

AGENCY NAME:	Department of Transportation		
AGENCY CODE:	U12	SECTION:	084

Fiscal Year 2017-18 Accountability Report

SUBMISSION FORM

AGENCY MISSION	SCDOT <i>connects communities and drives our economy</i> through the systematic planning, construction, maintenance and operation of the state highway system and the statewide intermodal transportation and freight system.
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AGENCY VISION	It is SCDOT's vision to rebuild our transportation system over the next decade in order to provide adequate, safe and efficient transportation services for the movement of people and goods in the Palmetto state.
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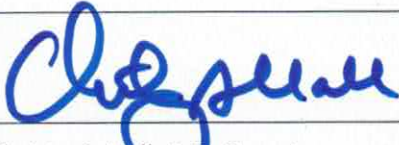
Please select yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.


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

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

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Rob Manning	803-737-2649	manningr1@scdot.org
SECONDARY CONTACT:	Susan Johnson	803-737-1381	johnsonsc@scdot.org

I have reviewed and approved the enclosed FY 2017-18 Accountability Report, which is complete and accurate to the extent of my knowledge.

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

BOARD/CMSN CHAIR (SIGN AND DATE):	
(TYPE/PRINT NAME):	Ben H. Davis, Jr., Chairman

AGENCY NAME:	Department of Transportation		
AGENCY CODE:	U12	SECTION:	084

AGENCY'S DISCUSSION AND ANALYSIS

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



A State Transportation Commission is the policy making body for SCDOT. It consists of nine-members – one member from each Congressional District and two at-large members. The Commission appoints the Secretary of Transportation who carries out the policies of the Commission, the daily operations of the agency and provides direction to staff.

The Secretary of SCDOT recognizes that the statewide network of all SCDOT divisions, departments, and units in offices at Headquarters and throughout the Districts are one team – **One SCDOT**. In retrospect of the extraordinary events of the past year, the SCDOT workforce not only serves to accomplish the mission and achieve the vision, it has also embodied the following SCDOT values:

Team
Excellence
Accountability
Make a Difference

INTERNAL & EXTERNAL FACTORS AFFECTING PERFORMANCE

Internal

Employees: Like many state agencies in South Carolina, our employees are our greatest asset. A large portion of the work force retired this year due to attrition or to the expiration of the Teacher & Employee Retention Incentive (TERI) Program, which occurred on June 30, 2018. Even though SCDOT experienced a high turnover of skilled and experienced employees, the mission remained unaffected because we planned for an evolving workforce by developing a strong bench of future leaders through succession planning.

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

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

Training & Equipment: The inability to fully address internal requests for training, equipment, and updated facilities for our workforce are perpetual struggles for the Agency. With the rollout of the Strategic Plan, we were able to receive feedback from employees that can assist us in our efforts to provide tools for employees to accomplish the mission.

AGENCY NAME:	Department of Transportation		
AGENCY CODE:	U12	SECTION:	084

External

Unfavorable Ruling: Of highest risk to the Agency are potential unfavorable rulings of the constitutional challenges regarding Act 275 of 2016 and Act 40 of 2017, which financially underpin our Ten-Year Plan.

Contractors & Materials: For the first time in 30 years, SCDOT has the opportunity to make gradual, but real and significant strides toward bringing the highway system back from three decades of neglect due to the increased and sustainable revenue stream. To ensure that there are enough contractors to complete the work and enough materials to complete projects, SCDOT presented its Ten-Year Program Delivery Plan. Additionally, the "Roads Bill" ramps-up the funding (2 cents per year for 6 years) over the life of the bill. SCDOT is on pace to meet our program delivery goals, on-time and on-budget. By not building the program all at once and by giving Contractors a Ten-Year Plan, it allows them to "ramp up" their resources (staff, equipment, materials, resources, etc.) to meet SCDOT required projects goals and objectives.

Federal Funds: South Carolina's two largest revenue sources are Federal Funds derived from the Federal Motor Fuel User Fees and State Motor Fuel Revenues derived from the State Motor Fuel User Fees. These two revenue sources account for SCDOT's total revenues with the Federal Funds contributing the largest share. Federal Funds can only be used on about half of the state-controlled highway system. A reduction in federal funds would certainly hinder the ability to build and maintain much of our system, especially the interstate and bridge programs.

State Funding: The SC General Assembly set the stage for a doubling of state funding for Roads in SC. This began in 2013 when \$110M in recurring funds was sent to SCDOT, another \$154M annually in 2016, and finally the landmark "Roads Bill" from last year. The "Roads Bill" added approximately \$149M to SCDOT's program the first year and then about \$50M per year until fully phased in for a total of about \$600M associated with the Roads Bill once the tax credit sunsets. All Acts netted together, our state dollars are expected to grow by just under \$800M.

Finances: While the Roads Bill provided substantial funding for SCDOT, there are funding gaps that remain. Both I-26 and I-95 need widening and many other urban and rural highways need widening in our fast-growing state. There are other remaining unfinanced requirements that will affect critical infrastructure needs of the state, such as the daily customer-service requests for routine maintenance items, deferred land and building needs (like rest area upgrades), transit needs, bridge needs, rural road safety program, and safety.

CURRENT EFFORTS & ASSOCIATED RESULTS

The Florence Morning News* summed up the first year of the Ten-Year Plan best ... **"SCDOT has experienced a record-breaking year in the first year of the agency's 10-year plan to Rebuild S.C.'s Roads. For the first time in the agency's history, the total amount of road and bridge work underway on the state's highways has exceeded \$3 billion..."** Secretary of Transportation Christy Hall said **employing a strategic 10-year plan is contributing to the success.**" *(https://www.scnow.com/news/pee_dee_weekly/article_b758b604-886d-11e8-bb55-43243a9482a1.html)

Last year we provided insight and information on our Ten Year Plan and identified the biggest challenges of the existing highway system as: (1) poor pavement conditions, (2) structurally-deficient bridges, (3) much-needed road widenings, and (4) deadly roads. **This year** we are reporting that we have done exactly what we said we would do. SCDOT prepared this plan and shared it with lawmakers in 2017 during the discussions of the Roads Bill. Secretary Hall said, "We have held to the plan during its first year, which produced better-than-expected results. We will remain unwavering to the priorities within the four major program areas." This will be a long process of transforming our road system, but below are the updates this first year:

AGENCY NAME:	Department of Transportation		
AGENCY CODE:	U12	SECTION:	084

POOR PAVEMENT CONDITIONS: This has been the single largest area of under-investment over the past three decades. SCDOT operates and maintains over 41,000 miles (90,000 lane miles) of roads and over 8,400 bridges, ranking SC as the *fourth largest state-owned highway system in the nation* according to the Federal Highway Administration (FHWA). More than half of our pavements have decayed so much that they need to be completely rebuilt from the foundation up, which is an \$11 billion problem for South Carolina. ***Our ten-year target of paving up to 3 percent of the network per year is ahead of plan after year one with up to 5 percent improvement on pavements.***

STRUCTURALLY-DEFICIENT BRIDGES: Last year when the Ten-Year Plan was launched, SCDOT identified the need to strategically target structurally-deficient bridges in the state. With the dramatic increase in bridge investments, we are able to target structurally-deficient bridges and load-restricted bridges on our major corridors. ***Our ten-year target of replacing 465 bridges is on schedule with 51 bridges under construction.***

INTERSTATE WIDENINGS: We were at least 10 years behind on widening projects throughout the state. SC needed a major increase in funding dedicated to the interstates. Funding of \$5 billion has been dedicated to this area with \$1 billion in widenings already underway along the heavily traveled I-85 corridor. ***Our ten-year target of improving 140 miles of interstates has made excellent progress with over 70 miles underway.***

RURAL ROAD/SAFETY: SC ranks #1 for the Fatality Rate in the nation. About 1,000 people die on our roads annually. The major roads in our rural areas are some of the deadliest roads in South Carolina. We developed a Rural Road Safety Program to target the worst of the worst. ***Our ten-year target of 1,000 miles for rural roads is ahead of schedule after 1-year with 187 miles underway.***

We have had a very good first year! In addition to our efforts on the Ten-Year Plan, SCDOT earned major achievements and awards. These successes reflect the strong leadership and the hard work of the SCDOT employees. Below are a few SCDOT highlights:

- SCDOT managed an influx of nearly 124,000 additional vehicles to South Carolina roads evacuating from neighboring states due to **Hurricane Irma** in September 2017. Nearly 2,100 SCDOT maintenance, district and headquarters employees worked around the clock to keep traffic moving and make needed emergency repairs.
- In just five days during October 2017, **SCDOT crews removed 12,000 cubic yards of sand** that had been left by Irma on a 1.5-mile stretch on Edisto Beach's main artery, Palmetto Boulevard. Some areas on the road were as deep as 4 feet with sand. Employees filled 1,500 dump trucks with sand and swept the boulevard clean. The town's mayor called it a 'miracle.' SCDOT received a **major regional transportation award** for this innovative approach.
- A **rare winter storm** that primarily impacted the coastal regions hit the state during January of 2018. SCDOT employees from the Upstate and Midlands assisted the Low country in an example of the "One DOT" approach that erases district and county lines when it comes to planning, responding to, and recovering from significant events affecting South Carolina.
- **Redesign of the SCDOT website** by March 2018 increased transparency making it more user-friendly.
- Secretary Hall led thousands of SCDOT maintenance workers and volunteers from various SCDOT offices on March 22, 2018, for a **litter pick-up** on highways in every county of the state. Those efforts resulted in the collection of over 20,000 (20,170) bags of litter, which was enough to fill over 100 dump trucks.
- On April 27, 2018, SCDOT unveiled the **SCDOT Workers Memorial** in front of SCDOT Headquarters (955 Park Street in Columbia). This memorial is dedicated to the men and women, dating back to the 1920s, who gave their lives in service to SCDOT and the State of South Carolina.

AGENCY NAME:	Department of Transportation		
AGENCY CODE:	U12	SECTION:	084

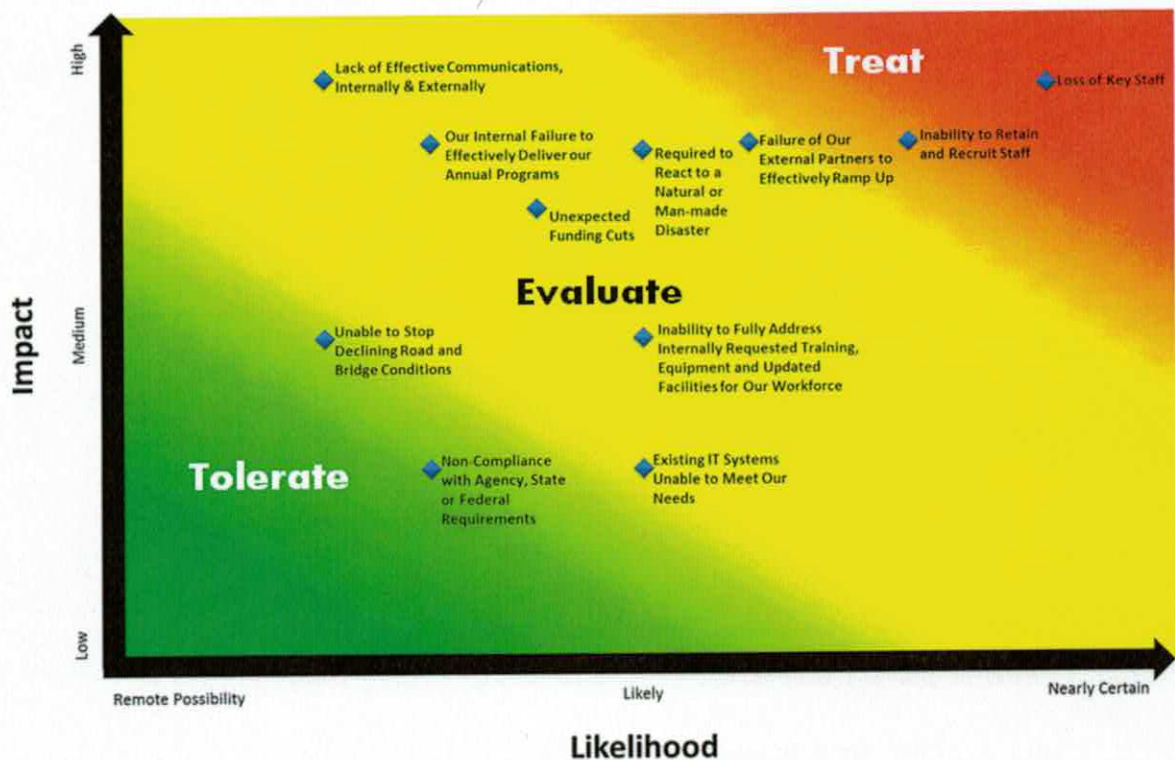
- SCDOT announced on June 2, 2018, that the I-526 **westbound bridge over the Wando River** was open well ahead of schedule, thanks to successful around-the-clock emergency repair operations. The westbound structure was closed when bridge inspectors found a broken cable on May 14.
- There was a record \$3 billion in road and bridge work underway across South Carolina as the first year of the SCDOT **Ten-Year Plan** ended on June 30, 2018.
- SCDOT added a "**Project Viewer**" to the agency's website (www.scdot.org) that allows anyone to "point and click" on an interactive road map of South Carolina. The user can choose between a list of project types (resurfacing, widening, bridge replacements, etc.) all across South Carolina, or a list of projects within a certain area of the state.

RISK ASSESSMENT & MITIGATION STRATEGIES

In previous Accountability Reports we identified that our roads and bridges were in crisis. Thanks to the General Assembly, we have been entrusted with the new Roads Bill. **We are very thankful for the opportunity to make a difference for South Carolina as we know our citizens and economy depends on it.** We understand the need for SCDOT to earn and keep the trust of the public.

During 2017, SCDOT performed an entity-wide risk assessment by surveying director-level staff across the agency. SCDOT directors identified and scored risks that have the potential to hinder achievement of agency goals and objectives. The scores were normalized and risks were categorized and prioritized by the executive leadership team. This resulted in the identification and assessment of the 11 entity-wide risks shown on the heat map below.

2017 RISK ASSESSMENT by SCDOT Leadership



Our task over the next 10 years and beyond is to repair and rebuild our transportation network to ensure that citizens and businesses can travel on a safe and reliable system; this is a core function of government. SCDOT is

AGENCY NAME:	Department of Transportation		
AGENCY CODE:	U12	SECTION:	084

entrusted with the responsibility to effectively and efficiently utilize tax payer funds to turn the status of the state-owned transportation network around.

There are three guides we will use to accomplish our mission - the Strategic Plan, Performance Management, and the Transportation Asset Management Plan (TAMP). The SCDOT Strategic Plan is overarching and provides direction through goals, strategies, objectives, and measures. The Performance Management tool tracks progress towards goals through outcome-based measures and provides information to guide decisions regarding changing or adjusting goals, targets, or investment levels. The TAMP is used to implement priorities by establishing investment levels and desired targets.

Strategic Plan

SCDOT has historically developed several versions of its strategic plan to set forth the mission and vision for the agency. Many of these plans were not fully implemented due to leadership changes, a wide range of competing priorities, and shifting funding. In July 2017, the entire SCDOT Agency began the next fiscal year but also embarked on a new Strategic Plan. The Secretary of Transportation spearheaded the effort in establishing and deploying an Agency Strategic Plan that set a new direction for SCDOT and transportation services in the state.

The SCDOT leadership team is committed to developing the Strategic Plan that is focused on addressing the transportation challenges facing the state and moving the Agency forward as an organization and steward of the state's roadway network. In this effort, the Secretary reached out to all 4,500 employees across the state. Beginning in July 2017, each employee was hand-delivered a copy of the plan and presentations were delivered explaining the goals, strategies, and the direction. Each group also developed an action plan that would allow them to track their progress over the year.

We embraced this new direction and are moving forward. We completed our first year of this plan and tracked measures for each goal as reflected on the attached "Strategic Planning 2017-2018" and "Strategic Planning 2018-2019" spreadsheets. The Strategic Plan is based on the 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.

The single most negative impact SCDOT could have on the public would be a result of the agency's failure in accomplishing our goals and objectives and risking the safety of citizens who travel across our state. **Safety will always be our number one priority at SCDOT.** It is so important that two of our five goals above relate directly to Safety. (See goals #1 and #4 above.) During the rollout of the Strategic Plan, it was stressed that this plan is "Our Plan" and we wanted feedback. One of the messages that came back to us loud and clear was the need for SCDOT to significantly step up our safety measures to protect our team members in the field who put their lives on the line every day while working on our highways. This message fits hand-in-glove with our overall Work Zone Safety Campaign and slogan "Let 'em Work, Let 'em Live." In April 2018, we responded with:

- **New Warning Lights** (44-inch-wide light bars with amber/white LED lights)
- **High Visibility Safety Vests** (High visibility lime colored, light-weight mesh vests with sleeves)
- **Lighted STOP/SLOW Paddles** (LED lighted STOP/SLOW paddles with flashing lights embedded)
- **Maintenance Work Zone Manual** (New flip books versus 500-page Work Zone Manual)
- **Temporary Work Zone Rumble Strips** (For maintenance work zones)
- **Blue Lights in Maintenance Work Zones** (Working with contractors and law enforcement to coordinate)

AGENCY NAME:	Department of Transportation		
AGENCY CODE:	U12	SECTION:	084

In addition to these protective measures designed to increase safety in work zones, we launched the Work Zone Safety campaign that will be the centerpiece campaign for SCDOT in the coming year. You will see more and more “Let ‘em Work, Let ‘em Live” messages broadcast to the public in the next year.

Performance Management Tool

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

We continue to look at ways to improve our efficiency. We have increased our transparency by publishing on our webpage our audits, financial reports, and dashboards, which reflect the condition of each objective in the Strategic Plan. Secretary Hall led the way in tying investment levels to achieving desired outcomes and increasing accountability.

Transportation Asset Management Plan (TAMP)

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

Implementation of the strategic priorities and TAMP are key to aligning SCDOT’s internal and external efforts toward achievable results. “Year One” results indicate successful movement of the needle in the right direction for the important infrastructure items. Thanks to the investment in infrastructure recently passed by the General Assembly, SCDOT has been able to begin to make measurable, positive progress on rebuilding the state’s roads and bridges.

POOR PAVEMENT CONDITIONS: *Our ten-year target of paving up to 3 percent of the network per year is ahead of plan after 1-year with up to 5 percent improvement on pavements.*

STRUCTURALLY-DEFICIENT BRIDGES: *Our ten-year target of replacing 465 bridges is on schedule with 51 bridges under construction.*

INTERSTATE WIDENINGS: *Our ten-year target of improving 140 miles of interstates has made excellent progress with over 70 miles underway.*

RURAL ROAD/SAFETY: *Our ten-year target of 1,000 miles for rural road safety improvements is ahead of schedule after 1-year with 187 miles underway.*

2018 has been a “Record Breaking Year” for SCDOT by meeting goals as noted above and in deploying programs in accordance with expectations of the “Roads Bill.” A vital tool of that success is the management of the TAMP. 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. On the following page is the annual update of the TAMP.

AGENCY NAME:

Department of Transportation

AGENCY CODE:

U12

SECTION:

084

Transportation Asset Management Plan (TAMP) Performance Targets

							Year One Results				
Safety			2016 Baseline Condition		10-Year Target		2017 Forecasted Values		2017 Actual Values		
Fatalities (Statewide)			890	5 Year Rolling Average	886	5 Year Rolling Average	923	5 Year Rolling Average	915	5 Year Rolling Average	
Fatality Rate			1.75	5 Year Rolling Average	1.34	5 Year Rolling Average	1.79	5 Year Rolling Average	1.75	5 Year Rolling Average	
Number of Serious Injuries			3194	5 Year Rolling Average	2573	5 Year Rolling Average	3127	5 Year Rolling Average	3088	5 Year Rolling Average	
Serious Injury Rate			6.30	5 Year Rolling Average	3.89	5 Year Rolling Average	6.02	5 Year Rolling Average	5.94	5 Year Rolling Average	
Non-Motorized Fatalities & Serious Injuries			376	5 Year Rolling Average	351	5 Year Rolling Average	371	5 Year Rolling Average	370.6	5 Year Rolling Average	
Emphasis Area: Roadway Departures											
Rural Road Safety Program											
Interstate Safety Program											
Rumble Strips Installation Program											
Emphasis Area: Intersections & Other High Risk Locations											
Intersection Safety Projects											
Railroad Safety Projects											
Workzone Enforcement											
Target Zero Law Enforcement Teams											
Road Safety Assessments & Implementation											
Emphasis Area: Vulnerable Roadway Users											
Pedestrian & Bicycle Safety Projects											
Safety Data Analytics											
Total Average Annual Funding											
Pavements		Centerline Miles	% VMT	2016 Baseline		10-Year Target		2017 Forecasted Value		2017 Actual	
				% Good	% Poor	% Good	% Poor	% Good	% Poor	% Good	% Poor
Interstate		851	30%	65%	10%	92%	3%	68%	9%	70%	14%
Primary		9,517	46%	19%	56%	53%	30%	22%	53%	27%	52%
	Non-Interstate NHS	2,752	26%	25%	42%	72%	16%	30%	39%	32%	43%
	Non-NHS Primaries	6,765	20%	16%	63%	48%	37%	19%	60%	25%	57%
FA Eligible Secondary		10,370	17%	19%	50%	40%	35%	21%	49%	20%	53%
Non-Federal Aid Eligible Secondary		20,657	7%	13%	56%	25%	45%	14%	55%	16%	57%
Total Average Annual Funding											
Bridges (by number)		# Structures	% VMT	2016 Baseline**		10-Year Target		2017 Forecasted Value		2017 Actual	
				% Good	% Poor defined as % SD*	% Good	% Poor defined as % SD	% Good	% Poor defined as % SD*	% Good	% Poor defined as % SD*
NHS		1,745	56%	48%	6%	66%	0%	50%	5%	48%	6%
Non-NHS		3,883	37%	46%	11%	41%	11%	45%	11%	46%	10%
Off-System		2,794	7%	40%	9%	36%	10%	39%	9%	42%	8%
Bridges (by deck area)		Bridge Deck Area† (square feet)	% VMT	2016 Baseline**		10-Year Target		2017 Forecasted Value		2017 Actual	
				% Good	% Poor defined as % SD*	% Good	% Poor defined as % SD	% Good	% Poor defined as % SD	% Good	% Poor defined as % SD
NHS		39,110,289	56%	42%	4%	60%	0%	44%	4%	41%	4%
Non-NHS		24,903,895	37%	50%	10%	41%	15%	49%	11%	50%	9%
Off-System		7,607,110	7%	51%	7%	44%	10%	50%	7%	53%	7%
Bridge Programs				2016 Baseline Condition		10-Year Target		2017 Forecasted Value		2017 Actual	
Load Restricted Bridge Program				348		0		313		315	
NHS Structurally Deficient Bridge Program				102		0		92		99	
Total Average Annual Funding											

Pavement condition based on Pavement Quality Index (PQI).

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

* Structurally-Deficient.

**Bridge conditions based on Federal Metrics.

2017 bridge numbers by count taken from end of 2017 calendar year.

2017 bridge numbers by deck area taken from first quarter 2018.

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.

AGENCY NAME:	Department of Transportation		
AGENCY CODE:	U12	SECTION:	084

PLANS UNDER DEVELOPMENT

RESTRUCTURING RECOMMENDATIONS

There are no recommendations for restructuring at this time. However, since the submittal of the 2017 Annual Accountability Report, there have been several changes within SCDOT. Many of these are in relation to employees retiring due to tenure and many from the Teacher & Employee Retention Incentive (TERI) Program, which expired June 30, 2018. There were also three organizational restructuring changes that occurred with the passage of the Roads Bill.

The Mega Projects office was created to support our Strategic Goal #3 – Improve SCDOT program delivery to increase efficiency and reliability of our road and bridge network. Since the passage of the road funding and development of the Ten-Year Plan, SCDOT will undertake at least three to four standalone projects that individually exceed \$500M. The Mega Projects office will manage these projects with a multi-discipline staff with backgrounds in alternative delivery construction procurement, project management, design, and construction in an effort to increase SCDOT's internal efficiency of these mega-projects that are vital to our Ten-Year Plan.

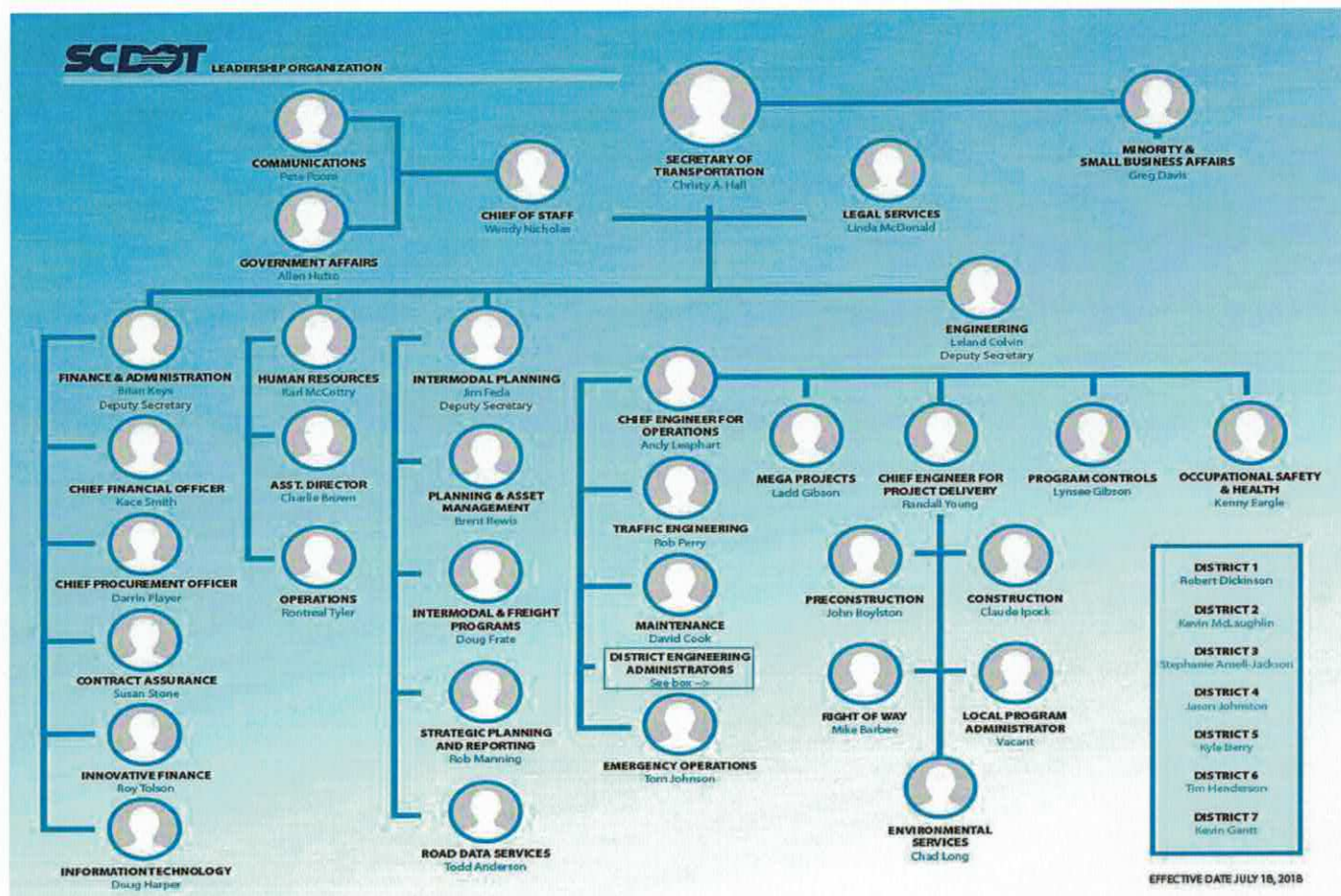
Additionally, to improve the efficiency and effectiveness of the Planning Office, the Office of Road Data Services was removed from that (sub) unit in October 2017 and made an independent unit under the leadership of the Director of Road Data Services. Road Data Services is the largest unit in the Intermodal Planning Division and this move will allow both units to focus on their particular areas of expertise.

Finally, with the passage of the Roads Bill in 2017, SCDOT reorganized program funding sources to align with the Roads Bill. The Program Controls unit, that involves program funding spanning the duties of both the Chief Engineer for Project Delivery and the Chief Engineer for Operations, was moved as a direct report to the Deputy Secretary for Engineering.

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

- **Mr. Jim Feda, P.E.**, was named Deputy Secretary for Intermodal Planning in July 2017.
- **Mr. David Cook, P.E.**, was named as the Director of Maintenance in July 2017.
- **Mr. Chad Long** was named as the Director of Environmental Services in July 2017.
- **Mr. Robert Dickinson, P.E.**, was named the District Engineering Administrator for District 1 in September 2017.
- **Mr. Ladd Gibson, P.E.**, was appointed as the Program Director for Mega Projects, overseeing the Carolina Crossroads Design/Build Project in October 2017.
- **Mr. Todd Anderson, P.E.**, was appointed as the Director of Road Data Services in October 2017.
- **Mr. Darrin Player** was selected as SCDOT's Chief Procurement Officer in December 2017.
- **Mr. Claude Ipock, P.E.**, was selected as the Director of Construction in February 2018.
- **Mr. John Boylston, P.E.**, was selected as the Director of Preconstruction in January 2018.
- **Mr. Jason Johnston, P.E.**, was named the District Engineering Administrator for District 4 in January 2018.
- **Mr. Rob Perry, P.E.**, was selected as the Director of Traffic Engineering in March 2018.
- **Ms. Susan Stone** was appointed to the position of Director of Contract Assurance in March 2018.
- **Mr. Brent Rewis, P.E.**, was appointed to the position of Director of Planning & Asset Management in May 2018.

ORGANIZATION CHART



At the Commission level, several changes occurred. These are not employee positions and are, therefore, not shown on the above organizational chart:

- At the January 2017 meeting, Ben H. Davis, Jr., who represents the 3rd Congressional District, was elected Chairman of the Transportation Commission.
- Robert D. "Robby" Robbins who represents the 1st Congressional District, was elected Vice-Chairman.

Also, joining the Commission is:

- John H. Burriss, representing the 2nd Congressional District
- John Barnwell Fishburne representing the 6th Congressional District
- Kristen E. Blanchard who serves as *Governor's At-Large Appointee*
- James T. McLawhorn, Jr., who serves as *Governor's At-Large Appointee*

These changes bring the total number of SCDOT Commissioners to nine.

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2016 Actual Base Year	2017 Actual	2017-2018 Forecasted Values	2018 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	983	963 (2% decrease from previous year)	988	January 1 - December 31	Traffic Engineering	Fatalities from Jan 1 to Dec 31.	Save lives. Target: decrease by 2% from previous calendar year.
	S		1.2		Develop and implement a data-driven, rural road safety program.								
	M			1.2.1.a.	Miles of Rural Roads treated annually (contracted).	N/A	0	100 per year	187	July 1 -June 30	Traffic Engineering	Per centerline mile.	Reduce fatalities on rural roads. Target: 300 miles of rural road treated by December 2020.
Public Infrastructure and Economic Development	G	2			Maintain and preserve our existing transportation infrastructure.								
	S		2.1		Improve SCDOT's reliability on resolving reported maintenance issues.								
	M			2.1.1.a.	Annual average of percentage of routine maintenance work requests resolved within 30 days.	N/A	81%	75%	85%	July 1 -June 30	Maintenance	Access database using HMMS data to identify the number of work requests marked "Closed" or "Completed" within 30 days of receipt.	Be more responsive and keep public safe on roads and bridges statewide.
	S		2.2		Utilize the Transportation Asset Management Plan (TAMP) to drive outcomes on system and asset condition.								
	M			2.2.1.a.	Percentage of Pavements in Good Condition.	Interstate 65%	70%	67%	TBD	January 1 - December 31	Maintenance	Values taken from the TAMP Performance Viewer and based on previous calendar year.	Keep public safe on roads and bridges statewide. Trend towards "good" pavements on 92% interstate routes, 53% primary routes, 40% federal aid roads, and 25% non-federal aid roads by June 30, 2027.
						Primary 23%	27%	26%	TBD				
						FA Sec. 19%	20%	21%	TBD				
						NFA Sec. 15%	16%	16%	TBD				
	M			2.2.2.a.	Number of Load-Restricted bridges.	348	315	283 (10% reduction per year on average)	338	July 1 -June 30	Maintenance & Preconstruction	Actual number of Load-Restricted bridges.	School buses, garbage trucks, and fire trucks have to go around load-restricted bridges. Trend towards zero by 2027.
	M			2.2.2.b.	Number of Structurally Deficient Bridges on the National Highway System.	102	99	90 (10% reduction per year on average)	97	July 1 -June 30	Maintenance & Preconstruction	Actual number of Structurally Deficient Bridges on the National Highway System.	Ensuring safety of our bridges. Trend towards zero by 2027.

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2016 Actual	Base Year	2017 Actual	2017-2018 Forecasted Values	2018 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 (Deficient Pavement Markings, Unacceptable Shoulders, Deficient Brush Management, Deficient Limb Management, and Mowing).	Markings 35.82%		37.47%	32.20%	32.37%	January 1 - December 31	Maintenance	MAP assessment data - 10% reduction from previous year on Deficient Pavement Markings, Unacceptable Shoulders, Deficient Brush Management, and Deficient Limb Management. Mowing has a minimum of 4 cycles per year.	Making steady and incremental progress to climb out of a deep hole due to 30 years of under funding. Trend towards reducing deficient pavement markings, unacceptable shoulders, deficient brush management, and deficient limb height by 10% by June 30, 2020.
						Shoulders 3.96%		3.87%	3.60%	4.00%				
						Brush 9.90%		9.90%	8.90%	10.18%				
						Limbing 9.73%		10.00%	8.70%	10.45%				
						Mowing 4		4	4	4				
	M			2.2.4.a.	Number of SCDOT titled public transit vehicles operating past their useful life.	47%		40%	40%	38%	July 1 -June 30	Intermodal & Freight Programs	Actual number of public transit vehicles operating past the prescribed useful life divided by the total number of vehicles.	Planning, developing, and coordinating a comprehensive intermodal transportation plan. Trend towards a target of 40% by June 30, 2020.
	S		2.3		Increase competition by growing the number of South Carolina contractors capable of									
	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		39	125	252	July 1 -June 30	Minority & Small Business Affairs	Information tracked through DBE tracking system and FHWA Monthly reports.	Build and maintain relationships by facilitating the development of socially and economically disadvantaged businesses; thereby, enhancing their capability of doing business with SCDOT.
Public Infrastructure and Economic Development	G	3			Improve SCDOT program delivery to increase the efficiency and reliability of our road and bridge network.									
	S		3.1		Target known congestion areas.									
	M			3.1.1.a.	On-time delivery of critical interstate-to-interstate interchanges improvement projects.	N/A		on schedule	I-85/385: 2020	on schedule	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.
						N/A		on schedule	I26/20/126: 2019	on schedule				
						N/A		on schedule	I526/26: 2020	on schedule				
	M			3.1.1.b.	Average time to clear travel lanes for traffic incidents along our Incident Management Zones.	N/A		23.24	20.00	23.34	July 1 -June 30	Traffic Engineering	Measured (in minutes) from detection to roadway clearance.	Easing known congested areas and improves safety.
	S		3.2		Increase SCDOT's reliability of delivering projects on-time and on-budget.									
	M			3.2.1.a.	Percent of phases authorized on schedule for Interstate Widening and Bridge Replacement projects.	N/A		N/A	ROW: 75%	Interstate: 100% Bridge: 94%	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.
						N/A		N/A	Construction: 80%	Interstate: 67% Bridge: 78%				

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2016 Actual Base Year	2017 Actual	2017-2018 Forecasted Values	2018 Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure									
	M			3.2.1.b.	Percent of projects completed on time and construction budget.	N/A	80%	On Time by # of Contracts: 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.
						N/A	75%	On Budget by # of Contracts: 90%	73%				
						N/A	93%	On Budget by Total Cost/Bid: 90%	97%				
	M			3.2.2.a.	Development and initiation of a watershed mitigation strategy.	N/A	0	100%	100%	July 1 -June 30	Environmental Management	Watershed mitigation strategy approved.	Successful launch by 6-30-2018.
						N/A	0	4	4	July 1 -June 30	Environmental Management	Mitigation availability.	Secure mitigation availability within the four highest priority watersheds by 6-30-2020.
Maintaining Safety, Integrity and Security	G	4			Provide a safe and productive work environment for SCDOT employees.								
	S		4.1		Promote workforce safety throughout the state.								
	M			4.1.1.a.	Number of “Let’Em Work, Let ’Em Live” messages transmitted to the public.	N/A	N/A	100	199	July 1 -June 30	Communications	Number of messages transmitted.	Providing greater public awareness to the challenges of work zone areas.
	M			4.1.2.a.	Number of SCDOT fatalities in our work zones.	1	2	0	0	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	443 (5% reduction over previous 5-year rolling average)	426	July 1 -June 30	Safety	Total number reported from "Total first report of injury filed by year" along with # by district & HQ.	Live by the SCDOT motto of, "Safety 1st - Live by It." Target of 5% reduction over previous 5-year rolling average.
	S		4.2		Reinforce a culture of excellent customer service at SCDOT.								
	M			4.2.1.a.	Number of SCDOT Team members that have received updated Customer Service Training.	N/A	N/A	50% for first year	63% (2648)	July 1 -June 30	Human Resources	Percentage of total FTEs (4215) 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	95%	72%	July 1 -June 30	Call Center	Response times will be tracked and percentage will be calculated within the call center tracking system. Completion times are currently tracked, but acknowledgement times are not. Meeting with IT Services was held 7/18/17 to discuss needed changes to tracking system.	Providing timely, accurate, and relevant information to customers making the inquiries.
	M			4.2.2.b.	Number of days to decision for commercial development permits following complete package submittals. (Percentage processed in 30 days or less.)	N/A	93%	90%	99%	July 1 -June 30	Maintenance	Encroachment Permit Processing System (EPPS) Report.	Providing timely response times to commercial developers.
	S		4.3		Plan for an evolving workforce.								
	M			4.3.1.a.	Development and implementation of Succession Management planning.	N/A	3%	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 (i.e. TERI retirement).

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2016 Actual Base Year	2017 Actual	2017-2018 Forecasted Values	2018 Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure									
	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	Contract proposals under review	Contract in place	Completed	July 1 -June 30	Maintenance	Director of Maintenance information.	Must ensure critically important skilled personnel are available to inspect and monitor bridges.
	M			4.3.2.a.	Number of graduates of the LEAD, CPM and AASHTO leadership development programs.	N/A	61	60	88	July 1 -June 30	Human Resources	Number of graduates of respective courses who are in FTE positions in the Agency.	Building a bench of future leaders to maintain continuity and effectiveness of policies, procedures, and programs.
	M			4.3.3.a.	Number of employees that participate in Affirmative Action (AA) Overview training, including requirement for a 3-year refresher.	N/A	N/A	50% for first year	60% (2609)	July 1 -June 30	Minority & Small Business Affairs	The HR Learning Management System will be utilized to track/monitor employees (4343) upon completing the AA Overview training.	A top priority and especially important skill set during hiring actions. Target of 100% by July 1, 2019.
	M			4.3.3.b.	Development and implementation of an Affirmative Action (AA) training component for newly hired managers and supervisors.	N/A	N/A	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	N/A	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.	N/A	N/A	100	175	July 1 -June 30	Communications	Number of speaking engagements recorded across the state.	Getting the SCDOT story out to the public. Making SCDOT operations more transparent.
	S		5.2		Retool our existing reports to make them easier to understand.								
	M			5.2.1.a.	Statewide, District and County reports are published monthly on the webpage.	N/A	N/A	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	N/A	Publish Updated Description	Completed	July 1 -June 30	Communications and Planning	Review by non-engineering personnel.	Putting technical highway engineering language into material that is easier for the public to understand.
	S		5.3		Provide continuous assurance of audit compliance.								
	M			5.3.1.a.	Creation of a repository with regular updates, including verified management action plans.	N/A	N/A	Create Repository	Completed	January 1 - December 31	Internal Audit Services	Number of days past 1/1/18.	Asking the "why" of what we do and ensuring we stay in compliance like a professional organization should.

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2016 Actual Base Year	2017 Actual	2018 Actual	2018-2019 Forecasted Values	2019 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	983	988	968	TBD	January 1 - December 31	Traffic Engineering	Fatalities from Jan 1 to Dec 31.	Save lives. Target: decrease by 2% from previous calendar year.
	S		1.2		Develop and implement a data-driven, rural road safety program.									
	M			1.2.1.a.	Miles of Rural Roads treated annually (contracted).	N/A	0	187	100 miles annually	TBD	July 1 -June 30	Traffic Engineering	Per centerline mile.	Reduce fatalities on rural roads. Target: 300 miles of rural road treated by December 2020.
Public Infrastructure and Economic Development	G	2			Maintain and preserve our existing transportation infrastructure.									
	S		2.1		Improve SCDOT's reliability on resolving reported maintenance issues.									
	M			2.1.1.a.	Annual average of percentage of routine maintenance work requests resolved within 30 days.	N/A	81%	85%	75%	TBD	July 1 -June 30	Maintenance	Access database using HMMS data to identify the number of work requests marked "Closed" or "Completed" within 30 days of receipt.	Be more responsive and keep public safe on roads and bridges statewide.
	S		2.2		Utilize the Transportation Asset Management Plan (TAMP) to drive outcomes on system and asset condition.									
	M			2.2.1.a.	Percentage of Pavements in Good Condition.	Interstate 65%	70%	TBD	70%	TBD	January 1 - December 31	Maintenance	Keep public safe on roads and bridges statewide. Trend towards "good" pavements on 92% interstate routes, 53% primary routes, 40% federal aid roads, and 25% non-federal aid roads by June 30, 2027.	Keep public safe on roads and bridges statewide. Trend towards "good" pavements on 92% interstate routes, 53% primary routes, 40% federal aid roads, and 25% non-federal aid roads by June 30, 2027.
						Primary 23%	27%	TBD	29%	TBD				
						FA Sec. 19%	20%	TBD	23%	TBD				
						NFA Sec. 15%	16%	TBD	17%	TBD				
	M			2.2.2.a.	Number of Load-Restricted bridges.	348	315	338	10% reduction per year on average	TBD	July 1 -June 30	Maintenance & Preconstruction	School buses, garbage trucks, and fire trucks have to go around load-restricted bridges. Trend towards zero by 2027.	School buses, garbage trucks, and fire trucks have to go around load-restricted bridges. Trend towards zero by 2027.
	M			2.2.2.b.	Number of Structurally Deficient Bridges on the National Highway System.	102	99	97	10% reduction per year on average	TBD	July 1 -June 30	Maintenance & Preconstruction	Ensuring safety of our bridges. Trend towards zero by 2027.	Ensuring safety of our bridges. Trend towards zero by 2027.

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2016 Actual	Base Year	2017 Actual	2018 Actual	2018-2019 Forecasted Values	2019 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 (Deficient Pavement Markings, Unacceptable Shoulders, Deficient Brush Management, Deficient Limb Management, and Mowing).	Markings 35.82%		37.47%	32.37%	32.20%	TBD	January 1 - December 31	Maintenance	MAP assessment data - 10% reduction from previous year on Deficient Pavement Markings, Unacceptable Shoulders, Deficient Brush Management, and Deficient Limb Management. Mowing has a minimum of 4 cycles per year.	Making steady and incremental progress to climb out of a deep hole due to 30 years of under funding. Trend towards reducing deficient pavement markings, unacceptable shoulders, deficient brush management, and deficient limb height by 10% by June 30, 2020.
						Shoulders 3.96%		3.87%	4.00%	3.60%	TBD				
						Brush 9.90%		9.90%	10.18%	8.90%	TBD				
						Limbing 9.73%		10.00%	10.45%	8.70%	TBD				
						Mowing 4		4	4	4	TBD				
	M			2.2.4.a.	Number of SCDOT titled public transit vehicles operating past their useful life.	47%		40%	38%	40%	TBD	July 1 -June 30	Intermodal & Freight Programs	Actual number of public transit vehicles operating past the prescribed useful life divided by the total number of vehicles.	Planning, developing, and coordinating a comprehensive intermodal transportation plan. Trend towards a target of 40% by June 30, 2020.
	S		2.3		Increase competition by growing the number of South Carolina contractors capable of bidding on road and bridge work.										
	M			2.3.1.a.	Number of certified Disadvantaged Business Enterprises (DBEs) and Small Business Enterprises (SBEs) that receive technical training, business development and management assistance through SCDOT.	0		39	252	125	TBD	July 1 -June 30	Minority & Small Business Affairs	Information tracked through DBE tracking system and FHWA Monthly reports.	Build and maintain relationships by facilitating the development of socially and economically disadvantaged businesses; thereby, enhancing their capability of doing business with SCDOT.
Public Infrastructure and Economic Development	G	3			Improve SCDOT program delivery to increase the efficiency and reliability of our road and bridge network.										
	S		3.1		Target known congestion areas.										
	M			3.1.1.a.	On-time delivery of critical interstate-to-interstate interchanges improvement projects.	N/A		on schedule	on schedule	I-85/385: 2020	TBD	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.
						N/A		on schedule	on schedule	I26/20/126: 2019	TBD				
						N/A		on schedule	on schedule	I526/26: 2020	TBD				
	M			3.1.1.b.	Average time to clear travel lanes for traffic incidents along our Incident Management Zones.	N/A		23.24	23.34	20.00	TBD	July 1 -June 30	Traffic Engineering	Measured from detection to roadway clearance.	Easing known congested areas and improves safety.
	S		3.2		Increase SCDOT's reliability of delivering projects on-time and on-budget.										
	M			3.2.1.a.	Percent of phases authorized on schedule for Interstate Widening and Bridge Replacement projects.	N/A		N/A	Interstate: 100% Bridge: 94%	ROW: 75%	TBD	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.
						N/A		N/A	Interstate: 67% Bridge: 78%	Construction: 80%	TBD				
	M			3.2.1.b.	Percent of projects completed on time and construction budget.	N/A		80%	73%	On Time by Contracts: 80%	TBD	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.
						N/A		75%	73%	On Budget by Contracts: 90%	TBD				
						N/A		93%	97%	On Budget by Total Cost/Bid: 90%	TBD				

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2016 Actual Base Year	2017 Actual	2018 Actual	2018-2019 Forecasted Values	2019 Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure										
	M			3.2.2.a.	Development and initiation of a watershed mitigation strategy.	N/A	0	100%	100%	TBD	July 1 -June 30	Environmental Management	Watershed mitigation strategy approved.	Successful launch by 6-30-2018.
						N/A	0	4	4	TBD	July 1 -June 30	Environmental Management	Mitigation availability.	Secure mitigation availability within the four highest priority watersheds by 6-30-2020.
Maintaining Safety, Integrity and Security	G	4			Provide a safe and productive work environment for SCDOT employees.									
	S		4.1		Promote workforce safety throughout the state.									
	M			4.1.1.a.	Number of “Let’Em Work, Let ‘Em Live” messages transmitted to the public.	N/A	N/A	199	100	TBD	July 1 -June 30	Communications	Number of messages transmitted.	Providing greater public awareness to the challenges of work zone areas.
	M			4.1.2.a.	Number of SCDOT fatalities in our work zones.	1	2	0	0	TBD	July 1 -June 30	Safety	Number of fatalities.	Save the lives of our SCDOT teammates.
	M			4.1.2.b.	Number of reportable workplace injuries at SCDOT.	465	466	426	405 (5% decrease from previous calendar year)	TBD	July 1 -June 30	Safety	Total number reported from "Total first report of injury filed by year" along with # by district & HQ.	Live by the SCDOT motto of, "Safety 1st - Live by It." Target of 5% reduction over previous 5-year rolling average.
	S		4.2		Reinforce a culture of excellent customer service at SCDOT.									
	M			4.2.1.a.	Number of SCDOT Team members that have received updated Customer Service Training.	N/A	N/A	63% (2648)	100% (4215)	TBD	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%	95%	TBD	July 1 -June 30	Call Center	Response times will be tracked and percentage will be calculated within the call center tracking system. Completion times are currently tracked, but acknowledgement times are not. Meeting with IT Services was held 7/18/17 to discuss needed changes to tracking system.	Providing timely, accurate, and relevant information to customers making the inquiries.
	M			4.2.2.b.	Number of days to decision for commercial development permits following complete package submittals. (Processed in 30 days or less.)	N/A	93%	99%	90%	TBD	July 1 -June 30	Maintenance	Encroachment Permit Processing System (EPPS) Report.	Providing timely response times to commercial developers.
	S		4.3		Plan for an evolving workforce.									
	M			4.3.1.a.	Development and implementation of Succession Management planning.	N/A	3%	100%	100%	TBD	July 1 -June 30	Human Resources	Number of Direct Reports to the Secretary who have completed and submitted succession management plans.	Ensuring the right leaders are in place prior to major periods of transition (i.e. TERI retirement).
	M			4.3.1.b.	National Bridge Inspection Standards certified inspectors are readily available to assist in the inspection and monitoring of our bridges.	N/A	Contract proposals under review	Completed	Contracts in place	TBD	July 1 -June 30	Maintenance	Director of Maintenance information.	Must ensure critically important skilled personnel are available to inspect and monitor bridges.
	M			4.3.2.a.	Number of graduates of the LEAD, CPM and AASHTO leadership development programs.	N/A	61	88	60	TBD	July 1 -June 30	Human Resources	Number of graduates of respective courses who are in FTE positions in the Agency.	Building a bench of future leaders to maintain continuity and effectiveness of policies, procedures, and programs.

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2016 Actual Base Year	2017 Actual	2018 Actual	2018-2019 Forecasted Values	2019 Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure										
	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)	100% (4343)	TBD	July 1 -June 30	Minority & Small Business Affairs	The HR Learning Management System will be utilized to track/monitor employees upon completing the AA Overview training.	A top priority and especially important skill set during hiring actions. Target of 100% by July 1, 2019.
	M			4.3.3.b.	Development and implementation of an Affirmative Action (AA) training component for newly hired managers and supervisors.	N/A	N/A	Completed	Develop module	TBD	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	N/A	Completed	Revamp website	TBD	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.	N/A	N/A	175	100	TBD	July 1 -June 30	Communications	Number of speaking engagements recorded across the state.	Getting the SCDOT story out to the public. Making SCDOT operations more transparent.
	S		5.2		Retool our existing reports to make them easier to understand.									
	M			5.2.1.a.	Statewide, District and County reports are published monthly on the webpage.	N/A	N/A	Completed	Financial Reports Updated & Published	TBD	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	N/A	Completed	Publish Updated Description	TBD	July 1 -June 30	Communications and Planning	Review by non-engineering personnel.	Putting technical highway engineering language into material that is easier for the public to understand.
	S		5.3		Provide continuous assurance of audit compliance.									
	M			5.3.1.a.	Continuous management of repository with regular updates, including verified management action plans.	N/A	N/A	Completed	Manage Repository	TBD	January 1 - December 31	Internal Audit Services	Number of days past 1/1/19.	Asking the "why" of what we do and ensuring we stay in compliance like a professional organization should.

Agency Name:	DEPARTMENT OF TRANSPORTATION
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Fiscal Year 2017-2018
Accountability Report

Agency Code:	U120	Section:	084
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Program Template

Program/Title	Purpose	FY 2017-18 Expenditures (Actual)				FY 2018-19 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.		\$ 43,133,631		\$ 43,133,631		\$ 53,974,922		\$ 53,974,922	1.1.1.a., 1.2.1.a., 2.1.1a., 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).	\$ 586,817	\$ 3,609,822		\$ 4,196,639		\$ 9,757,635		\$ 9,757,635	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.		\$ 88,843,841		\$ 88,843,841		\$ 101,235,825		\$ 101,235,825	1.1.1.a., 1.2.1.a., 2.1.1a., 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.	\$ 58,953,938	\$ 1,228,893,053		\$ 1,287,846,991		\$ 1,708,848,122		\$ 1,708,848,122	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.

Agency Name: DEPARTMENT OF TRANSPORTATION

Fiscal Year 2017-2018
Accountability Report

Agency Code: U120 Section: 084

Program Template

Program/Title	Purpose	FY 2017-18 Expenditures (Actual)				FY 2018-19 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.		\$ 232,627,703		\$ 232,627,703		\$ 286,167,794		\$ 286,167,794	1.1.1.a., 1.2.1.a., 2.1.1a., 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.		\$ 6,774,959		\$ 6,774,959		\$ 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.		\$ 111,478,286		\$ 111,478,286		\$ 108,476,262		\$ 108,476,262	1.1.1.a., 1.2.1.a., 2.1.1a., 2.2.1.a., 2.2.2.a., 2.2.3.a., 2.3.1.a., 3.1.1.a., 3.2.1.a., 3.2.2.a., 4.1.1.a., 4.2.1.a., 4.2.2.a., 4.3.1.a., 4.3.2.a., 4.3.3.a., 5.1.1.a., 5.1.2.a., 5.2.1.a., 5.2.2.a., 5.3.1.a.
V. Mass Transit	Intermodal Planning and allocations and aid for transit services, equipment and operating expenses.	\$ 57,270	\$ 30,016,300		\$ 30,073,570	\$ 57,270	\$ 34,735,437		\$ 34,792,707	1.1.1.a., 1.2.1.a., 2.2.4.a., 3.1.1.a., 3.2.1.a.
VI. Employee Benefits	State employer contribution and total fringe benefits.		\$ 86,427,504		\$ 86,427,504		\$ 96,890,004		\$ 96,890,004	4.3.1.a., 4.3.2.a., 4.3.3.a.
Totals		\$ 59,598,025	\$ 1,831,805,100	\$ -	\$ 1,891,403,125	\$ 57,270	\$ 2,407,783,188		\$ 2,407,840,458	

As of 07/16/18

	DEPARTMENT OF TRANSPORTATION			Fiscal Year 2017-2018 Accountability Report				
	U120	Section:	084	Legal Standards Template				
	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	<i>If yes, what type of service or product?</i>	<i>If other service or product, please specify what service or product.</i>
1	SC Code 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.
2	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.
3	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.
4	SC Code Sections 1-30-10(G)(1) and 1-30-10(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	
5	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	
6	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	
7	SC Code Sections 57-7-50 and 210	State	Statute	Penalties for obstructions in the right of way without a permit.	Yes	No		
8	SC Code Section 11-35-5240	State	Statute	Minority Business Enterprise (MBE) Utilization Plan.	Yes	Yes	Report our agency must/may provide	
9	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.
10	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	

11	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	
12	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.
13	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.
14	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.
15	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.
16	FY18-19 Proviso 84.1	State	FY 2018-19 Proviso	Expenditure Authority Limitation.	Yes	Yes	Other service or product our agency must/may provide	May spend all cash balances from previous years.
	FY17-18 Proviso 84.1	State	FY 2017-18 Proviso	Expenditure Authority Limitation.	Yes	Yes	Other service or product our agency must/may provide	May spend all cash balances from previous years.
	FY16-17 Proviso 84.1	State	FY 2016-17 Proviso	Expenditure Authority Limitation.	Yes	Yes	Other service or product our agency must/may provide	May spend all cash balances from previous years.
17	FY18-19 Proviso 84.2	State	FY 2018-19 Proviso	Special Fund Authorization.	Yes	Yes	Other service or product our agency must/may provide	May set up special funds with State Treasurer.
	FY17-18 Proviso 84.2	State	FY 2017-18 Proviso	Special Fund Authorization.	Yes	Yes	Other service or product our agency must/may provide	May spend all cash balances from previous years.
	FY16-17 Proviso 84.2	State	FY 2016-17 Proviso	Special Fund Authorization.	Yes	Yes	Other service or product our agency must/may provide	May spend all cash balances from previous years.
18	FY18-19 Proviso 84.3	State	FY 2018-19 Proviso	Secure Bonds & Insurance.	Yes	Yes	Other service or product our agency must/may provide	May secure bonds and insurance as proper and advisable.
	FY17-18 Proviso 84.3	State	FY 2017-18 Proviso	Secure Bonds & Insurance.	Yes	Yes	Other service or product our agency must/may provide	May spend all cash balances from previous years.
	FY16-17 Proviso 84.3	State	FY 2016-17 Proviso	Secure Bonds & Insurance.	Yes	Yes	Other service or product our agency must/may provide	May spend all cash balances from previous years.
19	FY18-19 Proviso 84.4	State	FY 2018-19 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.
	FY17-18 Proviso 84.4	State	FY 2017-18 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.
	FY16-17 Proviso 84.4	State	FY 2016-17 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.
20	FY18-19 Proviso 84.5	State	FY 2018-19 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.
	FY17-18 Proviso 84.5	State	FY 2017-18 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.

	FY16-17 Proviso 84.5	State	FY 2016-17 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.
21	FY18-19 Proviso 84.6	State	FY 2018-19 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.
	FY17-18 Proviso 84.6	State	FY 2017-18 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.
	FY16-17 Proviso 84.6	State	FY 2016-17 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.
22	FY18-19 Proviso 84.7	State	FY 2018-19 Proviso	Rest Area Water Rates.	No	No - Does not relate directly to any agency deliverables		
	FY17-18 Proviso 84.7	State	FY 2017-18 Proviso	Rest Area Water Rates.	No	No - Does not relate directly to any agency deliverables		
	FY16-17 Proviso 84.7	State	FY 2016-17 Proviso	Rest Area Water Rates.	No	No - Does not relate directly to any agency deliverables		
23	FY18-19 Proviso 84.8	State	FY 2018-19 Proviso	Shop Road Farmers Market Bypass Carry Forward.	No	No - Does not relate directly to any agency deliverables		
	FY17-18 Proviso 84.8	State	FY 2017-18 Proviso	Shop Road Farmers Market Bypass Carry Forward.		No - Does not relate directly to any agency deliverables		
	FY16-17 Proviso 84.8	State	FY 2016-17 Proviso	Shop Road Farmers Market Bypass Carry Forward.		No - Does not relate directly to any agency deliverables		
24	FY18-19 Proviso 84.9	State	FY 2018-19 Proviso	Bridge Replacement in McCormick County.	Yes	Yes	Other service or product our agency must/may provide	Allow McCormick County to affix water lines to bridge.
	FY17-18 Proviso 84.10	State	FY 2017-18 Proviso	Bridge Replacement in McCormick County.	Yes	Yes	Other service or product our agency must/may provide	Allow McCormick County to affix water lines to bridge.
	FY16-17 Proviso 84.11	State	FY 2016-17 Proviso	Bridge Replacement in McCormick County.	Yes	Yes	Other service or product our agency must/may provide	Allow McCormick County to affix water lines to bridge.
25	FY18-19 Proviso 84.10	State	FY 2018-19 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.
	FY17-18 Proviso 84.11	State	FY 2017-18 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.
	FY16-17 Proviso 84.12	State	FY 2016-17 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.
26	FY18-19 Proviso 84.12	State	FY 2018-19 Proviso	General Fund Balance Carry Forward.	No	No - Does not relate directly to any agency deliverables		
	FY17-18 Proviso 84.13	State	FY 2017-18 Proviso	General Fund Balance Carry Forward.	No	No - Does not relate directly to any agency deliverables		

	FY16-17 Proviso 84.16	State	FY 2016-17 Proviso	General Fund Balance Carry Forward.	No	No - Does not relate directly to any agency deliverables		
27	FY18-19 Proviso 84.13	State	FY 2018-19 Proviso	Reimbursement for Vehicle Damage.	Yes	Yes	Other service or product our agency must/may provide	Post damage claim form on website.
	FY17-18 Proviso 84.14	State	FY 2017-18 Proviso	Reimbursement for Vehicle Damage.	Yes	Yes	Other service or product our agency must/may provide	Post damage claim form on website.
	FY16-17 Proviso 84.17	State	FY 2016-17 Proviso	Reimbursement for Vehicle Damage.	Yes	Yes	Other service or product our agency must/may provide	Post damage claim form on website.
28	FY18-19 Proviso 84.15	State	FY 2018-19 Proviso	Preventive Maintenance Credit.	No	No - Does not relate directly to any agency deliverables		
29	FY18-19 Proviso 84.16	State	FY 2018-19 Proviso	Emergency Meetings.	No	Yes	Other service or product our agency must/may provide	Must post notice of meeting to public.
30	FY18-19 Proviso 84.17	State	FY 2018-19 Proviso	CTC Donor Bonus .	Yes	Yes	Other service or product our agency must/may provide	Transfer of authorized funds to CTCs.
31	FY18-19 Proviso 84.18	State	FY 2018-19 Proviso	Public Utility.	Yes	Yes	Other service or product our agency must/may provide	From funds authorized in the current fiscal year, SCDOT may use funds for relocation of public water and sewer lines in accordance with federal guidelines.
32	FY18-19 Proviso 117.20	State	FY 2018-19 Proviso	Subsistence Expenses and Mileage.	No	No - Does not relate directly to any agency deliverables		
	FY17-18 Proviso 117.20	State	FY 2017-18 Proviso	Subsistence Expenses and Mileage.	Yes	No - Does not relate directly to any agency deliverables		
	FY16-17 Proviso 117.20	State	FY 2016-17 Proviso	Subsistence Expenses and Mileage.	Yes	No - Does not relate directly to any agency deliverables		
33	FY18-19 Proviso 117.34	State	FY 2018-19 Proviso	Debt Collections Report.	Yes	Yes	Report our agency must/may provide	
	FY17-18 Proviso 117.34	State	FY 2017-18 Proviso	Debt Collections Report.	Yes	Yes	Report our agency must/may provide	
	FY16-17 Proviso 117.34	State	FY 2016-17 Proviso	Debt Collections Report.	Yes	Yes	Report our agency must/may provide	
34	FY18-19 Proviso 117.55	State	FY 2018-19 Proviso	Employee Bonuses.	No	No - Does not relate directly to any agency deliverables		
	FY17-18 Proviso 117.55	State	FY 2017-18 Proviso	Employee Bonuses.	Yes	Yes	Other service or product our agency must/may provide	May spend all cash balances from previous years.
	FY16-17 Proviso 117.55	State	FY 2016-17 Proviso	Employee Bonuses.	Yes	Yes	Other service or product our agency must/may provide	May spend all cash balances from previous years
35	FY18-19 Proviso 117.74	State	FY 2018-19 Proviso	Fines and Fee Report.	Yes	Yes	Report our agency must/may provide	
	FY17-18 Proviso 117.74	State	FY 2017-18 Proviso	Fines and Fee Report.	Yes	Yes	Report our agency must/may provide	
	FY16-17 Proviso 117.74	State	FY 2016-17 Proviso	Fines and Fee Report.	Yes	Yes	Report our agency must/may provide	
36	FY18-19 Proviso 117.105	State	FY 2018-19 Proviso	Data Breach Notification.	No	No - Does not relate directly to any agency deliverables		
	FY17-18 Proviso 117.106	State	FY 2017-18 Proviso	Data Breach Notification.	No	No - Does not relate directly to any agency deliverables		
	FY16-17 Proviso 117.107	State	FY 2016-17 Proviso	Data Breach Notification.	No	No - Does not relate directly to any agency deliverables		
37	FY18-19 Proviso 117.112	State	FY 2018-19 Proviso	IT & Information Security Plans.	Yes	Yes	Report our agency must/may provide	

	FY17-18 Proviso 117.113	State	FY 2017-18 Proviso	IT & Information Security Plans.	Yes	Yes	Report our agency must/may provide	
	FY16-17 Proviso 117.114	State	FY 2016-17 Proviso	IT & Information Security Plans.	Yes	Yes	Report our agency must/may provide	
38	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.
39	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		
40	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		
41	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		
42	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		
43	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		
44	33 CFR Parts 332	Federal	Regulation	Compensatory Mitigation Requirements.	No	No - But relates to manner in which one or more agency deliverables is provided		
45	40 CFR 230	State	Regulation	404(b) (1) Permits.	No	No - But relates to manner in which one or more agency deliverables is provided		
46	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		
47	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		
48	SC Code 48-14-10, et seq.	State	Regulation	S. C. Storm water Management and Sediment Reduction Act.	No	No - But relates to manner in which one or more agency deliverables is provided		
49	SC Regs 72-300, et seq.	State	Statute	S. C. Storm Water Management Regulations.	No	No - But relates to manner in which one or more agency deliverables is provided		
50	SC Code 48-18-10, et seq.	State	Regulation	Erosion and Sediment Reduction Act.	No	No - But relates to manner in which one or more agency deliverables is provided		
51	SC Regs 72-400, et seq.	State	Statute	Erosion and Sediment Reduction Regulations.	No	No - But relates to manner in which one or more agency deliverables is provided		
52	SC Code 48-1-100, et seq.	State	Regulation	S. C. Pollution Control Act.	No	No - But relates to manner in which one or more agency deliverables is provided		
53	SC Regs 61-9, et seq.	State	Statute	SC Pollution Control Act Regulations.	No	No - But relates to manner in which one or more agency deliverables is provided		
54	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		
55	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		

56	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		
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Agency Name:		DEPARTMENT OF TRANSPORTATION			Fiscal Year 2017-2018 Accountability Report
Agency Code:		U120	Section:	84	
Customer Template					
Divisions or Major Programs	Description	Service/Product Provided to Customers	Customer Segments	<i>Specify only for the following Segments: (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.</i>	
Administration - General	Leadership and support services to facilitate the delivery of SCDOT's mission.	Assist in development of the agency mission, budget and general management of the agency.	Executive Branch/State Agencies		
Administration - Land and Buildings	Oversight of statewide maintenance facilities, district offices, sign shop, lab, and land (i.e. right of-way).	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.	
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.	General Public	(3) The motoring public regardless of age, race, gender, education levels, and/or religion.	
			Local Govts.	(2) American Council of Engineering Companies (ACEC).	
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.	General Public	(3) The motoring public regardless of age, race, gender, education levels, and/or religion.	
			Industry	(1) Multiple contractors and certified Disadvantaged Business Enterprise firms that are on file for construction projects.	
			Professional Organization	(2) Association of General Contractors (AGC).	
			Professional Organization	(2) Portland Cement Association (PCA).	
			Professional Organization	(2) South Carolina Asphalt Paving Association (SCAPA).	
			Professional Organization	(2) SC Chapter of Minority Contractors.	
			Local Govts.		
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.	General Public	(3) The motoring public regardless of age, race, gender, education levels, and/or religion.	
			Local Govts.	(2) Multiple vendors and DBE vendors.	
Toll Operations	Annual debt service and operations of Cross Island Parkway.	Annual debt service and administration.	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.	General Public	(3) The motoring public regardless of age, race, gender, education levels, and/or religion.
			Local Govts.	
Mass Transit	Intermodal Planning and allocations and aid for transit services, equipment and operating expenses.	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.
			Local Govts.	
Employee Benefits	State employer contribution and total fringe benefits for all employees.	A stable workforce and leadership team is critical to being able to reliably deliver the annual program.	Executive Branch/State Agencies	

Agency Name:	DEPARTMENT OF TRANSPORTATION
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Fiscal Year 2017-2018
Accountability Report

Agency Code:	U120	Section:	084
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Partner Template

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		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 Footprints National Scenic Byways (multiple chapters), Coastal Conservation League, Drayton Hall Plantation, Edisto Island	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		
Agency Code:	U120	Section:	084

Fiscal Year 2017-2018
Accountability Report

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	Restructuring Report (House)	General Assembly (House Oversight Committee)	State	Other	March 31, 2015	Recommendations for Restructure of Agency; increased efficiency.	https://www.scdot.org/performance/pdf/reports/SCHouse_Restructuring_Sev-en-Year_Plan_Report.pdf
2	External Review and Report	Restructuring and Cost Savings Plan (Senate)	General Assembly	State	Other	January 12, 2015	Increased efficiency & cost savings. Report due every seven years.	https://www.scdot.org/performance/pdf/reports/SCDOT_2015_Restructuring_Cost_Savings_Plan.pdf
3	External Review and Report	Accountability Report	General Assembly (Department of Administration)	State	Annually	September 15, 2017	Financial, organizational, and accountability improvements.	https://www.scdot.org/performance/pdf/reports/SCDOT-FY2016-17_Accountability_Report.pdf
4	External Review and Report	Project Priority List	General Assembly	State	Monthly	June 30, 2018	List of ranked projects with ranking process and methodology for selection.	https://www.scdot.org/projects/ten-year-plan.aspx
5	External Review and Report	Procurement Card Report	General Assembly	State	Monthly	June 30, 2018	Procurement Card Statements/Monthly report containing Procurement Card information posted on agency website.	http://www.cg.sc.gov/Pages/monthlychargecardusage.aspx
6	External Review and Report	Indefinite Delivery of Contracts Report	State Fiscal Accountability Authority (Office of State Engineer)	State	Quarterly	March 30, 2018	Notify State Highway Engineer of all indefinite delivery contract work/ delivery orders.	https://www.scdot.org/performance/pdf/reports/IDC-1stQuarter-Report2018.pdf
7	External Review and Report	Sole Source Procurement & Emergency Procurements	General Assembly	State	Quarterly	October 13, 2017	Record of procurement actions to include sole source and emergency procurements.	https://www.procurement.sc.gov/files/DOT17.pdf
8	External Review and Report	Trade in sales (combined with sole source procurement report)	General Assembly	State	Quarterly		Trade in sales (combined with sole source procurement report).	
9	External Review and Report	Illegal Procurements	General Assembly	State	Other	July 2017 - June 2018	Illegal Procurements submitted only if illegal procurement occurs.	https://reporting.procurement.sc.gov/general/transparency/audit-reports
10	External Review and Report	C-Fund Expenditures	General Assembly	State	Annually	July 1, 2016 - June 30, 2017	C-Fund Expenditures for previous fiscal year.	https://www.scdot.org/performance/pdf/reports/C-ProgramComplete2016-2017.pdf
11	External Review and Report	SCDOT's Annual Report	General Assembly (State Budget Office)	State	Annually	January 9, 2018	Annual accomplishments, Ten Year Needs plan, Five year plan detailing traffic regulation, mass transit coordination, and all firm's contract amounts.	https://www.scdot.org/performance/pdf/reports/SCDOT-AnnualReport-FY2017.pdf
12	External Review and Report	Transit Report	General Assembly	State	Annually	February 1, 2018	Office of Public Transit Report.	https://www.scdot.org/performance/pdf/reports/SCDOT_Annual_Report_2017.pdf
13	External Review and Report	Transit Progress Report	General Assembly	State	Annually		Progress report containing planning and coordination efforts (and is combined with transit report).	
14	External Review and Report	Office of Railroad Report	General Assembly	State	Annually	January 9, 2018	State railroad corridor preservation, revitalization, and comprehensive rail plan for passenger, freight, and infrastructure services.	https://www.scdot.org/performance/pdf/reports/2017_Rail_Report_Plan_Implementation_Update.pdf
15	External Review and Report	Rail Plan	General Assembly	State	Other	December 1, 2014	State railroad corridor preservation, revitalization, and comprehensive rail plan for passenger, freight, and infrastructure services. Report due every five years.	https://www.scdot.org/Multimodal/pdf/SC_MTP_Rail_Plan_FINAL.pdf#search=rail%20plan
16	External Review and Report	Affirmative Action Plan and Non Discrimination Plan	General Assembly (State Human Affairs Commission)	State	Annually	June 2017 - June 2018	Personnel report by race and sex; includes discrimination policy. Also referred to as EEO Progress Report.	https://www.scdot.org/performance/pdf/reports/SCDOT-2016-17-Affirmative-Action-Plan.pdf
17	External Review and Report	Debt Collection Reports	General Assembly	State	Annually	February 28, 2018	Report of outstanding debt and methods used to collect.	https://www.scdot.org/performance/pdf/reports/2017-Debt-Collection-Report.pdf
18	External Review and Report	Federal Enhancement Grants (aka Legislative Alternatives Program)	General Assembly	State	Annually	February 25, 2018	Show award of Federal Enhancement Grants.	https://www.scdot.org/performance/pdf/reports/Federal_Enhancements_Grants-2017.pdf
19	External Review and Report	Statements of Economic Interest	General Assembly (State Ethics Commission)	State	Annually	March 30, 2018	Statements of Economic Interest.	http://apps.sc.gov/PublicReporting/IndSEI.aspx?AspxAutoDetectCookieSupport=1
20	External Review and Report	Report on Disadvantaged Enterprises Program	General Assembly	State	Annually	July 30, 2018	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 29204

21	External Review and Report	Minority Business Enterprise (Utilization Plan & Procurement Contracts)	General Assembly (Small & Minority Business Assistance Office)	State	Quarterly	December 5, 2017	Procurement Contracts.	https://www.scdot.org/performance/pdf/reports/OSMBA_MBE_Plan_FY17-18.pdf
22	External Review and Report	Information Technology & Information Security Plans	General Assembly (Dept. of Administration - Division of Technology)	State	Annually	August 1, 2017	Agency plan for information technology and information security.	For security reasons, this report is not published online. For additional information please contact SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29204
23	External Review and Report	Annual Energy Conservation Report	General Assembly (Office of Regulatory Staff - Energy Office)	State	Annually	August 30, 2017	Report energy used by SCDOT for buildings.	https://www.scdot.org/performance/pdf/reports/FY17-energy-progress-report-form.pdf
24	External Review and Report	Fines and Fees Report	General Assembly	State	Annually	September 1, 2017	Promote accountability and transparency.	https://www.scdot.org/performance/pdf/reports/FeesandFinesReport.pdf
25	External Review and Report	Personnel Organization Chart	General Assembly (Dept. of Administration - Human Resources Division)	State	Annually	As needed	Agency organization chart of Personnel.	This is automatically updated and available in SCEIS, as well as on the SCDOT website located at: https://www.scdot.org/inside/org-chart.aspx
26	External Review and Report	Recycling Report	General Assembly (Dept. of Health & Environmental Services)	State	Annually	September 15, 2017	Transportation solid waste reduction and general recycling.	http://www.scdhec.gov/Library/OR-1644.pdf
27	External Review and Report	SCDOT Specific Recycling Report on compost, fly ash, ground rubber, and mixed plastics	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
28	External Review and Report	Travel Report	General Assembly (Comptroller General)	State	Annually	November 1, 2017	Travel Report for agency for prior fiscal year.	http://www.cg.sc.gov/publicationsandreports/Documents/Travel/FY17TravelReport.pdf
29	External Review and Report	Bank Transparency & Accountability Report	General Assembly (State Fiscal Accountability Authority)	State	Annually	September 7, 2017	Disclosure of transactions on the agency account for the prior fiscal year.	https://www.scdot.org/performance/pdf/reports/SCDOT_Bank_Account_Transparency.pdf
30	External Review and Report	Annual Audit	General Assembly	State	Annually	September 29, 2017	Audit of agency performed by certified public accountant.	http://osa.sc.gov/wp-content/uploads/2018/03/U1217-1.pdf
31	External Review and Report	Comprehensive Permanent Improvement Program (CPIP)	General Assembly and Joint Bond Review Committee (Dept. of Administration)	State	Annually	March 1, 2018	Exempt from 2-47-55 reporting by Proviso 117.72 but internally used as a planning document.	https://www.scdot.org/performance/pdf/reports/CPIP-list-of-projects.pdf
32	External Review and Report	Online Transaction Register	General Assembly	State	Annually	June 30, 2018	Complete record of funds expended.	https://www.scdot.org/inside/pdf/spending/Expend_Funded_Program_Include_Maint_2017-2018.pdf
33	External Review and Report	Feasibility Studies for sidewalk, bike and HOV lanes	General Assembly (State Energy Office)	State	Other	As needed	Feasibility Studies on primary routes for sidewalk, bike and HOV lanes on individual project basis.	N/A
34	External Review and Report	Real Property	General Assembly (Dept. of Administration - Division of General Services)	State	Other	Exempt.	Exempt from 1-11-58 reporting by Proviso 117.72.	https://www.scdot.org/performance/pdf/reports/2017_real_property.xlsx
35	External Review and Report	Railroad Crossing	General Assembly	State	Other	Exempt.	Exempt from 58-17-1450 reporting by Proviso 117.72.	https://www.scdot.org/performance/pdf/reports/railroad_crossings_by_county.pdf
36	External Review and Report	Employee Bonuses	General Assembly (Dept. of Administration - Division of Human Resources)	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.
37	External Review and Report	Risk and Control Assessment: SCDOT Fuel Card Activity	Office of the State Auditor – Division of Internal Audit Services	State	Annually	July 31, 2017	Internal Audit Report on risk and control assessment of SCDOT's Fuel Card activity.	http://osa.sc.gov/wp-content/uploads/2018/02/Fuel-Card-Activity.pdf
38	External Review and Report	Risk and Control Assessment: SCDOT Intelligent Transportation Services On-Call Commodities and Services Contract Activity	Office of the State Auditor – Division of Internal Audit Services	State	Annually	January 19, 2018	Internal Audit Report on risk and control assessment of SCDOT's Intelligent Transportation Services On-Call Commodities and Services Contract Activity.	http://osa.sc.gov/wp-content/uploads/2018/03/RCA-Report-On-Call-Activity.pdf
39	External Review and Report	Risk and Control Assessment: SCDOT Indirect Cost Recovery	Office of the State Auditor – Division of Internal Audit Services	State	Annually	December 12, 2017	Internal Audit Report on risk and control assessment of SCDOT's Indirect Cost Recovery.	http://osa.sc.gov/wp-content/uploads/2018/02/RCA-Report-Indirect-Cost-Recovery-Final-Report-1.pdf
40	External Review and Report	Supplemental Federal Financial Assistance Reports	Office of the State Auditor/Scott & Company, LLC	State	Annually	November 17, 2017	Supplemental Federal Financial Assistance Reports.	http://osa.sc.gov/wp-content/uploads/2018/02/U1217-Single-Audit.pdf
41	External Review only	Financial Statements	Federal Highway Administration	Federal	Other	October 13, 2017	Compliance review on ROW Acquisition Process.	This review was initiated by Federal Highway Administration (FHWA) and can be accessed by contacting them at 1835 Assembly Street, Suite 1270, Columbia, SC 29201.
42	External Review only	Financial Integrity Review and Evaluation (FIRE)	Federal Highway Administration	Federal	Other	February 22, 2018	FHWA-SC Review of 10-year rule for preliminary engineering projects and 20-year rule for ROW projects.	This review was initiated by Federal Highway Administration (FHWA) and can be accessed by contacting them at 1835 Assembly Street, Suite 1270, Columbia, SC 29201.

43	External Review only	Review of SCDOT's SFY 19 Fringe Benefit Rate	Federal Highway Administration	Federal	Other	June 7, 2018	Review of Accounting Records and Trend Analysis.	This review was initiated by Federal Highway Administration (FHWA) and can be accessed by contacting them at 1835 Assembly Street, Suite 1270, Columbia, SC 29201.
44	External Review only	Delegation Audit	Dept. of Administration	State	Other	June 21, 2018	Audit review on Classification Delegation Authority Agreement.	This review was initiated by the Division of State Human Resources and can be accessed by contacting the South Carolina Department of Administration, Division of State Human Resources, 8301 Parklane Road, Suite A220, Columbia, SC 29223.