

AGENDA
FINANCE COMMITTEE MEETING
OF THE EL CAMINO HOSPITAL BOARD
Monday, August 17, 2020 – 7:00 pm

El Camino Hospital | 2500 Grant Road, Mountain View, CA 94040

PURSUANT TO STATE OF CALIFORNIA EXECUTIVE ORDER N-29-20 DATED MARCH 18, 2020, EL CAMINO HEALTH **WILL NOT BE PROVIDING A PHYSICAL LOCATION FOR THIS MEETING.** INSTEAD, THE PUBLIC IS INVITED TO JOIN THE OPEN SESSION MEETING VIA TELECONFERENCE AT:

1-669-900-9128, MEETING CODE: 760-083-0558#. No participant code. Just press #.

MISSION: To provide oversight, information sharing and financial reviews related to budgeting, capital budgeting, long-range financial planning and forecasting, and monthly financial reporting for the El Camino Hospital Board of Directors. In carrying out its review, advisory and oversight responsibilities, the Committee shall remain flexible in order to best define financial strategies that react to changing conditions.

AGENDA ITEM	PRESENTED BY		ESTIMATED TIMES
1. CALL TO ORDER / ROLL CALL	John Zoglin, Chair		7:00 – 7:01 pm
2. POTENTIAL CONFLICT OF INTEREST DISCLOSURES	John Zoglin, Chair		information 7:01 – 7:02
3. PUBLIC COMMUNICATION a. Oral Comments <i>This opportunity is provided for persons in the audience to make a brief statement, not to exceed three (3) minutes on issues or concerns not covered by the agenda.</i> b. Written Correspondence	John Zoglin, Chair		information 7:02 – 7:04
4. FINANCE COMMITTEE CANDIDATE INTERVIEWS a. Finance Committee Position Specification b. Wayne Doiguchi c. Greg Scharff	John Zoglin, Chair		discussion 7:04 – 7:49
5. RECOMMEND TO APPOINT FINANCE COMMITTEE MEMBER	John Zoglin, Chair	<i>public comment</i>	possible motion 7:49 – 7:59
6. ADJOURNMENT	John Zoglin, Chair	<i>public comment</i>	motion required 7:59 – 8:00

Upcoming Meetings:

Regular Meetings: August 25, 2020, September 29, 2020, November 23, 2020, January 25, 2021 (Joint with Investment Committee), March 29, 2021, April 26, 2021, May 24, 2021 (Joint with ECHB)

A copy of the agenda for the Regular Meeting will be posted and distributed at least seventy-two (72) hours prior to the meeting. In observance of the Americans with Disabilities Act, please notify us at 650-988-7504 prior to the meeting so that we may provide the agenda in alternative formats or make disability-related modifications and accommodations.

**Position
Specification
El Camino Hospital Board
Finance Committee
Member**

Current Committee Members:

Chair: John Zoglin

Members: Joseph Chow, Boyd Faust, Richard Juelis, Gary Kalbach and Don Watters

POSITION

Role & Responsibilities:

The position on the El Camino Hospital Finance Committee is for an individual who has the interest, experience and capacity to work with a mission driven, consumer facing organization, who can collaborate with, mentor and challenge a driven management team.

In order to fulfill the duties of a Finance Committee member as outlined in El Camino Hospital's Finance Committee Charter, candidates will have demonstrated strategic financial effectiveness in an environment as a Financial Officer or General Manager. A retired, though current as to financial matters, audit partner of a major accounting firm who has been the lead partner for other companies in the healthcare space may also be considered. The candidate will meet the qualifications necessary to be deemed a financial expert. Prior board experience is preferred but not required.

The candidate will have a demonstrated ability to facilitate and challenge an organization to adapt to changing business models, and a willingness to help the company move forward in its continuing growth as an industry leader.

Experience with evolving markets and technologies applicable to healthcare (services or products), financial services, industry, real estate or other complex financial environments would be highly valued, as would the following:

- Background in Healthcare
- South Bay Resident (Preferably Los Gatos Area)
- Large Complex Facility Construction
- Healthcare Payer Experience
- Candidates that would add gender/racial/cultural diversity to the Committee
- Experience in a large corporate environment
- Medical Group Practice Experience (Business/Administrative)

Irrespective of his/her industry background the ideal candidate will have express experience (and an appreciation of) within an environment that places a high value on service and service excellence. The Company values diversity and seeks candidates who represent the broad and diverse nature of its customers and employees.

Responsibilities and expectations include, but are not limited to:

- Actively participating in regularly scheduled Committee meetings.
- Serving as a Member of the Finance Committee;
- “Guide, not decide”: be a collaborative resource for the Board and the Hospital’s management team, with specific emphasis on the financial function team, providing experience-based insight to the Hospital’s business challenges and strategic issues;
- Offering strategic guidance regarding complex financial transactions such as M&A, joint venture, collaborative affiliations and divestiture activities;
- Engaging in the Company’s strategic planning process.

Personal Characteristics:

The ideal candidate will have the following critical characteristics and behaviors:

- An impeccable reputation for honesty and integrity;
- Collaborative nature;
- Solid communication and interpersonal skills, with the ability to be effective with other Board members and executive management. Someone who has the ability to convey financial information to those who do not have strong financial grounding;
- High energy and sense of urgency;
- Innovative, creative and imaginative;
- Has a sense of humor;
- Mission driven;
- Comfortable with change.

MEETINGS

Regular committee meetings generally occur every other month, typically on the last Monday of each month at 5:30 p.m. Participation may, from time to time, be by telephone. Occasional additional meetings are held as required for non-scheduled matters.

**Candidate Questionnaire
El Camino Hospital Board of Directors
Finance Committee Member**

1. Identifying Information

Name: WAYNE DOIGUCHI

Residence Address:

3388 KENZO CT
MT. VIEW CA 94040

E-mail Address:

YENMAKER@MSN.COM

Phone Number:

650 380-6222

2. Specific financial experience - Please describe how your professional background demonstrates your knowledge and experience with the following:

a. Demonstrated strategic financial effectiveness in an environment as a Financial Officer or General Manager. CHAIRMAN & CEO OF PAN PACIFIC BANK MERGED WITH CALIF BANK OF COMMERCE 2015.

b. Experience (and an appreciation of) within an environment that places a high value on service and service excellence.

BANKING IS A SERVICE BUSINESS, SO WE PLACED A HIGH VALUE OF BUILDING RELATIONSHIPS WITH OUR CLIENTS

c. Prior experience offering strategic insights in any of the following areas

- Healthcare Finance
- Large Complex Facility Construction RESIDENTIAL & COMMERCIAL CONSTRUCTION
- Healthcare Payer
- Large corporate environment
- Medical Group Practice Experience

- d. Are there any other aspects of the position description that you have experience with that are not specifically called out above? If so, please describe that experience.

3. Why are you interested in being considered for a Finance Committee Member with the El Camino Hospital Board? *LOCALLY RAISED I HAVE A STRONG BANK COMMITMENT FOR THE COMMUNITY. HAVING BEEN A BANK CEO I HAVE A STRONG SKILL SET IN FINANCE, WORKING WITH INSTITUTIONAL INVESTORS, THE CONSTRUCTION INDUSTRY AND BUILDING RELATIONSHIPS AND SERVING OUR CLIENT,*
4. Are there any civil, employment-related or criminal incidents in your background that we may uncover in a reference or background check? Have you ever been involved in a government investigation for business related issues (e.g. SEC)? (Note: Disclosure of a civil, employment-related, criminal incident(s) or government investigation will not necessarily disqualify you from appointment. The nature and timeframe will be taken into consideration.)
NONE
5. Are you able to make the necessary time commitment?
YES
6. Would this position create a conflict of interest with any of your other commitments?
IT WOULD DEPEND ON WHEN COMMITTEE MEETS. BUT MONDAYS AT 5:30 WORKS FOR ME
7. The El Camino Hospital Finance Committee Member position is a non-compensated, (i.e. volunteer) and has one-year renewable terms. Is this acceptable?

YES



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Message

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Adding a photo to your own profile helps you get recognized

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Wayne Doiguchi · 2nd

Director at California Bank of Commerce

San Francisco Bay Area · 260 connections · Contact info

CBC California Bank of Commerce
University of Washington
Pacific Coast Banking School

Cynthia

People Also Viewed



Highlights



1 mutual connection

You and Wayne both know Dennis Young

About

Wayne has over 40 years of experience as an operating executive and investor in the Bay Area banking industry. He is currently a Director with California Bank of Commerce and was a founding Board member of Pan Pacific Bank and became Chairman & CEO in 2010. He has a long, sustained track record of creating shareholder value, and ... see more

Featured

Pan Pacific Bank
californiabankofcommerce.com

Pan Pacific Bank is an independent, locally owned bank headquartered in Fremont, CA. We provide client services in Alameda and Santa Clara counties.

Messaging



Search

2

Experience



Director

California Bank of Commerce
Jan 2016 – Present · 4 yrs 4 mos



Chairman and CEO

Pan Pacific Bank
Jul 2005 – Dec 2015 · 10 yrs 6 mos

Founder and CEO

Strataventure LLC
Jan 1995 – Dec 2005 · 11 yrs
San Jose

Venture firm that invested in Bay Area businesses. Particularly helped early stage companies that wanted partnerships with companies in Japan, and helped Japan partners in Silicon Valley.



Head of Loan Administration

Union Bank
Jan 1972 – Dec 1990 · 19 yrs
San Francisco Bay Area

As head of loan administration handled all loan administrative functions for the the bank's loan committees for retail, construction and corporate lending.

Education

University of Washington Pacific Coast Banking School

1982 – 1985



Santa Clara University

Master of Business Administration (MBA), Finance
1978 – 1981



University of California, Los Angeles

Skills & Endorsements

Banking · 7



Endorsed by Nancy Sheppard and 1 other who is highly skilled at this

Messaging



Search



Endorsed by other connections, this is highly skilled at this

Leadership · 5

William H Noibi and 4 connections have given endorsements for this skill

Show more

Recommendations

Received (0) Given (2)



Jeffrey Hill
Sr. Commercial Credit Analyst at First Tech Federal Credit Union
October 26, 2015, Wayne was senior to Jeffrey but didn't manage directly

Jeff is an extremely valuable employee and has a high degree of loan knowledge working in our loan department. He's approaches all his duties with a strong sense of responsibility and is a good communicator and works well with everyone. I would highly recommend him and believe he has the ability to excel in any role.



Jennifer C.
Accounting Professional
October 8, 2015, Wayne was senior to Jennifer but didn't manage directly

Jennifer is an extremely valuable employee and has a high degree of expertise working in our financial department. She recently implemented a new employee benefit program and ran the entire process from vendor to employee. Her skills clearly excel under pressure and she is a team player.

Accomplishments

6 Organizations

- Abode Tri-City Homeless Coalition • Association for Corporate Growth Silicon Valley (ACGSV) • SAVE (Safe Alternatives to Violent Environment) • San Jose Sports Authority • Serra Center • The Washington Hospital Foundation



Messaging

**Candidate Questionnaire
El Camino Hospital Board of Directors
Finance Committee Member**

1. Identifying Information

Name: Greg Scharff

Residence Address:

445 Seale Ave
Palo Alto, CA 94301

E-mail Address:

Gregscharff@icloud.com

Phone Number: (650) 868-9303

2. Specific financial experience - Please describe how your professional background demonstrates your knowledge and experience with the following:

- a. Demonstrated strategic financial effectiveness in an environment as a Financial Officer or General Manager.

Over the last 10 years, I have served on and chaired several committees that serve a similar function to the El Camino Hospital Finance Committee. I served as Mayor of Palo Alto, a Palo Alto City Councilmember, Chair of Palo Alto's Finance committee and the councilmember tasked with being familiar with our Utility Department's finances. In these roles, I have performed all of the tasks that would be expected for this position, including but not limited to: budgeting; financial reporting; financial planning and forecasting; Pension issues; contracting concerns; capital and program analysis; and debt issuance and instruments.

During the Great Recession, I was instrumental in developing a plan to balance Palo Alto's budget after a severe reduction of revenues and a ballot box loss for new revenue. The challenge was to do this without loss of services to the citizens of Palo Alto. I also created consensus around an infrastructure plan to maintain and build new infrastructure after decades of neglecting the City's infrastructure. New funding mechanisms were created dedicated solely to infrastructure and maintenance and upkeep became a priority. Today, Palo Alto is building new fire stations, a parking garage, a public safety building, a bike bridge, and has the best roads in Santa Clara County and the fourth best in the Bay Area, based on our Pavement Condition Index.

I also currently chair the Northern California Power Authority's Finance Committee as well as serve on their Executive Board. In these capacities, I deal with all of the financial issues of an organization that has huge capital expenditures related to ownership of Geothermal Plants, Solar facilities, Gas Turbines, and Hydro-electric projects throughout Northern California as well as purchasing and managing power needs for local utilities.

I was also Vice Chair of the Association of Bay Area Governments Finance committee before I became Vice President of the organization. I was also appointed to the Ad Hoc committee that negotiated the merger of the staffs of two organizations and set up the financial merger of the organizations while keeping them separate with two different boards.

As president and CEO of Verdant Development Company, I have purchased a few hundred million dollars' worth of apartments and obtained debt financing of over a hundred million dollars as well as set annual and capital budgets for each apartment complex in the portfolio.

- b. Experience (and an appreciation of) within an environment that places a high value on service and service excellence.

With over a decade of public service, I have always striven to ensure that the organizations I am involved in place a high value on serving the public and do so in a manner that places a high value on excellence and service.

- c. Prior experience offering strategic insights in any of the following areas

- **Healthcare Finance**
I was very involved in negotiating the land use approvals for the New Stanford Hospital and the Children's Hospital and gained valuable insights into health care finance. I also worked closely with both of our hospitals in my capacity as a Councilmember.
- **Large Complex Facility Construction**
In Palo Alto, I was intimately involved in dealing with construction issues that arose over the construction of our new library. As I previously mentioned, I also put together an infrastructure plan and associated funding plan for Palo Alto. I have also over a decade of experience in construction litigation and have personally developed apartments, office buildings, single family homes, as well as led substantial remodels of large apartment complexes.
- **Healthcare Payer**
In my various roles, I have had oversight over the various health care plans we offer and the financial implication to the organization of these.
- **Large corporate environment**
I am intimately familiar with City Government organizations, such as Palo Alto, which has approximately 1,200 employees.
- **Medical Group Practice Experience**
My wife is an Optometrist in Santa Clara where she is in a group practice with 3 other Doctors. I am very familiar with her practice and the challenges she faces.

- d. Are there any other aspects of the position description that you have experience with that are not specifically called out above? If so, please describe that experience.

I have broad experience serving on a variety of Finance Committees and as a board member of several government agencies. I also have broad practical experience with personnel issues, construction issues, and legal issues.

3. Why are you interested in being considered for a Finance Committee Member with the El Camino Hospital Board?

As my experience indicates, public service is very important to me and I feel I would add a significant value to the finance committee. I am mission driven and an innovative problem solver. I would love an opportunity to continue serving our Santa Clara community through service to the El Camino Hospital Board.

4. Are there any civil, employment-related or criminal incidents in your background that we may uncover in a reference or background check? Have you ever been involved in a government investigation for business related issues (e.g. SEC)? (Note: Disclosure of a civil, employment-related, criminal incident(s) or government investigation will not necessarily disqualify you from appointment. The nature and timeframe wth be taken into consideration.

NO

5. Are you able to make the necessary time commitment?

YES

6. Would this position create a conflict of interest with any of your other commitments?

NO

7. The El Camino Hospital Finance Committee Member position is a non-compensated, (i.e. volunteer) and has one-year renewable terms. Is this acceptable?

YES

H. GREGORY SCHARFF

EXPERIENCE

NORTHERN CALIFORNIA POWER AUTHORITY

Commissioner (2013-present)

Chair, Finance Committee (2019-present)

Executive Board Committee Member (2017-present)

- Serve as Palo Alto's representative on this Joint Powers Authority comprised of locally owned (public) electric utilities.
- Make joint investment decisions in energy resources to ensure an affordable, reliable and clean supply of energy to our member communities and lobby state and federal officials/regulators on issues related to energy policy.
- As a member of the Executive Board and Chair of the Finance committee, I review the annual operating and capital budgets, review and vet any financial requests in excess of the CEO's signing authority and make recommendations to the full board. Oversee the financial reporting to ensure that the Board is advised of any necessary corrective actions. Review the organizations long range financial forecasts and make recommendations to management and the Board.

PALO ALTO UTILITIES ADVISORY COMMISSION

Commissioner (2019-present)

Advise City staff and the City Council on all aspects of Palo Alto's utilities including Policy, budgeting, financial planning and forecasting, rate setting and Capital Program analysis.

VERDANT DEVELOPMENT INC. Palo Alto

President and CEO

- Acquired over 900 apartment units in the northern California, Oregon, Florida and Salt Lake City markets; completed remodels and repositioning, resulting in significant value creation.
- Prepared, reviewed and managed the annual operating and capital budgets for each Apartment complex, obtained over \$100,000,000 of financing.
- Acquired and repositioned several office buildings in Menlo Park, Palo Alto, and Santa Cruz.

THE SCHARFF LAW GROUP, INC./EDWARDS & SCHARFF LLP Palo Alto, CA

Founder/Partner

- Created highly successful boutique law practice and represented numerous individual, non-profit, government, and start-up/corporate clients in real estate matters, administrative law, labor law, and federal and state litigation. Representative clients

- included: Sares Regis Group; Sobrato Development Company; Applied Materials; Santa Clara County Democratic Party; Indian River County School District (Florida); Polk County School District (Florida); Sacramento City Unified School District (California); and others.
- Hired and managed associates and support staff.

SAN FRANCISCO BAY CONSERVATION AND DEVELOPMENT COMMISSION

Commissioner (2013-present)

Chair, Enforcement Committee (2016-present)

- Serve as the Santa Clara County Board of Supervisors' representative to this State Planning and Regulatory Agency that oversees all development and regulatory issues impacting the San Francisco Bay and Suisun Marsh.
- As Chair of the Enforcement Committee, act as the presiding judge on contested enforcement actions related to any illegal activities impacting the Bay.
- Spearheading significant overhaul and review of the enforcement process.
- Advise the Commission and staff regarding enforcement budget issues.

PALO ALTO CITY COUNCILMEMBER, Palo Alto (2010-2018)

Mayor (2013, 2017); *Vice Mayor* (2012, 2016);

Finance Committee Chair (2011, 2018)

Finance Committee Member (2010, 2011, 2012, 2014, 2016, 2018)

Personnel Committee Chair (2012, 2013, 2017)

Key accomplishments and responsibilities

- As Mayor and as a member and or Chair of the Finance Committee for 8 years, I reviewed, revised and approved the annual operating and capital budgets of the City of Palo Alto and its Utilities. Reviewed the organizations long range financial forecasts and financial plans and along with my colleagues set direction and made recommendations to the full City Council on all financial matters pertaining to the City of Palo Alto. Approved and revised all budgets, oversaw financial reporting, worked with financial auditors and reviewed all financial audits, received periodic updates on management's expected results and emerging risks. Restructured Palo Alto's budget during the great recession. Reviewed and made recommendations regarding new debt issuance. Developed plans to fund Palo Altos increasing pension liability. Set utility rates and developed long term action plans to ensure that Palo Alto's rates were at least 25% below PG&E and a 100% carbon neutral.
- Established a strong working relationship between Stanford University and the City of Palo Alto. Built consensus and support for the construction and expansion of the new Stanford Hospital, Lucille Packard Children's Hospital, and the expansion of Ronald McDonald House.
- Led effort, in partnership with Stanford University, to obtain \$10 million in funding from Santa Clara County to develop significant bicycle and pedestrian improvements on campus and throughout Palo Alto.
- Launched two successful Transportation Management Agencies (Stanford Research Park and Downtown) while preserving relationships with local businesses and multi-national corporations.

- Proactively created consensus to develop and implement a funding plan for \$150,000,000 in City infrastructure that included a new public safety building, two new fire stations, a new golf course, and numerous other projects.
- Played key leadership role in Palo Alto's climate change initiatives. Also, led the efforts to make Palo Alto a 100% Carbon Neutral Municipal Electric Utility, while keeping rates more than 25% below the competing private provider (PG&E).
- Led recruitment efforts for a new City Attorney, City Clerk and City Auditor; had responsibility for facilitating annual performance evaluations and salary negotiations with the four Council Appointed Officers (City Manager, City Attorney, City Clerk, and City Auditor).
- Successfully coordinated several ballot initiative campaigns.

SAN FRANCISCO BAY RESTORATION AUTHORITY (2017-2018)

- Serve as a Governing Board Member for this regional government agency created by the California State legislature and charged with raising and allocating resources for the restoration, enhancement, protection and enjoyment of wetlands and wildlife habitat in the San Francisco Bay and along its shoreline.
- Approved and vetted grants for a number of projects along the San Francisco Bay
- Approved and oversaw the Agency's budget.

SAN FRANCISQUITO CREEK JOINT POWERS AUTHORITY (2013-18)

Alternate (2013-2016); Board Member (2017-2018)

- Served as Palo Alto's representatives on this JPA board.
- Set operating and capital budgets and approved all aspects of the organizations finances as a governing board member.
- Oversaw projects along the creek and San Francisco Bay to reduce flooding, build resiliency in the face of sea level rise, and enhance ecosystems and recreational opportunities.

SANTA CLARA COUNTY CITIES ASSOCIATION (2011-2018)

President (2017); Vice President (2015 and 2016); Secretary (2014); Treasurer (2013)

- Serve as Palo Alto's representative to this Association and in various leadership roles. The organization coordinates amongst elected officials on mutual issues of interest that impact the 15 cities in Santa Clara County, including San Jose.
- Chaired the working group and led the creation of the Santa Clara/Santa Cruz Airport Roundtable, a multi-county, multi-jurisdictional forum for discussion of airplane noise and related issues.

ASSOCIATION OF BAY AREA GOVERNMENTS (ABAG), San Francisco (2010-18)

Vice President (2018), Executive Board (2013-2018); Administrative Committee; Vice President of Finance & Personnel Committee

- Elected Vice President of the organization by a vote of all County Supervisors and City Council members in a hotly contested election
- Served as Vice President of the Personal and Finance Committee and dealt with all of the financial aspects of the organization, including but not limited to budgeting, financial reporting, financial planning and forecasting.

- Serve as Santa Clara County's representative to this agency that oversees regional planning for the nine Bay Area counties.
- Appointed by ABAG colleagues to serve on Ad Hoc Committee negotiating the merger between ABAG and the Metropolitan Transportation Commission, which serves as the transportation planning, financing, and coordinating agency for the nine-county Bay Area.
- Served on executive search committee and interview panel for new MTC/ABAG Executive Director and coordinated with MTC on hiring of new Executive Director.

PROMETHEUS DEVELOPMENT CO., INC., San Mateo, CA

Director of Acquisitions

- Managed and supervised the acquisitions department, resulting in the development of over 3,000 apartment units and 2,000,000 square feet of office space during tenure.
- Hired and managed the acquisitions staff; proposed quarterly acquisition goals, profitability targets, and deal parameters to meet company objectives.

EDUCATION

COLUMBIA UNIVERSITY SCHOOL OF LAW *Juris Doctorate awarded*

- Successfully completed 18 units in finance, real estate, and accounting through a joint program with Columbia Business School.

UNIVERSITY OF CALIFORNIA, BERKELEY, BOALT HALL

- Visiting Student Program with Columbia Law School

BOWDOIN COLLEGE *B.A. Economics*

- Graduated Summa Cum Laude

PROFESSIONAL AFFILIATIONS

- State Bar of California
- California Licensed Real Estate Broker
- Silicon Valley Chapter of NAIOP-Commercial Real Estate Development Association (former regional and national Board Member)
- Housing Industry Foundation (former Board Member)
- Palo Alto Housing Corporation (former Board Member)
- Rotary Club of Cupertino (former member)
- Urban Land Institute Member, UDMUC Red Product Council

REFERENCES

Available upon request.