

<b>AGENCY NAME:</b>	Department of Transportation		
<b>AGENCY CODE:</b>	U120	<b>SECTION:</b>	084

**Fiscal Year 2019–2020  
Accountability Report**

**SUBMISSION FORM**

<b>AGENCY MISSION</b>	<p>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.</p>
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<b>AGENCY VISION</b>	<p>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.</p>
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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?

	Yes	No
<b>RESTRUCTURING RECOMMENDATIONS:</b>	<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 to the State Library? See also S.C. Code Ann. § 60-2-30.

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

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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).

	<b>Yes</b>	<b>No</b>
<b>RECORDS MANAGEMENT COMPLIANCE:</b>	<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?

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

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

	<u><i>Name</i></u>	<u><i>Phone</i></u>	<u><i>Email</i></u>
<b>PRIMARY CONTACT:</b>	Rob Manning	803-737-2649	<a href="mailto:manningrl@scdot.org">manningrl@scdot.org</a>
<b>SECONDARY CONTACT:</b>	Susan Johnson	803-737-1381	<a href="mailto:johnsonsc@scdot.org">johnsonsc@scdot.org</a>

I have reviewed and approved the enclosed FY 2019–2020 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR (SIGN AND DATE):</b>	Signature on file
<b>(TYPE/PRINT NAME):</b>	Christy A. Hall, P.E., Secretary

<b>BOARD/CMSN CHAIR (SIGN AND DATE):</b>	Signature on file
<b>(TYPE/PRINT NAME):</b>	Tony K. Cox, Chairman

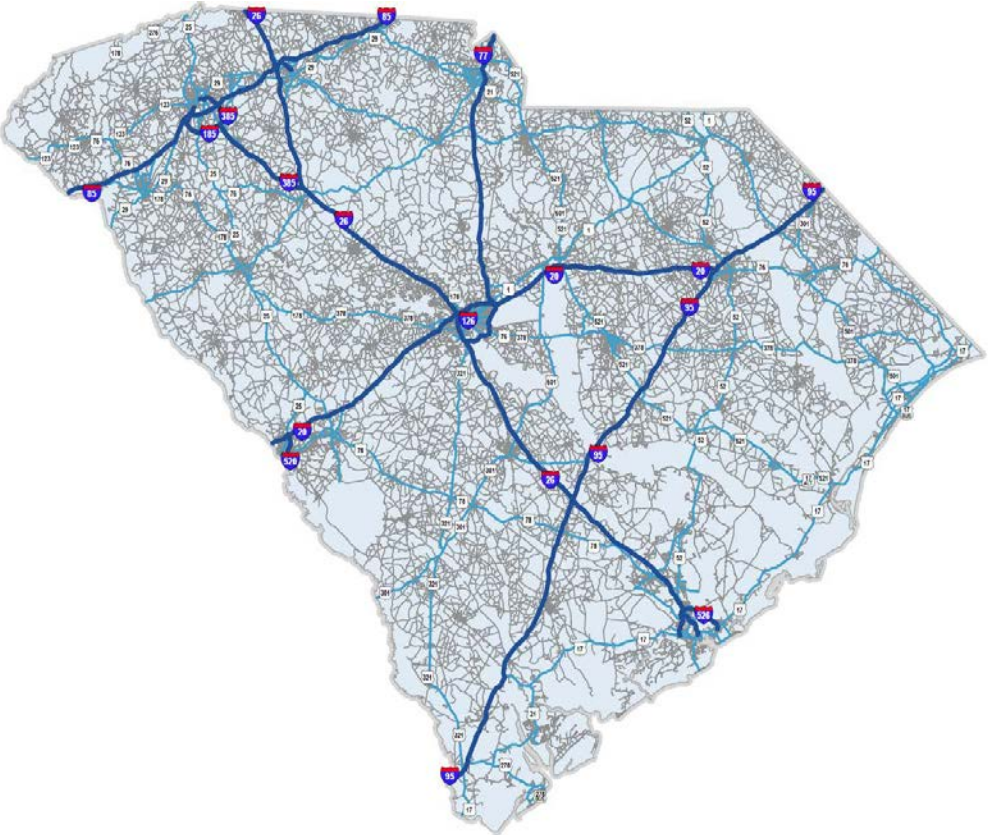
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**AGENCY’S DISCUSSION AND ANALYSIS**

As one of the five largest state agencies in South Carolina, the South Carolina Department of Transportation (SCDOT) has approximately 4,500 men and women who work across the state in all 46 counties, with the central headquarters located in Columbia. The agency’s purposes include planning, construction, maintenance, operation of the state highway system, and the development of a statewide intermodal and freight program.

The COVID-19 pandemic has created unprecedented challenges for government, businesses, communities, and families. While this has been a concern for half of the term of this report and much is changing moment to moment, our mission remains clear: to build and maintain roads and bridges and provide mass transit across the state. We have a long history of stability navigating through extraordinary events. We stand well-positioned to remain stable through this turbulent time.

SCDOT is responsible for maintaining approximately 41,300 miles of road (90,000+ lane miles) and more than 8,400 bridges. South Carolina has the 4<sup>th</sup>-largest state-maintained highway system in the nation while serving the 6<sup>th</sup>-fastest population growth rate in the nation. The state-owned highway system in South Carolina is shown in the figure to the right.



To help govern the authority of SCDOT, nine-members make up the State Transportation Commission with one member from each of the seven (7) Congressional Districts and two (2) at-large members. They appoint 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.



While there are many important divisions, units, offices, and departments at SCDOT, we function 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**rust, **E**xcellence, **A**ccountability, and **M**aking a Difference) that make SCDOT one of the top DOT’s in the nation.

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## INTERNAL & EXTERNAL FACTORS AFFECTING PERFORMANCE

The section below is dedicated to the internal and external factors that impacted the agency’s performance over the past year, as well as our current efforts and result.

### Internal

Personnel: Our employees, without question, are the most critical internal factor that affects how our mission is performed. The talented individuals that unite and make up **One SCDOT** are our greatest assets. SCDOT is challenged in our ability to attract, hire and retain employees in each county of the state. ***The retention of valued employees is essential for our agency to achieve its mission.***

Extraordinary Events: Each year SCDOT responds to disasters across the state – *other than COVID-19* - like natural or man-made such as tornadoes, hurricanes, severe storms, flooding, seismic activity, fires, and emergency road/bridge closures. This year was no exception, with twenty-five tornadoes severely affecting the counties of Colleton, Hampton, and Oconee. Funding for such expenses is absorbed from other programs/budgeted items. ***Extra-ordinary events impact existing programs unless additional funding is made available at federal or state levels.***

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 rural roads. ***These four areas continue to be tracked and are a major focus of our Ten-Year Plan.***

### External

COVID-19 and Revenue Impacts: COVID-19 has been an unparalleled event and continues to bring about uncertainties. With advice from SC Department of Administration and the Center for Disease Control, SCDOT offered telework/telecommute to employees who meet specific requirements and implemented extra preventative safety measures for employees who worked from the office (personal protective equipment, cleaning cycles, temperature checks, social distancing requirements, etc.). ***SCDOT is intentional in protecting the health and well-being of our workforce as we focus on meeting our mission.*** Amid the coronavirus pandemic, revenues have decreased. We are tracking actual performance of the revenues and expenditures on a daily basis, aligning lettings and project authorizations to revenues received, and protecting liquidity for a second wave of the virus (or other shocks). ***SCDOT is preparing our agency financially for the next fiscal year*** by cutting 12% of the internal operating budget, which affects administrative items (supplies, travel, training, etc.), not road and bridge projects.

Unfavorable Ruling: Of highest risk to the Agency is a potential unfavorable ruling of the constitutional challenge regarding Act 40 of 2017, which financially underpins our Ten-Year Plan. Although SCDOT won at the Circuit Court level, an appeal was filed to the Court of Appeals; the Act 40 case is still pending. ***A favorable ruling would allow our Ten-year Plan efforts to prevail without interruption.***

Federal Funds and the FAST Act: The largest revenue source (almost 45%) for SCDOT is Federal Funds derived from the Federal Motor Fuel User Fees. The current federal transportation legislation is the Fixing America's Surface Transportation or FAST Act, which expires September 30, 2020. Congressionally, the House of Representatives has passed a transportation bill, but the Senate has not taken it up yet. ***A disruption in or 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 Funds: The 2017 Roads Bill passed by the SC General Assembly set the stage for allocating recurring funds for SCDOT. ***The increased funding has and will continue to allow us to make progress over the next decade in restoring our transportation network.***

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Unfunded Infrastructure Needs: While the Roads Bill provided substantial funding for SCDOT, there remains a gap for meeting the needs of a fast-growing state; congestion remains unsolved. ***Unfunded requirements can affect the overall performance of the infrastructure system.***

Growth & Congestion: South Carolina is one of the most sought out states in which to live, now ranking 2nd in the region in annual population growth rate, only behind Florida. Over 30 million visitors come to South Carolina each year. Growth and congestion are ongoing challenges in maintaining the existing transportation system across the state but to also plan for growth. We have not resolved the issues of rapid growth in the state and recurring congestion on the transportation systems, but continue to work towards establishing a 21st century multimodal transportation system to move people and goods efficiently and consistently throughout the state. ***Our Ten-year plan was developed to acknowledge and address the growth in South Carolina, but it will not solve the congestion issue.***

CARES Act – The Coronavirus Aid, Relief, and Economic Security (**CARES**) Act went into effect on March 27th, 2020, and included \$120 million to South Carolina - \$75.2 million for large and small urban transit systems and \$44.8 million for rural transit systems. Funding is provided at a 100-percent federal share for all 27 public transit systems in the state, with no local match required. In a typical year, transit systems in South Carolina receive \$50-\$55 million in total, so ***the CARES Act funding represents a significant, one-time increase and is in additional to normal annual federal transit funding.***

Contractors & Materials: 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. We are on pace to meet our program delivery goals, on-time and on-budget. ***SCDOT is making real strides toward bringing the highway system back from three decades of neglect due to an unsustainable revenue stream.***

## **CURRENT EFFORTS & ASSOCIATED RESULTS**

Our current 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; to do this successfully, SCDOT has developed and implemented multiple transportation planning documents, to include the Strategic Plan, the Multimodal Transportation Plan, Transportation Asset Management Plan, and the Statewide Transportation Improvement Program. We are focused and understand the expectation of a safe and reliable system found in the three plans and one program below:

1. **Strategic Plan** is the overarching guide of our transportation vision, mission, values, and goals.
2. **Multimodal Transportation Plan (MTP)** is a 20-year long-range plan that identifies statewide, multi-modal needs, forecasts investment levels, and estimates annual funding gaps.
3. **Transportation Asset Management Plan (TAMP)** is a 10-year plan that focuses on programs and activities to improve business practices, asset conditions, and system performance.
4. **Statewide Transportation Improvement Program (STIP)** is the state’s 6-year improvement program for all projects or programs receiving state or federal funding.



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### Strategic Plan

The SCDOT Strategic Plan is not just a plan, it is OUR plan. This is a multi-year plan that was provided to all employees (over 4,500 employees), and is continually presented to new employees at New Employee Orientations, which are typically held twice a month. Our Strategic Plan has 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.

SCDOT has completed our third year of this plan and tracked measures for each goal, which is recorded on the attached Strategic Planning spreadsheets.

### Multimodal Transportation Plan (MTP)

The Multimodal Transportation Plan is South Carolina’s long-range transportation plan. A key part of updating this plan was to establish a meaningful strategic direction to drive multimodal investment decisions. It considered the performance and transportation asset management principles for all modes of transportation, like roadways, bridges, freight, mass transit, ports, bike/pedestrian, rail, and intercity bus.

This is a 20-year plan that is updated every five-years to reflect the latest information on travel and growth trends, goals and objectives, safety and security, infrastructure conditions, future deficiencies, and estimated funding, as well as the latest federal requirements. The current plan has a 20-year horizon and will be placed on the agenda for approval in September 2020, pending no substantial comments.



### Transportation Asset Management Plan (TAMP)

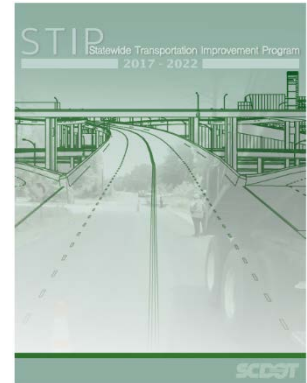
The Transportation Asset Management Plan ties infrastructure investment to a predicted return on that investment by listing the major infrastructure assets by type. SCDOT is charged with managing transportation assets for South Carolina and has adopted transportation asset and performance management as a best management practice for all of its programs. 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. Page 8 of this report exhibits the latest annual update.

This is a 10-year plan that is reviewed at two-year intervals to evaluate performance targets and sets the agency’s asset investment strategies. The current plan was approved in 2019.

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*Statewide Transportation Improvement Program (STIP)*

The Statewide Transportation Improvement Program includes all projects or program areas that are to receive federal funding, including pavements, bridges, upgrades, freight, safety, congestion mitigation and air quality (CMAQ), transportation alternatives program (TAP), railroad crossings, planning, State Transportation Infrastructure Bank (STIB) payments, preventative maintenance and operations, and public transportation.



This is a six-year transportation improvement program that is reviewed every three years but is also revised on a continual basis to reflect the latest program and project information. The current plan will be reviewed in 2022.

*“Continuous improvement is better than delayed perfection.”*  
Mark Twain

*Moving Forward*

South Carolina has a very large road system ... the 4<sup>th</sup> largest state-maintained system in the nation. This fact coupled with the state being the 6<sup>th</sup> fastest growing state in population, there is a continuous need to tackle safety, deferred maintenance, and congestion needs across the state. Thanks to the South Carolina General Assembly and the infusion of approximately \$600 million annually in new state funding dedicated to SCDOT through the passage of Act 40 of 2017, SCDOT has strategically aligned all of the agency’s infrastructure repair and improvement efforts in the plans and programs mentioned in the previous section into a *10-Year Plan*.

The 10-Year Plan is a comprehensive investment strategy for the delivery period of 2016 through 2026. The funding for this plan comes from a phased-in gas tax, increasing 2 cents per year over a 6-year period, for a total of 12 cents. The gas tax was 16.75 cents prior to the passage of the Roads Bill in 2017; as of July 1, 2020, the state gas tax is at 24.75 cents, which represents the start of the fourth year of the phased-in gas tax increase.

The new gas tax is being put to work. In South Carolina, 1 penny of gas tax generates approximately \$34 Million for SCDOT. To illustrate, one penny would pave 100 miles of 2-lane roads. This might sound like a lot, but in actuality **100 miles is less than ¼ of 1 percent of the entire system** which has decayed *severely* over the past 30 years. At the end of 2019, SCDOT estimated that over 31,000 miles need paving – this is almost 75% of our existing system.

SCDOT has significantly increased its work program by tripling its construction program from \$1B per year to over \$3 Billion in construction projects statewide. **Progress is being made** to address a 30-year backlog of deferred maintenance, but there is much more to do because we are digging out of a very deep hole. There is still much work to be done. Currently, we are entering “**Year Four**” of the Ten-year plan. Results below from “**Year Three**” continue to show a successful movement in the right direction for important infrastructure items that have been completed or advanced to contract:

- **SAFETY/RURAL ROAD:** SCDOT is investing \$50 million a year to specifically target rural roads for safety projects. **SC ranks #1 for Rural Fatality Rates in the nation.** Nearly 30% of the state’s fatalities and serious injury crashes occur on just 5% of our network ... our rural roads. Our target is to address 100 miles a year. **Our ten-year target of 1,000 miles for rural road safety improvements is ahead of schedule with 465 miles of Rural Road Safety Projects completed or under contract.**

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- **PAVING:** SC has a large network of roads that had been neglected for three decades. Intentionally, our Strategic Plan (Goal 2.2.) tracks the progress of our Pavement Program, in which *every county has been guaranteed paving projects*. The pavement quality of the state’s “major roads,” which carry the vast majority of daily traffic, has improved to 42% rated in “good” condition, an increase of 19% since 2016. ***Our ten-year target of improving 3 percent of the network per year is on target with 3312 miles of paving completed or advanced to contract.***
- **BRIDGES:** South Carolina’s bridges are vital links in the transportation system. 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. 109 bridge projects are completed and 41 are under construction. ***Our ten-year target of replacing 465 bridges is on target with 161 bridges completed or under contract.***
- **INTERSTATES:** SC is booming and our economy is dependent upon good interstates. There are several interstate widening projects that are more than a decade past due producing major pinch points in the movement of freight in the state. We have established an aggressive interstate widening program to target bottlenecks in urban areas and key rural sections needed for freight movement. ***Our ten-year objective of improving 140 miles of interstates is on target with approximately 80 miles completed or advanced to construction.***

SCDOT Leadership is committed to transparency and accountability. Every month, SCDOT publishes an account statement, list of projects and a check register for the new gas tax trust fund. (Check info at: [www.scdot.org](http://www.scdot.org).)

The first three years of our Ten-Year Plan have been successful. Progress is being seen as roads are being resurfaced, bridges are being replaced, interstates are being widened, and rural roads are being tackled. In addition to those successes, SCDOT earned major achievements and awards as highlighted below:

- SCDOT’s Engineering Technology and Research Office won the **2019 Winner of the Year in Infrastructure Awards** in the Project Delivery category in October 2019. The International award was presented for the ProjectWise© program that allows seamless information to be shared and integrated across multiple platforms.
- Inclement weather in February 2020 impacted the upstate area with **Severe Flooding** resulting in 247 road closures. SCDOT staff worked tirelessly to reopen roads.
- April 2020 brought with it **Twenty-five Tornadoes** – Extensive damage in Hampton, Colleton and Oconee Counties required SCDOT maintenance crews and assistance crews from neighboring counties for clean-up and debris removal.
- SCDOT’s **Division of Minority and Small Business Affairs** hosted three outreach meetings in February 2020 for minority and Disadvantaged Businesses to gain input on doing business with SCDOT as potential contractors or suppliers. Approximately, 150 individuals and 57 DBE firms attended the meetings held in Columbia, North Charleston, and Spartanburg.



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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

Updated June 30, 2020

Safety		2016 Baseline Condition		10-Year Target		Year Three				Average Annual Funding Level	Commission Approval Date		
						2019 Interim Target		2019 Actual Values					
Fatalities (Statewide)		890	5 Year Rolling Average	886	5 Year Rolling Average	1003	5 Year Rolling Average	1006	5 Year Rolling Average	<b>\$99M</b>	September 2017		
Fatality Rate		1.75	5 Year Rolling Average	1.34	5 Year Rolling Average	1.81	5 Year Rolling Average	1.82	5 Year Rolling Average				
Number of Serious Injuries		3194	5 Year Rolling Average	2573	5 Year Rolling Average	3019	5 Year Rolling Average	2967	5 Year Rolling Average				
Serious Injury Rate		6.30	5 Year Rolling Average	3.89	5 Year Rolling Average	5.41	5 Year Rolling Average	5.38	5 Year Rolling Average				
Non-Motorized Fatalities & Serious Injuries		376	5 Year Rolling Average	351	5 Year Rolling Average	380	5 Year Rolling Average	413	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		2019 Target		2019 Actual		Average Annual Funding Level	Commission Approval Date
				% Good	% Poor	% Good	% Poor	% Good	% Poor	% Good	% Poor		
Interstate		851	30%	65%	11%	92%	3%	73%	8%	70%	11%	\$135M	April 2018
Primary		9,517	46%	23%	55%	53%	30%	29%	49%	42%	43%	\$272.5M	April 2018
	Non-Interstate NHS	2,752	26%	28%	45%	72%	16%	39%	35%	47%	35%	\$86.5M	April 2018
	Non-NHS Primaries	6,765	20%	20%	61%	48%	37%	26%	55%	39%	48%	\$186M	April 2018
FA Eligible Secondary		10,370	17%	19%	52%	40%	35%	25%	46%	32%	45%	\$112.5M	April 2018
Non-Federal Aid Eligible Secondary		20,657	7%	15%	55%	25%	45%	17%	53%	18%	54%	\$121M	April 2018
Total Average Annual Funding												\$641M	
Bridges (by number)		# Structures	% VMT	2016 Baseline**		10-Year Target		2019 Target *		2019 Actual *		Average Annual Funding Level	Commission Approval Date
				% Good	% Poor	% Good	% Poor	% Good	% Poor	% Good	% Poor		
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%	42%	9%	\$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		2019 Target		2019 Actual		Average Annual Funding Level	Commission Approval Date
				% Good	% Poor	% Good	% Poor	% Good	% Poor	% Good	% Poor		
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%	9%	\$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		2019 Target (Cumulative)		2019 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		140 bridges replaced, repaired or permanently closed		150 bridges replaced, repaired or permanently closed		\$36.5M	April 2018		
Total Average Annual Funding										\$151M	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.

Bridge Program Numbers are bridges complete and under construction.

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.

### 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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## 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 and 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 quarterly by the action plan “owner” and their supervisor; every six months by the Directors, Deputies, and Risk Managers; and annually by the Deputies and the Secretary.

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 updated during 2020. The heat map indicated the top three concerns were related to Personnel, External Partners, and Disasters. This 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, resulting 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.

<b>AGENCY NAME:</b>	<b>Department of Transportation</b>		
<b>AGENCY CODE:</b>	<b>U120</b>	<b>SECTION:</b>	<b>084</b>

## RESTRUCTURING RECOMMENDATIONS

There are currently no recommendations for restructuring. 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 2020 meeting:

- **Tony K. Cox** who represents the 7<sup>th</sup> Congressional District, was elected Chairman of the Transportation Commission.
- **J. Barnwell Fishburne** who represents the 6<sup>th</sup> Congressional District, was elected Vice-Chairman.
- **Kristen E. Blanchard** who represented the Governor’s At-Large-Position, resigned her Commission seat on February 3, 2020, to run for a political office.
- **Ben H. Davis, Jr.** who represents the 3<sup>rd</sup> Congressional District, was offered an extension to his Commission seat, which expired on February 15, 2020, due to the pandemic. He is serving in a hold-over capacity.

The fiscal year 2019-2020, brought with it many unprecedented changes that allowed us to evaluate how we do business. In November 2019, the Communications Office, Call Center, and Agency Events Office were restructured and placed under the Public Relations Office. These changes to our organization chart align ourselves to the Ten-year plan to diligently improve and enhance our transparency efforts regarding the new funding, as well as effectively articulating our accomplishments and visions for the state’s infrastructure system. The following changes in Agency Leadership are reflected on the organizational chart on the subsequent page.

- **Mr. Robert Isgett, PE** accepted the position of Director of Construction in July 2019.
- **Ms. Wendy Nicholas**, accepted the position of Director of Public Relations in November 2019.
- **Mr. Allen Hutto** accepted the position of Director of Governmental Affairs in November 2019.
- **Mr. Brent Rewis, PE** accepted the position of Deputy Secretary for Intermodal Planning in January 2020.
- **Mr. George Kinard** accepted the position as the Interim Chief Information Officer in March 2020.
- **Mr. David Rister** accepted the position as the Acting Director of Mega Projects in March 2020.

AGENCY NAME:

Department of Transportation

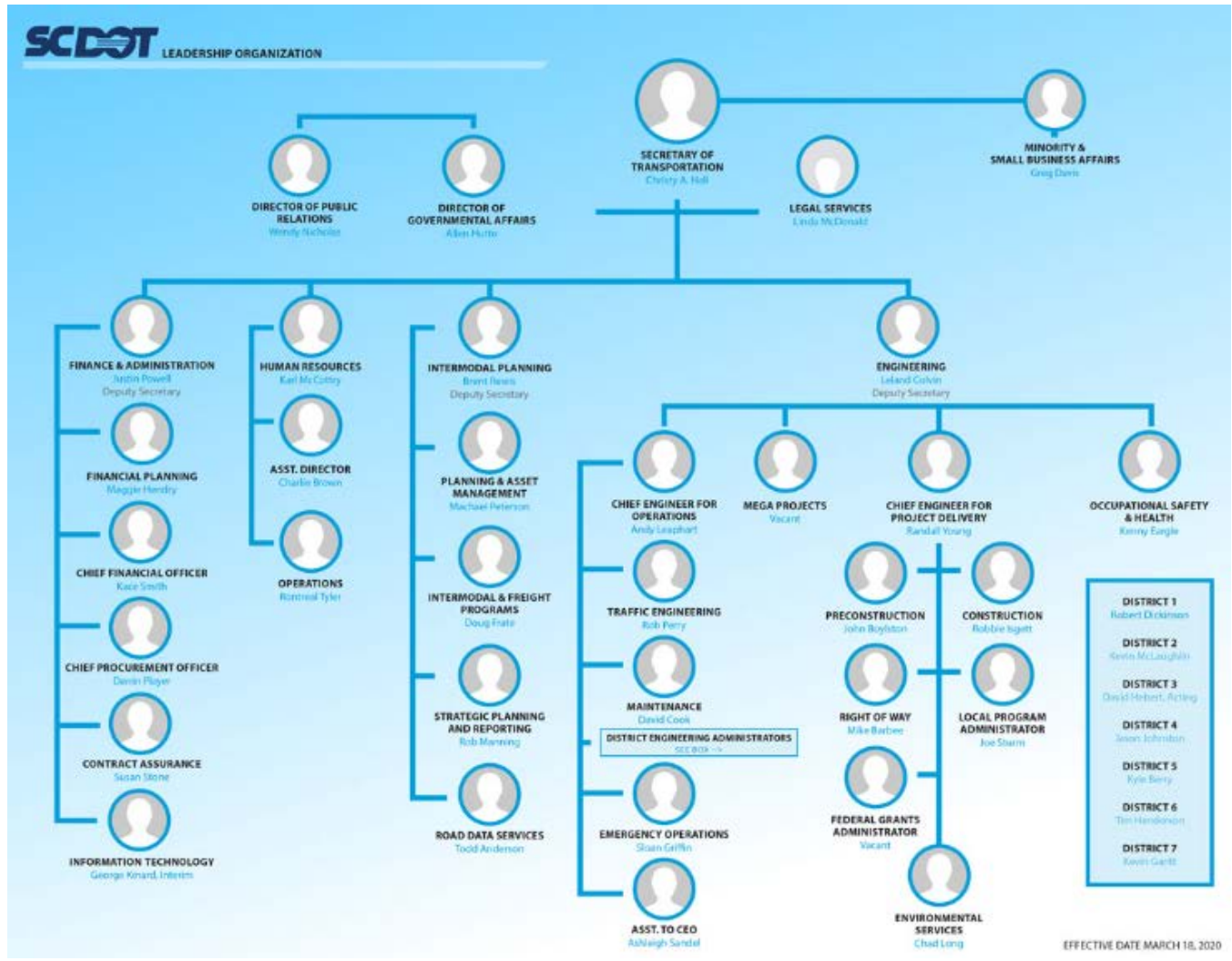
AGENCY CODE:

U120

SECTION:

084

### ORGANIZATION CHART



<b>AGENCY NAME:</b>	<b>Department of Transportation</b>		
<b>AGENCY CODE:</b>	<b>U120</b>	<b>SECTION:</b>	<b>084</b>

SCDOT will always remember the boundless courage, enduring faithfulness, and steadfast commitment of our fallen employees who fulfilled the mission of SCDOT. We are profoundly grateful for their innumerable contributions to maintaining the roads and bridges of this great state and are humbled by their unwavering dedication to answering the call to service. They are always in our thoughts and will forever remain in our hearts. For the fiscal year 2019, we honor two of our own...

*IN HONOR*

On June 25, 2019, two employees were engaged in pothole patching operations on US 501 between Aynor and Conway when a driver struck and killed both men. They will be forever memorialized with the men and women of SCDOT who selfishly gave their lives in service to the state of South Carolina.

*We submit this Annual Accountability Report in honor of our fallen coworkers, **David Sibbick** and **Cecil Morgan**.*

We have pledged to never forget our employees who have been killed doing their jobs. At SCDOT, our employees are our most valuable asset, and safety is our top priority. Our motto remains:

**“Let ‘Em Work, Let ‘Em Live.”**

Agency Name: DEPARTMENT OF TRANSPORTATION

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2016 Base	2017	2018	2019	2020 Target	Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure											
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	1036	1006 (preliminary)	932	448 (YTD for 6 months)	January 1 - December 31	Traffic Engineering	Fatalities from Jan 1 to Dec 31.	The Department of Public Safety reports this by calendar year. This information allows SCDOT to assess major risk factors for fatalities on our roads (seat belt usage, run-off-road, water on road, etc.). 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.	N/A	N/A	187 (under contract)	392.7 completed or under contract*	100 annually	465 completed or under contract	July 1 -June 30	Traffic Engineering	Per centerline mile.	Nearly 30% of the state's fatalities and serious injury crashes occur on just 5% of our network, which are our rural roads. Target: 300 miles of rural road treated by December 2020. *The 2019 value was edited from 114.8 "completed" to consistently show the value of 392.7 for "completed or under contract" in 2019.
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%	86.4%	75%	81.4%	July 1 -June 30	Maintenance	Access database using Highway Maintenance Management System data to identify the number of work requests marked "Closed" or "Completed" within 30 days of receipt.	Be 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%	70%	76%	Annual values are reported the following year.	January 1 - December 31	Maintenance	Trend towards "good" pavements on 92% interstate routes by June 30, 2026. Target prorated annually.	Keep public safe on roads and bridges statewide.



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Statewide Enterprise Strategic Objective	Type	Item #			Description	2016 Base	2017	2018	2019	2020 Target	Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure											
	M			2.2.1.a.	Percentage of Pavements in Good Condition: Primaries (Major Roads).	23%	27%	26%	42%	33%	Annual values are reported the following year.	January 1 - December 31	Maintenance	Trend towards "good" pavements on 53% primary routes by June 30, 2026. Target prorated annually.	Keep public safe on roads and bridges statewide.
	M			2.2.1.a.	Percentage of Pavements in Good Condition: Farm-to-Market Secondaries	19%	20%	17%	32%	27%	Annual values are reported the following year.	January 1 - December 31	Maintenance	Trend towards "good" pavements on 40% federal aid roads by June 30, 2026. Target prorated annually.	Keep public safe on roads and bridges statewide.
	M			2.2.1.a.	Percentage of Pavements in Good Condition: Neighborhood Streets	15%	16%	13%	18%	18%	Annual values are reported the following year.	January 1 - December 31	Maintenance	Trend towards "good" pavements on 25% non-federal aid roads by June 30, 2026. Target prorated annually.	Keep public safe on roads and bridges statewide.
	M			2.2.2.a.	Number of Load-Restricted bridges.	348	315	314	352	209	303	July 1 -June 30	Maintenance & Preconstruction	All state-maintained bridges are rated on a national standard of rating. Some bridges in the state must be load-restricted for safety. This is the total number of load-restricted bridges in the state.	School buses, garbage trucks, and fire trucks have to go around load-restricted bridges. Trend towards zero by 2026.
	M			2.2.2.b.	Number of "Poor" Bridges on the National Highway System.	102	99	97	97	42	67	July 1 -June 30	Maintenance & Preconstruction	All state-maintained bridges are rated on a national standard of rating. Some bridges in the state are categorized as "poor" condition. This is the total number of "poor" bridges in the state.	Ensuring safety of our bridges. Trend towards zero by 2026.
	M			2.2.3.a.	Maintenance Assessment Program (MAP) Scores for individual asset categories: Deficient Pavement Markings.	35.82%	37.47%	32.37%	35.09%	32.20%	36.27%	January 1 - December 31	Maintenance	MAP assessment data - 10% reduction from previous year on Deficient Pavement Markings.	Trend towards reducing deficient pavement markings by 10% by June 30, 2020. A number below the target of 32.20% is desirable.

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2016 Base	2017	2018	2019	2020 Target	Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure											
	M			2.2.3.a.	Maintenance Assessment Program (MAP) Scores for individual asset categories: Unacceptable Shoulders.	3.96%	3.87%	4.00%	4.51%	3.60%	6.77%	January 1 - December 31	Maintenance	MAP assessment data - 10% reduction from previous year on Unacceptable Shoulders.	Trend towards reducing unacceptable shoulders by 10% by June 30, 2020. A number below the target of 3.60% is desirable.
	M			2.2.3.a.	Maintenance Assessment Program (MAP) Scores for individual asset categories: Deficient Brush Management.	9.90%	9.90%	10.18%	9.45%	8.90%	8.96%	January 1 - December 31	Maintenance	MAP assessment data - 10% reduction from previous year on Deficient Brush Management.	Trend towards reducing deficient brush management by 10% by June 30, 2020. A number below the target of 8.90% is desirable.
	M			2.2.3.a.	Maintenance Assessment Program (MAP) Scores for individual asset categories: Deficient Limb Management.	9.73%	10.00%	10.45%	9.45%	8.70%	7.83%	January 1 - December 31	Maintenance	MAP assessment data - 10% reduction from previous year on Deficient Limb Management.	Trend towards reducing deficient brush management by 10% by June 30, 2020. A number below the target of 8.70% is desirable.
	M			2.2.3.a.	Maintenance Assessment Program (MAP) Scores for individual asset categories: Mowing.	4	4	4	4	4	4.54	January 1 - December 31	Maintenance	MAP assessment data - mowing has a minimum of 4 cycles per year.	Trend towards completing 4 mowing cycles per year on routes by June 30, 2020. A target number of 4 or more is desirable.
	M			2.2.4.a.	Number of SCDOT titled public transit vehicles operating past their useful life.	47%	40%	38%	28%	40%	26%	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% or less is desired.
	S		2.3		<b>Increase competition by growing the number of South Carolina contractors capable of bidding on road and bridge work.</b>										
	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	198	125	519	July 1 -June 30	Minority & Small Business Affairs	Information tracked through DBE tracking system and Federal Highway Administration (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			<b>Improve SCDOT program delivery to increase the efficiency and reliability of our road and bridge network.</b>										
	S		3.1		<b>Target known congestion areas.</b>										
	M			3.1.1.a.	On-time delivery of critical interstate-to-interstate interchanges improvement projects: I-85/385 by 2020.	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 by 2019.	2019	2019	2019	Schedule changed to 2021	2019	Schedule changed 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.

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2016 Base	2017	2018	2019	2020 Target	Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure											
	M			3.1.1.a.	On-time delivery of critical interstate-to-interstate interchanges improvement projects: I526/26 by 2020.	2020	2020	2020	2020	2020	Schedule changed to 2027	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	22.52	20.00	22.30	July 1 -June 30	Traffic Engineering	Measured from detection to roadway clearance.	Easing known congested areas and improves safety.
	S		3.2		<b>Increase SCDOT's reliability of delivering projects on-time and on-budget.</b>										
	M			3.2.1.a.	Percent of phases authorized on schedule for Interstate Widening and Bridge Replacement projects: Right of Way (ROW).	N/A	N/A	Interstate: 100% Bridge: 94%	Interstate: 100% Bridge: 81%	75%	Interstate:100% Bridge: 81 %	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	N/A	Interstate: 67% Bridge: 78%	Interstate: 50% Bridge: 64%	80%	Interstate: 33 % Bridge: 49 %	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%	82%	76%	81%	80%	73%	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%	66%	90%	73%	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%	99%	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%	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	1 implemented	2 secured and 7 implemented	4 secured	6 secured and 17 implemented	July 1 -June 30	Environmental Management	The Army Corp. of Engineers determines the appropriate form and amount of required mitigation. Since this process can be lengthy, Mitigation is shown as watersheds that are secured and those where strategies have been implemented.	SCDOT's Environmental Services Office works with all Construction and Maintenance projects to ensure environmental impacts to aquatic resources are avoided or minimized as much as possible. The Army Corp. of Engineers requires SCDOT to restore, establish, enhance, or preserve other aquatic resources to replace those impacted by a transportation project; this is referred to as compensatory mitigation.
Maintaining Safety, Integrity and Security	G	4			<b>Provide a safe and productive work environment for SCDOT employees.</b>										
	S		4.1		<b>Promote workforce safety throughout the state.</b>										
	M			4.1.1.a.	Number of "Let 'Em Work, Let 'Em Live" messages transmitted to the public.	0	0	169	137	100	171	July 1 -June 30	Communications	Number of messages transmitted.	Providing greater public awareness to the challenges of work zone areas.

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Statewide Enterprise Strategic Objective	Type	Item #			Description	2016 Base	2017	2018	2019	2020 Target	Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure											
	M			4.1.2.a.	Number of SCDOT fatalities in our work zones.	1	2	0	0	0	2	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	352	334 (5% decrease from previous calendar year)	282	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		<b>Reinforce a culture of excellent customer service at SCDOT.</b>										
	M			4.2.1.a.	Number of SCDOT Team members that have received updated Customer Service Training.	N/A	N/A	63% (2648)	82% (3,457)	100% (4148)	95.5% (3963)	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	N/A	72%	69%	95%	70%	July 1 -June 30	Call Center	Response time for initial contact and completion status are both tracked and percentages are calculated within the Customer Service Center 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%	94%	90%	99%	July 1 -June 30	Maintenance	Encroachment Permit Processing System (EPPS) Report.	Providing timely response times to commercial developers.
	S		4.3		<b>Plan for an evolving workforce.</b>										
	M			4.3.1.a.	Development and implementation of Succession Management planning.	N/A	100%	100%	100%	100%	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 to assist in a seamless flow from manager to manager.
	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%	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. This specialty service is needed to ensure that roads and bridges remain open for traffic to flow.

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Statewide Enterprise Strategic Objective	Type	Item #			Description	2016 Base	2017	2018	2019	2020 Target	Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure											
	M			4.3.2.a.	Number of graduates of the LEAD (Leadership Education And Development), Certified Public Manager (CPM) and American Association of State Highway Transportation Officials (AASHTO) leadership development programs.	N/A	N/A	88	127**	60	80	July 1 -June 30	Human Resources	Number of graduates of respective courses who are in full-time employment positions in the Agency.	Building a bench of future leaders to maintain continuity and effectiveness of policies, procedures, and programs. ** AASHTO offers both a Leadership Development Program and certified training classes. These are tracked through our in-house Learning Management System. However, these are two separate training tracts. The 2019 value was elevated inaccurately when a report was run of all AASHTO trainings, not just those of the AASHTO Leadership Development Program, which is only offered to 1-2 select employees per year.
	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)	96% (4067 of 4225 total employees)	100% (4093)	99% (4071 of 4093 total employees)	July 1 -June 30	Minority & Small Business Affairs	The Learning Management System tracks employees upon completing the Affirmative Action 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 set for 100% by July 1, 2019 and is ongoing with the hiring of new employees and refresher courses.
	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	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.										
	M			5.1.1.a.	Revamping the website to focus on the core areas.	N/A	Completed	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.	4	21	174	76	100	25	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.

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Statewide Enterprise Strategic Objective	Type	Item #			Description	2016 Base	2017	2018	2019	2020 Target	Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure											
	S		5.2		<b>Retool our existing reports to make them easier to understand.</b>										
	M			5.2.1.a.	Statewide, District and County reports are published monthly on the webpage.	N/A	Completed	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	Completed	Publish Updated Description	Completed	July 1 -June 30	Communications and Planning	Review by non-engineering personnel.	The process of prioritizing projects uses a needs-based, data-driven process based on quantifiable and objective criteria unique to program categories.
	S		5.3		<b>Provide continuous assurance of audit compliance.</b>										
	M			5.3.1.a.	Continuous management of repository with regular updates, including verified management action plans.	N/A	Completed	Completed	Completed	Manage Repository	Completed	January 1 - December 31	Internal Audit Services	Number of days past 1/1/20.	Asking the "why" of what we do and ensuring we stay in compliance like a professional organization should. This repository contains audits from 2007 to present.



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Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21			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	914		January 1 - December 31	Traffic Engineering	Fatalities from Jan 1 to Dec 31.	The Department of Public Safety reports this by calendar year. This information allows SCDOT to assess major risk factors for fatalities on our roads (seat belt usage, run-off-road, water on road, etc.). 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.	N/A	100 annually		July 1 -June 30	Traffic Engineering	Per centerline mile.	Nearly 30% of the state's fatalities and serious injury crashes occur on just 5% of our network, which are our rural roads. This program started in 2018. 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 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%	79%		January 1 - December 31	Maintenance	Trend towards "good" pavements on 92% interstate routes by June 30, 2026. Target prorated annually.	Keep public safe on roads and bridges statewide.
	M			2.2.1.a.	Percentage of Pavements in Good Condition: Primary.	23%	36%		January 1 - December 31	Maintenance	Trend towards "good" pavements on 53% primary routes by June 30, 2026. Target prorated annually.	Keep public safe on roads and bridges statewide.

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21			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: Federal Aid Secondary	19%	30%		January 1 - December 31	Maintenance	Trend towards "good" pavements on 40% federal aid roads by June 30, 2026. Target prorated annually.	Keep public safe on roads and bridges statewide.
	M			2.2.1.a.	Percentage of Pavements in Good Condition: Non-Federal Aid Secondary	15%	19%		January 1 - December 31	Maintenance	Trend towards "good" pavements on 25% non-federal aid roads by June 30, 2026. Target prorated annually.	Keep public safe on roads and bridges statewide.
	M			2.2.2.a.	Number of Load-Restricted bridges.	348	174		July 1 - June 30	Maintenance & Preconstruction	All state-maintained bridges are rated on a national standard of rating. Some bridges in the state must be load-restricted for safety. This is the total number of load-restricted bridges in the state.	School buses, garbage trucks, and fire trucks have to go around load-restricted bridges. Trend towards zero by 2026.
	M			2.2.2.b.	Number of "Poor" Bridges on the National Highway System.	102	35		July 1 - June 30	Maintenance & Preconstruction	All state-maintained bridges are rated on a national standard of rating. Some bridges in the state are categorized as "poor" condition. This is the total number of "poor" bridges in the state.	Ensuring safety of our bridges. Trend towards zero by 2026.
	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.	Trend towards reducing deficient pavement markings by 10% by June 30, 2020. A number below the target of 32.20% is desirable.
	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.	Trend towards reducing unacceptable shoulders by 10% by June 30, 2020. A number below the target of 3.60% is desirable.
	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.	Trend towards reducing deficient brush management by 10% by June 30, 2020. A number below the target of 8.90% is desirable.
	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.	Trend towards reducing deficient brush management by 10% by June 30, 2020. A number below the target of 8.70% is desirable.

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	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.	Trend towards completing 4 mowing cycles per year on routes by June 30, 2020. A target number of 4 or more is desirable.
	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% or less is desired.
	S		2.3		<b>Increase competition by growing the number of South Carolina contractors capable of bidding on road and bridge work.</b>							
	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 Federal Highway Administration (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			<b>Improve SCDOT program delivery to increase the efficiency and reliability of our road and bridge network.</b>							
	S		3.1		<b>Target known congestion areas.</b>							
	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	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 by 2020.	2020	2027		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		<b>Increase SCDOT's reliability of delivering projects on-time and on-budget.</b>							
	M			3.2.1.a.	Percent of phases authorized on schedule for Interstate Widening and Bridge Replacement projects: Right of Way (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.

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Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	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.
	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 secured		July 1 -June 30	Environmental Management	The Army Corp. of Engineers determines the appropriate form of and amount of required mitigation. Since this process can be lengthy, Mitigation is shown as watersheds that are secured and those where strategies have been implemented.	SCDOT's Environmental Services Office works with all Construction and Maintenance projects to ensure environmental impacts to aquatic resources are avoided or minimized as much as possible. The Army Corp. of Engineers requires SCDOT to restore, establish, enhance, or preserve other aquatic resources to replace those impacted by a transportation project; this is referred to as compensatory mitigation.
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	268 (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.							

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Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M			4.2.1.a.	Number of SCDOT Team members that have received updated Customer Service Training.	N/A	100% (4148)		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 time for initial contact and completion status are both tracked and percentages are calculated within the Customer Service Center 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		<b>Plan for an evolving workforce.</b>							
	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 to assist in a seamless flow from manager to manager.
	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. This specialty service is needed to ensure that roads and bridges remain open for traffic to flow.

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Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M			4.3.2.a.	Number of graduates of the LEAD (Leadership Education And Development), Certified Public Manager (CPM) and American Association of State Highway Transportation Officials (AASHTO) leadership development programs.	N/A	60		July 1 -June 30	Human Resources	Number of graduates of respective courses who are in full-time employment positions in the Agency. ** AASHTO offers two separate training tracts - Leadership Development Program and certified training classes. These are tracked through our in-house Learning Management System. The 2019 value was elevated inaccurately when a report was run of all AASHTO trainings, not just those of the AASHTO Leadership Development Program, which is only offered to 1-2 select employees per year.	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% (4093)		July 1 -June 30	Minority & Small Business Affairs	The Learning Management System tracks employees upon completing the Affirmative Action 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 set for 100% by July 1, 2019 and is ongoing with the hiring of new employees and refresher courses.
	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.							



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Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	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.	4	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		<b>Retool our existing reports to make them easier to understand.</b>							
	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.
	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.	The process of prioritizing projects uses a needs-based, data-driven process based on quantifiable and objective criteria unique to program categories.
	S		5.3		<b>Provide continuous assurance of audit compliance.</b>							
	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 1/1/20.	Asking the "why" of what we do and ensuring we stay in compliance like a professional organization should. This repository contains audits from 2007 to present.

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Program Template

Program/Title	Purpose	FY 2019-20 Expenditures (Actual)				FY 2020-21 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.	\$ -	\$ 46,330,114	\$ -	\$ 46,330,114	\$ 63,974,922			\$ 63,974,922	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).	\$ 74,762	\$ 3,261,686.79	\$ -	\$ 3,336,449	\$ 12,772,000			\$ 12,772,000	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.	\$ -	\$ 93,532,019	\$ -	\$ 93,532,019	\$ 100,593,008			\$ 100,593,008	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.	\$ -	\$ 1,413,090,206		\$ 1,413,090,206	\$ 1,938,585,702			\$ 1,938,585,702	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 2019-20 Expenditures (Actual)				FY 2020-21 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.	\$ -	\$ 260,357,897	\$ -	\$ 260,357,897	\$ -	\$ 301,080,294	\$ -	\$ 301,080,294	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.	\$ -	\$ 6,438,549	\$ -	\$ 6,438,549	\$ -	\$ 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.	\$ -	\$ 62,941,040	\$ -	\$ 62,941,040	\$ -	\$ 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.	\$ -	\$ 29,775,955	\$ 5,136,639	\$ 34,912,594	\$ 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.	\$ -	\$ 91,729,470	\$ -	\$ 91,729,470	\$ -	\$ 96,897,132	\$ -	\$ 96,897,132	4.3.1.a., 4.3.2.a., 4.3.3.a.
Totals		\$ 74,762	\$ 2,007,456,936	\$ 5,136,639	\$ 2,012,668,337	\$ 57,270	\$ 2,595,096,860	\$ -	\$ 2,595,154,130	

As of 07/02/20

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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?	If yes, what type of service or product?	If other service or product, please specify what service or product.
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		

**For "Types of Law" stating "FY 2019-20 Proviso" - state agencies do not have budgets yet for FY 2020-21, and will not have one until this report is submitted; therefore, SCDOT will operate under the Continuing Resolution that keeps the previous year's provisos in place.**

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 2019-2020  
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 15, 2019	Financial, organizational, and accountability improvements.	<a href="https://www.scdot.org/performance/pdf/reports/FINAL-FY-2018-2019-AR-SCDOT.pdf">https://www.scdot.org/performance/pdf/reports/FINAL-FY-2018-2019-AR-SCDOT.pdf</a>
2	External Review and Report	Project Priority List	General public/website	State	Monthly	June 30, 2020	List of ranked projects with ranking process and methodology for selection. List is revised as needed.	<a href="https://www.scdot.org/projects/ten-year-plan.aspx">https://www.scdot.org/projects/ten-year-plan.aspx</a>
3	External Review and Report	Procurement Card Report	General public/website	State	Monthly	June 30, 2020	Procurement Card Statements/Monthly report containing Procurement Card information posted on agency website.	<a href="https://cg.sc.gov/fiscal-transparency/monthly-charge-card-usage">https://cg.sc.gov/fiscal-transparency/monthly-charge-card-usage</a>
4	External Review and Report	Sole Source Procurement & Emergency Procurements	Chief Procurement Officer	State	Quarterly	June 30, 2020	From website link, select "Report Type" to browse sole source, emergency, and unauthorized procurements.	<a href="https://reporting.procurement.sc.gov/general/transparency/audit-reports">https://reporting.procurement.sc.gov/general/transparency/audit-reports</a>
5	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).	
6	External Review and Report	Auditing & Fiscal Reporting	SC Department of Administration (Budget Analysis)	State	Other	July 2019 - June 2020	Governmental internal control to ensure compliance. From website link, select "Report Type" to browse sole source, emergency, and unauthorized procurements.	<a href="https://reporting.procurement.sc.gov/general/transparency/audit-reports">https://reporting.procurement.sc.gov/general/transparency/audit-reports</a>
7	External Review and Report	C-Fund Expenditures	General Assembly	State	Annually	January 14, 2020	C-Fund Expenditures for previous fiscal year.	<a href="https://www.scdot.org/performance/pdf/reports/C-ProgramComplete2018-2019.pdf">https://www.scdot.org/performance/pdf/reports/C-ProgramComplete2018-2019.pdf</a>
8	External Review and Report	SCDOT's Annual Report	General Assembly	State	Annually	January 14, 2020	Annual accomplishments, Ten Year Needs plan, Five year plan detailing traffic regulation, mass transit coordination, and all firm's contract amounts.	<a href="https://www.scdot.org/performance/pdf/reports/SCDOT-AnnualReport-FY2019.pdf">https://www.scdot.org/performance/pdf/reports/SCDOT-AnnualReport-FY2019.pdf</a>
9	External Review and Report	Office of Public Transit Report	Senate Transportation & House Education, and Public Works	State	Annually	February 1, 2020	These reports are combined to show a progress report containing planning and coordination efforts.	<a href="https://www.scdot.org/performance/pdf/reports/SCDOT_Annual_Report_2019.pdf">https://www.scdot.org/performance/pdf/reports/SCDOT_Annual_Report_2019.pdf</a>
10	External Review and Report	Transit Progress Report	General Assembly	State	Annually			
11	External Review and Report	Rail Plan Analysis	Senate Transportation & House Education, and Public Works	State	Annually	February 1, 2020	State railroad corridor preservation, revitalization, and comprehensive rail plan for passenger, freight, and infrastructure services.	<a href="https://www.scdot.org/performance/pdf/reports/2019_Rail_Report_Plan_Implementation_Update.pdf">https://www.scdot.org/performance/pdf/reports/2019_Rail_Report_Plan_Implementation_Update.pdf</a>
12	External Review and Report	Affirmative Action Plan and Non Discrimination Plan/ Equal Employment Opportunity Progress Report	State Human Affairs Commission	State	Annually	February 1, 2020	Personnel report by race and sex; includes discrimination policy. Also referred to as EEO Progress Report.	<a href="https://schac.sc.gov/sites/default/files/Documents/Technical%20Srvcs/2020%20Report%20to%20General%20Assembly%20CP%202.pdf">https://schac.sc.gov/sites/default/files/Documents/Technical%20Srvcs/2020%20Report%20to%20General%20Assembly%20CP%202.pdf</a>
13	External Review and Report	Debt Collection Reports	Senate Finance Chair, House Ways and Means Chair, and Inspector General	State	Annually	February 28, 2020	Report of outstanding debt and methods used to collect.	<a href="https://www.scdot.org/performance/pdf/reports/2019-Debt-Collection-Report.pdf">https://www.scdot.org/performance/pdf/reports/2019-Debt-Collection-Report.pdf</a>
14	External Review and Report	Statements of Economic Interest	State Ethics Commission	State	Annually	March 30, 2020	Statements of Economic Interest.	<a href="http://apps.sc.gov/PublicReporting/(X(1)S(3radrxng4vbhsh2ndkhzqbv4))/IndSEICategoryResults.aspx">http://apps.sc.gov/PublicReporting/(X(1)S(3radrxng4vbhsh2ndkhzqbv4))/IndSEICategoryResults.aspx</a>
15	External Review and Report	Report on Disadvantaged Enterprises Program	Hard copy available upon request	State	Annually	June 1, 2020	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

16	External Review and Report	Minority Business Enterprise Utilization Plan	Governor's Small & Minority Business Assistance Office)	State	Quarterly	September 24, 2019	Procurement Contracts.	<a href="https://www.scdot.org/performance/pdf/reports/Transportation-Utilization-Plan-2019-2020.pdf">https://www.scdot.org/performance/pdf/reports/Transportation-Utilization-Plan-2019-2020.pdf</a>
17	External Review and Report	Statewide Strategic Information Technology Plan Implementation	Dept. of Administration - Division of Technology	State	Annually	August 2019	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
18	External Review and Report	Annual Energy Conservation Report	Office of Regulatory Staff - State Energy Office	State	Annually	September 15, 2019	Report energy used by SCDOT for buildings.	<a href="http://energy.sc.gov/files/Reports/State%20Energy%20Use%20Report%202019%2012.23.pdf">http://energy.sc.gov/files/Reports/State%20Energy%20Use%20Report%202019%2012.23.pdf</a>
19	External Review and Report	Fines and Fees Report	Senate Finance Chair, House Ways and Means Chair, and website	State	Annually	September 1, 2019	Promote accountability and transparency.	<a href="https://www.scdot.org/performance/pdf/reports/FeesandFinesReport.pdf">https://www.scdot.org/performance/pdf/reports/FeesandFinesReport.pdf</a>
20	External Review and Report	Personnel Organization Chart	Dept. of Administration - Human Resources Division	State	Annually	March 18, 2020	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: <a href="https://www.scdot.org/inside/org-chart.aspx">https://www.scdot.org/inside/org-chart.aspx</a>
21	External Review and Report	Recycling Report	Dept. of Health & Environmental Control	State	Annually	March 15, 2020	Transportation solid waste reduction and general recycling.	<a href="https://scdhec.gov/sites/default/files/media/document/2019%20SC%20Solid%20Waste%20Management%20Annual%20Report%20OR-1988_4.pdf">https://scdhec.gov/sites/default/files/media/document/2019%20SC%20Solid%20Waste%20Management%20Annual%20Report%20OR-1988_4.pdf</a>
22	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
23	External Review and Report	Travel Report	Comptroller General	State	Annually	November 1, 2019	Travel Report for agency for prior fiscal year.	<a href="https://cg.sc.gov/sites/default/files/Documents/Publications%20and%20Reports/Travel%20Reports/FY19TravelReport.pdf">https://cg.sc.gov/sites/default/files/Documents/Publications%20and%20Reports/Travel%20Reports/FY19TravelReport.pdf</a>
24	External Review and Report	Bank Transparency & Accountability Report	State Fiscal Accountability Authority	State	Annually	October 1, 2019	Disclosure of transactions on the agency account for the prior fiscal year.	<a href="https://www.scdot.org/performance/pdf/reports/SCDOT_Bank_Account_Transparency.pdf">https://www.scdot.org/performance/pdf/reports/SCDOT_Bank_Account_Transparency.pdf</a>
25	External Review and Report	Annual (Financial) Audit	General Assembly	State	Annually	June 30, 2019	Audit of agency performed by independent certified public accountant.	<a href="https://osa.sc.gov/wp-content/uploads/2019/10/U1219.pdf">https://osa.sc.gov/wp-content/uploads/2019/10/U1219.pdf</a>
26	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 117.72 but internally used as a planning document. Previous CPIP link is attached.	<a href="https://www.scdot.org/performance/pdf/reports/CPIP-list-of-projects.pdf">https://www.scdot.org/performance/pdf/reports/CPIP-list-of-projects.pdf</a>
27	External Review and Report	Online Transaction Register	General public/website	State	Annually	May 30, 2020	Complete record of funds expended.	<a href="https://www.scdot.org/inside/pdf/spending/ExpendituresFundedProgramIncludingMaintenanceMay2020.pdf">https://www.scdot.org/inside/pdf/spending/ExpendituresFundedProgramIncludingMaintenanceMay2020.pdf</a>
28	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
29	External Review and Report	Real Property	General Assembly	State	Other	Exempt.	Exempt from 1-11-58 reporting by Proviso 117.72. Previous real property link is attached.	<a href="https://www.scdot.org/performance/pdf/reports/2017_real_property.xlsx">https://www.scdot.org/performance/pdf/reports/2017_real_property.xlsx</a>
30	External Review and Report	Railroad Crossing	General Assembly	State	Other	Exempt.	Exempt from 58-17-1450 reporting by Proviso 117.72. Previous real property link attached, which is used as an inventory list.	<a href="https://www.scdot.org/performance/pdf/reports/railroad_crossings_by_county.pdf">https://www.scdot.org/performance/pdf/reports/railroad_crossings_by_county.pdf</a>
31	External Review and Report	Vendor Report	General public/website	State	Annually	January 14, 2020	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.	<a href="https://www.scdot.org/performance/pdf/reports/SCDOT-AnnualReport-FY2019.pdf">https://www.scdot.org/performance/pdf/reports/SCDOT-AnnualReport-FY2019.pdf</a> <a href="https://www.scdot.org/performance/pdf/reports/Vendor-Payments-Report.pdf">https://www.scdot.org/performance/pdf/reports/Vendor-Payments-Report.pdf</a>
32	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.

33	External Review and Report	Utility Relocation Metrics	General Assembly (Department of Administration)	State	Annually	September 15, 2020	SCDOT must include metrics on utility relocation in its annual accountability report until July 1, 2026.	Senate Bill 401 was signed into law in May 2019. As of June 30, 2020, there are no projects completed. One project - Bucksport Water System -was not in contract but meets the requirements as being relocated out of the project construction path, so there will be a report for 2021.
34	External Review and Report	Transportation Asset Management Plan (TAMP)	General Assembly and website	State	Annually	June 2, 2020	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.	<a href="https://www.scdot.org/inside/tamp.aspx">https://www.scdot.org/inside/tamp.aspx</a>
35	External Review and Report	Comprehensive Rail Plan	General Assembly	State	Other	July 2020	State railroad corridor preservation, revitalization, and comprehensive rail plan for passenger, freight, and infrastructure services. The Rail Plan was approved by the SCDOT Commission as part of the overall Statewide Multimodal Plan update. This report is due every five years.	The Multimodal Plan contains the Comprehensive Rail Plan located at: <a href="https://www.scdot.org/performance/performance-reports.aspx">https://www.scdot.org/performance/performance-reports.aspx</a>
36	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.
37	External Review and Report	Gap Analysis - Physical and Environmental Controls	Office of the State Auditor – Division of Internal Audit Services	State	Annually	July 19, 2019	State agencies are required to implement a set of 342 mandatory security controls commonly referred to as “DIS-200”. SCDOT has had a system of information security controls in place and has been incorporating the DIS-200 requirements since its release. This report focuses on the Physical and Environmental Control Family which has 31 controls.	<a href="https://osa.sc.gov/wp-content/uploads/2019/11/Gap-Analysis-Physical-and-Environmental-Management-Final-1.pdf">https://osa.sc.gov/wp-content/uploads/2019/11/Gap-Analysis-Physical-and-Environmental-Management-Final-1.pdf</a>
38	External Review and Report	Gap Analysis - Risk Management Controls	Office of the State Auditor – Division of Internal Audit Services	State	Other	July 22, 2019	State agencies are required to implement a set of 342 mandatory security controls commonly referred to as “DIS-200”. SCDOT has had a system of information security controls in place and has been incorporating the DIS-200 requirements since its release. This report focuses on the Risk Management Control Family which has 9 controls.	<a href="https://osa.sc.gov/wp-content/uploads/2019/11/Gap-Analysis-Risk-Management-Final.pdf">https://osa.sc.gov/wp-content/uploads/2019/11/Gap-Analysis-Risk-Management-Final.pdf</a>
39	External Review and Report	Gap Analysis - Asset Management Controls	Office of the State Auditor – Division of Internal Audit Services	State	Other	January 7, 2020	State agencies are required to implement a set of 342 mandatory security controls commonly referred to as “DIS-200”. SCDOT has had a system of information security controls in place and has been incorporating the DIS-200 requirements since its release. This report focuses on the Asset Management Control Family which has 5 controls.	<a href="https://osa.sc.gov/wp-content/uploads/2020/02/Gap-Analysis-Asset-Management-Controls-Final.pdf">https://osa.sc.gov/wp-content/uploads/2020/02/Gap-Analysis-Asset-Management-Controls-Final.pdf</a>



40	External Review and Report	Gap Analysis - Configuration Management Controls	Office of the State Auditor – Division of Internal Audit Services	State	Other	January 8, 2020	State agencies are required to implement a set of 342 mandatory security controls commonly referred to as “DIS-200”. SCDOT has had a system of information security controls in place and has been incorporating the DIS-200 requirements since its release. This report focuses on the Configuration Management Control Family which has 23 controls.	<a href="https://osa.sc.gov/wp-content/uploads/2020/02/Gap-Analysis-Configuration-Controls-Final.pdf">https://osa.sc.gov/wp-content/uploads/2020/02/Gap-Analysis-Configuration-Controls-Final.pdf</a>
41	External Review and Report	Gap Analysis - Mobile Security Management Controls	Office of the State Auditor – Division of Internal Audit Services	State	Other	August 22, 2019	State agencies are required to implement a set of 342 mandatory security controls commonly referred to as “DIS-200”. SCDOT has had a system of information security controls in place and has been incorporating the DIS-200 requirements since its release. This report focuses on the Mobile Security Management Control Family which has 30 controls.	<a href="https://osa.sc.gov/wp-content/uploads/2020/02/Gap-Analysis-Final-Report-Mobile-Security-Management-v1-ws-10-29-19.pdf">https://osa.sc.gov/wp-content/uploads/2020/02/Gap-Analysis-Final-Report-Mobile-Security-Management-v1-ws-10-29-19.pdf</a>
42	External Review and Report	Gap Analysis - Business Continuity Management Controls	Office of the State Auditor – Division of Internal Audit Services	State	Other	August 11, 2019	State agencies are required to implement a set of 342 mandatory security controls commonly referred to as “DIS-200”. SCDOT has had a system of information security controls in place and has been incorporating the DIS-200 requirements since its release. This report focuses on the Business Continuity Management Control Family which has 49 controls.	<a href="https://osa.sc.gov/wp-content/uploads/2020/02/Gap-Analysis-Business-Continuity-Controls-Final.pdf">https://osa.sc.gov/wp-content/uploads/2020/02/Gap-Analysis-Business-Continuity-Controls-Final.pdf</a>
43	External Review and Report	Gap Analysis - Human Resource Management Controls	Office of the State Auditor – Division of Internal Audit Services	State	Other	August 19, 2019	State agencies are required to implement a set of 342 mandatory security controls commonly referred to as “DIS-200”. SCDOT has had a system of information security controls in place and has been incorporating the DIS-200 requirements since its release. This report focuses on the Human Resource Management Control Family which has 10 controls.	<a href="https://osa.sc.gov/wp-content/uploads/2020/02/Gap-Analysis-Human-Resource-Controls-Final.pdf">https://osa.sc.gov/wp-content/uploads/2020/02/Gap-Analysis-Human-Resource-Controls-Final.pdf</a>