

Business Planning Policy

I. Background & Objectives

Given the complex environment in which it operates, VCERA faces myriad risks that could impact its operations. The Board is committed to identifying, understanding, and managing such risks through a formal business planning process.

The Board has developed this policy to provide broad guidance to the Board and the Chief Executive Officer in this regard.

II. Guidelines

- A. As input into the Business Plan, the Chief Executive Officer and staff will develop a business planning framework identifying:
 - 1. The broad categories of risk that affect VCERA;
 - 2. Significant risks that exist within each category;
 - 3. Potential means to address each risk (e.g. new systems, policies, or other special projects);
 - 4. An assessment of the extent to which VCERA has already implemented the above means.
- B. The broad categories of risk referred to above will, at a minimum, include the following:
 - 1. Funding;
 - 2. Investments;
 - 3. Benefit Administration; and
 - 4. Governance and Fiduciary Risk.
- C. Based on the above framework, the Chief Executive Officer will prepare a Business Plan containing at a minimum:
 - 1. A summary of progress related to the previous year's business plan;
 - 2. An assessment of VCERA's risk exposure from a business perspective;

3. A list of the priority initiatives to be undertaken to address VCERA’s most significant areas of risk exposure (these should generally not exceed 2-3 initiatives);
 4. An estimated timeline for completing the priority initiatives;
 5. The parties responsible for completing the initiatives; and
 6. The resources necessary to undertake the initiative, and any significant budgetary impact.
- D. At the beginning of each fiscal year, the Chief Executive Officer will review and update the business planning framework and the Business Plan, and present them to the Board for discussion.
1. Any initiatives for the coming year should have a clear link or connection to the annual budget, where applicable.

III. Policy Review & History

This Board will review this policy at least every three (3) years to ensure that it remains relevant and appropriate.

Date	Action	Comments
June 2, 2003	Policy Adopted	
June 18, 2012	Reviewed	No changes
June 15, 2015	Reviewed & Amended	Added “a summary of progress related to the previous year’s business plan” to contents
July 2, 2018	Reviewed & Amended	Added “and any significant budgetary impact” to alert the Board of any planned initiatives that were not included in approved fiscal year budget; Removed requirement of a status update from previous year, because the last policy update inserted a summary of progress related to the previous year’s business plan as a minimum requirement
September 9, 2024	Reviewed & Amended	Added clear link to annual budget where applicable

October 27, 2025	Reformatted	Reformatted based on new policy format adopted by the Board on March 24, 2025
August 24, 2026	Amended	Amended to reflect the Board's decision at its regular meeting on July 27, 2026, to change the job title of Retirement Administrator to Chief Executive Officer.