

AGENCY NAME:	Department of Transportation		
AGENCY CODE:	U120	SECTION:	084

Fiscal Year 2018–2019 Accountability Report

SUBMISSION FORM

AGENCY MISSION	SCDOT <i>connects communities and drives our economy</i> through the systematic planning, construction, maintenance and operation of the state highway system and the statewide intermodal transportation and freight system.
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AGENCY VISION	It is SCDOT’s vision to rebuild our transportation system over the next decade in order to provide adequate, safe and efficient transportation services for the movement of people and goods in the Palmetto state.
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Does the agency have any major or minor recommendations (internal or external) that would allow the agency to operate more effectively and efficiently?

RESTRUCTURING RECOMMENDATIONS:	Yes	No
	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Is the agency in compliance with S.C. Code Ann. § 2-1-230, which requires submission of certain reports to the Legislative Services Agency for publication online and the State Library? See also S.C. Code Ann. § 60-2-30.

REPORT SUBMISSION COMPLIANCE:	Yes	No
	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 30-1-10 through 30-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).

RECORDS MANAGEMENT COMPLIANCE:	Yes	No
	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Is the agency in compliance with S.C. Code Ann. § 1-23-120(J), which requires an agency to conduct a formal review of its regulations every five years?

REGULATION REVIEW:	Yes	No
	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Rob Manning	803-737-2649	manningr1@scdot.org
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I have reviewed and approved the enclosed FY 2018–2019 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	
(TYPE/PRINT NAME):	Christy A. Hall, P.E., Secretary

BOARD/CMSN CHAIR (SIGN AND DATE):	
(TYPE/PRINT NAME):	Robert D. "Robby" Robbins, Chairman

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AGENCY’S DISCUSSION AND ANALYSIS

The South Carolina Department of Transportation (SCDOT) is one of the five largest state agencies in South Carolina, with approximately 4,500 men and women who work in all of the state’s 46 counties, with the central headquarters located in Columbia.

Among state Departments of Transportation (DOTs) in the US, SCDOT has the responsibility for maintaining the fourth-largest state-maintained system in the nation with approximately 41,000 miles of road (90,000+ lane miles) and more than 8,400 bridges. The agency’s purposes include planning, construction, maintenance, and operation of the state highway system, and the development of a statewide intermodal and freight program.

A nine-member State Transportation Commission is the governing authority of SCDOT. The Commission consists of one member from each of the seven (7) Congressional Districts and two (2) at-large members. The Commission appoints the Secretary of Transportation, with the advice and consent of the Senate. The Secretary is charged with the affirmative duty to carry out the policies of the Commission, administer the daily operations of the agency and provide direction to staff.



The SCDOT team recognizes the importance of all SCDOT divisions, units, offices, and departments functioning as one team – **One SCDOT**. The SCDOT workforce not only serves the citizens and businesses to accomplish the mission and achieve the vision, they also exemplify the T.E.A.M. values (**T**eam, **E**xcellence, **A**ccountability, and **M**aking a Difference) that make SCDOT one of the top DOT’s in the nation.

INTERNAL & EXTERNAL FACTORS AFFECTING PERFORMANCE

Internal

Personnel: The most critical internal factor that affects how our mission is performed is, without question, our employees. They are our greatest asset. SCDOT is challenged in our ability to attract, hire and retain employees in each county of the state. There is constant turn-over of staff and competition with cities and counties, particularly, for our “trade specialist” category of employees.

Infrastructure: Some of the biggest challenges with the existing system are (1) poor pavement conditions, (2) structurally-deficient bridges, (3) much-needed road widenings, and (4) deadly roads. These four areas continue to be tracked and are a major focus of our Ten-Year Plan.

Financials: As we continue to align ourselves to the Ten-year plan and institute effective controls over our financials, we revised our organizational structure. Throughout last year our organizational chart was fine-tuned in an effort to build the most effective and efficient staff/programs. (This can be seen on the last page of this report showing the organizational chart.) This was to ensure the effective management of our transportation program through the short and long-term planning of all financial resources.

Extraordinary Events: Each year SCDOT responds to several natural or man-made disasters in the state to include (but not limited to) hurricanes, severe storms, flooding, seismic activity, fires, and emergency road/bridge closures. Funding for such expenses comes from other budgeted items.

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Training & Equipment: The perpetual struggles for the Agency are the inability to fully address internal requests for training, equipment, and updated facilities for our workforce. With the rollout and follow-up visits of the Strategic Plan, we received feedback from employees that assists us in our efforts to provide tools for employees to accomplish the mission.

External

Unfavorable Ruling: Of highest risk to the Agency are potential unfavorable rulings of the constitutional challenges regarding Act 275 of 2016 and Act 40 of 2017, which financially underpin our Ten-Year Plan. The Act 275 case was ruled on in the Supreme Court and resolved in SCDOT’s favor; the Act 40 case is still pending.

Contractors & Materials: SCDOT is making real strides toward bringing the highway system back from three decades of neglect due to an unsustainable revenue stream. SCDOT presented its Ten-Year Program Delivery Plan to ensure that there are enough contractors to complete the work and enough materials to complete projects. SCDOT is on pace to meet our program delivery goals, on-time and on-budget. By not building the program all at once and by giving Contractors a Ten-Year Plan, it allows them to “ramp up” their resources (staff, equipment, materials, resources, etc.) to meet SCDOT required projects goals and objectives.

Growth & Congestion: South Carolina is one of the most sought out states in which to live. It is an ongoing challenge to not only maintain the existing transportation system across the state, but to also plan for growth. Our Ten-year plan was developed for this purpose.

Federal Funds: The largest revenue source for SCDOT is Federal Funds derived from the Federal Motor Fuel User Fees. Federal Funds can only be used on a portion (about half) of the state-controlled highway system. A reduction in federal funds would certainly hinder the ability to build and maintain much of our system, especially the interstate and bridge programs.

State Funding: The SC General Assembly set the stage for allocating recurring funds for SCDOT beginning in 2013 and continuing with the 2017 Roads Bill. The increased funding will allow us to make progress over the next decade to restore our transportation network.

Finances: While the Roads Bill provided substantial funding for SCDOT, there are other remaining unfinanced requirements that will affect critical infrastructure needs of the state, such as interstate needs, the daily customer-service requests for routine maintenance items, deferred land and building needs (like rest area upgrades), transit needs, bridge needs, rural road safety program, and safety.

CURRENT EFFORTS & ASSOCIATED RESULTS

Our task over the next 10 years and beyond is to repair and rebuild our transportation network to ensure that our citizens and businesses can travel on a safe and reliable system. This is a core function of government, and SCDOT is entrusted with the responsibility to effectively and efficiently utilize tax payer funds to turn the status of the state-owned transportation network around.

We are currently at our highest level of activity over the past decade, and there is much more coming down the pipeline. Over the past 3 years, we have tripled the number of projects we have under construction with approximately \$3 billion “on the streets” in construction work. We are focused and understand the expectation that these funds are spent wisely. We will accomplish this mission by managing these three areas:

1. **Strategic Plan** to guide our initiatives,
2. **Performance Management** principles to gauge achievements and opportunities, and
3. **Transportation Asset Management Plan (TAMP)** to formulate our targets.

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Strategic Plan

The Strategic Plan has served as a valuable resource to help us understand and define our priorities and mitigate the risks associated with achieving our goals. This 2018-2020 Strategic Plan debuted about the same time as the Ten-year plan and the passage of the Roads Bill, so a great deal of trust has been placed in SCDOT and a vision has been established. We are committed to addressing the transportation challenges facing the state and moving the Agency forward as an organization and steward of the state’s roadway network.

In July 2017, The SCDOT Secretary spearheaded this effort by reaching out to all 4,500 employees across the state. Each employee was hand-delivered a copy of the plan and presentations were delivered explaining goals, strategies, and objectives. Since that time, all new employees are presented the plan at the New Employee Orientations, which are held twice a month.

Additionally, over 130 groups/offices within the agency have developed individual action plans (of 3-5 items each) that allow them to follow their progress over the year. We completed our second year of this plan and tracked measures for each goal, which is recorded on the attached “Strategic Planning 2018-2019” and “Strategic Planning 2019-2020” spreadsheets.

Our Strategic Plan is based on 5 goals:

- 1: **Improve safety** programs and outcomes in our high-risk areas.
- 2: **Maintain and preserve** our **existing** transportation infrastructure.
- 3: **Improve SCDOT program delivery** to increase efficiency and reliability of our road and bridge network.
- 4: **Provide a safe and productive work environment** for SCDOT employees.
- 5: **Earn public trust** through transparency, improved communications, and audit compliance.

Performance Management Tool

Under the leadership of Secretary Hall and the SCDOT Commission the agency has embraced performance and asset management and continues to weave these philosophies into the everyday business activities of the Department. This means tying investment levels to a desired outcome of the condition and performance of our transportation system. We established targets and the entire organization is working together to achieve those targets.

We continue to look at ways to improve our efficiency. We have increased our transparency by publishing on our webpage (scdot.org) our audits, financial reports, and dashboards, which reflect the condition of each objective in the Strategic Plan. It is our ultimate desire to tie investment levels to desired outcomes and increasing accountability.

Transportation Asset Management Plan (TAMP)

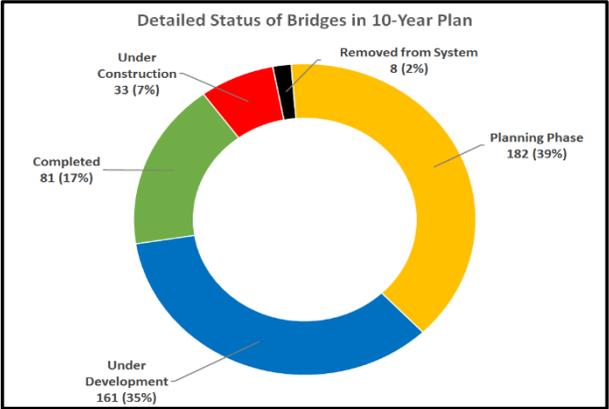
SCDOT has moved forward with the development and deployment of a Transportation Asset Management Plan (TAMP) which ties infrastructure investment to a predicted return on that investment. The TAMP lists the major infrastructure assets, by type, that SCDOT is charged with managing for the state of South Carolina. Ten-year asset-condition targets were established and funding assigned to achieve these targets through a risk-based analytical process intended to optimize the investments across the transportation system. The table on page 7 reflects the targets and forecasted average annual investment levels established for SCDOT’s safety, pavement, and bridge programs through 2026. The safety program includes dedicated funding of \$50M each year beginning with fiscal year 2018 for the Rural Road Safety Program, which consists of targeted safety improvements on high-risk rural roads.

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Implementation of the strategic priorities and TAMP are key to aligning SCDOT’s internal and external efforts toward achievable results. South Carolina has a Ten-year plan underway to tackle deferred maintenance and safety needs across the state. Currently, we are entering “Year Two” and results continue to show a successful movement of the needle in the right direction for important infrastructure items. The plan was initiated in 2017 (*following passage of Act 40*) and thanks to the investment in infrastructure passed by the General Assembly, SCDOT has begun to make measurable, positive progress by focusing on four major categories: pavement conditions, bridges, rural road safety, and some interstates. “Year Two” updates are below:

POOR PAVEMENT CONDITIONS: Our plan is to double our paving program by ramping it up incrementally each year based on planned industry growth rates. Each County in the state will see a dramatic increase in paving projects. We are progressing as expected with actual vs. planned conditions within the margin of error. There is a 2-3 year lag from project award to completion and condition assessment, depending on the frequency of inspection. Goal 2.2 of our Strategic Plan tracks the progress of our Pavement Program, which continues to ramp up each year. Since our last Accountability Report, we have put out to contract about 1300 miles of resurfacing on 1525 roads in the state. ***Our ten-year target of paving up to 3 percent of the network per year is on schedule.***

STRUCTURALLY-DEFICIENT BRIDGES: We are strategic in the way we handle bridge projects. The average bridge project takes 3-4 years to design and go to contract, so we will not see significant drops in the number of load restricted and structurally deficient bridges until years 4 and 5 of the plan. Our goal is to move towards having no load restricted bridges in the state over the next 10 years. We will also tackle the structurally-deficient bridges (also referred to as “poor”) that we have on the National Highway System. ***Our ten-year target of replacing 465 bridges is on schedule.***



INTERSTATE WIDENINGS: We have moved forward with several interstate widening projects for Interstates I-85/385, I-26/526 and I-26/126/20 that were more than a decade past due. These interstates have been major pinch points in the movement of freight in the state. ***Our ten-year target of improving 140 miles of interstates is on schedule with over 72.78 miles complete.***

RURAL ROAD/SAFETY: SC ranks #1 for Fatality Rates in the nation. We are going to tackle the deadliest roads in the state – the rural roads. Approximately, 30% of the fatalities are happening on 5% of our roads. Our target is to address about 100 miles a year. ***Our ten-year target of 1,000 miles for rural road safety improvements is on schedule with 114.8 miles completed and 392.7 miles under contract.***

While progress is being made, we are still in the ramp-up stages, as expected in “Year Two.” The TAMP still remains a vital tool for the success of our Ten-year plan. SCDOT has adopted transportation asset and performance management as a best management practice and has fully embraced the concept for all of its programs. The Secretary of Transportation and the governing board of the agency, the SCDOT Commission, have reaffirmed the importance of the TAMP for accountability and transparency regarding the use of taxpayer funds especially with the passage of this legislation that dramatically increased state funding for infrastructure in South Carolina. Tying a planned investment level to a predicted outcome is a major shift in the way SCDOT manages its programs and is essential to earning the public’s trust through the effective deployment of resources to achieving results.

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For accountability purposes and fulfilling Section 57-1-380, SCDOT has chosen to publish “an annual update on achieving the TAMP performance goals to the General Assembly and the public” as part of this report. Below is the annual update of the TAMP.

Transportation Asset Management Plan (TAMP) Performance Targets

		2016 Baseline Condition		10-Year Target		Year Two				Updated April 19, 2018			
Safety						2018 Interim Target		2018 Actual Values		Average Annual Funding Level	Commission Approval Date		
Fatalities (Statewide)		890	5 Year Rolling Average	886	5 Year Rolling Average	970	5 Year Rolling Average	970	5 Year Rolling Average	\$99M	September 2017		
Fatality Rate		1.75	5 Year Rolling Average	1.34	5 Year Rolling Average	1.81	5 Year Rolling Average	1.804	5 Year Rolling Average				
Number of Serious Injuries		3194	5 Year Rolling Average	2573	5 Year Rolling Average	3,067	5 Year Rolling Average	2,961.60	5 Year Rolling Average				
Serious Injury Rate		6.30	5 Year Rolling Average	3.89	5 Year Rolling Average	5.71	5 Year Rolling Average	5.545	5 Year Rolling Average				
Non-Motorized Fatalities & Serious Injuries		376	5 Year Rolling Average	351	5 Year Rolling Average	371	5 Year Rolling Average	380.8	5 Year Rolling Average				
Emphasis Area: Roadway Departures										\$70M Emphasis Area Allocation			
Rural Road Safety Program										\$50M	September 2017		
Interstate Safety Program										\$11M	March 2018		
Rumble Strips Installation Program										\$9M	March 2018		
Emphasis Area: Intersections & Other High-Risk Locations										\$22M Emphasis Area Allocation			
Intersection Safety Projects										\$13M	March 2018		
RailRoad Safety Projects										\$4M	March 2018		
Workzone Enforcement										Included in Project Costs Previously Allocated			
Target Zero Law Enforcement Teams										\$5M	March 2018		
Road Safety Assessments & Implementation													
Emphasis Area: Vulnerable Roadway Users										\$5M Emphasis Area Allocation			
Pedestrian & Bicycle Safety Projects										\$5M	March 2018		
Safety Data Analytics										\$2M			
Total Average Annual Funding										\$99M	March 2018		
Pavements		Centerline Miles	% VMT	2016 Baseline		10-Year Target		2018 Target		2018 Actual		Average Annual Funding Level	Commission Approval Date
				% Good	% Poor	% Good	% Poor	% Good	% Poor	% Good	% Poor		
Interstate		851	30%	65%	10%	92%	3%	70%	9%	74%	12%	\$135M	April 2018
Primary		9,517	46%	19%	56%	53%	30%	26%	51%	26%	54%	\$272.5M	April 2018
Non-Interstate NHS		2,752	26%	23%	42%	72%	16%	34%	37%	32%	45%	\$86.5M	April 2018
Non-NHS Primaries		6,765	20%	16%	63%	48%	37%	22%	58%	23%	59%	\$186M	April 2018
FA Eligible Secondary		10,370	17%	19%	50%	40%	35%	23%	47%	17%	56%	\$112.5M	April 2018
Non-Federal Aid Eligible Secondary		20,657	7%	13%	56%	25%	45%	15%	54%	13%	61%	\$121M	April 2018
Total Average Annual Funding												\$641M	
Bridges (by number)		# Structures	% VMT	2016 Baseline**		10-Year Target		2018 Target		2018 Actual		Average Annual Funding Level	Commission Approval Date
				% Good	% Poor defined as % SD*	% Good	% Poor defined as % SD	% Good	% Poor defined as % SD*	% Good	% Poor defined as % SD*		
NHS		1,745	56%	48%	6%	66%	0%	52%	5%	45%	5%	\$114.5M	April 2018
Non-NHS		3,883	37%	46%	11%	41%	11%	45%	11%	44%	10%	\$18M	April 2018
Of-System		2,794	7%	40%	9%	36%	10%	39%	9%	39%	8%	\$18.5M	April 2018
Bridges (by deck area)		Bridge Deck Area+ (square feet)	% VMT	2016 Baseline**		10-Year Target		2018 Target		2018 Actual		Average Annual Funding Level	Commission Approval Date
				% Good	% Poor defined as % SD*	% Good	% Poor defined as % SD	% Good	% Poor defined as % SD	% Good	% Poor defined as % SD		
NHS		39,110,289	56%	42%	4%	60%	0%	46%	3%	40%	5%	\$114.5M	April 2018
Non-NHS		24,903,895	37%	50%	10%	41%	15%	48%	11%	49%	10%	\$18M	April 2018
Of-System		7,607,110	7%	51%	7%	44%	10%	50%	8%	50%	6%	\$18.5M	April 2018
Bridge Programs		2016 Baseline Condition		10-Year Target		2018 Target (Cumulative)		2018 Actual (Cumulative)		Average Annual Funding	Commission Approval Date		
Load Restricted & NHS Structurally Deficient Bridge Program		465 bridges load restricted or structurally deficient		465 bridges replaced, repaired or permanently closed		93 bridges replaced, repaired or permanently closed		89 bridges replaced, repaired or permanently closed		\$36.5M	April 2018		
Total Average Annual Funding										\$161M	April 2018		

Pavement condition based on Pavement Quality Index (PQI).

NFA Secondary annual funding of \$121M includes estimated \$39M in CTC spending

**Bridge conditions based on Federal Metrics

* Structurally Deficient

2018 bridge numbers from end of 2018 fiscal year

The average bridge project takes 3 to 4 years to design and get to contract, therefore, we will not see significant drops in the number of load restricted and structurally deficient bridges until year 4 and 5 of the 10 year plan

Color Legend: Green: ahead of or on schedule; Yellow: close to or within 5-10% of schedule; Red: behind 10-15% of schedule.

Proposed Ten-Year TAMP Budgets

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Ten-Year Average
Safety*	\$ 46,768,651	\$ 97,704,024	\$ 98,658,105	\$ 99,631,267	\$ 99,631,267	\$ 99,631,267	\$ 99,631,267	\$ 99,631,267	\$ 99,631,267	\$ 99,631,267	\$ 94,054,965
Pavement	\$348,280,000	\$ 401,800,000	\$ 417,000,000	\$ 487,000,000	\$ 562,000,000	\$ 642,000,000	\$ 702,000,000	\$ 702,000,000	\$ 702,000,000	\$ 702,000,000	\$566,608,000
Bridge	\$111,250,000	\$ 180,000,000	\$ 170,000,000	\$ 145,000,000	\$ 145,000,000	\$ 145,000,000	\$ 145,000,000	\$ 145,000,000	\$ 145,000,000	\$ 145,000,000	\$147,625,000

*Includes a minimum \$50M annually for the Rural Road Safety Program effective FY 2018.

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Roads are being resurfaced, bridges are set to be replaced, interstates are being widened, and rural roads are being tackled. These first two years of our Ten-Year Plan have been successful. In addition to those successes, SCDOT earned major achievements and awards as highlighted below:

- Former Director of External Audits who now serves as current SCDOT Chief Procurement Officer, Darrin Player, received two awards from the AASHTO Committee of Internal and External Audits, the **Dave Campbell Quality Award** and the **Chairman Award** in July 2018.
- SCDOT received two SASHTO Awards: (1) Aiken’s York Street Bridge Replacement Project in the “**Best Use of Technology & Innovation**” small category, and (2) the Hurricane Irma Response on Edisto Island in the “**Operations Excellence**, small category in September 2018
- SCDOT received three national AASHTO Awards: (1) the “**Masters of Disaster Award**” in Performance Excellence, (2) the **Rural Road Safety Program** in the Highway Safety category took Top Honor, and (3) **SCDOT’s Development of Funding Options** in the Administration category in September 2018.
- September 2018 brought with it **Two Hurricanes** – Hurricane Florence caused extreme flooding in the northeast portion of the state and Hurricane Michael swept vertically through the state. SCDOT partnered with other agencies, county and local governments with the use of **Aqua-Dams, HESCO barriers, and Lane Reversals**.
- In November of 2018, Harold Coleman was recognized for **50 Years of Service** at SCDOT. Mr. Coleman is currently the Resident Maintenance Engineer in Marion County.
- During the **December 2018 Storm** nearly 1,000 SCDOT workers and support staff worked before, during, and immediately after the icy weather that moved through the I-85 and northern I-77 corridors.
- SCDOT not only received an award with this name, but our hard working SCDOT employees earned the nickname "Masters of Disaster" with their **Innovative Approach to Debris Management**. This was in response to cleaning up 12,000 cubic yards of sand left by Tropical Storm Irma on Palmetto Boulevard in Edisto Beach in just five days.

“Traditionally, SCDOT would have paid to truck off and dispose of the sand and then the town would have to pay to have clean sand brought back in later during recovery. Through this innovative approach to debris management... our team delivered phenomenal results that saved money and months of time.”

Secretary Christy A. Hall, P.E.

- SCDOT launched a “**Pothole Blitz**” in January 2019, after numerous weeks of heavy, above normal rainfall caused an increased number of potholes on the state system.
- In February 2019, SCDOT participated as a member in the Governor’s **Floodwater Commission**. SCDOT has an urban pilot program in Charleston County and a rural pilot program in Marion County.
- In March 2019, the National Weather Service confirmed **Four Tornadoes** touched down in the Midlands. Crews worked around-the-clock until the roads around the state had been cleared and reopened.
- The **Spring Spruce Up** was a total SCDOT Team effort aimed at clearing roadsides and medians of trash across the state. This one-day event resulted in the removal of just over 22,042 bags of litter from the state’s highways in March 2019.
- April 2019 brought about the National Work Zone Awareness Week with the slogan “**Drive Like You Work Here.**” Additionally, several new safety initiatives were implemented to include lime safety vests, lighted stop/slow paddles, and rumble strips for work zones.
- The **SCDOT Workers Memorial Day Ceremony** was held in Columbia in front of the SCDOT Headquarters Building in April 2019. We annually remember those that have been memorialized on our wall of honor. Thankfully, there were no new names added for FY’19. As a renewal of our focus on work zone safety, we

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unveiled a special “**Let ‘Em Work, Let ‘Em Live” Sign** that was appropriately placed in big and bold letters on front of our Headquarters’ building as a reminder to all that pass by to keep safety at the forefront of their mind and to our employees to be mindful that they work in a dangerous environment and should always be watching each other’s back.

- In June 2019, the **SC Floodwater Commission Meeting & Volunteer Cleanup** event was held in the town of Nichols (Marion County). Hurricanes in recent years have had a devastating effect on the Pee Dee, particularly in Nichols. Nearly 200 volunteers and another 100 SCDOT workers and State Guard members spent the day clearing 25,000 feet of roadside drainage, clearing and dredging 1.5 miles of the main flooding canal, removing debris from a local creek, and replacing a drainage pipe on one of the town’s streets.

PLANS UNDER DEVELOPMENT

RISK ASSESSMENT & MITIGATION STRATEGIES

All SCDOT activities contain risks. Identifying these risks allows SCDOT to better scope the risks, identify ownership, develop mitigation strategies, allocate resources, and manage and monitor the risk. Generally, SCDOT deals with both internal and external risks. Internal risks are those risks within the control of the Department and, as such, SCDOT has the capability to plan and mitigate their occurrences and impacts. While SCDOT does not have control over the occurrence of external risks, identifying these risks facilitates the development of response plans to alleviate the risk impacts upon their occurrence. SCDOT identifies both internal and external risks that can be further classified at four different levels of operations:

1. **Agency or Enterprise-level risks:** These are risks associated with SCDOT goals and objectives. They originate from threats and uncertainties that can hinder SCDOT from realizing its short and long-term goals and are dealt with at the executive level.
2. **Program-level risks:** These are risks associated with the different programs or units within the Department. Program-level risks originate from threats and uncertainties that can hinder achievement of program goals and objectives, or lead to the inefficient operation of business units within SCDOT.
3. **Asset/Project-level risks:** These are risks inherent in individual projects undertaken by the Department. Project-level risks are the most common type of risks usually managed by State DOTs. Because federal legislation (MAP-21) includes mandates to develop risk-based transportation asset management plans, SCDOT approaches risk management in a more comprehensive manner.
4. **Activity-level risks:** These are risks associated with conducting daily work activities that support programs or projects. Activity-level risks are identified in action plans prepared by every unit in support of the SCDOT Strategic Plan. Activities that support one of the strategic goals or objectives are listed along with the associated risks, risk owner, and actions taken to mitigate the risks. Action plans are reviewed every quarter by the action plan “owner” and their next-level-up supervisor to identify obstacles in the way of success in achieving the objectives described in the action plans, identify potential solutions to address those obstacles and share success stories. Each division holds meetings every six months in conjunction with the Risk Managers to review the progress made by the directors and Division Heads and Direct Reports review their progress with the Secretary annually.

In previous Accountability Reports we identified our roads and bridges as two main areas across the state that were in crisis. In February 2019, SCDOT hosted separate Risk Assessment Workshops dedicated to Pavement and Bridge Replacement to assess and mitigate identified risks. These workshops were facilitated by the Planning

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Office and the Internal Audit Services Office. Attendees were federal and state employees that identified and scored risks that have the potential to hinder achievement of agency goals and objectives in these respective areas. This resulted in the identification and assessment of entity-wide risks that were used in support of the Transportation Asset Management Plan (TAMP), which is used to implement priorities by establishing investment levels and desired targets.

With the assistance of the Internal Audit Services Offices in 2017, a risk heat map was compiled by SCDOT leadership to represent agency risks in a visual manner, highlighting areas that need to be managed. This entity-wide risk assessment will be conducted every two years with one scheduled for this year. The 2017 heat map indicated the top three concerns were related to Personnel, External Partners, and Disasters. This type assessment allows the Agency to mitigate the higher risks and address those that have a potential impact on the agency. These are shown below:

- 1) Personnel:
 - a. Loss of key staff – the Agency developed succession plans for key staff which helped manage the wave of TERI exits which has already occurred. This has resulted in lowering the risk to a more acceptable level.
 - b. Inability to recruit and retain staff – Human Resources has undertaken new strategies and tactics but the number one cause of below market salaries continues to challenge the Agency in this area.
- 2) Perpetual challenge of our external partners to effectively ramp up –The Agency continues to work with its partners to promote increased capacity. We are seeing the industry respond and ramp up with us.
- 3) Response to man-made or natural disasters – SCDOT continually responds across the state to calamities, to include but not limited to, hurricanes, floods, tornados, earthquakes, fires, etc. Our employees go above-and-beyond to assist during such times. There is also a financial risk implied with disasters.

RESTRUCTURING RECOMMENDATIONS

There are no recommendations for restructuring at this time. At the Commission level, several changes occurred that are worth noting. These are not employee positions and are, therefore, not shown on the organizational chart. These changes took place following the January 2019 meeting:

- **Robert D. “Robby” Robbins** who represents the 1st Congressional District, was elected Chairman of the Transportation Commission.
- **Tony K. Cox** who represents the 7th Congressional District, was elected Vice-Chairman.

Since the submittal of the 2018 Annual Accountability Report, there have been several changes within SCDOT and several retirements following the end of the TERI Program. However, many of these changes are in relation to aligning ourselves to the Ten-year plan by expediting project delivery and implementing effective controls over our financials. In July 2018, the Local Program Administration housed in Engineering, was divided into two units: C-Program Administration and Federal Grants Office. Additionally, in March 2019, the Program Controls Office, formerly housed in Engineering, became the Financial Planning Office (who is designated as owner of the Ten-year plan).

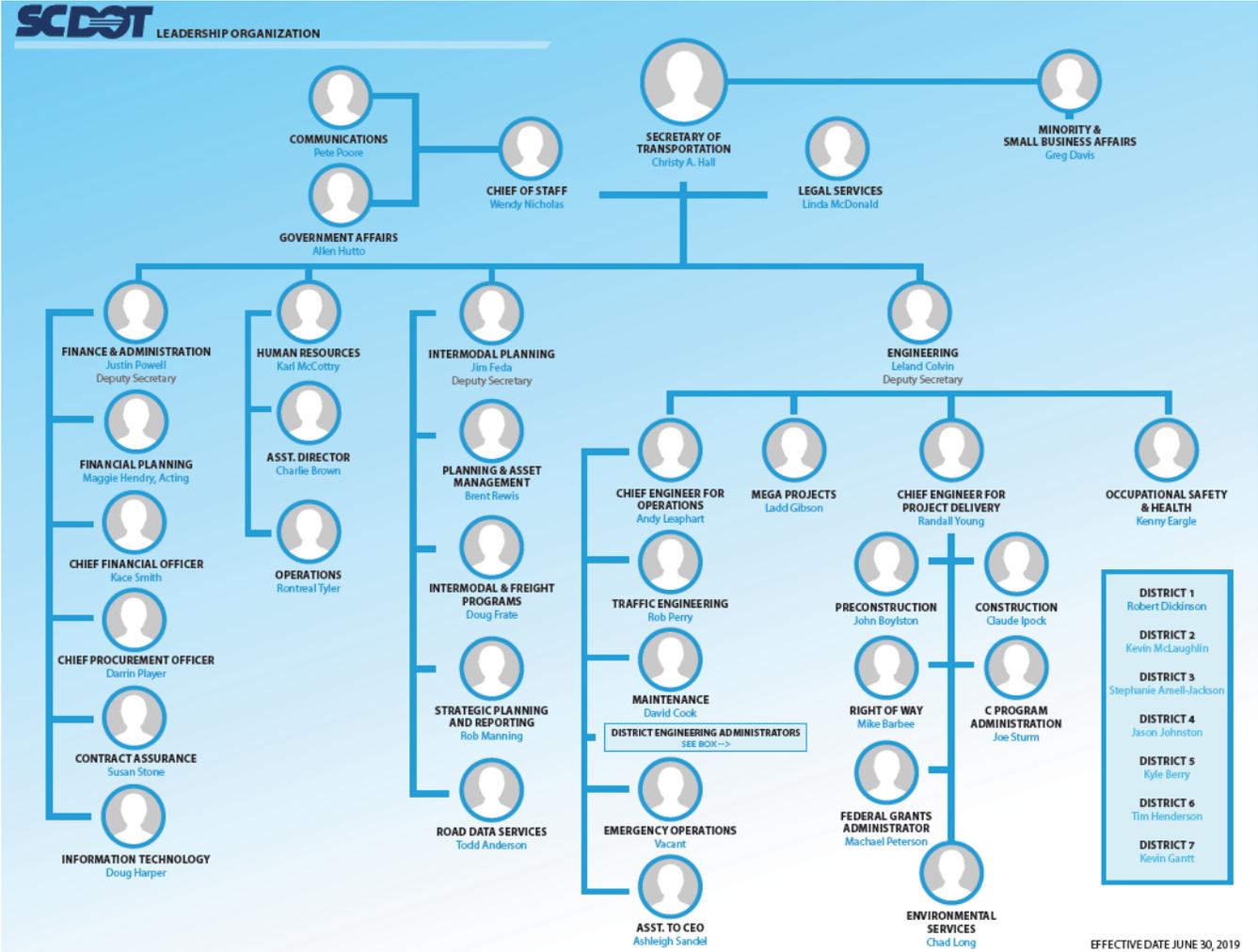
The following changes in Agency Leadership are reflected on the organizational chart on the subsequent page.

- **Ms. Machael Peterson, CPM** accepted the position of Director of Federal Grants Office in July 2018.
- **Ms. Ashleigh Sandel**, accepted the position of Assistant to the Chief Engineer for Operations in Engineering in January 2019.

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- **Ms. Kace Smith** accepted the position of Acting Deputy Secretary for Finance and Administration in December 2018. Ms. Smith resumed the Chief Financial Officer position when the Deputy position was filled in April 2019.
- **Mr. Justin Powell** accepted the position of Deputy Secretary for Finance and Administration in April 2019.
- **Mr. Joe Sturm, PE** accepted the position of C-Program Administrator in April 2019.
- **Ms. Madeleine “Maggie” Hendry** accepted the position of Director, Professional Services Contracting Office for the Procurement Division in August 2018 and then the position of Acting Chief of Financial Planning for Finance and Administration in May 2019.

ORGANIZATION CHART



Agency Name: DEPARTMENT OF TRANSPORTATION

Agency Code: U120 Section: 84

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19					Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		2016 Base	2017	2018	Target	Actual				
Maintaining Safety, Integrity and Security	G	1			Improve safety programs and outcomes in our high-risk areas.									
	S		1.1		Continue implementation of Highway Safety Plan.									
	M			1.1.1.a.	Number of fatalities in the calendar year.	1020	989	1038	1017	452 (half year)	January 1 - December 31	Traffic Engineering	Fatalities from Jan 1 to Dec 31.	Save lives. Target: decrease by 2% from previous calendar year.
	S		1.2		Develop and implement a data-driven, rural road safety program.									
	M			1.2.1.a.	Miles of Rural Roads treated annually (contracted).	N/A	N/A	187 (under contract)	100 completed	114.8 completed	July 1 -June 30	Traffic Engineering	Per centerline mile. There are two phases - under contract and then completion. Target is 300 miles of rural roads treated (completed) by December 31, 2020.	Reduce fatalities on rural roads. Target: 300 miles of rural road treated by December 2020.
Public Infrastructure and Economic Development	G	2			Maintain and preserve our existing transportation infrastructure.									
	S		2.1		Improve SCDOT's reliability on resolving reported maintenance issues.									
	M			2.1.1.a.	Annual average of percentage of routine maintenance work requests resolved within 30 days.	73%	81%	85%	75%	86.4%	July 1 -June 30	Maintenance	Access database using HMMS data to identify the number of work requests marked "Closed" or "Completed" within 30 days of receipt.	Be more responsive and keep public safe on roads and bridges statewide.
	S		2.2		Utilize the Transportation Asset Management Plan (TAMP) to drive outcomes on system and asset condition.									
	M			2.2.1.a.	Percentage of Pavements in Good Condition: Interstate	65%	70%	74%	73%	TBD *	January 1 - December 31	Maintenance	Target prorated annually. Trend towards "good" pavements on 92% interstate routes by June 30, 2027. *Pavement contracts are calendar year and are cycled by category, so complete values for 2019 values will be reported in April 2020.	Keep public safe on roads and bridges statewide.
	M			2.2.1.a.	Percentage of Pavements in Good Condition: Primary	23%	27%	26%	29%	TBD *	January 1 - December 31	Maintenance	Target prorated annually. Trend towards "good" pavements on 53% primary routes by June 30, 2027. *Pavement contracts are calendar year and are cycled by category, so complete values for 2019 values will be reported in April 2020.	Keep public safe on roads and bridges statewide.

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19					Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		2016 Base	2017	2018	Target	Actual				
	M			2.2.1.a.	Percentage of Pavements in Good Condition: FA Sec.	19%	20%	17%	25%	TBD *	January 1 - December 31	Maintenance	Target prorated annually. Trend towards "good" pavements on 40% federal aid roads by June 30, 2027. *Pavement contracts are calendar year and are cycled by category, so complete values for 2019 values will be reported in April 2020.	Keep public safe on roads and bridges statewide.
	M			2.2.1.a.	Percentage of Pavements in Good Condition: NFA Sec.	15%	16%	13%	17%	TBD *	January 1 - December 31	Maintenance	Target prorated annually. Trend towards "good" pavements on 25% non-federal aid roads by June 30, 2027. *Pavement contracts are calendar year and are cycled by category, so complete values for 2019 values will be reported in April 2020.	Keep public safe on roads and bridges statewide.
	M			2.2.2.a.	Number of Load-Restricted bridges.	348	315	314	243	352	July 1 -June 30	Maintenance & Preconstruction	Target prorated annually. Trend towards zero by 2027.	School buses, garbage trucks, and fire trucks have to go around load-restricted bridges.
	M			2.2.2.b.	Number of Structurally Deficient Bridges on the National Highway System.	102	99	97	71	97	July 1 -June 30	Maintenance & Preconstruction	Trend towards zero by 2027.	Ensuring safety of our bridges.
	M			2.2.3.a.	Maintenance Assessment Program (MAP) Scores for individual asset categories: Deficient Pavement Markings	35.82%	37.47%	32.37%	32.20%	35.09%	January 1 - December 31	Maintenance	MAP assessment data - 10% reduction from previous year on Deficient Pavement Markings.	Making steady and incremental progress to climb out of a deep hole due to 30 years of under funding. Trend towards reducing deficient pavement markings by 10% by June 30, 2020.
	M			2.2.3.a.	Maintenance Assessment Program (MAP) Scores for individual asset categories: Unacceptable Shoulders	3.96%	3.87%	4.00%	3.60%	4.51%	January 1 - December 31	Maintenance	MAP assessment data - 10% reduction from previous year on Unacceptable Shoulders.	Making steady and incremental progress to climb out of a deep hole due to 30 years of under funding. Trend towards reducing unacceptable shoulders by 10% by June 30, 2020.
	M			2.2.3.a.	Maintenance Assessment Program (MAP) Scores for individual asset categories: Deficient Brush Management	9.90%	9.90%	10.18%	8.90%	9.45%	January 1 - December 31	Maintenance	MAP assessment data - 10% reduction from previous year on Deficient Brush Management.	Making steady and incremental progress to climb out of a deep hole due to 30 years of under funding. Trend towards reducing deficient brush management by 10% by June 30, 2020.

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19					Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		2016 Base	2017	2018	Target	Actual				
	M			2.2.3.a.	Maintenance Assessment Program (MAP) Scores for individual asset categories: Deficient Limb Management	9.73%	10.00%	10.45%	8.70%	9.45%	January 1 - December 31	Maintenance	MAP assessment data - 10% reduction from previous year on Deficient Limb Management.	Making steady and incremental progress to climb out of a deep hole due to 30 years of under funding. Trend towards reducing deficient brush management by 10% by June 30, 2020.
	M			2.2.3.a.	Maintenance Assessment Program (MAP) Scores for individual asset categories: Mowing	4	4	4	4	4	January 1 - December 31	Maintenance	MAP assessment data - mowing has a minimum of 4 cycles per year.	Making steady and incremental progress to climb out of a deep hole due to 30 years of under funding. Trend towards completing 4 mowing cycles per year on routes by June 30, 2020.
	M			2.2.4.a.	Number of SCDOT titled public transit vehicles operating past their useful life.	47%	40%	38%	40%	28%	July 1 -June 30	Intermodal & Freight Programs	Actual number of public transit vehicles operating past the prescribed useful life divided by the total number of vehicles.	Planning, developing, and coordinating a comprehensive intermodal transportation plan. Trend towards a target of 40% by June 30, 2020.
	S		2.3		Increase competition by growing the number of South Carolina contractors capable of bidding on road and bridge work.									
	M			2.3.1.a.	Number of certified Disadvantaged Business Enterprises (DBEs) and Small Business Enterprises (SBEs) that receive technical training, business development and management assistance through SCDOT.	0	347	252	125	198	July 1 -June 30	Minority & Small Business Affairs	Information tracked through DBE tracking system and FHWA Monthly reports.	Build and maintain relationships by facilitating the development of socially and economically disadvantaged businesses; thereby, enhancing their capability of doing business with SCDOT.
Public Infrastructure and Economic Development	G	3			Improve SCDOT program delivery to increase the efficiency and reliability of our road and bridge network.									
	S		3.1		Target known congestion areas.									
	M			3.1.1.a.	On-time delivery of critical interstate-to-interstate interchanges improvement projects: I-85/385: 2020	2020	2020	2020	2020	2020	July 1 -June 30	Construction and Preconstruction	Utilizing project milestones in contract or approved by SCDOT.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.
	M			3.1.1.a.	On-time delivery of critical interstate-to-interstate interchanges improvement projects: I26/20/126: 2019	2019	2019	2019	2019	Schedule change to 2021	July 1 -June 30	Construction and Preconstruction	Utilizing project milestones in contract or approved by SCDOT.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.
	M			3.1.1.a.	On-time delivery of critical interstate-to-interstate interchanges improvement projects: I526/26: 2020	2020	2020	2020	2020	2020	July 1 -June 30	Construction and Preconstruction	Utilizing project milestones in contract or approved by SCDOT.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.
	M			3.1.1.b.	Average time to clear travel lanes for traffic incidents along our Incident Management Zones.	N/A	21.00	23.34	20.00	22.52	July 1 -June 30	Traffic Engineering	Measured from detection to roadway clearance.	Easing known congested areas and improves safety.
	S		3.2		Increase SCDOT's reliability of delivering projects on-time and on-budget.									

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19					Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		2016 Base	2017	2018	Target	Actual				
	M			3.2.1.a.	Percent of phases authorized on schedule for Interstate Widening and Bridge Replacement projects: ROW	N/A	N/A	Interstate: 100% Bridge: 94%	ROW: 75%	Interstate: 100% Bridge: 81%	July 1 -June 30	Preconstruction	Utilizing project milestones in contract or approved by SCDOT. Actual values are from 2018.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.
	M			3.2.1.a.	Percent of phases authorized on schedule for Interstate Widening and Bridge Replacement projects: Construction	N/A	N/A	Interstate: 67% Bridge: 78%	Construction: 80%	Interstate: 50% Bridge: 64%	July 1 -June 30	Preconstruction	Utilizing project milestones in contract or approved by SCDOT. Actual values are from 2018.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.
	M			3.2.1.b.	Percent of projects completed on time.	83%	82%	76%	80%	76%	July 1 -June 30	Construction	Utilizing project milestones in contract or approved by SCDOT.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.
	M			3.2.1.b.	Percent of projects completed on construction budget by Contracts.	77%	75%	72%	90%	66%	July 1 -June 30	Construction	Utilizing project milestones in contract or approved by SCDOT.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.
	M			3.2.1.b.	Percent of projects completed on construction budget by total cost/bid.	95%	94%	96%	90%	99%	July 1 -June 30	Construction	Utilizing project milestones in contract or approved by SCDOT.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.
	M			3.2.2.a.	Development and initiation of a watershed mitigation strategy.	0%	0%	100%	100%	100%	July 1 -June 30	Environmental Management	Watershed mitigation strategy approved.	Successful launch by 6-30-2018.
	M			3.2.2.a.	Secure mitigation availability within the four highest priority watersheds by 6-30-2020.	0	0	4	4	7	July 1 -June 30	Environmental Management	Mitigation availability.	Secure mitigation availability within the four highest priority watersheds by 6-30-2020.
Maintaining Safety, Integrity and Security	G	4			Provide a safe and productive work environment for SCDOT employees.									
	S		4.1		Promote workforce safety throughout the state.									
	M			4.1.1.a.	Number of "Let'Em Work, Let 'Em Live" messages transmitted to the public.	0	0	169	100	137	July 1 -June 30	Communications	Number of messages transmitted.	Providing greater public awareness to the challenges of work zone areas.
	M			4.1.2.a.	Number of SCDOT fatalities in our work zones.	1	2	0	0	0	July 1 -June 30	Safety	Number of fatalities.	Save the lives of our SCDOT teammates.
	M			4.1.2.b.	Number of reportable workplace injuries at SCDOT.	465	466	426	405 (5% decrease from previous calendar year)	352	July 1 -June 30	Safety	Total number reported from "Total first report of injury filed by year" along with # by district & HQ.	Live by the SCDOT motto of, "Safety 1st - Live by It." Target of 5% reduction over previous 5-year rolling average.
	S		4.2		Reinforce a culture of excellent customer service at SCDOT.									
	M			4.2.1.a.	Number of SCDOT Team members that have received updated Customer Service Training.	N/A	N/A	63% (2648)	100% (4225)	82% (3,457)	July 1 -June 30	Human Resources	Percentage of total FTEs who have completed updated customer training.	Being more responsive, cordial, and helpful to our citizens. Saying thank you for basic items.

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19					Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		2016 Base	2017	2018	Target	Actual				
	M			4.2.2.a.	Percentage of customer inquiries responded to within 2 business days.	N/A	N/A	72%	95%	69%	July 1 -June 30	Call Center	Response times will be tracked and percentage will be calculated within the call center tracking system. Completion times are currently tracked, but acknowledgement times are not. Meeting with IT Services was held 7/18/17 to discuss needed changes to tracking system.	Providing timely, accurate, and relevant information to customers making the inquiries.
	M			4.2.2.b.	Number of days to decision for commercial development permits following complete package submittals. (Processed in 30 days or less.)	N/A	95%	99%	90%	94%	July 1 -June 30	Maintenance	Encroachment Permit Processing System (EPPS) Report.	Providing timely response times to commercial developers.
	S		4.3		Plan for an evolving workforce.									
	M			4.3.1.a.	Development and implementation of Succession Management planning.	N/A	100%	100%	100%	TBD	July 1 -June 30	Human Resources	Number of Direct Reports to the Secretary who have completed and submitted succession management plans.	Ensuring the right leaders are in place prior to major periods of transition (i.e. TERI retirement).
	M			4.3.1.b.	National Bridge Inspection Standards certified inspectors are readily available to assist in the inspection and monitoring of our bridges.	N/A	100%	100%	100%	100%	July 1 -June 30	Maintenance	Contracts in place with Maintenance Office.	Must ensure critically important skilled personnel are available to inspect and monitor bridges.
	M			4.3.2.a.	Number of graduates of the LEAD, CPM and AASHTO leadership development programs.	N/A	N/A	88	60	127	July 1 -June 30	Human Resources	Number of graduates of respective courses who are in FTE positions in the Agency.	Building a bench of future leaders to maintain continuity and effectiveness of policies, procedures, and programs.
	M			4.3.3.a.	Number of employees that participate in Affirmative Action (AA) Overview training, including requirement for a 3-year refresher.	N/A	N/A	60% (2609 of 4343 total employees)	100% (4225)	96% (4067 of 4225 total employees)	July 1 -June 30	Minority & Small Business Affairs	The HR Learning Management System tracks employees upon completing the AA Overview training. Target decreased in 2019 due to number of retirees and non-filled positions in 2018.	A top priority and especially important skill set during hiring actions. Target of 100% by July 1, 2019.
	M			4.3.3.b.	Development and implementation of an Affirmative Action (AA) training component for newly hired managers and supervisors.	N/A	Completed	Completed	Develop module	Completed	July 1 -June 30	Minority & Small Business Affairs	The AA Office will provide training during the Fundamentals of HR Management course. This course is offered 6 times per year, to include at least 10 hiring officials per class.	Enhancing equal opportunities through small business development, contracting, monitoring and workforce development.
Government and Citizens	G	5			Earn public trust through transparency, improved communications and audit compliance.									
	S		5.1		Utilize multiple ways to facilitate interactive communication about SCDOT.									

Agency Name: DEPARTMENT OF TRANSPORTATION

Agency Code: U120 Section: 84

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2018-19					Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		2016 Base	2017	2018	Target	Actual				
	M			5.1.1.a.	Revamping the website to focus on the core areas.	N/A	Completed	Completed	Revamp website	Completed	July 1 -June 30	Information Technology and Communications	We are culling content from our site by working with individual departments, trying to attain feedback and design web pages.	Making our site more customer and user friendly and easier to do operations with SCDOT via the net.
	M			5.1.2.a.	Number of public speaking engagements.	2	12	164	100	60	July 1 -June 30	Communications	Number of speaking engagements recorded across the state.	Getting the SCDOT story out to the public. Making SCDOT operations more transparent.
	S		5.2		Retool our existing reports to make them easier to understand.									
	M			5.2.1.a.	Statewide, District and County reports are published monthly on the webpage.	N/A	Completed	Completed	Financial Reports Updated & Published	Completed	July 1 -June 30	Finance	After SCEIS closes monthly transactions, a report of major funding activity is generated and published on webpage.	Making it easier to address and view technical reports.
	M			5.2.2.a.	A simpler description of the process has been published on the webpage.	N/A	Completed	Completed	Publish Updated Description	Completed	July 1 -June 30	Communications and Planning	Review by non-engineering personnel.	Putting technical highway engineering language into material that is easier for the public to understand.
	S		5.3		Provide continuous assurance of audit compliance.									
	M			5.3.1.a.	Continuous management of repository with regular updates, including verified management action plans.	N/A	Completed	Completed	Manage Repository	Completed	January 1 - December 31	Internal Audit Services	Number of days past 1/1/19.	Ensuring we are transparent and stay in compliance.

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2019-20			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Maintaining Safety, Integrity and Security	G	1			Improve safety programs and outcomes in our high-risk areas.							
	S		1.1		Continue implementation of Highway Safety Plan.							
	M			1.1.1.a.	Number of fatalities in the calendar year.	1020	968		January 1 - December 31	Traffic Engineering	Fatalities from Jan 1 to Dec 31.	Save lives. Target: decrease by 2% from previous calendar year.
	S		1.2		Develop and implement a data-driven, rural road safety program.							
	M			1.2.1.a.	Miles of Rural Roads treated annually (contracted).	N/A	100		July 1 -June 30	Traffic Engineering	Per centerline mile.	Reduce fatalities on rural roads. Target: 300 miles of rural road treated by December 2020.
Public Infrastructure and Economic Development	G	2			Maintain and preserve our existing transportation infrastructure.							
	S		2.1		Improve SCDOT's reliability on resolving reported maintenance issues.							
	M			2.1.1.a.	Annual average of percentage of routine maintenance work requests resolved within 30 days.	73%	75%		July 1 -June 30	Maintenance	Access database using HMMS data to identify the number of work requests marked "Closed" or "Completed" within 30 days of receipt.	Be more responsive and keep public safe on roads and bridges statewide.
	S		2.2		Utilize the Transportation Asset Management Plan (TAMP) to drive outcomes on system and asset condition.							
	M			2.2.1.a.	Percentage of Pavements in Good Condition: Interstate.	65%	76%		January 1 - December 31	Maintenance	Trend towards "good" pavements on 92% interstate routes by June 30, 2027. Target prorated annually.	Keep public safe on roads and bridges statewide. Trend towards "good" pavements on 92% interstate routes, 53% primary routes, 40% federal aid roads, and 25% non-federal aid roads by June 30, 2027.
	M			2.2.1.a.	Percentage of Pavements in Good Condition: Primary.	23%	33%		January 1 - December 31	Maintenance	Trend towards "good" pavements on 53% primary routes by June 30, 2027. Target prorated annually.	Keep public safe on roads and bridges statewide. Trend towards "good" pavements on 92% interstate routes, 53% primary routes, 40% federal aid roads, and 25% non-federal aid roads by June 30, 2027.
	M			2.2.1.a.	Percentage of Pavements in Good Condition: FA Sec.	19%	27%		January 1 - December 31	Maintenance	Trend towards "good" pavements on 40% federal aid roads by June 30, 2027. Target prorated annually.	Keep public safe on roads and bridges statewide. Trend towards "good" pavements on 92% interstate routes, 53% primary routes, 40% federal aid roads, and 25% non-federal aid roads by June 30, 2027.

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2019-20			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M			2.2.1.a.	Percentage of Pavements in Good Condition: NFA Sec.	15%	18%		January 1 - December 31	Maintenance	Trend towards "good" pavements on 25% non-federal aid roads by June 30, 2027. Target prorated annually.	Keep public safe on roads and bridges statewide. Trend towards "good" pavements on 92% interstate routes, 53% primary routes, 40% federal aid roads, and 25% non-federal aid roads by June 30, 2027.
	M			2.2.2.a.	Number of Load-Restricted bridges.	348	208		July 1 -June 30	Maintenance & Preconstruction	School buses, garbage trucks, and fire trucks have to go around load-restricted bridges. Trend towards zero by 2027.	School buses, garbage trucks, and fire trucks have to go around load-restricted bridges. Trend towards zero by 2027.
	M			2.2.2.b.	Number of Structurally Deficient Bridges on the National Highway System.	102	61		July 1 -June 30	Maintenance & Preconstruction	Ensuring safety of our bridges. Trend towards zero by 2027.	Ensuring safety of our bridges. Trend towards zero by 2027.
	M			2.2.3.a.	Maintenance Assessment Program (MAP) Scores for individual asset categories: Deficient Pavement Markings.	35.82%	32.20%		January 1 - December 31	Maintenance	MAP assessment data - 10% reduction from previous year on Deficient Pavement Markings.	Making steady and incremental progress to climb out of a deep hole due to 30 years of under funding. Trend towards reducing deficient pavement markings by 10% by June 30, 2020.
	M			2.2.3.a.	Maintenance Assessment Program (MAP) Scores for individual asset categories: Unacceptable Shoulders.	3.96%	3.60%		January 1 - December 31	Maintenance	MAP assessment data - 10% reduction from previous year on Unacceptable Shoulders.	Making steady and incremental progress to climb out of a deep hole due to 30 years of under funding. Trend towards reducing unacceptable shoulders by 10% by June 30, 2020.
	M			2.2.3.a.	Maintenance Assessment Program (MAP) Scores for individual asset categories: Deficient Brush Management.	9.90%	8.90%		January 1 - December 31	Maintenance	MAP assessment data - 10% reduction from previous year on Deficient Brush Management.	Making steady and incremental progress to climb out of a deep hole due to 30 years of under funding. Trend towards reducing deficient brush management by 10% by June 30, 2020.
	M			2.2.3.a.	Maintenance Assessment Program (MAP) Scores for individual asset categories: Deficient Limb Management.	9.73%	8.70%		January 1 - December 31	Maintenance	MAP assessment data - 10% reduction from previous year on Deficient Limb Management.	Making steady and incremental progress to climb out of a deep hole due to 30 years of under funding. Trend towards reducing deficient brush management by 10% by June 30, 2020.
	M			2.2.3.a.	Maintenance Assessment Program (MAP) Scores for individual asset categories: Mowing.	4	4		January 1 - December 31	Maintenance	MAP assessment data - mowing has a minimum of 4 cycles per year.	Making steady and incremental progress to climb out of a deep hole due to 30 years of under funding. Trend towards completing 4 mowing cycles per year on routes by June 30, 2020.

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2019-20			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M			2.2.4.a.	Number of SCDOT titled public transit vehicles operating past their useful life.	47%	40%		July 1 -June 30	Intermodal & Freight Programs	Actual number of public transit vehicles operating past the prescribed useful life divided by the total number of vehicles.	Planning, developing, and coordinating a comprehensive intermodal transportation plan. Trend towards a target of 40% by June 30, 2020.
	S		2.3		Increase competition by growing the number of South Carolina contractors capable of bidding on road and bridge work.							
	M			2.3.1.a.	Number of certified Disadvantaged Business Enterprises (DBEs) and Small Business Enterprises (SBEs) that receive technical training, business development and management assistance through SCDOT.	0	125		July 1 -June 30	Minority & Small Business Affairs	Information tracked through DBE tracking system and FHWA Monthly reports.	Build and maintain relationships by facilitating the development of socially and economically disadvantaged businesses; thereby, enhancing their capability of doing business with SCDOT.
Public Infrastructure and Economic Development	G	3			Improve SCDOT program delivery to increase the efficiency and reliability of our road and bridge network.							
	S		3.1		Target known congestion areas.							
	M			3.1.1.a.	On-time delivery of critical interstate-to-interstate interchanges improvement projects: I-85/385 by 2020.	2020	2020		July 1 -June 30	Construction and Preconstruction	Utilizing project milestones in contract or approved by SCDOT.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.
	M			3.1.1.a.	On-time delivery of critical interstate-to-interstate interchanges improvement projects: I26/20/126 by 2019.	2019	2019		July 1 -June 30	Construction and Preconstruction	Utilizing project milestones in contract or approved by SCDOT.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.
	M			3.1.1.a.	On-time delivery of critical interstate-to-interstate interchanges improvement projects: I526/26 by 2020.	2020	2020		July 1 -June 30	Construction and Preconstruction	Utilizing project milestones in contract or approved by SCDOT.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.
	M			3.1.1.b.	Average time to clear travel lanes for traffic incidents along our Incident Management Zones.	N/A	20.00		July 1 -June 30	Traffic Engineering	Measured from detection to roadway clearance.	Easing known congested areas and improves safety.
	S		3.2		Increase SCDOT's reliability of delivering projects on-time and on-budget.							
	M			3.2.1.a.	Percent of phases authorized on schedule for Interstate Widening and Bridge Replacement projects: ROW.	N/A	75%		July 1 -June 30	Preconstruction	Utilizing project milestones in contract or approved by SCDOT.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.
	M			3.2.1.a.	Percent of phases authorized on schedule for Interstate Widening and Bridge Replacement projects: Construction.	N/A	80%		July 1 -June 30	Preconstruction	Utilizing project milestones in contract or approved by SCDOT.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.
	M			3.2.1.b.	Percent of projects completed on time.	83%	80%		July 1 -June 30	Construction	Utilizing project milestones in contract or approved by SCDOT.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2019-20			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M			3.2.1.b.	Percent of projects completed on construction budget by Contracts.	77%	90%		July 1 -June 30	Construction	Utilizing project milestones in contract or approved by SCDOT.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.
	M			3.2.1.b.	Percent of projects completed on construction budget by total cost/bid.	95%	90%		July 1 -June 30	Construction	Utilizing project milestones in contract or approved by SCDOT.	Developing, designing, and delivering engineering projects for the construction of highways and bridges.
	M			3.2.2.a.	Development and initiation of a watershed mitigation strategy.	0%	100%		July 1 -June 30	Environmental Management	Watershed mitigation strategy approved.	Successful launch by 6-30-2018.
	M			3.2.2.a.	Secure mitigation availability within the four highest priority watersheds by 6-30-2020.	0	4		July 1 -June 30	Environmental Management	Mitigation availability.	Secure mitigation availability within the four highest priority watersheds by 6-30-2020.
Maintaining Safety, Integrity and Security	G	4			Provide a safe and productive work environment for SCDOT employees.							
	S		4.1		Promote workforce safety throughout the state.							
	M			4.1.1.a.	Number of "Let'Em Work, Let 'Em Live" messages transmitted to the public.	0	100		July 1 -June 30	Communications	Number of messages transmitted.	Providing greater public awareness to the challenges of work zone areas.
	M			4.1.2.a.	Number of SCDOT fatalities in our work zones.	1	0		July 1 -June 30	Safety	Number of fatalities.	Save the lives of our SCDOT teammates.
	M			4.1.2.b.	Number of reportable workplace injuries at SCDOT.	465	334 (5% decrease from previous calendar year)		July 1 -June 30	Safety	Total number reported from "Total first report of injury filed by year" along with # by district & HQ.	Live by the SCDOT motto of, "Safety 1st - Live by It." Target of 5% reduction over previous 5-year rolling average.
	S		4.2		Reinforce a culture of excellent customer service at SCDOT.							
	M			4.2.1.a.	Number of SCDOT Team members that have received updated Customer Service Training.	N/A	100% (4225)		July 1 -June 30	Human Resources	Percentage of total FTEs who have completed updated customer training.	Being more responsive, cordial, and helpful to our citizens. Saying thank you for basic items.
	M			4.2.2.a.	Percentage of customer inquiries responded to within 2 business days.	N/A	95%		July 1 -June 30	Call Center	Response times will be tracked and percentage will be calculated within the call center tracking system. Completion times are currently tracked, but acknowledgement times are not. Meeting with IT Services was held 7/18/17 to discuss needed changes to tracking system.	Providing timely, accurate, and relevant information to customers making the inquiries.
	M			4.2.2.b.	Number of days to decision for commercial development permits following complete package submittals. (Processed in 30 days or less.)	N/A	90%		July 1 -June 30	Maintenance	Encroachment Permit Processing System (EPPS) Report.	Providing timely response times to commercial developers.
	S		4.3		Plan for an evolving workforce.							

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2019-20			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M			4.3.1.a.	Development and implementation of Succession Management planning.	N/A	100%		July 1 -June 30	Human Resources	Number of Direct Reports to the Secretary who have completed and submitted succession management plans.	Ensuring the right leaders are in place prior to major periods of transition (i.e. TERI retirement).
	M			4.3.1.b.	National Bridge Inspection Standards certified inspectors are readily available to assist in the inspection and monitoring of our bridges.	N/A	100%		July 1 -June 30	Maintenance	Contracts in place with Maintenance Office.	Must ensure critically important skilled personnel are available to inspect and monitor bridges.
	M			4.3.2.a.	Number of graduates of the LEAD, CPM and AASHTO leadership development programs.	N/A	60		July 1 -June 30	Human Resources	Number of graduates of respective courses who are in FTE positions in the Agency.	Building a bench of future leaders to maintain continuity and effectiveness of policies, procedures, and programs.
	M			4.3.3.a.	Number of employees that participate in Affirmative Action (AA) Overview training, including requirement for a 3-year refresher.	N/A	100% (4225)		July 1 -June 30	Minority & Small Business Affairs	The HR Learning Management System tracks employees upon completing the AA Overview training. Target decreased in 2019 due to number of retirees and non-filled positions in 2018.	A top priority and especially important skill set during hiring actions. Target of 100% by July 1, 2019.
	M			4.3.3.b.	Development and implementation of an Affirmative Action (AA) training component for newly hired managers and supervisors.	N/A	Develop module		July 1 -June 30	Minority & Small Business Affairs	The AA Office will provide training during the Fundamentals of HR Management course. This course is offered 6 times per year, to include at least 10 hiring officials per class.	Enhancing equal opportunities through small business development, contracting, monitoring and workforce development.
Government and Citizens	G	5			Earn public trust through transparency, improved communications and audit compliance.							
	S		5.1		Utilize multiple ways to facilitate interactive communication about SCDOT.							
	M			5.1.1.a.	Revamping the website to focus on the core areas.	N/A	Revamp website		July 1 -June 30	Information Technology and Communications	We are culling content from our site by working with individual departments, trying to attain feedback and design web pages.	Making our site more customer and user friendly and easier to do operations with SCDOT via the net.
	M			5.1.2.a.	Number of public speaking engagements.	2	100		July 1 -June 30	Communications	Number of speaking engagements recorded across the state.	Getting the SCDOT story out to the public. Making SCDOT operations more transparent.
	S		5.2		Retool our existing reports to make them easier to understand.							
	M			5.2.1.a.	Statewide, District and County reports are published monthly on the webpage.	N/A	Financial Reports Updated & Published		July 1 -June 30	Finance	After SCEIS closes monthly transactions, a report of major funding activity is generated and published on webpage.	Making it easier to address and view technical reports.

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Statewide Enterprise Strategic Objective	Type	Item #			Description	2019-20			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M			5.2.2.a.	A simpler description of the process has been published on the webpage.	N/A	Publish Updated Description		July 1 -June 30	Communications and Planning	Review by non-engineering personnel.	Putting technical highway engineering language into material that is easier for the public to understand.
	S		5.3		Provide continuous assurance of audit compliance.							
	M			5.3.1.a.	Continuous management of repository with regular updates, including verified management action plans.	N/A	Manage Repository		January 1 - December 31	Internal Audit Services	Number of days past 1/1/19.	Asking the "why" of what we do and ensuring we stay in compliance like a professional organization should.

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Program Template

Program/Title	Purpose	FY 2018-19 Expenditures (Actual)				FY 2019-20 Expenditures (Projected)				Associated Measure(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administration										
I.A. General	Provide support services needed to facilitate the delivery of SCDOT's mission.	\$ -	\$ 46,008,912	\$ -	\$ 46,008,912	\$ -	\$ 64,575,989	\$ -	\$ 64,575,989	1.1.1.a., 1.2.1.a., 2.1.1.a., 2.2.1.a., 2.2.2.a., 2.2.3.a., 2.3.1.a., 3.1.1.a., 3.2.1.a., 3.2.2.a., 4.1.1.a., 4.2.1.a., 4.2.2.a., 4.3.1.a., 4.3.2.a., 4.3.3.a., 5.1.1.a., 5.1.2.a., 5.2.1.a., 5.2.2.a.
I.B. Land & Buildings	Statewide maintenance facilities, district offices, sign shop, lab, and land (i.e. right-of-way).	\$ -	\$ 2,446,197.00	\$ -	\$ 2,446,197	\$ 174,764	\$ 12,772,000	\$ -	\$ 12,946,764	1.1.1.a., 1.2.1.a., 2.3.1.a., 3.1.1.a., 3.2.1.a., 4.1.1.a., 4.2.2.a., 4.3.1.a., 4.3.2.a., 4.3.3.a., 5.1.1.a.
II. Highway Engineering										
II.A. Engineering Admin & Project Management	Program funds the core engineering project management to support the statewide delivery of the highway program.	\$ -	\$ 89,289,343	\$ -	\$ 89,289,343	\$ -	\$ 104,264,912	\$ -	\$ 104,264,912	1.1.1.a., 1.2.1.a., 2.1.1.a., 2.2.1.a., 2.2.2.a., 2.2.3.a., 2.3.1.a., 3.1.1.a., 3.2.1.a., 3.2.2.a., 4.1.1.a., 4.2.1.a., 4.2.2.a., 4.3.1.a., 4.3.2.a., 4.3.3.a., 5.1.1.a., 5.1.2.a., 5.2.1.a., 5.2.2.a.
II.B. Engineering Construction	Program funds the construction and repair of roads and bridges statewide.	\$ 14,912,818	\$ 1,230,507,824	\$ -	\$ 1,245,420,642	\$ 1,679,850	\$ 1,934,219,352	\$ -	\$ 1,935,899,202	1.1.1.a., 1.2.1.a., 2.2.2.a., 2.3.1.a., 3.1.1.a., 3.2.1.a., 4.1.1.a., 4.3.1.a., 4.3.2.a., 4.3.3.a., 5.1.1.a., 5.1.2.a.

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Program Template

Program/Title	Purpose	FY 2018-19 Expenditures (Actual)				FY 2019-20 Expenditures (Projected)				Associated Measure(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
II.C. Highway Maintenance	Program funds the routine maintenance of statewide roads, bridges, buildings, and rights-of-way, as well as work requests received.	\$ -	\$ 260,697,799	\$ -	\$ 260,697,799	\$ -	\$ 301,173,673	\$ -	\$ 301,173,673	1.1.1.a., 1.2.1.a., 2.1.1.a., 2.2.1.a., 2.2.2.a., 2.2.3.a., 2.3.1.a., 3.1.1.a., 3.2.1.a., 3.2.2.a., 4.1.1.a., 4.2.1.a., 4.2.2.a., 4.3.1.a., 4.3.2.a., 4.3.3.a., 5.1.1.a., 5.1.2.a., 5.2.1.a., 5.2.2.a., 5.3.1.a.
III. Toll Operations	Annual debt service and operations of Cross Island Parkway.	\$ -	\$ 6,761,978	\$ -	\$ 6,761,978	\$ -	\$ 7,697,187	\$ -	\$ 7,697,187	1.1.1.a., 1.2.1.a.
IV. Non-Federal Aid Highway Fund	Operating expenses for maintenance activities and contracts on non federal aid secondary roads.	\$ -	\$ 104,588,169	\$ -	\$ 104,588,169	\$ -	\$ 38,761,178	\$ -	\$ 38,761,178	1.1.1.a., 1.2.1.a., 2.1.1.a., 2.2.1.a., 2.2.2.a., 2.2.3.a., 2.3.1.a., 3.1.1.a., 3.2.1.a., 3.2.2.a., 4.1.1.a., 4.2.1.a., 4.2.2.a., 4.3.1.a., 4.3.2.a., 4.3.3.a., 5.1.1.a., 5.1.2.a., 5.2.1.a., 5.2.2.a., 5.3.1.a.
V. Mass Transit	Intermodal Planning and allocations and aid for transit services, equipment and operating expenses.	\$ 57,270	\$ 30,244,594	\$ -	\$ 30,301,864	\$ 57,270	\$ 34,735,437	\$ -	\$ 34,792,707	1.1.1.a., 1.2.1.a., 2.2.4.a., 3.1.1.a., 3.2.1.a.
VI. Employee Benefits	State employer contribution and total fringe benefits.	\$ -	\$ 86,543,553	\$ -	\$ 86,543,553	\$ -	\$ 96,897,132	\$ -	\$ 96,897,132	4.3.1.a., 4.3.2.a., 4.3.3.a.
Totals		\$ 14,970,088	\$ 1,857,088,369	\$ -	\$ 1,872,058,457	\$ 1,911,884	\$ 2,595,096,860	\$ -	\$ 2,597,008,744	

As of 8/28/19

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	<i>If yes, what type of service or product?</i>	<i>If other service or product, please specify what service or product.</i>
1	SC Code Sections 1-30-10(G)(1) and (G) (2)	State	Statute	Restructuring Report and Seven Year Cost Savings Plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven year period.	Yes	Yes	Report our agency must/may provide	
2	SC Code of Law: 1-30-10(G)(1)	State	Statute	Restructuring Report Department reports giving detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services.	Yes	Yes	Report our agency must/may provide	
3	SC Code Section 8-13-1110 (12)	State	Statute	Amended in 2007 to include District Engineering Administrators.	Yes	Yes	Report our agency must/may provide	
4	SC Code Section 11-35-5240	State	Statute	Minority Business Enterprise (MBE) Utilization Plan.	Yes	Yes	Report our agency must/may provide	
5	SC Code Section 12-28-2740	State	Statute	Distribution of gasoline user fee among counties also referred to as C-Fund. Includes apportionments, formula distribution, and requirements for expenditure of funds; county transportation committees.	Yes	Yes	Other service or product our agency must/may provide	Allocation of C funds to counties; administration of C funds for some counties; approval of countywide and regional transportation plans; review of compliance with certain aspects of C fund law.
6	SC Code Section 12-28-2930	State	Statute	State set-asides for small businesses owned and controlled by socially and economically ethnic minorities (MBE's) and disadvantaged females (WBE's).	Yes	Yes	Report our agency must/may provide	
7	SC Code Section 44-96-140	State	Statute	Recycling programs of state government; state procurement policy; report of the Department of Transportation.	Yes	Yes	Report our agency must/may provide	
8	US Code of Laws: Title 23	Federal	Statute	Federal Statutes applicable to federally funded highway programs.	Yes	Yes	Other service or product our agency must/may provide	Administer federally funded highway projects and programs.

9	23 Code of Federal Regulations	Federal	Statute	Federal Regulations applicable to federally funded highway programs.	Yes	Yes	Other service or product our agency must/may provide	Administer federally funded highway projects and programs.
10	49 US Code, Title 49, Subtitle III	Federal	Statute	Section 5301, et seq. - Public Transportation.	Yes	Yes	Other service or product our agency must/may provide	Administer federally funded highway projects and programs.
11	49 Code of Federal Regulations	Federal	Regulation	Federal regulations applicable to federally funded transportation programs.	Yes	Yes	Other service or product our agency must/may provide	Delivery of Federal-aid Highway and Transit Programs.
12	FY19-20 Proviso 84.1	State	FY 2019-20 Proviso	Expenditure Authority Limitation.	Yes	Yes	Other service or product our agency must/may provide	May spend all cash balances from previous years.
13	FY19-20 Proviso 84.2	State	FY 2019-20 Proviso	Special Fund Authorization.	Yes	Yes	Other service or product our agency must/may provide	May set up special funds with State Treasurer.
14	FY19-20 Proviso 84.3	State	FY 2019-20 Proviso	Secure Bonds & Insurance.	Yes	Yes	Other service or product our agency must/may provide	May secure bonds and insurance as proper and advisable.
15	FY19-20 Proviso 84.4	State	FY 2019-20 Proviso	Benefits.	Yes	Yes	Other service or product our agency must/may provide	SCDOT employees shall receive equal compensation increases, health insurance benefits and bonuses as provided for other state agencies; to be provided from SCDOT funds.
16	FY19-20 Proviso 84.5	State	FY 2019-20 Proviso	Document Fees.	Yes	Yes	Other service or product our agency must/may provide	May charge fees for documents provided to public based on actual costs and handling costs.
17	FY19-20 Proviso 84.6	State	FY 2019-20 Proviso	Meals in Emergency Operations.	Yes	Yes	Other service or product our agency must/may provide	May provide meals to employees who cannot leave duty station during emergency situations or simulation.
18	FY19-20 Proviso 84.7	State	FY 2019-20 Proviso	Rest Area Water Rates.	No	No - Does not relate directly to any agency deliverables		
19	FY19-20 Proviso 84.8	State	FY 2019-20 Proviso	Shop Road Farmers Market Bypass Carry Forward.	No	No - Does not relate directly to any agency deliverables		
20	FY19-20 Proviso 84.10	State	FY 2019-20 Proviso	Project Priority List.	Yes	Yes	Other service or product our agency must/may provide	Publish project priority list and engineering directives on department's website.
21	FY19-20 Proviso 84.11	State	FY 2019-20 Proviso	General Fund Balance Carry Forward.	No	No - Does not relate directly to any agency deliverables		
22	FY19-20 Proviso 84.12	State	FY 2019-20 Proviso	Reimbursement for Vehicle Damage.	Yes	Yes	Other service or product our agency must/may provide	Post damage claim form on website.
23	FY19-20 Proviso 84.13	State	FY 2019-20 Proviso	Preventive Maintenance Credit.	No	No - Does not relate directly to any agency deliverables		
24	FY19-20 Proviso 84.14	State	FY 2019-20 Proviso	Emergency Meetings.	No	Yes	Other service or product our agency must/may provide	Must post notice of meeting to public.
25	FY19-20 Proviso 84.15	State	FY 2019-20 Proviso	CTC Donor Bonus.	Yes	Yes	Other service or product our agency must/may provide	Transfer of authorized funds to CTCs.
26	FY19-20 Proviso 117.20	State	FY 2019-20 Proviso	Subsistence Expenses and Mileage.	No	No - Does not relate directly to any agency deliverables		

27	FY19-20 Proviso 117.33	State	FY 2019-20 Proviso	Debt Collections Report.	Yes	Yes	Report our agency must/may provide	
28	FY19-20 Proviso 117.54	State	FY 2019-20 Proviso	Employee Bonuses.	No	No - Does not relate directly to any agency deliverables		
29	FY19-20 Proviso 117.73	State	FY 2019-20 Proviso	Fines and Fee Report.	Yes	Yes	Report our agency must/may provide	
30	FY19-20 Proviso 117.103	State	FY 2019-20 Proviso	Data Breach Notification.	No	No - Does not relate directly to any agency deliverables		
31	FY19-20 Proviso 117.110	State	FY 2019-20 Proviso	IT & Information Security Plans.	Yes	Yes	Report our agency must/may provide	
32	SC Code 11-43-167 (Act 275 of 2016)	State	Statute	Revenue from additional Fines & Fees to State-Funded Resurfacing Program.	Yes	Yes	Other service or product our agency must/may provide	DOT must allocate revenues to State-funded Resurfacing program.
33	SC Code 56-11-500	Federal	Statute	Road tax to State Highway Fund.	No	No - But relates to sources of funding for one or more agency deliverables		
34	42 USC 4321, et seq.	Federal	Statute	National Environmental Policy Act of 1969.	No	No - But relates to manner in which one or more agency deliverables is provided		
35	33 USC 1344, et seq.	Federal	Regulation	Clean Water Act of 1977.	No	No - But relates to manner in which one or more agency deliverables is provided		
36	33 CFR Parts 325	Federal	Regulation	US Army Corps of Engineer Permits.	No	No - But relates to manner in which one or more agency deliverables is provided		
37	33 CFR Parts 332	Federal	Regulation	Compensatory Mitigation Requirements.	No	No - But relates to manner in which one or more agency deliverables is provided		
38	40 CFR 230	State	Regulation	404(b) (1) Permits.	No	No - But relates to manner in which one or more agency deliverables is provided		
39	SC Regs 61-101	State	Statute	DHEC 401 Water Quality Certifications.	No	No - But relates to manner in which one or more agency deliverables is provided		
40	SC Code 48-39-10, et seq.	Federal	Statute	SC Coastal Zone Management Act.	No	No - But relates to manner in which one or more agency deliverables is provided		
41	US Public Law 112-141	Federal	Statute	MAP -21 - Moving Ahead for Progress in the 21st Century - Federal Highway Funding Bill.	No	No - But relates to sources of funding for one or more agency deliverables		
42	US Public Law 114-94	Federal	Statute	FAST Act - Fixing America's Surface Transportation Act - Federal Highway Funding Bill.	No	No - But relates to manner in which one or more agency deliverables is provided		

43	SC Code Title 57	State	Statute	The entirety of Title 57 applies to the Department of Transportation. Title 57 contains the following Chapters: 1. General provisions, 3. Department of Transportation, 5. State Highway System, 7. Obstruction or Damage to Roads or Drainage, 9. Abandonment or Closing of Streets, Roads or Highways, 11. Financial Matters, 13. Provisions Affecting Bridges Only, 15. Provisions Affecting Ferries Only, 17. County Roads, Bridges, and Ferries Generally, 19. County Road Taxes and Assessments, 21. Paving Districts in Counties with City of Over 70,000, 23. Highway Beautification and Scenic Routes, 25. Outdoor Advertising and 27. Junkyard Control.	Yes	Yes	Other service or product our agency must/may provide	The systematic planning, construction, maintenance and operation of the state highway system and the development of a statewide intermodal and freight system that is consistent with the needs of the public.
44	SC Code of Regulations, Chapter 63	State	Regulation	Chapter 63 of the SC Code Regulations applies to the Department of Transportation. The regulations include: 63-10 - Transportation Project Prioritization; 63-30 - Commission approval of actions; 63-100 - Secretary of Transportation Approval of Actions; 63-300 to 309 - Prequalification and Disqualification of Bidders; 63- 322 - Relocation of Displaced Persons; 63-338 - Highway Advertising Control Act; 63-361- Movement of Machinery over Highways; 63-370 - Driveways; 63-380 - Erosion Control ; 63-390 - Tandem Trailer Combinations and Other Larger Vehicle Access Control Act ; 63-700, et seq. Disadvantaged Business Enterprises Program; 63-800 - Bus Shelters; 63-900 - Scenic Byways, 63-1000 Sign requirements for petitions to close roads.	Yes	Yes	Other service or product our agency must/may provide	Detailed rules concerning the planning, construction, maintenance and operation of the state highway system.
45	SC Code Sections 57-5-820 and 830	State	Statute	Consent required for highway work within municipalities.	Yes	Yes	Other service or product our agency must/may provide	Coordination with municipalities on improvements to state highways within the municipality.
46	SC Code Sections 57-7-50 and 210	State	Statute	Penalties for obstructions in the right of way without a permit.	Yes	No		
47	SC Code Title 12, Chapter 28	State	Statute	Imposition and Distribution of Fuel Tax.	No	No - But relates to sources of funding for one or more agency deliverables		
48	SC Code 48-20-10, et seq.	State	Statute	S. C. Mining Act.	No	No - But relates to manner in which one or more agency deliverables is provided		
49	SC Code 48-14-10, et seq.	State	Statute	S. C. Storm water Management and Sediment Reduction Act.	No	No - But relates to manner in which one or more agency deliverables is provided		
50	SC Regs 72-300, et seq.	State	Regulation	S. C. Storm Water Management Regulations.	No	No - But relates to manner in which one or more agency deliverables is provided		
51	SC Regs 72-400, et seq.	State	Regulation	Erosion and Sediment Reduction Regulations.	No	No - But relates to manner in which one or more agency deliverables is provided		
52	SC Code 48-18-10, et seq.	State	Statute	Erosion and Sediment Reduction Act.	No	No - But relates to manner in which one or more agency deliverables is provided		
53	SC Code 48-1-100, et seq.	State	Statute	S. C. Pollution Control Act.	No	No - But relates to manner in which one or more agency deliverables is provided		
54	SC Regs 61-9, et seq.	State	Regulation	SC Pollution Control Act Regulations.	No	No - But relates to manner in which one or more agency deliverables is provided		

Service/Product Provided to Customers	Customer Segments	<u>Specify only for the following Segments: (1) Industry; Name; (2) Professional Organization; Name; (3) Public; Demographics.</u>	Divisions or Major Programs	Description
Assist in development of the agency mission, budget and general management of the agency.	Executive Branch/State Agencies		Administration - General	Leadership and support services to facilitate the delivery of SCDOT's mission.
Plan and construct SCDOT statewide maintenance facilities, district offices, sign shop, lab, right-of-way and rest areas. Also, acquire and clear right-of-way for construction in accordance with federal and state laws.	General Public	(3)The motoring public regardless of age, race, gender, education levels, and/or religion.	Administration - Land and Buildings	Oversight of statewide maintenance facilities, district offices, sign shop, lab, and land (i.e. right-of-way).
Oversee and manage road and bridge projects. Also, host public road hearings for projects.	General Public	(3) The motoring public regardless of age, race, gender, education levels, and/or religion.	Highway Engineering - Engineering Admin & Project Management	Program funds the core engineering project management to support the statewide delivery of the highway program.
Oversee and manage road and bridge projects. Also, host public road hearings for projects.	Local Govts.	(2) American Council of Engineering Companies (ACEC).	Highway Engineering - Engineering Admin & Project Management	Program funds the core engineering project management to support the statewide delivery of the highway program.
Construct federal aid program and state funded resurfacing program which provides for the preservation, safety improvements, and increased mobility of federal-aid portion of the state highway system.	General Public	(3) The motoring public regardless of age, race, gender, education levels, and/or religion.	Highway Administration - Engineering Construction	Program funds the construction and repair of roads and bridges statewide.
Construct federal aid program and state funded resurfacing program which provides for the preservation, safety improvements, and increased mobility of federal-aid portion of the state highway system.	Industry	(1) Multiple contractors and certified Disadvantaged Business Enterprise firms that are on file for construction projects.	Highway Administration - Engineering Construction	Program funds the construction and repair of roads and bridges statewide.
Construct federal aid program and state funded resurfacing program which provides for the preservation, safety improvements, and increased mobility of federal-aid portion of the state highway system.	Professional Organization	(2) Association of General Contractors (AGC).	Highway Administration - Engineering Construction	Program funds the construction and repair of roads and bridges statewide.
Construct federal aid program and state funded resurfacing program which provides for the preservation, safety improvements, and increased mobility of federal-aid portion of the state highway system.	Professional Organization	(2) Portland Cement Association (PCA).	Highway Administration - Engineering Construction	Program funds the construction and repair of roads and bridges statewide.
Construct federal aid program and state funded resurfacing program which provides for the preservation, safety improvements, and increased mobility of federal-aid portion of the state highway system.	Professional Organization	(2) South Carolina Asphalt Paving Association (SCAPA).	Highway Administration - Engineering Construction	Program funds the construction and repair of roads and bridges statewide.
Construct federal aid program and state funded resurfacing program which provides for the preservation, safety improvements, and increased mobility of federal-aid portion of the state highway system.	Professional Organization	(2) SC Chapter of Minority Contractors.	Highway Administration - Engineering Construction	Program funds the construction and repair of roads and bridges statewide.
Construct federal aid program and state funded resurfacing program which provides for the preservation, safety improvements, and increased mobility of federal-aid portion of the state highway system.	Local Govts.		Highway Administration - Engineering Construction	Program funds the construction and repair of roads and bridges statewide.
Maintain roads, bridges, buildings, rest areas, and work requests received.	General Public	(3) The motoring public regardless of age, race, gender, education levels, and/or religion.	Highway Administration - Highway Maintenance	Program funds the routine maintenance of statewide roads, bridges, buildings, rights of way, and rest areas.
Maintain roads, bridges, buildings, rest areas, and work requests received.	Local Govts.	(2) Multiple vendors and DBE vendors.	Highway Administration - Highway Maintenance	Program funds the routine maintenance of statewide roads, bridges, buildings, rights of way, and rest areas.
Annual debt service and administration.	General Public	(3) The motoring public regardless of age, race, gender, education levels, and/or religion.	Toll Operations	Annual debt service and operations of Cross Island Parkway.
Oversee statewide maintenance on non-federal aid, secondary roads across the state.	General Public	(3) The motoring public regardless of age, race, gender, education levels, and/or religion.	Non-Federal Aid Highway Funds	Operating expenses for maintenance activities and contracts on non federal aid secondary roads.
Oversee statewide maintenance on non-federal aid, secondary roads across the state.	Local Govts.		Non-Federal Aid Highway Funds	Operating expenses for maintenance activities and contracts on non federal aid secondary roads.
Provide buses, cutaways, and operational functions.	General Public	(3) Provides transit service in 94% of SC Counties regardless of age, race, gender, education levels, and/or religion.	Mass Transit	Intermodal Planning and allocations and aid for transit services, equipment and operating expenses.
Provide buses, cutaways, and operational functions.	Local Govts.		Mass Transit	Intermodal Planning and allocations and aid for transit services, equipment and operating expenses.

A stable workforce and leadership team is critical to being able to reliably deliver the annual program.	Executive Branch/State Agencies		Employee Benefits	State employer contribution and total fringe benefits for all employees.
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Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Goal(s)
Army Corps of Engineers (ACOE), Federal Highway Administration (FHWA), Federal Motor Carriers Safety Administration (FMCSA), Federal Rail Administration (FRA), Federal Transit Administration (FTA), National Cooperative Highway Research Program (NCHRP), National Highway Traffic Safety Administration (NHTSA), National Scenic Byway (NSB), United States Department of Transportation (USDOT)	Federal Government	Guidance, training, unchallenged expertise, research, environmental, safety, mobility, livability, innovation, legislation, regulations, and media assets.	Goals 1, 2, 3, 4, & 5
National Safety Council	Federal Government	Safety training and information.	Goals 1, 2, 3, 4, & 5
Occupational Safety & Health Administration (OSHA)	Federal Government	Assists with training, provides recommendations and guidance.	Goals 1, 2, 3, 4, & 5
US Small Business Administration (SC District)	Federal Government	Partner for training and outreach events.	Goals 2 & 4
US Department of Commerce - SC Minority Business Development Agency (MBDA)	Federal Government	Partner to identify and inform existing and potential Disadvantaged Business Enterprises (DBEs).	Goals 2 & 4
Governor's Office	State Government	The SC Governor's Division of Small and Minority Business includes their use of the Unified Certification Program in lieu of their state certification.	Goals 2 & 4
General Assembly	State Government	Oversight, resource allocation and legislation.	Goals 1, 2, 3, 4, & 5
Department of Administration - State Fleet Maintenance	State Government	Provides AAA driver "train the trainer" for employees to train fellow employees internal, minimizing costs; report vehicle accidents for fleet.	Goal 4
Department of Motor Vehicles	State Government	Develops the Highway Safety Improvement Plan and partners with SCDOT to develop and implement Target Zero Strategic Highway Safety Plan. Provides driving records for evaluating potential new hires, as well as determining the need for employee driver training or suspension of driving privileges to include third party tester training.	Goals 1, 2, 3, & 4
Department of Health & Environmental Control	State Government	Environmental impact of any new construction, maintenance projects.	Goals 1, 2, 3, 4, & 5
Department of Commerce	State Government	Economic impact of highways and bridges to key outlets of commerce.	Goals 1, 2, 3, 4, & 5
South Carolina Ports Authority	State Government	Economic impact of infrastructure to key outlets of commerce.	Goals 1, 2, 3, 4, & 5
Department of Corrections	State Government	Feasibility of using inmates for litter control.	Goals 1, 3, & 4
Department of Public Safety	State Government	Partner in developing the Highway Safety Improvement Plan and implement the Target Zero- Strategic Highway Safety Plan.	Goals 1, 2, 3, 4, & 5
Emergency Management Division	State Government	Effectiveness in responding to and recovery for hurricanes, earthquakes, tornadoes, chemical spills, wild fires, dam failures, and winter weather advisories.	Goals 1, 2, 3, 4, & 5
Public Employee Benefits Authority (PEBA)	State Government	Provides health screenings, immunizations, and mammograms for employees.	Goal 4
South Carolina Small Business Development Centers	State Government	Partner to conduct baseline business development assistance.	Goals 2 & 4
South Carolina Transportation Infrastructure Bank	State Government	Provide project financing.	Goals 1, 2, 3, 4, & 5
Congressional Delegation, 7 Rural Transit Authorities (RTAs), 46 Counties, County Transportation Committees, Municipalities, Regional Economic Development Elected, and various law enforcement entities	Local Government	Guidance, training, research, environmental, safety, mobility, livability, innovation, legislation, and regulations.	Goals 1, 2, 3, 4, & 5
11 Metropolitan Planning Organizations (MPOs)	Local Government	Identify local priorities.	Goals 1, 2, 3, 4, & 5
10 Councils Of Government (COGs)	Local Government	Identify local priorities.	Goals 1, 2, 3, 4, & 5
12 Public Transit Providers	Local Government	Sub recipient relationship; Interagency transit coordination.	Goals 1, 2, 3, 4, & 5
SC Human Services Agencies	Local Government	Sub recipient relationship; Interagency transit coordination.	Goals 1, 2, 3, 4, & 5
Clemson University, University of South Carolina, South Carolina State University	Higher Education Institute	Research, discussion, and focus group studies.	Goals 1, 2, 3, 4, & 5
Chambers of Commerce, Corporate Partners, Penny's-for-Progress	Private Business Organization	Locally-derived funding for road improvement projects.	Goals 1, 2, 3, 4, & 5
American Association of Highway Transportation Officials (AASHTO), American Council of Engineering Companies (ACEC), American Society of Safety Engineers (ASSE), Certified Public Manager (CPM), Governmental Finance Officers Association (GFOA), Institute of Transportation Engineers (ITE), Outdoor Advertising Association, Northeast Association of State Transportation Officials (NASTO), North Eastern Strategic Alliance (NESA), Southern Association of State Highway Transportation Officials (SASHTO), South Carolina Concrete Pavement Association (SCCPA), South Carolina For Our Roads (SC-FOR), South Carolina Trucking Association (SCTA) States for Passenger Rail (SPRC), Transportation Research Board (TRB)	Professional Association	Smart solutions, training, direct technical assistance, unchallenged expertise, research, safety, mobility, livability, innovation, economic and peer review.	Goals 1, 2, 3, 4, & 5
Association of General Contractors (AGC),	Professional Association	Communication with the industry. Training opportunities.	Goals 1, 2, 3, 4, & 5

Portland Cement Association (PCA)	Professional Association	Communication with the industry. Training opportunities.	Goals 1, 2, 3, 4, & 5
South Carolina Asphalt Paving Association (SCAPA)	Professional Association	Communication with the industry. Training opportunities.	Goals 1, 2, 3, 4, & 5
National Association of Minority Contractors (SC Chapter)	Professional Association	Partner to identify and educate existing and potential Disadvantaged Business Enterprises (DBEs).	Goals 2 & 4
Cherokee Foothills National Scenic Byways (multiple chapters), Coastal Conservation League, Drayton Hall Plantation, Edisto Island Land Trust, I-73 Coalition, I-95 Coalition, Nature Conservatory, National Heritage Corridor, State Scenic Byway Program (SSBP), and South Carolina Scenic Highway Committee	Non-Governmental Organization	Environmental impact of any new construction or maintenance project.	Goal 3
Motoring Public, Transit Riders	Individual	Tolls, vehicle usage fees, safety, and stewardship of funds.	Goals 1, 2, 3, 4, & 5
American Red Cross	Private Business Organization	Provides training for first aid; Cardiopulmonary Resuscitation (CPR); Automated External Defibrillators (AED); blood drives.	Goal 4
Post Trauma Services	Private Business Organization	Provides counseling to employees involved in accidents and those affected by fatality or severe incident while on the job.	Goal 4

Agency Name: DEPARTMENT OF TRANSPORTATION

Fiscal Year 2018-2019
Accountability Report

Agency Code: U120 Section: 084

Report and External Review Template

Item	Is this a Report, Review, or both?	Report or Review Name	Name of Entity Requesting the Report or Conducting Review	Type of Entity	Reporting Frequency	Current Fiscal Year: Submission Date or Review Timeline (MM/DD/YYYY)	Summary of Information Requested in the Report or Reviewed	Method to Access the Report or Information from the Review
1	External Review and Report	Annual Accountability Report	Department of Administration	State	Annually	September 14, 2018	Financial, organizational, and accountability improvements.	https://www.scdot.org/performance/pdf/reports/SCDOT-FY2018-19_Accountability_Report.pdf
2	External Review and Report	Project Priority List	General public/website	State	Monthly	June 30, 2019	List of ranked projects with ranking process and methodology for selection. List is revised as needed.	https://www.scdot.org/projects/ten-year-plan.aspx
3	External Review and Report	Procurement Card Report	General public/website	State	Monthly	June 30, 2019	Procurement Card Statements/Monthly report containing Procurement Card information posted on agency website.	https://cg.sc.gov/fiscal-transparency/monthly-charge-card-usage
4	External Review and Report	Indefinite Delivery of Contracts Report	SC Dept. of Administration	State	Quarterly	June 30, 2019	Notify State Highway Engineer of all indefinite delivery contract work/ delivery orders.	https://procurement.sc.gov/search/node/scdot
5	External Review and Report	Sole Source Procurement & Emergency Procurements	Chief Procurement Officer	State	Quarterly	August 28, 2018	Record of procurement actions to include sole source and emergency procurements.	https://www.procurement.sc.gov/files/DOT18.pdf
6	External Review and Report	Trade in Sales (combined with sole source procurement report)	Chief Procurement Officer	State	Quarterly		Trade in sales (combined with sole source procurement report).	
7	External Review and Report	Auditing & Fiscal Reporting	SC Department of Administration (Budget Analysis)	State	Other	July 2018 - June 2019	From website link, select "Report Type" to browse sole source, emergency, and unauthorized procurements.	https://reporting.procurement.sc.gov/general/transparency/audit-reports
8	External Review and Report	C-Fund Expenditures	General Assembly	State	Annually	January-19	C-Fund Expenditures for previous fiscal year.	https://www.scdot.org/performance/pdf/reports/C-ProgramComplete2017-2018.pdf
9	External Review and Report	SCDOT's Annual Report	General Assembly	State	Annually	January 8, 2019	Annual accomplishments, Ten Year Needs plan, Five year plan detailing traffic regulation, mass transit coordination, and all firm's contract amounts.	https://www.scdot.org/performance/pdf/reports/SCDOT-AnnualReport-FY2018.pdf
10	External Review and Report	Office of Public Transit Report	Senate Transportation & House Education, and Public Works	State	Annually	January 30, 2018	These reports are combined to show a progress report containing planning and coordination efforts.	https://www.scdot.org/performance/pdf/reports/SCDOT_Annual_Report_2018.pdf
11	External Review and Report	Transit Progress Report	General Assembly	State	Annually			
12	External Review and Report	Rail Plan Analysis	Senate Transportation & House Education, and Public Works	State	Annually	January 9, 2019	State railroad corridor preservation, revitalization, and comprehensive rail plan for passenger, freight, and infrastructure services.	https://www.scdot.org/performance/pdf/reports/2018_Rail_Report_Plan_Implementation_Update.pdf
13	External Review and Report	Affirmative Action Plan and Non Discrimination Plan/ Equal Employment Opportunity Progress Report	State Human Affairs Commission	State	Annually	February 1, 2019	Personnel report by race and sex; includes discrimination policy. Also referred to as EEO Progress Report.	https://www.schac.sc.gov/sites/default/files/Documents/Technical%20Srvcs/2019%20Report%20to%20the%20General%20Assembly%20REV.pdf
14	External Review and Report	Debt Collection Reports	Senate Finance Chair, House Ways and Means Chair, and Inspector General	State	Annually	February 28, 2019	Report of outstanding debt and methods used to collect.	https://www.scdot.org/performance/pdf/reports/2018-Debt-Collection-Report.pdf
15	External Review and Report	Federal Enhancement Grants (aka Transportation Alternative "TA" Program)	Senate Transportation & Finance Chairs; House Ways and Means, Education, and Public Works Chairs	State	Annually	February 25, 2019	Show award of Federal Enhancement Grants.	https://www.scdot.org/performance/pdf/reports/FY%202018%20Annual%20Report%202_TAP.pdf
16	External Review and Report	Statements of Economic Interest	State Ethics Commission	State	Annually	March 30, 2019	Statements of Economic Interest.	http://apps.sc.gov/PublicReporting/(X(1)S(3radrxng4vbhsh2ndkhzqbv4))/IndSEICategoryResults.aspx

17	External Review and Report	Report on Disadvantaged Enterprises Program	Hard copy available upon request	State	Annually	July 30, 2019	Allocation of Contracts awarded pursuant to 12-28-2930(l).	Not submitted online. For a hard copy, please contact SCDOT, Attn: Small and Minority Business Enterprise Office, 955 Park Street, Columbia, SC 29203
18	External Review and Report	Minority Business Enterprise Utilization Plan	Governor's Small & Minority Business Assistance Office)	State	Quarterly	August 23, 2018	Procurement Contracts.	https://www.scdot.org/performance/pdf/reports/OSMBA_MBE_Plan_FY18-19.pdf
19	External Review and Report	Statewide Strategic Information Technology Plan Implementation	Dept. of Administration - Division of Technology	State	Annually	August 2018	Agency plan for information technology and information security.	For security reasons, this security/confidential report is not published online. For additional information please contact SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29203
20	External Review and Report	Annual Energy Conservation Report	Office of Regulatory Staff - State Energy Office	State	Annually	September 15, 2018	Report energy used by SCDOT for buildings.	https://www.scdot.org/performance/pdf/reports/FY18-energy-progress-report-form.pdf
21	External Review and Report	Fines and Fees Report	Senate Finance Chair, House Ways and Means Chair, and website	State	Annually	September 1, 2018	Promote accountability and transparency.	https://www.scdot.org/performance/pdf/reports/FeesandFinesReport.pdf
22	External Review and Report	Personnel Organization Chart	Dept. of Administration - Human Resources Division	State	Annually	July 15, 2019	Agency organization chart of Personnel. Revised as needed through the year.	This is automatically updated and available in SCEIS, as well as on the SCDOT website located at: https://www.scdot.org/inside/org-chart.aspx
23	External Review and Report	Recycling Report	Dept. of Health & Environmental Control	State	Annually	March 15, 2019	Transportation solid waste reduction and general recycling.	https://www.scdhec.gov/sites/default/files/Library/OR-1888.pdf
24	External Review and Report	SCDOT Specific Recycling Report on compost, fly ash, ground rubber, and mixed plastics	Governor and General Assembly	State	Other	September 15, 2006	SCDOT Specific Recycling Report on compost, fly ash, ground rubber, and mixed plastics. Materials and Research Lab has no ability to track through contractors.	N/A
25	External Review and Report	Travel Report	Comptroller General	State	Annually	November 1, 2018	Travel Report for agency for prior fiscal year.	https://cg.sc.gov/sites/default/files/Documents/Publications%20and%20Reports/Travel%20Reports/FY18TravelReport.pdf
26	External Review and Report	Bank Transparency & Accountability Report	State Fiscal Accountability Authority	State	Annually	September 19, 2018	Disclosure of transactions on the agency account for the prior fiscal year.	https://www.scdot.org/performance/pdf/reports/SCDOT_Bank_Account_Transparency.pdf
27	External Review and Report	Annual (Financial) Audit	General Assembly	State	Annually	September 26, 2018	Audit of agency performed by certified public accountant.	https://osa.sc.gov/wp-content/uploads/2018/10/U1218.pdf
28	External Review and Report	Comprehensive Permanent Improvement Program (CPIP)	General Assembly and Joint Bond Review Committee	State	Annually	Exempt.	Exempt from 2-47-55 reporting by Proviso 117.71 but internally used as a planning document. Previous CPIP link is attached.	https://www.scdot.org/performance/pdf/reports/CPIP-list-of-projects.pdf
29	External Review and Report	Online Transaction Register	General public/website	State	Annually	December 31, 2018	Complete record of funds expended.	https://www.scdot.org/inside/pdf/spending/Expend_Funded_Program_Include_Maint_2018-2019.pdf
30	External Review and Report	Feasibility Studies for sidewalk, bike and HOV lanes	State Energy Office	State	Other	As needed	Feasibility Studies on primary routes for sidewalk, bike and HOV lanes on individual project basis.	N/A
31	External Review and Report	Real Property	General Assembly	State	Other	Exempt.	Exempt from 1-11-58 reporting by Proviso 117.71. Previous real property link is attached.	https://www.scdot.org/performance/pdf/reports/2017_real_property.xlsx
32	External Review and Report	Railroad Crossing	General Assembly	State	Other	Exempt.	Exempt from 58-17-1450 reporting by Proviso 117.71. Previous real property link attached, which is used as an inventory list.	https://www.scdot.org/performance/pdf/reports/railroad_crossings_by_county.pdf
33	External Review and Report	Vendor Report	General public/website	State	Annually	January 8, 2019	Complete list of all companies doing business with the department and the amount spent on these contracts. This information is shown in the Annual Vendor Report and as part of the Agency's Annual Report.	https://www.scdot.org/performance/pdf/reports/SCDOT-AnnualReport-FY2018.pdf https://www.scdot.org/performance/pdf/reports/Vendor-Payments-Report.pdf
34	External Review and Report	Employee Bonuses	Senate Finance Chair, House Ways and Means Chair, and Dept. of Administration	State	Annually	As needed	Report of bonuses provided to select employees by agency.	This report is available on SCEIS with proper authorization. To request a hard copy of this report contact SCDOT, Attn: Payroll, 955 Park Street, Columbia, SC 29202.
35	External Review and Report	Utility Relocation Metrics	General Assembly (Department of Administration)	State	Annually	New Requirement	SCDOT must include metrics on utility relocation in its annual accountability report until July 1, 2026.	Senate Bill 401 was signed into Law May 13, 2019. There are no projects to report that fit the criteria for the reporting timeframe of May 13, 2019 through June 30, 2019.

36	External Review and Report	Transportation Asset Management Plan (TAMP)	General Assembly and website	State	Annually	New Requirement	The Transportation Asset Management Plan is the process of operating, maintaining, and improving infrastructure through maintenance, preservation, repair, and rehabilitation during the life of the asset.	https://www.scdot.org/inside/tamp.aspx
37	External Review and Report	Comprehensive Rail Plan	General Assembly	State	Other	12/1/2014 *	State railroad corridor preservation, revitalization, and comprehensive rail plan for passenger, freight, and infrastructure services. *The Rail Plan is currently being updated as part of the overall Statewide Multimodal Plan update. It will be complete by December 2019. This report is due every five years.	https://www.scdot.org/Multimodal/pdf/SC_MTP_Rail_Plan_FINAL.pdf
38	External Review and Report	Recommendations for Restructure of Agency	Governor and General Assembly	State	Annually	As needed	Reports giving detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services. If an agency or department has no recommendations for restructuring of divisions, programs, or personnel, its report must contain a statement to that effect.	Restructuring is part of the Annual Accountability Report and is addressed in the Word portion of this document.
39	External Review and Report	Efficiency Assessment: SCDOT Hiring Process	Office of the State Auditor – Division of Internal Audit Services	State	Annually	6/15/2018**	To assess the hiring process to identify inefficiencies, if any, that contribute to a meaningful delay between the reporting of a need for new staff and date an employment offer is made. ** This report was not made public until FY2019, which is why it is being reported for FY2018-19.	https://osa.sc.gov/wp-content/uploads/2018/08/Efficiency-Report-Draft-Hiring-Process-Final.pdf
40	External Review and Report	Internal Audit Report Signal Shop Inventory Control	Office of the State Auditor – Division of Internal Audit Services	State	Other	January 24, 2019	SCDOT tracks and controls signal inventory throughout each district using Traffic Engineering Asset Management Software (TEAMS) that was developed by an external vendor.	https://www.scdot.org/inside/pdf/Auditor/RCA_Report_%20Inventory_Control%201-24-19_%20FINAL.pdf
41	External Review and Report	Efficiency Assessment SCDOT Interstate Project Delivery	Office of the State Auditor – Division of Internal Audit Services	State	Other	March 19, 2019	Interstate project delivery includes processes from planning to construction and flows through the Office of Planning, the Preconstruction Division, and the Construction Office.	https://www.scdot.org/inside/pdf/Auditor/Project_Delivery_Report_Final.pdf
42	External Review and Report	SCDOT Cash Management Activity	Office of the State Auditor – Division of Internal Audit Services	State	Other	April 2, 2019	To determine whether internal controls over cash flow modeling and cash flow operations are adequately designed and operating effectively.	https://www.scdot.org/inside/pdf/Auditor/IA-Report-Cash-Mgmt.pdf
43	External Review and Report	SCDOT Employee Benefit Changes	Office of the State Auditor – Division of Internal Audit Services	State	Other	May 22, 2019	To determine whether internal controls are adequately designed and operating effectively for providing reasonable assurance that employee benefit change transactions are processed accurately and timely and the accumulator report used to detect benefit change errors is reconciled monthly to minimize accumulated benefit underpayments.	https://www.scdot.org/inside/pdf/Auditor/IA-Report-Employee-Benefit-Changes.pdf
44	External Review and Report	GAP Analysis: SCDOT Access Management Controls	Office of the State Auditor – Division of Internal Audit Services	State	Other	May 21, 2019	To facilitate with SCDOT Management the development of a gap assessment of current conditions as compared with DIS-200 controls, a listing of prioritized gaps using a risk-based approach, and remediation actions for priority gaps meeting a defined threshold.	https://www.scdot.org/inside/pdf/Auditor/IA-Report-Access-Mgmt.pdf

45	External Review and Report	GAP Analysis: SCDOT Incident and Vulnerability Management Controls	Office of the State Auditor – Division of Internal Audit Services	State	Other	May 28, 2019	To facilitate with SCDOT Management the development of a gap assessment of current conditions as compared with DIS-200 controls, a listing of prioritized gaps using a risk-based approach, and remediation actions for priority gaps meeting a defined threshold.	https://www.scdot.org/inside/pdf/Auditor/IA-Report-Incident-Vulnerability-Mgmt.pdf
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