

Accountability Report Transmittal Form

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Agency Director	<u>H.B. Limehouse, Jr.</u>
Agency Contact Person	<u>Carl Chase, Jr.</u>
Agency Contact's Telephone Number	<u>(803) 737-1960</u>



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**South Carolina Department of Transportation
Annual Accountability Report
Fiscal Year 2007-2008**

Section I- EXECUTIVE SUMMARY

Description of the Department of Transportation

The South Carolina Department of Transportation (SCDOT) is charged with the responsibility of systematic planning, design, construction, maintenance, and operation of the state highway system and coordinating mass transit services. SCDOT operates and maintains 41,430 miles of roads and bridges, which ranks as one of the largest state-owned highway systems in the nation according to the Federal Highway Administration (FHWA). Recently, the agency has emphasized the importance of system maintenance and preservation, safety, and environmental stewardship.

Mission and Values

“The department shall have as its functions and purposes the systematic planning, construction, maintenance, and operation of the state highway system and the development of a statewide mass transit system that is consistent with the needs and desires of South Carolina citizens..... The goal of the department is to provide adequate, safe, and efficient transportation services for the movement of people and goods.” §57-1-30

The Department coordinates state and federal programs relating to highways among all departments, agencies, and government entities of this State along with other duties and matters as may be delegated to it pursuant to law. The goal of the Department is to provide adequate, safe, and efficient transportation services for the movement of people and goods. With the recent increase in local-option sales taxes for transportation, the creation of the South Carolina Transportation Infrastructure Bank, and the expansion of regional and metropolitan planning organizations, the importance of partnering has grown. The Department has committed itself to collaboration and consultation with others in the exercise of its responsibilities.

SCDOT must follow numerous federal laws and regulations associated with Federal-Aid Highway Program and Federal Transit Administration. SCDOT has embraced the following recent trends in federal transportation policy, emphasizing the importance of:

1. Making highway safety a high priority
2. Proactively consulting with affected individuals and stakeholders
3. Addressing congestion management in innovative ways
4. Using intelligent transportation systems (ITS)
5. Making transportation plans consistent with local planned growth and development plans
6. Creating bicycle and pedestrian alternatives
7. Making projects and programs sensitive to the human and natural environment
8. Considering homeland security as a distinct planning factor

Major Achievements from the Past Year

Major achievements will be described in length in the “Business Results Section” of this report. Additionally, page 22 depicts completed transportation projects. The highlights of some of the major SCDOT achievements and awards during FY 2008 include the following:

- FY 2008 Annual Recycling Award (State Agency Category), South Carolina Department of Health and Environmental Control
- Exemplary Human Environmental Initiative, FHWA, US 76 Project
- Exemplary Human Environmental Initiative, FHWA, Fishdam Ford Revolutionary War Battle Site
- Certificate of Achievement for Excellence in Financial Reporting Program, Government Finance Officers Association (third award)
- 2008 Shining Star Award, Federal Transit Administration
- 2007 Global Achievement Award on “Quality Management in Construction and Maintenance, International Road Federation”
- American Red Cross Meritorious Award for Blood Donations by SCDOT employees
- Outstanding Fleet Management Awards to Chester County
- First Place, *The Connector*, South Carolina Press Association

Key Strategic Goals for Present and Future Years

SCDOT has a Strategic Plan. Below are the key components of the Strategic Plan:

- Increase Safety both on South Carolina’s highway system and within SCDOT
- Make transportation Mobility options more accessible, convenient, efficient, and easily integrated
- Continue a proactive approach in System Preservation
- Advance SCDOT’s Customer Service
- Conserve Resources throughout the agency
- Maintain a quality Workforce of existing and future employees

Key Strategic Challenges

SCDOT spent much of the year adjusting its policies, procedures and regulations to comply with Act 114 of 2007. In particular, the statutory provisions of §57-1-370(B)(8) require that the SCDOT Commission establish a priority list of projects. The new priority list affects practically the entire federal-aid program and must take the following criteria into consideration:

- a. financial viability including a life cycle analysis of estimated maintenance and repair costs over the expected life of the project
- b. public safety
- c. potential for economic development
- d. traffic volume and congestion
- e. truck traffic
- f. the pavement quality index
- g. environmental impact
- h. alternative transportation solutions
- i. consistency with local land use plans

Engineering protocols have been established for setting priorities based on the above criteria. Regulations were developed by the department outlining the process for developing the statewide priority list and approved by the SCDOT Commission and the General Assembly. Many projects

were delayed or put on hold as this criteria was developed. This resulted in a slow-down in construction activity for approximately ten months.

A second area of Act 114 that has had a major impact on operations is §57-1-370(N) which states: *“Any request made for resurfacing, installation of new signals, curb cuts on primary roads, bike lanes, or construction projects under ten million dollars must be reviewed and approved by the commission who certify that the request is needed based upon objective and quantifiable factors before work may proceed.”* Because the Commission is a part-time governing body comprised of private citizens whose primary responsibility is the development and oversight of policy, this requirement initially had the affect of delaying encroachment permits for driveways and the installation of traffic signals. The regulations approved by the SCDOT Commission allow the Deputy Secretary for Engineering to approve traffic signals and curb cuts with a monthly review and ratification of all such actions by the Commission.

Funding continues to be the department’s biggest challenge. During the year, a statewide multimodal plan was released, including a 20 year estimate of needs. Based on projected funding, the annualized shortfall is \$2.4 billion in 2007 dollars. This is being further complicated by double-digit inflation in construction costs and increased fuel costs. High gasoline and diesel prices have resulted in reduced fuel tax revenues on the state and federal levels. SCDOT has responded with internal reductions in operational costs, but these savings do not offset the huge cost increases combined with lower than expected revenues.

SCDOT’s state funding comes primarily from the 16 cents per gallon motor fuel user fee, which was last adjusted in 1987. According to the American Petroleum Institute, it is now the fourth lowest in the nation. Each penny in SC generates about \$32 million, but SCDOT does not receive all the revenues. \$78 million goes to the County Transportation Committees (CTCs), \$1 million goes to the Department of Motor Vehicles for IFTA administration, \$3 million to Department of Natural Resources and about \$25 million to the SC Transportation Infrastructure Bank. Nearly one third of the remaining state funds received by SCDOT are needed to make the match for the federal funds. The amount left is insufficient for routine maintenance on the 41,430-mile system, and to resurface and make safety improvements to the 21,000 miles of roads ineligible for federal funds.

Legislation enacted by the General Assembly resulted in some savings and some increased costs. The costs outweighed the savings. The total annualized fiscal impact on the State Highway Fund resulting from legislation passed by the General Assembly in 2008 was \$1.8 million. The increased costs came from employee pay increases and signage requirements on bridges resulting from increased weight limits on trucks. Savings came from the transfer of the South Island Ferry to the Department of Natural Resources.

How the Accountability Report is used to improve organizational performance.

The Accountability Report is used as a vehicle for short and long range planning and as an indicator for various performance measures. The report is made available to all employees and its preparation is a shared project with all divisions and sub-divisions in the Department. It is posted on the agency’s website. Additionally, a trained Baldrige Examiner develops and disseminates a feedback report using Malcolm Baldrige Performance Award criteria.

Section II- ORGANIZATIONAL PROFILE

SCDOT is one of the largest state agencies in South Carolina and has a staff of approximately 5,057 men and women who work in all of the state's 46 counties and the central headquarters located in Columbia. The Department also employs 17 temporary grant employees and 127 temporary employees (on an as-needed basis). Based on a legislative reform package - Act 114 of 2007 - the way SCDOT is managed has seen some significant changes. SCDOT is now a cabinet agency under the Governor. The Governor appoints the Secretary of Transportation who serves as the Chief Administrative Officer. The Secretary of Transportation is assisted by three Deputy Secretaries who manage the three divisions of the agency - Engineering, Finance and Administration, and Mass Transit.

There is also a Commission consisting of seven commissioners. One is an at-large member appointed by the Governor, and six other members are elected by the legislative delegations from the six congressional districts across the state. The Commission body elects the Chairman.

State Funding

The primary source of funding for SCDOT is the state motor fuel user fee. The state motor fuel user fee accounts for approximately 95 percent of the state's funding sources available to SCDOT. The motor fuel user fee is primarily used to fund maintenance, program administration, mass transit, and to match federal-aid highway funds. For information on actual expenditures, the **Appropriations/Expenditure Chart is located on page 46 as Appendix 2. The Major Program Areas Chart is located on page 49 as Appendix 4.**

Statewide Multimodal Transportation Plan

SCDOT updated and the Commission approved the statewide twenty-year long-range transportation plan to provide coordination and consideration of three primary elements:

- The ***Statewide Corridor Plan*** will strategically focus on corridors of multi-regional and statewide significance. Corridors will be evaluated based on a multimodal assessment of current needs and future opportunities for expanded efficiencies.
- The ***Statewide Mass Transit Plan*** will provide a vision for carrying mass transit forward into the next twenty years to assist decision makers in formulating plans for meeting the mobility needs of South Carolinians who rely on mass transit. The vision will incorporate all modes of public transportation across the state, including intercity bus, light rail, commuter rail, and intercity high-speed passenger rail into a seamless transportation system. Related to public transportation services, SCDOT is also developing a regional coordinated public transit/human service planning process and plan in accordance with federal requirements. The regional coordination plan(s) are required as a condition of receiving funding for programs directed at meeting the needs of older individuals, persons with disabilities and low-income persons.
- The ***Statewide Railroad Right-of-Way Preservation Plan*** will enable SCDOT to better fulfill state statutory requirements in preserving railroad rights-of-way for future transportation use. Candidate railroad lines will be identified that are or will be potentially available for acquisition through donation or purchase.

Key Customers

SCDOT collaborates with a number of key private sector partners to maximize efficiency and effectiveness. The Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) are considered as partners and as customers. Other key customers of SCDOT are the motoring public traveling in South Carolina and those citizens who use public transportation. SCDOT partners with its customers by frequent interactions in public meetings, timely responses to correspondence, and personal interaction by the Commission and SCDOT employees.

Key Suppliers

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

Major Products and Services

The major products and services of SCDOT are building and maintaining of roads and bridges and administering mass transit services for the citizens of South Carolina. Others include:

- Statewide Intermodal Planning
- Beautification of roadsides
- Operating and maintaining rest areas on the interstates
- Work Zone Safety Program
- Outdoor Advertising Permits Program
- Pedestrian and bicycle accommodations
- Providing staff and managing design and construction of South Carolina Transportation Infrastructure Bank projects
- Research and development of construction methods and materials
- Incident Response Teams (Blue Trucks)
- Providing toll-free "hotline" to take citizens' calls during widespread weather-related emergencies
- Assisting Governor's Safety Council and Emergency Management Division with emergency situations and planning
- Encroachment Permits
- Strategic Highway Safety Plan in partnership with Department of Public Safety
- SCDOT response to citizens on individual transportation concerns
- Management of C-funds for 27 counties
- Environmental Stewardship as a Municipal Separate Storm Sewer System Permit Participant
- Oversize Overweight Permits
- Virtual Transit Enterprise
- Vehicle Acquisition Program (Mass Transit)

Section III – ELEMENTS OF MALCOLM BALDRIGE

Malcolm Baldrige National Quality Award Criteria

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

CATEGORY 1: SENIOR LEADERSHIP, GOVERNANCE AND SOCIAL RESPONSIBILITY

1.1 How do senior leaders set, deploy, and ensure two-way communication for: a) short and long term direction and organizational priorities, b) performance expectations, c) organizational values, d) empowerment and innovation, e) organizational and employee learning, and f) ethical behavior?

Short and Long-Term Direction

The Secretary of Transportation communicates with senior staff to review and renew the goals and objectives in the agency's Strategic Plan. Both short and long-term directions are identified in the Plan.

Performance Expectations

The Secretary of Transportation reviews data that contains essential information related to SCDOT's priorities and performance as outlined in the SCDOT Strategic Plan. Each objective that supports a goal in SCDOT's Strategic Plan has a performance measure. Employee performance is tied to a business plan based on SCDOT's vision, values, and goals as outlined in the Strategic Plan. Examples of measures include, but are not limited to:

- Reducing lost workdays
- Managing secondary road system with an increased budget
- Reversing the upward trend in deficient bridge deck
- Developing and implement a Strategic Highway Safety Plan
- Reducing crashes in congested areas
- Success of the Incident Response Program
- Upgrading all traffic control devices
- Improved use of human resources

Organizational Employment and Learning

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

SCDOT has developed a dynamic four-day course – "Leadership Development for Supervisors." All managers and supervisors are required to take this course. In addition to these programs, one employee completed the Associate Public Manager Program; two members of the senior staff

completed the Executive Institute; and five managers were awarded the Certified Public Manager credential during the year. In an effort to develop skilled engineers for the future, SCDOT has an Engineering Development Program and an Engineering Skills Enhancement Program. The Deputy Secretary for Engineering has developed an Engineering Cross-Training Program.

Checks and Balances

SCDOT is accountable to the taxpayers of South Carolina and many other entities to include:

- The Governor
- SCDOT Commission comprised of six members elected by the Legislature and one member appointed by the Governor
- Directly accountable to four House and Senate Committees
- Budget approved by the Legislature
- All expenditures reviewed and approved by the Comptroller General and Treasurer
- Oversight, audit and program review by FHWA and FTA
- Subject to reviews by the United States Department of Transportation Inspector General and General Accounting Office
- SCDOT Annual Accountability Report
- Annual Financial Audit
- Internal Audit
- Materials Management Office Procurement Audit
- Transparency regarding the use of the taxpayers money

Recognition, Empowerment and Innovation

SCDOT employees are rewarded for their creativity and innovative ideas. SCDOT rewards innovation with three types of recognition: (1) Thank You Cards - This card can be given by any employee to another employee for excellent service. (2) RIGHT Award - this letter is issued by any DOT Supervisor or Manager to employees for exemplary work and (3) the Excellence Award with a monetary award. In FY 2008, 374 employees received the RIGHT Award and 150 were awarded the Excellence Award.

On May 7, 2008, Governor Mark Sanford proclaimed South Carolina State Employee Recognition Day and, in conjunction with this proclamation, an Employee Recognition Celebration was conducted to celebrate the contributions of SCDOT employees.

SCDOT sponsors an Equipment Operators' Roadeo annually to promote skill advancement and safety awareness for heavy equipment operators. The Roadeo, which began in 2004, is structured based on information from similar programs at DOTs in Arkansas and Mississippi. Operators who compete in the Roadeo are able to showcase their ability to operate various types of maintenance equipment including backhoes, mowing tractors, dump trucks, motor graders, and tractor-tucks with lowboy trailers. In addition to skill advancements and safety awareness, SCDOT has experienced increases in employee morale, value, and teamwork as a result of sponsoring this program. Winners in each category of equipment advance from state finals to regional competition. The 2008 Regional Equipment Operators' Roadeo will be held in Pigeon Forge, Tennessee.

Ethical Behavior

The new reform law requires SCDOT Commissioners, along with the Secretary of Transportation, the Chief Auditor and senior staff to take two hours of training every two years concerning ethics

and the Administrative Procedures Act. This requirement was completed within one year of the law being enacted. In addition, Act 114 states that all employees must complete two hours of ethics training every two years – we are on track for completion of this by the end of 2008.

1.2 How do senior leaders establish and promote a focus on customers and other stakeholders?

Senior leaders of SCDOT focus on the customer by including public input in all SCDOT services. SCDOT has established formal partnerships with all its major partners and stakeholders. The public has many opportunities to actively participate in the planning and developing of highway projects. In addition, SCDOT leadership tracks correspondence and inquiries by using a Correspondence Tracking System.

A key business requirement is *Quality Customer Service*. The actions in this business requirement will be discussed in depth in “Category 3-Customer Focus” of this report. SCDOT has incorporated customer service as a strategic goal. Customer service is a key to operations and is woven into agency business plans. The Director of Maintenance Office instituted a Customer Service Survey to determine the quality of service provided by the Department’s maintenance forces.

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

SCDOT uses a multitude of forums to determine and address highway and public transit issues that affect the public in South Carolina. The SCDOT Commission held monthly meetings in which stakeholders and the public were invited. The Commission encourages legislators and the general public to share their concerns. SCDOT updates the State Transportation Improvement Plan (STIP) as needed with input from the Councils of Government (COG) and the Metropolitan Planning Organizations (MPO).

Public involvement is a key in our planning and developing of projects. Major projects usually begin with a local partnership established. Public involvement is encouraged at all levels of a project, through public hearings, newspaper editorials or announcements. After the enactment of Act 114, a Public Hearing Officer was designated to ensure feedback from the public.

1.4 How do senior leaders maintain fiscal, legal, and regulatory accountability?

State law governs SCDOT’s operations, and Title 23 of the United States Code of Laws governs the use of federal funds. SCDOT has incorporated in its culture a strong value system emphasizing honesty and integrity in all of its actions. There are periodic budget reviews and a strong internal and external audit process. The Office of State Auditor conducts an annual financial audit of the agency. The Office of Chief Internal Auditor has been established that reports directly to the SCDOT Commission. Additionally, SCDOT places all expenditures on the South Carolina Government Transparency Website in accordance with Executive Order 2007-14 at <https://ssl.sc.gov/SpendingTransparency/MonthlyExpenditureMain.aspxin>.

1.5 What key performance measures are regularly reviewed by your senior leaders?

There are key performance measures assigned to each goal in the Strategic Plan. Senior leadership reviews them on a quarterly basis. The measures and results are contained in “Category 7-Results” of this report. Also Key Engineering Dashboard Measures are posted on the SCDOT Web Site at <http://www.scdot.org/inside/dashboard.shtml>.

1.6 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization? How do their personal actions reflect a commitment to the organizational values?

Frequent meetings are held with employees and there is an open door policy throughout the agency to gain feedback.

1.7 How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?

Senior leaders take their role as mentors seriously and prepare mid-managers for succession to ensure continuity of operations.

1.8 How do senior leaders create an environment for performance improvement, accomplishment of strategic objectives, and innovation?

Addressed in Section 1.1

1.9 How does senior leadership actively support and strengthen communities in which your organization operates? Include how senior leaders and employees contribute to improving these communities.

SCDOT is actively involved in strengthening the community in which the agency’s people work and live. SCDOT is totally committed to being a good corporate citizen.

Governor Mark Sanford proclaimed May 11-17 as Transportation Week in South Carolina. This provides an opportunity for the transportation community across the nation to join together for greater awareness about the importance of transportation and to focus on making youth aware of transportation-related careers.

As a part of the celebration, SCDOT recognized 86 fifth graders from across South Carolina as winners in the state’s 2008 National Transportation Week 5th Grade Poster Contest. The students were recognized at the 5th Annual Transportation Week Poster Contest Awards ceremony held at The Zone in Columbia. This year, 1,169 fifth graders drew their interpretation of the national theme, “One Nation on the Move.” Two South Carolina 5th graders won 1st and 2nd place in the national poster competition, which is a part of National Transportation Week. The national 1st place winner was Sean Connor of Whittaker Elementary School in Orangeburg. Mitch Garrett, of Fork Shoals School in Greenville, was national 2nd place winner.

To be good corporate citizens, SCDOT employees participate in numerous volunteer programs and activities throughout the year such as:

- “Adopt-a-DOT Family”

- American Heart Walk
- United Way
- Community Health Charities
- Engineering in Schools
- Limited English Proficiency Program – A program developed to identify (fluent) bilingual employees (26) who assist customers doing business with the agency
- Lunch Buddies Program – A voluntary mentoring program for underprivileged children conducted by SCDOT employees
- March of Dimes – Walk America Fundraiser by STEP-21 class
- Construction Career Day (partnering with area high schools)
- Groundhog Shadowing Day
- Partnership with Felton Laboratory School
- Career Fairs
- Encouraging employees to volunteer their time in conjunction with the 4 day workweek

Summer Transportation Institute

The Summer Transportation Institute (STI) Program was established in 1993 as a partnership between SCDOT, FHWA, South Carolina Department of Public Safety (SCDPS) and South Carolina State University. The program expanded to include Benedict College in 1996, Claflin University in 2005, and Denmark Technical College in 2008.

The purpose of the STI is to create awareness and stimulate interest among secondary school students to take maximum advantage of the career opportunities that exist in the transportation industry. The goals of the institute are to expose secondary school students to a series of academic experiences designed to motivate them toward professions in the transportation industry and to provide them with mathematics, science and technological enrichment, enabling them to pursue a career in transportation. STI is a four-week program including room and board on college campuses for 9th - 12th grade students. The national curriculum includes academic, engineering, career speakers, field trips and Scholastic Aptitude Testing preparation. There were 61 participants this year. All costs associated with the STI Program are paid for with federal funds.

Job Shadowing Day

SCDOT and FHWA sponsored Job Shadowing Day in February 2008. Over 140 students from various schools throughout the Midlands participated in the Job Shadowing Day activities. Students were given a presentation on various careers in the transportation industry, and were provided a tour of the Traffic Management Center.

Engineering in Schools

SCDOT Engineering District One teaches *Engineering in Schools* to students in several local high schools each semester (fall/spring). The classes consist of six sessions, which take the students through the life cycle of a construction project. The sessions include introduction to civil engineering, planning/pre-construction design, surveying, road design, traffic engineering and construction and maintenance.

CATEGORY 2: STRATEGIC PLANNING

2.1 What is your strategic planning process, including key participants, key process steps and how does it address: your organization's strengths, weaknesses, opportunities and threats; financial, regulatory, societal and other potential risks; shifts in technology or the regulatory environment; human resource capabilities and needs; the opportunities and barriers you described in the Executive Summary, business continuity in emergencies; your ability to exercise the strategic plan.

In the future at SCDOT, there are many challenges and opportunities. As one of South Carolina's largest state agencies, SCDOT Commissioners and the Secretary of Transportation recognize the importance of planning and have accepted the responsibility to support and drive the Strategic Plan. Senior staff is charged with the development and deployment of the Strategic Plan, which is the foundational document that guides daily and long-term operations. The Strategic Planning Chart is seen as **Appendix 3**. SCDOT has six areas of focus acknowledged by the Secretary of Transportation: (1) Safety; (2) System Preservation; (3) Customer Service; (4) Resources; (5) Workforce, and (6) Mobility. The Strategic Plan is a statewide plan and involves all of SCDOT's employees. The goals of the Strategic Plan are accomplished through the business plans for each functional area.

Beginning in April 2003, the "Agency Operations, Organization, and Policy Course" was deployed statewide. To ensure consistency, a senior manager was tasked to make the presentation live to each and every employee. This course shows the employees where they fit in the overall operations of the agency and their part in the strategic plan. The course continues to be deployed and is presented to all new employees early in their career at SCDOT.

2.2 How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of these plans?

All strategic objectives are championed by a member of senior staff (and their staff). There is a quarterly review by senior staff.

2.3 How do you communicate and deploy your strategic objectives, action plans and related performance objectives?

An annual meeting is conducted for the primary purpose of updating the Strategic Plan, including its supporting objectives and performance measures. This information is cascaded to all levels of the agency. Appropriate business plans to support the Strategic Plan are developed by each major organizational unit. The Strategic Plan is highlighted in a special edition of *The Connector* and a segment in *Crossroads*.

2.4. How do you measure progress on your plans?

Quarterly updates regarding progress on performance measures are distributed to all managers. Progress is also tracked using the Employee Performance Management System.

2.5. How do your strategic objectives address the strategic challenges you identified in your Organizational Profile?

The strategic objectives identified in the Strategic Plan focus on the challenges facing the agency.

2.6. How do you evaluate and improve your strategic planning process?

The Department holds periodic meetings to evaluate progress and its relationship to evolving issues. We use feedback from SCDOT customers, stakeholders, and employees to improve the process.

2.7 If the agency's strategic plan is available to the public through the agency's internet homepage, please provide an address for that plan on the website.

http://www.scdot.org/inside/strategic_plan10.shtml

CATEGORY 3: CUSTOMER FOCUS

3.1. How do you determine who your key customers are and what their key requirements are?

SCDOT determines its requirements by interacting with elected representatives at the state, county, and municipal levels. SCDOT also holds a multitude of public forums and performs specific surveys of different stakeholders.

3.2. How do keep your listening and learning methods current with changing customer/business needs and expectations?

SCDOT is actively involved in a myriad of professional associations and is active in the university community. Some of the organizations include the American Association of State Highway and Transportation Officials, the Transportation Research Board, the Transportation Association of South Carolina, Transportation Curriculum Coordination Council, Community Transportation Association of America, American Public Transportation Association, and the American Society for Civil Engineers.

SCDOT is involved in the local community and its employees are members of community and support organizations. SCDOT has made presentations to the Associated General Contractors of America, the South Carolina Business Alliance, and the South Carolina Alliance to Fix Our Roads. Regular meetings are held with the assistance of the Associated General Contractors, American Council of Engineering Companies, the Asphalt Association, the Concrete Association, and the Trucking Association to discuss issues regarding their respective industries. Public (customer) input is received during the planning and development stages of highway projects. Many design changes occur because of public input.

3.3. How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?

The Director of Maintenance Office tracks the time it takes to process a work request and, based on the data collected, SCDOT is able to evaluate resourcing and process management. SCDOT's Incident Response Teams ("Blue Trucks") provide assistance to thousands of motorists annually. All motorists receiving assistance are surveyed and suggestions are incorporated to improve

services. The district engineering staff reviews the data in order to make improvements as necessary to the program. SCDOT tracks all correspondence received to ensure a timely response and resolution to issues of concern.

The Oversize/Overweight Permit Office surveyed its primary customers regarding the permitting process and is working to revamp and automate the routing of permits. The Rights of Way Office distributes surveys to landowners when property is acquired as to their experience with SCDOT. Additionally, the Director of Maintenance Office surveys its customers by mail after the work is completed. SCDOT conducted a Landowner Opinion Survey that had a response rate of return of thirty percent. (See **Figure 7.2-5** on page 36.)

3.4. How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?

SCDOT measures customer and stakeholder satisfaction from the surveys obtained from selected programs. SCDOT also receives numerous comments from the public via its website comment line. SCDOT surveys customers of the Cross Island Connector Toll Facility, Incident Response Teams, citizens requesting road maintenance, and property owners during right-of-way acquisitions.

Customer Service Training

Upon joining SCDOT, all new employees are required to take “Quality Customer Service.” In FY 2008, 645 employees received the training, for a total of 7,720 since its inception. An additional 453 employees were trained in the “Quality Customer Service Refresher Course” this fiscal year.

Establishment of Benchmarks

Benchmarks have been established for completing work identified through maintenance work requests. The measure is to complete 99 percent of routine work orders within 60 days (See **Figure 7.1-6** on page 32). Requests of a critical nature are normally handled within 24 hours of their receipt.

Tracking System for Customer Inquiries/Complaints

Tracking systems have been established at the state and district levels to track customer requests, with more than 70,000 requests being tracked annually.

Customer Service Survey

The Director of Maintenance Office has implemented a customer feedback program to develop data to improve customer service. The return survey can be sent with the postage pre-paid by SCDOT. The surveyed customers are identified by data collected in the Highway Maintenance Management System.

3.5 How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between customer groups.

SCDOT invites the public to information meetings on all major highway projects. Program Managers are present to answer questions regarding the project. SCDOT has also instituted a context sensitive approach for project development, which involves working with community stakeholders to preserve and enhance the human and natural environment.

The agency's new public hearing process has been instrumental in ensuring public input from both a formal and informal standpoint. Secretary Limehouse has encouraged strong communication with communities in project areas to ensure that environmental, sociological, and aesthetic values are taken into consideration in planning, while at the same time improving road quality and safety. The Secretary of Transportation has met personally with locally elected officials and environmental advocates when necessary to understand their concerns conveyed on behalf of their constituencies as they relate to transportation projects.

Speakers Bureau Program

Educating the public about SCDOT is the goal of SCDOT's Speakers Bureau. The Speakers Bureau serves as a valuable source of information on highway issues that affect South Carolina's citizens in the communities where they live and work. It provides speakers from SCDOT to speak on a wide-range of topics to local civic and community groups at no charge. Speakers are available to groups across South Carolina and arrangements for a speaker can be made by contacting SCDOT's Community Relations Office. The Speakers Bureau handled 26 inquiries for speakers that resulted in the coordination of 19 presentations across the state.

Environmental Stewardship and Historical Preservation

In FY 2008, SCDOT received two major awards for sensitivity to the environment. An "Exemplary Human Environment Initiative Award" was presented for the use of context sensitive solutions in the replacement of the US76 Bridge over the Chattooga River in Oconee County. An "Exemplary Human Environment Initiative Award" was presented for the preservation of the Fishdam Ford Revolutionary War Battle Site while expediting a road project. In coordination with the Department of Parks, Recreation, and Tourism, SCDOT continues to promote and develop the Heritage Corridor.

Intelligent Transportation Systems

SCDOT continues to deploy ITS across the state. These systems include the latest transportation technologies, such as closed circuit television cameras, highway advisory radios, changeable message signs, local Traffic Control Centers and a central Traffic Management Center. There are now over 300 cameras in operation. Television stations, including WIS, WLTX and WHNS in Columbia, WSPA in Spartanburg, WYYF in Greenville, and WCSC in Charleston, use live video from the traffic cameras in their locale. These stations are also linked to SCDOT's website. SCDOT also provides live feed to the South Carolina Emergency Management Division, the Department of Public Safety and the Governor's Office. In addition, SCDOT has agreements to share traffic video with Air One, Citadel Broadcasting, Media General, and Traffic Patrol Broadcasting of Charleston. Along with the cameras, SCDOT utilizes over 300 side-fire microwave speed detectors, 141 automatic traffic recorders, nearly 150 changeable message signs and 24 highway advisory radios. These devices are used to aid daily traffic operations, as well as coastal evacuations. Also, many of these tools support the State Law Enforcement Division for AMBER (America's Missing: Broadcast Emergency Response) Alerts, fugitive alerts, and safety campaigns. During FY 2008, SCDOT participated in seven AMBER Alerts.

SCDOT Incident Response Program

One of the more visible customer-focused programs of SCDOT has been the Incident Response Program, which operates in nine heavily congested areas of the state to provide assistance to motorists. This program uses specially equipped blue trucks with SCDOT's logo. Incident Response vehicles are equipped with fuel, water, and tools to enable quick repairs for disabled

motor vehicles. The Incident Responders have contact with the Highway Patrol and other emergency responders across the state. SCDOT continues to build on the program as part of ITS. Figure 7.1-1 (on page 30) depicts the number of motorists SCDOT's Incident Response Program has assisted in the past three fiscal years.

Integrated Transportation Management System

In 2003, SCDOT began developing a work plan for an Integrated Transportation Management System and continues to add new features based upon user needs. These enhancements include the ability to correspond Global Positioning System coordinates to a county, route, and mile point; the ability to determine commission districts; enhancements to the traffic signal inventory queries; the ability to search by Regional Production Group (internal work unit), COG boundaries; and the ability to search by specific mile points along a route.

Hurricane Evacuation Preparations

South Carolina's coast is quite vulnerable to a strike by a significant hurricane. As such, provisions must be made to evacuate residents and visitors on the coast in a safe and expedient manner when a hurricane threatens. SCDOT, in partnership with the South Carolina Emergency Management Division and the South Carolina Department of Public Safety play an important role in the safe evacuation of citizens from the coast. Planning exercises are conducted prior to hurricane season and routes are constantly being evaluated.

Cable Median Barriers

SCDOT continues to install cable median barriers, along interstate corridors, with a total of 476.26 miles of barrier installed since the inception of the program in 2001; there have been 14,477 hits occurring on installed cable median barriers. There were 2,143 hits during FY 2008. Fatalities due to crossover accidents have decreased from 27 in 2000, the year prior to the initial installation of the barrier to two fatalities in FY 2008. Additionally, SCDOT is more aggressively pursuing claims of damages to the cable barriers and now collects 61 percent of the costs of damages, whereas, in past years only 25 percent of the costs were recouped.

CATEGORY 4: MEASUREMENT ANALYSIS AND KNOWLEDGE MANAGEMENT

4.1. How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?

During SCDOT's strategic planning development process, the agency developed a set of key measures as indicators of how well it is achieving the agreed upon objectives. Each objective has a measure and progress is reported quarterly to the Strategic Planning Coordinator, the Secretary of Transportation, and the Division Directors.

4.2. How do you use data/information analysis to provide effective support for decision making throughout your organization?

The Secretary of Transportation identifies issues of concern and requests periodic briefings and updates. Of special interest during FY 2008 was the follow up actions to the findings and concerns of the Legislative Audit Council.

Ranking of Projects

The Office of Planning analyzes capacity needs for the interstate system, including mainlines and interchanges. Mainline capacity needs are based primarily on forecasted volume-to-capacity ratios. Interchanges are evaluated using the Interactive Interchange Management System, which considers roadway and bridge characteristics, geometric design, capacity analysis, safety analysis, financial viability, and benefit-cost analysis. Non-interstate capacity needs are determined cooperatively between SCDOT, Metropolitan Planning Organizations (MPO), and Councils of Government (COG). Project needs are identified and included in urban and regional long-range plans. They are also prioritized using criteria such as: current lane volume, forecasted volume, historical traffic growth rate, accident rate, economic development, and environmental and cultural considerations.

4.3. What are your key measures, how do you review them, and how do you keep them current with organization needs and direction?

The key measures are located in Category 7 of this report and in Appendix 1. They are reviewed quarterly and are modified and updated as needed.

4.4. How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

SCDOT uses comparative data from other transportation agencies across the nation, as well as information provided by professional organizations such as American Association of State Highway and Transportation Officials (AASHTO) and the Transportation Research Board. Providing the public, business partners, and employees with access to timely information is an essential part of providing first-class service. SCDOT continues to implement information technology solutions “just in time” to match the demands of a technology driven workforce. SCDOT has a number of automated systems that allow it to select data for timely decision-making.

4.5 How do you select comparative data and information? See 4.4

4.6 How do you translate organizational performance review findings into priorities for continuous improvement?

Performance review findings indicate strengths and opportunities for improvement. These opportunities may require a shifting of resources or a need for training and corrective action. One example is the Office of Contract Assurance (OCA) which performs independent pre-award, final, and interim audits and reviews of entities receiving state and federal funds from the SCDOT via contract or grant award. Such third party recipients include consultants, municipalities, railroads, utilities, and public transit providers. OCA also performs audits of engineering consultant’s proposed indirect cost (overhead) rates. OCA audits are designed to ensure funds expended through third party agreements are used efficiently, effectively, and in compliance with the contract as well as applicable state and federal laws and regulations. Audits are performed in accordance with Generally Accepted Government Auditing Standards.

4.7. How do you collect, transfer, and maintain organizational and employee knowledge? How do you identify and share best practices?

SCDOT has developed a variety of mentoring and leadership development programs to ensure the transfer of employee knowledge. A workforce development project continues to ensure that people are prepared to accomplish their respective duties and be compensated based on their assigned tasks. SCDOT compares processes used by other transportation departments to develop a “best practices” model.

Crossroads

In an effort to improve the communications loop with all employees, a video known as *Crossroads* is produced on a quarterly basis regarding topics having statewide interest. All employees are encouraged to view this video.

Video Conferencing

SCDOT has developed an in-house video conferencing network with equipment located at the headquarters and each of the district engineering offices. The use of this media has resulted in reduced travel time and costs.

The Connector

An employee newspaper, “*The Connector*,” is published quarterly and distributed to all employees, retirees, and others upon request with items of interest about SCDOT events. “*The Connector*” won first place in its category in the 2008 South Carolina Press Association Award Competition.

CATEGORY 5: WORKFORCE FOCUS

5.1. How do you organize and manage work: to enable employees to develop and utilize their full potential, aligned with the organization’s objectives, strategies, and action plans; and to promote cooperation, initiative, empowerment, innovation and your desired organizational culture?

In an effort to maintain a vibrant and effective workforce fully capable to perform tasks, there is an established organizational structure with adequate resources to perform the mission and to carry out the objectives in the strategic plan. To ensure that the Department has the right person with skills necessary to accomplish tasks there has been classification reform.

One of the five key strategic goals of SCDOT is employee development. The Human Resources Division’s initiatives support that goal and the agency’s mission by focusing on programs, measurements, processes and systems that recruit, retain, and train employees so they have the necessary skills and competencies to meet the challenges of the future. **Figure 7.4-1** (on page 39) depicts the breakdown of the total workforce.

5.2. How do you evaluate and improve your organization’s human resource related processes?

The Department’s human resources processes are evaluated by using a customer service survey and by interaction with the South Carolina Budget and Control Board - Office of Human Resources.

Results from the survey are used for process improvement. The recommendations of the Legislative Audit Council Report also helped improve the Department's processes.

5.3 How do you identify and address key developmental and training needs, including job skills training, performance excellence training, and diversity training management/leadership development, new employee orientation and safety training? How do you evaluate the effectiveness of this education and training and how do you encourage on the job use of the new knowledge and skills?

Human Resources is reviewing all of its internal processes in an effort to provide better service to SCDOT employees. The leadership of SCDOT is committed to furnishing employees with the resources they need to do their jobs and to accomplish SCDOT's mission. Personal and professional growth for its employees helps build important skills needed by SCDOT as well as directly supporting employees as they pursue opportunities for advancement and promotion. In an effort to build a highly skilled workforce, SCDOT employees were given the opportunity to plan the training and development experiences that are important to them and to the agency. A tremendous emphasis is being placed on employee development and to link training initiatives to the Strategic Plan in support of the agency's mission.

The business objectives are linked with a curriculum that includes four basic tracks: employee, supervisor, manager, and senior leadership. A website has been developed that allows the scheduling of classes on-line. In addition to the new employee orientation, there are a number of courses offered to staff. As part of the workforce planning for SCDOT's future staffing requirements, opportunities are available for selected staff through Engineering Development Program, Engineering Cross Training, Maintenance Foreman Training, Leadership Development for Supervisors, Certified Public Manager Program, Associate Public Manager Program, and Public Professional Development.

During FY 2008, 159 managers and supervisors were trained in Equal Employment Opportunity/Sexual Harassment. 806 employees received training in the Prevention of Workplace Violence, and 780 employees were trained in the Prevention of Sexual Harassment. Additionally, supervisors and managers have been trained in Basic Human Resources Skills, and 262 Managers and Supervisors were trained in the Fundamentals of Human Resources Management. The SCDOT Commission and senior leaders have also received ethics training.

5.4 How does employee training contribute to the achievement of your action plans?

Employee training is a vital component of action plans. Training needs are identified by interaction with employees and observations by the supervisory chain.

5.5 How does your employee performance management system, including feedback to and from employees, support high performance and contribute to the achievement of action plans?

The leadership of SCDOT is committed to furnishing employees with the resources they need to do their jobs and to accomplish the mission of SCDOT. Personal and professional growth for SCDOT employees helps build skilled workers, as well as directly supports employees as they pursue opportunities for advancement and promotion.

With the implementation of career paths, SCDOT supervisors meet with their employees to identify at least three professional development activities for the employee to complete that could assist the employee in strengthening his skill proficiencies in his current position and/or obtaining relevant skills in preparation for advancement within their respective career path. All employees receive a performance appraisal based on the Employee Performance Management System. The Department continues to receive positive feedback on the Agency's Universal Review Policy, which emphasizes the timely completion of the annual Employee Performance Management System review. Subsequently, the Department's "Meets by Default" rate was twelve hundredths of a percent compared to the state's rate of ten and eight hundredths percent.

5.6 How do you motivate your employees to develop and utilize their full potential?

Classification and Compensation Reform

SCDOT set a goal to establish career paths and identify training requirements for the workforce by January 2007. In May 2006, the established career paths were implemented. The Classification and Compensation Reform Project was implemented to establish career paths and identify professional development needs for all of its classification series. The agency's goal is to more clearly define class utilization and develop opportunities for employee career growth. This project impacted approximately 4,195 positions. Efforts are currently underway to address other more specialized types of positions not affected at initial implementation. As a result of the development of career paths 686 employees have been advanced in their respective career paths. SCDOT had a turnover rate of over 8 ½ percent during the past fiscal year. (**Figure 7.4-2**, page 39). This decline in turnover can be partially attributed to the Career Path program.

Compressed Work Schedule

Because of increased gasoline and energy costs, the Secretary of Transportation enacted a compressed work schedule that allowed participating employees to extend their daily work hours in order to have one full workday off in a week. Employees continued to work the required number of hours per pay period. This resulted in improved morale and a monetary savings for the participants.

Constraints on Travel

SCDOT is very conscious of expenditures for travel and has taken measures to constrain any travel. In an effort to accomplish SCDOT's strategic goal to "Maintain a Quality Workforce," SCDOT continues to promote training of its employees using video conferencing and having trainers present for instruction on the job site at field locations.

5.7. What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you determine priorities for improvement?

The Department surveys its employees to determine employee satisfaction with their jobs.

5.8. How do you maintain a safe, secure, and healthy work environment?

Health, Security, and Safety

SCDOT places great emphasis on health, security, and safety. The Department employs a Registered Nurse who works closely with the field offices and Headquarters to promote, protect and improve the health and wellness of its workforce. SCDOT has a Health and Wellness Program that is co-managed by the agency's nurse and the benefits coordinators. Most work locations also have a volunteer wellness coordinator. SCDOT Headquarters held four blood drives, collecting 155 units of blood in FY 2008. SCDOT participates in the South Carolina Budget & Control Board sponsored Prevention Partners Wellness Walk and accounted for 18 percent of the total participation this year.

Annual health risk screenings are provided to all employees on a voluntary basis. All screenings include a consultation and referral to a personal physician, if necessary. 3,246 employees participated in the health screening and 1,642 took the Prostate Specific Antigen Test. Since 2004, SCDOT has offered access to Mobile Mammography on a statewide basis. This year 134 employees participated. Security enhancements have been initiated at headquarters, which includes the issuance of photo identification badges and the establishment of a visitor control point. Several of the district and county offices have also initiated access control measures. All SCDOT occupied buildings have evacuation plans and periodically, unannounced tests are conducted. During FY 2008, the headquarters building had an emergency evacuation exercise with over 900 employees exiting the building in less than six minutes.

Occupational Safety

SCDOT is bound by the rules and standards of the Occupational Safety and Health Administration (OSHA) to prevent work-related injuries, illnesses, and deaths by issuing and enforcing rules for workplace safety and health. SCDOT's goal is to reduce work related injuries, accidents, and illnesses and associated lost workdays by five percent per year. The Department's Occupational Safety and Health Office promotes safe and healthy work operations, reviews accident causations, develops countermeasures, and briefs management on recommended strategies for improvement. Team members work with the Department nurse to sponsor an annual preventative health risk screening for all employees. Team members also review each organizational unit's loss control records to identify deficiencies and to promote outstanding safety achievement. Through the Department's Hearing Conservation Program, 1,557 employees who work in high noise hazard areas had their hearing evaluated. In FY08, there were 341 work related recordable cases of injuries and illnesses, down from 406 in FY 2007.

The SC Department of Labor, Licensing and Regulation, SC Occupational Safety Council, and SC Chamber of Commerce together recognized 75 SCDOT work units for safety achievement during 2007. SCDOT also recognized ten maintenance units for safety achievement during 2007. The SC Budget and Control Board recognized 1,790 SCDOT employees with safe driving awards during 2007. This data is compiled on a calendar year basis.

CATEGORY 6: PROCESS MANAGEMENT

6.1. How do you determine, and what are your key processes that produce, create, or add value for your customers and your organization? How do ensure these processes are used?

All SCDOT design and delivery processes relate to the mission of building and maintaining roads and bridges and in administering mass transit services. Therefore, the key processes are Highway Safety, Pre-Construction, Construction, Road and Highway Maintenance and Preservation, Bridge Maintenance, Quality Maintenance, and Mass Transit.

Highway Safety

The paramount goal in SCDOT's Strategic Plan is to reduce the South Carolina highway fatality rate by 25 people per year. A State Highway Safety Plan was developed and agreed to by SCDOT and SCDPS and reviewed by the FHWA, Federal Motor Carriers Safety Administration, and the National Transportation Safety Administration. The state plan leverages disciplines of engineering, law enforcement, safety education and emergency medical services to make South Carolina highways safer.

Pre-Construction

This is the first year under reorganization of the Preconstruction Division, which is responsible for the development of most of the state's significant roadway, intersection, and bridge projects. The organization was revised to align resources with customer centers, by dividing project development responsibility into four regional groups. These groups are also supported by an engineering support services staff. The reorganization involved approximately 250 of the 400+ staff within the division.

Construction

During FY 2008, 224 road and bridge projects totaling \$594.72 million were completed and accepted by SCDOT for state maintenance, which includes 19 federal/state bridge projects for 16.94 miles totaling \$116.74 million; 22 state secondary projects for 91.88 miles totaling \$9.89 million; four special-match projects for 7.69 miles totaling \$4.18 million; nine interstate projects for 83.99 miles totaling \$68.73 million; 43 primary/urban projects for 1,384.66 miles totaling \$291.11 million; 94 maintenance projects (chip seal, full depth patching, resurfacing, shoulder paving, etc.) for 7,293.01 miles totaling \$86.63 million; and 33 other projects (pavement marking, landscaping, resigning, etc.) for 7,328.57 miles totaling \$17.44 million.

Notable Projects Completed

- SC 5 road widening and bridges in Cherokee County in the amount of \$31.1M
- SC 6 road widening and bridges in Lexington County in the amount of \$29.0M
- I-385 rehabilitation in Laurens County in the amount of \$23.9M
- I-385 / Harrison Bridge Road Interchange in Greenville County in the amount of \$23.4M
- SC 72 road widening and bridges in Cherokee County in the amount of \$18.4M
- SC 290 road widening and bridge in Spartanburg County in the amount of \$17.0M
- SC 34 road widening and bridges in Darlington County in the amount of \$16.9M
- US 301 Bypass road widening and bridge in Florence County in the amount of \$16.8M
- US 378 road widening and bridge in Clarendon County in the amount of \$16.2M
- SC 41 road widening and bridges in Florence County in the amount of \$15.4M
- SC 215 road widening and bridges in Spartanburg County in the amount of \$15.3M
- SC 602 road widening and bridge in Orangeburg County in the amount of \$15.2M

- US 378 road widening in Clarendon County in the amount of \$14.5M
- SC 60 road widening in Lexington County in the amount of \$13.9M
- SC 602 road widening and bridge in Lexington County in the amount of \$13.8M

Value Engineering

Value Engineering (VE) is used both in the pre-construction and construction phases of projects. It is a prescribed methodology to analyze a project to identify its purpose and function and to determine whether the goals of the project are being accomplished in the most cost efficient manner. The VE study strives to achieve design excellence by improving quality, minimizing total ownership costs, reducing construction time, making the project easier to construct, ensuring safe operations, and ensuring environmental and ecological goals. The total net savings using VE is anticipated to be \$2,038,129 for FY 2008.

Road and Highway Maintenance and Preservation

According to the Federal Highway Administration, SCDOT has the responsibility for maintaining one of the largest state maintained highway systems in the nation, and does so at the lowest funding per mile in the nation. SCDOT expends \$7,297 per mile on maintenance, which is well below the national average of \$19,615 per mile. The maintenance budget for 2008 was \$310,000,000.

Milestones:

Projects were submitted by the Districts in May and June for Commission approval for inclusion in the 2009 Secondary Non-Federal Aid Pavement Improvement and Preservation Program. An important goal is “preservation of the secondary roads with less than 1000 average daily traffic: surface seal 1,000 miles each year.” In an effort towards this, SCDOT has accomplished the following:

- 756 miles were completed this fiscal year
- 16.83 miles of micro-surfacing were completed
- Needs and multi-year development portion of this goal have been completed
- 72 secondary bridge replacements have been completed this fiscal year
- Reverse upward trend of deficient bridge deck area is ongoing

Pavement Condition

The Office of Pavement Management collects pavement condition, Global Positioning System and digital image data on all three major road systems: Interstates, Primary (US and SC routes), and secondary routes. There are two very specific responsibilities: 1) to collect data only on travel lanes (excluding bridges); and 2) to provide a network view of the roads and highways in South Carolina.

Bridge Maintenance

SCDOT uses a comprehensive Bridge Management System that provides detailed analyses of South Carolina’s bridge needs. Statewide bridge inspection continues to be a critical component of highway safety and the eligibility for federal-aid bridge program funds. SCDOT inspects approximately 5,800 bridges per year and contracts for underwater bridge inspections of approximately 50 to 60 bridges per year. Data collected from inspection, maintenance, and construction activities are an integral part of the Bridge Management Program. During FY 2008 the following activities related to bridge maintenance were conducted:

- SCDOT completed independent cross-district inspections of its fracture critical bridges as a result of the I-35W collapse in Minneapolis, Minnesota.

- SCDOT let to contract two steel bridge painting projects in order to preserve the remaining service life and for aesthetics on several bridges.
- Three emergency projects were declared and completed ahead of schedule and on budget this fiscal year.

There is a strategic planning goal to reverse the upward trend in the deck area of deficient bridges. SCDOT is attempting to reverse the trend by seeking additional funding. There were 40 new bridges completed this fiscal year. The current funding level is \$119M and should begin to reverse the upward trend in the deck area of structurally deficient bridges. However, significant improvement will require both increased and sustained funding.

Quality Management of Maintenance Activities

The Maintenance Assessment Program (MAP) has been developed to help determine the level of service being provided on seven key elements of highway maintenance across the state. These elements are pavement, shoulders and ditches, roadside, drainage structures, pavement markings, signs, and guardrail. Objective criteria have been identified for each element. The quality maintenance team randomly selects two-tenth mile segments of roadway throughout the state and measures the maintenance performance of the seven elements. Performance thresholds have been defined to identify levels of service for each element. The quality maintenance team is also collecting data on a statistically significant sample of segments throughout the state and is using this data on county inspections.

Mass Transit

The SCDOT Division of Mass Transit is the primary entity responsible for the coordination of public transportation services in the state, including the distribution of state and federal funds statewide and regional transit plans, developing and implementing transit programs to meet statewide objectives and local needs, and providing ongoing oversight and monitoring of local transit providers and grant programs. In addition, SCDOT provides funding for coordination of transit services and technical assistance to local transportation providers. In this role, it works closely with local transit providers to develop and fund demonstration projects and special services to enhance transit services in rural areas of the State. The Division of Mass Transit celebrated its 25th Anniversary of service during FY 2008.

Public transit services are provided by a variety of public providers across the state including urban transit systems, cities, councils on aging, and counties. Under the umbrella of public transit services, providers deliver transportation services that support general public needs, employment, tourism, and economic development. The types of service offered by local transit providers depend on size and population density of the area served, as well as geography. Some agencies provide fixed-route service that operates on a regular timed route, while others offer demand-response service that provides door-to-door transportation.

Trend data consists of passenger boardings and operating expenses and are compiled and analyzed at the end of each fiscal year; therefore, available current data is FY 2007. However, because of the submission cycle of relevant data to the Division of Mass Transit for the computation and analysis of the key measures, the analysis is not finalized until eight to ten months after the fiscal year. SCDOT has not done any comparative analysis with other peer group states; however there are several national studies that could provide valuable information namely the Transit Cooperative Research Program.

Major Accomplishments of the SCDOT Division of Mass Transit

FTA has approved the State Management Plan, a prerequisite to applying for FTA funding. The plan contains details on how South Carolina will implement FTA funding. The Regional Transit Plans have been completed and recommendations are being implemented using available federal, state, and local funds. SCDOT has also coordinated with the COGs in implementing the Regional Human Services Transportation Coordination Plans developed by SCDOT. Completed transportation feasibility studies for the Easley area and the Orangeburg-Calhoun County area have also been completed.

Federal and State Transit Funding Programs

To meet the public transit needs, SCDOT distributes a combination of state and federal funds to local transit providers and planning agencies. In most cases, SCDOT provides state funds that are utilized to match federal funds, thereby maximizing the use of its federal funds allocation. SCDOT also provides state funding (on a discretionary basis) for special projects that are undertaken by public providers. These projects must be designed and implemented in a manner that brings innovation to the State and may be replicated by other providers statewide. Each large and small urban transit provider receives grant funding directly from the Federal Transit Administration (FTA) annually. Currently, SCDOT manages a range of programs as outlined below:

- *Metropolitan Planning*
- *Capital Assistance*
- *Elderly and Disabled Transit Services*
- *Rural Transit Services*
- *Statewide Planning and Research*
- *Rural Transportation Assistance Program*
- *Job Access Reverse Commute Program*
- *New Freedom Program*
- *State Mass Transit Funds*

Rail Development

Significant planning has been undertaken to develop rail services in South Carolina. The vision is to have a seamless transportation system that integrates commuter rail, light rail, and bus transportation to provide rapid modes of transportation. These systems working in unison will promote the growth of industry and tourism, making the State of South Carolina a more appealing place to live, work and visit.

SCDOT completed the South Carolina Statewide Comprehensive Multimodal Transportation Plan that included as one its key elements a Rail Right-of-Way Inventory. This study identified South Carolina's active railways, abandoned railways and short-line railways. This information will be used to implement a rail corridor preservation and revitalization plan for preserving railroad right-of-way for future use as required under Section 57-3-40 (B) and (D) of the South Carolina Code of Laws. SCDOT also received a draft report on a separate study evaluating high speed options in the Macon-Atlanta-Greenville-Charlotte Rail Corridor. This Upstate High Speed Rail Corridor report is currently under review.

Adopt-A-Highway

Litter abatement is an important facet of the Department's community outreach efforts. For 20 years the Adopt-A-Highway Program has provided an effective channel for cultivating public commitment to keeping our highways clean. SCDOT county maintenance units and county coordinators oversee the Adopt-A-Highway Program on a local level, and all 46 counties in the state participate in the program. The Adopt-A-Highway volunteers, who clean up roadside litter at least four times a year, are one of our state's most valuable resources. Adopt-A-Highway volunteers continue to produce impressive results in their fight against litter. There were 29,700 volunteers who collected 1,483,823 pounds of trash in FY 2008.

6.2. How do you incorporate organization knowledge, new technology, changing customer and mission related requirements, cost controls, and other efficiency and effectiveness factors such as cycle time into process design and delivery?

Organizational knowledge is enhanced by using training resources provided by the National Highway Institute, AASHTO, American Public Transportation Association, and other professional organizations. SCDOT has a vibrant Materials and Research program that currently has 20 research projects in progress. The Department has state-of-the-art technology and uses current versions of AASHTO SharewareTM and an Integrated Transportation Management System. The Department has active quality teams for both construction and maintenance. The Office of Materials and Research operates an accredited laboratory that tests material samples used in road construction projects.

6.3. How does your day-to-day operation of these processes ensure meeting key performance requirements?

SCDOT ensures that key performance requirements are met by the development of performance measures that are incorporated in SCDOT's Strategic Plan. Accountability for the measures resides with the appropriate senior leader.

6.4. How do you systematically evaluate and improve your key product and service related processes?

The Office of Materials and Research (OMR) is a support element of the Director of Construction Office. Code of Federal Regulations (CFR) 23 CFR 637 requires that SCDOT maintain a fully accredited testing laboratory and adequate, qualified staff. The OMR continues to remain fully accredited through the AASHTO Materials Reference Laboratory Accreditation Program that was established at the National Institute of Standards.

The Accreditation Program is certified to ISO 9001-2000 standards and requires participants to maintain a high level of quality in personnel certification, equipment calibration, record keeping, and test result reporting. On-site assessments occur every 24 months and blind testing is conducted on proficiency samples for all areas of accreditation such as soils, asphalt, concrete, paint and more are performed routinely throughout a given year. To ensure that SCDOT projects are constructed using proper techniques and appropriate materials, all technicians (Department personnel, contractor personnel, and consultant personnel) involved with quality control on projects must have SCDOT certification in the areas they are testing or inspecting. These certifications may include earthwork, base course, nuclear density gauge, concrete, foundations, aggregates, and four levels of asphalt.

In FY 2008, a new initiative undertaken by the OMR provides for the placement of verification testing facilities at strategic locations around the state. The sole purpose of these mobile laboratories is to independently verify contractors' acceptance test results for hot mix asphalt used on SCDOT's interstate projects. This process is necessary to provide a means to statistically verify asphalt acceptance test results used for payment and to meet all requirements outlined in 23 CFR 637.

Research

SCDOT's research program is administered by the OMR. Federal funds are provided for research through the State Planning and Research Program. In FY 2008, there were twenty active research projects in a wide range of subject areas. One of the studies completed during the year, research #654- "Evaluation of Rapid Set Patching Materials for Portland Cement Concrete Applications," resulted in the development of a new test method that predicts long-term field performance of the repaired section better than tests currently used. The test method was submitted to the appropriate section of the National Transportation Product Evaluation Program for consideration in adopting as a national standardized test procedure. Another study completed during FY 2008, SPR 656- "Life Cycle Cost Analysis for Pavement Design," provided recommendations that, when fully implemented, will aid SCDOT in improving its procedures for selecting pavement type alternatives. This will allow the agency to make more informed decisions on where to place scarce resources more effectively.

Energy Conservation

SCDOT is an active participant in the State Energy Conservation Program. SCDOT is in the beginning stages of selecting an Energy Savings Contract. The Department's occupied buildings are undergoing an energy audit by two Energy Contractors who will present their proposal in late 2008. An Energy Audit was conducted of the Department's three largest facilities in 2007. All new and renovated facilities use standards cited in the International Energy Conservation Code, 2000 Edition, including the 2001 Modifications that relate to the energy efficient design of new buildings, except low-rise residential buildings. Additionally, SCDOT is one of the top state agencies in recycling paper and other materials, and was the winner of the Department of Health and Environmental Control Award for Recycling in 2008. In November 2007, SCDOT issued an administrative directive to its employees to cut fuel consumption for November and December, which was accomplished by teleconferencing, reducing equipment idle time, taking more efficient routes, ensuring that each vehicle taken to a job site is needed and combining trips where possible. The Department also participates in a program managed by the Office of State Fleet Management where a certain percentage of new vehicles are configured to use alternative fuels. SCDOT now has 566 Alternative Fuel Vehicles in its fleet. There has been a slight decline in the use of fuel although the costs of fuel have increased in the past fiscal year as indicated in **Figure 7.3-6** on page 38.

6.5. What are your key support processes, and how do you improve and update these processes to achieve better performance?

The key support processes of SCDOT include those activities that provide administrative and logistical support. These processes include Administration, Information Technology Services, Supply and Equipment, Capital Improvements, Finance and Accounting, Legal, Human Resources, Employee Support Services, Employee Development, and the Office of Materials and Research. All key support processes are aligned to support SCDOT's mission and are linked to support the goals in the Strategic Plan. The people that perform the support processes are focused on the mission of SCDOT. They are part of a larger process of building and maintaining roads and providing mass transit services.

Procurement

SCDOT procures highway related contracts and services through a procurement system that is consistent with federal highway rules and regulations. All other procurements are made in compliance with the SC Consolidated Procurement Code, which is administered by the SCDOT Procurement Office.

Information Technology

Information Technology Services support 111 software applications related to the mission of the Department. Among these applications are the Integrated Transportation Management System, the Highway Maintenance Management System, Site Manager (AASHTO product), and the Intelligent Transportation System. The public accesses considerable information about SCDOT through the agency's websites. The most popular web pages on the main site, www.scdot.org, are the traffic cameras (particularly Myrtle Beach, Charleston, Columbia, and Greenville), Materials and Research Lab Procedure Manual, Road Conditions, and Inside SCDOT. Visitors can access any of the other SCDOT websites from the main site.

Business Development

The SCDOT Business Development Center was established as a part of a federal initiative called "Business Opportunity and Workforce Development," a program designed to enhance skills and create opportunities for Disadvantaged Business Enterprises (DBEs) certified under the South Carolina Unified Certification Program (UCP). This program was initially staffed by a consultant firm; however in April 2008, a determination was made that it would be more cost effective to have an "in-house" operation staffed by department employees. There were 126 applications received resulting in 92 firms certified in the UCP.

Capital Improvements

SCDOT owns and manages 800 structures across the state comprised of headquarters, district offices, county maintenance complexes, construction offices, rest areas, welcome centers, section sheds, warehouses, picnic shelters, and small storage buildings. Many of these structures are old and outdated. Through a rehabilitation program, SCDOT has enhanced many of the older structures although there are certain aspects of the older buildings that cannot practically be improved, such as building height for vehicle access and deteriorated infrastructure.

Outdoor Advertising

SCDOT administers the Outdoor Advertising (ODA) Program for the state. The mission of the ODA office is to coordinate the ODA program, which includes administering the Highway Advertising Control Act, Junkyard Control Act, and Vegetation Maintenance Program along

federal-aid primary highways and National Highway System routes through review and inventory. Permits are required for the erection of ODA signs under the Highway Beautification Act of 1965, which mandates that ODA signs visible from National Highway System routes and federal aid primary routes be issued a permit from SCDOT. ODA customers are the billboard industry, property owners, and the business community. These customers may reside within or be located outside the state. The office manages 6,355 active billboard permits, and more than 1,460 active vegetation maintenance permits. The National Alliance of Highway Beautification Agencies recognized SCDOT's ODA office for its leadership in solving the challenges associated with implementing the Highway Beautification Act.

Oversize/Overweight Permit Office

The SC Oversize/Overweight (OSOW) Permit Office is an office within SCDOT that issues route specific permits to allow the safe transportation of commodities that exceed the legal weight and dimensions set by federal and state law. Movers of cargo across or through the state of South Carolina are required by state law to obtain a permit to move such goods. There are approximately 320 permits issued daily. With a staff of seven, the average turn-around for a single trip permit is two hours. The Permit Office's updated phone system provides a toll-free number for customer's use, additional phone lines, and affords the capability to monitor customer efficiency and update informative messages. In FY 2008, there were 78,471 permits issued.



The Safe Routes to School (SRTS) Program is a federally funded program administered by SCDOT, with guidelines set forth by the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users also referred to as SAFETEA-LU. The program enables and encourages children to walk and bicycle to school safely, while promoting good health and reducing traffic congestion and air pollution near schools. SCDOT has a SRTS coordinator who established and coordinates the program. Funds may be used to improve the pedestrian and cycling conditions around schools and communities and for education, encouragement, and enforcement programs. In September 2007, 12 communities were granted \$200,000 each to implement a comprehensive SRTS program. SRTS also assists with regional public service announcements through a partnership with Palmetto Cycling Coalition and local television stations. In October of each year, SRTS sponsors Walk to School Day statewide with over 58,000 students and 140 schools participating each year.

6.6 How does your organization determine the resources needed to meet current budget and financial obligations?

The Statewide Transportation Improvement Program (STIP) is a comprehensive document report detailing planned federal obligations covering a six-year period, as well as the prior year project information for reference purposes. The STIP is updated every three years and normal program amendments and corrections occur as necessary to keep the document current. The STIP reflects the collaborative efforts of MPOs, COGs, and Regional Transportation Authorities. The STIP is approved by the Commission.

CATEGORY 7 – BUSINESS RESULTS

7.1 Key Measures of Mission Accomplishments and Organizational Effectiveness

The key measures depicted in this section include an extract of the Reason Foundation Report, the Incident Response Program, the Highway Mileage Death Rate, Run-off-the-Road Fatalities, Intersection Crash Fatalities, Condemnation Rate, and Maintenance Work Requests completed after 60 days. The 17th Annual Report on Performance, sponsored by the Reason Foundation completed its annual review of state Departments of Transportation across the nation. Below is information extracted from the report regarding South Carolina. This nationwide review shows that SCDOT has “consistently solid performance with a relatively thin budget.”



“South Carolina After ranking in the top three for the past 10 years, South Carolina dropped to 6th in overall performance and cost effectiveness. This is still an excellent ranking, but it may indicate a downward trend associated with the aging of the state's roads and bridges. The drop from 3rd to 6th was largely due to deteriorating road surfaces, a phenomenon that occurs over a long period of time. Once such a trend begins, it typically requires years to reverse it. According to the report, South Carolina is now 33rd in urban interstate congestion with 50 percent congested. The state ranks 34th in rural interstate congestion and 10th in urban interstate condition. South Carolina ranks 24th in deficient bridges – 23 percent of the states bridges are deemed structurally deficient or functionally obsolete. South Carolina's highway fatality ranking has improved, but the state is still ranked 44th in fatalities per 100 million vehicle miles traveled.

Source: R.F. Report

SCDOT Incident Response Program

This program uses specially equipped blue trucks with SCDOT's logo that are equipped with fuel, water, and tools to enable quick repairs for disabled motor vehicles. The Incident Responders have contact with the Highway Patrol and other emergency responders. SCDOT continues to build on the program as part of the Intelligent Transportation System. **Figure 7.1-1** depicts the number of motorists SCDOT's Incident Response Program has assisted in the past three fiscal years

AREAS	FY 2006	FY 2007	FY 2008
Columbia	5,108	6,183	5,488
Upstate (Greenville and Spartanburg)	6,935	7,776	5,994
Rock Hill	3,121	2,958	2,636
Charleston	11,425	12,788	11,415
Anderson	2,429	2,193	2,177
Myrtle Beach	5,118	5,829	5,162
Beaufort	3,236	2,337	1,990
Florence	4,525	4,258	4,598
Cherokee	1,698	1,748	1,208
Total Repones	43,595	46,070	40,668

Figure 7.1-1

SCDOT has a goal to reduce all fatalities by twenty-five people per year and all crashes by three percent by June 2010. Mileage Death Rates are measured by the number of fatalities for every

million miles driven. South Carolina's death rate decreased by three and six tenths percent, from 2.21 (2005) to 2.13 (2007). South Carolina's highway death rate in 2006 is almost thirty-two percent higher than the national average.

Mileage Death Rate

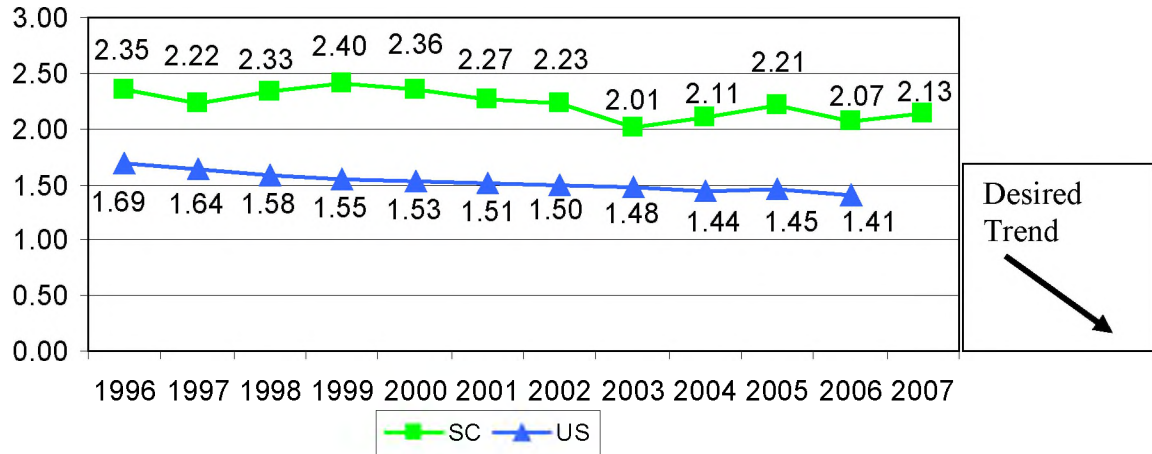
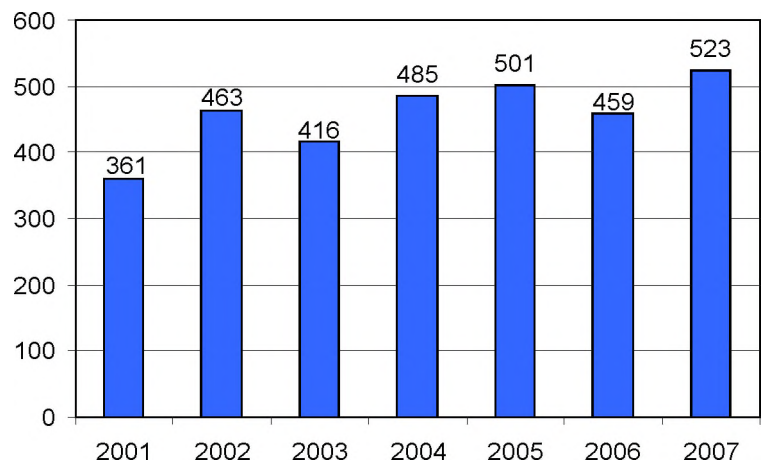


Figure 7.1-2 (calendar year)

Figure 7.1-3 depicts the number of fatalities from "Run-off-the-Road" crashes. The trend over the last five years demonstrates an overall increase of twenty-five and seven tenths percent and an increase of fourteen percent over the previous year. The goal is to reduce these fatalities by a total of twenty-five people and all crashes by three percent. **Figure 7.1-3** below indicates the trend data by calendar year.

Run Off the Road Fatalities



Desired
Trends

Figure 7.1-3

The overall trend of the last five years demonstrates an overall increase of ten and five tenths percent since 2003 and a six percent decrease from the previous year. **Figure 7.1-4** indicates the trend data by calendar year.

Intersection Crash Fatalities

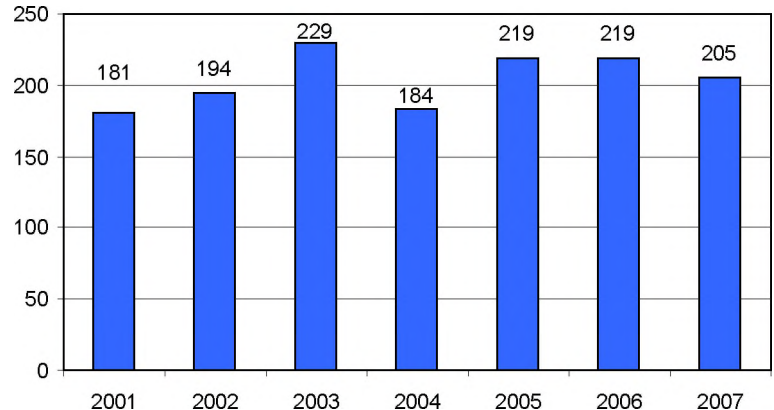


Figure 7.1-4

Condemnation Rate

The objective is to improve customer satisfaction in right-of-way transactions. The chart below (as **Figure 7.1-5**) depicts the condemnation rate.

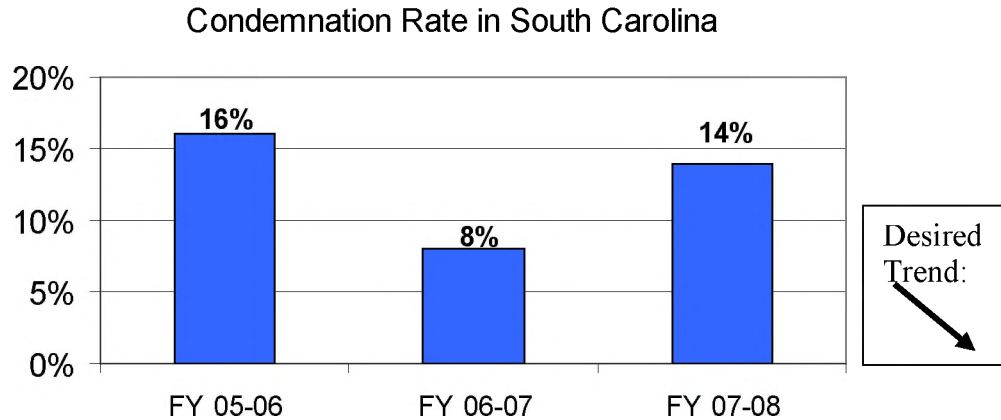


Figure 7.1-5

The improvement of our customer service has been a major part of the business plan; therefore, SCDOT monitors its response to the citizen work request with a goal to complete all work requests within sixty days. SCDOT completed 95 percent of work requests within sixty days. **Figure 7.1-6** below shows the percentage of work requests completed within sixty days.

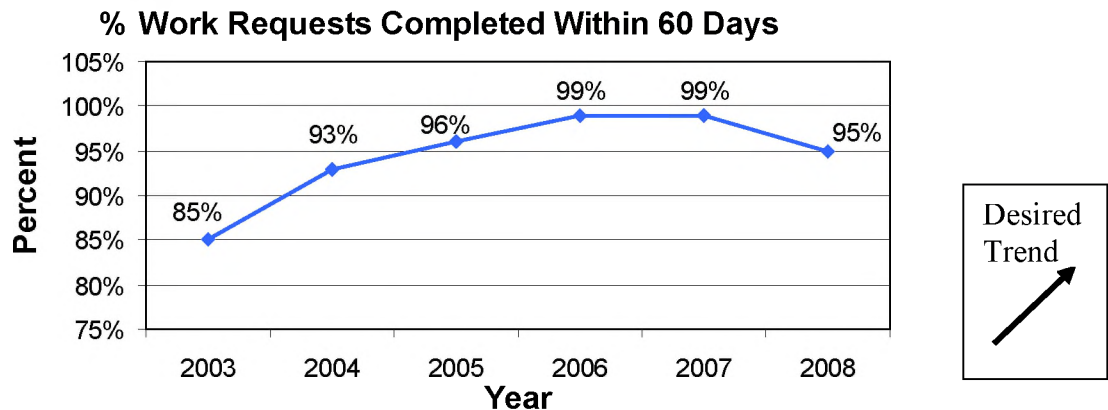


Figure 7.1-6

7.2 Performance Levels and Trends for Key Measures of Mission Accomplishment.

Work Zone Fatalities

Work zone fatalities have decreased by 66 percent since the 2004 baseline year. Research shows speeding is a leading cause of work zone collisions and fatalities, and that education is effective in improving safety when coupled with enforcement. **Figure 7.2-1** on the following page shows the trend of work zone fatalities by calendar year.



Figure 7.2-1

Below in **Figure 7.2-2** is a safety report that is updated monthly by the Traffic Engineering Department. This dashboard information is used to bring awareness and track areas of concern in South Carolina.

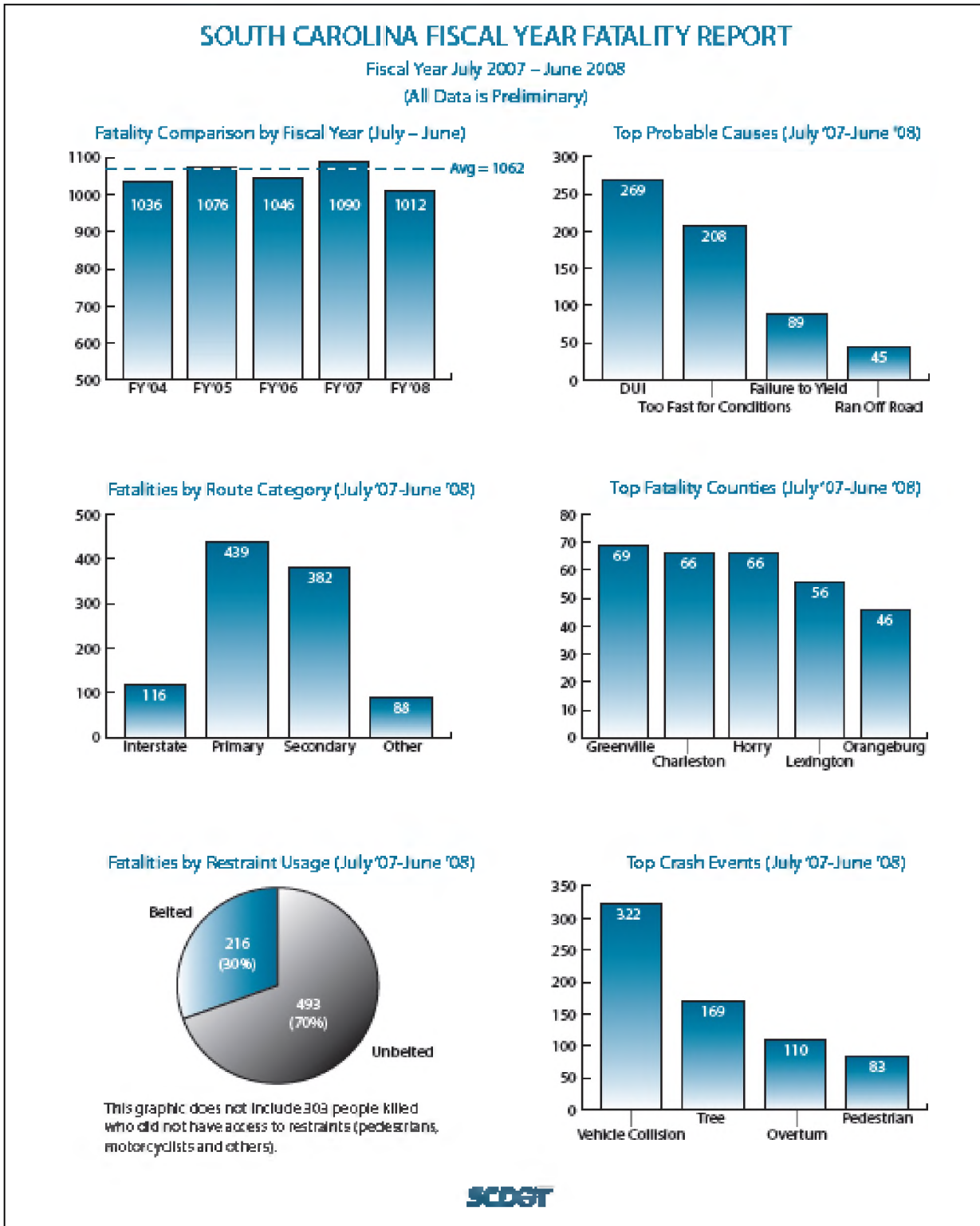


Figure 7.2-2

The Division of Mass Transit key measures are total passenger boardings (ridership) and total operational expenses. The annual passenger boarding data in **Figure 7.2-3** provides information showing the number of people who actually used the transit service.

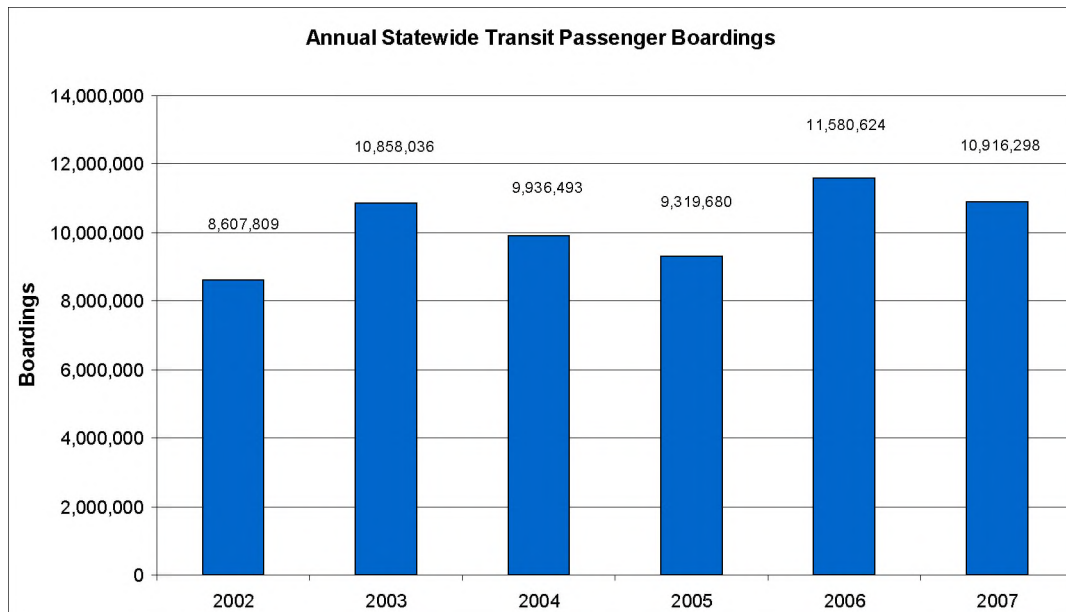


Figure 7.2-3

Maintenance Customer Service Surveys

To evaluate customer service performance, the Director of Maintenance Office has implemented a customer survey program. Feedback from this survey program helps gauge our performance and identify areas of opportunity for improvement. All negative responses are sent to the appropriate district with a request that the unsatisfied customer be contacted and additional effort made to improve service. Several districts and counties have also developed programs to improve their customer service performance. The results of this follow-up contact are then reported back to the Director of Maintenance Office. Results are seen in **Figure 7.2-4** below.

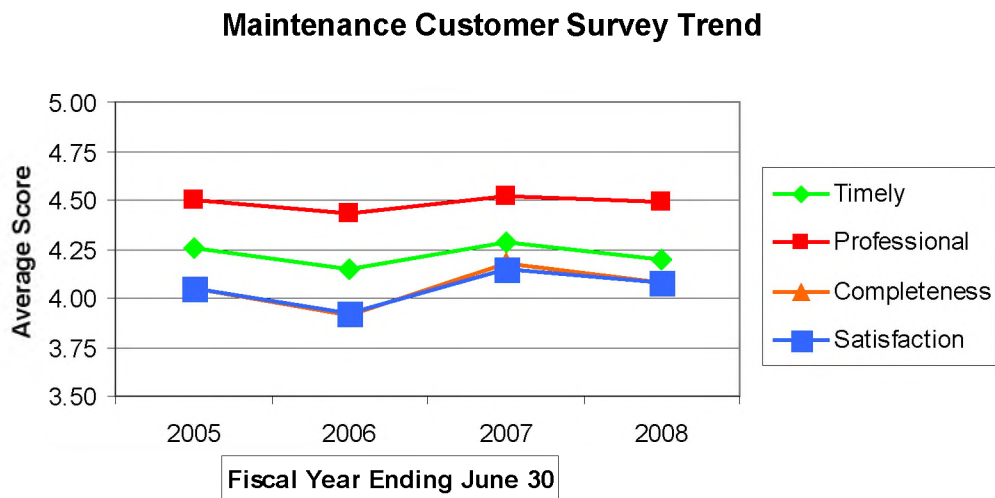


Figure 7.2-4

Another goal within SCDOT is to “conduct survey(s) of the public to establish a benchmark for external satisfaction & understanding of SCDOT’s mission & functions.” **Figure 7.2-5** section shows the results of a landowner opinion survey that was initiated in July 2007 and continued through June 2008 by the Right-of-Way Office. This information ensures SCDOT considers the emotional factors of land acquisition. This has the potential to reduce the overall condemnation rate, whether through SCDOT or the Construction Resource Manager team.

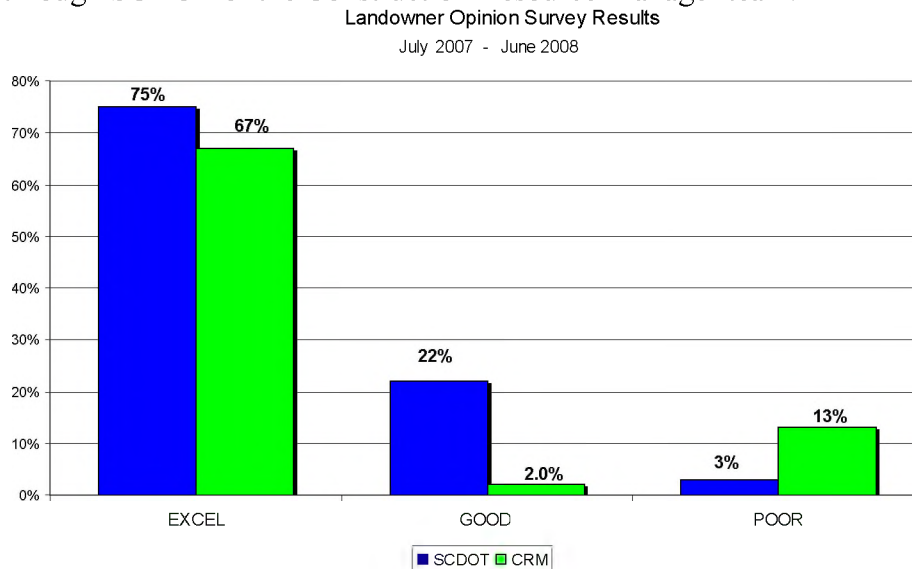


Figure 7.2-5

7.3 Key Measures of Financial Performance

The key measures of financial performance depicted in this section include Vehicles Purchased for Transportation Providers, Federal Funds Released from Project Closure, Value of SCDOT Assets, Travel/Training Expenditures, Equipment Utilization, and Fuel usage and Costs. SCDOT has made concerted efforts to contain costs with vehicle replacements, project closings, fleet management, and SCDOT Assets.

SCDOT is one of the largest agencies of state government, which includes transportation and transit. The Mass Transit office works with transportation providers to determine vehicle needs, respective of their area. **Figure 7.3-1** shows the types of vehicles purchased under the vehicle acquisition program over a five year period. As seen in **Figure 7.3-2** seventy percent of transit vehicles have been replaced over the last five years. These vehicles were purchased using federal funds.

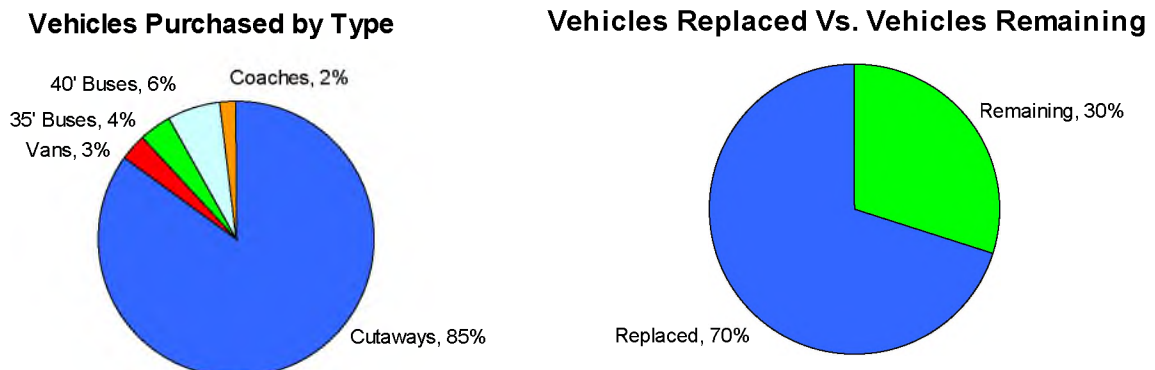


Figure 7.3-1
Financial Management

The implementation of a management cash flow system is important in managing capital infrastructure projects. Key to this is project management. SCDOT has taken action to identify funds not used for previously identified projects. **Figure 7.3-3** depicts projects that have been closed allowing federal funds to be released making them available for other projects.

Figure 7.3-2

**Federal Funds Released from Project Closures
by State Fiscal Year**

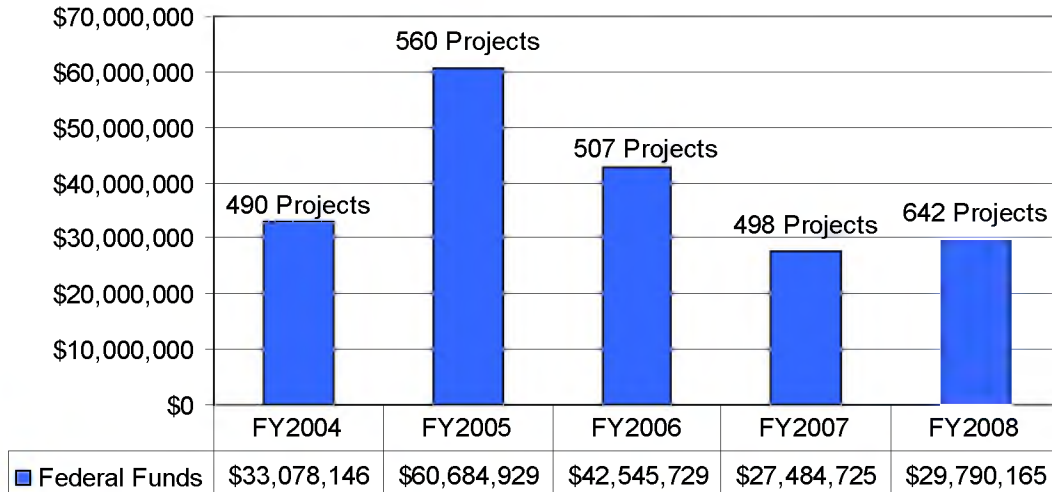


Figure 7.3-3

Figure 7.3-4 depicts annual operating expenses data showing the cost associated with the actual transit service delivery.

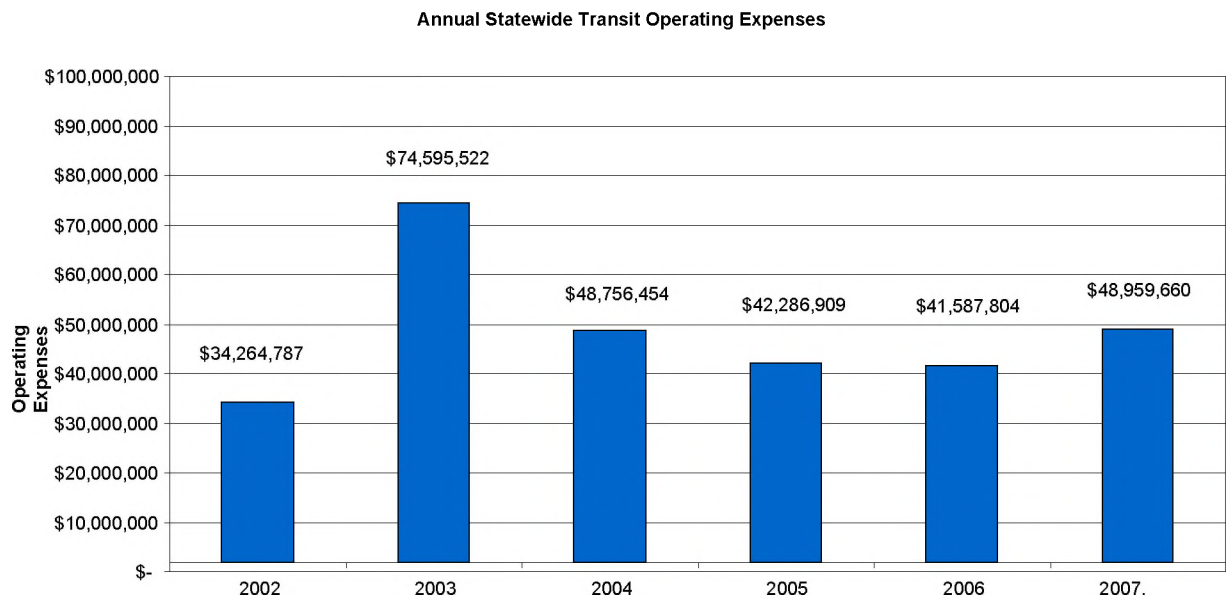


Figure 7.3-4

Assets

The largest portion of SCDOT's net assets reflects its investment in infrastructure and other capital assets such as land, buildings, and equipment, less any related debt used to acquire those assets that are still outstanding. SCDOT uses these capital assets to fulfill its primary mission to provide a safe and efficient transportation system for the State of South Carolina. These assets are not available for future spending. Although the Department's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities. See **Figure 7.3-5** below.

SCDOT Assets

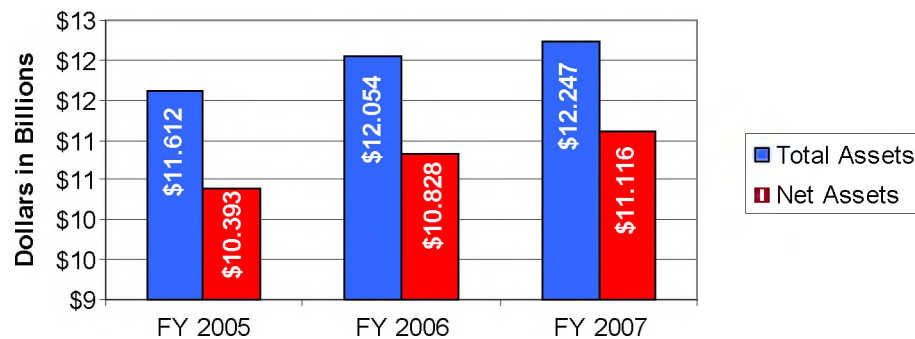


Figure 7.3-5

Fleet Management

SCDOT has reduced its fleet (sedans, sports utility vehicles, and pick-up trucks) from 1,846 vehicles to 1,760 vehicles. The costs of operations continue to escalate because of volatility in the energy sector. Although SCDOT reduced its consumption of fuel, costs have continued to escalate.

SCDOT Fuel Usage and Cost

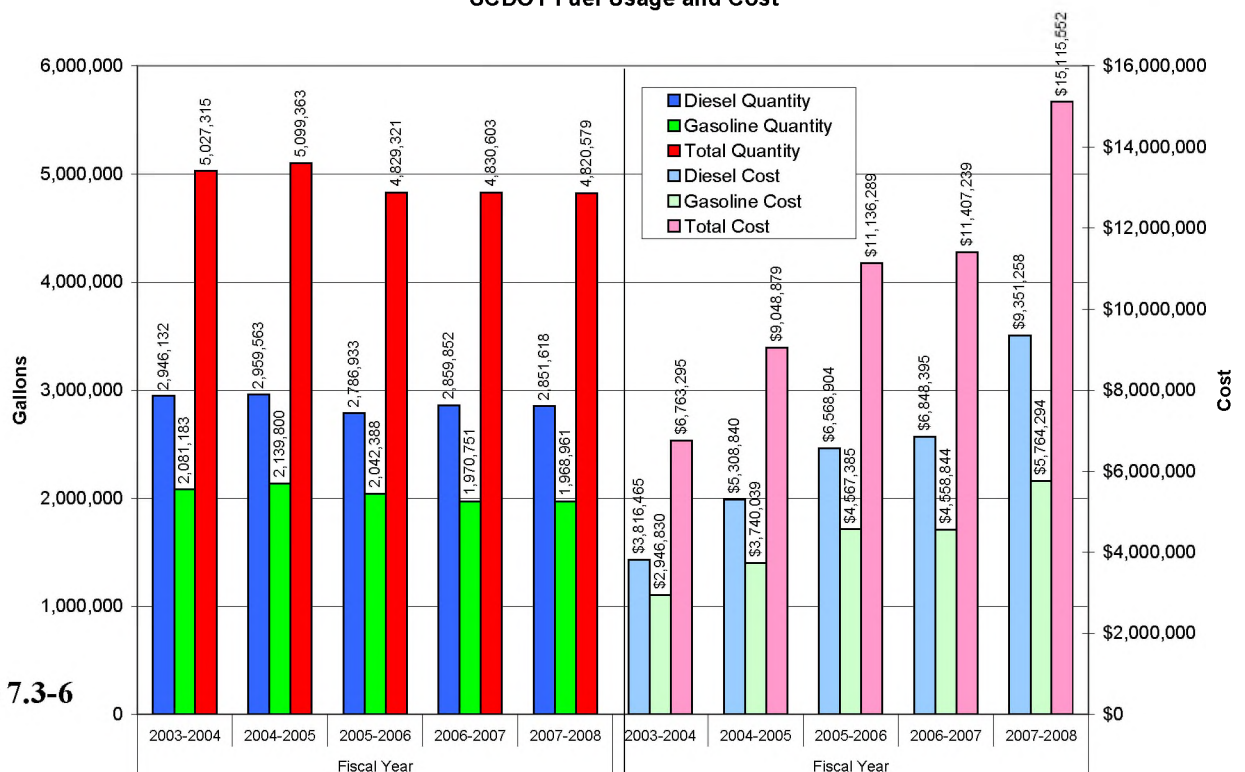


Figure 7.3-6

7.4 Key Measures of Human Resources

The following measures are depicted:

- Composition of the Total Workforce
- Employee Turnover Rate

Figure 7.4-1 reflects the Department's efforts to have a diverse work force. When comparing SCDOT's workforce demographics to that of South Carolina State Government, SCDOT's minority population percentage equals the State's. However, the State's overall percentage of females is over twice that of the female population percentage at SCDOT. Note: A large majority of SCDOT's workforce is comprised of Trades Specialists and Engineers, which are traditionally male-occupied positions."

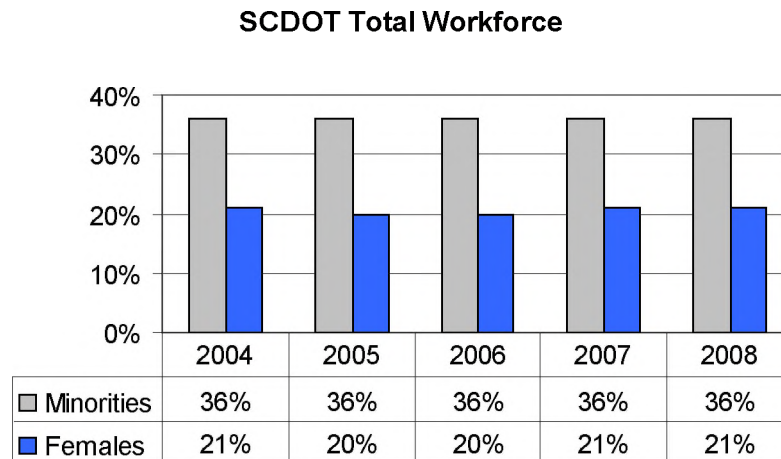
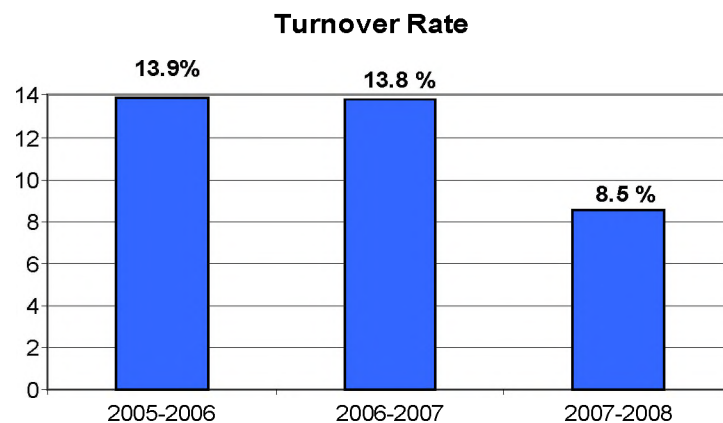


Figure 7.4-1

One of the five key strategic goals of SCDOT is employee development. The Human Resources Division's initiatives support that goal and the agency's mission by focusing on programs, measurements, processes and systems that recruit, retain, and train employees to have the necessary skills and competencies to meet future challenges. SCDOT looks at turnover in a variety of ways in order to develop strategies to retain its valuable employees. Turnover is analyzed by termination reason code, Employee Performance Management System evaluation, job classification, geographic location, and by probationary status. Analysis of the FY 2007 data shows that the primary reasons for termination of employment are resignation, retirement, misconduct (disciplinary reasons), and acceptance of another job in private industry. Turnover by job classification shows that most of SCDOT's turnover exists in the job classification of Trades Specialist II. **Figure 7.4-2** below provides information of trend data for employee turnover for the past three years.

Figure 7.4-2



7.5 Key Measures of Regulatory/Legal Compliance and Community Support

The key measures in this section include Ethics Training, External Audit, Agency Certification Limits, Risk Management, Claims and Lawsuits; and Total Premium, Workers Compensation, General Liability, and All Other Insurance.

Ethics Training

A representative of the State Ethics Commission presented a workshop to the SCDOT Commission in February 2007, followed by a workshop with senior staff. Ethics training is being developed for presentation to all SCDOT employees on a biennial basis.

External Audit

SCDOT is audited yearly by an external Certified Public Accountant firm engaged by the Office of the State Auditor. The Department's yearly financial statements are deemed to present fairly the financial position of the governmental activities. Also a Comprehensive Annual Financial Report was prepared for the fiscal years ending June 30, 2005, June 30, 2006 and June 30, 2007. All of these reports received the Certificate of Achievement for Excellence in Financial Reporting. SCDOT is one of a few state Departments of Transportation to prepare the Comprehensive Annual Financial Report and receive the achievement award.

As with any audit, there are areas that are noted as reportable conditions or weaknesses that need to be addressed. These areas deal with properly documenting and recording funds contributed by external entities to projects; proper review and classification of construction in progress, capitalization of infrastructure assets, and maintenance expenditures; improved controls on balance sheet account reconciliations; proper explanation of supporting documentation for travel; and development of a risk fraud management program.

SCDOT has fostered communications, implemented procedures, and changed finance policy to deal with these issues. One area that the agency will continue to develop is the fraud and risk management area. This will be a major undertaking of the agency and will require an extensive, comprehensive review of the agency's policies, standard operating procedures, and internal controls to evaluate the potential for fraud or misappropriation of the agency's resources.

Risk Management

During FY 2007, SCDOT completed development of and implemented a Risk Management Information System that integrates functionality from several subsystems into one automated model. This is a joint project of the Risk Management, Claims, Safety, Legal Services, and Information Technology Services units. This web-based system tracks claims against the agency, claims against the public, first report of on-the-job injury, OSHA reporting, freedom of information requests, and accident scene analysis.

Figure 7.5-1 depicts the number of claims and lawsuits received over the past four calendar years.

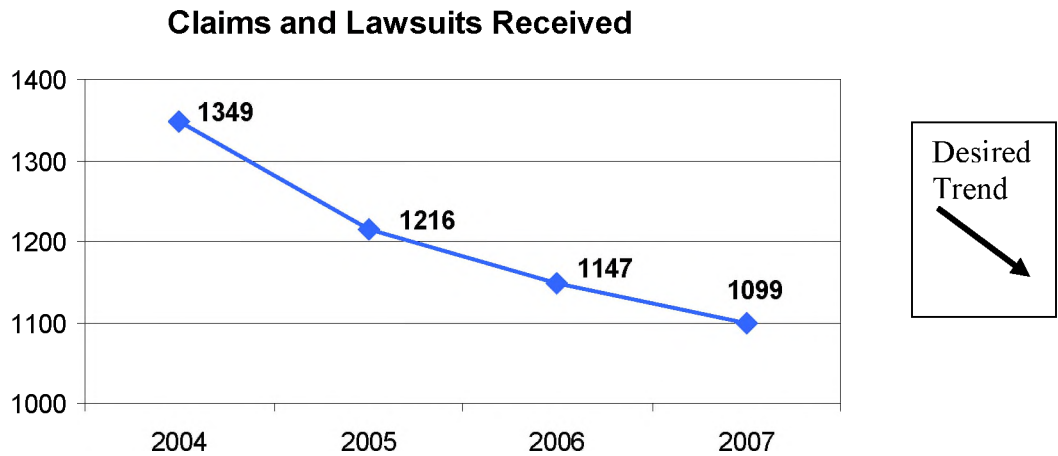


Figure 7.5-1

For 2008, Workers Compensation continues to drive our total amount upward. "Auto Liability" remains the same due to high number of car accidents by our employees. While "General Liability" declined this year, the "Others" category increased slightly. The "Others" category includes "Building and Personal Property" and "Business Interruption Coverage;" the increase can be attributed to the fire loss incurred last year.

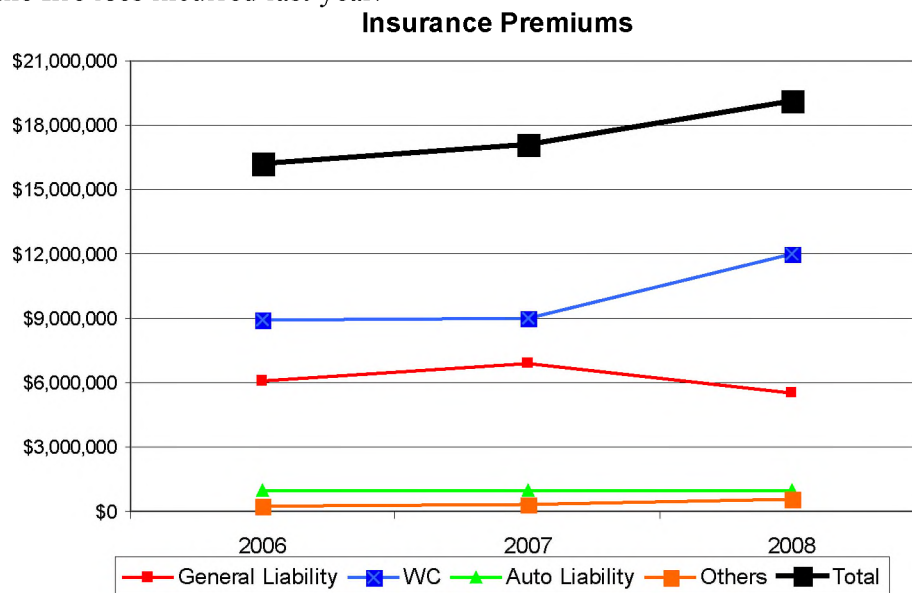


Figure 7.5-2

Attachments following for Section II – Expenditures/Appropriations Chart and the Major Program Areas Chart.

Appendix 1 A-B

SCDOT's Strategic Plan contains the agency's goals, objectives, and performance measures. Progress is measured by the review of data submitted by the senior staff member who is accountable for the process. Quarterly Reports are submitted by the process owners on each objective and the data is analyzed during In-Progress Reviews. Following are both the 2006-2008 and the 2008-2010 plans.

Appendix 1-A
2006-2008 SCDOT Strategic Plan

SCDOT/FHWA Strategic Plan		
FY 2006-2008		
Strategic Rocks	End State	Goals
SAFETY	Reduce SC fatality rate to within 10% of national average	Reduce 20% of Run-off-Road crash fatalities by June 2008
		Reduce 25% of Intersection crash fatalities by June 2008
		Reduce 20% of Bicycle and Pedestrian fatalities by June 2008
		Reduce 25% of Work Zone fatalities by June 2008
		Incorporate crash data analysis and safety countermeasures on all Projects by June 2008
		Complete cost-benefit analyses of safety programs and optimize safety investments
	Improve driver behavior through expanded partnerships	Develop and Implement a Comprehensive State Strategic Highway Safety Plan by June 2006
		Reduce 20% of DUI related fatalities by June 2008
		Increase seatbelt usage to 80% by June 2008
		Decrease 20% of speed related fatalities by June 2008
		Decrease 20% of motorcyclist fatalities by June 2008
	Reduce Crashes in Congested Areas by 25%	Develop a program to manage Interstate and Primary highway capacity by June 2006
		Increase 30% of ITS coverage Statewide by June 2008
		Begin 24/7 ITS Operations by December 2005, and open the Traffic Management Center by June 2007
		Establish a base line to calculate delays in urban areas by June 2006
		Reduce 10% of delays due to incidents in urban areas by June 2008
		Reduce 10% of statewide Commercial Motor Vehicle crashes by June 2008
	Reduce lost work days by 25% in 5 years	Reduce 25% of work related Injury Accidents and illness by June 2008
		Improve Case Management to reduce average time to return to work to 7 days or less by June 2008
		Implement annual workplace violence awareness training by June 2006
	Be Ready for Disaster Response and Recovery	Complete alternate routing system for critical infrastructure by December 2006
		Develop contingency plans to restore traffic and emergency plans to repair/replace critical infrastructure following a catastrophic event by December 2006
CUSTOMER SERVICE	Improve external customer satisfaction by 10%	Conduct survey of public to establish a benchmark for external satisfaction and understanding of SCDOT's mission and functions by December 2005
		Continue to implement programs to improve customer satisfaction and knowledge of the mission and functions of SCDOT and monitor progress through surveys every two years
		Establish customer service office (in HQ) and a hotline number (# 511) by June 2006
		Develop and implement Customer Service training tailored for field offices (construction and maintenance) by June 2006
		All districts would have customer service representation by January 2006
	Improve internal customer satisfaction by 10%	Develop and conduct internal surveys of two units to assess customer service provided by support areas each year
		Implement programs to address concerns identified in surveys of support areas within one year of receiving survey results

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Strategic Rocks	End State	Goals
RESOURCES	Improve utilization of SCDOT Human Resources	Adopt a system that defines levels of service for maintenance and construction activities, and projected workforce needs by January 2006
		Enhance SCDOT contract management/quality assurance functions through increased outsourcing to supplement current staffing levels by June 2006
		Conduct annual FHWA/SCDOT partnering meetings and improve three key areas or processes each year
		Increase pool of contractors and material suppliers by June 2006 by: (1) Make a 10-year annual funding commitment to resurfacing to increase contractor/supplier bidding by October 2005 (2) Increase number of DBE firms participating in contracts by 10% each year (3) Complete two successful DBE protégé/mentor programs by June 2007 (4) Reduce the number of contracts more than 25% behind schedule to 15% by June 2007
		Develop a capitol land and building allocation plan by June 2006, and reduce the inventory of excess property by 10% each year
	Improve utilization of physical assets	Obtain statewide average equipment utilization of 85% with no District less than 75% by June 2007
		Reduce 15% of the automobile/SUV fleet by January 2006
	Improve utilization of financial resources	Fully implement a 10-year cash flow model by October 2005
		Obtain increased state revenue and/or leverage Federal and local funding for secondary road preservation of at least \$45 million per year by July 2007
		Reduce the obligated/unspent Federal balance to less than \$500 million by October 2007
		Maintain average annual cash balance at less than \$80 million per year
		Develop and implement a \$1 billion innovative finance program to fund critical capacity improvements in congested areas, including transit considerations and primary/interstate preservation by October 2005
	Improve program delivery such that 90% of all projects are delivered on time and within budget	Develop and implement phase II of ITMS by December 2007 by: (1) Bring in Site Manager, Preconstruction Project Management System (PPMS), and the Highway Maintenance Management System (HMMS) (2) Link to the Electronic Document Managing System (EDMS), and (3) Create the Master Linear Reference System (MLRS)
		Increase accuracy of original STIP project schedules and budgets to within 10% for 85% of the projects by October 2006
		Reduce average time to complete EA/FONSIs to 12 months by December 2007
		Maintain a reliable 12-Month Project Letting List including all projects such that 85% are let within the original month published by October 2005
		Improve average 401/404 Permit approval time to 3 months by June 2006
		Reduce average contract time extensions for completed projects by 5% each year
		Reduce the average contract cost overages on completed projects by 5% each year
		Obtain and maintain a ROW condemnation rate 9% or less each year
		Increase public involvement by 5% each year from planning through maintenance and satisfy commitments on all projects
		Meet transportation planning and air quality requirements such that no projects are delayed
		Increase transit vehicle replacement to 70% by July 2007

South Carolina Department of Transportation
2007-2008 Annual Accountability Report

2007-2008 Annual Accountability Report

Strategic Rocks	End State	Goals
MAINTENANCE/ PRESERVATION	Manage secondary road system with an increased budget	Revise/update secondary road standards to include PQI and ride-ability by December 2005
		Optimize funding improvements through use of the pavement management system
		Spend \$30 million each year on resurfacing and widening of secondary roads in fair condition (PQI > 2.9) and/or where patching and shoulder widening has been completed the prior year
		Spend \$15 million each year on maintenance of secondary roads in poor condition (PQI < 2.9)
		Preservation of secondary roads with less than 500 ADT: Surface seal 1,000 miles each year
	Reverse the upward trend in deficient bridge deck area	Identify needs and develop a multi-year bridge replacement program to reverse trend; dedicate additional funding by October 2005
		Develop and implement a bridge preservation program by January 2006
		Implement and evaluate innovative bridge replacement and preservation methods to reduce costs and time by June 2006
	Resurface Interstate and Primary routes on a 12-15 year resurfacing cycle	Identify needs and develop a multi-year comprehensive work plan by December 2005
		Dedicate additional federal funds for multi-year budget by December 2005
	Upgrade all traffic control devices	Complete 30% of remaining signal replacement by June 2007; dedicate funding to continue 12-year replacement cycle
		Continue District/County marking, signing and guardrail upgrade and replacement programs; dedicate \$10 million each year
EMPLOYEE DEVELOPMENT	Adequately staffed, qualified workforce able to carry out the mission of SCDOT	Establish career paths and identify training requirements for 70% of workforce by July 2005
		Establish career paths and identify training requirements for remaining applicable employees by January 2007
		Reduce agency vacancy rate to 5% by June 2008
		Establish an agency wide workforce plan by December 2006
		All EPMS will include annual business unit goals by December 2005
	Increase Employee Satisfaction by 20%	Address the top 5 issues identified in Employee Satisfaction Survey by December 2005
		Continue employee satisfaction survey every two years, and address the top 5 issues identified from each survey

Appendix 1-B

2008-2010 SCDOT Strategic Plan

Increase **SAFETY** both on South Carolina's highway system and within SCDOT by reducing lost work days, traffic fatalities, and traffic injuries.

Objectives

- Reduce traffic fatalities by 25 people per year, and reduce traffic crashes by 3 percent each year.
 - Reduce lost workdays by 5 percent annually.
-

Ensure South Carolina's future by making transportation **MOBILITY** options more accessible, convenient, efficient, and easily integrated with existing infrastructures that allows the timely delivery of goods and services.

Objectives

- Reduce congestion on interstates and other major state roads.
 - Increase the use of alternative mobility options in urban and rural areas.
-

Maintain a quality **WORKFORCE** of existing and future employees

Objectives

- Develop new programs to attract entry-level engineers through recruitment, innovations, and cross training by June 2010.
 - Reduce the time to fill a vacancy by 5 percent through recruiting, retention, hiring process, training resources and streamlining paperwork and processes.
-

Conserve **RESOURCES** throughout the agency.

Objectives

- Identify and implement twenty-five new areas where resources can be measured and streamlined annually to save costs agency-wide.
 - Implement an agency-wide, central repository document management system through the coordination of existing systems by June 2010.
-

Continue a proactive approach in **SYSTEM PRESERVATION** by maintaining our existing highways, through preventive maintenance, rehabilitation, and responsive maintenance.

Objectives

- Stop the upward trend in the number of state-owned structurally deficient bridges at a level of 6.175 million square feet by June 2010.
 - Utilize the pavement improvement and preservation program to eliminate the decline of the average remaining service life (RSL) and maintain the current condition of our transportation system by December 2012.
-

Advance SCDOT's **CUSTOMER SERVICE** through the ability to manage for results and promote transportation solutions that enhance communities and protect the natural and built environment.

- Identify twenty-five areas where we can improve products, services, and information.
- Improve and maintain customer satisfaction ratings for both internal and external customers and consolidate all results into a report.

Appendix 2

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 06-07 Actual Expenditures		FY 07-08 Actual Expenditures		FY 08-09 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 172,245,175		\$ 181,461,246		\$ 187,839,320	
Other Operating	\$ 331,399,000	\$ 196	\$ 320,283,355	\$ 44,569	\$ 351,878,926	
Special Items			\$ 6,901	\$ 2,307,064		\$ 83,580
Permanent Improvements	\$ 344,597,072	\$ 300,000	\$ 289,492,154	\$ 45,476	\$ 409,766,000	
Debt Services		\$ 110,000	\$ 3,301,484		\$ -	
Distributions to Subdivisions	\$ 24,654,291	\$ 800,793	\$ 36,423,172	\$ 2,454,285	\$ 31,175,019	\$ 98,605
Fringe Benefits	\$ 60,121,032		\$ 68,275,508		\$ 70,439,745	
Non-recurring						
Total	\$ 933,016,570	\$ 1,210,989	\$ 899,243,820	\$ 4,851,394	\$ 1,051,099,010	\$ 182,185

Other Expenditures

Sources of Funds	FY 06-07 Actual Expenditures	FY 07-08 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds		
Bonds	\$ 80,290,394	\$ -

Appendix 3

Strategic Planning

Program Number and Title	Supported Organization Strategic Planning Goal/Objective	Related FY 07-08 Key Action Plan/Initiative(s)	Key Cross References for Performance Measures*
SAFETY	Reduce SC fatality rate to within 10% of national average.	Reduce 20% of Run-off-Road crash fatalities by June 2008. Reduce 25% of Intersection crash fatalities by June 2008. Reduce 20% of Bicycle and Pedestrian fatalities by June 2008. Reduce 20% of Work Zone fatalities by June 2008.	Figures 7.1-2,3,4 Figures 7.2-1,2
		Incorporate crash data analysis and safety countermeasures on all Projects by June 2008. Complete cost-benefit analyses of safety programs and optimize safety investments.	
	Improve driver behavior through expanded partnerships	Develop and Implement a Comprehensive State Strategic Highway Safety Plan by June 2006. Reduce 20% of DUI related fatalities by June 2008. Increase seatbelt usage to 80% by June 2008. Decrease 20% of speed related fatalities by June 2008.	page 22
		Decrease 20% of motorcyclist fatalities by June 2008.	
	Reduce Crashes in Congested Areas by 25%	Develop a program to manage Interstate and Primary highway capacity by June 2006. Increase 30% of ITS coverage Statewide by June 2008. Begin 24/7 ITS Operations by December 2005, and open the Traffic Management Center by June 2007.	Pages 15 and 16, Figure 7.1-1
	Reduce lost work days by 25% in 5 years	Reduce 25% of work related Injury Accidents and illness by June 2008. Improve Case Management to reduce average time to return to work to 7 days or less by June 2008. Implement annual workplace violence awareness training by June 2006.	Page 21
	Be Ready for Disaster Response and Recovery	Complete alternate routing system for critical infrastructure by December 2006. Develop contingency plans to restore traffic and emergency plans to repair/replace critical infrastructure following a catastrophic event by December 2006.	Pages 15,16, 22, 24, 30
CUSTOMER SERVICE	Improve external customer satisfaction by 10%	Continue to implement programs to improve customer satisfaction and knowledge of the mission and functions of SCDOT and monitor progress through surveys every two years.	
		Establish customer service office (in HQ) and a hotline number (#511) by June 2006. Develop and implement Customer Service training tailored for field offices (construction and maintenance) by June 2006.	Page 9
		All districts would have customer service representation by January 2006.	
	Improve internal customer satisfaction by 10%	Develop and conduct internal surveys of two units to assess customer service provided by support areas each year. Implement programs to address concerns identified in surveys of support areas within one year of receiving survey results.	
MAINTENANCE / PRESERVATION	Manage secondary road system with an increased budget	Revise/update secondary road standards to include PQI and ride-ability by December 2005. Optimize funding improvements through use of the pavement management system.	Pages 22,23
		Spend \$30 million each year on resurfacing and widening of secondary roads in fair condition (PQI>2.9) and/or where patching and shoulder widening has been completed the prior year.	
		Spend \$15 million each year on maintenance of secondary roads in poor condition (PQI< 2.9). Preservation of secondary roads with less than 500 ADT: Surface seal 1,000 miles each year.	
	Reverse the upward trend in deficient bridge deck area	Identify needs and develop a multi-year bridge replacement program to reverse trend;dedicate additional funding by October 2005. Develop and implement a bridge preservation program by January 2006.	Page 24
	Resurface Interstate and Primary routes on a 12-15 year resurfacing cycle	Identify needs and develop a multi-year comprehensive work plan by December 2005.	
	Upgrade all traffic control devices	Complete 30% of remaining signal replacement by June 2007; dedicate funding to continue 12-year replacement cycle. Continue District/County marking, signing and guardrail upgrade and replacement programs; dedicate \$10 million each year.	

Strategic Planning

Program Number and Title	Supported Organization Strategic Planning Goal/Objective	Related FY 07-08 Key Action Plan/Initiative(s)	Key Cross References for Performance Measures*
EMPLOYEE DEVELOPMENT	Adequately staffed, qualified workforce able to carry out the mission of SCDOT	Establish career paths and identify training requirements for 70% of workforce by July 2005. Establish career paths and identify training requirements for remaining applicable employees by January 2007.	Page 20
		Reduce agency vacancy rate to 5% by June 2008. Establish an agency wide workforce plan by December 2006. All EPMS will include annual business unit goals by December 2005.	
	Increase Employee Satisfaction by 20%	Address the top 5 issues identified in Employee Satisfaction Surveys by December 2005. Continue employee satisfaction survey every two years, and address the top 5 issues identified from each survey.	
RESOURCES	Improve utilization of SCDOT Human Resources	Adopt a system that defines levels of service for maintenance and construction activities, and projected workforce needs by January 2006. Enhance SCDOT contract management/quality assurance functions through increased outsourcing to supplement current staffing levels by June 2006. Conduct annual FHWA/SCDOT partnering meetings and improve three key areas or processes each year.	
		Increase pool of contractors and material suppliers by June 2006 by: 1) Make a 10-year annual funding commitment to resurfacing to increase contractor/supplier bidding by October 2005 2) Increase number of DBE firms participating in contracts by 10% each year 3) Complete two successful DBE protege/mentor programs by June 2007 4) Reduce the number of contracts more than 25% behind schedule to 15% by June 2007.	
	Improve utilization of physical assets	Develop a capitol land and building allocation plan by June 2006, and reduce the inventory of excess property by 10% each year. Obtain statewide average equipment utilization of 85% with no District less than 75% by June 2007. Reduce 15% of the automobile/SUV fleet by January 2006	
	Improve utilization of financial resources	Fully implement a 10-year cash flow model by October 2005. Obtain increased state revenue and/or leverage Federal and local funding for secondary road preservation of at least \$45 million per year by July 2007. Reduce the obligated/unspent Federal balance to less than \$500 million by October 2007. Maintain average annual cash balance at less than \$80 million per year. Develop and implement a \$1 billion innovative finance program to fund critical capacity improvements in congested areas, including transit considerations and primary/interstate preservation by October 2005.	
	Improve program delivery such that 90% of all projects are delivered on time and within budget	Develop and implement phase II of ITMS by December 2007 by: 1) Bring in Site Manager, Preconstruction Project Management System (PPMS), and the Highway Maintenance Management System (HMMS) 2) Link to the Electronic Document Managing System (EDMS), and 3) Create the Master Linear Reference System (MLRS)	Pages 16, 26, 28
		Increase accuracy of original STIP project schedules and budgets to within 10% for 85% of the projects by October 2006. Reduce average time to complete EA/FONSIs to 12 months by December 2007. Maintain a reliable 12-Month Project Letting List including all projects such that 85% are let within the original month published by October 2005. Improve average 401/404 Permit approval time to 3 months by June 2006.	
		Reduce average contract time extensions for completed projects by 5% each year. Reduce the average contract cost overages on completed projects by 5% each year. Obtain and maintain a ROW condemnation rate 9% or less each year. Increase public involvement by 5% each year from planning through maintenance and satisfy commitments on the project. Meet transportation planning and air quality requirements such that no projects are delayed. Increase transit vehicle replacement to 70% by July 2007.	Figure 7.1-5

Appendix 4

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07 Budget Expenditures	FY 07-08 Budget Expenditures	Key Cross References for Financial Results*
05010000 - General Administration	General Administration is the agency wide executive management and support service function.	State: Federal: Other: 40,334,706.68 Total: 40,334,706.68 % of Total Budget: 4%	State: Federal: Other: 40,758,901.43 Total: 40,758,901.43 % of Total Budget:	
20010000 - Engineering Administration	This program funds the core management to support the delivery of the highway construction program.	State: Federal: Other: 77,153,209.49 Total: 77,153,209.49 % of Total Budget: 8%	State: Federal: Other: 81,787,278.97 Total: 81,787,278.97 % of Total Budget:	
20030000 - Engineering Construction	This program is the construction of roads, bridges, and rest areas.	State: Federal: Other: 457,922,014.28 Total: 457,922,014.28 % of Total Budget: 45%	State: Federal: Other: 408,285,931.36 Total: 408,285,931.36 % of Total Budget:	
20050000 - Highway Maintenance	This program maintains 41,468 road miles, 8329 bridges, 800 buildings, 24 rest areas, and 9 welcome centers	State: Federal: Other: 248,453,365.02 Total: 248,453,365.02 % of Total Budget: 25%	State: Federal: Other: 235,180,175.42 Total: 235,180,175.42 % of Total Budget:	
35000000 - Non-Federal Aid Highway Fund	This program funds maintenance projects on state primary and secondary roads..	State: Federal: Other: 26,228,421.65 Total: 26,228,421.65 % of Total Budget: 3%	State: Federal: Other: 35,792,687.19 Total: 35,792,687.19 % of Total Budget:	

Below: List any programs not included above and show the remainder of expenditures by source of funds.

050500000 -Land and Buildings, 30000000 - Toll Operations, 95050000 - State Employer's Contributions, 40000000 - Mass Transit, 990000000 - Capital Projects

Remainder of Expenditures:	State: Federal: Other: 165,845,471.25 Total: 165,845,471.25 % of Total Budget: 15%	State: Federal: Other: 102,290,239.37 Total: 102,290,239.37 % of Total Budget:
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* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

Glossary

AASHTO	American Association for State Highway and Transportation Officials
AMBER	<u>America's Missing: Broadcast Emergency Response</u>
CFR	Code of Federal Regulation
COG	Councils of Government
CTC	County Transportation Committee
DBE	Disadvantaged Business Enterprise
ESF	Emergency Support Function
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
FY	Fiscal Year
IFTA	International Fuel Tax Agreement
ITS	Intelligent Transportation System
MAP	Maintenance Assessment Program
MPO	Metropolitan Planning Organizations
ODA	Outdoor Advertising
OMR	Office of Materials & Research
OSHA	Occupational Safety and Health Administration
OSHO	Occupational Safety and Health Office
OSOW	Oversize and Overweight
PSA	Prostate Specific Antigen
RSL	Remaining Service Life
RTAP	Rural Transit Assistance Program
SC	South Carolina
SCDOT	South Carolina Department of Transportation
SCDPS	South Carolina Department of Public Safety
SRTS	Safe Routes to School
STEP 21	Strategic Training and Education Program for the 21 st Century
STI	Summer Transportation Institute
STIP	State Transportation Improvement Program
TERI	Teacher and Employee Retention Incentive
UCP	Unified Certification Program
US	United States
VE	Value Engineering