical engineering support and corrosion control program to Water Utility Operations Division from 2005 to 2008.▪ Project manager for Water Infrastructure Reliability Project and Vulnerability Assessment for the Water Utility Operations Division.▪ Interim security manager, Water Utility Operation Division, from 2002 to 2008

Dave Hook Resume

	<ul style="list-style-type: none"> ▪ Served as member of the External Review Board for SFPUC that selected the option of tunneling under the SF Bay for Bay Division Pipeline No. 5, currently being constructed for additional seismic reliability for their bay area customers. ▪ Served as a Bargaining Unit representative to the District's Employee Safety Committee, gaining valuable perspective on facilities and staff safety.
	<p>1/1998 - 10/2000 District</p> <p>Supervising Engineer (AKA Senior Project Manager)</p> <ul style="list-style-type: none"> ▪ Matadero Creek Remediation Project ▪ Milpitas Pipeline Relocation project for VTA lightrail project ▪ Lexington (Lenihan) Dam Freeboard Restoration Project ▪ Initial phase of Lenihan Dam Outlet Modification Project ▪ Lenihan Dam Emergency technical lead for the SCVWD
	<p>9/1989 - 12/1997 District</p> <p>Senior Engineer (Civil)</p> <ul style="list-style-type: none"> ▪ For Water Distribution Design Division (would be called a unit currently), provided lead technical expertise and on pipeline and other water resources design for the District's Capital Program. ▪ Provided review and technical input on design and construction of Milpitas Pipeline Phases 1, II and III, Mountain View Distributary, Parallel East Pipeline ▪ Project Manager for Milpitas Pipeline and Transmission Pipeline, designed and constructed by District for South Bay Water Recycling Program. ▪ Project Manager for Coyote Dam Outlet Works Replacement Project, which included an outlet tunnel across a fault. ▪ Provided expert technical comments to Community Projects Review Unit on projects proposed by others that might impact District pipelines, such as the relocation of the Central Pipeline for Highway 87. ▪ Repair of Lexington Dam Outlet Pipe due to buckling damage.
	<p>5/1987 - 9/1989 District</p> <p>Associate Civil Engineer</p> <ul style="list-style-type: none"> ▪ Served as project engineer for several flood protection projects in Palo Alto and other areas of the county, including flood walls, levees, and U-frame channels.
	<p>3/1981 - 5/1987 District</p> <p>Junior & Assistant Engineer (Civil)</p> <ul style="list-style-type: none"> ▪ Worked on Almaden Valley Pipeline Phase 2, Unit II, Cross Valley Pipelines II, III, and IV, and Snell Pipelines Phases 1 and 2. Responsibilities included thrust restraint, plan and profile, structural (thickness), air release valves, hydraulic transient analyses, utility coordination, and design of other appurtenances. ▪ Worked on relocation of Stevens Creek Pipeline in the City of Cupertino. ▪ Worked on outlet modifications at Vasona Dam.
<p>Prof. License</p>	<p>California Civil Engineer # 38247 (Obtained 9/15/84)</p>

Dave Hook Resume

Education	<ul style="list-style-type: none"> ▪ 1983 - 1985 San Jose State University, additional undergraduate and graduate civil engineering courses ▪ 1975–1980 University of California, Los Angeles, B. S., School of Engineering, Department of Mechanics and Structures
Publications	<ul style="list-style-type: none"> ▪ Make Way for Progress—The Challenges of Relocating Large Diameter Water Mains for Light Rail System Expansion - ASCE Pipelines 2015 (co-author) ▪ Seismic Stability Evaluations of Eight Dams in Santa Clara County, California - ASDSO 2012 (co-author) ▪ Too Much Excitement under Highway 87 - ASCE Pipelines 2006 (with co-authors) ▪ Lenihan Dam - Emergency Action Plan and Response - USCOLD 2000 (co-author) ▪ Outlet Pipe Gone Bad - Emergency Investigation and Remedial Repair of Lenihan Dam Outlet - USCOLD 2000 (co-author) ▪ The Coyote Dam Outlet Works Replacement Project: Hazard Reduction - ASCE Hydraulic Engineering 1993
Interests	<p>KKUP 91.5 FM radio volunteer and programmer, Commonwealth Central Credit Union supervisory committee member, bicycling, City of San Jose Appeals Hearing Board member</p>

Michele King

From: John Cleveland <jcleve3@comcast.net>
Sent: Tuesday, October 31, 2023 10:21 AM
To: Clerk of the Board
Subject: PFFC board member application
Attachments: John Cleveland Resume 2021.pdf

***** This email originated from outside of Valley Water. Do not click links or open attachments unless you recognize the sender and know the content is safe. *****

❖ Name, phone number, residential address, and email address

John Cleveland

[REDACTED]

Los Gatos CA 95030

❖ Summary of educational background, professional work experience, and any relevant knowledge of or training in the areas listed above

BA Industrial Psychology from UC Berkeley and a MBA from Pepperdine University

Over 40 years of progressive Human Resources experience with key executive leadership roles

Provide mentorship and leadership as an advisor for Skydeck (UC Berkeley start up incubator) and other start ups

❖ Any contribution or participation on a Valley Water commission, committee and/or volunteer opportunity, etc.

None

❖ A commitment to attend scheduled PFFC meetings as required

As a retired professional I have the time and am committed to attending meetings

see attached resume for additional information

John Cleveland

[REDACTED]

Los Gatos, CA 95030

John W. Cleveland

Los Gatos, CA 95030 | [REDACTED]

Executive Leader | Human Resources (CHRO)

Highly respected Human Resources and Total Rewards leader with experience in technology and aerospace. A trusted advisor to the executive team who partners with the Board of Directors and Compensation Committee on strategies including executive compensation design and competitive positioning of Seagate programs for talent and attraction strategies. Over 20 years' experience working with Board of Directors of public companies. Key areas of expertise include:

- Executive Compensation
- Succession Planning
- M&A | Divestitures
- Diversity and Inclusion
- Equity Programs

Board Leadership

Board Experience

Supported public Board of Directors on Executive Compensation matters, Succession Planning, Diversity and Inclusion, and Total Rewards.

Advisor to SkyDeck, UC Berkeley Start Up Accelerator

Lead advisor to pre-IPO companies providing HR expertise and recommendations.

Advisory Board Member, Empath

Provide insight and input on product and Go-to-Market strategies.

Experience

SEAGATE, INC.

2006 – 2020

CHRO, Senior Vice President Human Resources (2017 – 2020)

Responsible for leading key global human resources initiatives and people strategies.

- Provided strategic and functional leadership to a global Human Resources team.
- Drove the globalizaion of the company's diversity and inclusion commitment.
- Stewards the company culture.
- Strategic Business Partner to an evolving leadership team.

Vice President Human Resources

Global Compensation, Benefits, M&A, Compliance and Mobility (2006 – 2017)

Overall responsibility for global total rewards strategy inclusive of, executive, variable, and equity compensation, global sales incentive design, health and welfare benefits, new growth opportunities, mergers and acquisitions and compliance.

- Built and drove the transformation of Seagate's Total Rewards programs to a pay for performance compensation strategy.
- Partnered closely with executive management, Board of Directors, and the external advisor to the Compensation Committee on the total rewards strategy and executive compensation programs.
- Chaired the Benefits Administration Committee (fiduciary and non-fiduciary).
- Implemented a multi-year benefits strategy that resulted in substantially below market costs.
- Partnered with HR leadership team to develop programs that support the business.

SYNOPSYS, INC.

2003 – 2006

Director Global Compensation

Overall leadership for total compensation programs for executive, sales, and non-sales employees

- Developed human resources impact and presented quarterly to the Compensation Committee of the Board of Directors.
- Introduced a Total Rewards Summary that improved employee awareness of the value of the programs the company offered.
- Proposed and managed an employee stock option exchange and similar cash bonus for executives.

SIEBEL SYSTEMS, INC.

2003

Director World Wide Compensation

Worked with Tom Siebel to reengineer Siebel's worldwide compensation and benefits strategy, including recommended changes and global implementation.

GLOBESPANVIRATA, INC (Virata) Santa Clara, CA

2001 – 2003

Vice President, Human Resources West Coast, Acting Director Compensation, Vice President, Human Resources - Virata

Managed multi-site Human Resources needs for a high technology company.

- Provided business partner senior leadership as well as advice and counsel to senior management.
- Collaborated with strategic business partners to develop succession-planning process to ensure the continued pool of key talent for current and future organizational needs.
- Attended Board meetings to present HR initiatives and updates.

EMPOWERTEL NETWORKS, INC., Milpitas, CA

2000 – 2001

Vice President, Human Resources

Managed the world wide Human Resources needs of a multi- national high growth startup company in Canada, India and Corporate office in Milpitas.

- Grew the company from 75 employees to over 250 in less than nine months while implementing the necessary infrastructure to support the growth.

Additional Relevant Experience

SYZYGY CONSULTING GROUP, Los Gatos, CA

Founder and Managing Director

Marketed and provided total compensation and performance management consulting services to clients.

XILINX, INC., San Jose, CA

Director, Strategic Management Processes**Director, Compensation and Benefits**

Managed the Human Resources needs of multiple U.S. and international sites in a high growth business. Initiated and drove the Strategy Planning process for the business.

VLSI TECHNOLOGY, INC., San Jose, CA

Director, Worldwide Corporate Compensation, Benefits, HRIS**Education****Master of Business Administration (M.B.A.)**, Pepperdine University, Malibu, CA**Bachelor of Arts (B.A.), Industrial Psychology**, University of California, Berkeley, Berkeley, CA,**Professional and Community Involvement**

Advisor to SkyDeck – UC Berkeley start up accelerator

Member of the Board of Directors - Santa Cruz Breakers Soccer Academy

Adjunct Faculty Lecturer – San Jose State University

Advisory Board - UC Berkeley Extension's Certificate of Business Administration

Michele King

From: P Chang [REDACTED]
Sent: Friday, November 24, 2023 2:03 PM
To: Clerk of the Board
Subject: 2023 Public Facilities Financing Corporation Board vacancy
Attachments: PC CV 092023.docx

***** This email originated from outside of Valley Water. Do not click links or open attachments unless you recognize the sender and know the content is safe. *****

Dear People,

I attach a resume in application for the PFFC Board vacancy that you advertised recently. My LinkedIn profile is at [REDACTED] I commit to attend scheduled Board meetings as required.

I am a lawyer by training and gained financial market experience as the director of a Boston community health center and as a policy deputy at the federal Bureau of Community Health Services. During that time, I served as a state group health insurance commissioner and as a community college trustee. Later I was a programmer at the Kaiser Family Foundation and the SH Cowell foundation before heading the Walter S. Johnson Foundation. In those assignments, I covered access to health care, affordable housing and public education, providing seed and gap funding to invited applicants.

Currently, I serve on Michele Lew's Finance Committee at The Health Trust, a San Jose health conversion foundation, chair the audit committee at Channing House, a Palo Alto continuing care retirement community and serve on the Quality and Patient Experience Committee of El Camino Health in Mountain View. I have been an appointed member of a National Institutes of Health study section and currently serve as an invited stakeholder reviewer for the Patient Centered Outcomes Research Institute.

I'd be happy to answer any questions you might have or to provide any additional information that you might require.

Sincerely,

Pancho Chang

FRANCIS ‘PANCHE’ CHANG

EDUCATION AND FELLOWSHIPS

- [2009 – 2024] Fulbright fellow, US State Dept., Washington, DC
2020 Fulbright Specialist, Casa de los Amigos, Mexico City, DF, Mexico
2016 Fulbright Specialist, Shanxi Medical University, Taiyuan, Shanxi, China
2013 Fulbright Specialist, SEWA Rural, Jhagadia, Gujarat, India
- [2003 - 2008] Wilson National Fellowship Program, Princeton, NJ
Woodrow Wilson Visiting Fellow
- [1998 - 2001] Rockefeller Brothers Foundation, New York, NY
Mentor, RBF Minority Teacher Fellows
- [1991 - 1994] Boston City Hospital/Kaiser Family Foundation
Kellogg National Leadership Fellow
- [1984 - 1985] The Rand Corporation, Santa Monica, CA
Pew Health Policy Career Development Fellow
- [1973 - 1976] Legal Services, San Jose and San Francisco, CA
Reginald Heber Smith Community Lawyer Fellow
- [1970 - 1973] Boston University Law School, Boston, MA
J.D. 1973
Co-founded legal services office in Boston Chinatown.
- [1966 - 1970] Brandeis University, Waltham, MA
A.B. 1970 (Politics and Sociology)
- [1957 - 1966] The Fay School, St. Mark’s School, Southborough, MA
Scholarship student, National Merit commendation.

PROFESSIONAL EXPERIENCE

{2023 – present) El Camino Health, Mountain View, CA
Quality and Patient Experience Committee member

Appointed member of Board Quality and Patient Experience Committee for public non-profit health system with two non-profit acute care hospitals and primary, specialty and urgent care centers across Silicon Valley.

[2014 – present] Patient Centered Outcomes Research Institute (PCORI), Washington, DC

Stakeholder reviewer

Grant reviews for IHS, IMRI, Opioids, PCS, PLACER funding mechanisms.

[2014 – 2020] Eunice Kennedy Shriver National Institute of Child Health and Human Development (NICHD), Bethesda, MD

Initial Review Group member, Health, Behavior and Context Subcommittee

Grant reviews for R01, R03, R25, K01, K23, K99 funding mechanisms.

**[2017 – 2018] Ravenswood Family Health Center, East Palo Alto, CA
*Strategic Business Advisor***

Strategic business development for \$27M East Palo Alto federally qualified health center. Began MediCal managed care contracting for Santa Clara County patients.

**[2011 – 2017] Asian Americans for Community Involvement, San Jose, CA
*Chief Operating Officer***

Chief operating officer of \$19M San Jose nonprofit. Led development of integrated mental health/primary care health homes whose provider teams coordinate care with risk attached. Headed patient navigation center, recognized by the Center for Medicare and Medicaid Services with a 2012 Health Care Innovations award. <http://innovations.cms.gov/initiatives/Innovation-Awards/california.html> (Asian Americans for Community Involvement). Managed 2013 - 2014 New Access Point startup of Federally Qualified Health Center. <http://www.hrsa.gov/about/news/2013tables/newaccesspointawards/ca.html> (Asian Americans for Community Involvement). Supervised 2014 electronic health records upgrades across 7 clinical practices, along with clinic renovation, new site startup, and voice/data system upgrades. Oversaw 2015 NCQA Patient Centered Medical Home Level 2 recognition.

**[2001 - 2010] Walter S. Johnson Foundation, Menlo Park, CA
*Executive Director***

Managed \$115M private family foundation, 3 staff.

Retooled grantmaking and budgeting for \$6M grants program. Revamped program areas and grant guidelines, overseeing program shift to education and workforce development for older youth. Moved offices, installed new computer network, renegotiated lease, restructured health benefits. Completed investment manager review, asset allocation review and audit rebid. Hired and trained program and administrative staff.

[1997 - 2001] S.H. Cowell Foundation, San Francisco, CA

Senior Program Officer

Managed \$3.8M Public Education, Affordable Housing grants portfolios, staff and consultants.

Brought forward representative grants in student achievement, teacher training and transitional housing for \$150M private family foundation. Developed pre-development revolving funds for charter school construction and for affordable housing site acquisition.

[1993 - 1997] Kaiser Family Foundation, Menlo Park, CA

Program Officer

Managed 4 year \$5.5M joint initiative (with the Robert Wood Johnson Foundation) on sociocultural barriers to health care for \$350M private family foundation. Developed guidelines, selected grantees, monitored results, oversaw evaluation and dissemination. Planned and implemented national forum on language services in health care.

Brought forward representative grants in telemedicine, health quality standards and judicial education.

[1991 - 1993] Boston City Hospital, Boston, MA

Director of Hospital Community Benefits

Started and accredited public hospital community benefits program for 280 bed public hospital.

Recruited physicians for affiliated health centers. Planned and implemented patient origin study for 16 hospital-based ambulatory clinics.

[1988 - 1991] Bureau of Primary Care, Rockville, MD

Acting Deputy, Policy

Policy deputy for federal agency overseeing community health centers.

Oversaw \$3M building rehabilitation/construction technical assistance program. Helped to develop financial performance indicators for 575 community health centers nationally.

**[1976 - 1988] South Cove Community Health Center, Boston, MA
*Executive Director, Assistant Administrator***

Led growth of large Asian community health center as it tripled its patient visits to 75,000 per year, doubled its staff to 125 FTEs, and quintupled its annual revenues to \$5.5M. Added new school health, adolescent, Southeast Asian refugee, and elderly services.

Obtained national foundation funding for community health insurance, elderly living at home and community thalassemia screening and treatment programs.

Helped to found national associations of Asian Pacific community health organizations and Chinese immigrant social service agencies.

**[1975 - 1976] Legal Aid Society of Alameda County, Oakland, CA
*Attorney***

Civil litigation on housing, consumer and domestic issues. Impact litigation on consumer and employment issues.

ACCREDITATIONS

Admitted to practice: California, Massachusetts, US Court of Appeals (1st Cir.), US Supreme Court.

Inactive Member: California State Bar, Massachusetts Bar.

PUBLICATIONS

Kong, G., Chang, Pancho, and Yogi, S., Bay Area Nonprofits: Myths and Realities, Nonprofit Sector Research Fund, The Aspen Institute, 1998.

Chang, Pancho and Fortier, Julia, Language Barriers to Health Care: An Overview. J. Health Care for the Poor and Underserved, 1998;9 (Supplemental):5-20.

Smith, Mark and Chang, Pancho, The Role of Race and Ethnicity in Health Services Research. Health Services Research, 1995;30(1):145-150.

Feldstein, Aaron, Chang, F., and Kucharski, J., Tryptophol-induced sleep in mice. Life Sciences, 1970;9:323-326.

PROFESSIONAL MEMBERSHIPS

Board of Directors, Channing House, Palo Alto, CA (2022 – present)

Finance Committee, The Health Trust, San Jose, CA (2019 – present)

Board of Directors, Cancer Prevention Institute of California, Fremont, CA (2010 – 2021, Audit Committee chair 2012 - 2017)

Board of Directors, Asian Health Services, Oakland, CA (2001 – 2011, President 2005 – 2011)

Board of Directors, Marine Science Institute, Redwood City, CA (2008 – 2010)

Examiner, Baldrige National Quality Award, National Institute of Standards and Technology, Washington, DC (2006, 2007)

Member, Committee on Group Insurance Programs, California State Bar (2003 – 2006)

Treasurer, Asian and Pacific Islander Health Forum, San Francisco, CA (1998 – 2002)

Treasurer, Legal Services section, California State Bar (1998 – 2000)

Executive Committee, Board of Directors, California Rural Legal Assistance, San Francisco, CA (1995 – 1999)

Trustee, The Boston Plan for Excellence in Education, Boston, MA (1990 – 1993)

Commissioner, Massachusetts Group Insurance Commission, Boston, MA (1990 – 1993)

Secretary, Chinatown Neighborhood Council, Boston, MA (1986 – 1993)

Trustee, Bunker Hill Community College, Charlestown, MA (1986 – 1992)

Trustee and President, Association of Asian Pacific Community Health Organizations, Oakland, CA (1984 – 1988)

Invited Reviewer, Community Development Financial Institutions Fund, US Department of the Treasury; Agency for Health Services Research, Bureau of Maternal and Child Health, Bureau of Primary Care, Office of Minority Health, US Department of Health and Human Services; National Endowment for the Arts; National Institutes for Health; Charter School and After-school Units, California Department of Education; Hewlett Foundation (1984 – present)

Chair, Asian Caucus, American Public Health Association, Washington, DC (1978 – 1982)

COMMUNITY ACTIVITIES

Volunteer, Cambodian Cultural Dance Troupe, San Jose, CA (2001 – present)

Committee Chair, Assistant Scoutmaster, Eagle Scout advisor, Boy Scout Troop 87, Mountain View, CA (1996 - 2018)

Trustee, The Brookline Foundation, Brookline, MA (1991 – 1993)

Corporator, The Childrens Museum, Boston, MA (1991 – 1993)

Corporator, New England Home for Little Wanderers, Boston, MA (1991 – 1993)

AWARDS

Brandeis University Distinguished Service award (1984).

Justice in Action award, Harry Dow Memorial Legal Assistance Fund (2010).

Silicon Valley Business Journal Excellence in Healthcare award (2014).

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