



## MEMORANDUM

FC 14

**TO:** Board Policy and Monitoring Committee      **FROM:** Shiloh Ballard  
**SUBJECT:** Feedback on Item 4.4 Board Work Plan      **DATE:** May 15, 2026

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Due to the conflict with our legislative visits, I'm unable to be at the Board Policy and Monitoring Committee (BPMC) meeting on May 19, 2026. As a result, I'd like to communicate some thoughts on one of the agenda items and ask that we defer a majority of the conversation to a future date.

The item is 4.4 on the Board work plan and work planning session set for August. During our last work planning session and review, there were many questions about the document itself and as a result, the item was referred to BPMC.

Questions that would be good for us to start with include:

- What are the goals of our board planning session?
- What is the purpose of the board workplan?
- How do we want to use it and how does it get used?
- How does it relate to other planning documents?

Much of this is articulated in the work plan and it's worthwhile to refresh our memories, to make sure we still agree. And change things if not.

Some of the issues raised at the last planning session about the document included:

- The document is too long and should be more concise
- It is not consistent across areas such as writing style and level of detail (are we at a policy level or are we getting in the weeds on projects)

Sidenote: One thing I would suggest we add is a section that is specific to the Board. What are the things the Board needs to work on this year? One example is, given the pending loss of much institutional knowledge and new board members coming on to replace Director Tony Estremera this year and Directors Richard Santos and Nai Hsueh next, what is our onboarding process for new board members? This is especially important given that we will also have a new CEO. Another board work plan item could be the update of our CEO and Board Appointed Officer annual review process. Most important is a smooth transition to a new CEO and the fixing of issues that were surfaced as a result of the investigation. These are all items to include on a board work plan for us this year.

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