



BUSINESS PLANNING PROCESS

I. PURPOSE

This policy is intended to provide a general framework by which the Sonoma County Employees' Retirement Association will carry out its short- and long-term business planning processes.

II. OBJECTIVES

A. The objectives of the Business Planning Process are to:

1. Ensure that SCERA is continually identifying the business risks and improvement opportunities that may exist, as well as the actions necessary to address them.
2. Clarify and affirm the link between the annual business plan, the strategic plan, the Retirement Administrator performance review and the budget.

III. ASSUMPTIONS

- A. Business planning is a dynamic and on-going process.
- B. To be effective, a business plan must be documented.
- C. A business plan should be limited to those initiatives that can reasonably be achieved during a given planning period.
- D. Business and strategic planning should focus on both short-term and long-term objectives.

IV. GUIDELINES

A. Roles and Responsibilities

1. Management shall be charged with the responsibility of:
 - a. Preparing the annual business plan;
 - b. Seeking input and counsel from the Board;
 - c. Prioritizing initiatives identified during the Business Planning Process and documenting any tie to strategic plan goals; and
 - d. Recommending the plan to the Board for approval.

2. The general role of the Board in the Business Planning Process is to:
 - a. Provide input and counsel to management;
 - b. Ensure that management has followed a sound and reasonable process in the preparation of the business plan;
 - c. Ensure that the business plan supports the overall mission of SCERA and strategic plan goals;
 - d. Develop annual objectives for the Retirement Administrator that reflect the business plan priorities; and
 - e. Approve the business plan and provide oversight.

B. Business Planning Milestone Dates

1. In preparing the business plan and operating budget, the Retirement Administrator will adhere to the following general timeline:
 - a. Present annual business plan to the Board for approval (October);
 - b. Present proposed SCERA fiscal (calendar) year budget to the Board for approval (November).

C. Business Plan Format

1. The Retirement Administrator shall determine the most appropriate format for the business plan. The business plan will however generally include at least the following:
 - a. Initiatives to be undertaken;
 - b. Support or rationale for each initiative (including correlation with strategic goals); and
 - c. Estimated time-frame for completion of each initiative.

D. Review and Reporting

The Board will review progress to date on the business plan on a semi-annual basis. The Board may also use this opportunity to provide input into the development of subsequent business plans.

V. REVIEW

The Board shall review this policy at least every three years to ensure that it remains relevant and appropriate.

VI. HISTORY

The Board adopted this policy on 7/15/2004.

Reviewed on 7/20/2006 and 4/16/2009.

Reviewed and revised on 3/21/2013, 5/22/2014, and 5/25/2017.