

## Accountability Report Transmittal Form

Agency Name	<u>South Carolina Department of Transportation</u>
Date of Submission	<u>September 13, 2002</u>
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**South Carolina Department of Transportation  
Annual Accountability Report  
Fiscal Year 2001-2002**

**Section I- EXECUTIVE SUMMARY**

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**Description of the Department of Transportation:**

The South Carolina Department of Transportation (SCDOT) is charged with the responsibility of systematic planning, construction, maintenance, and operation of the state highway system and providing mass transit services. SCDOT is responsible for managing the fourth largest state owned highway system in the nation.

**Mission and Values**

The mission of SCDOT is to provide a safe and efficient transportation system for the state of South Carolina. SCDOT builds and maintain roads and bridges, and administers mass transit services.

The values subscribed to by all members of are described using the acronym RIGHT Team. As a member of the team, I do things the RIGHT way!

**R**espectful and supportive of others  
**I**ntegrity at all times  
**G**ood at what I do, because I am competent and knowledgeable  
**H**onest and fair in all my actions  
**T**eamwork through communication

**Key Strategic Goals for Present and Future Years**

- Increase safety on South Carolina's transportation systems and within SCDOT.
- Improve the quality, efficiency and appearance of the State Highway System.
- Improve and expand the multi-modal transportation system in South Carolina.
- Enhance and implement integrated financial and project management systems.
- Improve employee skills, their work environment, and provide opportunities.
- Improve management of our property, equipment and technology.
- Provide the highest level of customer service.

Safety is our top priority at SCDOT. One of our greatest achievements this year was, thanks to many state leaders, making median barrier funding a reality - it is a successful program. SCDOT has been recognized in an independent study as one of the Top Three in the Nation for efficiency and productivity. We have partnered with the private sector and local governments to build trust and improve quality of life for all citizens. SCDOT is working hard to maintain a good working relationship with the Legislature to both inform and serve.



## Opportunities and Barriers

Two of the most pressing issues facing South Carolina are the condition of our state highways and the number of fatalities attributed to highway crashes. The main obstacle to overcome these issues is the amount of revenue available for improvements. SCDOT is seeking adequate funding to maintain and improve the fourth largest state maintained highway system in the country. The state highway system contains nearly **42,000 miles of roads and 8,200 bridges**. SCDOT is responsible for **65% of public roads** in South Carolina compared to a national average of 20%. However, SCDOT's funding, both on a per-capita and per-mile basis, is the lowest in the nation.

SCDOT continues to have serious safety concerns on our two-lane roads throughout the state. We also have a maintenance crisis. Highway funding in SC is the lowest in the nation based on per-mile and per-capita rates. State source highway funding is the lowest it has ever been in terms of constant dollars, yet SCDOT continues to identify innovative and creative means of getting the job done.

## Lowering Death Rate Due to Highway Crashes

South Carolina has the third highest highway death rate in the nation. The death rate is 53% higher than the national average, and 35% and 53% higher than our neighboring states of North Carolina and Georgia, respectively. The top goal of SCDOT's Strategic Plan is to increase safety on South Carolina's transportation systems and within the agency. We plan to do this by reducing the number of highway crashes, injuries, and fatalities in South Carolina by 5% through the development and implementation of a variety of statewide safety initiatives. The major challenge facing SCDOT is funding for safety improvements on South Carolina's secondary road system. Two out of three highway deaths occur on our secondary roads. Unfortunately, Federal highway funds are not eligible for 78 percent of the secondary road mileage in South Carolina and SCDOT receives among the lowest state funding per mile of all states.

## Funding

Currently, South Carolina has the lowest receipts per mile of roadway under State control in the country. Considering all sources of revenue, **South Carolina receipts are \$18,848 per mile** of State maintained roads. The next lowest in the country is North Carolina at \$30,524 and the **national average is \$95,492 per mile** of State maintained roads.

SCDOT receives Federal-aid highway funds for improvements on the Federal Highway System. Typically, SCDOT can only use these funds for eligible restoration, rehabilitation, reconstruction, or improvement activities. Unfortunately, SCDOT can only use Federal highway funds on 41 percent (16,989 miles) of the roads under State control. Normal maintenance activities performed by SCDOT are not generally eligible for Federal funding. Thus, SCDOT uses its state revenue for Federal match, administration, maintenance of all roads (41,530 miles) and improvements to roads not on the Federal highway system (24,541 miles). Increased federal funding resulting from the Transportation Equity Act of the 21<sup>st</sup> Century also increased the required State match, which has approximately doubled since 1997. State revenue has not kept pace and SCDOT had to draw funds from its maintenance budget to match all Federal funds. As a result,



SCDOT has no state-funded construction program and the agency has been forced to discontinue its secondary road-resurfacing program.

Because of this crisis, SCDOT is pursuing full funding to meet statewide construction, maintenance and safety needs. The agency is working with various private sector and legislative committees to develop a funding proposal to be enacted during the 2003 legislative session. **The total shortfall of funds now exceeds \$1.8 billion dollars per year.** Rather than continuing to pursue stop-gap funding, SCDOT will seek to secure full funding for all program areas. The funding proposal will seek to accomplish the following goals:

- Resurface the state's highways, on average, every twelve years. Funding should be based on this standard.
- Create a state-funded program to make safety upgrades on the state's most dangerous roads that do not qualify for federal funding. This will reduce the highway fatality rate.
- Expand the highway funding revenue base to include 50% fuel user fee revenues and 50% other revenues. This is how other states typically fund their highway programs. This is very important as the nation moves away from using carbon-based fuels, such as gasoline and diesel.
- Index state highway funding to adjust for inflation.

State highway funding per mile should be at least the same as other states who, like South Carolina, have the majority of public roads under state control.

### Major Achievements From the Past Year

Major achievements will be described in length in the Business Results Section of this report. The highlight of some of the major achievements of SCDOT during FY –2001-2002 include the following:

- The contract for the Cooper River Bridge replacement project in July 2001. This project is the largest project in both cost and scope of work in SCDOT's history.
- Installation of median barriers continues. Barriers have been installed on 196 miles of road. As of June 30, 2002, there have been over 1,000 vehicles that have struck the barriers and were prevented from crossing the median.
- Oversize/Overweight Permits Office now has Internet capability for customers.
- The Kershaw County Maintenance Office celebrated 1,500 consecutive days with no lost time for work-related accidents or illnesses.
- SCDOT received Honorable Mention Award from the Governor's First Step Program for having a "Family Friendly Workplace".
- Increased coverage by SCDOT's Motorist Assistance Program (SHEP). Coverage has been extended to Myrtle Beach and the Florence areas.
- Awarding of 209 construction contracts.
- The "27-in-7 Program", an accelerated construction program using bonds, has reached its mid-point on time and on budget.
- SCDOT was again recognized for efficiency and productivity in the Hartgen report.



## Section II- BUSINESS OVERVIEW

SCDOT is one of the largest state agencies and has a staff of approximately 5,000 men and women who work in all of the state's 46 counties and the central headquarters located in Columbia.

A 7-member transportation commission is the policy making body for SCDOT. The members, each representing a Congressional District, are appointed by the legislative delegations, with the Governor appointing the Commission Chairman. The Commission appoints the Executive Director, who carries out the daily operation of the agency and the direction of the staff.

Four Deputy Directors, who each manage a major division of the agency, assist the Executive Director. The divisions are Engineering, which is lead by the State Highway Engineer; Strategic Planning, Finance and Administration; Mass Transit; and Executive Support Services.

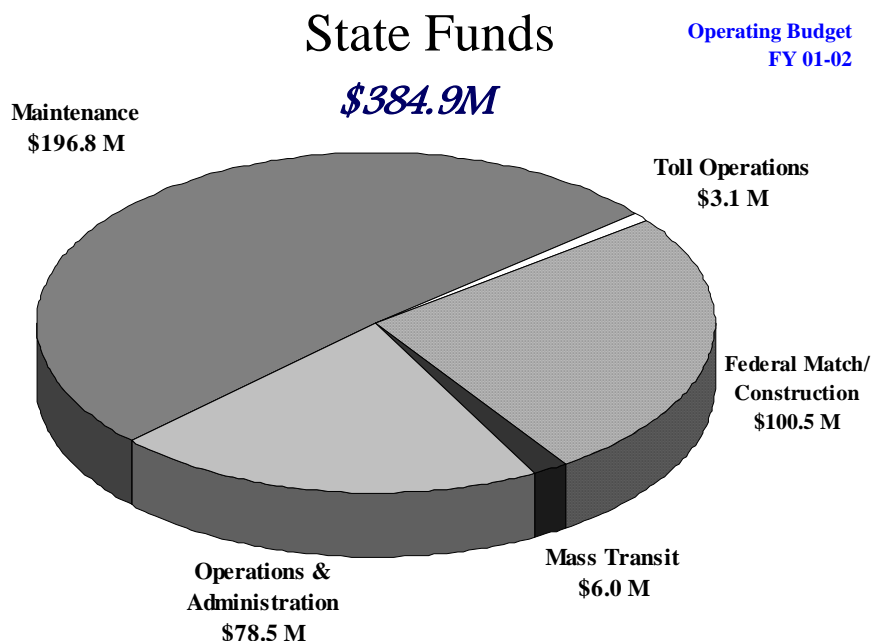
### Business Requirements

To place focus on the customer, SCDOT developed the following set of business requirements:

- Wise and efficient management and use of resources.
- Quality customer service.
- Trained and motivated workforce.
- Improved safety.
- Quality work performed in a timely manner.

### State Funding

The primary source of funding for SCDOT is state motor fuel taxes. State motor fuel taxes account for approximately 95 % of the state sources available to fund SCDOT. Motor fuel taxes are primarily used to fund maintenance, program administration, mass transit, and to match federal aid highway funds. The following chart shows the available state funds for FY 02 and the categories in which they were expended



**Figure ES-1**



## Accountability Report – FY 2002 Funding Obligation Plan

SCDOT relies totally on federal-aid funds for capital improvements. However, federal funds may only be used on 35% of the roads for which SCDOT has the responsibility. As a result, many needed capital improvements remain unfunded. Maintenance on all roads for which SCDOT is responsible, must be funded from state funds. Current available state funding is insufficient to meet maintenance needs. The following table shows the FY '02 funding obligation plan for both Federal Aid and state highway funds.

### FY 2002 Funding Obligation Plan \$569 Million

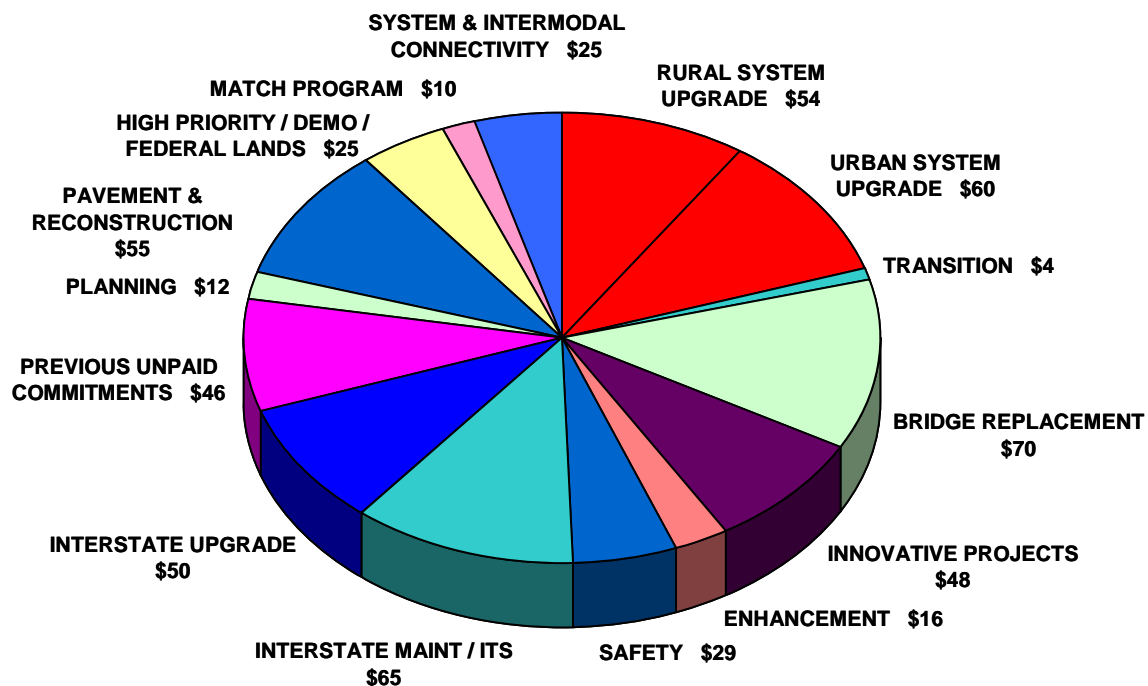


Figure ES-2

## Key Customers and Suppliers

SCDOT has a number of key private sector partners that allow us to be efficient. SCDOT considers the Federal Highway Administration (FHWA) as a partner, but they can also be considered a customer. Other key customers of SCDOT are the motoring public traveling in South Carolina and those citizens who use public transportation. SCDOT partners with its customers by frequent interactions in public meetings, timely responses to correspondence, and personal interaction by the Commission and staff. SCDOT also has approximately 472 pre-qualified contractors and 353 certified DBE contractors. The Department does not pre-qualify design engineering consultants; on a normal design contract (based on an advertisement), SCDOT will receive approximately 35 proposals from consultants.



## **Key Suppliers**

When viewed from an economic perspective, SCDOT is among the largest businesses in South Carolina. There are approximately 17,000 suppliers in SCDOT's Automated Procurement System that provide goods and services to the agency. There are approximately 77 key suppliers to the agency.

## **Major Products and Services**

The major products and services are to build and maintain roads and bridges and to administer mass transit services to the citizens of South Carolina.

Others include:

- Statewide Intermodal Planning
- State Mapping
- Beautification of roadsides
- Operating and maintaining Rest Areas on the Interstates
- Work Zone Safety Program
- Outdoor Advertising Permits
- Pedestrian and Bicycle Accommodations
- Provide staff for State Infrastructure Bank (SIB) and manage SIB projects design and construction
- Research and Development of Construction Methods and Materials
- Motorists Assistance Programs (SHEP "Blue Trucks")
- Provided toll-free "hotline" to take citizens calls during emergencies
- Assist Governor's Safety Council and EPD with emergency situations and planning.



### **Section III – ELEMENTS OF MALCOLM BALDRIGE**

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#### **Malcolm Baldrige National Quality Award Criteria**

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SCDOT is managed by incorporating the principles and seven elements of the Malcolm Baldrige Quality Award. This system has been institutionalized by the South Carolina General Assembly and the Budget and Control Board as the way South Carolina State Government is managed and operated. The seven elements are Leadership, Strategic Planning, Customer and Market Focus, Information and Analysis, Human Resource Focus, Process Management, and Business Results.

#### **CATEGORY 1: LEADERSHIP**

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**How do senior leaders set, deploy, and communicate short and long term direction, performance expectations, organizational values, empowerment, innovation, organizational employment and learning, and ethical behavior?**

##### **Short and Long Term Direction**

The Executive Director meets regularly with her Executive Staff and Senior Staff to review and renew the goals and objectives in the agency's strategic plan. Both short and long-term directions are identified in the plan. The Executive Director and Executive Staff is comprised of the State Highway Engineer; Deputy Director for Strategic Planning, Finance and Administration; Deputy Director for Executive Support; and the Deputy Director for Mass Transit. The Senior Staff is comprised of the four Deputies, division heads within headquarters, and the 7 engineering administrators within the districts. Meetings with the Executive Staff are held weekly and meetings with the Senior Staff are held quarterly.

##### **Performance Expectations**

The Executive Director reviews "dashboard gauges" that contain essential information related to SCDOT's priorities and performance as outlined in the SCDOT Strategic Plan. Those measures include:

- Safety (South Carolina Traffic Fatalities)
- Employee Vacancies
- Motorist Assistance Program (SHEP) Responses
- Miles of Cable Guardrail Installed
- Cash Balance
- Revenue
- Expenditures
- Federal Aid Obligations
- Debt Status
- Legal/Claims
- Mass Transit (Statewide Boardings for Regional Transportation Authorities only)
- Construction Contracts Underway
- DBE payouts and commitments
- Status of the Bonding Program



- High Priority Projects

Each objective that supports a goal in SCDOT Strategic Plan has a performance measure. Employee performance is tied to SCDOT's vision, values, and goals as outlined in the Strategic Plan. Additionally, some organizational elements are using a 360° assessment.

## Organizational Values

The organizational values are a part of the development and deployment of the strategic plan. This plan is a living and breathing strategic plan, not just one that sits on a shelf and gathers dust. We began the strategic planning process in 1997. When the plan was developed, a cross-section of employees, representing every facet of the agency, participated in the development of the values for SCDOT. SCDOT employees strive to meet SCDOT values by doing things the right way! SCDOT developed a special embossed lapel pin to remind employees of its values and SCDOT's vision of--**"Public Trust: Earn it, Keep it!"**

## Recognition, Empowerment and Innovation

SCDOT employees are rewarded for their creativity and innovative ideas. SCDOT rewards innovation with three types of recognition: (1) An On-the-DOT certificate is awarded as on-the-spot recognition of a noteworthy accomplishment or improvement in a work process or working condition. Any employee can initiate this award. While the certificate itself is an award many other items are available such as hats, shirts, etc., which encourages and promotes employee pride. (2) An On-the-DOT EXTRA is available for performance of a duty that is especially commendable. On-the-DOT EXTRA recognition is a cash award ranging from \$100 to \$250; and (3) *Idea Express!* where employees submit ideas for improving operations that result in the savings of time and/or money. Ideas accepted may result in cash awards depending on the savings generated.

Moreover, outstanding SCDOT employees are recognized annually as Employees of the Year. Eight employees representing the headquarters and the seven engineering districts are recognized as Employees of the Year. These employees are awarded various letters of commendation, a trophy, a certificate of Achievement from SCDOT's Commission Chairman, and a letter of congratulations from the Governor. Additionally, 53 employees are recognized as Unit Employees of the Year and receive a trophy and letters of commendation.

## Ethical Behavior

"Public Trust: Earn it, Keep it" is the vision of SCDOT. All of our employees are advised of the State's Ethics Law. SCDOT has established policies and procedures to prevent unethical behavior. SCDOT has begun a briefing on ethics at Senior Staff meetings and intend to have annual updates on this topic.

## Leadership Development

SCDOT takes seriously the responsibility to develop competent leaders within the agency. SCDOT has developed and pursued continuous developmental programs for those presently charged with leading and



managing.

As part of succession planning, two leadership development programs have been developed. The Strategic Training for Transportation Agency Representatives (STTAR) is a yearlong course for approximately sixteen agency employees who exhibit potential for promotion to senior leadership positions in the agency. The STTAR Program has just begun its sixth year. The magazine, *Engineering News Record*, selected the Executive Director as one of the nations top 25 newsmakers in recognition of the STTARs Program.

SCDOT has developed a companion 6-month course -the Strategic Training and Education Program for the 21<sup>st</sup> Century (STEP-21) is available for selected employees who show outstanding potential for mid-level managerial positions. This program is highly selective and has a maximum of 21 agency employees.

SCDOT has also developed a dynamic four-day course – Leadership Development for Supervisors. All managers and supervisors are required to take this course. In addition to these programs, twenty-four employees completed the Associate Public Manager Program during the year, one member of the Senior Staff completed the Executive Institute and two managers attended the Governor's EXCEL Program.

### **How do senior leaders establish and promote focus on the customer?**

SCDOT's vision is, "Public trust: Earn it, Keep it!" SCDOT values are doing things the RIGHT way! Senior leaders of SCDOT focus on the customer by including public input in all SCDOT services. SCDOT has established formal partnerships with all its major partners and stakeholders. The public has many opportunities to actively participate in planning and developing of highway projects. In addition, SCDOT leadership tracks responsibilities to inquiries by using a correspondence and task tracking system. In late 2000, The Moore School of Business completed a Customer Service Survey for the agency. The findings indicated that SCDOT was on the right track with initiatives to determine customer needs and how to satisfy those needs. A key business requirement is *Quality Customer Service*. The actions in this business requirement will be discussed in depth in "Category 3-Customer Focus" in this report.

SCDOT has also incorporated customer service as a strategic objective. Customer service is a key to our operations and is woven into business plans.

### **What key performance measures are regularly reviewed by the Department's Senior Leaders?**

There are 72 performance measures reviewed on a quarterly basis by the Senior Leadership. The performance measures are part of the Strategic Plan and support each of the seven goals. The measures and results are contained in "Category 7-Results" in this report.

### **How do Senior Leaders use organizational performance review findings and employee feedback to improve their leadership effectiveness and the effectiveness of management throughout the organization?**

Some senior leaders use the 360° performance feedback measure to identify how they best can support the agency's employees. SCDOT is developing mechanisms to determine employee satisfaction. Many of the major organizational units hold retreats to determine how the leadership can improve the quality of work



life. During the past year, the elements of the Strategic Planning, Finance and Administration Division, Engineering Division, Executive Support Services Division, and the Office of Mass Transit conducted retreats.

**How does the organization address the current and potential impact of the public on its products, programs, services, facilities and operations, including associated risks?**

SCDOT uses a multitude of forums to determine and address highway and public transit issues that affect the public in South Carolina. The State Transportation Commission holds a monthly meeting in which stakeholders and the public are invited. While the General Assembly is in session, the Commission meets at SCDOT Headquarters to allow the Legislators the opportunity to attend and participate. The Commission encourages legislators and the general public to share their concerns. After the General Assembly concludes the Legislative Session, the Commission holds its monthly meetings at other locations around the state. Annually, SCDOT updates the State Transportation Improvement Plan, with input from the Councils of Governments (COG) and the Metropolitan Planning Organizations (MPO).

Public involvement is a key in our planning and developing of projects. Major projects usually begin with a local partnership established. Public involvement is encouraged at all levels of a project, whether through public hearings, newspaper editorials and announcements. Our most recent adage of the Interstate News signs allows SCDOT to alert motorists of potential traffic delays, traffic/ozone risks, etc.

**How does Senior Leadership set and communicate key organizational priorities for improvement?**

The Senior Leadership holds frequent meetings throughout the year and establishes objectives that support the seven Goals in SCDOT's Strategic Plan. These objectives and their measurements are cascaded to all organizational groups to ensure all of the agency's employees understand the direction necessary to achieve the goals.

**How does Senior Leadership and the agency actively support and strengthen the community? Include how the Department identifies and determines areas of emphasis.**

SCDOT is actively involved in strengthening the community in which the agency's people work and live. SCDOT's values help us in identifying the causes we support. SCDOT is totally committed to being a good corporate citizen. Throughout the year, employees participate in several volunteer programs such as "Families Helping Families", SCDOT C.A.R.E. S., and Habitat for Humanity. The STTAR and STEP-21 participants, and employee volunteers participated in the "Habitat Blitz" in early 2002. The agency is totally supportive of the Governor's Business Plan, EnVision, South Carolina and received an Honorable Mention Award from the First Steps Program for having a "Family Friendly Workplace." We facilitate the Bicycle and Pedestrian Advisory Committee and the Roadside Enhancement Beautification Committee in South Carolina. SCDOT is a large family of families deployed throughout the state.



## **CATEGORY 2: STRATEGIC PLANNING**

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### **2.1 What is your Strategic Planning Process, including participants, and how does it account for Customer needs and expectations, financial, societal, and other risks, human resource capabilities and needs, operational capabilities and needs and supplier/contractor capabilities and needs?**

Strategic planning and implementation in SCDOT is paramount to the operations of one of South Carolina's largest state agencies. The Deputy Director for Strategic Planning, Finance and Administration is the agency official charged with the development, deployment, and tracking of agreed to goals and objectives found in the Strategic Plan. This plan is the foundational document that guides daily and long-term operations.

*SCDOT Strategic Plan is a living document* updated annually, with the most recent iteration developed and disseminated in the spring of 2002. The plan involves all of the agency's employees and partners. Key partners include the Federal Highway Administration (FHWA) and the Construction Resource Managers (CRM). (The CRM is a firm or group of firms that has experience and expertise in highway/bridge design and construction. Presently, the CRM is assisting SCDOT with the construction of over 200 jobs across the state.) The Executive Director began strategic planning early in 1997. The Plan began taking shape when a cross-section of SCDOT employees met in October 1997. The members of the South Carolina Adjutant General's Office facilitated the session and assisted this group in the development of the initial plan. An outside consultant assisted in subsequent updates to the plan.

As the plan matured, employees from across the state met at a retreat center near Aiken, South Carolina, to formulate five-year organizational goals and objectives. The Strategic Plan was then deployed to the headquarters elements and across the state to all district and county offices by the Senior Staff member responsible for the organizational element. Once the Strategic Plan was deployed to the divisions of the agency, business plans were developed to support the Strategic Plan. These business plans are the foundation of the agency's budget.

Each goal and objective in the Strategic Plan has a Senior Staff employee as the process owner. A performance measure has been developed for each objective. The process owner gives a quarterly update to his/her Deputy Director, as well as to the Office of Strategic Planning, Finance and Administration. A consolidated automated tracking document is accessible to all employees and gives agency decision-makers real time information on the status of the goal or supporting objective. A monthly "dashboard report" is given to the Executive Director that allows her to track the measures important for her to make informed decisions. The FHWA was involved throughout the Strategic Planning Process and the FHWA Division strategic plan compliments SCDOT's plan.

### **State Transportation Improvement Program**

As part of SCDOT's Strategic Planning process, a comprehensive document report, referred to as the State Transportation Improvement Program (STIP), listing various types of projects for work planned in the next five years, was developed. The STIP reflects the collaborative efforts of the MPO, COG, and Regional Transportation Authorities (RTA).



## **Statewide Multi-Modal Long Range Transportation Plan**

SCDOT works with the Councils Of Government (COG) and the Metropolitan Planning Organizations (MPO) to develop the Statewide Inter-Modal Long Range Transportation Plan. Because of the rapid population growth in South Carolina, we are looking to develop a system that will satisfy the needs of both residents and visitors. Each COG has worked with the RTA, ports, MPO, and other interests to develop its regional plan. The Deputy Director for Strategic Planning, Finance and Administration, through the Office of Planning, has taken the lead in this effort. Staff from Mass Transit, Engineering, Rail, Multi-Modal, and the FHWA have worked with regional planning staffs to develop the recommended "regional plan." The plan will be presented to the SCDOT Commission in the fall of 2002.

### **2.2 How do you develop and track action plans that address your key strategic objectives?**

All strategic objectives are owned by a member of the Senior Staff and, if appropriate, an Action Officer. There is a Quarterly Review by the Executive Team. The Executive Team is alert for any deviations that may require the objective being modified or resourced.

### **2.3 How do you communicate and deploy your strategic objectives, action plans, and performance measures?**

An annual retreat is conducted for the primary purpose of updating the Strategic Plan, its supporting objectives and performance measures. This information is cascaded to all levels of the agency. Appropriate business plans to support the Strategic Plan are developed by each major organizational unit.



## **CATEGORY 3: CUSTOMER FOCUS**

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### **3.1 Identify key customers and stakeholders.**

The key customers of SCDOT are the citizens of South Carolina, as well as those people who visit the state for business or pleasure and use the transportation system. Our customers' concerns are addressed through a variety of methods. Those methods include representation by the MPO and COG. The County Transportation Committees (CTC) and other constituency organizations also address their concerns and needs. The state is divided into 10 MPOs and 10 COGs. Rural transportation needs are addressed through 18 public transit providers. Key stakeholders in the delivery of services include the FHWA and the Federal Transit Administration (FTA).

### **3.2 How do you determine who your key customers are and what their key requirements are?**

Our key customers are determined by South Carolina State Law, Section 57-3-10. SCDOT determines its requirements by interacting with elected representatives at the state, county, and municipal levels. SCDOT also hold a multitude of public forums and perform specific surveys of different stakeholders.

In a recent customer survey conducted by the University of South Carolina, Moore School of Business, SCDOT identified some concerns of our customers. Over 2,000 telephone interviews and 5 focus group sessions were conducted statewide to determine if our customers understand the role of SCDOT. Many people mistakenly view the agency's role as enforcing the speed regulations and issuing drivers licenses. In addition, many of those surveyed did not understand how SCDOT is funded. This survey, coupled with SCDOT's focus on customer service training, responsiveness to work requests, user friendly web site, SHEP, and public meetings, allows the agency to learn and respond to the needs of its customer.

### **Customer Service Training**

In January 2000, SCDOT initiated a training program to address the needs of our customers. In the program, conducted by Midlands Technical College, SCDOT employees were taught how to serve the public in a courteous and responsive manner. Since the inception of the program, 4,914 employees have attended the training., which is a full-day event.

### **Internet Site**

SCDOT personnel continued development on the agency's primary Internet site, [www.dot.state.sc.us](http://www.dot.state.sc.us), and established a more customer-friendly name for this site, [www.scdot.org](http://www.scdot.org). This site recently received a second Golden Web Award from the International Association of Web Masters and Designers. The award is presented to sites whose web design, originality and content have achieved levels of excellence deserving of recognition. The site receives about 2,300 visits per day. The most popular sections of the site are "Getting Around South Carolina" and "Doing Business with SCDOT". . The agency is developing a new site dedicated to providing citizens information about the Cooper River Bridge Replacement project. This site will be available to the public in Fall 2002.





## **Response to the 2002 Winter Storm**

On January 2, 2002, a snowstorm hit the state of South Carolina and SCDOT was ready for it. Approximately 3,000 employees were deployed to clear the roads and bridges, and staff various support functions. **SCDOT maintenance crews plowed and treated 802 miles of interstate, 7,531 miles of primary roads, and 13,482 miles of secondary roads.** There were 336 responses by SCDOT's Motorist Assistance Program ("Blue Trucks") and 26 hits on the cable median barriers. Governor Hodges recognized two SCDOT maintenance employees for saving the life of a motorist whose vehicle slid off the road into a pond. The web site provided citizens with easy access to current information about snow and ice road conditions, as well as traffic camera images. For a 48-hour period, the web site received approximately 134,000 visitors. The agency activated its toll-free help line, staffed with volunteers to provide assistance to motorists. Of the nearly 13,000 calls received, 75% were from within South Carolina.

### **3.3 How do you keep your listening and learning methods current with changing customer/business needs?**

SCDOT is actively involved in a myriad of professional associations and is active in the university community. Some of the organizations include the American Association of State Highway and Transportation Officials, The Transportation Research Board, The Transportation Association of South Carolina, and the American Society for Civil Engineers. SCDOT is involved in the local community and its employees are members of community and support organizations. SCDOT has made presentations to the American Association of General Contractors, the South Carolina Business Alliance, and the South Carolina Transportation Policy and Research Council. Regular meetings are held with the assistance of the General Contractors, the Consulting Engineers of South Carolina, the Asphalt Association, the Concrete Association, and the Trucking Association to discuss issues regarding the respective industries.

Public (customer) input is received during the planning and developing stages of highway projects. Many design changes occur because of public input. SCDOT held two training sessions during the past year to reinforce listening to customers and developing highway projects within its context.

### **3.4 How do you use information from customers/stakeholders to improve services or programs?**

The Director of Maintenance Office tracks the time it takes to process a work request, and based on the data, SCDOT is able to evaluate resourcing and process management. SCDOT's Motorist Assistance Program (SHEP – "Blue Truck") provides assistance to thousands of motorists annually. The division of the SHEP team gives a customer survey to each motorist assisted. The district engineering staff reviews the data in order to make improvements, as necessary, to the program. SCDOT tracks all correspondence received to insure a timely response and resolution to issues raised. The Oversize/Overweight Vehicle Permit Office surveyed its primary customers regarding the permitting process. Based on the information gained by the survey SCDOT's Oversize/Overweight Vehicle Permit Office revamped and automated their processing for permits.



### **3.5 How do you measure customer/stakeholder satisfaction?**

SCDOT measures customer and stakeholder satisfaction from the surveys obtained from selected programs. SCDOT also receives numerous comments from the public via its web site comment line. SCDOT intends to deploy a web-based customer service survey in late 2002 to measure customer satisfaction.

### **3.6 How do you build positive relationships with customers and stakeholders?**

#### **Public Meetings**

SCDOT invites the public to information meetings on all major highway projects. The designated Program Manager is present to answer all questions regarding the project. The projects are graphically displayed and color-coded for easy recognition. A recent addition has been a 3D visualization that gives property owners a perspective on how a project will affect their property and the community. For example, visualization enabled business owners along US 501 in Conway to see how the elevated road and new interchanges would appear. Previously, the business owners were concerned about whether travelers could see their signs. SCDOT created a 3D model of the Cooper River Bridge Replacement Project. During the FY 2001-2002, 46 public meetings were held and 70 presentations were made to various governmental and constituency organizations regarding road and highway improvements, which provided prompt responses to inquiries.

#### **Intelligent Transportation Systems**

SCDOT has developed and deployed an Intelligent Transportation System (ITS). These systems include the latest transportation technologies, such as traffic cameras, highway advisory radios, changeable message signs, local Traffic Operations Centers and a central Traffic Management Central.

There are now 129 cameras in operation. Public television stations, WIS in Columbia, WSPA in Spartanburg, WYYF in Greenville, and WCSC in Charleston use live feed from the traffic cameras in their locale. These stations are also linked to SCDOT's web site. SCDOT also provides live feed to the South Carolina Emergency Management Office and to the Department of Public Safety. SCDOT's Traffic Engineering Office prepares plans for the installation of closed-loop traffic signal systems inside cities and on arterials outside urban areas. These systems provide monitoring of signals and allow changes to timing and progression from personal computers connected via telephone lines.



### SCDOT Motorist Assistance Program (SHEP)

One of the more visible customer focused programs of SCDOT has been the Motorist Assistance Teams, more commonly referred to as SHEP, which operates in heavily congested areas of the state to provide assistance to stranded motorists. The teams use specially equipped blue trucks with SCDOT's logo. SHEP vehicles are equipped with fuel, water, and tools to enable quick repairs for disabled motor vehicles. SHEP has contact with the Highway Patrol and other emergency responders. SCDOT continues to build on the program as part of the ITS. Figure 3-1, depicts the number of motorists SHEP has assisted in the past 3 fiscal years.

<u>SHEP Areas</u>	<u>FY 00</u>	<u>FY 01</u>	<u>FY 02</u>
<b>Columbia</b>	6,703	7,089	7,477
<b>Greenville (Upstate)</b>	4,102	13,312	10,937
<b>Spartanburg (Upstate)</b>	3,300	Included in Greenville Report	Included in Greenville Report
<b>I-85 Construction (Upstate)</b>	3,904	Included in Greenville Report	Included in Greenville Report
<b>Rock Hill</b>	5,193	5,071	4,058
<b>Charleston</b>	10,246	11,440	12,462
<b>Anderson</b>	0	1,645	6,447
<b>Myrtle Beach</b>	0	0	8,299
<b>Beaufort</b>	0	0	388
<b>Florence</b>	0	0	478

Figure 3-1

### Reduction of the Condemnation Rate

SCDOT made significant strides in improving public satisfaction in the appraisal and right-of-way acquisition process, which is an indication of customer satisfaction. The condemnation rate for FY 2001-2002 is 12%, as compared to 16% from the previous year. SCDOT continually strives to reduce our condemnation rate by reaching amiable settlements for rights-of-way acquisition. SCDOT has established a goal of reducing this rate by 1% per year, until it reaches a level where it is no longer cost effective to try to reduce.



## **CATEGORY 4: INFORMATION AND ANALYSIS**

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### **4.1 How do you decide which operations, processes and systems to measure?**

During SCDOT's strategic planning development process, the agency developed a set of key measures as indicators of how well it is achieving the agreed upon objectives. Each objective has a measure and progress is reported quarterly to the Division of Strategic Planning, Finance and Administration. The Executive Director and the Deputy Directors, as required, review the data.

SCDOT provides data related to the 12 performance measures of highway expenditure and system performance to the FHWA. This data is used for a variety of reports, such as the Annual Comparative Performance of State Highway Systems published by the University of North Carolina, Charlotte, Center for Interdisciplinary Studies. We also review data developed by the FTA for comparison of mass transit operations. SCDOT is a member of several professional organizations, including the American Association of State Highway and Transportation Officials (AASHTO) and the Transportation Research Board (TRB), who also provide comparative data. Additionally, every goal in the Strategic Plan and the supporting objectives contain a measure. These goals, objectives, and performance measures are depicted in Appendix 1.

### **4.2 How do you ensure data quality, reliability, completeness, and availability for decision making?**

SCDOT has developed various information systems and has adopted the use of AASHTO developed Shareware. SCDOT established a Quality Management Team to ensure construction and environmental standards were being followed. Seven key areas are inspected, including Bridges, Structures, and Foundations, Erosion Control, Estimates/Project Records, Field Construction Items, Sampling and Testing, and Traffic Control/Safety. The team makes unannounced visits to the construction sites throughout South Carolina.

### **4.3 How do you use data/information analysis to provide effective support for decision-making?**

The Executive Director has a monthly set of measures used as "dashboard indicators" that help her determine the pulse of the agency and how it is performing its mission. Quarterly, the Senior Staff and Process Owners review measures related to their divisions. SCDOT uses data from the South Carolina Department of Public Safety to analyze traffic accidents.

### **4.4 How do you select comparative data and information?**

SCDOT uses comparative data from other transportation agencies across the nation, as well as information provided by professional organizations such as AASHTO and TRB. Providing the public, business partners, and employees with access to timely information is an essential part of providing first-class services. SCDOT continues to implement information technology solutions "just in time" to match the demands of a technology driven workforce. SCDOT has a number of automated systems that allows it to



select data for timely decision-making.

## **CATEGORY 5: HUMAN RESOURCE FOCUS**

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### **5.1 How do you and your managers/supervisors encourage and motivate employees to develop and utilize their full potential?**

SCDOT makes a significant monetary investment in professional development. Its training program encompasses general and specific skill training that begins with the New Employee Orientation up to the Pre-Retirement Seminar. SCDOT's annual program includes professional development opportunities for employees at all stages of their career. SCDOT encourages creativity and innovation. SCDOT uses several mechanisms, including the "On-the-DOT Award" and the "On-the-DOT-EXTRA," as well as performance bonuses, pending availability of funds. In an effort to retain valuable employees who are eligible for retirement, additional counseling efforts were initiated advising employees of their benefits under the TERI Program. As a result of these efforts to date, a total of 348 employees have enrolled.

**How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?**

#### **Key Objective in the Strategic Plan**

A key objective in SCDOT's Strategic Plan is to recruit, attract, and retain quality employees and ensure a diverse workforce. SCDOT remains deeply committed to Equal Employment Opportunity and our belief that "a diverse workforce represents a higher value than one which is homogeneous". We strive to attract, recruit, retain, respect, and provide equal opportunities to a diversified and representative workforce. Currently, minorities and females represent 49 percent of the agency's total workforce. SCDOT takes great pride in its Affirmative Action Plan, a working document, utilized daily, ensuring that areas of underutilization are well monitored. Our recruitment efforts continue to include the use of "Recruitment Teams", comprised of a diversified group of individuals from various job categories within the agency.



## **Developmental and Training Needs**

Once a new employee is appointed, SCDOT begins with an “orientation session” and indoctrinates the person into the RIGHT Team. As our employees progress in their service, we afford training and development opportunities to allow them to maximize their potential. Some of the major training opportunities provided by SCDOT are:

- Adult Education
- Civil Engineering Training Program
- Leader Development for Supervisors
- Maintenance Foreman Training
- Strategic Training and Education Program for the 21<sup>st</sup> Century (STEP 21)
- Strategic Training for Transportation Agency Representatives (STTAR)
- Tuition Assistance Program

### **5.3 How does your employee performance management system, including feedback to and from employees, support high performance?**

SCDOT’s Employee Performance Management System (EPMS) was revised in 2001. The EPMS planning stage is linked to the 7 goals in SCDOT’s Strategic Plan. A portion of the evaluation relates to the employee’s adherence to SCDOT’s values. During the planning stage, the employees are afforded the opportunity to give feedback on their needs. Counseling and coaching throughout the rating period affords the employee the opportunity to excel, and at the conclusion of the rating period, the employee again is afforded the opportunity to give feedback.

### **5.4 What formal and or informal assessment methods and measures do you use to determine employee well being, satisfaction and motivation?**

SCDOT’s formal methods include monitoring the rate of employee turnover, promotions, disciplinary actions, grievances and mediations. The Human Resource Office has recently obtained feedback from their “HR Performance Survey” provided to all levels of SCDOT management. This survey intended to obtain feedback on ways that Human Resources can increase performance levels and ensure a higher level of customer satisfaction through quality improvement. Several recommendations are currently being addressed (e.g. new HR intranet web site and development of a HR newsletter).

The management of SCDOT employees begins by linking classification, compensation, and recruiting to SCDOT’s Strategic Plan. This management process is on a continuum, from recruiting until separation from service. SCDOT is a caring organization, and it begins by caring for our own employees.

Another feedback mechanism is the Women’s Forum. Based on information provided in the 1997 State Task Force on Women in the Workforce, SCDOT formed a statewide committee to develop a series of Women’s Forums addressing the needs of our female workforce. In FY ‘01-‘02, SCDOT conducted its third series of statewide Women’s Forums. The 2002 Forums included speakers addressing topics such as, “How to Handle Stress,” Financial Management, as well as, opportunities for women in the workplace. Participants were also given the opportunity to discuss their needs and concerns with the Executive



Director.

### 5.5 How do you maintain a safe and healthy work environment?

SCDOT has an active Health and Wellness Program managed by a Registered Nurse. The program is designed to promote, protect, and improve the health of SCDOT employees by increasing their awareness of personal health risks. Most SCDOT work locations have a volunteer Wellness Coordinator to aid communications between the medical staff and employees. An annual Health Risk Screening is provided to all employees on a voluntary basis. A questionnaire is completed by the employee that records their medical history and a complete blood work-up is done to identify medical problems. All screenings include a consultation and referral to their physician, if necessary. A total of 2,907 employees took advantage of the Health Screenings in FY 2001-2002. SCDOT also offers immunizations. In FY 2001-2002, 1,885 employees were given flu shots, 287 were given Tetanus/Diphtheria immunizations, and 137 received the Pneumonia vaccine.

### Occupational Safety

During calendar year 2001, SCDOT experienced its lowest employee injury total in ten years. A total of 574 injuries were reported, which represented a 12.5% reduction from 2000, and a 9% reduction from 1999. One employee fatality was reported in 2001. There was also one employee fatality during 2000; two fatalities were experienced during 1999. Figure 5-1 depicts injury reports by fiscal year.

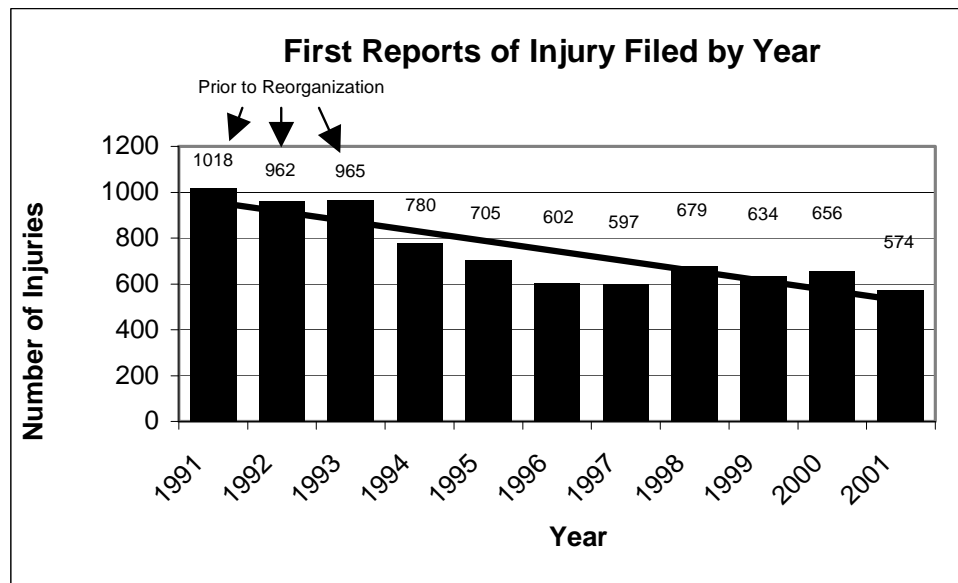


Figure 5-1

**Decreasing OSHA Incident Rate.** Not all injuries reported are recordable on the OSHA 200 forms. The OSHA Incidence rate shows the number of injuries that are recordable per every 100 employees. Our current rate for 2001 is 8.89%, which means that 8.89 employees in every 100 employees had a recordable injury in 2001. Based on the 574 injuries reported, 480 were recordable cases.

## 5.6 What is the extent of your involvement in the community?

SCDOT is totally committed to being a good corporate citizen. Throughout the year, employees participate in numerous volunteer programs such as:

- “Families Helping Families”
- Habitat for Humanity
- American Heart Walk (raising \$4,365.00)
- United Way (contributed (\$25,690.80)
- Community Health Charities (\$53,056.56)
- SCDOT CARES (**C**ares **A**bout **R**oads, **E**nvironment and **S**afety) – a program for elementary school classes
- First Steps – prepares employees to assist their preschool children and grandchildren for school readiness
- K-12 Parenting Workshop – allows interested individuals to attend parenting workshop during lunch
- Lunch Buddies Program – allows voluntary mentoring of SCDOT employees to underprivileged children
- Summer Transportation Institute exposes secondary school students to participate in a series of academic experiences designed to motivate them toward professions in the transportation industry. (Partnerships with FHWA, SCDPS, South Carolina State University (SCSU), Benedict College and Denmark Technical College.)
- Urban Youth Corp. is a youth employment and training program established in partnership with local municipalities, Indian tribes or nonprofit organizations. (Partnership with FHWA.)
- Participation in the State Fair
- “Back to School Bash”

### South Carolina Family Friendly Workplace Award:

"The South Carolina Family Friendly Workplace Award recognizes businesses from all sectors of South Carolina that consistently demonstrate family friendly practices through workplace programs, policies, and practices." On January 30, 2002, Governor Jim Hodges presented SCDOT with an Honorable Mention Award for their family friendly practices. Executive Director Elizabeth S. Mabry proudly accepted the award on behalf of the entire SCDOT family. The award was given at the 2002 First Steps Celebration and Awards Dinner at the Embassy Suites in Columbia.





## **CATEGORY 6: PROCESS MANAGEMENT**

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### **6.1 Key design and delivery processes for services**

All SCDOT design and delivery processes relate to the mission of building and maintaining roads and bridges and administers mass transit services. Therefore, the key processes are as follows:

- Planning
- Pre-Construction activities
- Construction
- Maintenance and Traffic Operations
- Coordination of public transit activities

SCDOT incorporates new technology into the processes by developing more efficient systems and leveraging technology. Some of the software systems that were incorporated were:

- Project Web (web based road plans)
- Site Manager™ (construction) Management
- Highway Maintenance Management System (daily work and planning)
- Bridge Management System (detailed analysis of bridge conditions and needs)
- Pavement Management System (pavement quality indicator)
- Road Inventory Management System (includes traffic density and pavement quality)
- Electronic Bidding for highway construction contracts

### **6.2 Meeting Key Performance Requirements**

SCDOT ensures that key performance requirements are met by the development of performance measures that are incorporated in SCDOT Strategic Plan. Additionally, process owners are held accountable and are assessed in the annual EPMS.

During FY 2001-2002, the Office of Construction has established Quality Assurance Teams to ensure that roads and bridges are constructed to specification and that quality materials are used throughout the project. The staff of the Research and Materials Laboratory, including district laboratories in Charleston, Greenville, and Florence, provide technical assistance to district and Construction Resource Management (CRM) personnel on materials matters statewide. Field technicians and materials engineers from the central and district laboratories routinely visit projects statewide in order to assure that proper sampling and testing procedures are being followed and all field testing equipment is calibrated and in proper working order.



### **Supplier/Consultant Support**

SCDOT is providing customer service to Design/Build contractors by providing oversight and technical services from our Research and Materials Laboratory. Inspectors from the Research and Materials Laboratory, who are trained and certified in all areas of sampling and testing, have been temporarily assigned to the quality assurance monitoring of such projects. SCDOT have provided these quality assurance services for the Conway Bypass project and the Carolina Bays Parkway project.

### **QC/QA Technician Certification**

In order to accommodate the increasing number of SCDOT consultant, contractor, and CRM personnel requiring inspection and testing certification, the Research and Materials Laboratory has successfully found new ways to meet these demands. Asphalt technician certification has been administered through Clemson University's Civil Engineering Department for several years; concrete and earthwork inspector certification will be administered through the University of South Carolina and Clemson University, respectively. By moving the administration of these programs from the Research and Materials Laboratory to the universities, SCDOT has been able to offer additional classes to meet the increased demand. The movement provides a means for keeping the Research and Materials Laboratory engineers and technicians involved in the course instruction, while keeping from having to increase the number of SCDOT personnel to provide this increased certification need. SCDOT has certified over 850 technicians.

### **Research**

In FY 2001-2002, SCDOT received \$2,479,277 in Federal funds for research under the State Planning and Research (SPR) Program. This amount reflects a slight increase over federal research funds received in FY 2001-2002. Most projects included in the program require a 20% state match. This level of funding has allowed the research program to continue to expand and broaden its scope to include areas of SCDOT not previously included in the program, as well as to emphasize goals and objectives contained in the Strategic Plan.

### **Material Source Monitoring**

A key service provided by the Research and Materials Laboratory is the consistent review and monitoring of the materials sources for construction projects. To accomplish this monitoring, the Research and Materials Laboratory maintains 48 product listings for a host of products ranging from aggregate sources to pipe gaskets to adhesives for raised pavement markers. This product information has recently been made available to SCDOT and CRM personnel on the agency's intranet site; however the continued demand for this information from outside sources has prompted the Research and Materials Laboratory to begin transitioning this data onto the agency's internet web site.



### 6.3 Key Support Processes

The key support processes of SCDOT include those activities that provide administrative and logistical support. These processes include Administration, Information Technology Services, Supply and Equipment, Facilities Engineering, Finance and Accounting, Legal, Human Resources, Employee Support Services, Staff Development and Training. All key support processes are aligned to support SCDOT's mission and are linked to support the goals in the Strategic Plan.

The people that perform the support processes are focused on the mission of SCDOT. They are part of a larger process of building and maintaining roads and providing mass transit services. The 5 business requirements of SCDOT govern its activities. These areas are mentioned below:

- Human Resources – Development of a new Employment Management Performance System that is connected to the Department's Strategic Plan.
- Supply and Equipment – Reduction of supply inventory by approximately 900 line items and a reduction of the office supply inventory by approximately 700 line items. Most of the items deleted from the inventory can be purchased using the State's procurement card. The Department has transitioned to a "just in time" supply system.
- Capital Improvements--Completed an assessment of all SCDOT Facilities and used the data from the assessment to establish the five-year capital improvement plan. Along with the Rights-of-Way Office, SCDOT is identifying and disposing of surplus real property. This office also supports the District's Capital Improvements Crews who perform renovations of the agency's facilities. The Capital Improvement Office works with the Office of General Services and the State Highway Engineer to ensure that all projects are in compliance with present building codes.
- Use of the State Procurement Card has resulted in a cost avoidance of processing purchase orders for eligible goods and services. Equipment and personnel are at the heart of maintenance units. Maintenance forces use equipment for many things that include snow and ice removal, wildflower planting, chip sealing, painting, parts pickup, debris removal and mowing. Maintenance forces would not be able to maintain the roadways, right- of ways or facilities, without the use of the equipment. The goal set forth for FY 2001-2002 was utilization of all pieces of equipment for at least 70% of the time. Maintenance units improved the use of all assigned equipment to 80% for the 01-02 FY. The goal for the 02-03 FY is 85%. With increased utilization comes improved work requests response and increased customer service opportunities.
- Employee Support Services--This office operates the Employee Wellness Program, Headquarters Employee Parking, and Staff Development and Training.
- Procurement Services--Administers 933 contracts that have been awarded by SCDOT or state contracts awarded by the Materials Management Office. The Procurement Office is actively involved in reviewing contractor quality. SCDOT Procurement Office recently received a Certificate of Achievement for Excellence in Public Procurement by the National Institute of Governmental Purchasing.



- Information Technology Services--With 3,000 PC users in 104 locations throughout the state, the IT Services staff has a big job. The staff provides state of the art computing and communications services to support the agency's mission. The IT Services staff has been working closely with Traffic Engineering on expanding the Intelligent Transportation System. IT Services installed network components and links enabling SCDOT to establish new cameras in Anderson, Columbia, Florence, Aynor, and Myrtle Beach, along with new Traffic Management Centers in Florence and Myrtle Beach. Images from these additional cameras are displayed on the agency's web site for the public to view. IT Services installed technology supporting the Traffic Management Centers in Columbia, Charleston, Greenville, and Rock Hill and are currently working on projects in Anderson and Myrtle Beach. IT Services provides telephone and computer support to the "Customer Call Center" established during times of crisis. The web team developed an Interactive Highway Safety CD for the "Back to School Bash. SCDOT's Web Site received the 2002-2003 Golden Web Award.

#### **6.4 Management of Key Suppliers/Contractors/Partner Interactions and Processes to Improve Performance**

SCDOT has established an Office of CRM Operations headed by an engineering director who coordinates and supports CRM Operations. SCDOT uses a variety of methods to improve performance of key suppliers, contractors, and partners. SCDOT has a well-established Quality Assurance Program supported by the Research and Materials Laboratory, Contract Audit Services, and a Procurement monitoring process. SCDOT Program Managers are involved in construction projects from the beginning until project completion. The Director of CRM Operations monitors the work product and costs of the Construction Resource Manager Program.

Specifically, the Research and Materials Laboratory plays an important role in testing highway maintenance materials that are received by the field for use in highway maintenance activities. All materials received must meet stringent agency requirements, prior to being used in maintaining the highways, roads and bridges.

All quality requirements are communicated to vendors and suppliers through bid specifications and drawings, pre-approved product lists established by the Research and Materials Laboratory, and through product demonstration and testing with the New Products Evaluation Committee. The Procurement Office is a participant on the New Products Evaluation Committee.

SCDOT's Procurement Office provides business assistance and training to suppliers regarding their work processes and improvement through pre-bid, pre-award, and post-award contract meetings. SCDOT meets with vendors that want to be added to its vendor/bidder database to discuss the applicability of the products and services they offer and SCDOT's needs. The Procurement Office schedules meetings with vendors to improve contractual relationships and to better understand the vendor's needs, as well as relaying SCDOT's needs. SCDOT has built strong partnering relationships through this process.

Personnel from the Research and Materials Laboratory assist CRM engineers and SCDOT's Quality Management Team in auditing construction projects. These audits include in-depth analysis of staff qualifications, construction practices, construction materials quality, and record keeping. During FY '02, Research and Materials Laboratory engineers, along with engineers from the Director of Construction's



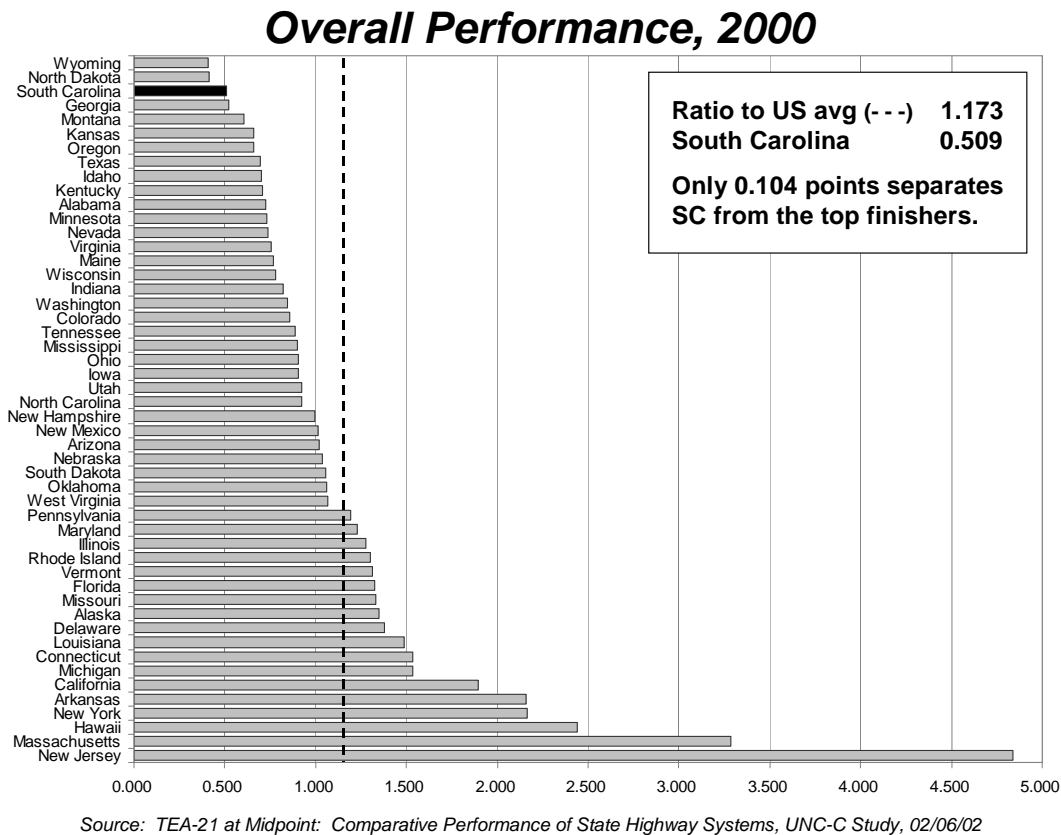
office and FHWA, actively participated in two quality control audits of the design/build contractor's testing records for the Carolina Bays Parkway.



## CATEGORY 7 – BUSINESS RESULTS

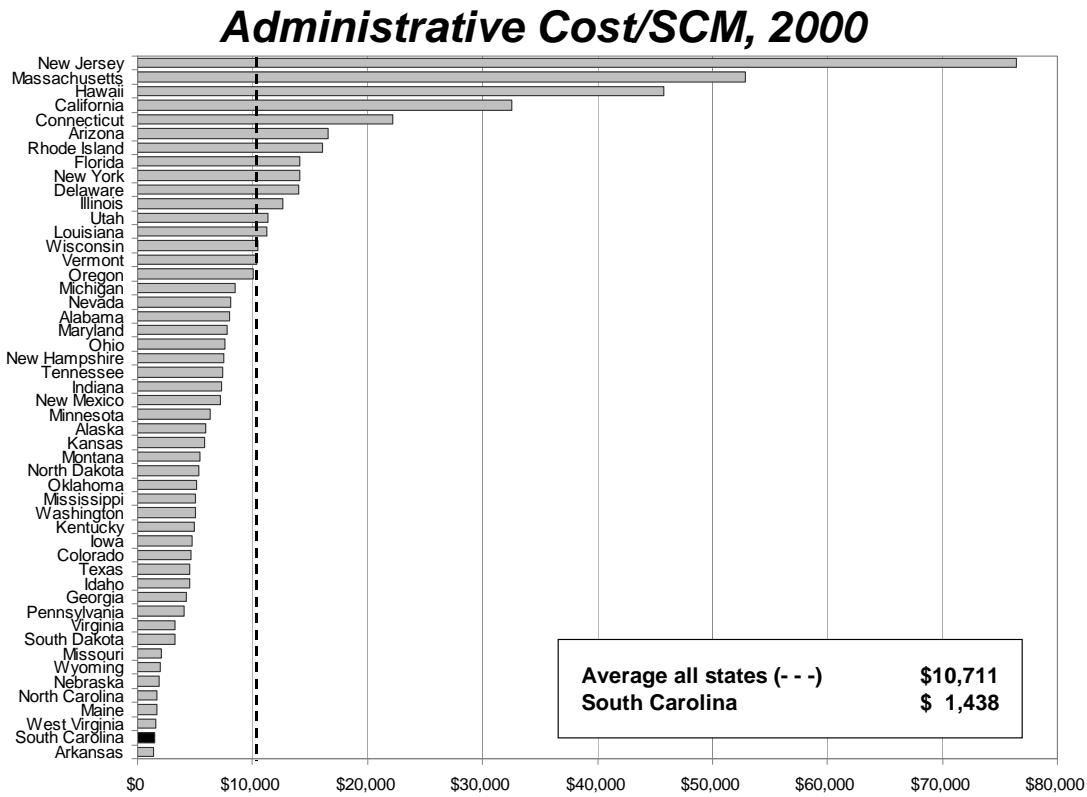
### 7.1 Performance Levels and Trends

The performance levels and trends that serve as a gauge for the operations of SCDOT include 12 performance measures (5 for resources, 7 for results), as well as the performance measures in SCDOT Strategic Plan. In the most recent Comparative Performance of State Highway Systems published by the Center for Interdisciplinary Transportation Studies at the University of North Carolina at Charlotte, **South Carolina is rated third in overall performance and first in its peer group.** Figure 7-1 presents the Overall Performance by State.



**Figure7-1**

SCDOT continues to be rated as one of the most efficiently operated agencies in the nation, according to the Comparative Performance of State Highway Systems, Ninth Annual Report, published by the Center for Interdisciplinary Transportation Studies, University of North Carolina at Charlotte. Figure 7-2 depicts that South Carolina spends less than other states, with the exception of Arkansas, on administration of its highway programs. Figure 7-3 indicates that SCDOT has the fewest employees per 100 miles than any other state in the country.



Source: TEA-21 at Midpoint: Comparative Performance of State Highway Systems, UNC-C Study, 02/06/02

Figure 7-2

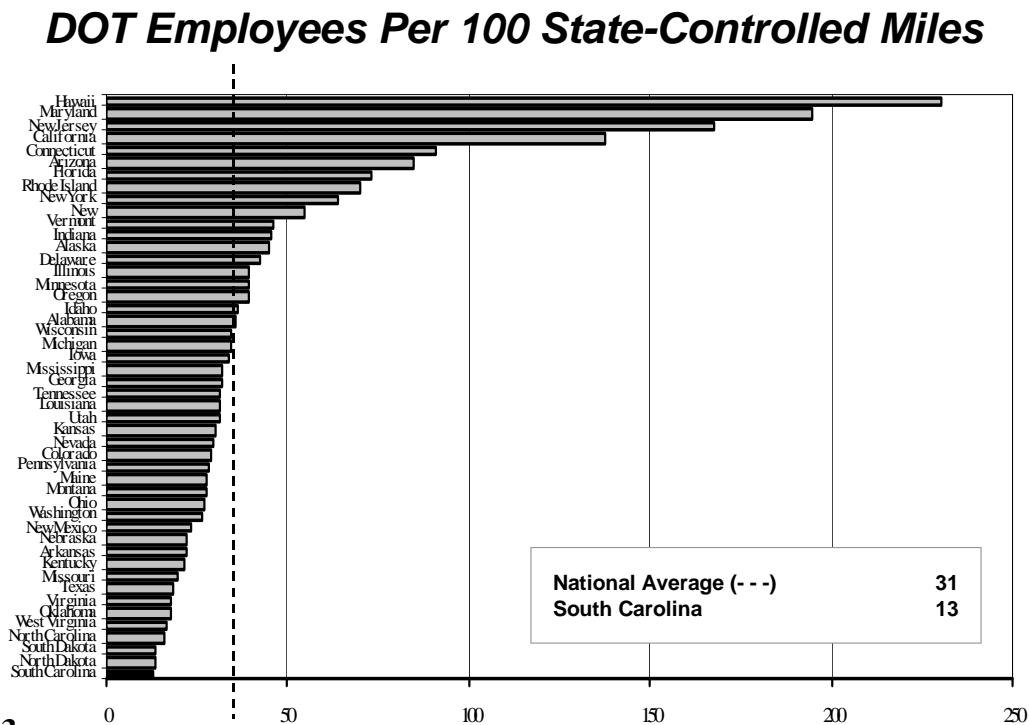


Figure 7-3

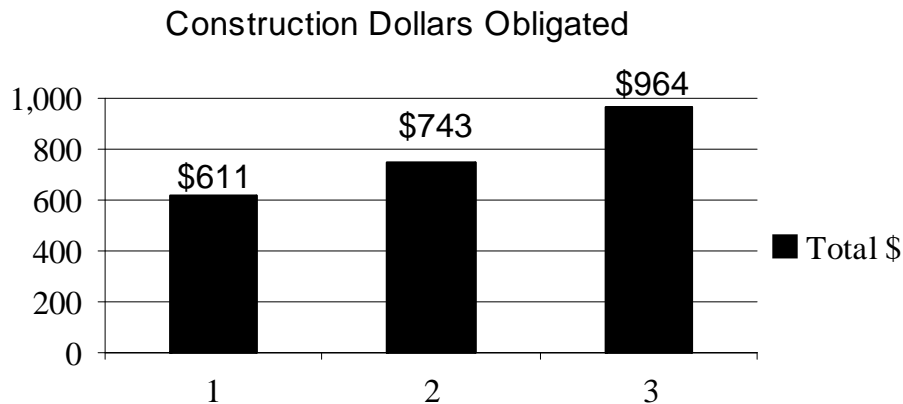
Source: Independent SCDOT Research of All State Human Resource Agencies



## Construction Underway

South Carolina is beginning to reap the benefits of the “27 in 7 Peak Performance” highway and bridge construction program. This program, initiated in 1999, uses a combination of innovative financing and contracting programs to complete 27 years of work in 7 years. The program uses CRMs from private contracting firms to assist the agency in completing approximately 200 road and bridge projects. This enables SCDOT to complete the work without hiring additional staff.

Figure 7-4 indicates the growth in dollars committed to construction over the past three years. This massive increase has been accomplished with **no new employees!**



**Figure 7-4**

## Construction Projects Completed (2001-2002)

During FY 2001-2002, 183 road and bridge projects, totaling \$309.75 million were completed and accepted for state maintenance. This included 23 federal/state bridge projects for 6.95 miles, totaling \$20.32 million; 36 state secondary projects for 419.94 miles, totaling \$18.61 million; 6 interstate projects for 25.86 miles, totaling \$21.66 million; 88 primary/urban projects for 604.47 miles, totaling \$236.33 million; and 30 other (pavement marking, landscaping, resigning, etc.) for 5,960.99 miles, totaling \$12.84 million. When construction projects are completed, the repair and upkeep is performed under the guidance of the Director of Maintenance and SCDOT’s County Maintenance Units.

## Notable Projects Completed in FY 2001-2002

- Widening project on **I-26 in Berkeley County from US 17A to Charleston County line** for a total of 9 miles was completed in September 2001. This was an Interstate Widening Bond project.
- Intersection improvement on **Clemson Road at US 1 in Richland County** for a total of 3 miles was completed in December 2001. This was a MPO bond project.
- A road and bridge project on **US 378 in Lexington County** for a total of 6 miles was completed in September 2001.
- A road and bridge project on **Trolley Road in Dorchester County** for a total of 5 miles was completed in April 2002. This was a MPO bond project.
- Road construction project on **US 17A near I-26 in Berkeley County** for a total of 5 miles was completed in June 2002. This was a MPO bond project.





## Major Projects Under Construction

**Carolina Bays Parkway-** Construction on the Carolina Bays Parkway is progressing rapidly towards a Fall 2002 opening. Approximately 90 percent of the project has been completed. Construction is concentrated at the US 501 Interchange and on the northern segment of the project, between SC 22 and SC 9. When completed, the six-lane, 20-mile highway will link SC 9 with US 501 and will be an important new route for motorists on the Grand Strand.

**Cooper River Bridge-** On July 2, 2001, ground was broken for the biggest construction project undertaken by SCDOT. Palmetto Bridge Constructors (PBC) was the successful design-build team in SCDOT's proposal process. PBC is a joint venture of Tidewater Construction Corporation (Norfolk, VA) and Flatiron Structures Company (Longmont, CO). PBC selected Parsons Brinckerhoff as their lead designer for this project. The design-build contract with PBC is for \$531,276,000; this is the largest single infrastructure contract in SCDOT history. The contractor is working to finish the project as early as one year in advance of the July 15, 2006, completion date set in the contract. Also, in the past year, SCDOT began the environmental analysis and preliminary design for the project to demolish and remove the existing Grace and Pearman Bridges.

## Construction Resource Managers (CRM)

Because of our accelerated project program, SCDOT had to be innovative to meet increased construction demands. FY 99-00 saw the addition of an essential part of the “*27 in 7 Peak Performance*” construction program with the addition of the Construction and Resource Managers (CRM). Two CRM firms are under contract to SCDOT to assist managing 94 of the 200 construction projects that will be built in seven years. SCDOT accelerated bonded construction program increased the agency's workload by a factor of 2.5 for several years. Without the assistance of the CRMs, SCDOT would have to employ approximately 500 additional employees to meet the demand of the accelerated construction program. The two CRMs act as an extension of SCDOT and report to Department Program Managers. Some of the accomplishments during the past year include:

- Utilization of over 300 employees working in the areas of project management, engineering, design, right-of-way acquisition, construction, inspection, and testing.
- As of June 2002, over 800 lane-miles of construction, managed by the CRMs were underway throughout the state. 7 projects have been completed.
- Continued use of the previously developed Financial Management System for the tracking and financial analysis of all SCDOT projects/progress.
- Implementation of a Program Management System for Department wide use.
- To date with the CRM firms have completed work on 2100 right of way parcels that have been purchased for construction of highways, while maintaining a condemnation rate of less than 10%.
- In partnership with SCDOT staff engineers, achieved savings of over \$31 million by making cost saving recommendations related to design and construction on highway improvement projects.
- There are currently 87 projects in progress, including 2 in preliminary design, 17 projects in the right-of-way plan development stage, 25 projects in final plan development, and 43 projects under construction. Seven projects have been completed and open to traffic.



### Status of CRM-Managed Projects

Since the notice-to-proceed on July 22, 1999, the CRMs have begun work on 90 projects. The current status of these projects as of June, 2001 are listed in the following table:

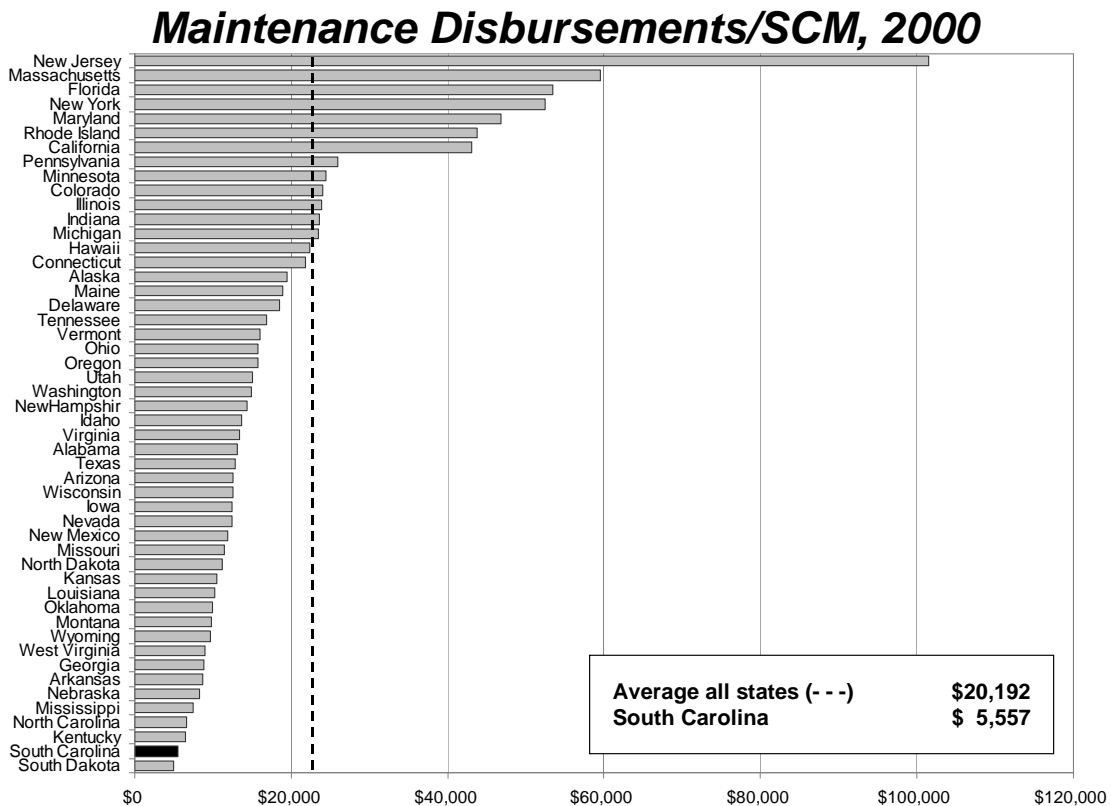
Phase of Project	CRM East	CRM West	Total
Preliminary Design (0-25%)	6	3	9
ROW Plans (26%-75%)	18	12	30
Final Plans (76%-95%)	5	19	24
Construction	13	17	30
Total	<b>42</b>	<b>51</b>	<b>93</b>



**Figure 7-5**

## Road and Highway Maintenance

SCDOT has the responsibility for maintaining the **fourth largest state highway system in the nation**, and does so at one of the lowest funding per mile in the nation. SCDOT expends \$5,557 per mile, which is well below the national average of \$20,192 per mile. The maintenance budget for FY 2001-2002 was \$196,800,000 and due to the reduction in available state funds, has decreased for FY 2002-2003 to \$190,000,000. (please note that South Carolina has the fourth largest number of miles in the nation and the least amount of total funding per mile.) Figure 7-6 depicts the ranking of states concerning maintenance disbursements.



**Figure 7-6**

Source: TEA-21 at Midpoint: Comparative Performance of State Highway Systems, UNC-C Study, 02/06/02

## Maintenance Activities

**Chip Sealing** - SCDOT has increased chip sealing our roads. Chip sealing is applying a coating of asphalt emulsion sprayed on the road, followed by a layer of small stone. Chip seal prolongs the life of secondary roads by 5 years, until funding is available for placement of bituminous resurfacing.

- **Inspection and Improvement of Drainage Systems** -SCDOT has also increased the inspection and improvement of drainage systems along state maintained routes. These improvements enhance water runoff, thus making the roads safer.
- **Upgrading of Traffic Signals**--established goal for the upgrade of traffic signals of 184 was



surpassed by upgrading 267 signals.

- Customer Service- Of paramount concern is service to the customer. More interaction with SCDOT takes place in its County Resident Maintenance Engineering Offices than any other area of the agency. The Director of Maintenance Business Plan measures how we respond to major work requests. Safety issues are handled immediately. The goal is to complete work requests in 60 days.

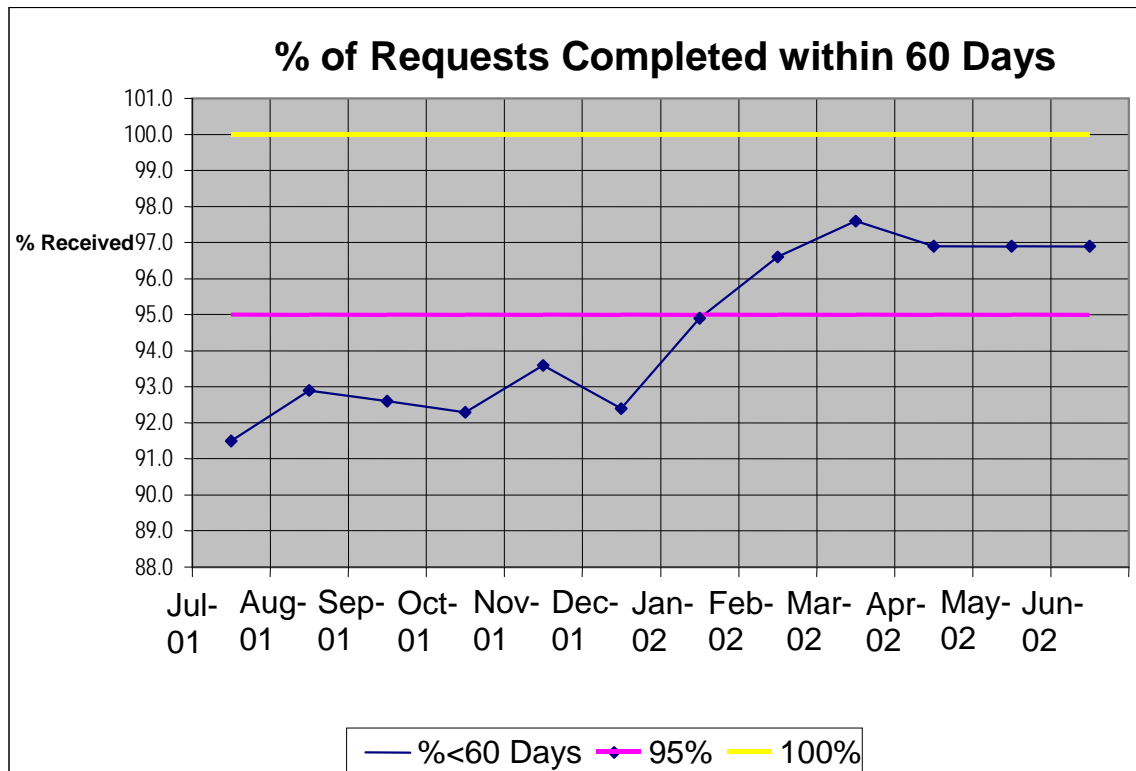


Figure 7-7

## Pavement Condition

The Office of Pavement Management collects pavement condition, GPS, and digital image data on all three major road systems: Interstates, US and SC routes, and Secondary routes. Pavement condition data includes the following kinds of data: 1) surface distresses such various cracks, patches, and surface wear; 2) rutting (deep tracks made in the pavement from wheels); and 3) roughness. An overall measure of pavement quality is calculated from this condition data. This measure is called the Pavement Quality Index, or PQI. The index ranges from zero to five. A road in excellent condition may have a PQI as high as 4.5, while a road in very poor condition may have a PQI as low as 1.5.

The PQIs for the US, SC, and Interstate systems all show downward trends since 2000. The PQI for the US routes fell from 3.03 in 2000 to 2.85 in 2002, while the PQI for the SC routes declined from 3.13 in 2000 to 2.82 in 2002. The PQI for the Interstates was down from 3.65 in 2000 to 3.55 in 2002. **To sum up: trends in overall PQI show that the condition of pavements in all three major highway systems---US, SC, and Interstates---has deteriorated over the most recent three years.**

Collection of data on the Secondary System is a recent responsibility. Even given the great size of this system--over 31,000 miles and over 33,000 routes—Pavement Management has already covered about a third of the system. A more accurate picture of the Secondary System must await completion of the entire data set at the end of June, 2003.

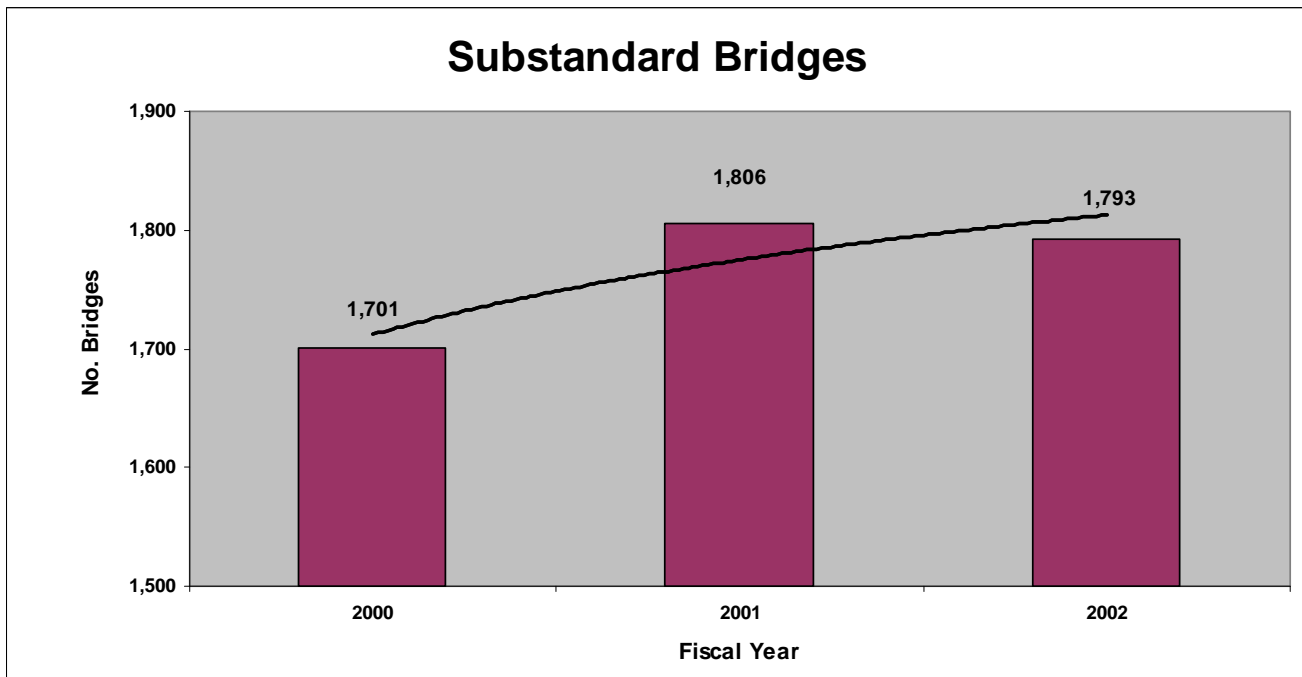
## Bridge Maintenance

SCDOT uses a Bridge Management System (BMS). The development, implementation, and data collection of the BMS began in the early 1990's, with full-scale operations starting in 1998. The system provides detailed analyses of South Carolina's bridge needs and priority recommendations. Although replacement projects have been the primary focus, improvements such as widenings and raisings, and maintenance repairs and rehabilitations are now being considered.

Statewide Bridge Inspection continues to be a critical component of the highway safety and the eligibility for Federal Aid Bridge Program Funds. SCDOT inspects approximately 6,500 bridges per year and contracts for underwater bridge inspections of approximately 60 bridges per year. Data collected from inspection and maintenance activities are an integral part of the BMS.

The bar chart entitled "Substandard Bridges" depicts a slight decrease in the number of "substandard" bridges from the previous year. However, this is only temporary due to the overall trend. Some of the primary factors that affect this trend are the overall construction history and age of the bridge infrastructure, historical lack of emphasis on bridge maintenance, and inadequate funding levels. Even though SCDOT uses a BMS it is difficult to overcome the lack of proper funding. This overall trend of an increase in substandard bridges is expected to continue because of lack of funding and the growing transportation needs of the state. Figure 7-8 depicts the number of substandard bridges in South Carolina.





**Figure 7-8**

## **Risk Management**

Accomplishments of the Risk Management Section include:

- Insurance premiums have been reduced substantially from those paid in 1998. As of June 2002, the cumulative savings total is \$7,355,867.00.
- The Risk Management Section, working with the Assets Manager and the Capital Improvements Office, completed an inventory of all SCDOT facilities. This inventory was used to provide the first accurate schedule of insured buildings to the SC Insurance Reserve Fund (SCIRF) in August 2001. The building inventory is constantly being updated and a new schedule of insured buildings is provided to the SCIRF every 3-4 months.
- Risk Management participated on a committee to determine SCDOT's need for crime insurance. An RFP was developed to acquire crime insurance.
- A course on traffic crash fatality investigations and documentation was developed and presented to resident maintenance engineers and district staff.
- Risk Management coordinated SCDOT's Run-Off-The-Road/Head-On Collisions project and committee. The committee selected the most appropriate counties for the project, selected roads, visited sites, developed a training program for district employees, and worked with Rights-of-Way, Environmental, and Road Design to implement the recommendations.

Statistical analysis of crash data was developed to make recommendations to management on highway safety issues.

## Highway Safety

SCDOT has continued its intense focus on highway safety and our cumulative efforts over the past several years are beginning to show positive results. The number of fatalities has slightly decreased since 1999. However, traffic fatalities are still near an all-time high and continue to be a major concern of SCDOT.

### SC Traffic Fatalities

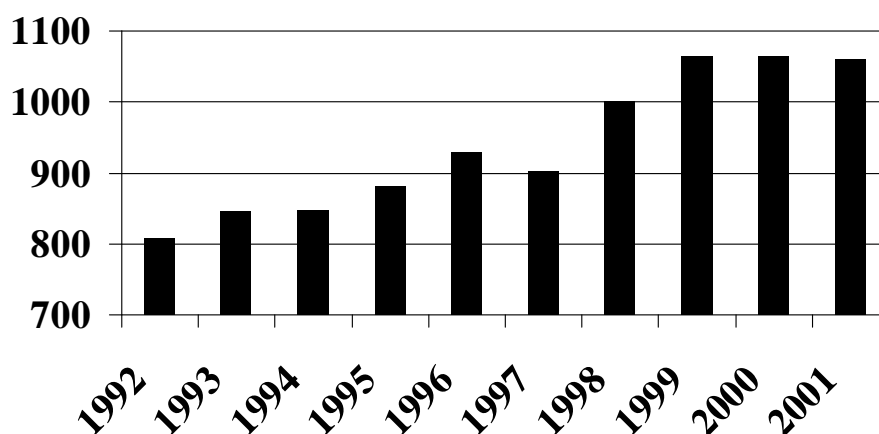


Figure 7-9

SCDOT has been successful in its efforts to reduce fatalities on the Interstate. Our initiatives included installing cable barrier in narrow medians, reducing speed limits in urban areas, and implementing truck lane restrictions on Interstate segments having six or more lanes. These efforts helped reduce fatalities on the Interstate system 25 percent in 2001. Without these initiatives, South Carolina's total fatalities would have increased about six percent.

## Interstate Median Barriers

Figure 7-10 indicates the status of Phase 1 of the installation of median barriers to prevent crossover median crashes. This is the highest priority of SCDOT in FY 2001-2002.

<u>Location</u>	<u>Contract Cable Miles Let</u>	<u>Cable Installed</u>	<u>Letting Date</u>	<u>Start Date</u>	<u>YTD Saves</u>
I-26 and 526 (Charleston)	4.02	3.98	Jan. 2001	Mar. 2001	69
I-385 (Greenville-Laurens) *	7.06	6.95	Dec. 2001	Feb. 2001	59
I-85 (Cherokee-Spartanburg)	19.29	20.88	Mar. 2001	May 2001	114
I-77 (Richland)	8.03	7.95	Sep. 2000	Oct. 2000	104
I-26 (Calhoun, Lex., Rich., Orbg)	35.37	40.7	Apr. 2001	May 2001	308
I-20 (Kershaw, Lex., Richland)	9.88	13.3	May 2001	July 2001	74
I-26 (Lex., Newberry, Laurens)	36.87	34.97	Jun. 2001	Aug. 2001	113
I-85 (Anderson-Oconee)	10.8	14.63	Apr. 2001	May 2001	45
I-385 (Laurens)	19.26	2.07	Jul. 2001	Aug. 2001	0
I-26 (Spartanburg)	49.24	45.32	Aug. 2001	Sept. 2001	105
I-85 Bus. (Spartanburg)	5.57	5.14	Sept. 2001	Nov. 2001	10
<b>TOTAL:</b>		<b>195.89</b>		<b>TOTAL:</b>	<b>1001</b>

\*includes 1.8 miles of concrete barrier

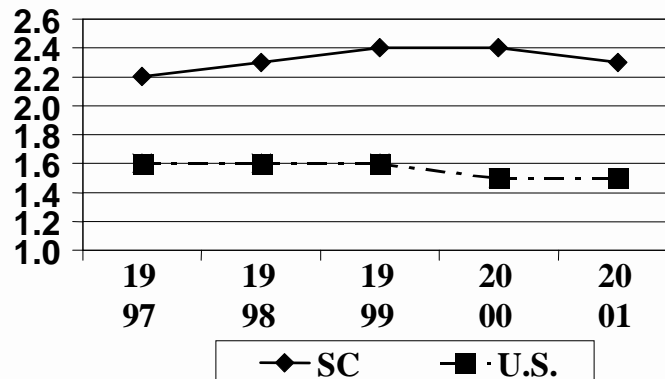


**Figure 7-10**  
**Safety Challenge**

South Carolina has the third highest death rate in the nation. The death rate is 53% higher than the national average, and 35% and 53% higher than our neighboring states of North Carolina and Georgia, respectively. As previously discussed, SCDOT has been successful in its efforts to reduce fatalities on the Interstate.

## SC Fatality Rate vs. U.S.

(Fatalities per 100 million vehicle miles traveled)



**Figure 7-11**

**The major challenge facing SCDOT is reducing highway fatalities on South Carolina's secondary road system.** Two out of three highway deaths occur on our secondary roads. Unfortunately, funding for improvements are limited. Although South Carolina received a large increase in funding from the Transportation Equity Act for the 21<sup>st</sup> Century, most Federal highway funds are not eligible for improving 78 percent of the secondary road mileage in South Carolina. The increase in Federal funds and match requirement has also significantly reduced available State funding for improvements on Secondary routes. SCDOT is seeking additional funding from the legislature. One objective of the funding package is to create a State funded safety program to reduce the fatality rate on these roads.

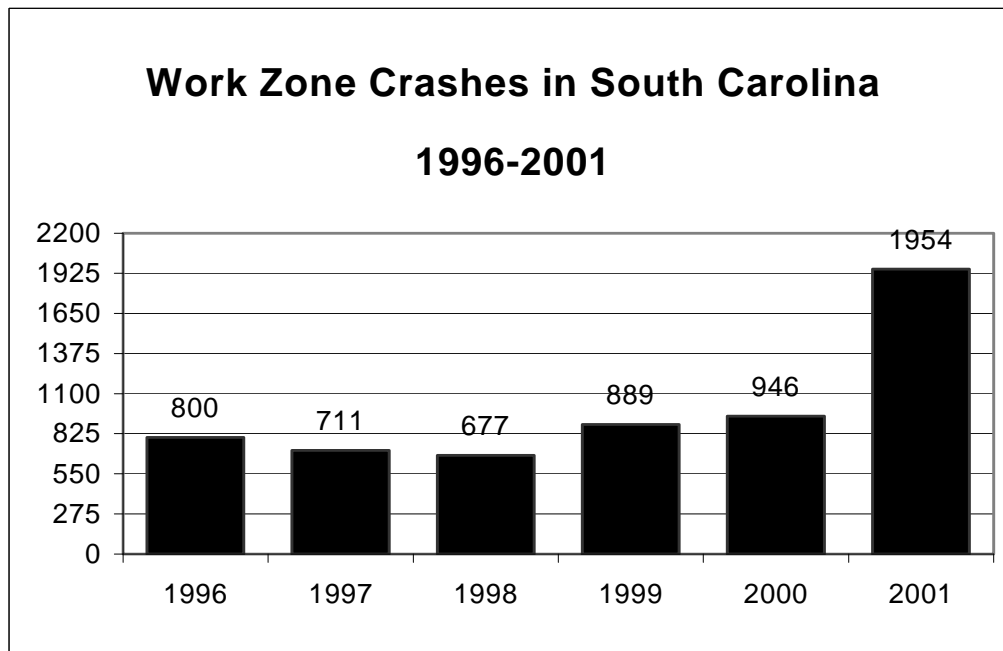
### Work Zone Crash Statistics

During 1999, there were 889 traffic crashes reported in South Carolina work zones; in 2000, 946 work zone crashes were reported. This represents an increase of 6.4%. Nine (9) people were killed in work zone crashes in 1999; in 2000, ten (10) work zone fatalities were reported, an increase of 11.1%. A comprehensive work zone safety campaign was implemented in April 2001, to address this continued increase in work zone crashes.

In 2001, the reporting methodology for work zone crashes changed dramatically. The new method provides a more comprehensive picture of work zone crashes but is not comparable to prior years' data. Using this new methodology there were 1,954-work zone crashes in the state. This is just under 2% of the state's total crashes. Twenty-one (21) fatalities were reported in traffic crashes in the state's work zones. Figure 7-11 depicts work zone crashes.







**Figure 7-12**

### **Work Zone Safety Campaign Expanded**

SCDOT's Work Zone Safety Program continued in 2001. Grant funding was awarded in October 2001 to continue the campaign, utilizing the "Let'em Work, Let'em Live" theme. The campaign features two 30-second televised public service announcements and a variety of educational materials. Television public service announcements ("At the Office" and "In the Elevator") have aired 3,591 times on both broadcast and cable television stations statewide from July 1, 2001 – June 30, 2002.

### **Road Safety Audit Program Developed**

During FY 2001-2002, a member of the Safety Office staff was trained in the Road Safety Audit (RSA) program concept. Draft procedures for the program were created. Meetings were held with the various engineering directors to gain their input regarding the development and implementation of a RSA program within SCDOT. Approval was granted to proceed with implementation of the program. RSA Team Member selection was initiated with both Headquarters and field personnel. Sixty team nominations were received prior to the end of FY 2001-2002. A list of projects proposed for audit was solicited from engineering directors and district engineering administrators.

### **Highways or Dieways Web Site Created and Launched**

SCDOT's Web Development Team, working with Safety Office staff, created the Highways or Dieways (HOD) web site. The site address is [www.highwaysordieways.org](http://www.highwaysordieways.org). The site contains specific information about the need for compliance with posted speed limits. New HOD television ads can be viewed at the site, as well as testimonials from crash victims. During the FY 2001-2002, the HOD web site averaged 1,400



visits per month. Traffic during 2002 has regularly increased to a high in March of about 2,000 visits.

## Mass Transit

SCDOT Mass Transit Office supports public transit operations around the State through the administration of federal and state transit funds. In FY 2001-2002, \$24.6 million was committed for transit services throughout the state, of which \$6.2 million was from state sources. The allocation of the state funding sources for FY 1999-2000, FY 2000-2001, and FY 2001-2002 are shown in Figure 7-13.

SCDOT Mass Transit Office also provides administration functions, which include transit program oversight, planning, transit coordination, technical assistance, as well as maintaining an ongoing partnership with each public transit provider.

Mass Transit Areas	FY 99-00	FY 00-01	FY 01 -02
Large Urban Match	0.7	1.5	1.4
Small Urban	0.6	0.6	0.6
Rural	2.1	2.1	2.2
Planning	0.1	.02	.02
Human Services	0.0	0.0	0.0
State Mass Transit Programs	2.2	1.5	1.8
Virtual Transit Enterprise	0.3	0.3	0.0
Operations & Administration	0.2	.24	0.2
Total	6.2	6.2	6.2

Source: SCDOT Mass Transit Office

**Figure 7-13**

Mass Transit staff support the operational efforts of the 18 public transit systems that received funds through SCDOT during FY 2001-2002. While funding is a major part of the assistance given to transit operations, a number of other staff activities facilitate the delivery of important transit services in communities around the state. Some of the activities include:

- New project development
- Invoice processing
- Contract administration and auditing
- Technology enhancements
- Collective grant applications

The efforts of SCDOT staff, combined with those of staffs of the transit properties, helped to bring closer the realization of several objectives related to transit service. The information and data used in the following sections include data taken from transit performance data reports submitted by SCDOT grantees.



### **Increase transit technology statewide.**

The successful deployment of the Virtual Transit Enterprise project (VTE) has improved computer hardware, software, and relevant training to SCDOT Mass Transit grantees. The integration of technology into the transit infrastructure in South Carolina can be improved through greater information exchange and networking with other transportation modal operations.

### **Develop a comprehensive coordination plan with input from other state agencies involved in delivery of public transportation services.**

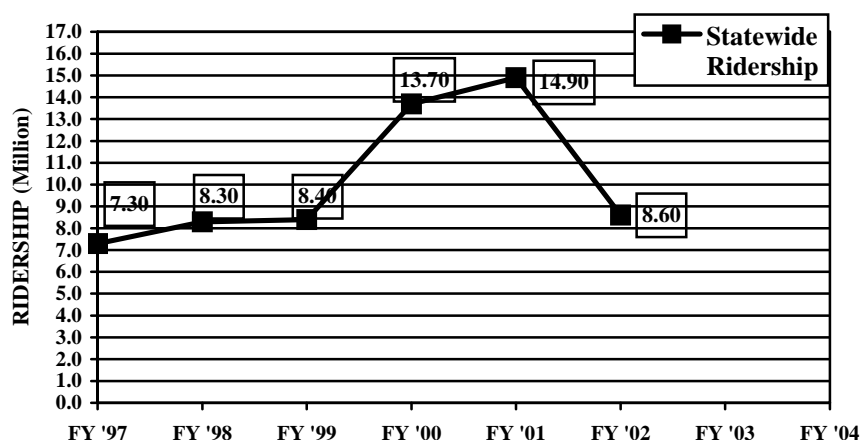
SCDOT is continuing an on-going effort to establish a coordination framework that would be appropriate and effective for the various agencies that fund or provide transit services. A draft version of the Statewide Transportation Coordination Plan has been completed and is currently awaiting approval by other state agencies.

The coordination of transportation resources should result in the elimination of duplicative transportation efforts and the enhancement in service quality. Improvements in overall system cost-effectiveness may also be realized as transit system operators improve their ability to pool financial and capital resources within a region to maximize service delivery and promote operational efficiency.

### **Increase public transportation coverage in un-served counties by 10%.**

New initiatives that have been established, with the assistance and cooperation of SCDOT staff, were the York County transit system and the efforts to establish the RTMA in the Lower Savannah region of the State. Transit availability will increase in the communities cited as a result of SCDOT partnerships with community leaders and transit providers.

Overall state ridership numbers continue to follow an increasing trend through FY 2000-2001, as shown in Figure 7-14. However, the most recent transit ridership numbers indicate a significant decline in comparison to the previous two fiscal years. A number of training efforts, information meetings, consultant projects, and service reviews during the year, which addressed data reporting issues, may have been effective in relaying the actual reporting requirements for transit performance data. An on-going study is being completed to aid in verifying transit performance data.



**Figure 7-14**



### **Increase maintenance savings of public transit providers by 5%.**

This objective grew out of the recognition that many transit properties around the state were still using aging vehicles with antiquated technology. Concern for current community issues such as safety, environmental degradation, and service efficiency require more efficient operation of transit vehicles. A maintenance cost tracking effort was initially implemented to establish a base line from which improvements could be measured. The data collection effort was ceased in February 2002; however, the objective remains to assist transit providers in reducing overall costs in providing transit services.

### **Purchase of vehicles.**

The purchase of new transit vehicle was added as an additional approach to increase maintenance savings. The more modern vehicles would require less replacement work due to aging parts and should reduce overall maintenance costs. Transit vehicle purchases are tracked quarterly, with a total of 43 vehicles that have been acquired over the last two quarters. The quarterly acquisition level is anticipated to fluctuate as the number of vehicle purchases varies for each quarter. Mass Transit staff has continued to explore other feasible options with the transit properties that might aid in reducing maintenance costs. An aggressive program to replace the aging bus fleet is underway and is to be implemented in the fall of 2002. This program will utilize special federal allocation of \$14.2 M. Under this program, it is anticipated that 132 vehicles can be replaced in calendar year 2003.

### **Statewide Transportation Coordination Plan.**

The existence of multiple agencies operating transportation services within many of the same communities in the state has prompted the need for a comprehensive evaluation and coordinated plan for service delivery. Accordingly, SCDOT has been communicating with representatives of other state agencies that are involved in client transportation services or the funding of such services.

### **Increasing the number of DBEs certified in highways and mass transit by 10%.**

SCDOT not only met this goal by the target date of May 30, 2002, but also exceeded the 10% bar that was set. The efforts that enabled this goal to be reached and exceeded included the establishment of a new DBE Technical Assistance Center in Irmo. This center was set up and staffed by our supportive services consultant, MTJ Consulting Services. Business owners visiting this center learned of contracting and procurement activities available with SCDOT in both highway construction and mass transit procurements. They were also encouraged to become certified through SCDOT's Office of DBE Program Development.

Many referrals were also made to SCDOT throughout the year by transit agencies that procure goods and services through small and/or minority-owned businesses. These business owners' contact information was forwarded to SCDOT and the owners were sent certification application packages.

An outreach seminar was held in the fall of 2001 to invite business owners to hear about SCDOT's DBE program and find out how to become a certified DBE. The brief seminar was conducted by staff from SCDOT Office of DBE Program Development and the supportive services consultant. Although attendance was light, a couple of new firms were motivated to become SCDOT-certified.



The annual Entrepreneurial Development Institute Program (EDIP) that is conducted each spring, during which various offices within SCDOT share much information, undoubtedly resulted in influencing some firms to become certified.

A half-day workshop for newly certified DBEs was held in April 2002 which provided much valuable information on SCDOT contracting opportunities; small procurement opportunities in the mass transit industry; small business development guidelines; and some of the legal pitfalls that prospective contractors and business owners should be aware of when requesting certification.

All of these initiatives taken together assuredly contributed to the increase that SCDOT experienced in the overall number of newly certified DBEs during 2001-2002.

### **Increasing Work with DBE Firms.**

Figure 7-15 indicates a steady increase in the highway program dollars committed to DBE firms over the past 4 years. In fact, the amount going DBE firms has more than doubled from \$44 million in FY '99 to \$96 million in FY '02.

DBE Commitments	
FY '99	\$ 44 million
FY '00	\$ 64 million
FY '01	\$ 89 million
FY '02	\$ 96 million

**Figure 7-15**

### **Enhancement Projects.**

SCDOT recently launched a statewide initiative to improve accommodations for bicycles, pedestrians and other non-motorized forms of transportation. SCDOT Executive Director Elizabeth Mabry established a committee to create more awareness of these forms of travel. Representatives of the private sector, the General Assembly, other state agencies, and walking and cycling advocacy groups are members of the committee. Their first meeting was held on June 18, 2002, during which they began developing a statewide vision and planning for a statewide conference to be held in December 2002.

SCDOT continues to pursue innovative and successful beautification projects, which encourage our visitors and citizens to develop a favorable and lasting impression of South Carolina. These projects help to expose individuals to the natural beauty of South Carolina and forge a positive image of our state.

Federal regulations provide that a certain portion of federal highway dollars be used exclusively for beautification and enhancement purposes. The agency is not allowed to use these funds for highway construction or even maintenance of existing highways. Partnerships with local governments, businesses and communities help to maximize the positive results of projects. By working together, we maximize the



benefits of these projects, which enhance our quality of life and contribute to the state's tourism industry and economic development.

SCDOT has implemented an aggressive Beautification Vision to landscape and beautify interstate entrances to the state and strategically located interstate interchanges. The goal of the vision is to provide a lasting impression on South Carolina's travelers as they enter our state and to provide color along South Carolina's highways every 15 minutes or approximately every 22 miles.

During FY 2001-2002, the agency increased from two to six the number of on-call landscape architectural firms available to design sites chosen to be included in the vision. Implementing the vision also involves working with local communities who are willing to take on the responsibility of providing long-term maintenance and irrigation of completed beautification projects. Following is a list of accomplishments during the past fiscal year from the Beautification Vision.

#### Gateway Projects

- I-95 SC/GA Gateway - Phase one of the project has been completed
- I-95 SC/NC Gateway - Construction underway
- I-26 SC/NC Gateway - Concept designs are complete
- I-77 SC/NC Gateway - Construction plans and documents are complete.

To gauge public response to the projects, the agency provided comment cards to the staff of the I-95 SC/GA Welcome Center in Jasper County. During the month of June 2002, visitors to the Welcome Center completed approximately 250 comment cards and the response was overwhelmingly positive.

In addition to partnering with local communities through the Beautification Vision, SCDOT's Transportation Enhancement Program assists with enhancement projects initiated on the local level. The program provides greater opportunity for local governments to collaborate with the agency to pursue a broad range of non-traditional transportation related activities such as landscaping, scenic programs, and historic preservation.

#### Transportation Enhancement Funds

SCDOT awards the Transportation Enhancement Funds to local governments through two different channels. The policy committees for the state's 10 MPOs determine how the funds will be distributed to the projects in their metropolitan areas. For non-metropolitan areas, SCDOT's Commission awards the Transportation Enhancement Funds directly to the communities whose projects are approved. A Transportation Enhancement Committee, made up of individuals with special expertise in non-traditional transportation related activities, assists the Commission with determining the approved projects. The number of applications submitted, number of projects funded and SCDOT's financial contribution to these projects, is reflected in Figure 7-16.



SCDOT Transportation Enhancement Program MPO & Non-MPO			
	Applications Submitted	Applications Funded	\$ Contributed by SCDOT
<b>2000</b>			
<b>MPO</b>	8	8	\$1,257,881
<b>Non-MPO</b>	69	25	\$2,905,220
<b>2001</b>			
<b>MPO</b>	11	11	\$1,786,375
<b>Non-MPO</b>	85	30	\$4,351,110
<b>2002</b>			
<b>MPO</b>	23	23	\$3,284,443
<b>Non-MPO</b>	82	48	\$6,617,844

**Figure 7-16**

SCDOT works to encourage communities to take advantage of the Transportation Enhancement Program by distributing brochures and information packets to potential applicants. SCDOT hosted seven regional workshops to assist local communities in preparing the applications, and the agency's technical staff reviewed the applications to ensure the projects met basic eligibility requirements. Applicants were given the opportunity to address areas not meeting the requirements and resubmit their applications.

Additionally, SCDOT partners with local governments to provide a higher level of beautification at key interchanges along interstates and controlled access highways under Adopt-An-Interchange. A unique feature of this matching-funds program is that applications for funding are accepted throughout the year until the financial resources are exhausted. During this past fiscal year the department received Adopt-An-Interchange applications from Anderson and Clarendon Counties.

Work also continued on **Adopt-An-Interchange** projects that were approved during the previous fiscal year including the City of Hardeeville's I-95/US Highway 17 Interchange, and the City of Loris' US 701/SC 9 Bypass Interchange, both of which are nearing completion of the final design stage.

The agency's partnership with **The Garden Club of South Carolina** continued to make strides towards implementing two innovative beautification projects. In February and March 2002, SCDOT Maintenance employees planted 385 Redbud Trees in the no-mow, shady spaces along South Carolina's interstates. The Garden Club of South Carolina purchased the trees. Plantings will continue in 2003, and the goal of the project is to plant a total of 1,000 Redbud Trees.

The partnership also resulted in the successful completion of the **Carolina Fence™ Garden Project**, which involved the planting of the gardens at six Welcome Centers: I-20 Aiken County, I-26 Spartanburg County, I-77 York County, I-85 Cherokee County, I-85 Oconee County and I-95 Dillon County. The 200-300 square foot areas feature natural and cultural symbols of South Carolina including Yellow Jessamine,





Carolina Wren Houses and Blue Granite Stones. Dedication ceremonies were held during June 2002, including the main ceremony at the I-20 Welcome Center where First Lady Rachel Hodges served as the Keynote Speaker. The S.C. Department of Natural Resources and the S.C. Wildlife Federation joined SCDOT and The Garden Club of South Carolina in this enhancement endeavor.

In 1999, the agency launched **Colorful Spaces** to develop an awareness and commitment for roadside enhancements by SCDOT employees. The program involves the planting of landscaped plots along highway rights of way by 639 SCDOT employees taking an active role in enhancing the state's highways. Outstanding projects are recognized during a special awards ceremony each fall. Counties are encouraged to partner with local governments, businesses and Garden Clubs to increase the plantings at these sites.

Maintenance Division employees also oversee the **Wildflower Program** which provides a colorful traveling experience, assists in roadside maintenance and promotes the natural establishment of wildflowers. To transform roadsides into vibrant wildflower beds, the employees select and order the seeds, develop planting schedules, prepare the plots, plant the seeds and monitor the plots. The goal of the program is to establish an efficient and balanced program that provides color year round.

During FY 2001-2002, the agency made a concerted effort to increase the amount of perennial and native wildflowers. SCDOT currently maintains 1,100 acres of cultivated wildflowers beds made up of approximately 50 percent annuals and 50 percent perennials as well as 2,000 acres of Crimson Clover.

Litter abatement is another important facet of SCDOT's enhancement efforts. For 14 years the **Adopt-A-Highway Program** has provided an effective channel for cultivating public commitment to keeping our highways clean. SCDOT county maintenance units and county coordinators oversee the Adopt-A-Highway Program on a local level, and all 46 counties in the state participate in the program.

The **Adopt-A-Highway volunteers**, who clean-up roadside litter at least three times a year, are one of our state's most valuable resources. They give of their time to pick up other people's trash, and through their example encourage others to think twice before littering our roadways. Adopt-A-Highway volunteers continue to produce impressive results in their fight against litter as demonstrated in Figure 7-17.

SCDOT Adopt-A-Highway Statistics				
	Pounds	Miles	Groups	Volunteers
1999	2,480,128	6,742	2,052	34,318
2000	1,955,077	7,169	2,357	36,540
2001	1,999,199	7,683	2,249	34,869
TOTALS	6,434,404	21,594	6,658	105,727

Figure 7-17

Educating the public about Adopt-A-Highway and the litter problem in South Carolina is also a top priority of the program. County coordinators and SCDOT employees dedicate countless hours informing the public



of the importance of litter prevention and encouraging groups to adopt sections of highways. To assist in these efforts, promotional items have been developed for the Adopt-A-Highway program, including informational brochures, stickers, safety handouts, car-litter bags, and pencils. Additionally, a toll free line, web page and e-mail address assist with the dissemination of information to the public.

The agency also demonstrates its commitment to a cleaner South Carolina by holding two annual week-long cleanups conducted by the maintenance employees throughout the state. These special events provide another opportunity for the state's roadways to be cleaned, call attention to SCDOT litter abatement efforts, and increase litter awareness among South Carolina's citizens. Two other litter abatement programs include **Palmetto Prideways** and the agency's partnership with the **Department of Corrections**, which allows a supervised crew of inmates to pick up litter along the Interstates. SCDOT is currently working with **Palmetto Pride**, the Governor's Council on Beautification and Litter. The Maintenance Division oversees SCDOT's partnership with the Department of Corrections, which utilizes inmate labor to remove litter from roadsides.

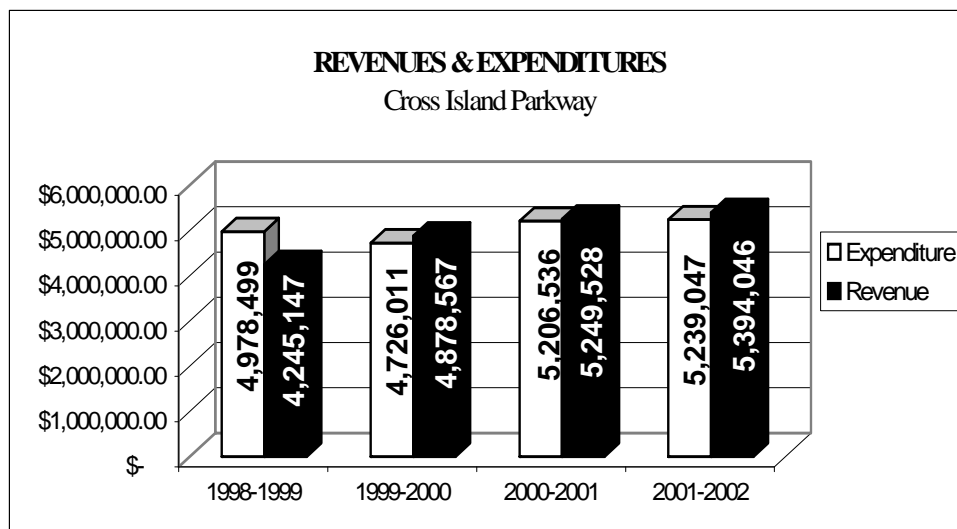
### Toll Operations

There are two toll roads in South Carolina, the Cross Island Parkway and the Greenville/Southern Connector. The Cross Island Parkway is overseen by a Toll Operations Center; the Greenville Southern Connector is a privately operated toll road in Greenville. SCDOT oversees the Operations and Maintenance contract for the Cross Island Parkway at Hilton Head Island.

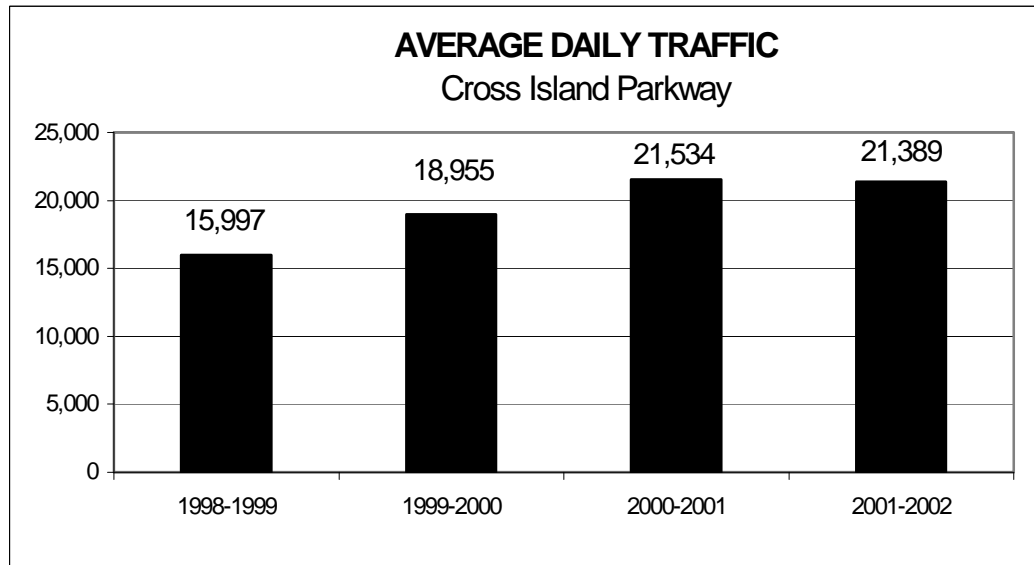
SCDOT has established an initial interoperability and reciprocity process between the Cross Island Parkway and the Greenville Southern Connector. During the FY 2001-2002, the Toll Operations Center staff made great strides to improve toll operations in all areas.

### Cross Island Parkway Toll Operations

The Cross Island Parkway (CIP) Toll Operations Center continues to be a success. Revenues outpaced expenditures by \$155,000 in FY 2001-2002. A V-Toll system was installed at CIP, which enables the CIP to obtain tolls from Pal Pass customers whose transponders are malfunctioning or whose accounts have insufficient funds during the replenishment period. The CIP collected over \$100,000 in violation tolls and administrative fees. In response to the public's comments in a survey, new signing has been installed, and the facility has been renovated to include a Pal Pass Customer Service Center. Additionally, Hurricane Evacuation procedures were updated and approved for the CIP.



**Figure 7-18**



**Figure 7-19**

## **Questions 7.2, 7.3, and 7.5 of the Malcolm Baldrige Quality Award Criteria**

### **Appendix 1 to the 2001-2002 Annual Accountability Report**

SCDOT's Strategic Plan contains the agency's goals, objectives, and performance measures. Progress is measured by the review of data submitted by the Process Owner. The Executive Director reviews "dashboard indicators" essential for her to make informed timely decisions. This data is provided monthly by the Process Owners. Quarterly Reports are submitted by the Process Owners on each objective and the data is analyzed during In-Progress Reviews.

### **STRATEGIC PLAN UPDATE 2002-2003**

#### **GOAL 1--Increase safety and security on South Carolina's transportation systems and within SCDOT.**

**1. Reduce the number of highway crashes, injuries, and fatalities in South Carolina by 5% by 2005 through the development and implementation of a variety of statewide safety initiatives.**

Completion date: 12-31-2005

Performance Measure: Annual number of fatalities

**2. Reduce the number of lost workdays involving SCDOT employees due to occupational accidents by 5% by 2003 through the continued implementation and expansion of various employee safety programs and the establishment of a SCDOT Safety Committee.**

Completion Date: 12-31-2003

Performance Measure: Annual number of lost workdays

**3. Reduce work zone-related crashes, injuries, and fatalities by 10% by 2005 through the development and implementation of a comprehensive work zone safety program.**

Completion Date: 12-31-2005

Performance Measure: Annual number of work-zone fatalities

**4. Reduce speed-related crashes, injuries, and fatalities by 5% by 2005 through the continued implementation and expansion of a comprehensive speed management program**

Completion Date: 12-31-2005

Performance Measure: Annual number of speed-related fatalities

**5. Begin implementation of the Corridor Safety initiative in at least two districts.**

Completed Date: 6-30-2003

Performance Measure: Number of Corridor Safety initiatives underway

**6. Begin implementation of a program to reduce traffic crashes where hydroplaning is a significant factor.**

Completion Date: 12-31-2002

Performance Measure: Number of hydroplaning crashes



**7. Reduce the number of run-off-the-road crashes, injuries and fatalities statewide by 5% by 2005 through the implementation of the AASHTO Run-Off-Road demonstration project, the Safety on Secondary Roads District project, and the Hazard Elimination Program.**

Completion Date: 12-31-2005

Performance Measure: Annual number of run-off-road fatalities

**8. Reduce the number of pedestrian and bicycle crashes, injuries and fatalities by 5% by 2005 in the five counties with the highest frequencies of such incidents through the implementation of pedestrian assessments and supporting programs.**

Completion Date: 07-01-2005

Performance Measure: Annual number of pedestrian and bicycle fatalities

**9. Develop the capability to conduct crash analysis on any road in the state in a timely manner.**

Completion date: 06-30-2004

Performance Measure: Completion of milestones

**10. Conduct vulnerability assessment of South Carolina's Transportation Infrastructure designed to prevent terrorist acts and to identify appropriate countermeasures.**

Completion date: 12-31-2002

Performance Measure: Assessment complete

**11. Complete the installation of interstate median barriers on the highway.**

Completion Date: (A) 07-31-2002; (B) 07-31-2003

Performance Measure: A) Phase I: Number of hits/installed miles

B) Phase II: Number of hits/installed miles

**12. Implement a low cost interchange improvement program.**

Completion date: 01-01-2004

Performance Measure: Percent of Projects complete

**13. Develop and implement a plan to widen shoulders on three miles of secondary roads in each county.**

Completion date: 6-30-2003

Performance Measure: Miles completed

**14. Develop a Risk Management Training/Awareness Course and provide training to Districts and applicable Headquarters personnel.**

Beginning Date: 06-30-2003

Performance Measure: Number of persons trained

**15. Develop an Intranet based program for Risk Management Data Collection and Analysis.**

Completion Date: 06-30-2003

Performance Measure: Program Implemented

**16. Analyze the top 50 claims paid by SCDOT, prioritize into categories of claim type, and provide countermeasures to reduce the top three categories.**



Completion Date: 06-30-2003

Performance Measure: Countermeasures report submitted

**17. Develop and implement a “Return to Work” Program for injured SCDOT employees.** Completion

Date: 06-30-2003

Performance Measure: Implementation of Program

**GOAL 2--Improve the quality, efficiency, and appearance of the State Highway System.**

**1. Complete the construction of all bonded and non-bonded Interstate interchange improvement projects.**

Completion date: 07-01-2005

Performance Measure: A) Number of bonded Interchange Projects completed

B) Number of non- bonded Interchange Projects completed

**2. Expand the Pavement Management system to cover all paved roads in the State System.**

Completion date: 06-30-2003

Performance Measure: Percent of state roads added to the pavement management system

**3. Implement the new modules of the Maintenance Management System statewide.**

Completion date: 06-30-2003

Performance Measure: Percent complete

**4. Maintain paint system on statewide bridge system.**

Completion Date: 06-30-2003

Performance Measure: A) Reduce percentage of tons of steel needing painting

B) Tons of steel painted

**5. Develop and implement a plan to decrease the number of deficient bridges in the state.**

Completion date: 06-30-2003

Performance Measure: Reduce percentage of square footage of bridge decks that are deficient

**6. Carolina Bays Parkway design-build project to be completed.**

Completion date: A) 10-01-2002 B) 01-31-2004

Performance Measure: Phase I: project accepted by SCDOT

Phase II: project accepted by SCDOT

**7. SC 170 design-build project to be completed.**

Completion date: 05-01-2005

Performance Measure: Project accepted by SCDOT

**8. Cooper River Bridges design build project to be completed.**

Completion date: 06-30-2006

Performance Measure: Project accepted by SCDOT



**9. Bobby Jones Expressway (Phase 1) to be completed.**

Completion date: 06-30-2004

Performance Measure: Project accepted by SCDOT

**10. I-95 widening near Florence to be completed.**

Completion date: 08-31-2004

Performance Measure: Project accepted by SCDOT

**11. Ashley Phosphate Interchange upgrade to be completed.**

Completion date: 07-30-2005

Performance Measure: Project accepted by SCDOT

**12. Implement the SIB projects according to the schedules and budgets in the intergovernmental agreements and STIP**

Completion date: 06-01-2008

Performance Measure: A) Percent of projects on or ahead of schedule

B) Percent of projects on or below budget

**13. Implement the MPO projects according to the schedules and budgets in each of the bonding agreements and STIP.**

Completion date: 06-01-2006

Performance Measure: A) Percent of projects on or ahead of schedule

B) Percent of projects on or below budget

**14. Implement the COG projects according to the schedules and budgets in each of the bonding agreements and STIP.**

Completion date: 06-01-2008

Performance Measure: A) Percent of projects on or ahead of schedule

B) Percent of projects on or below budget

**15. Implement System and Intermodal Connectivity projects according to the schedules and budgets in STIP.**

Completion date: 06-01-2011

Performance Measure: A) Percent of projects on or ahead of schedule

B) Percent of projects on or below budget

**16. Let to contract 2 Interstate Gateways as part of SCDOT's 5-Year Beautification Vision.**

Completion Date: 06-30-2003

Performance Measure: Sites let to contract

**17. Develop a Long-Range Plan for the Intelligent Transportation System.**

Completion date: 09-30-2002

Performance Measure: Plan approved and adopted by SCDOT

**18. Improve scores of the Quality Management Team reviews of construction project sites and project**



**records to ensure conformity with plans and specifications.**

Completion date: 06-30-2003

Performance Measure: Average quality index of reviews increase by 10%

**19. Complete second year of a six-year program to maintain all rural roads with less than 500 ADT with a chip seal treatment.**

Completion date: 06-30-2003

Performance Measure: Percent of miles resurfaced with chip seal as compared with miles yet to seal

**20. Complete second year of a five-year program to inspect all the shoulders and ditches for deficiencies that require maintenance.**

Completion date: 06-30-2003

Performance Measure: Number of miles of ditches inspected

**21. Reduce the time required to receive individual environmental permits by 30%.**

Completion date: 10-01-2004

Performance Measure: Average time to obtain 404/401/OCRM permits.

**22. Ensure all MPOs, designated as non-attainment areas, develop transportation plans and programs to conform to Clean Air Act requirements.**

Completion date: 06-30-2004

Performance Measure: Approved Air Quality Plans

**23. Ensure that all MPO's have a current certified Long Range Transportation Plan.**

Completion date: 06-30-2003

Performance Measure: Plans accepted by FHWA

**24. Complete second year of a traffic signal maintenance program, which includes annual inspections and the replacement and upgrade of equipment on a twelve-year cycle.**

Completion date: 06-30-2003

Performance Measure: A) Annual inspections

B) Number of traffic signals upgraded as compared the number to be upgraded

**25. Perform quarterly reviews on all projects with NPDES Permits.**

Completion date: 07-01-2003

Performance Measure: Perform quarterly reviews with no violations cited by Environmental Agencies.

**26. Complete 50% of a statewide sign inventory to include the placement of barcodes on all signs.**

Completion Date: 6-30-2003

Performance Measure: Percentage of signs inventoried

**27. Develop and implement a Maintenance Quality Review Team to conduct appraisals of all maintenance units.** Completion date: 06-30-2003

Performance measure: Number of appraisals conducted

**28. Develop detour plans for potential interstate closures at any interchange location.**





Completion date: 6-30-2004

Performance Measure: Percent of plans complete

**29. Implement a common filing system statewide for all maintenance units and District Office maintenance files.**

Completion date: 12-31-2002

Performance measure: Percent of units using new system

**30. Complete feasibility study for new I-73 corridor from the North Carolina state line to the South Carolina Coastal area. .**

Completion date: 01-01-2003

Performance measure: Corridor analysis available to begin preliminary engineering.

**31. Provide the Preconstruction office with advance Project Planning Reports for all system upgrades.**

Completion date: 10-01-2003

Performance measure: Reports accepted and approved by affected MPO/COG prior to the obligation of design funds.

**GOAL 3--Improve and expand the multi-modal Transportation System in South Carolina.**

**1. Develop and pursue the implementation of legislation for a statewide coordination plan.**

Completion date: 06-30-2003

Performance Measure: Plan approved by SCDOT and state agencies.

**2. Support efforts to increase mass transit ridership statewide by 3.0%.**

Completion date: 12-31-2003

Performance Measure: (A) Number of meetings and planning actions carried out jointly with transit providers to increase ridership.

(B) Percentage change in ridership at end of FY 2002-2003

**3. Implement an ongoing improvement program for transit vehicles.**

Completion date: 12-31-2003

Performance Measure: Dollar savings in maintenance costs

**4. Initiate statewide assessment and improvement plan for mass transit facilities.**

Completion Date: 06-60-2003

Performance Measure: The development of a statewide plan/document.

**5. Increase transit technology statewide.**

Completion date: 05-31-2003

Performance Measure: Number of new applications available for use by transit agencies

**6. Increase the number of certified DBEs in highways and mass transit by 10%.**

Completion date: 05-31-2003

Performance Measure: Number of certified DBE's



**7. Meet or exceed the goals set for the DBE Program in highways.**

Completion date: 09-30-2003

Performance Measure: Dollars committed

**8. Develop a long-range, intermodal plan for South Carolina.**

Completion Date: 12-31-2002

Performance Measures: Plan approved by SCDOT Commission

**9. Develop a 27-in-7 Post Program.**

Completion date: Annual updates

Performance measure: Milestones accomplished

**GOAL 4--Enhance and implement integrated financial and project management systems.**

**1. Develop and generate timely, meaningful financial reports for management.**

Completion date: 12-31-2002

Performance Measure: Number of reports accepted by management and placed into production.

**2. Develop an on-line browser in the General Ledger System.**

Completion Date: 12-31-2002

Performance Measure: Number of browsers placed on-line.

**3. Pay all invoices within vendor/contractor terms.**

Completion date: 09-30-2002

Performance measure: Average number of days to pay invoices each month.

**4. Use Electronic Fund Transfer (EFT) for contractors who requests payments electronically.**

Completion date: A) 12-31-2002 and B) 06-30-2003

Performance Measure: A) EFT used for 50% of contract payments

B) EFT used for 100% of contract payments

**5. Pay 95% of construction estimates within 90 days of final acceptance.**

Completion date: 12-31-2002

Performance Measure: Percent invoices paid in 90 days

**6. Close 95% of projects within 90 days of payment of final construction estimates.**

Completion date: 3-31-2003

Performance Measure: Percent of projects closed in 90 days

**7. Implement and track the SCDOT Construction Resource Manager Planning and Reporting System to track schedules and financial requirements.**

Completion date: 09-30-2002

Performance Measure: System fully operational



**8. Develop (Phase I) Integrated Transportation Management System (ITMS) to support current and long-term data integration, reporting, and analysis.**

(A) Implement new Road Inventory Management System (RIMS)

Completion Date: 09-60-2003

Performance measure: Successful implementation of an online browse/update Road Information Management System with Photo Log, GIS, and complex query capabilities

(B) Digitize all county maps for GIS interface

Completion Date: 12-31-2003

Performance Measure: County maps are digitized

(C) Develop system architecture and begin phased implementation.

Completion Date: 07-01-2003

Performance Measure: Pavement and Bridge modules implemented.

**9. Begin analysis of output data from AASHTO software programs.**

Completion Date: 07-01-2003

Performance Measure: Analysis of information in BAMS/DSS for collusion, unbalanced bidding, bid rigging, etc.

**10. Prepare in-house year-end financial statements in conformity with universal Generally Accepted Accounting Principles**

Completion date: 06-30-2003

Performance measure: Complete financial reports

**11. Develop a methodology to provide special pay information to employees.**

Completion date: 12-31-2003

Performance measure: Provide special pay notices with payroll/check stubs

**12. Develop a long-range plan for migration to an enterprise Financial/Accounting system compatible and completely interactive with developing a statewide system.**

Completion date: 03-31-2003

Performance measure: Completion of plan.

**GOAL 5--Improve employee skills, their work environment and provide opportunities.**

**1. Maintain donations to the Employee Leave Pool.**

Completion date: On going

Performance Measure: Number of donations to exceed number of requests.

**2. Recruit and attract quality employees and ensure a diverse workforce.**

Completion date: 12-31-2003

Performance Measure: Achieve at least 90% of availability for minorities and women at all levels of our work force.

**3. Establish a Human Resources Web Page.**

Completion date: 6-30-2003

Performance Measure: Follow-up evaluation to measure helpfulness.



**4. Provide HR Skills Training to Supervisors and Managers.**

Completion date: 12-31-2004

Performance Measure: Number trained. Follow up evaluation confirms that skills are being used.

**5. Provide sexual harassment/workplace violence training to all employees.**

Completion date: 12-31-2003

Performance Measure: Reduction in the number of incidents

**6. Provide leadership development training to managers and supervisors.**

Completion date: 12-31-2004

Performance Measure: Number trained. Follow up evaluation confirms that learned skills are being used.

**7. Develop and deploy a workforce development planning process.**

Completion date: 12-31-2004

Performance Measure: Phase I- establish career ladders for Trades Specialist series.

**8. Update Environmental Training Course.**

Completion date: 06-30-2003

Performance Measure: Employees trained

**GOAL 6--Improve management of our property, equipment, and technology.**

**1. Upgrade PC's and install Windows 2000.**

Completion Date: 06-30-2004

Performance Measure: A) Percent of computers with new systems

B) Replace 1/3 of computers yearly if budget permits

**2. Develop and adopt a Phase I and Phase II comprehensive Total Asset Management Program.**

Completion date: Draft plan 07-30-2002 Final plan 12-31-2002

Performance Measure: Plan accepted by Comptroller General and SCDOT

**3. Update Capital Improvement Plan to Include Year 2008.**

Completion date: 06-30-2003

Performance Measure: Plan approved by SCDOT Executive Committee

**4. Develop and Implement a Correspondence Tracking System, (Phase I) of an Electronic Document Management System.**

Completion date: 02-01-2003

Performance Measure: EDMS system in place

**5. Review all facilities including rest areas, semi-annually to ensure each facility is physically and environmentally clean. Districts will provide report to the Director of Maintenance by the end of March and September of each year.**

Completion date: 6-30-2003

Performance Measure: Inspections completed



**6. 85% of all maintenance equipment listed on the present utilization chart will meet minimum usage standards. (FEDA)**

Completion date: 06-30-2003

Performance Measure: Percent of equipment meeting minimum usage standards

**7. Perform comprehensive environmental audit at one maintenance facility in each district.**

Completion date: 6-30-2003

Performance measure: number of audits completed.

**8. Develop a deployment strategy for implementation of the Malcolm Baldrige performance management system.**

Completion date: 06-30-2003

Performance measure: Completion of milestones

**9. Create an environmental database to track all pertinent information for our facilities.**

Completion date: 6-30-2003

Performance measure: Completion of milestones

**10. Develop a tracking system to log all materials entering SCDOT facilities.**

Completion date: 12-31-2002

Performance measure: Completion of milestones

**11. Identify all surplus land and buildings and develop a marketing strategy to dispose of property not needed by the Department.**

Completion date: 12-31-2002

Performance measure: Number of parcels identified and sold.

**GOAL 7--Provide highest level of customer service.**

**1. Participate in the annual statewide customer service survey in coordination with the University of South Carolina Institute for Public Affairs.**

Completion date: Survey 12-31-2002 and Survey results by 06-30-2003

Performance Measure: A) Final report received

B) Number of initiatives resulting from report

**2. Measure customer input in project and program activities and in business plans.**

Completion date: 12-31-2002

Performance Measure: Customer satisfaction measurements included in annual business plan

**3. Improve customer service & responsiveness of oversize/overweight permit process. Completion date: 6-30-2003**

Performance Measure: New system operational

**4. Report to public on success of the 27-in-7 program and the impact on SC.**

Completion Date: 12-31-2003



Performance Measure: Begin semi-annual reports in the July & December issues of the “*Connector*” and updates on SCDOT’s web site.

**5. 95% of all requests and complaints received by the maintenance units will be completed within sixty calendar days.**

Completion date: 06-30-2003

Performance Measure: Percent of requests/complaints completed.

**6. Reduce delays due to incidents on urban freeways through the expansion of SHEP, and ITS, and increased interagency coordination on Incident Management.**

Completion Date: 12-31-2003

Performance Measures: A) Number of hours of SHEP operation, miles covered, & responses  
B) Number of miles under video surveillance  
C) Number of Incident Management Teams Established

**7. Reduce condemnation rate by 1% annually.**

Completion date: 06-30-2003

Performance Measure: Annual condemnation rate



## Glossary

AASHTO	American Society for State Highway and Transportation Officials
BMS	Bridge Management System
COG	Councils of Government
CRM	Construction Resource Managers
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
ITS	Intelligent Transportation System
MPO	Metropolitan Planning Organizations
OSHA	Occupational Health and Safety Administration
RTA	Rural Transportation Authority
STTAR	Strategic Training for Transportation Agency Representatives
STEP 21	Strategic Training and Education Program for the 21 <sup>st</sup> Century.
SCIRF	South Carolina Insurance Reserve Fund
TRB	Transportation Resource Board
QA/QC	Quality Assurance/Quality Control
Condemnation rate	The number of land acquisitions where property is acquired for public purposes through legal proceedings under the power of eminent domain.
Rutting	A sunken groove or track made by the passage of vehicles.

