

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

Fiscal Year 2020–2021 Accountability Report

SUBMISSION FORM

I have reviewed and approved the data submitted by the agency in the following online forms:

- Reorganization and Compliance
- Strategic Plan Results
- Strategic Plan Development
- Legal
- Services
- Partnerships
- Report or Review

I have reviewed and approved the financial report summarizing the agency's budget and actual expenditures, as entered by the agency into the South Carolina Enterprise Information System.

The information submitted is complete and accurate to the extent of my knowledge.

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

BOARD/CMSN CHAIR (SIGN AND DATE):	<i>Signature on file.</i>
(TYPE/PRINT NAME):	John Barnwell Fishburne, Chairman

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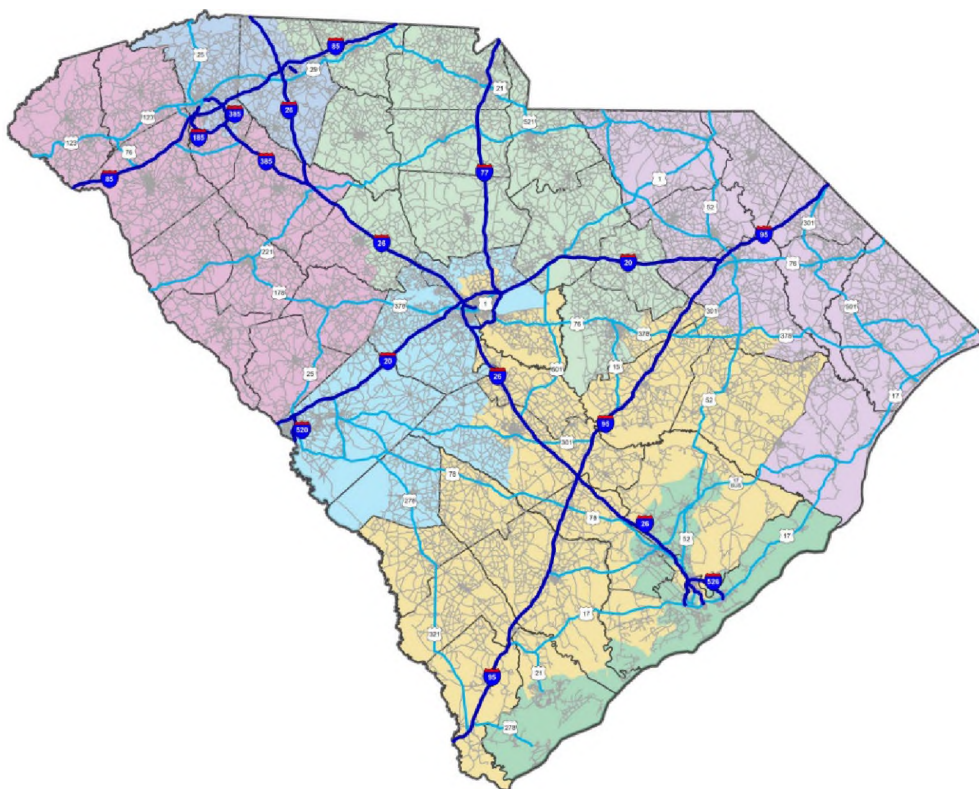
AGENCY'S DISCUSSION AND ANALYSIS

The South Carolina Department of Transportation (SCDOT) has 1 Secretary of Transportation, 7 Engineering Districts, 9 Commissioners, 46 County Offices, and approximately 4,500 hard-working men and women to fulfill our charge. The Agency's purposes include planning, construction, maintenance, operation of the state highway system, and the development of a statewide intermodal and freight program.

On a day-to-day basis, our responsibility is to maintain approximately 41,300 miles of road (90,000+ lane miles) and more than 8,400 bridges. The SCDOT Headquarters is located centrally in Columbia, with county offices in every county across the state.

South Carolina has the 4th-largest state-maintained highway system in the nation while serving the 6th-fastest population growth rate in the nation. The state-owned highway system in South Carolina is shown below.

The COVID-19 pandemic created unprecedented challenges for all government, businesses, communities, and families. While much is still changing moment to moment, our mission remains clear: to build and maintain roads and bridges and provide mass transit across the state. We have a long history of stability navigating through extraordinary events. We continue to remain stable through turbulent times.



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



While there are many important divisions, units, offices, and departments at SCDOT, we function as one team – **One SCDOT**. The SCDOT workforce not only serves the citizens and businesses to accomplish the mission and achieve the vision, they also exemplify the T.E.A.M. values (**T**rust, **E**xcellence, **A**ccountability, and **M**aking a Difference) that make SCDOT one of the top DOT's in the nation.

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INTERNAL & EXTERNAL FACTORS AFFECTING PERFORMANCE

This section is dedicated to the internal and external factors that influenced the agency's performance over the past year, as well as our current efforts and result.

Internal

- Personnel: Without question, our Employees are the most critical internal factor that affects how our mission is performed. The talented individuals that unite and make up **One SCDOT** are our greatest assets. SCDOT is challenged in our ability to attract, hire and retain employees in each county of the state. ***The retention of valued employees is essential for our agency to achieve its mission.***
- Extraordinary Events: Each year SCDOT responds to natural or man-made disasters such as tornadoes, hurricanes, severe storms, flooding, seismic activity, fires, and emergency road/bridge closures. This year was no exception; the Tropical Storm Isaias severely affected the Garden City- Murrell's Inlet - Pawley's Island areas where large amounts of sand had to be cleared from local roads. Funding for such expenses is absorbed from other programs/budgeted items. ***Extra-ordinary events affect existing programs, unless additional funding is made available at federal or state levels.***
- Infrastructure: Some of the biggest challenges with the existing system are (1) poor pavement conditions, (2) structurally-deficient bridges, (3) much-needed road widenings, and (4) deadly rural roads. ***These four areas continue to be tracked and are a major focus of our Ten-Year Plan.***

External

- COVID-19 Work and Revenue Impacts: The COVID-19 pandemic allowed SCDOT to display our extraordinary efforts during an unordinary event. ***While most state DOT's slowed down, suspended projects, and laid off staff, SCDOT did not.*** The state road and bridge construction program kept moving forward, project development progressed, routine maintenance was consistently completed, and all offices continued to function properly. SCDOT offered in-office and telework/telecommute to employees and implemented extra preventative safety measures for employees who worked from the office (personal protective equipment, cleaning cycles, temperature checks, social distancing requirements, etc.). ***SCDOT is intentional in protecting the health and well-being of our workforce as we focus on meeting our mission.***
- Gas Tax Revenues: SCDOT saw a sharp drop (40-45%) in "gas tax" revenues due to reduced traffic during the pandemic "stay-at-home" orders. The Agency's finances were carefully balanced on a daily basis, tracking actual performance of the revenues and expenditures as well as, aligning lettings and project authorizations to revenues received. ***In preparation for the next fiscal year, SCDOT cut 12% of the internal operating budget, affecting only administrative items (supplies, travel, training, etc.), and not road and bridge projects.*** Absolutely, no road or bridge projects were cut or delayed. The plus side of lighter traffic during Covid-19 allowed contractors to take advantage of lighter traffic and keep projects on schedule.
- Federal Funds and the FAST Act: The largest revenue source (almost 45%) for SCDOT is Federal Funds derived from the Federal Motor Fuel User Fees. The current federal transportation legislation is the **Fixing America's Surface Transportation** or FAST Act, which expires September 30, 2021. Congressionally, both the House of Representatives and the Senate are working on their respective versions of a surface transportation reauthorization bill which would provide multi-year funding authority for state DOT's. ***A disruption in or a reduction in federal funds would certainly hinder the ability to build and maintain much of our system, especially the interstate and bridge programs.***

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- State Funds: The 2017 Roads Bill passed by the SC General Assembly set the stage for allocating recurring funds for SCDOT. Combined with federal funds and existing state revenue sources, the 2017 Roads Bill helps SCDOT advance the 10-year plan. ***The increased funding has and will continue to allow us to make progress over the next decade in restoring our transportation network.***
- Growth, Congestion & Unfunded Infrastructure Needs: According to World Population Review 2021, with the perpetual growth over the last nine years, South Carolina is the sixth-fastest growing state in the U.S. Growth and congestion continue to be challenges in maintaining the existing transportation system across the state. The Roads Bill provided substantial funding for the Ten-year plan that acknowledges and addresses growth in South Carolina, but there remains a gap to fund strategies to address statewide congestion issues. We continue to work towards establishing a 21st century multimodal transportation system to move people and goods efficiently and consistently throughout the state. ***Unfunded requirements can affect the overall performance of the infrastructure system.***
- Contractors & Materials: During this time of global pandemic, contractors and their sub-contractors are facing challenges, such as material shortages and labor inefficiency. However, SCDOT is on pace to meet our program delivery goals of the Ten-Year Program, on time and on budget. Key components of this success are ensuring that there are enough contractors to complete the work and enough materials to complete projects. ***SCDOT is making real strides toward bringing the highway system back from three decades of neglect due to an unsustainable revenue stream.***

CURRENT EFFORTS & ASSOCIATED RESULTS

SCDOT has developed and implemented multiple transportation planning documents, to include the Strategic Plan, the Multimodal Transportation Plan, Transportation Asset Management Plan, and the Statewide Transportation Improvement Program. These plans work together to provide a clear vision of how we maintain and preserve the pavement and bridge assets on the state highway system, and how this will enable us to rebuild that system into one that will meet the needs of every South Carolinian today and in the future. Asset and Performance Management are a big part of the new way we conduct business at SCDOT.

Our current task over the next 10 years and beyond is to repair and rebuild our transportation network to ensure that our citizens and businesses can travel on a safe and reliable system. We understand the expectation of a safe and reliable system found in the three plans and one program below:

1. **Strategic Plan** is the overarching guide of our transportation vision, mission, values, and goals.
2. **Multimodal Transportation Plan (MTP)** is a 20-year long-range plan that identifies statewide, multi-modal needs, forecasts investment levels, and estimates annual funding gaps.
3. **Transportation Asset Management Plan (TAMP)** is a 10-year plan that focuses on programs and activities to improve business practices, asset conditions, and system performance.
4. **Statewide Transportation Improvement Program (STIP)** is the state's 7-year improvement program for all projects or programs receiving state or federal funding.

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Strategic Plan



The SCDOT Strategic Plan is a multi-year plan provided to all employees and is continually presented to new employees at New Employee Orientations. We have completed our fourth year of this plan and tracked measures for each goal (see Strategic Planning spreadsheets). Our Strategic Plan has five goals:

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

Multimodal Transportation Plan (MTP)

The Multimodal Transportation Plan is South Carolina's long-range transportation plan. The 2040 Multimodal Transportation Plan update includes fully integrated modal plans for the Interstate, Strategic Corridors, Public Transit and Human Health Service Coordination, Freight, and Rail.

This is a 20-year plan, updated every five-years. The current plan is as of July 2020.



Transportation Asset Management Plan (TAMP)



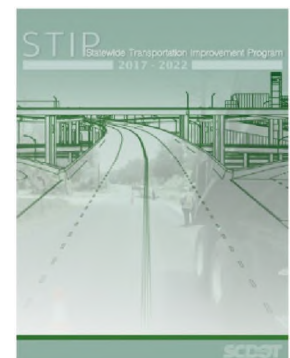
The TAMP uses asset and performance management principles and practices that tie defined asset condition outcomes to specific levels of investment. In other words, how do we ensure that pavement and bridge assets have the longest service life possible for the least practical cost. The plan includes the condition targets that were established as part of our 10-Year Plan that was made possible by Act 40, more commonly known as the Roads Bill. Page 8 of this report exhibits the latest update.

This is a 10-year plan that is reviewed at two-year intervals to evaluate performance targets and sets the agency's asset investment strategies. The current plan was approved in 2019, and it will be updated in 2022.

Statewide Transportation Improvement Program (STIP)

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

This is a seven-year transportation improvement program, reviewed every three years but is also revised on a continual basis to reflect the latest program and project information. The current plan was approved in 2021, and it will be updated in 2024.



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Moving Forward

South Carolina has a very large road system ... the 4th largest state-maintained system in the nation. This fact coupled with the state being the 6th fastest growing state in population, there is a continuous need to tackle safety, deferred maintenance, and congestion needs across the state.

Thanks to the South Carolina General Assembly and the infusion of approximately \$600 million annually in new state funding dedicated to SCDOT through the passage of Act 40 of 2017, SCDOT strategically aligned all of the agency's infrastructure repair and improvement efforts in the plans and programs mentioned in the previous section into a [10-Year Plan](#). This action by the Legislature has allowed SCDOT to succeed by:

1. Diversifying SCDOT's revenue stream allows us not to be over-reliant on federal funds, which also allows projects to be streamlined.
2. Phasing-in a Gas Tax increase to ramp-up industry,
3. Implementing a strategic, targeted plan to rebuild and improve the network, and
4. Putting SCDOT in a position to maintain a robust construction program, despite COVID-19 revenue impacts.

The 10-Year Plan is for the delivery period of 2016 through 2026. The funding for this plan comes from a phased-in gas tax, increasing 2 cents per year over a 6-year period, for a total of 12 cents. Prior to the passage of the Roads Bill in 2017, the gas tax was 16.75 cents; as of July 1, 2021, our current state gas tax rate is 26.75 cents, which represents the start of the fifth year of the phased-in gas tax increase. The new gas tax is being put to work... there is construction or maintenance in every county.

*"It is better to look ahead and prepare
than to look back and regret."*

Jackie Joyner-Kersey, Track and Field Olympian

SCDOT has dramatically increased its work program by tripling its construction program over the past three years to a record-breaking \$3.1 Billion level today. The transportation industry has responded by completing record-breaking levels of work. Approximately, \$1.7 billion is completed annually versus \$500 million on previous years. We have invested the funds in these four categories, exactly the way we said we would:

- **SAFETY/RURAL ROAD:** South Carolina has an abysmal safety score... **We rank #1 for Rural Fatality Rates in the nation.** SCDOT is addressing the "worst-of-the-worst" roads by investing \$50 million a year that specifically targets rural roads. Nearly 30% of the state's fatalities and serious injury crashes occur on rural roads, which makes up only 5% of our network. Our target is to address 100 miles a year. ***Our ten-year target of 1,000 miles for rural road safety improvements is ahead of schedule with 583 miles of Rural Road Safety Projects completed or under contract.***
- **PAVING:** The largest single area of this investment is for paving. SC has a large network of roads that had been neglected for thirty years resulting in billions of dollars in deferred maintenance. Intentionally, our Strategic Plan (Goal 2.2.) tracks the progress of our Pavement Program, in which every county is guaranteed paving projects. While all networks are critical to the state, SCDOT intentionally focused on the roughly 9,500 miles of primary routes because they carry almost half (47%) of the state's traffic on a daily basis. ***The major road networks or primary routes have improved 19% towards our goal of "getting to good."***

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- **BRIDGES:** The vital links in the transportation system in and across South Carolina are the bridges. We are targeting structurally deficient and load-restricted bridges on our network that create inefficiencies and unnecessary delays in the movement of people and goods across our vast network. ***Our ten-year target of replacing 465 bridges is on target with 207 completed or under contract.***
- **INTERSTATES:** SC is booming and our economy is dependent upon good interstates to feed our economic engine. We have established an aggressive interstate widening program that will improve mobility and capacity by widening more than 100 centerline miles of interstate, targeting bottlenecks in urban areas and key rural sections. ***Our ten-year objective of improving 140 miles of interstates is on target with approximately 82.5 miles completed or advanced to construction.***

The first three areas are targeted to help get to a state of “good repair” and the interstate projects are to help deal with growth and congestion that follows our prosperity as a state. This growth has largely outpaced revenue streams dedicated to capacity and multimodal projects. This unmet need is a significant obstacle to establishing an efficient 21st century multimodal transportation system. To track any of these areas, a monthly account statement is published with a list of projects and a check register for the new gas tax trust fund. (Check info at: <https://www.scdot.org/inside/new-gastax-statement-archive.aspx>.)

In transportation, orange cones are the symbol of progress. The first four years of our Ten-Year Plan have been successful as roads are resurfaced, bridges are replaced, interstates are widened, and rural roads are tackled. In addition to those successes, SCDOT earned major achievements and awards as noted below:

- With the construction program tripled across the state, in July 2020, SCDOT **Upgraded the 511 System** with enhancements to download maps faster, and for travelers to access information on construction, lane closures, crashes, congestion, and severe weather affecting traffic.
- The **I85/I-385 Gateway Interchange wins SASHTO Award** in the category of “Operations Excellence in Major Highway Project” in September 2020. The project’s design, engineering, and construction was recognized for delivering a “more reliable, well-functioning and safer transportation system.”
- The Minority & Small Business Affairs Division hosted **Bridging the Gap Forums** in October 2020 and January 2021 to provide DBE/SBE firms with an opportunity to engage with SCDOT leadership. Both events were hugely successful.
- SCDOT won the national **AASHTO President’s Award** in November 2020, for transparency & accountability measures allowing the public to follow the monthly collection of new revenues through the completion of projects by tracking every dollar.
- On June 30, 2021, SCDOT discontinued toll collections on Hilton Head’s **Cross Island Parkway**. Opened in 1998, this road connected the north end (US 278) of the island with the south end. The tolls have repaid the bonds that were issued to build the road, collect the tolls, and maintain the roadway. SCDOT will continue to maintain the Parkway as a part of its statewide road system.

RESTRUCTURING RECOMMENDATIONS

There are currently no recommendations for restructuring. At the Commission level, several changes occurred that are worth noting. These are not employee positions so they are not shown on the organizational chart.

- **J. Barnwell Fishburne**, who represents the 6th Congressional District, was elected Chairman of the Transportation Commission following the January 2021 meeting.
- **David E. "Gene" Branham, Sr.**, who represents the 5th Congressional District, was elected Vice-Chairman following the January 2021 meeting.

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- **John Burriss**, who represents the 2nd Congressional District, resigned his Commission seat for health reasons in April 2021. This seat will be filled in state fiscal year FY'22.

Fiscal year 2020-2021, brought with it many unprecedented changes that allowed us to evaluate how we do business. To align our organizational chart to the Ten-year plan several shifts were made to diligently improve and enhance our transparency efforts regarding the new funding. In December 2020, the Office of Strategic Planning & Reporting was moved under the Director of Planning. In March 2021, IT Services realigned Applications Development, Web Development, Engineering Technology & Research, Project Management, and Data Governance into a new unit, IT Applications and Projects. In June 2021, the Construction Office was moved under the Chief Engineer for Operations within Engineering. Additionally in June, The Preconstruction Support Office, currently within the Preconstruction Division, was elevated to the Engineering Support Office. The following changes in Agency Leadership are reflected on the organizational chart.

- **Ms. Barbara Wessinger** accepted the position as Chief Counsel in the Legal Office in October 2020.
- **Mr. David Hebert, P.E.** accepted the position of Engineering Administrator in District 3 in February 2021.
- **Ms. Ashleigh Sandel** accepted the position as the Acting District Seven Engineering Administrator in April 2021.
- **Mr. Ted Creech** accepted the position of Director of Governmental Affairs in May 2021.
- **Mr. Rob Bedenbaugh** accepted the elevation as Director of Engineering Support in June 2021.

PLANS UNDER DEVELOPMENT

RISK ASSESSMENT & MITIGATION STRATEGIES

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

1. **Agency or Enterprise-level risks:** These are risks associated with SCDOT goals and objectives. They originate from threats and uncertainties that can hinder SCDOT from realizing its short and long-term goals and are dealt with at the executive level.
2. **Program-level risks:** These are risks associated with the different programs or units within the Department. Program-level risks originate from threats and uncertainties that can hinder achievement of program goals and objectives, or lead to the inefficient operation of business units within SCDOT.
3. **Asset/Project-level risks:** These are risks inherent in individual projects undertaken by the Department. Project-level risks are the most common type of risks usually managed by State DOTs. Because federal legislation (MAP-21) includes mandates to develop risk-based transportation asset management plans, SCDOT approaches risk management in a more comprehensive manner.
4. **Activity-level risks:** These are risks associated with conducting daily work activities that support programs or projects. They are identified in action plans prepared by every unit in support of the SCDOT Strategic Plan. Activities that support one of the strategic goals or objectives are listed along with the associated risks, risk owner, and actions taken to mitigate the risks. Action plans are reviewed quarterly by the action

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

With the assistance of the Internal Audit Services Offices, a risk heat map was compiled by SCDOT leadership in 2017 to highlight areas that need to be managed. The top three concerns were related to Personnel, External Partners, and Disasters, as shown below:

- 1) Personnel:
 - a. Loss of key staff – The Agency developed succession plans for key staff, resulting in lowering the risk to a more acceptable level.
 - b. Inability to recruit and retain staff – Human Resources has undertaken new strategies and tactics but the number one cause of below market salaries continues to challenge the Agency.
- 2) Perpetual challenge of our external partners to effectively ramp up – The Agency continues to work with its partners to promote increased capacity. We are seeing the industry respond and ramp up with us.
- 3) Response to man-made or natural disasters – SCDOT continually responds statewide to calamities, such as, hurricanes, floods, tornados, earthquakes, fires, etc. Our employees go above-and-beyond to assist during such times. There is also a financial risk implied with disasters.

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

Transportation Asset Management Plan (TAMP) Performance Targets														
								Year Four				Updated July 13, 2021		
Safety			2016 Baseline Condition			10-Year Target		2020 Interim Target		2020 Actual Values		Average Annual Funding Level	Commission Approval Date	
Fatalities (Statewide)			890		886		1001		1023		\$99M	September 2017		
Fatality Rate			1.75		1.34		1.75		1.84					
Number of Serious Injuries			3194		2573		2972		2876					
Serious Injury Rate			6.30		3.89		5.14		5.16					
Non-Motorized Fatalities & Serious Injuries			376		351		388		441					
Emphasis Area: Roadway Departures												\$70M Emphasis Area Allocation		
Rural Road Safety Program												\$50M	September 2017	
Interstate Safety Program												\$11M	March 2018	
Rumble Strips Installation Program												\$9M	March 2018	
Emphasis Area: Intersections & Other High-Risk Locations												\$22M Emphasis Area Allocation		
Intersection Safety Projects												\$13M	March 2018	
Railroad Safety Projects												\$4M	March 2018	
Work zone Enforcement												Included in Project Costs Previously Allocated		
Target Zero Law Enforcement Teams														
Road Safety Assessments & Implementation													\$5M	March 2018
Emphasis Area: Vulnerable Roadway Users												\$5M Emphasis Area Allocation		
Pedestrian & Bicycle Safety Projects												\$5M		
Safety Data Analytics												\$2M	March 2018	
Total Average Annual Funding					2016 Baseline		10-Year Target		2020 Target		2020 Actual		\$99M	March 2018
Pavements	Baseline Centerline Miles	Baseline % VMT	% Good	% Poor	% Good	% Poor	% Good	% Poor	% Good	% Poor	Average Annual Funding Level	Commission Approval Date		
Interstate	851	30%	65%	11%	92%	3%	76%	8%	77%	10%	\$135M	April 2018		
Primary	9,517	46%	23%	55%	53%	30%	35%	45%	41%	42%	\$272.5M	April 2018		
Non-Interstate NHS	2,752	26%	28%	45%	72%	16%	46%	33%	50%	31%	\$86.6M	April 2018		
Non-NHS Primaries	6,765	20%	20%	61%	48%	37%	31%	51%	38%	46%	\$186M	April 2018		
FA Eligible Secondary	10,370	17%	19%	52%	40%	35%	27%	45%	29%	44%	\$112.5M	April 2018		
Non-Federal Aid Eligible Secondary	20,657	7%	15%	55%	25%	45%	19%	51%	23%	45%	\$121M	April 2018		
Total Average Annual Funding												\$641M		
Bridges (by number)	Baseline # Structures	Baseline % VMT	% Good	% Poor	% Good	% Poor	% Good	% Poor	% Good	% Poor	Average Annual Funding Level	Commission Approval Date		
NHS	1,745	56%	48%	6%	66%	0%	55%	4%	46%	3%	\$114.6M	April 2018		
Non-NHS	3,883	37%	46%	11%	41%	11%	44%	11%	45%	7%	\$18M	April 2018		
Off-System	2,794	7%	40%	9%	36%	10%	38%	9%	39%	6%	\$18.6M	April 2018		
Bridges (by deck area)	Baseline Bridge Deck Area+ (square feet)	Baseline % VMT	% Good	% Poor	% Good	% Poor	% Good	% Poor	% Good	% Poor	Average Annual Funding Level	Commission Approval Date		
NHS	39,110,289	56%	42%	4%	60%	0%	49%	2%	42%	3%	\$114.6M	April 2018		
Non-NHS	24,903,895	37%	50%	10%	41%	15%	46%	12%	50%	7%	\$18M	April 2018		
Off-System	7,607,110	7%	51%	7%	44%	10%	48%	8%	50%	5%	\$18.6M	April 2018		
Bridge Programs			2016 Baseline Condition		10-Year Target		2020 Target (Cumulative)		2020 Actual (Cumulative)		Average Annual Funding	Commission Approval Date		
Load Restricted & NHS Structurally Deficient Bridge Program			465 bridges load restricted or structurally deficient		465 bridges replaced, repaired or permanently closed		185 bridges replaced, repaired or permanently closed		185 bridges replaced, repaired or permanently closed		\$36.6M	April 2018		
Total Average Annual Funding											\$151M	April 2018		

Pavement condition based on Pavement Quality Index (PQI).

NFA Secondary annual funding of \$212M includes estimated \$39M in CTC spending

*Bridge conditions based on Federal Metrics.

Bridge Program Numbers are bridges complete and under construction.

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

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

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

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

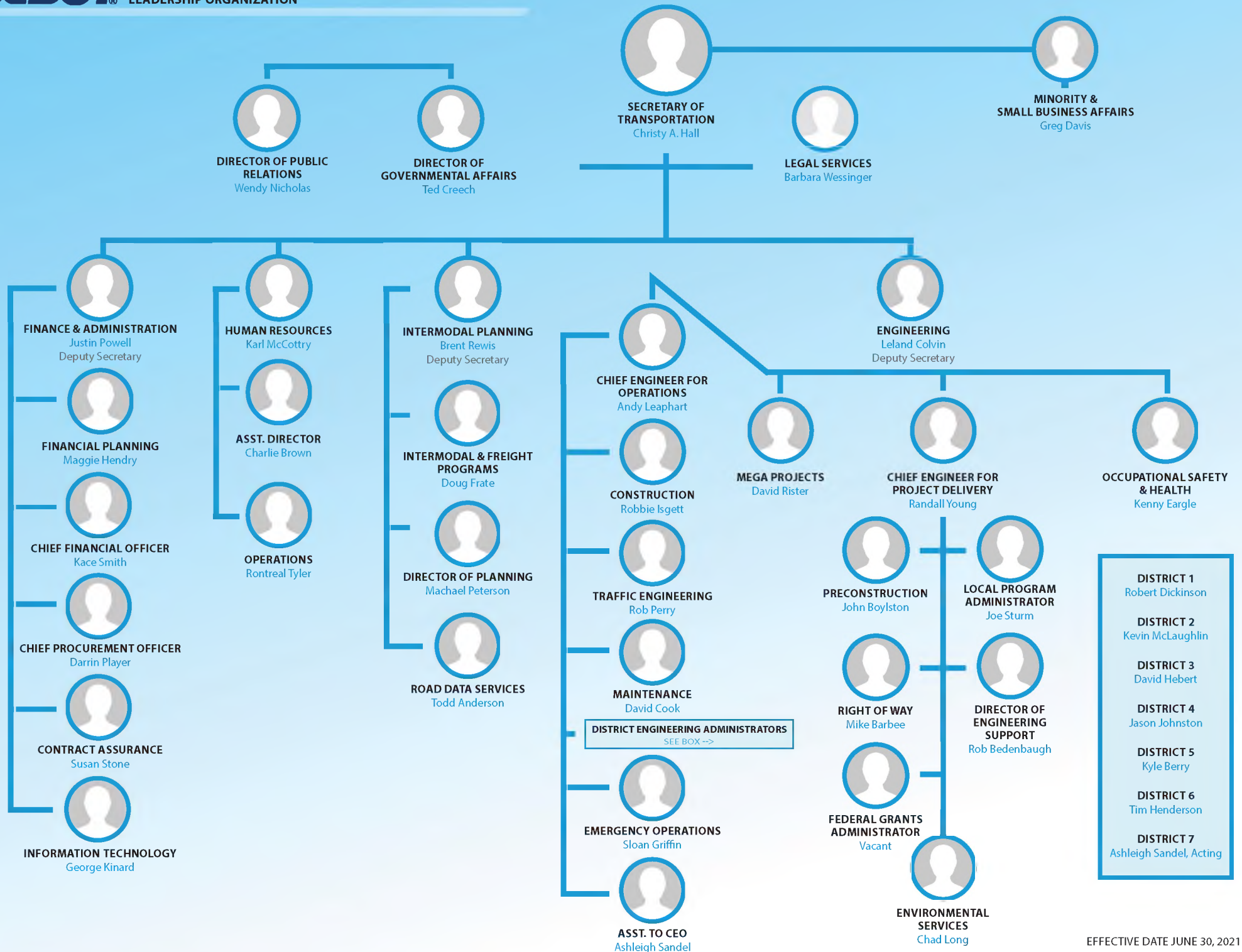
IN HONOR

On June 10, 2021, three SCDOT Maintenance employees were on their way to the job site when another vehicle on US 178 in Greenwood County struck their vehicle, severely injuring two employees and killing one employee.

*We submit this Annual Accountability
Report in honor of our fallen coworker,
Charles "Chuck" Kennedy*

He will be forever memorialized with the men and women of SCDOT who selfishly gave their lives in service to the state of South Carolina. At SCDOT, our employees are our most valuable asset, and safety is our top priority. Our motto remains:

"Let 'Em Work, Let 'Em Live."



Measure Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Where is the data stored?	Stakeholder Need	Stakeholder Description	State Funded Program Number Responsible for this Measure	Notes (Optional)	Meaningful Use of Measure (For reference only. This column will not be included in the published report.)
Number of fatalities in the calendar year.	1020	914	1064	Count	equal to or less than	Calendar Year (January 1 - December 31)	Fatalities from Jan 1 to Dec 31.	Incident Reports.	Traffic Engineering - SCDPS database and Internal RIMS (Road Inventory Maintenance System) and SMS (Safety Management System).	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2004.01.0000.000		The Department of Public Safety reports this by calendar year. This information allows SCDOT to assess major risk factors for fatalities on our roads (seat belt usage, run-off-road, water on road, etc.). Target: decrease by 2% from previous calendar year.
Miles of Rural Roads treated annually.	0	100	583	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Per centerline mile.	Road Inventory.	Traffic Engineering - Internal P2S (Project Programming System) and Excel.	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2000.034500X000		Nearly 30% of the state's fatalities and serious injury crashes occur on just 5% of our network, which are our rural roads. This program started in 2016. Target: 300 miles of rural road treated by December 2020.
Annual average of percentage of routine maintenance work requests resolved within 30 days.	0.73	0.75	0.868	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	number of work requests marked "Closed" or "Completed" within 30 days of receipt.	Telephone calls, web input, and safety list.	Maintenance - Internal HMMS (Highway Maintenance Management System)	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2001.050000.000		Be responsive and keep public safe on roads and bridges statewide.
Percentage of Pavements in Good Condition: Interstate.	0.65	0.79	0.77	Percent	equal to or greater than	Calendar Year (January 1 - December 31)	Trend towards "good" pavements on 92% interstate routes by June 30, 2026. Target prorated annually.	Inventory list.	Maintenance - Internal HPMS (Highway Pavement Management System) and Pavement Profilers (from Traffic Engineering vans).	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2001.050000.000		Keep public safe on roads and bridges statewide.
Percentage of Pavements in Good Condition: Primary.	0.23	0.36	0.42	Percent	equal to or greater than	Calendar Year (January 1 - December 31)	Trend towards "good" pavements on 53% primary routes by June 30, 2026. Target prorated annually.	Inventory list.	Maintenance - Internal HPMS (Highway Pavement Management System) and Pavement Profilers (from Traffic Engineering vans).	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2001.050000.000		Keep public safe on roads and bridges statewide.
Percentage of Pavements in Good Condition: Federal Aid Secondary	0.19	0.30	0.29	Percent	equal to or greater than	Calendar Year (January 1 - December 31)	Trend towards "good" pavements on 40% federal aid roads by June 30, 2026. Target prorated annually.	Inventory list.	Maintenance - Internal HPMS (Highway Pavement Management System) and Pavement Profilers (from Traffic Engineering vans).	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2001.050000.000		Keep public safe on roads and bridges statewide.
Percentage of Pavements in Good Condition: Non-Federal Aid Secondary	0.15	0.19	0.23	Percent	equal to or greater than	Calendar Year (January 1 - December 31)	Trend towards "good" pavements on 25% non-federal aid roads by June 30, 2026. Target prorated annually.	Inventory list.	Maintenance - Internal HPMS (Highway Pavement Management System) and Pavement Profilers (from Traffic Engineering vans).	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2001.050000.000		Keep public safe on roads and bridges statewide.
Number of Load-Restricted bridges.	348	174	668 *	Count	equal to or less than	State Fiscal Year (July 1 - June 30).	All state-maintained bridges are rated on a national standard of rating. Some bridges in the state must be load-restricted for safety. This is the total number of load-restricted bridges in the state.	Inventory list.	Maintenance - Internal BMO (Bridge Maintenance Office) software, RIMS (Road Inventory Maintenance System), and AASHTOWare BRM (Bridge Management) software.	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2001.050000.000	* Statewide load rating analysis was revised to remain federally compliant. As a result, more bridges were added to the listing of load-restricted bridges.	School buses, earbase trucks, and fire trucks have to go around load-restricted bridges. Trend towards zero by 2026.
Number of "Poor" Bridges on the National Highway System.	102	35	463 **	Count	equal to or less than	State Fiscal Year (July 1 - June 30).	All state-maintained bridges are rated on a national standard of rating. Original measure was for "structurally-deficient" bridges. FHWA revised this category to "poor" bridges. This is the total number of "poor" bridges in the state.	Inventory list.	Maintenance - Internal BMO (Bridge Maintenance Office) software, RIMS (Road Inventory Maintenance System), and AASHTOWare BRM (Bridge Management) software.	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2001.050000.000	** Original measure was for "structurally-deficient" bridges. FHWA revised this category to "poor" bridges. We have a more accurate reporting system in place (including deck deterioration), which has caused this number to increase.	Ensuring safety of our bridges. Trend towards zero by 2026.
Maintenance Assessment Program (MAP) Scores for Individual asset categories: Deficient Pavement Markings.	0.3582	0.322	0.3311	Percent	equal to or less than	Calendar Year (January 1 - December 31)	MAP assessment data - 10% reduction from previous year on Deficient Pavement Markings.	Inventory list.	Maintenance - Internal MAP (Maintenance Assessment Program) in SQL database.	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2001.050000.000		Trend towards reducing deficient pavement markings by 10% by June 30, 2020. A number below the target of 32.20% is desirable.
Maintenance Assessment Program (MAP) Scores for Individual asset categories: Unacceptable Shoulders.	0.0396	0.036	0.0842	Percent	equal to or less than	Calendar Year (January 1 - December 31)	MAP assessment data - 10% reduction from previous year on Unacceptable Shoulders.	Inventory list.	Maintenance - Internal MAP (Maintenance Assessment Program) in SQL database.	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2001.050000.000		Trend towards reducing unacceptable shoulders by 10% by June 30, 2020. A number below the target of 3.60% is desirable.
Maintenance Assessment Program (MAP) Scores for Individual asset categories: Deficient Brush Management.	0.099	0.089	0.0866	Percent	equal to or less than	Calendar Year (January 1 - December 31)	MAP assessment data - 10% reduction from previous year on Deficient Brush Management.	Inventory list.	Maintenance - Internal MAP (Maintenance Assessment Program) in SQL database.	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2001.050000.000		Trend towards reducing deficient brush management by 10% by June 30, 2020. A number below the target of 8.90% is desirable.
Maintenance Assessment Program (MAP) Scores for Individual asset categories: Deficient Limb Management.	0.0973	0.087	0.0549	Percent	equal to or less than	Calendar Year (January 1 - December 31)	MAP assessment data - 10% reduction from previous year on Deficient Limb Management.	Inventory list.	Maintenance - Internal MAP (Maintenance Assessment Program) in SQL database.	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2001.050000.000		Trend towards reducing deficient brush management by 10% by June 30, 2020. A number below the target of 8.70% is desirable.
Maintenance Assessment Program (MAP) Scores for Individual asset categories: Mowing.	4	4	4.54	Count	equal to or greater than	Calendar Year (January 1 - December 31)	MAP assessment data - mowing has a minimum of 4 cycles per year.	Inventory list.	Maintenance - Internal MAP (Maintenance Assessment Program) in SQL database.	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2001.050000.000		Trend towards completing 4 mowing cycles per year on routes by June 30, 2020. A target number of 4 or more is desirable.
Number of SCDOT titled public transit vehicles operating past their useful life.	0.47	0.6	0.24	Percent	equal to or less than	State Fiscal Year (July 1 - June 30).	Actual number of public transit vehicles operating past the prescribed useful life divided by the total number of vehicles.	Inventory list.	Intermodal & Freight Programs - Internal TAMS (Transit Asset Management System)	Direct benefit to customers, allows safety measures to be addressed and implemented.	Transit riders.	4003.000000.000		Planning, developing, and coordinating a comprehensive intermodal transportation plan. Trend towards a target of 40% or less is desired.
Number of certified Disadvantaged Business Enterprises (DBEs) and Small Business Enterprises (SBEs) that receive technical training, business development and management assistance through SCDOT.	0	125	234	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Number of businesses receiving training.	Attendee list from trainings.	Minority & Small Business Affairs - Internal DBE tracking system and Federal Highway Administration (FHWA) monthly reports.	Indirect benefit to customers, increasing knowledge/skills and potential new partnerships to be implemented.	DBE's and SBE's that work as Contractors and Sub-contractors.	0506.01.0000.000		Build and maintain relationships by facilitating the development of socially and economically disadvantaged businesses; thereby, enhancing their capability of doing business with SCDOT.
On-time delivery of critical Interstate-to-Interstate Interchanges Improvement projects: I-85/385 by 2020.	0	100	100	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Utilizing project milestones in contract or approved by SCDOT.	Road Inventory.	Construction and Preconstruction - P2S software and Site Manager.	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2000.034500X000		Developing, designing, and delivering engineering projects for the construction of highways and bridges.
On-time delivery of critical Interstate-to-Interstate Interchanges Improvement projects: I-26/201/26 by 2019.	0	100	on schedule	Acceptable Range	Complete	State Fiscal Year (July 1 - June 30).	Utilizing project milestones in contract or approved by SCDOT.	Road Inventory.	Construction and Preconstruction - P2S software, AWP software, and Internal records on 5 Phases of the project for substantially complete and final complete.	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2000.034500X000		Developing, designing, and delivering engineering projects for the construction of highways and bridges.
On-time delivery of critical Interstate-to-Interstate Interchanges Improvement projects: I-26/26 by 2027.	0	100	on schedule	Acceptable Range	equal to or greater than	State Fiscal Year (July 1 - June 30).	Utilizing project milestones in contract or approved by SCDOT.	Road Inventory.	Construction and Preconstruction - P2S software.	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2000.034500X000		Developing, designing, and delivering engineering projects for the construction of highways and bridges.
Average time to clear travel lanes for traffic incidents along our Incident Management Zones.	0	20	23.29	Ratio	equal to or less than	State Fiscal Year (July 1 - June 30).	Time measurement (in seconds, minutes, and hours.) Measured from detection to roadway clearance.	Traffic Management Center cameras and SHEP (State Highway Emergency Program) trucks.	Traffic Engineering - Internal Palisade software.	Direct benefit to customers, allows safety measures to be addressed and implemented.	Motoring public.	2004.01.0000.000		Ease known congested areas and improves safety.
Percent of phases authorized on schedule for Interstate Widening and Bridge Replacement projects: Right of Way (ROW).	0	0.75	Interstate: 60% Bridge: 42%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Utilizing project milestones in contract or approved by SCDOT.	Project schedule.	Finance - P2S, SQL Server Management Studio, and Excel.	Indirect benefit to customers, allows projects to be completed on-time and on-budget.	Contractors and Sub-contractors.	2004.01.0000.000		Developing, designing, and delivering engineering projects for the construction of highways and bridges.

Percent of phases authorized on schedule for Interstate Widening and Bridge Replacement projects: Construction.	0	0.8	Interstate: 0% Bridge: 11%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Utilizing project milestones in contract or approved by SCDOT.	Project schedule.	Finance - P25, SQL Server Management Studio, and Excel.	Indirect benefit to customers, allows projects to be completed on-time and on-budget.	Contractors and Sub-contractors.	2004.01.0000.000		Developing, designing, and delivering engineering projects for the construction of Highways and bridges.
Percent of projects completed on time.	0.83	0.8	0.79	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Utilizing project milestones in contract or approved by SCDOT.	Project schedule.	Construction - Internal Site Manager, Access, and Excel.	Indirect benefit to customers, allows projects to be completed on-time and on-budget.	Contractors and Sub-contractors.	2004.01.0000.000		Developing, designing, and delivering engineering projects for the construction of Highways and bridges.
Percent of projects completed on construction budget by Contracts.	0.77	0.9	0.73	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Utilizing project milestones in contract or approved by SCDOT.	Project schedule.	Construction - Internal Site Manager, Access, and Excel.	Indirect benefit to customers, allows projects to be completed on-time and on-budget.	Contractors and Sub-contractors.	2004.01.0000.000		Developing, designing, and delivering engineering projects for the construction of Highways and bridges.
Percent of projects completed on construction budget by total cost/bid.	0.95	0.9	1.02	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Utilizing project milestones in contract or approved by SCDOT.	Project schedule.	Construction - Internal Site Manager, Access, and Excel.	Indirect benefit to customers, allows projects to be completed on-time and on-budget.	Contractors and Sub-contractors.	2004.01.0000.000		Developing, designing, and delivering engineering projects for the construction of Highways and bridges.
Development and initiation of a watershed mitigation strategy.	0	1	100	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Watershed mitigation strategy approved.	State and local topography maps and GIS.	Environmental Management - Internal GIS software.	Indirect benefit to customers, allows safety measures to be addressed and implemented.	Army Corp. of Engineers, SCDOT Staff, and Motoring public.	2004.01.0000.000		Successful launch by 6-30-2018.
Secure mitigation availability within the four highest priority watersheds by 6-30-2020.	0	4	100	Count	Complete	State Fiscal Year (July 1 - June 30).	The Army Corp. of Engineers determines the appropriate form of and amount of required mitigation. Since this process can be lengthy, Mitigation is shown as watersheds that are secured and those where strategies have been implemented.	State and local topography maps and GIS.	Environmental Management - Internal GIS software.	Indirect benefit to customers, allows safety measures to be addressed and implemented.	Army Corp. of Engineers, SCDOT Staff, and Motoring public.	2004.01.0000.000		SCDOT's Environmental Services Office works with all Construction and Maintenance projects to ensure environmental impacts to aquatic resources are avoided or minimized as much as possible. The Army Corp. of Engineers requires SCDOT to restore, establish, enhance, or preserve other aquatic resources to replace those impacted by a transportation project; this is referred to as compensatory mitigation.
Number of "Let 'Em Work, Let 'Em Live" messages transmitted to the public.	0	100	1146	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Number of messages transmitted.	Scheduled transmittal of messages.	Traffic Engineering and Communications - Traffic Management Safety Campaign calendar.	Direct benefit to customers, provides safety awareness.	SCDOT Employees and motoring public.	2004.01.0000.000		Providing greater public awareness to the challenges of work zone areas.
Number of SCDOT fatalities in our work zones.	1	0	0	Count	equal to or less than	State Fiscal Year (July 1 - June 30).	Number of fatalities.	Fatalities filed.	Safety - Risk Management Information System and Excel.	Indirect benefit to customers, allows safety measures to be addressed and implemented.	SCDOT Employees and motoring public.	2004.01.0000.000	For this time period there were no fatalities that occurred in a work zone. SCDOT did have one fatality but the employee was driving to a jobsite and was not in a work zone.	Save the lives of our SCDOT teammates.
Number of reportable workplace injuries at SCDOT.	465	268	361	Count	equal to or less than	State Fiscal Year (July 1 - June 30).	Total number reported from "Total first report of injury filed by year" along with # by district & HQ.	Injuries filed.	Safety - Risk Management Information System.	Indirect benefit to customers, allows safety measures to be addressed and implemented.	SCDOT Employees and motoring public.	2004.01.0000.000	Values can change after reporting due to injuries being reported after the fiscal year end. Numbers for years 2016 - 2018 have been reaved from calendar year to fiscal year.	Live by the SCDOT motto of, "Safety 1st - Live by it." Target of 5% reduction over previous 5-year rolling average.
Number of SCDOT Team members that have received updated Customer Service Training.	0	1	0.907	Percent	Maintain	State Fiscal Year (July 1 - June 30).	Percentage of total FTEs who have completed updated customer training.	SCDOT employees and trainers.	Human Resources - Learning Management System (LMS) and SCEIS.	Indirect benefit to customers, allows increased employee knowledge/skills.	SCDOT Employees and motoring public.	0506.01.0000.000		Being more responsive, cordial, and helpful to our citizens. Saying thank you for basic items.
Percentage of customer inquiries responded to within 2 business days.	0	0.95	0.8	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Response time for initial contact and completion status are both tracked and percentages are calculated within the Customer Service Center Tracking System.	Telephone calls and emails.	Call Center - Internal CSCTS (Customer Service Control Tracking System) spreadsheet and Finesse (CSCD).	Direct benefit to customers, provides timely, accurate and relevant information to customer.	SCDOT Employees and motoring public.	0506.01.0000.000	Cisco Finesse is a Contact Center service that enables agent functionality via a browser interface.	Providing timely, accurate, and relevant information to customers making the inquiries.
Number of days to decision for commercial development permits following complete package submittals. (Processed in 30 days or less.)	0	0.9	0.97	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Encroachment Permit Processing System (EPPS) Report.	Customer permit application.	Maintenance - Internal EPPS (Encroachment Permit Processing System) in SharePoint platform.	Indirect benefit to customers, allows projects to be completed on-time and on-budget.	Contractors and Sub-contractors.	2001.050000.000		Providing timely response times to commercial developers.
Development and implementation of Succession Management planning.	0	1	100	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Number of Direct Reports to the Secretary who have completed and submitted succession management plans.	Manpower management and division org. charts.	Human Resources - Learning Management System (LMS).	Indirect benefit to customers, allows increased employee knowledge/skills.	SCDOT Employees.	0506.01.0000.000		Ensuring the right leaders are in place prior to major periods of transition to assist in a seamless flow from manager to manager.
National Bridge Inspection Standards certified inspectors are readily available to assist in the inspection and monitoring of our bridges.	0	1	100	Percent	Maintain	State Fiscal Year (July 1 - June 30).	Contracts in place with Maintenance Office.	Certifications.	Maintenance - Internal procurement selection.	Direct benefit to customers, provides skilled inspectors to ensure safety.	Contractors and Sub-contractors.	2001.050000.000		Must ensure critically important skilled personnel are available to inspect and monitor bridges. This specialty service is needed to ensure that roads and bridges remain open for traffic to flow.
Number of graduates of the LEAD (Leadership Education And Development), Certified Public Manager (CPM) and American Association of State Highway Transportation Officials (AASHTO) leadership development programs.	0	60	128	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Number of graduates of respective courses who are in full-time employment positions in the Agency.	Course completion.	Human Resources - Learning Management System (LMS).	Indirect benefit to customers, allows increased employee knowledge/skills.	SCDOT Employees.	0506.01.0000.000	AASHTO offers two separate training tracks - Leadership Development Program and certified training classes. These are tracked through our in-house Learning Management System. The 2019 value was elevated inaccurately when a report was run of all AASHTO trainings, not just those of the AASHTO Leadership Development Program, which is only offered to 1-2 select employees per year.	Building a bench of future leaders to maintain continuity and effectiveness of policies, procedures, and programs.
Number of employees that participate in Affirmative Action (AA) Overview training, including requirement for a 3-year refresher.	0	1	0.033	Percent	Maintain	State Fiscal Year (July 1 - June 30).	The Learning Management System tracks employees upon completing the Affirmative Action Overview training. Target decreased in 2019 due to number of refresher and non-filled positions in 2018. The AA Office will provide training during the fundamentals of HR Management course. This course is offered 6 times per year, to include at least 10 hiring officials per class.	Course completion.	Minority & Small Business Affairs - Learning Management System (LMS).	Indirect benefit to customers, allows increased employee knowledge/skills.	SCDOT Employees.	0506.01.0000.000	Program was transferred to Human Resources and will resume tracking the three year refresher.	A top priority and especially important skill set during hiring actions. Target set for 100% by July 1, 2019 and is ongoing with the hiring of new employees and refresher courses.
Development and implementation of an Affirmative Action (AA) training component for newly hired managers and supervisors.	0	1	0.967	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).		Course completion.	Minority & Small Business Affairs - Learning Management System (LMS).	Indirect benefit to customers, allows increased employee knowledge/skills.	SCDOT Employees.	0506.01.0000.000		Enhancing equal opportunities through small business development, contracting, monitoring and workforce development.
Revamping the website to focus on the core areas.	0	1	100	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	We are culling content from our site by working with individual departments, trying to attain feedback and design web pages.	Ten-year plan.	Information Technology and Communications - Internal software packages.	Direct benefit to customers, provide up-to-date transparency of projects.	Global access.	0506.01.0000.000		Making our site more customer and user friendly and easier to do operations with SCDOT via the net.
Number of public speaking engagements.	4	100	6	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Number of speaking engagements recorded across the state.	Engagements completed.	Communications - Internal record (Excel spreadsheet).	Direct benefit to customers, allows accurate information to be dispersed.	Citizens.	0506.01.0000.000		Getting the SCDOT story out to the public. Making SCDOT operations more transparent.
Statewide, District and County reports are published monthly on the webpage.	0	1	100	Percent	Maintain	State Fiscal Year (July 1 - June 30).	After SCEIS closes monthly transactions, a report of major funding activity is generated and published on webpage.	Monthly closeout.	Finance - SCEIS.	Direct benefit to customers, provide up-to-date and accurate information of reports.	Global access.	0506.01.0000.000		Making it easier to address and view technical reports.
A simpler description of the process has been published on the webpage.	0	1	100	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Review by non-engineering personnel.	SCDOT employees.	Communications and Planning - Web software - Dreamweaver.	Direct benefit to customers, provide up-to-date and accurate information of projects.	Global access.	0506.01.0000.000		The process of prioritizing projects uses a needs-based, data-driven process based on quantifiable and objective criteria unique to program categories.
Continuous management of repository with regular updates, including verified management action plans.	0	1	100	Percent Complete	Complete	Calendar Year (January 1 - December 31)	Number of days past 1/2/20.	SCDOT management.	Internal Audit Services - Internal record (Excel spreadsheet).	Indirect benefit to customers, allows perpetual review of Agency areas.	SCDOT.	N/A	The Internal Audit Service Office at SCDOT is housed under the South Carolina Office of the State Auditor.	Asking the "why" of what we do and ensuring we stay in compliance like a professional organization should. This repository contains audits from 2007 to present.

Code	Agency	State Funded Program Number	State Funded Program Title	Description of State Funded Program
U120	DEPARTMENT OF TRANSPORTATION	0502.050000.000	Land & Buildings	Statewide facilities, district offices, sign shop, lab, and land (i.e. right-of-way).
U120	DEPARTMENT OF TRANSPORTATION	0506.010000.000	General	Provide support services needed to facilitate the delivery of SCDOT's mission.
U120	DEPARTMENT OF TRANSPORTATION	2000.030100.000	Engineering - Construction	Construction and repair of the statewide road maintenance program.
U120	DEPARTMENT OF TRANSPORTATION	2000.031000X000	SIB One Cent Equivalent	SC Code of Laws Section 11-43-160 requires an annual contribution to the SCTIB produced by one cent per gallon of gasoline sold.
U120	DEPARTMENT OF TRANSPORTATION	2000.031500X000	Debt Svc SIB Ravenel Bridge Project Loan	Debt Service on the Ravenel bridge.
U120	DEPARTMENT OF TRANSPORTATION	2000.032500X000	Debt Svc SIB MultiProject Loan	Debt Service on the SCTIB statewide road projects.
U120	DEPARTMENT OF TRANSPORTATION	2000.033000X000	Other Operating Other	Construction and repair of the statewide road maintenance program.
U120	DEPARTMENT OF TRANSPORTATION	2000.033500X000	Permanent Improvement Bridges	Construction and repair of the statewide bridge program.
U120	DEPARTMENT OF TRANSPORTATION	2000.034000X000	Perm Impr Rehabilitation & Resurfacing	Construction and repair of the statewide resurfacing program.
U120	DEPARTMENT OF TRANSPORTATION	2000.034500X000	Perm Impr Operational & Safety Improvements	Construction and repair of the statewide safety improvement program. (turning lanes, lane markings etc.)
U120	DEPARTMENT OF TRANSPORTATION	2000.035000X000	Perm Impr Widening & New Locations	Construction and repair of the statewide widening program. (capacity projects etc.)
U120	DEPARTMENT OF TRANSPORTATION	2000.035500X000	Perm Impr Enhancements	Construction and repair of the statewide enhancement program. (sidewalks, bike lanes etc.)
U120	DEPARTMENT OF TRANSPORTATION	2000.036000X000	Perm Impr Port Access Road	Construction of the Port Access Road in Charleston.
U120	DEPARTMENT OF TRANSPORTATION	2001.050000.000	Highway Maintenance	Routine maintenance of statewide roads, bridges, buildings, and rights-of-way, as well as work requests received.
U120	DEPARTMENT OF TRANSPORTATION	2004.010000.000	Engr-Admin & Proj Mgmt	Core engineering project management to support the statewide delivery of the highway program.
U120	DEPARTMENT OF TRANSPORTATION	3006.000000.000	Toll Operations	Annual debt service and operations of Cross Island Parkway.
U120	DEPARTMENT OF TRANSPORTATION	3500.150000X000	Other Operating Other	Operating expenses for maintenance activities and contracts on non federal aid secondary roads.
U120	DEPARTMENT OF TRANSPORTATION	3501.050000X000	Other Operating Bridges Minor Repair	Operating expenses for maintenance activities and contracts on non federal aid secondary roads.
U120	DEPARTMENT OF TRANSPORTATION	3501.100000X000	Other Operating Rehabilitation & Resurfacing	Operating expenses for maintenance activities and contracts on non federal aid secondary roads.
U120	DEPARTMENT OF TRANSPORTATION	4003.000000.000	Mass Transit	Intermodal Planning for aid for transit services, equipment and operating expenses.
U120	DEPARTMENT OF TRANSPORTATION	9500.050000.000	State Employer Contributions	State employer contribution and total fringe benefits.
U120	DEPARTMENT OF TRANSPORTATION	9806.150000X000	Sandy Island Boat Ramp	Proviso 118.17 (2014) \$150,000 for SCDNR Sandy Island Boat ramp. (project compete).
U120	DEPARTMENT OF TRANSPORTATION	9807.130000X000	Lexington County Maintenance Complex Construction	Proviso 118.17 (2014) \$100,000 for SCDOT Lexington County Maint Complex.
U120	DEPARTMENT OF TRANSPORTATION	9814.220000X000	2015 Flood - Road Repair	Proviso 118.16 (2017) \$37,300,000 for statewide flood repair.
U120	DEPARTMENT OF TRANSPORTATION	9817.240000X000	REST AREAS	Proviso 118.16 (2020) \$4,000,000 for rest area renovations.

Code	Agency	Law Number	Jurisdiction	Type	Description	Purpose	Notes (Optional)
U120	DEPARTMENT OF TRANSPORTATION	23 Code of Federal Regulations	Federal	Regulation	Federal Regulations applicable to federally funded highway programs.	Requires a service	Administer federally funded highway projects and programs.
U120	DEPARTMENT OF TRANSPORTATION	33 CFR Parts 325	Federal	Regulation	US Army Corps of Engineer Permits.	Requires a manner of delivery	
U120	DEPARTMENT OF TRANSPORTATION	33 CFR Parts 332	Federal	Regulation	Compensatory Mitigation Requirements.	Requires a manner of delivery	
U120	DEPARTMENT OF TRANSPORTATION	33 USC 1344, et seq.	Federal	Regulation	Clean Water Act of 1977.	Requires a manner of delivery	
U120	DEPARTMENT OF TRANSPORTATION	40 CFR 230	Federal	Regulation	404(b) (1) Permits.	Requires a manner of delivery	
U120	DEPARTMENT OF TRANSPORTATION	42 USC 4321, et seq.	Federal	Statute	National Environmental Policy Act of 1969.	Requires a manner of delivery	
U120	DEPARTMENT OF TRANSPORTATION	49 Code of Federal Regulations	Federal	Regulation	Federal regulations applicable to federally funded transportation programs.	Requires a service	Delivery of Federal- aid Highway and Transit Programs.
U120	DEPARTMENT OF TRANSPORTATION	49 US Code, Title 49, Subtitle III	Federal	Statute	Section 5301, et seq. - Public Transportation.	Requires a service	Administer federally funded highway projects and programs.
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 117.110	State	FY 2019-20 Proviso	IT & Information Security Plans.	Report our agency must/may provide	
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 117.33	State	FY 2019-20 Proviso	Debt Collections Report.	Report our agency must/may provide	
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 117.103	State	FY 2019-20 Proviso	Data Breach Notification.	Not related to agency deliverable	
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 117.20	State	FY 2019-20 Proviso	Subsistence Expenses and Mileage.	Not related to agency deliverable	
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 117.54	State	FY 2019-20 Proviso	Employee Bonuses.	Not related to agency deliverable	
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 117.71	State	FY 2019-20 Proviso	Fines and Fee Report.	Report our agency must/may provide	
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 84.1	State	FY 2019-20 Proviso	Expenditure Authority Limitation.	Requires a service	May spend all cash balances from previous years.
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 84.9	State	FY 2019-20 Proviso	Project Priority List.	Requires a service	Publish project priority list and engineering directives on department's website.
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 84.11	State	FY 2019-20 Proviso	General Fund Balance Carry Forward.	Not related to agency deliverable	
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 84.12	State	FY 2019-20 Proviso	Reimbursement for Vehicle Damage.	Requires a service	Post damage claim form on website.
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 84.13	State	FY 2019-20 Proviso	Preventive Maintenance Credit.	Not related to agency deliverable	
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 84.14	State	FY 2019-20 Proviso	Emergency Meetings.	Requires a service	Must post notice of meeting to public.
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 84.15	State	FY 2019-20 Proviso	CTC Donor Bonus.	Requires a service	Transfer of authorized funds to CTCs.
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 84.2	State	FY 2019-20 Proviso	Special Fund Authorization.	Requires a service	May set up special funds with State Treasurer.
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 84.3	State	FY 2019-20 Proviso	Secure Bonds & Insurance.	Requires a service	May secure bonds and insurance as proper and advisable.
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 84.4	State	FY 2019-20 Proviso	Benefits.	Requires a service	SCDOT employees shall receive equal compensation increases, health insurance benefits and bonuses as provided for other state agencies; to be provided from SCDOT funds.
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 84.5	State	FY 2019-20 Proviso	Document Fees.	Requires a service	May charge fees for documents provided to public based on actual costs and handling costs.
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 84.6	State	FY 2019-20 Proviso	Meals in Emergency Operations.	Requires a service	May provide meals to employees who cannot leave duty station during emergency situations or simulation.
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 84.7	State	FY 2019-20 Proviso	Rest Area Water Rates.	Not related to agency deliverable	
U120	DEPARTMENT OF TRANSPORTATION	FY19-20 Proviso 84.8	State	FY 2019-20 Proviso	Shop Road Farmers Market Bypass Carry Forward.	Not related to agency deliverable	
U120	DEPARTMENT OF TRANSPORTATION	FY20-21 Proviso 117.158	State	FY 2019-20 Proviso	Statewide Strategic Personnel Budgeting	Not related to agency deliverable	New proviso that will be reported in FY 2022.
U120	DEPARTMENT OF TRANSPORTATION	SC Code 11-43-167 (Act 275 of 2016)	State	Statute	Revenue from additional Fines & Fees to State-Funded Resurfacing Program.	Requires a service	DOT must allocate revenues to State-funded Resurfacing program.

U120	DEPARTMENT OF TRANSPORTATION	SC Code 48-1-100, et seq.	State	Statute	S. C. Pollution Control Act.	Requires a manner of delivery	
U120	DEPARTMENT OF TRANSPORTATION	SC Code 48-14-10, et seq.	State	Statute	S. C. Storm water Management and Sediment Reduction Act.	Requires a manner of delivery	
U120	DEPARTMENT OF TRANSPORTATION	SC Code 48-18-10, et seq.	State	Statute	Erosion and Sediment Reduction Act.	Requires a manner of delivery	
U120	DEPARTMENT OF TRANSPORTATION	SC Code 48-20-10, et seq.	State	Statute	S. C. Mining Act.	Requires a manner of delivery	
U120	DEPARTMENT OF TRANSPORTATION	SC Code 48-39-10, et seq.	State	Statute	SC Coastal Zone Management Act.	Requires a manner of delivery	
U120	DEPARTMENT OF TRANSPORTATION	SC Code 56-11-500	State	Statute	Road tax to State Highway Fund.	Funding agency deliverable(s)	
U120	DEPARTMENT OF TRANSPORTATION	SC Code of Law: 1-30-10(G)(1)	State	Statute	Restructuring Report Department reports giving detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services.	Report our agency must/may provide	
U120	DEPARTMENT OF TRANSPORTATION	SC Code of Regulations, Chapter 63	State	Regulation	Chapter 63 of the SC Code Regulations applies to the Department of Transportation. The regulations include: 63-10 - Transportation Project Prioritization; 63-30 - Commission approval of actions; 63-100 - Secretary of Transportation Approval of Actions; 63-300 to 309 - Prequalification and Disqualification of Bidders; 63- 322 - Relocation of Displaced Persons; 63-338 - Highway Advertising Control Act; 63-361- Movement of Machinery over Highways; 63-370 - Driveways; 63-380 - Erosion Control ; 63-390 - Tandem Trailer Combinations and Other Larger Vehicle Access Control Act ; 63-700, et seq. Disadvantaged Business Enterprises Program; 63-800 - Bus Shelters; 63-900 - Scenic Byways, 63-1000 Sign requirements for petitions to close roads.	Requires a service	Detailed rules concerning the planning, construction, maintenance and operation of the state highway system.
U120	DEPARTMENT OF TRANSPORTATION	SC Code Section 44-96-140	State	Statute	Recycling programs of state government; state procurement policy; report of the Department of Transportation.	Report our agency must/may provide	
U120	DEPARTMENT OF TRANSPORTATION	SC Code Section 11-35-5240	State	Statute	Minority Business Enterprise (MBE) Utilization Plan.	Report our agency must/may provide	
U120	DEPARTMENT OF TRANSPORTATION	SC Code Section 12-28-2740	State	Statute	Distribution of gasoline user fee among counties also referred to as C-Fund. Includes apportionments, formula distribution, and requirements for expenditure of funds; county transportation committees.	Requires a service	Allocation of C funds to counties; administration of C funds for some counties; approval of countywide and regional transportation plans; review of compliance with certain aspects of C fund law.
U120	DEPARTMENT OF TRANSPORTATION	SC Code Section 12-28-2930	State	Statute	State set-asides for small businesses owned and controlled by socially and economically ethnic minorities (MBE's) and disadvantaged females (WBE's).	Report our agency must/may provide	
U120	DEPARTMENT OF TRANSPORTATION	SC Code Section 8-13-1110 (12)	State	Statute	Amended in 2007 to include District Engineering Administrators.	Report our agency must/may provide	
U120	DEPARTMENT OF TRANSPORTATION	SC Code Sections 1-30-10(G)(1) and (G) (2)	State	Statute	Restructuring Report and Seven Year Cost Savings Plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven year period.	Report our agency must/may provide	
U120	DEPARTMENT OF TRANSPORTATION	SC Code Sections 57-5-820 and 830	State	Statute	Consent required for highway work within municipalities.	Requires a service	Coordination with municipalities on improvements to state highways within the municipality.
U120	DEPARTMENT OF TRANSPORTATION	SC Code Sections 57-7-50 and 210	State	Statute	Penalties for obstructions in the right of way without a permit.	Requires a service	
U120	DEPARTMENT OF TRANSPORTATION	SC Code Title 12, Chapter 28	State	Statute	Imposition and Distribution of Fuel Tax.	Funding agency deliverable(s)	
U120	DEPARTMENT OF TRANSPORTATION	SC Code Title 57	State	Statute	The entirety of Title 57 applies to the Department of Transportation. Title 57 contains the following Chapters: 1. General provisions, 3. Department of Transportation, 5. State Highway System, 7. Obstruction or Damage to Roads or Drainage, 9. Abandonment or Closing of Streets, Roads or Highways, 11. Financial Matters, 13. Provisions Affecting Bridges Only, 15. Provisions Affecting Ferries Only, 17. County Roads, Bridges, and Ferries Generally, 19. County Road Taxes and Assessments, 21. Paving Districts in Counties with City of Over 70,000, 23. Highway Beautification and Scenic Routes, 25. Outdoor Advertising and 27. Junkyard Control.	Requires a service	The systematic planning, construction, maintenance and operation of the state highway system and the development of a statewide intermodal and freight system that is consistent with the needs of the public.
U120	DEPARTMENT OF TRANSPORTATION	SC Regs 61-101	State	Statute	DHEC 401 Water Quality Certifications.	Requires a manner of delivery	
U120	DEPARTMENT OF TRANSPORTATION	SC Regs 61-9, et seq.	State	Regulation	SC Pollution Control Act Regulations.	Requires a manner of delivery	
U120	DEPARTMENT OF TRANSPORTATION	SC Regs 72-300, et seq.	State	Regulation	S. C. Storm Water Management Regulations.	Requires a manner of delivery	
U120	DEPARTMENT OF TRANSPORTATION	SC Regs 72-400, et seq.	State	Regulation	Erosion and Sediment Reduction Regulations.	Requires a manner of delivery	
U120	DEPARTMENT OF TRANSPORTATION	US Code of Laws: Title 23	Federal	Statute	Federal Statutes applicable to federally funded highway programs.	Requires a service	Administer federally funded highway projects and programs.
U120	DEPARTMENT OF TRANSPORTATION	US Public Law 112-141	Federal	Statute	MAP -21 - Moving Ahead for Progress in the 21st Century - Federal Highway Funding Bill.	Funding agency deliverable(s)	
U120	DEPARTMENT OF TRANSPORTATION	US Public Law 114-94	Federal	Statute	FAST Act - Fixing America's Surface Transportation Act - Federal Highway Funding Bill.	Requires a manner of delivery	

Code	Agency	Service Number	Description of Service	Description of Direct Customer	Customer Name	Others Impacted By the Service	Division or major organizational unit providing the service	Description of division or major organizational unit providing the service	Primary negative impact if service not provided
U120	DEPARTMENT OF TRANSPORTATION	1	Assist in development of the agency mission, budget and general management of the agency.	The motoring public regardless of age, race, gender, education levels, and/or religion.	Executive Branch/State Agencies	None.	Administration - General	Leadership and support services to facilitate the delivery of SCDOT's mission.	Road, bridge, and transit infrastructure in the state would be in state of non-repair.
U120	DEPARTMENT OF TRANSPORTATION	2	Plan and construct SCDOT statewide maintenance facilities, district offices, sign shop, lab, right-of-way and rest areas. Also, acquire and clear right-of-way for construction in accordance with federal and state laws.	The motoring public regardless of age, race, gender, education levels, and/or religion.	General Public.	None.	Administration - Land and Buildings	Oversight of statewide maintenance facilities, district offices, sign shop, lab, and land (i.e. right-of-way).	District and county representation allows SCDOT to respond efficiently and timely to local needs, especially during inclement weather.
U120	DEPARTMENT OF TRANSPORTATION	3	Oversee and manage road and bridge projects. Also, host public road hearings for projects.	The motoring public regardless of age, race, gender, education levels, and/or religion.	General Public.	None.	Highway Engineering - Engineering Admin & Project Management	Program funds the core engineering project management to support the statewide delivery of the highway program.	Project Management allows projects to move forward and comply with federal, state, and local laws and regulations.
U120	DEPARTMENT OF TRANSPORTATION	4	Oversee and manage road and bridge projects. Also, host public road hearings for projects.	Professional Organization.	American Council of Engineering Companies (ACEC).	None.	Highway Engineering - Engineering Admin & Project Management	Program funds the core engineering project management to support the statewide delivery of the highway program.	Engineering proficiency and professional standards would decline. There would not be a cohesive voice for the profession in national legislative and policy debates.
U120	DEPARTMENT OF TRANSPORTATION	5	Construct federal aid program and state funded resurfacing program which provides for the preservation, safety improvements, and increased mobility of federal-aid portion of the state highway system.	The motoring public regardless of age, race, gender, education levels, and/or religion.	General Public.	None.	Highway Administration - Engineering Construction	Program funds the construction and repair of roads and bridges statewide.	Instead of only state funds, to move projects to move forward and comply with federal, state, and local laws and regulations.
U120	DEPARTMENT OF TRANSPORTATION	6	Construct federal aid program and state funded resurfacing program which provides for the preservation, safety improvements, and increased mobility of federal-aid portion of the state highway system.	Multiple contractors and certified Disadvantaged Business Enterprise firms that are on file for construction projects.	Industry.	Contractor and sub-contractors.	Highway Administration - Engineering Construction	Program funds the construction and repair of roads and bridges statewide.	Without DBE and SBE contractors, SCDOT would not meet required race neutral/race conscious quotas on federal projects.
U120	DEPARTMENT OF TRANSPORTATION	7	Construct federal aid program and state funded resurfacing program which provides for the preservation, safety improvements, and increased mobility of federal-aid portion of the state highway system.	Professional Organization.	Association of General Contractors (AGC).	None.	Highway Administration - Engineering Construction	Program funds the construction and repair of roads and bridges statewide.	Key issues related to Governmental Financial Leadership would falter and high standards for policies, regulations and education that benefit the betterment of the construction industry would weaken.
U120	DEPARTMENT OF TRANSPORTATION	8	Construct federal aid program and state funded resurfacing program which provides for the preservation, safety improvements, and increased mobility of federal-aid portion of the state highway system.	Professional Organization.	Portland Cement Association (PCA).	None.	Highway Administration - Engineering Construction	Program funds the construction and repair of roads and bridges statewide.	Policy, research, education, and market intelligence would decrease, as well as economic growth.
U120	DEPARTMENT OF TRANSPORTATION	9	Construct federal aid program and state funded resurfacing program which provides for the preservation, safety improvements, and increased mobility of federal-aid portion of the state highway system.	Professional Organization.	South Carolina Asphalt Paving Association (SCAPA).	None.	Highway Administration - Engineering Construction	Program funds the construction and repair of roads and bridges statewide.	Policy, research, education, and market intelligence would decrease, as well as economic growth.
U120	DEPARTMENT OF TRANSPORTATION	10	Construct federal aid program and state funded resurfacing program which provides for the preservation, safety improvements, and increased mobility of federal-aid portion of the state highway system.	Professional Organization.	SC Chapter of Minority Contractors.	None.	Highway Administration - Engineering Construction	Program funds the construction and repair of roads and bridges statewide.	Access (contract & resource opportunities), Advocacy (legislative impact), and Contractor Readiness (training, capacity building, and growth) would decline, as well as, education that benefit the betterment of the construction industry would weaken.
U120	DEPARTMENT OF TRANSPORTATION	11	Construct federal aid program and state funded resurfacing program which provides for the preservation, safety improvements, and increased mobility of federal-aid portion of the state highway system.	The motoring public regardless of age, race, gender, education levels, and/or religion.	Local Govts.	None.	Highway Administration - Engineering Construction	Program funds the construction and repair of roads and bridges statewide.	Federal funding is needed for construction projects. All construction projects are reimbursed after state funds are spent. Reimbursement only occurs when policies and regulations are met.
U120	DEPARTMENT OF TRANSPORTATION	12	Maintain roads, bridges, buildings, rest areas, and work requests received.	The motoring public regardless of age, race, gender, education levels, and/or religion.	General Public	None.	Highway Administration - Highway Maintenance	Program funds the routine maintenance of statewide roads, bridges, buildings, rights of way, and rest areas.	State funding is needed for maintenance projects. Without funding maintenance projects are delayed or unfulfilled, which can be a safety hazard.
U120	DEPARTMENT OF TRANSPORTATION	13	Maintain roads, bridges, buildings, rest areas, and work requests received.	Multiple vendors and DBE vendors.	Local Govts.	None.	Highway Administration - Highway Maintenance	Program funds the routine maintenance of statewide roads, bridges, buildings, rights of way, and rest areas.	State funding is needed for maintenance projects. Without funding vendors would not be needed.
U120	DEPARTMENT OF TRANSPORTATION	14	Annual debt service and administration.	The motoring public regardless of age, race, gender, education levels, and/or religion.	General Public	None.	Toll Operations	Annual debt service and operations of Cross Island Parkway.	Debt service would not be fulfilled and state rating would decrease.
U120	DEPARTMENT OF TRANSPORTATION	15	Oversee statewide maintenance on non-federal aid, secondary roads across the state.	The motoring public regardless of age, race, gender, education levels, and/or religion.	General Public	None.	Non-Federal Aid Highway Funds	Operating expenses for maintenance activities and contracts on non federal aid secondary roads.	Secondary road infrastructure would be in state of non-repair and state funding would be strained.
U120	DEPARTMENT OF TRANSPORTATION	16	Oversee statewide maintenance on non-federal aid, secondary roads across the state.	The motoring public regardless of age, race, gender, education levels, and/or religion.	Local Govts.	None.	Non-Federal Aid Highway Funds	Operating expenses for maintenance activities and contracts on non federal aid secondary roads.	Secondary road infrastructure would be in state of non-repair and state funding would be strained.

U120	DEPARTMENT OF TRANSPORTATION	17	Provide buses, cutaways, and operational functions.	The motoring public regardless of age, race, gender, education levels, and/or religion.	General Public	Counties.	Mass Transit	Intermodal Planning and allocations and aid for transit services, equipment and operating expenses.	Transit services would be non-operational and funding would be restricted.
U120	DEPARTMENT OF TRANSPORTATION	18	Provide buses, cutaways, and operational functions.	The non-motoring (transit user) public regardless of age, race, gender, education levels, and/or religion.	Local Govts.	Counties.	Mass Transit	Intermodal Planning and allocations and aid for transit services, equipment and operating expenses.	Transit services would be non-operational and funding would be restricted.
U120	DEPARTMENT OF TRANSPORTATION	19	A stable workforce and leadership team is critical to being able to reliably deliver the annual program.	State employee.	Executive Branch/State Agencies	None.	Employee Benefits	State employer contribution and total fringe benefits for all employees.	Unstable workforce and unreliability.

Code	Agency	Name of Partner Entity	Type of Partner Entity	Description of Partnership
U120	DEPARTMENT OF TRANSPORTATION	Army Corps of Engineers (ACOE), Federal Highway Administration (FHWA), Federal Motor Carriers Safety Administration (FMCSA), Federal Rail Administration (FRA), Federal Transit Administration (FTA), National Cooperative Highway Research Program (NCHRP), National Highway Traffic Safety Administration (NHTSA), National Scenic Byway (NSB), United States Department of Transportation (USDOT)	Federal Government	Guidance, training, unchallenged expertise, research, environmental, safety, mobility, livability, innovation, legislation, regulations, and media assets.
U120	DEPARTMENT OF TRANSPORTATION	National Safety Council	Federal Government	Safety training and information.
U120	DEPARTMENT OF TRANSPORTATION	Occupational Safety & Health Administration (OSHA)	Federal Government	Assists with training, provides recommendations and guidance.
U120	DEPARTMENT OF TRANSPORTATION	US Small Business Administration (SC District)	Federal Government	Partner for training and outreach events.
U120	DEPARTMENT OF TRANSPORTATION	US Department of Commerce - SC Minority Business Development Agency (MBDA)	Federal Government	Partner to identify and inform existing and potential Disadvantaged Business Enterprises (DBEs).
U120	DEPARTMENT OF TRANSPORTATION	Governor's Office	State Government	The SC Governor's Division of Small and Minority Business includes their use of the Unified Certification Program in lieu of their state certification.
U120	DEPARTMENT OF TRANSPORTATION	General Assembly	State Government	Oversight, resource allocation and legislation.
U120	DEPARTMENT OF TRANSPORTATION	Department of Administration - State Fleet Maintenance	State Government	Provides AAA driver "train the trainer" for employees to train fellow employees internal, minimizing costs; report vehicle accidents for fleet.
U120	DEPARTMENT OF TRANSPORTATION	Department of Motor Vehicles	State Government	Develops the Highway Safety Improvement Plan and partners with SCDOT to develop and implement Target Zero Strategic Highway Safety Plan. Provides driving records for evaluating potential new hires, as well as determining the need for employee driver training or suspension of driving privileges to include third party tester training.
U120	DEPARTMENT OF TRANSPORTATION	Department of Health & Environmental Control	State Government	Environmental impact of any new construction, maintenance projects.
U120	DEPARTMENT OF TRANSPORTATION	Department of Commerce	State Government	Economic impact of highways and bridges to key outlets of commerce.
U120	DEPARTMENT OF TRANSPORTATION	South Carolina Ports Authority	State Government	Economic impact of infrastructure to key outlets of commerce.
U120	DEPARTMENT OF TRANSPORTATION	Department of Corrections	State Government	Feasibility of using inmates for litter control.
U120	DEPARTMENT OF TRANSPORTATION	Department of Public Safety	State Government	Partner in developing the Highway Safety Improvement Plan and implement the Target Zero- Strategic Highway Safety Plan.
U120	DEPARTMENT OF TRANSPORTATION	Emergency Management Division	State Government	Effectiveness in responding to and recovery for hurricanes, earthquakes, tornadoes, chemical spills, wild fires, dam failures, and winter weather advisories.
U120	DEPARTMENT OF TRANSPORTATION	Public Employee Benefits Authority (PEBA)	State Government	Provides health screenings, immunizations, and mammograms for employees.
U120	DEPARTMENT OF TRANSPORTATION	South Carolina Small Business Development Centers	State Government	Partner to conduct baseline business development assistance.
U120	DEPARTMENT OF TRANSPORTATION	South Carolina Transportation Infrastructure Bank	State Government	Provide project financing.
U120	DEPARTMENT OF TRANSPORTATION	Congressional Delegation, 7 Rural Transit Authorities (RTAs), 46 Counties, County Transportation Committees, Municipalities, Regional Economic Development Elected, and various law enforcement entities	Local Government	Guidance, training, research, environmental, safety, mobility, livability, innovation, legislation, and regulations.
U120	DEPARTMENT OF TRANSPORTATION	11 Metropolitan Planning Organizations (MPOs)	Local Government	Identify local priorities.
U120	DEPARTMENT OF TRANSPORTATION	10 Councils Of Government (COGs)	Local Government	Identify local priorities.
U120	DEPARTMENT OF TRANSPORTATION	12 Public Transit Providers	Local Government	Sub recipient relationship; Interagency transit coordination.
U120	DEPARTMENT OF TRANSPORTATION	SC Human Services Agencies	Local Government	Sub recipient relationship; Interagency transit coordination.
U120	DEPARTMENT OF TRANSPORTATION	Clemson University, University of South Carolina, South Carolina State University	Higher Education Institute	Research, discussion, and focus group studies.
U120	DEPARTMENT OF TRANSPORTATION	Chambers of Commerce, Corporate Partners, Penny's-for-Progress	Private Business Organization	Locally-derived funding for road improvement projects.
U120	DEPARTMENT OF TRANSPORTATION	American Association of Highway Transportation Officials (AASHTO), American Council of Engineering Companies (ACEC), American Society of Safety Engineers (ASSE), Certified Public Manager (CPM), Governmental Finance Officers Association (GFOA), Institute of Transportation Engineers (ITE), Outdoor Advertising Association, Northeast Association of State Transportation Officials (NASTO), North Eastern Strategic Alliance (NESA), Southern Association of State Highway Transportation Officials (SASHTO), South Carolina Concrete Pavement Association (SCCPA), South Carolina For Our Roads (SC-FOR), South Carolina Trucking Association (SCTA) States for Passenger Rail (SPRC), Transportation Research Board (TRB)	Professional Association	Smart solutions, training, direct technical assistance, unchallenged expertise, research, safety, mobility, livability, innovation, economic and peer review.
U120	DEPARTMENT OF TRANSPORTATION	Association of General Contractors (AGC),	Professional Association	Communication with the industry. Training opportunities.
U120	DEPARTMENT OF TRANSPORTATION	Portland Cement Association (PCA)	Professional Association	Communication with the industry. Training opportunities.
U120	DEPARTMENT OF TRANSPORTATION	South Carolina Asphalt Paving Association (SCAPA)	Professional Association	Communication with the industry. Training opportunities.
U120	DEPARTMENT OF TRANSPORTATION	National Association of Minority Contractors (SC Chapter)	Professional Association	Partner to identify and educate existing and potential Disadvantaged Business Enterprises (DBEs).

		Cherokee Foothills National Scenic Byways (multiple chapters), Coastal Conservation League, Drayton Hall Plantation, Edisto Island Land Trust, I-73 Coalition, I-95 Coalition, Nature Conservatory, National Heritage Corridor, State Scenic Byway Program (SSBP), and South Carolina Scenic Highway Committee		
U120	DEPARTMENT OF TRANSPORTATION		Non-Governmental Organization	Environmental impact of any new construction or maintenance project.
U120	DEPARTMENT OF TRANSPORTATION	Motoring Public, Transit Riders	Individual	Tolls, vehicle usage fees, safety, and stewardship of funds.
U120	DEPARTMENT OF TRANSPORTATION	American Red Cross	Private Business Organization	Provides training for first aid; Cardiopulmonary Resuscitation (CPR); Automated External Defibrillators (AED); blood drives.
U120	DEPARTMENT OF TRANSPORTATION	Post Trauma Services	Private Business Organization	Provides counseling to employees involved in accidents and those affected by fatality or severe incident while on the job.

Code	Agency	Report Name	If this report is required by law, enter the law number	Summary of Information Requested in the Report	Reporting Frequency	Type of Entity/Entities	Method to Access the Report	Direct access hyperlink or agency contact (if not provided to LSA for posting online).
U120	DEPARTMENT OF TRANSPORTATION	Affirmative Action Plan and Non Discrimination Plan/ Equal Employment Opportunity Progress Report	\$1-13-110 and Proviso 117.13	Personnel report by race and sex; includes discrimination policy. Also referred to as EEO Progress Report.	Annually	South Carolina state agency or agencies	Hard copy available upon request	For copies of SCDOT public records, please send a request to SCDOT's FOIA Officer at: FOIAInfo@dot.state.sc.us .
U120	DEPARTMENT OF TRANSPORTATION	Agency Accountability Report	\$1-1-810, \$1-1-820 and Proviso 117.69(D)	The report "must contain the agency's or department's mission, objectives to accomplish the mission, and performance measures that show the degree to which objectives are being met." Agencies must "identify key program area descriptions and expenditures and link these to key financial and performance results measures."	Annually	Governor or Lt. Governor AND Legislative entity or entities	Provided to LSA for posting online	Provided to LSA for posting online
U120	DEPARTMENT OF TRANSPORTATION	Annual (Financial) Audit	\$57-1-490	Audit of agency performed by independent certified public accountant.	Annually	Legislative entity or entities	Available on another website	https://osa.sc.gov/wp-content/uploads/2020/10/U1220.pdf
U120	DEPARTMENT OF TRANSPORTATION	Annual Energy Conservation Report	\$48-52-620	Report energy used by SCDOT for buildings.	Annually	South Carolina state agency or agencies	Available on another website	http://energy.sc.gov/files/view/State%20Energy%20Use%20Report%202020.pdf
U120	DEPARTMENT OF TRANSPORTATION	Bank Transparency & Accountability Report	Proviso 117.80	Disclosure of transactions on the agency account for the prior fiscal year.	Annually	South Carolina state agency or agencies	Available on agency's website	https://www.scdot.org/performance/pdf/reports/SCDOT_Bank_Account_Transparency.pdf
U120	DEPARTMENT OF TRANSPORTATION	C-Fund Expenditures	\$12-28-2740	C-Fund Expenditures for previous fiscal year.	Annually	Legislative entity or entities	Available on another website	https://www.scdot.org/performance/pdf/reports/C-ProgramComplete2019-2020.pdf
U120	DEPARTMENT OF TRANSPORTATION	Comprehensive Permanent Improvement Program (CPIP)	\$2-47-55	Exempt from 2-47-55 reporting by Proviso 117.69 but internally used as a planning document. Previous CPIP link is attached.	Annually	Legislative entity or entities	Available on agency's website	https://www.admin.sc.gov/budget/cpip
U120	DEPARTMENT OF TRANSPORTATION	Debt Collection Reports	Proviso 117.33	Report of outstanding debt and methods used to collect.	Annually	Legislative entity or entities AND South Carolina state agency or agencies	Available on agency's website	https://www.scdot.org/performance/pdf/reports/2020-Debt-Collection-Report.pdf
U120	DEPARTMENT OF TRANSPORTATION	Fines and Fees Report	Proviso 117.71	Promote accountability and transparency.	Annually	Legislative entity or entities	Available on agency's website	https://www.scdot.org/performance/pdf/reports/FeesandFinesReport.pdf
U120	DEPARTMENT OF TRANSPORTATION	Minority Business Enterprise Utilization Plan	\$11-35-5240(2)	Procurement Contracts.	Annually	Governor or Lt. Governor	Hard copy available upon request	For copies of SCDOT public records, please send a request to SCDOT's FOIA Officer at: FOIAInfo@dot.state.sc.us .
U120	DEPARTMENT OF TRANSPORTATION	Office of Public Transit Report	\$57-3-40(C) and Proviso 117.69	Combined with "Transit Progress Report" to show a progress report containing planning and coordination efforts.	Annually	Legislative entity or entities	Available on agency's website	https://www.scdot.org/performance/pdf/reports/SCDOT_Annual_Report_2020.pdf
U120	DEPARTMENT OF TRANSPORTATION	Online Transaction Register	\$57-3-755 and Proviso 117.80	Complete record of funds expended.	Monthly	South Carolina state agency or agencies	Available on another website	https://applications.sc.gov/SpendingTransparency/BudgetTransparencyMain.aspx?AspxAutoDetectCookieSupport=1
U120	DEPARTMENT OF TRANSPORTATION	Personnel Organization Chart	Proviso 117.46	Agency organization chart of Personnel. Revised as needed through the year.	Annually	South Carolina state agency or agencies	Available on agency's website	https://www.scdot.org/inside/org-chart.aspx
U120	DEPARTMENT OF TRANSPORTATION	Procurement Card Report	\$1-1-1040 and Proviso 117.81	Procurement Card Statements/Monthly report containing Procurement Card information posted on agency website.	Monthly	South Carolina state agency or agencies	Available on another website	https://cg.sc.gov/fiscal-transparency/monthly-charge-card-usage
U120	DEPARTMENT OF TRANSPORTATION	Project Priority List	\$57-1-370 and Proviso 84.9	List of ranked projects with ranking process and methodology for selection. List is revised as needed.	Monthly	South Carolina state agency or agencies	Available on agency's website	https://www.scdot.org/projects/ten-year-plan.aspx
U120	DEPARTMENT OF TRANSPORTATION	Rail Plan Analysis	\$57-3-30(A)(5)	State railroad corridor preservation, revitalization, and comprehensive rail plan for passenger, freight, and infrastructure services.	Annually	Legislative entity or entities	Available on agency's website	https://www.scdot.org/performance/pdf/reports/2020_Rail_Report_Plan_Implementation_Update.pdf
U120	DEPARTMENT OF TRANSPORTATION	Recycling Report	\$44-96-140(B)	Transportation solid waste reduction and general recycling.	Annually	South Carolina state agency or agencies	Available on another website	https://scdhec.gov/environment/land-management/solid-waste/sc-solid-waste-management-annual-report
U120	DEPARTMENT OF TRANSPORTATION	Report on Disadvantaged Enterprises Program	\$12-28-2930(I)	Allocation of Contracts awarded pursuant to 12-28-2930(I).	Annually	Legislative entity or entities AND South Carolina state agency or agencies	Hard copy available upon request	For copies of SCDOT public records, please send a request to SCDOT's FOIA Officer at: FOIAInfo@dot.state.sc.us .
U120	DEPARTMENT OF TRANSPORTATION	SCDOT's Annual Report	\$57-3-760 and Proviso 117.69	Annual accomplishments, Ten Year Needs plan, Five year plan detailing traffic regulation, mass transit coordination, and all firm's contract amounts.	Annually	Legislative entity or entities	Provided to LSA for posting online	https://www.scdot.org/performance/pdf/reports/SCDOT-AnnualReport-2020.pdf
U120	DEPARTMENT OF TRANSPORTATION	Sole Source Procurement & Emergency Procurements	\$11-35-2440 and Proviso 117.41	Combined with "Trade in Sales" Report to show procurement items. From website link, select "Report Type" to browse sole source, emergency, and unauthorized procurements.	Quarterly	South Carolina state agency or agencies	Available on another website	https://reporting.procurement.sc.gov/general/transparency/audit-reports

U120	DEPARTMENT OF TRANSPORTATION	Statements of Economic Interest	\$8-13-1110 and \$8-13-1140	Statements of Economic Interest.	Annually	South Carolina state agency or agencies	Available on another website	http://apps.sc.gov/PublicReporting/(X(1)S(3ra)dxng4vbmsh2ndkhzqbv4))/IndSEICategoryResults.aspx
U120	DEPARTMENT OF TRANSPORTATION	Statewide Strategic Information Technology Plan Implementation	Proviso 117.112	Agency plan for information technology and information security.	Annually	South Carolina state agency or agencies	Hard copy available upon request	For copies of SCDOT public records, please send a request to SCDOT's FOIA Officer at: FOIAInfo@dot.state.sc.us .
U120	DEPARTMENT OF TRANSPORTATION	Trade in Sales	\$11-35-3830	Combined with "Sole Source Procurement & Emergency Procurements" Report to show procurement items. From website link, select "Report Type" to browse sole source, emergency, and unauthorized procurements.	Quarterly	South Carolina state agency or agencies	Available on another website	https://reporting.procurement.sc.gov/general/transparency/audit-reports
U120	DEPARTMENT OF TRANSPORTATION	Transit Progress Report	\$57-3-210(B)(2) and Proviso 117.69	Combined with "Office of Public Transit Report" to show a progress report containing planning and coordination efforts.	Annually	Legislative entity or entities	Available on agency's website	https://www.scdot.org/performance/pdf/reports/SCDOT_Annual_Report_2020.pdf
U120	DEPARTMENT OF TRANSPORTATION	Travel Report	\$117.26	Travel Report for agency for prior fiscal year.	Annually	South Carolina state agency or agencies	Available on another website	https://cg.sc.gov/financial-reports/travel-reports
U120	DEPARTMENT OF TRANSPORTATION	Vendor Report	\$57-1-430(D)	Complete list of all companies doing business with the department and the amount spent on these contracts. This information is shown in the Annual Vendor Report and as part of the Agency's Annual Report.	Annually	Governor or Lt. Governor AND Legislative entity or entities AND South Carolina state agency or agencies	Available on agency's website	https://www.scdot.org/performance/pdf/reports/Vendor-Payments-Report.pdf
U120	DEPARTMENT OF TRANSPORTATION	Indefinite Delivery of Contracts Report	\$11-35-3310 and the manual for Planning & Execution of State Permanent Improvements - Part II, Section 9.2.1(D)	Report of Indefinite quantity contracts awarded on an as-needed basis for architectural-engineering and land-surveying services	Quarterly	South Carolina state agency or agencies	Available on another website	https://procurement.sc.gov/search/node/scdot
U120	DEPARTMENT OF TRANSPORTATION	Auditing & Fiscal Reporting	\$11-35-1230(2) and Regulation 19-445.2000(D)	Automatic reporting in SCEIS that provides reports regarding the status of personnel positions, budgets, transfers, and expenditures.	Quarterly	South Carolina state agency or agencies	Available on another website	SCEIS
U120	DEPARTMENT OF TRANSPORTATION	Recommendations for Restructure of Agency	\$1-30-10 (G)(1)	Provides detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services. This is addressed in the Annual Accountability Report.	Annually	Governor or Lt. Governor AND Legislative entity or entities	Provided to LSA for posting online	Restructuring is part of the Annual Accountability Report and is addressed in the Word portion of this document.
U120	DEPARTMENT OF TRANSPORTATION	Seven Year Plan	\$1-30-10(G)(2)	A seven-year plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven-year period. Next report is due January 2022.	Other	Governor or Lt. Governor AND Legislative entity or entities	Available on agency's website	https://www.scdot.org/performance/pdf/reports/SCDOT_Final_Program_Evaluation_Report_V2.pdf
U120	DEPARTMENT OF TRANSPORTATION	Comprehensive Rail Plan	\$57-3-30(B)	Provides a comprehensive state rail plan for passenger and freight railroads and infrastructure services.	Every Five years	Legislative entity or entities	Available on agency's website	https://www.scdot.org/Multimodal/pdf/SCMTP_Rail_Plan_FINAL.pdf
U120	DEPARTMENT OF TRANSPORTATION	Employee Bonuses	Proviso 117.53	Report of agency employees that receive bonuses each year with amount and source of the bonus.	Annually	Legislative entity or entities AND South Carolina state agency or agencies	Available on another website	https://admin.sc.gov/transparency/state-salaries
U120	DEPARTMENT OF TRANSPORTATION	Discrimination Plan	Proviso 117.13	Report of agency employment data containing the total number of persons employed and/or promoted in each job group, by race and sex.	Annually	South Carolina state agency or agencies	Available on another website	https://schac.sc.gov/sites/default/files/Documents/2021%20Report%20to%20the%20General%20Assembly.pdf
U120	DEPARTMENT OF TRANSPORTATION	SCDOT-specific Recycling Report	\$44-96-140(F)	Specific agency report for use of compost, solid waste, ground rubber from tires, fly ash, glass aggregate, plastic, and recycled mixed-plastic materials in all highway projects.	Annually	Governor or Lt. Governor AND Legislative entity or entities	SCDOT Specific Recycling Report on compost, fly ash, ground rubber, and mixed plastics. Materials and Research Lab has no ability to track through contractors.	N/A
U120	DEPARTMENT OF TRANSPORTATION	Transportation Asset Management Plan	\$57-1-380	Combine into Annual Accountability Report for annual report that includes objectives and performance measures for the preservation and improvement of the State Highway System.	Annually	Legislative entity or entities	Available on agency's website	(TAMP) https://www.scdot.org/performance/pdf/reports/TAMP.pdf (Annual Update) Accountability Report
U120	DEPARTMENT OF TRANSPORTATION	Feasibility Studies for sidewalk, bike and HOV lanes	\$57-3-780	For new or expansion of existing infrastructure the agency will make a written determination whether it is financially and physically feasible to include high occupancy vehicle lanes (in metropolitan areas), pedestrian walkways or sidewalks, and bicycle lanes or paths.	Other	South Carolina state agency or agencies	Hard copy available upon request	For copies of SCDOT public records, please send a request to SCDOT's FOIA Officer at: FOIAInfo@dot.state.sc.us .
U121	DEPARTMENT OF TRANSPORTATION	Statewide Strategic Personnel Budgeting	Proviso 117.158	Annual submittal of human resources and personnel related budget requests.	Annually	South Carolina state agency or agencies	Available on another website	New report for 2021.