

GA-04.01, "Strategic Planning,"

SCDC POLICY/PROCEDURE

NUMBER: GA-04.01

TITLE: STRATEGIC PLANNING

ISSUE DATE: OCTOBER 16, 2014

RESPONSIBLE AUTHORITY: DEPUTY DIRECTOR of ADMINISTRATION

OPERATIONS MANUAL: GENERAL ADMINISTRATION

SUPERSEDES: GA-04.01 (November 1, 2012); (June 1, 2003); (March 1, 2000)

RELEVANT SCDC FORMS/SUPPLIES: NONE

ACA/CAC STANDARDS: 4-ACRS-7B-09, 4-ACRS-7D-01, 4-ACRS-7D-02,4-4002, 4-4003, 4-4004

STATE/FEDERAL STATUTES: NONE

PURPOSE: To provide guidelines/procedures for establishing goals and objectives of the South Carolina Department of Corrections for a three to five-year period.

POLICY STATEMENT: In order to promote the Agency's Mission, strategic planning will be accomplished on an annual basis. The Agency's Strategic Plan will be used to determine funding priorities, develop budget requests, and prioritize agency needs. Offices, Divisions, and Institutions will be required to develop written goals and measurable objectives for their area/institution which support the overall Agency's Strategic Plan.(4-ACRS-7D-01, 4-4002, 4-4003)

SPECIFIC PROCEDURES:

1. Each year, the Agency will review and update the Strategic Plan. The planning process should begin in June, when the Deputy Director of Administration sends out a formal request for the Executive Staff to begin the review process, and will end with the issuance of the Strategic Plan. The Strategic Plan should be issued in September of each year, so that it may be used as a basis for the Agency's budget which must be sent to the Governor's Office in October. The Executive Staff will be responsible for the following tasks:
 - Solicit input and recommendations from Division Directors, Regional Directors, and Wardens;
 - Review the Agency's mission statement and goals;
 - Review the prior year's Strategic Plan, completion of any items, and the status of objectives that have not been completed;

- Review the overall needs of the Agency; (NOTE: Some preliminary data collection may be necessary for this step, i.e., anticipated prison population changes, legislative impact on budget or operation, economic impact, inflationary impact, etc.)
- Based on anticipated needs, establish objectives and performance measures for the Agency; and
- Compile prioritized objectives and distribute them for review by Agency managers. (4-ACRS-7B-09, 4-4004)

2. The Agency Director and the Executive Staff will review the final Strategic Plan and will assign each objective and performance measure to a responsible authority. Each responsible authority will develop an action list to accomplish the objective, will monitor the Agency's progress on the objective, and will report this progress to the appropriate member of the Executive Staff. The Executive Staff will brief the Agency Director on the progress of objectives in their respective areas on a schedule to be determined by the Agency Director.

3. The Budget and Planning Branch will, based on the five-year Strategic Plan and contact with responsible units, compile the detailed requirements and costs necessary to produce the current year budget request in support of the plan.

4. Executive Staff/Division/Institutional Goals and Objectives:

4.1 Executive Staff, Division Directors, and Wardens will review the Agency Strategic Plan and develop written goals and measurable objectives for their area/institution annually. These goals and objectives should be based upon the Agency Strategic Plan, should be formatted similarly to the Agency Strategic Plan, and should be submitted to the appropriate Executive Staff member within sixty 60 days of the publication of the Agency Strategic Plan.

4.2 The appropriate member of the Executive Staff will review goals and objectives to ensure that they support the overall Agency strategic plan and ensure that any important goals/objectives not included are submitted to the Agency Director to be added to the Strategic Plan. The Agency Director will review goals and objectives for Offices/Divisions that work directly for him/her to ensure that they support the overall Agency strategic plan. (4-ACRS-7D-01, 4-ACRS-7D-02, 4-4003)

5.DEFINITIONS:

Goal refers to general statements that clarify and define the Agency's mission statement.

Objective refers to a specific, measurable action that will take a specified amount of time to accomplish.

Performance Measure refers to a standard or basis by which the achievement of an objective may be measured.

SIGNATURE ON FILE

Bryan P. Stirling, Director

ORIGINAL SIGNED COPY MAINTAINED IN THE OFFICE OF POLICY DEVELOPMENT.