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SOUTH CAROLINA STATE PLAN
1979-80 THROUGH 1983-84
A FIVE YEAR PROGRAM PLAN

**SOUTH CAROLINA
STATE PLAN
1979-80 through 1983-84
A FIVE-YEAR PROGRAM PLAN
for**

Name of Agency

Date Submitted

Agency Head



State of South Carolina

JAMES B. EDWARDS
GOVERNOR

OFFICE OF THE GOVERNOR
POST OFFICE BOX 11450
COLUMBIA 29211

MEMORANDUM

TO: All State Agency Heads

FROM: Governor James B. Edwards

DATE: December 12, 1977

SUBJECT: Five-Year Planning

Attached you will find a recently completed manual on five-year planning for the future development of South Carolina that I feel will be of great interest to you. As you are aware, planning is the essential cornerstone for orderly growth and development, whether it be in government or the private sector.

We, in South Carolina, have indeed been fortunate to have had a long line of dedicated elected officials and public servants. These men and women have made tremendous achievements in quality education, health care, economic development and a host of other areas.

It is, however, essential that we in government continue to advance the interests of all of our citizens by establishing goals and objectives for our State through planning. In this age of complex and rapid growth it has become essential that we set priorities for the future -- we must and we will plan for orderly and meaningful growth for the generations of South Carolinians yet unborn.

James B. Edwards



STATE OF SOUTH CAROLINA
OFFICE OF STATE PLANNING
P. O. BOX 11333
COLUMBIA
29211

P. C. SMITH
DIRECTOR

TELEPHONE
(803) 758-3106

December 12, 1977

To: Heads of All State Agencies

Re: Five-Year Planning

In recent years, it has become increasingly apparent that the absence of a formalized planning operation is a principal weakness of our State Government. Through the years, a recognition has emerged that certain of our basic government services are of more public benefit than others, and in an informal way we have tended to establish priorities; but we have had no fixed goals, and have somewhat drifted from year to year toward unstated destinations.

Our annual budget development process has heretofore been the only regularly occurring occasion where attention has centered on an evaluation of progress and the future course of the State Government. The necessity of adhering to sound fiscal policies has meant that emphasis in the process has been mainly on finance, with relatively little time available for consideration of service objectives beyond the next year. The inefficiency of the system is obvious.

The introduction of a Five-Year Planning Procedure is thus designed to inject a long overdue function into the management of our State Government.

For most of us, the process will be new. As in all new things, experience and refinement of details will be required to reach a desired level of proficiency. Your comments along the way will aid materially in our planning how to plan.

Yours very truly,

A handwritten signature in black ink, appearing to read "P. C. Smith", written over a horizontal line.

P. C. Smith, Director
Division of Planning

PCS:bd

Introduction

On October 26, 1977, the South Carolina State Budget and Control Board formally directed the Planning Division to "Institute a continuing five-year planning procedure among all agencies in the Executive Branch." The Board further directed that the first five-year period begin with the fiscal year 1979-80.

The purpose of this manual is to facilitate the statewide comprehensive planning effort. It is anticipated that this procedure will provide an organized approach to better communication, decision-making and management at the state and agency levels. It is recognized that many agencies have developed effective internal planning mechanisms while others have yet to do so. Recognition of the diversity of formal planning formats and levels of implementation among agencies prompted the development of the "workbook" format used in this manual. For agencies with well developed planning structures, it should simply provide a common format for displaying existing information. For agencies just beginning a formal planning effort, it provides a planning methodology.

A deliberate effort has been made to provide a simple, straightforward format that will accommodate a diversity of agencies and provide for aggregating information on a statewide basis. This workbook has six sections with instructions at the beginning of each section. With the exception of Section I, the sections are sequential - building on the previous sections. The first section provides an opportunity for each agency to provide a narrative preamble. The remaining sections are

composed of a Statement of Mission, Program Plans, Budget Summary, Executive Abstract and an Appendix for displaying supportive and clarifying information. All materials should be inserted directly into the workbook in the appropriate sections.

In order to comply with the deadline established by the Budget and Control Board, the following work schedule has been established:

November 1 - December 1	Develop, review and produce planning workbook
December 1 - 15	Meet with groups of agencies to initiate planning process
December 15 - March 15	Development of five-year plans by agencies
March 15	Completed Plans due to State Planning Division (one copy)
March 15 - May 15	Review of agency plans and compilation of statewide reports
May 15 - July 15	Review of agency plans and statewide summary by Budget and Control Board
July 15	Beginning of annual state budget request schedule

Upon request, the staff of the State Planning Division will assist agencies in resolving problems that may arise during the development of agency plans. It is recognized that the common format and instructions provided in this workbook may not cover all of the unique characteristics of the many agencies of State Government. We will welcome the opportunity to work with such agencies to resolve these problems in a manner that accurately shows agency needs and plans while complying with the requirement to obtain comparable statewide information. Please direct inquiries to:

Dr. Jesse A. Coles, Jr.
State Planning Officer
Division of State Planning
P. O. Box 11333
Columbia, South Carolina 29211
Telephone: 758-3106

PREAMBLE

SECTION I

Preamble

The purpose of the preamble is to provide an opportunity for each agency to introduce its five-year plan in a manner and setting determined by the agency. Accordingly, no specific format is recommended for this section. The preamble should be typed on letter size paper and inserted in this section of the workbook. Please remove and discard these instruction sheets in the final plan.

Since the preamble will serve as an introductory statement or letter of transmittal, most agencies will develop this section last.

MISSION

SECTION II

Agency Mission Statement

The purpose of the agency mission statement is to identify each agency's areas of responsibility, the authority basis for those responsibilities and the agency's program structure designed to respond to each area of responsibility. Two sub-sections are requested. The first asks that the agency provide a narrative statement of overall mission or purpose. The second asks for a listing of agency responsibilities, authority, and programs.

Subsection A - Mission or Purpose

This subsection requests a narrative statement of the agency's purpose. It should address the broad question of why the agency exists. The agency mission statement should be typed on the page provided. If additional space is needed, add additional letter size pages.

Subsection B - Program Analysis

On the form provided, please list each agency responsibility, source of authority and associated program.

Responsibility - The purpose of information requested in this column is to determine the major areas of responsibility, as interpreted by the agency, toward which its efforts and resources are directed. Accordingly, the agency should not quote lengthy statements directly from the authority source but is requested to select key phrases or paraphrase.

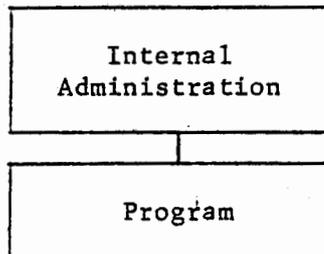
Authority - The column requesting source of authority seeks to identify the legal basis for each responsibility. It may arise from the Constitution, Statutes, Governor's Executive Order, Court Order, Agency Board Directive, Agency Head discretionary authority or other specified source. Please do not quote lengthy legal citations. It will be sufficient to 1) list the authority source (i.e.: Code of Laws) 2) note the specific locator (i.e.: Article ____, Section ____).

Program - For purposes of this plan, a program is defined as:

- . A set of resources - personnel, materials and/or money - structured to perform a responsibility or set of allied responsibilities of an agency.
- . Because subsequent sections will examine all aspects of an agency, each agency should consider its internal administration and support as one program.

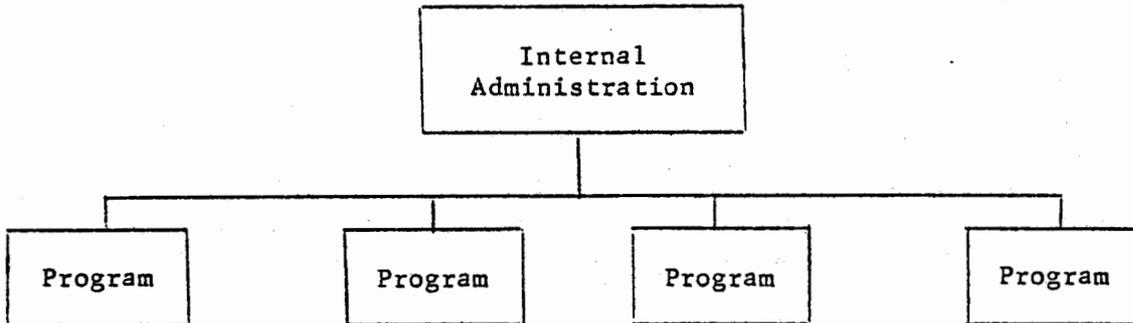
In single purpose agencies there will be only two programs. In more complex agencies there will be multiple programs which may or may not conform to the formal organization chart of the agency. Listed below are three forms of program structure found in state agencies:

Form 1 - Single program agency



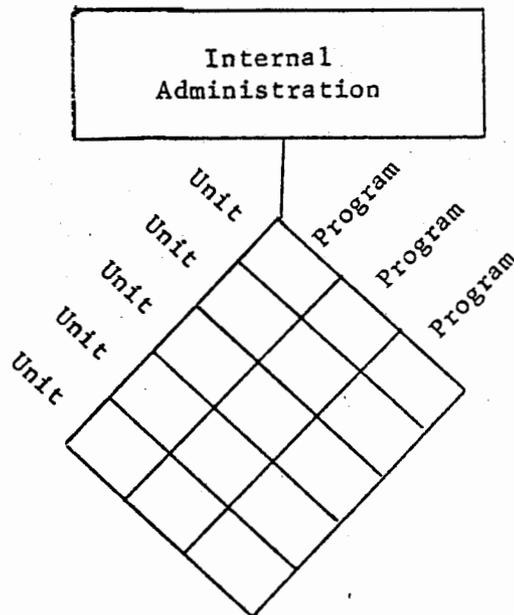
This agency would show only two programs.

Form 2 - Multi-program agency
Organized by program



This agency would show five programs (Internal Administration and four specific programs in order to display the total agency in the subsequent program plan section).

Form 3 - Multi-program agency with programs
superimposed on formal organization
structure



This agency would disregard the formal organization chart or unit structure and show Internal Administration and three programs.

Please duplicate the Subsection B form as needed. Remove and discard these instruction pages in the final plan.

FORM II A

Mission Statement

FORM II B

Program Analysis

Responsibility

Authority

Program

PROGRAM PLANS

SECTION III

Program Plans

The purpose of this section is to obtain a five-year plan for each program identified in Section II (including internal administration as a program) and for proposed new programs. It is understood that each agency is being requested to identify current program deficiencies, project changing service conditions over a five-year period, propose attainable objectives and project resource needs based on "best available information" at this point in time. Obviously, assumptions based on current information which prove false will mandate appropriate program changes in the future. The projected provisions for annually updating agency plans allow for such adjustments. For each program identified in Section II (including internal administration as a program) and for each proposed new program, complete one set of forms provided in this section. On any narrative sections that do not apply type "none" and on budget sections that do not apply enter "-0-". Please duplicate the form sets as needed. The following are instructions for completing each form. Remove and discard the instructions in the final plan.

A. Current Program Status(1978-79 Base Year)

On Form III A please describe the 1978-79 program status based on the funding level recommended by the State Budget and Control Board in the 1978-79 Budget Request (available in January 1978). The base year program budget requested on Form III A should display the total funds for each program for 1978-79 at the level recommended by the Budget and Control Board.

SPECIAL NOTE: on all subsequent forms in Section III, list changes only - increases or decreases - based on 1978-79 dollars (Do not project inflation or increases in the salary schedule for state employees).

SPECIAL NOTE: Activities and Budgets in this plan are addressed to operations only, not capital outlay. Do not include capital outlay projections in the proposed budget figures. Program changes that are dependent upon capital outlay should be explained in the appropriate narrative section.

B. Current Program Deficiencies

On Form III B1, list current program deficiencies in quantitative terms (i.e.: number of clients or units being served vs. the number needing service) and/or qualitative terms (i.e.: current services provided vs. the service level deemed appropriate by the agency).

On Form III B2 briefly state the annual objectives for overcoming program deficiencies and a narrative statement of the principal means (strategy) by which the objective will be accomplished.

On Form III B3 (2 pages) list the proposed budget changes - increase or decrease from prior year - required to achieve the annual program objective listed on Form III B2. Definitions of personal service, other operating expenses and special items are those used in the State Budget Request.

C. Projected Program Growth

On Form III C1, list the assumptions your agency makes concerning changing service conditions during the next five years (i.e.: change in the number of service units, clients, etc.) and briefly describe any program growth or expansion required to meet requirements of these changing service conditions.

On Form III C2, briefly state the annual objectives for projected program growth and a narrative statement of the means (strategy) by which the objective will be accomplished.

On Form III C3 (2 pages), list the budget changes - increases or decreases from prior year - required to achieve the annual program objectives listed on Form III C2.

D. New Programs and Projected Major Program Modifications

The D series forms are to be used for; 1) proposing new programs and, 2) proposing major program modifications that exceed the plans projected to remove current deficiencies and respond to the need for program growth.

If the agency is proposing a new program it will be necessary only to complete the D series - omit series A, B and C for the new program.

If the agency is proposing a major modification in an existing program it will be necessary to complete the A, B and C series.

If there are no major modifications for a program omit the D series forms.

Excepted as noted on the forms, the D series are to be completed in the same manner as the previous series.

FORM III A

Current Status
for

Program Title

I. Program Description: Briefly describe current program (1978-79)

II. Program Budget:	Program Budget - 1978-79	STATE	FEDERAL	OTHER
	Personal Service Number of Positions ()			
	Other Operating Expenses			
	Special Items			
	Total			

FORM III B1

Current Program Deficiencies
for

Program Title

- I. Deficiency: list current program deficiencies in quantitative terms (i.e.: number of clients or units served vs. the number needing service) and/or qualitative terms (i.e.: current services provided vs. the service level deemed appropriate by the agency).

FORM III B2

Annual Plan for Addressing
Program Deficiencies
for

Title of Program

For the deficiencies listed on Form III B1, provide an annual breakdown by objective and strategy.

Annual Objective	Annual Strategy
1979-80	
1980-81	
1981-82	
1982-83	
1983-84	

FORM III B3

Proposed Budget Changes for
Addressing Program Deficiencies
for

Title of Program

First of 2 pages

	1979-80			1980-81			1981-82		
	Proposed Change			Proposed Change			Proposed Change		
	State	Federal	Other	State	Federal	Other	State	Federal	Other
Personal Service									
Number of Positions ()									
Other Operating Expenses									
Special Items (list below)									
Total									

Footnotes:
Use this section to add
clarifying comments.

FORM III B3

Proposed Budget Changes for
Addressing Program Deficiencies
for

Title of Program

Second of 2 pages

	1982-83			1983-84		
	Proposed Change			Proposed Change		
	State	Federal	Other	State	Federal	Other
Personal Service						
Number of Positions ()						
Other Operating Expenses						
Special Items (list below)						
Total						

Footnotes:

Use this section to add
clarifying comments.

FORM III C1

Projected Program Growth
for

Title of Program

- I. Future Service Conditions: list the assumptions your agency makes concerning changing service conditions during the next five years (i.e.: change in number of service units, clients, etc.) and briefly describe any proposed program growth or expansion required to meet requirements of these changing service conditions.

FORM III C2

Annual Plan for Projected Program Growth
for

Title of Program

For the projected program growth listed on Form III C1, provide an annual breakdown by objective and strategy.

Annual Objective	Annual Strategy
1979-80	
1980-81	
1981-82	
1982-83	
1983-84	

FORM III C3

Proposed Budget Changes for
Projected Program Growth
for

Title of Program

First of 2 pages

	1979-80			1980-81			1981-82		
	Proposed Change			Proposed Change			Proposed Change		
	State	Federal	Other	State	Federal	Other	State	Federal	Other
Personal Service									
Number of Positions ()									
Other Operating Expenses									
Special Items (list below)									
Total									

Footnotes:
Use this section to add
clarifying comments.

FORM III C3

Proposed Budget Changes for
Projected Program Growth
for

Title of Program

Second of 2 pages

	1982-83			1983-84		
	Proposed Change			Proposed Change		
	State	Federal	Other	State	Federal	Other
Personal Service						
Number of Positions ()						
Other Operating Expenses						
Special Items (list below)						
Total						

Footnotes:
Use this section to add
clarifying comments.

FORM III D1

New Programs and
Major Program Modifications

Title of Program

I. Statement of Need: Briefly state conditions requiring new program or major program modification.

II. Proposed New Program or Major Modification: Briefly describe the purpose, responsibilities and services of the proposed new program or major program modification.

III. Please check appropriate category: 1. Proposed New Program _____
2. Proposed Major Program Modification _____

FORM III D2

Annual Plan for New Program
or Major Program Modification
for

Title of Program

For the new program or major modification proposed on Form III D1, provide annual breakdown by objective and strategy.

Annual Objective	Annual Strategy
1979-80	
1980-81	
1981-82	
1982-83	
1983-84	

FORM III D3

Proposed Budget Additions for
Proposed New Program or Major
Program Modification
for

Title of Program

First of 2 pages

	1979-80			1980-81			1981-82		
	Proposed Change			Proposed Change			Proposed Change		
	State	Federal	Other	State	Federal	Other	State	Federal	Other
Personal Service									
Number of Positions ()									
Other Operating Expenses									
Special Items (list below)									
Total									

Footnotes:
Use this section to add
clarifying comments.

FORM III D3

Proposed Budget Additions for
Proposed New Program or Major
Program Modification
for

Title of Program

Second of 2 pages

	1982-83			1983-84		
	Proposed Change			Proposed Change		
	State	Federal	Other	State	Federal	Other
Personal Service						
Number of Positions ()						
Other Operating Expenses						
Special Items (list below)						
Total						

Footnotes:
Use this section to add
clarifying comments.

BUDGET SUMMARY

SECTION IV

Budget Summary

The purpose of this section is to summarize the program budgets developed in Section III into a similar display of information for the total agency. If the program identification in Section II was comprehensive, the aggregate program budgets for 1977-78 should equal the agency total budget as listed in the 1977-78 State Budget. Please complete Form IV by summarizing the program budgets shown on the respective Forms III D.

Remove and discard these instructions in the final plan.

FORM IV A

Title of Agency

1978-79 Agency Budget
as Recommended by
The Budget and Control Board

Agency Budget - 1978-79	STATE	FEDERAL	OTHER
Personal Service Number of Positions ()			
Other Operating Expenses			
Special Items			
Total			

Notes:

FORM IV B

Summary of Proposed Budget Changes
for

Title of Agency

First of 2 pages

	1979-80			1980-81			1981-82		
	Proposed Change			Proposed Change			Proposed Change		
	State	Federal	Other	State	Federal	Other	State	Federal	Other
Personal Service									
Number of Positions ()									
Other Operating Expenses									
Special Items (list below)									
Total									

Footnotes:
Use this section to add
clarifying comments.

FORM IV B

Summary of Proposed Budget Changes
for

Title of Agency

Second of 2 pages

	. 1982-83			1983-84		
	Proposed Change			Proposed Change		
	State	Federal	Other	State	Federal	Other
Personal Service						
Number of Positions ()						
Other Operating Expenses						
Special Items (list below)						
Total						

Footnotes:
Use this section to add
clarifying comments.

EXECUTIVE ABSTRACT

SECTION V

Executive Abstract

The purpose of this section is to present a brief overview of each agency's 5-year plan as contained in the preceding sections. It is intended to provide the reader with the basic information in the plan and to stimulate investigation of the detailed information in the plan as needed. It is recognized that no new information will be presented here and that agencies are being requested to restate items from previous sections. Requesting each agency to produce the Executive Abstract does, however, avoid the potential problem of misinterpretation that could occur if the abstract were produced by parties outside the agency. It is in this spirit of accurate communication that this section is requested.

Please complete one Form V A for the agency using additional pages if necessary. For each program identified in previous sections, complete one Form V B. Remove and discard these instructions in the final plan.

FORM V A

Executive Abstract

Name of Agency _____

Agency Head _____

Date Submitted _____

I. Mission or Purpose (Brief statement of principal mission of agency from Form II A).

II. State Policy Changes (Please identify and explain any changes in mission, responsibility or authority necessary for implementation of the proposed 5-year plan of this agency. Use additional pages, if necessary)

FORM V B

Program Plan Abstract
for

Program Title

In the space below, briefly describe each program, its needs (current and 5-year), objectives, strategies and projected costs.

Please check
appropriate
descriptor(s)

- removes current program deficiencies
- provides for projected program growth
- proposes major program modification
- proposes new program

APPENDIX

SECTION VI

Appendix

Use this section to add materials such as statistical charts, maps and etc. necessary to supplement the main text of the preceding chapters. Please do not include copies of studies and reports. These should be simply footnoted at the appropriate place in the text.