

2014 - 2015

STRATEGIC DIRECTION



“The SCDOT Strategic Direction is our roadmap to respond to the transportation challenges we face today and in the foreseeable future.”

JANET P. OAKLEY
Secretary of Transportation, SCDOT



STRATEGIC DIRECTION

South Carolina continues to experience steady population and economic growth, outpacing the south as a region. This growth is essential to a continuing improvement to the quality of life of the citizens of the Palmetto State, but brings the twin challenges of our transportation system being able to accommodate increasing demand while we struggle to maintain our current system in good condition.

SCDOT understands that preservation and modernization of our transportation system is essential to the economic health of our State. We will tackle our infrastructure challenges with performance-based management tools, data-driven investment strategies, innovations in project delivery from conception through construction, and smart stewardship of all available resources.

The SCDOT Strategic Direction is our roadmap to respond to the transportation challenges we face today and in the foreseeable future. This Strategic Direction defines the vision to which we aspire; it responds to four vital goals; it defines the core values that are the principles which govern our actions; and it describes four key emphasis areas on which we will focus our management and operations over the next year. This is the roadmap which will enable SCDOT to work with and engage our employees and public and private partners in fulfilling the vision of delivering a world-class 21st century transportation system for the fastest growing state in the fastest growing region of the country.

Sincerely,

JANET P. OAKLEY
Secretary of Transportation, SCDOT
803-737-1312



OUR VISION – *Our aspirations*

The vision of SCDOT is to deliver, operate and maintain a world-class, 21st century, multimodal transportation system that enables the Palmetto State to continue to grow its economy, enhance communities, and improve the environment.

OUR MISSION – *Our purpose*

“SCDOT shall have as its functions and purposes the systematic planning, construction, maintenance, and operation of the state highway system and the development of a statewide intermodal and freight system ... the goal of the Department is to provide adequate, safe, and efficient transportation services for the movement of people and goods.”

(SC Code Section 57-1-30)

OUR SHARED VALUES- *The principles by which we conduct ourselves*

Leadership – Demonstrate, inspire and motivate an ethic of personal responsibility for excellence and accountability in all programs, projects and services we deliver.

Innovation – Foster an environment that provides the freedom to be bold and encourages creativity.

Public Responsiveness – Build trust and good will with the public, our stakeholders and partners by continuing to be responsive, by seeking meaningful engagement and by providing excellent customer service.

Inclusion – Seek a wide range of views, disciplines and backgrounds in public outreach, decision-making and workforce.

Fiscal Stewardship – Make decisions and take actions that ensure wise, efficient and cost-effective use of the resources entrusted to us for transportation purposes.

Adaptability – Prepare for the future by embracing change and seeking constant improvement.



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GOALS – *The vital few*

Improve SAFETY – Reduce fatalities on South Carolina's transportation system to zero and reduce accidents and injuries within the agency to zero.

PRESERVE our transportation infrastructure – Good roads cost less to maintain and last longer.

Optimize MOBILITY – Optimize operations, improve connection and increase capacity.

Enhance a strengthened ECONOMY – Deliver, operate and maintain a transportation system that enables continued economic growth.

**OUR AREAS of EMPHASIS for MANAGEMENT –
*How we manage to ensure results***

Reinforce a culture of proactive, **CUSTOMER-DRIVEN**, collaborative and inclusive service delivery.

Establish a data-driven **PERFORMANCE**-based approach to plan, measure, monitor, assess and improve program management and delivery.

Adopt innovative tools and practices to **EXPEDITE PROJECT DELIVERY** and to maximize value for every dollar invested.

Strengthen the workforce through support for a culture of inclusion, multidisciplinary teams, innovation and **PEOPLE DEVELOPMENT**.



OUR VITAL FEW GOALS

Improve SAFETY

Safety at a Glance

- 55% of 2012 fatalities were not wearing seatbelts
- Over half of fatalities involved vehicles leaving roadway
- About 1/3 of all rural interstate crash fatalities involve a vehicle striking a tree
- 48% of fatal crashes were alcohol-related
- 38% of fatal crashes were speed-related
- The number of workplace injuries reported in 2013 was 240
- 178 workplace injuries have been recorded in 2014

The first of SCDOT's four vital few goals is a reduction in transportation-related injuries and fatalities, which must encompass not only motorists and roadway safety, but also transit, bicycle and pedestrian safety, as well as transportation employee and work zone safety. In addition, the South Carolina Department of Public Safety has adopted the "Target Zero" concept because any fatality is one too many. SCDOT embraces the Target Zero goal.

In recent years the number of fatalities and serious injuries from highway crashes in South Carolina has steadily declined. By 2012 fatalities decreased to 863 from 1077 in 2007, a 20% reduction. The traffic fatality rate (i.e., fatalities per 100 million vehicle miles traveled) has also declined over the same period from 2.09 to 1.76 in 2012. The 2012 fatality rate on rural roads within the state has also declined but remains substantially higher, at 2.99 fatalities per 100 million vehicle miles traveled, than the overall rate. Similarly, the number and rate of serious injuries has also steadily declined. Nevertheless, South Carolina has among the highest traffic fatality and serious injury rates in the nation.

In order to accelerate the progress in reducing fatalities and serious injuries, South Carolina is taking a data-driven approach to diagnose crashes and identify appropriate countermeasures. Countermeasures include four components – engineering, education, enforcement and emergency response, and SCDOT will deploy highway safety and roadway construction funds to address the engineering-related countermeasures.



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The focus on safety extends to the workplace. SCDOT is on track to reduce the number of equipment accidents and injuries in the workplace. Work-related vehicle accidents to date are down but the associated frequency rate and injuries from vehicle accidents are above those occurring in 2013.

Strategy #1: Develop, implement and manage a data-driven highway safety program.

Objective

Reduce the number of fatalities and serious injuries on the state highway system.

Measures

Number of fatalities and rate (to date and annual).
 Number of serious injuries and rate (to date and annual).
 Number of fatal pedestrian accidents (to date and annual).
 Number of fatal bicycle accidents (to date and annual).

Strategy #2: Promote Workplace Safety throughout the agency.

Objective

Reduce the number of workplace injuries and lost work hours.

Measures

Number of workplace injuries.
 Number of lost work days

PRESERVE our transportation infrastructure

With over 41,000 miles (90,000 lane miles) of roads and over 8,400 bridges, South Carolina has the fourth largest state-maintained highway system in the nation. The state-maintained system includes interstate, primary and secondary routes, including over 50% of which are not eligible for federal-aid funding.

Since 2008 pavement condition on the interstates, which carry 29% of all traffic, has been relatively stable with approximately 60% of facilities in good condition and 10% in poor condition. Pavement condition on the remainder of the system has been steadily declining since 2008. Pavement condition on the primary system routes, which carry 47% of all traffic, has declined to 46% in poor condition and only 16% in good condition. Secondary routes make up more than two-thirds of all lane miles on the state-maintained system, and one-third of those are eligible for federal aid. Of the federal-aid eligible secondary routes, which carry 17% of all travel, 43% are in poor condition and 20% are in good condition. Of the non-federal-aid eligible secondary routes, which carry 7% of all travel, 50% are in poor condition and 10% are in good condition.

State System at a Glance

- 41,414 centerline miles and 90,529 lane miles
- 29% of SC traffic is on good pavements; 35% is on poor pavements; and 36% is on fair pavements
- 8,419 state-owned bridges with an average age of 43 years
- 19.08% of bridges are structurally deficient or functionally obsolete
- 398 load-restricted and 12 closed bridges
- 29 transit systems operated by 23 public providers in 40 of 46 SC counties



Of the more than 8,400 state-owned bridges, 19% are considered substandard and include almost 400 load-restricted bridges and 12 closed bridges. The numbers of substandard, load-restricted and closed bridges have remained steady or have gradually declined since 2008, and are below the national average for state-owned bridges. The average age of South Carolina's state-owned bridges remains at 43 years.

Keeping South Carolina's bridges and pavement in good condition is the most effective way to extend the life of the transportation system. Good roads cost less and last longer. The life of pavements and bridges can be extended with a regular schedule of upkeep to prevent deterioration. Regular preservation and maintenance investments such as repairing pavement cracks and resurfacing or sealing bridge decks and painting steel girders extends the life of the asset, delaying the need for more costly repairs and reconstruction.

A risk-based asset management approach will enable SCDOT to optimize preservation investments by selecting the right treatments at the right time for the right projects that will yield the greatest benefit at the lowest cost. As opposed to a "worst first" approach, this means a strategy of continuous upkeep to prevent deterioration of the good pavements, of targeting a portion of the fair ones to treat to bring them up to good condition, and of addressing some of the most critical facilities needing reconstruction or replacement. Trying to maintain all 90,000 lane miles equally is impossible, so a tiered, risk-based preservation strategy will direct preservation investments to the most heavily used and critical facilities.

Similarly, transit asset management practices can provide information to assist in prioritizing investments to optimize limited funding. Transit asset inventories with condition data and asset replacement models can be effective in implementing more cost-effective asset replacement investment strategies.

Strategy #1: Develop a risk-based asset management plan that optimizes investments in our roads and bridges.

Objective

Decrease number of roads and bridges moving from "good to fair" and "fair to poor."

Measures

- Percentage of road miles in good condition.
- Percentage of bridges in satisfactory condition.
- Deck area (msf) of structurally deficient bridges.
- Percentage of vehicle miles traveled (VMT) on good pavement.

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Strategy #2: Develop a risk-based program targeting posted and closed bridges.***Objective***

Strategically reduce the number of posted and closed bridges.

Measures

Reduce the number of targeted posted bridges.

Reduce the number of targeted closed bridges.

Strategy #3: Use the transit asset management system to optimize replacement of public transit vehicles.***Objective***

Reduce the proportion of the state's public transit fleet that has reached minimum useful life.

Measure

Percentage of SCDOT titled active duty public transit vehicles beyond defined useful life parameters.

Optimize MOBILITY

South Carolina has had sustained economic and population growth for decades. Population for 2013 is estimated to be more than 4.7 million with an annual growth rate of 1.06%. The largest metropolitan areas – Columbia, Charleston, North Charleston, Greenville and Spartanburg account for about half of the population with the remainder dispersed throughout the state. With the sustained population and economic growth, South Carolina is seeing increasing congestion in some urban locations and along some intercity and regional corridors.

In order to optimize mobility within existing resource constraints, SCDOT will invest in strategies to extract as much capacity out of the existing system as possible. Operational improvements such as synchronized traffic signalization, highway service patrols or incident clearance protocols can add capacity by allowing greater throughput. Strategies to improve intermodal connections and to provide modal options in some areas and corridors can provide freight and passenger mobility alternatives, which also can result in greater throughput in some locations and corridors. Ultimately, however, continued population and economic growth will require additional highway capacity.

Improving mobility goes beyond addressing congestion. Access to jobs, schools and services for daily living, and providing choices in how people and goods may move are essential to maintaining dynamic communities and robust quality of life in today's competitive economic climate. New or improved transit systems or intercity passenger rail can enhance mobility and access by providing alternative transportation services. Consideration of bicycle and pedestrian needs may be a part of comprehensive solutions to optimize mobility.

Mobility at a Glance

- SC's population increased by 17.7% between 2000 and 2012
- SC's 2013 population reached 4,773,768 up from 4.62 million in 2010
- 1.06% annual population growth rate
- 28% of Interstate highways are congested
- 13% of SC strategic highway corridors are congested
- 12 million passenger trips by transit in 2013



Strategy #1: Continue to support an ITS and Incident Management Program.

Objective

Increase ITS camera coverage of strategic locations to enhance incident notification and hurricane evacuation.

Measures

Area of ITS camera coverage.

Objective

Increase the number of lane miles of incident response coverage to increase safety and response to disabled motorists and incidents.

Measures

Lane miles of incident response coverage.



Strategy #2: Develop and implement a performance-based transit program.

Objective

Improve transit ridership and efficiency.

Measures

Number of public transit passenger trips.

Cost per transit passenger per trip.



Strategy #3: Continue support for a three-year pilot program in counties introducing public transit service for the first time.

Objective

Increase access to public transit service.

Measure

Percentage of South Carolina counties with a public transit system.

Strategy #4: Identify and deliver projects that relieve bottlenecks and recurring congestion.

Objective

Reduce congestion on our highway system.

Measures

Annual hours of delay on interstates and Strategic Network.

Interstate Reliability Index.

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Enhance a Strengthening ECONOMY

South Carolina led the southeast out of the most recent recession with exceptional growth in manufacturing. A business-friendly climate, talented workforce and attractive quality of life continue to attract investment and create well-paying jobs. The South Carolina Department of Commerce reports that in 2013 the state recruited 127 new manufacturing and service industries, bringing more than \$5 billion dollars in capital investment and more than 15,000 new jobs, one-quarter of which are located in rural areas.

A well-functioning, efficient transportation system is essential to sustaining the manufacturing renaissance and to ensuring continued economic development opportunities in all areas of the state. South Carolina, strategically located along the southeastern coast, is crisscrossed by five interstate highways, offering excellent east-west and north-south access. The State Ports Authority is preparing to accommodate the new post-panamax container ships with deepening of the Charleston Port's harbor to 50 feet. Palmetto Railway is embarking on the construction of an intermodal rail facility at the Port to coincide with the arrival of the new, mega container ships in 2019. And, in 2012 the Ports Authority opened an inland port at Greer extending the port's reach 212 miles inland. Four primary commercial airports, several reliever airports and general aviation facilities across the state provide excellent passenger and freight air service. Preservation and modernization of South Carolina's aging highway and bridge system is essential to keep pace with our growing economy.

The transportation system not only enables economic development but also ensures maintenance of a vibrant South Carolina transportation engineering and construction industry. Support for small, minority and disadvantaged business development, and for diversification of services and products will strengthen competition and assist in the growth of local businesses.

Economy at a Glance

- 1,548,518 – private, nonfarm employment in 2012
- From 2003 to 2013, SC's labor force grew 9.36% which is higher than the national growth of 6.4%
- 5.3% 2014 unemployment rate



SOUTH CAROLINA DEPARTMENT OF TRANSPORTATION

Strategy #1: Identify SC Freight Network and incorporate appropriate considerations into project ranking criteria.

Objective

Improve freight mobility along freight corridors.

Measures

Freight hours of delay.
Freight Reliability Index.

Strategy#2: Strengthen the responsibilities of the Office of Minority Affairs and Small Business.

Objective

Increase participation by minority, women, and small-owned businesses.

Measures

Percentage of work paid/awarded to federal program.
Percentage of work paid/awarded to state program.



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OUR EMPHASIS AREAS – *How we will manage to ensure results*

To ensure progress toward achieving our goals and performance objectives we will embrace a culture of excellence, stewardship and customer service, focusing on data-driven, outcome-based performance and innovative project delivery.

Reinforce a culture of proactive, customer-driven, collaborative and inclusive service delivery.

Priority Actions**1. Reach department-wide understanding and commitment to a new Strategic Direction.**

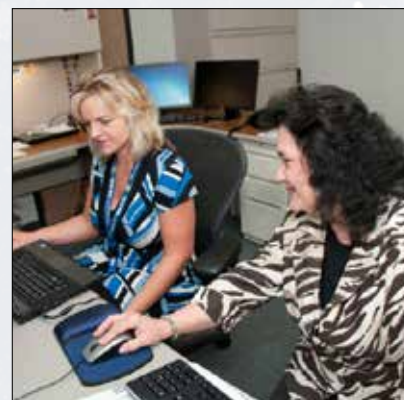
- Why SCDOT exists
- Who our customers are
- What our shared values are
- What our vital few goals are
- How we will manage for results

2. Use the Strategic Direction to achieve the agency's goals and objectives.**3. Develop and implement a public and stakeholder engagement plan and program to maximize public and stakeholder involvement and proactive engagement on a continuous basis, and particularly upstream in the planning process and early in the project development process.**

- Identify and expand opportunities for proactive engagement with sister agencies to support economic development.
- Identify additional areas of customer service and business/economic development support deficiencies and risks.
- Identify immediate remedial actions.
- Communicate and engage more effectively and systematically with members of the General Assembly, local elected officials, COGs and MPOs.
- Communicate and engage with key stakeholder groups and the public.

4. Develop and implement a comprehensive communications, branding and marketing strategy and program for SCDOT.***How We Will Measure Results***

- Customer satisfaction survey and ratings
- Customer hotline requests and response rate
- District request response rate
- Number of opportunities for engagement
- Implementation of public/stakeholder engagement program
- Implementation of SCDOT communications



How We Will Measure Results

- Establishment of management performance metrics for each department
- Development of a management performance dashboard
- Benchmark comparison of SCDOT with other state DOTs in the southeast region and nationally

Establish a data-driven, performance, and risk-based approach to plan, measure, monitor, assess and improve program management and delivery.

Priority Actions

1. Develop and implement an internal, performance-based management program.
 - Establish customer-driven, management program performance metrics to drive enhanced responsiveness.
 - Establish a dashboard for performance monitoring and continuous improvement of management and operations.
2. Review, streamline and update the SCDOT Strategic Direction, including biennial assessments of performance metrics and biannual updates to business plans.
3. Implement improvements to the existing cash flow model to optimize the management of financial operations.
4. Establish a process to work with the MPOs, COGs, local governments and stakeholders to develop performance management systems and a data-driven, performance-based planning process consistent with federal requirements.
5. Establish a process to benchmark SCDOT performance, programs and project delivery against other states nationwide and in the southeast region.

Adopt innovative tools and practices to expedite project delivery and to maximize value for every dollar invested.

Priority Actions

1. Work with FHWA, FTA, and our transportation industry partners to identify and deploy innovations in planning, permitting, design, procurement, and construction to accelerate project delivery.
 - Reinforce use of design/build, value engineering, alternative technical concepts, practical design and innovations to reduce project costs and delivery times.
 - Identify innovations in contracting and procurement methods and protocols.
2. Work with sister agencies to identify opportunities to partner on environmental initiatives and “leave the environment better than before.”
3. Develop a plan for moving to a paperless office and GIS-based, integrated information system.
4. Prepare a plan to rationalize the state highway system to eliminate “orphan” or disconnected segments, re-evaluate functional classification and consider devolution of some local roads.
5. Establish a program to identify, monitor and coordinate applications to access discretionary grant funding opportunities.

How We Will Measure Results

- On-time, on-budget project delivery goals
- Stretch goals to reduce delivery times for planning, permitting, design, procurement and construction
- Deployment of innovative practices and products

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6. Continue to work with FHWA to maximize fund flexibility.
7. Identify life cycle cost strategies to maximize value and return on investment.

Strengthen the workforce through support for a culture of inclusion, multidisciplinary teams, innovation and people development.

Priority Actions

1. Strengthen the employee recognition program.
2. Approve additional Human Resources staffing to expedite employment processing.
3. Develop and implement a virtual employee suggestion box.
4. Review, consolidate and modernize SCDOT employee health and wellness programs.
5. Undertake a workforce risk analysis with recommendations for recruitment, retention, training/development and succession.
6. Review and update performance evaluation process.
 - Institute pay-for-performance system with performance pools administered by each department.
7. Ensure broad and diverse access to transportation jobs and contracts.
 - Establish a Minority and Small Business Affairs Office as a Direct Report to the Secretary of Transportation.
 - Review progress in meeting new DBE goals for FHWA and FTA.
 - Revise transportation professional services contract procurement process to provide additional weighting in the evaluation criteria for utilization of DBE/SBE firms.
 - Contract for a new SCDOT disparity analysis.
 - Develop program to grow the number, capacity, and services of DBE and SBE firms.
 - Develop an approach to address challenges to existing state set-aside program.
8. Support and reinforce efforts to maintain secure IT systems.

How We Will Measure Results

- Overall staffing goals by department
- Employee survey
- DBE/WBE goals
- Small business goals
- WBE/DBE/small business survey



Phone: 855-GO-SCDOT (855-467-2368)
Email: scdot_contact@scdot.org
www.scdot.org