

Charlie Andrews
[REDACTED]

Morgan Hill, CA 95037
[REDACTED]

December 1, 2015

To: The Board of Directors of the Santa Clara Valley Water District

Subject: Vacancy for District 1 elected Board member

I am interested in being considered for the open District 1 member position on the Santa Clara Valley Water District Board of Directors.

Current occupation: Program Director, DevIT Infrastructure, Analytics Platform, IBM Corporation

Having resided and worked in District 1 for 25 years, I am passionate about the area, and committed to a sustainable future that balances the needs of the residents and businesses with responsible environmental stewardship. I feel strongly that we must protect and nurture the unique characteristics of our region so that future generations can also experience the beauty inherent in Santa Clara County, and maintaining a viable water management plan is essential to that goal. I will bring a wide range of skills to bear.

- Technical depth. Starting as a development engineer, I have been in a variety of technical roles, distinguishing myself by the ability to rapidly garner a detailed understanding of technical elements.
- Financial acumen. I have strong analytical skills and a deep education and experience of financial and accounting practices and principles.
- Program/project management. Via my formal training and prior certification in project management, I am able to bring a structured and detailed focus to actions, without losing sight of project goals and timing. I work extremely well in unstructured environments.
- Client facing experience. I have represented IBM to more than 100 customers, including technology briefings, targeted sales support engagements, and difficult customer satisfaction situations. I am an effective communicator, capable of engaging with a wide range of people.
- Leadership. I have led teams large and small, and have provided leadership to virtual teams where I had no formal management authority. My strengths are keeping the team focused on shared goals and helping the team find solutions to challenging problems.

I would be greatly interested in discussing this vacancy. If you have questions, please call me at [REDACTED]

Sincerely,



Charlie Andrews
[REDACTED]



**APPLICATION FOR
SANTA CLARA VALLEY WATER DISTRICT
BOARD OF DIRECTORS - DISTRICT 1**

Please complete this application in its entirety and submit an original signed copy along with a letter of interest containing your name, residence address, occupation, summary of interest in the position, and any other relevant qualifications and experience, to the Office of the Clerk of the Board at 5750 Almaden Expressway, San Jose, California 95118, by **4:00 p.m. Wednesday, December 2, 2015.**

A. CONTACT INFORMATION

Name (First, Last): Charlie Andrews			
Residence Address (Street Address, City, State, Zip): [REDACTED] Morgan Hill, CA 95037			
Home Phone: [REDACTED]	Work Phone: [REDACTED]	Cell Phone: [REDACTED]	E-Mail: [REDACTED]

B. QUALIFYING SUPPLEMENTAL QUESTIONS (Please use separate sheet of paper if necessary)

1. Explain why you think you should be appointed to the District 1 Board of Directors seat.

I am a long term resident in District 1 (since 1990) and have an understanding of both the character of the district and the changes that have occurred over the last 25 years. The depth and breadth of my skill mix and experience will, in my opinion, be beneficial to the Board. I am passionate about the environment and our proper environmental stewardship of the resources that the SCVWD manages, and am fully cognizant of the balance that needs to be maintained such that the needs of local businesses and residents are also met. The SCVWD is facing an awesome challenge between the more extreme weather patterns that we are seeing (and expect to see in the future) and the demand for water driven by the continued population growth. I am energized by the magnitude of confronting the challenge, and believe that I have the right skill set to assist in finding a path that works for the region, and for District 1.

2. Describe the experience you have that will assist you with the responsibilities required of you while serving as a member of the Board of Directors.

I am an engineer (electrical and computer science) with very strong analytical and technical skills. In my 30+ year career at IBM, I have extensive project and program management experience (with formal project management training and certification), as well as customer support experience with large enterprise class customers. Additionally, I have an MBA from UC Berkeley with expertise in financial planning, accounting and taxation. The broad set of skills, I believe, is essential to being able to understand and provide guidance on questions and projects of the scope of those with which the SCVWD deals.

Furthermore, I have experience working as a Director, although not yet on a board with such impact on so critical an element of our infrastructure. For the last 3 years, I have been a member of the Board of the San Jose Silicon Valley Chamber of Commerce (representing IBM), as well as decades on my HOA Board (where I have worked very closely with our local developer), and a Director for my rowing club (non-profit). I fully grasp the nature of how a Board of Directors works, and feel that the experiences prepare for a move to a more impactful environment.

My educational background, coupled with my lengthy experience at IBM, has developed for me strong business acumen, and the ability to understand business needs, as well as to communicate with business leaders in an effective and concise manner.

3. A. What are your detailed thoughts on the current SCVWD practice of using parcel (property) taxes for State Water Project costs versus having the water consumers pay for 100% of these costs?

B. If some of the costs are to be paid by property owners, should certain property owners who are not able to receive any water from the SCVWD despite asking for water, be required to pay the costs?

A. The SWP is a common good, and as such, is a legitimate use of parcel taxes as opposed to direct use fees. The allocation of water across the state has significant economic benefit for all residents, even if they are not direct consumers. The question is not whether it is an appropriate use of parcel taxes, but whether the decisions are being made in a transparent and equitable manner. Additionally, the negative economic repercussions of higher taxes need to be measured against the economic benefit delivered by the SWP. Finally, these considerations need to be looked at in light of whether the expenses are for past commitments (i.e. debt), investment (new capabilities), or operating expenses. The balance between funding via parcel tax versus use fees will be different in each case.

B. The costs paid by property owners are best considered as investment in and improved SWP infrastructure from which we will all benefit in some manner. By definition, funding via parcel tax disassociates the funding source from specific usage, so inability to receive a desired water allocation does not relieve someone of the burden of investing in a better infrastructure for our water. Are there unique cases where reducing or eliminating the tax on a given property owner might be appropriate? It is certainly conceivable, but it would be an exception. In general, if the SCVWD is unable to meet an individual's water requirements, they should be more interested in investment, not less, with the goal that those requirements could be met in an enhanced system. When investment in infrastructure, or any long term item, has a requirement for immediate and direct benefit to those providing the funding, it is generally the case that under-investment will occur.

4. Agricultural water rates in both North and South County are heavily subsidized by water consumers and tax payers in Morgan Hill, Gilroy and others. Please explain your reasoning behind supporting the continuation of the rapidly expanding "open space credit" expense or reducing that expense so the SCVWD can use those funds for conservation, reduced water rates and other projects.

The open space credit is essential for our ability to maintain an economically viable agricultural presence in Santa Clara. Certainly, in District 1, the open space preservation and agriculture are significant contributors to the character of the region. Loss of the significantly lower water rates would be disastrous for the remaining open space in the county, and reduction in open space is a one way street. Certainly, it is necessary to regularly evaluate the level of subsidy, as well as compare to other potential uses of the expense that currently is used by the program, but any change should be gradual, and done with great consideration for the long term impact.

5. What do you think will be the most significant challenges that the District will be facing in the next few years?

The number one challenge, in my mind, will be adapting the capabilities, facilities, and policies of the SCVWD to meet the challenges associated with changing environmental conditions, coupled with population growth. The current drought is certainly a very real and current issue, but we are also faced with potential concerns about flooding in the event of an El Niño of the magnitude that is currently projected. If weather patterns develop such that the normal cycle becomes one of extended dry periods broken up by short significantly wet periods, we will need a much better methodology to capture and retain water in order to stabilize usage levels over time. There is also an aspect that is larger than SCVWD, but for which the SCVWD needs to be a key contributor, around technological capabilities that may become economically viable to create new sources for water.

Second are continued improvements in water conservation. It is clear that, given likely weather patterns and the continued population growth, we need to find significant improvements in our use of water and the SCVWD needs to be a prime driver to incent water consumers to reduce usage over time.

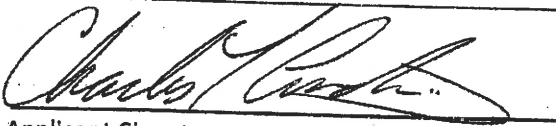
Finally, I expect the near term to be one of many difficult decisions, leading to contention between the many constituencies of the SCVWD. It will be essential that the SCVWD operate in a transparent, inclusive, and representative manner such that it can provide effective leadership in driving to a sustainable and equitable water management plan.

6. What three items would be your highest priority if you are appointed as a SCVWD District 1 Board Member?

First, I think that top priority would be around flood control in light of the substantial El Niño with which we may be confronted. Are there short term areas of concern that have tactical solutions or improvements, and can we implement them in a timely manner.

My second priority would be evaluating the success of the various conservation programs run by the SCVWD over the last year and understanding both their effectiveness in driving reduced water usage, as well as their cost effectiveness. Despite the potential for significant relief this winter, we need to not lose focus on conservation in order to prepare for the future.

Finally, the third priority would be to continue driving the One Water Plan. While there are numerous tactical considerations that require immediate attention, there is little that is more important to the long term health of the region than a long term plan that provides for a sustainable and desirable methodology for the management of the water resources of the District.


Applicant Signature

December 1, 2015

Date Signed

Charlie Andrews