

Accountability Report Transmittal Form

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South Carolina Department of Transportation

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**South Carolina Department of Transportation
Annual Accountability Report
Fiscal Year 2005-2006**

Section I- EXECUTIVE SUMMARY

Description of the Department of Transportation

The South Carolina Department of Transportation (SCDOT) is charged with the responsibility of systematic planning, construction, maintenance, and operation of the state highway system and providing mass transit services. SCDOT is responsible for managing the fourth largest state owned highway system in the nation.

Mission and Values

The mission of SCDOT is to provide a safe and efficient transportation system for the state of South Carolina. SCDOT builds and maintains roads and bridges, and administers mass transit services.

The values subscribed to by all employees are described using the acronym RIGHT Team. As a member of the team, I do things the RIGHT way!

Respectful and supportive of customers and coworkers
Integrity at all times
Good at what I do, because I am competent and knowledgeable
Honest and fair in all my actions
Teamwork through communication, partnering, and actions

Key Strategic Goals for Present and Future Years

SCDOT has a Strategic Plan that is also referred to as the “Five Big Rocks.” Below are the key strategic goals for present and future goals:

- Increase safety on South Carolina’s transportation system and within the agency;
- Continue to maintain and preserve the infrastructure across South Carolina;
- Excel in customer service, internally and externally;
- Use resources wisely and efficiently; and to
- Improve employee development for all employees.

The highlight of this year was the completion of the largest infrastructure project in the history of South Carolina. The Arthur Ravenel Bridge in Charleston, South Carolina was completed one year ahead of schedule, within budget and constructed with an enviable safety record. The Arthur Ravenel, Jr. Bridge replaced the Grace Memorial Bridge and the Silas Pearman Bridge. Demolition of the Grace and Pearman Bridges are now 76% complete.

Opportunities and Barriers

Highway maintenance funding resulting from the passage of Act 176 of 2005 exceeded first year projections by \$4 million. This was more than offset, however, by inflation of 10% in the construction cost index. Asphalt, steel and cement prices have grown at three times the rate of inflation in the consumer price index. This has been further complicated by a flattening of fuel user fee revenues in South Carolina and across the nation. The revenue impact has been particularly troublesome because South Carolina does



not index fuel user fee for inflation and because the state is overly dependent on motor fuel revenues for highway funding.

The Department is projecting flat revenue streams for the coming year. Meanwhile, construction and maintenance costs are expected to rise 9%. Other unfunded costs include legislatively mandated employee pay raises, increased employee insurance costs, and escalating pay-outs under the International Fuel Tax Agreement (IFTA). Because of South Carolina's relatively low user fee on fuel, the state is required by IFTA to compensate other states when truckers purchase fuel here to be consumed elsewhere.

Federal highway funding for FY '06 was less than expected, especially for those programs that are used to develop the Statewide Transportation Improvement Plan (STIP). Instead of reducing the annual funding shortfall, the lack of growth in the federal-aid program, along with inflation, has actually increased the annual funding shortfall. The end result is a significant reduction in the STIP, several projects have been delayed and the annual construction program cut in half. Unless significant funding is identified within the next year, this will result in the loss of thousands of jobs across South Carolina from the industries that supply construction and materials to SCDOT during 2007 and 2008.

Highway maintenance remains the Department's greatest challenge as the state's 41,500 miles of roads and 8,200 bridges continue to age. Federal dollars must be used for specific purposes designated by Congress. While this legislation increases the overall highway funding in South Carolina over the next five years, much of the increase is found in Earmarks. The traditional program federal allocations to South Carolina in 2005 were similar to the TEA-21 Bill extensions provided prior to the signing of SAFETEA-LU. The 2006 Appropriations Bill signed by the President in December 2005 saw a reduction in the federal program allocation. In South Carolina, this translated to a \$50 million reduction in federal funding for traditional road and bridge programs. This called for major reductions in the Bridge Replacement, Interstate Maintenance, and Pavement and Reconstruction programs in South Carolina for 2006. Estimated federal funding appropriations for 2007 appear to be in line with those previously received in 2005, however, these do not provide significant increases to allow for the reduction of our estimated road and bridge construction shortfall. These lower funding levels are due in part to Katrina, the catastrophic hurricane that hit the Gulf Coast in late summer 2005. The secondary ramifications from that storm were reductions in oil production from lost refineries in the gulf, and ultimately much higher oil and gas prices nationwide.

Despite the barriers, South Carolina has the opportunity to move forward. Due to the expanded construction program under the 27-in-7 Program and the various projects funded by the State Transportation Infrastructure Bank, the state's construction industry has grown and if adequate funding becomes available for critically needed projects, is poised to take on the challenge of modernizing the state's highway system. Today's high fuel prices have encouraged many people to consider alternative transportation such as rail and bus. This also presents the Department with an opportunity to enhance transit services and advance rail planning. The greatest barrier to progress remains funding as the Department remains the lowest funded DOT in the nation.

Funding and Planning

The Department has, for a number of years, made efforts to inform the public and the General Assembly of the impending funding crisis facing the state highway system and other transportation programs. During that time, the immediacy of the crisis was forestalled by innovative financing programs such as 27-in-7, the TEO-45 program, and numerous internal efforts to reduce overhead and improve efficiency. It appears that these stopgap efforts have now run their course and the state is facing a serious funding crisis.



Each year, the state appropriations process focuses almost exclusively on General Fund agencies with no built-in review of transportation needs that are funded by the State Highway Fund. Additionally, State Highway Fund revenues are not included in the annual Board of Economic Advisors (BEA) briefing to the House Ways and Means Committee and the Senate Finance Committee. This “out of sight, out of mind” custom has contributed toward a long-term disparity in growth between the General Fund and the Highway Fund. A Strom Thurmond Institute study released in 2003 shows that the state highway funding grew at 30% the rate of growth in the State General Fund between 1965 and 2003.

Our neighboring states have done a better job of keeping up by either supplementing their motor fuel revenues with other sources of funding, limiting growth of the state highway system, or indexing revenues to inflation. In 2004, according to data gathered by the Federal Highway Administration, Georgia was investing about \$83,000 per mile and North Carolina (with a highway system similar to South Carolina), was investing \$33,000 per mile. Despite these levels, both states report significant funding shortfalls. Currently, South Carolina is investing about \$12,000 per mile in recurring revenue, by far the lowest rate in the nation.

SCDOT is guided by the 20 year needs assessment and plans from the state’s ten regional planning councils and ten metropolitan planning organizations, and empirical data derived from the continuous inspection of all roads and bridges. To better understand the state’s true needs, SCDOT has convened a comprehensive group of stakeholders to update the 20 year Statewide Multimodal Plan that should be completed in 2007.

With documented transportation needs now exceeding available funds by some \$3 billion per year, it has become apparent that South Carolina will have to set its sights on a lower target. At a June, 2006 meeting of the Transportation Commission, Executive Director Mabry recommended that South Carolina set a goal of \$36,000 per mile by the year 2016. This would put the state’s highway investment level in ten years at approximately the same level North Carolina has today. Needs would still have to be prioritized based on the availability of funds.

The vision offered at the June meeting was entitled “Moving from Awareness to Action.” It very specifically outlined the requirements of the Department and possible legislative actions that would be beneficial in meeting future transportation needs. These visionary steps are included in the 10-Year plan:

- Preserve and protect the existing highway system
- Develop statewide corridors
- Stimulate the state’s economy and provide goods jobs for the state’s citizens
- Enhance transportation by seeking multimodal solutions
- Identify economic corridors
- Enhance existing highways and identify alternate corridors
- Coordinate mass transit services
- Develop high speed and commuter rail
- Provide green spaces on highways
- Increase funding for SCDOT incrementally
- Index revenue sources to keep pace with inflation

Multi-Modal Planning

The South Carolina Department of Transportation is currently in the process of updating the South Carolina Multi-Modal Long-Range Transportation Plan. The purpose of the plan is to provide the policy, process, and coordination necessary to achieve the best system of transportation possible to support our economy,



enhance quality of life, and aid in the mobility of both passengers and freight. The plan will included three elements: development of a statewide priority corridor system; a vision for coordinated public transit services; and an implementation element to actively pursue and preserve railroad right-of-way for future transportation use. The plan is developed in cooperation with all modal interests, environmental resource groups, economic development associations, public universities, and other stakeholders groups. The plan will be completed October 2007.

Major Achievements From the Past Year

Major achievements will be described in length in the “Business Results Section” of this report. The highlight of some of the major achievements of SCDOT during FY 2005-2006 include the following:

Awards

- Work Zone Safety Award-American Road and Transportation Builders Association (ARTBA)
- Honorable Mention-Land Management-Federal Highway Administration
- Outstanding Agency Award, National Institute of Governmental Purchasing
- Achievement in Excellence Award-National Purchasing Institute
- 1st Place AASHTO Photography competition
- Resolution from the Mississippi Department of Transportation for providing assistance for the aftermath of Hurricane Katrina
- PRIDE Award- Arthur Ravenel Bridge- ARTBA
- Gustav Lindenthal Medal for outstanding engineering on the Arthur Ravenel Bridge
- Globe Award for Environmental Excellence –Arthur Ravenel Bridge-ARTBA
- Innovations in Outdoor Advertising Award, National Alliance of Highway Beautification Agencies (NAHBA)
- Streamlining and Integration in Outdoor Advertising Award, NAHBA
- Innovation Award in Transportation for the Integrated Transportation Management System (ITMS) from Intergraph

Project Completions and Other Achievements

- Completed the Arthur Ravenel Jr. Bridge over the Cooper River one year ahead of schedule
- Completed I-385 and Brockman-McClimon Interchange
- The demolition of Grace and Pearman Bridges is approximately 76% complete

Recycling of materials used to operate the department:

SCDOT recycled 2,448,730 *tons* of material during FY 2005-2006 that included 113,843 *tons* of recycled asphalt pavement and 110,375 *tons* of bridge concrete.

How the Accountability Report is used to improve organizational performance.

The Accountability Report is used as a vehicle for short and long range planning and as an indicator for various performance measures. The report is made available to all employees and its preparation is a shared project with all Divisions and sub-divisions in the department. It is posted on the agency’s web site.

Section II- ORGANIZATIONAL PROFILE

SCDOT is one of the largest state agencies and has a staff of approximately 5,000 men and women who work in all of the state's 46 counties and the central headquarters located in Columbia.

A seven-member transportation commission is the policy making body for SCDOT. The Governor appoints the Commission Chairman and the other six members are appointed by the legislative delegations from the six congressional districts across the state. The Commission appoints the Executive Director, who carries out the daily operation of the agency and the direction of the staff.

Four Deputy Directors, who each manage a major division of the agency, assist the Executive Director. The divisions are Engineering (led by the State Highway Engineer), Finance, Administration and Operations, Mass Transit, and Disadvantaged Business Enterprises and Special Projects. Also serving on the Executive Team is the Director of Human Resources and the Director of Administration.

State Funding

The primary source of funding for SCDOT is the state motor fuel user fee. The state motor fuel user fee accounts for approximately 95% of the state's sources available to fund SCDOT. The motor fuel tax is primarily used to fund maintenance, program administration, mass transit, and to match federal-aid highway funds. The following chart (**Figure ES-1**) shows the available state funds for FY 2005-2006 and the categories in which they were expended. For additional information, the Major Program Areas Chart is located on page 63 as Appendix 4.

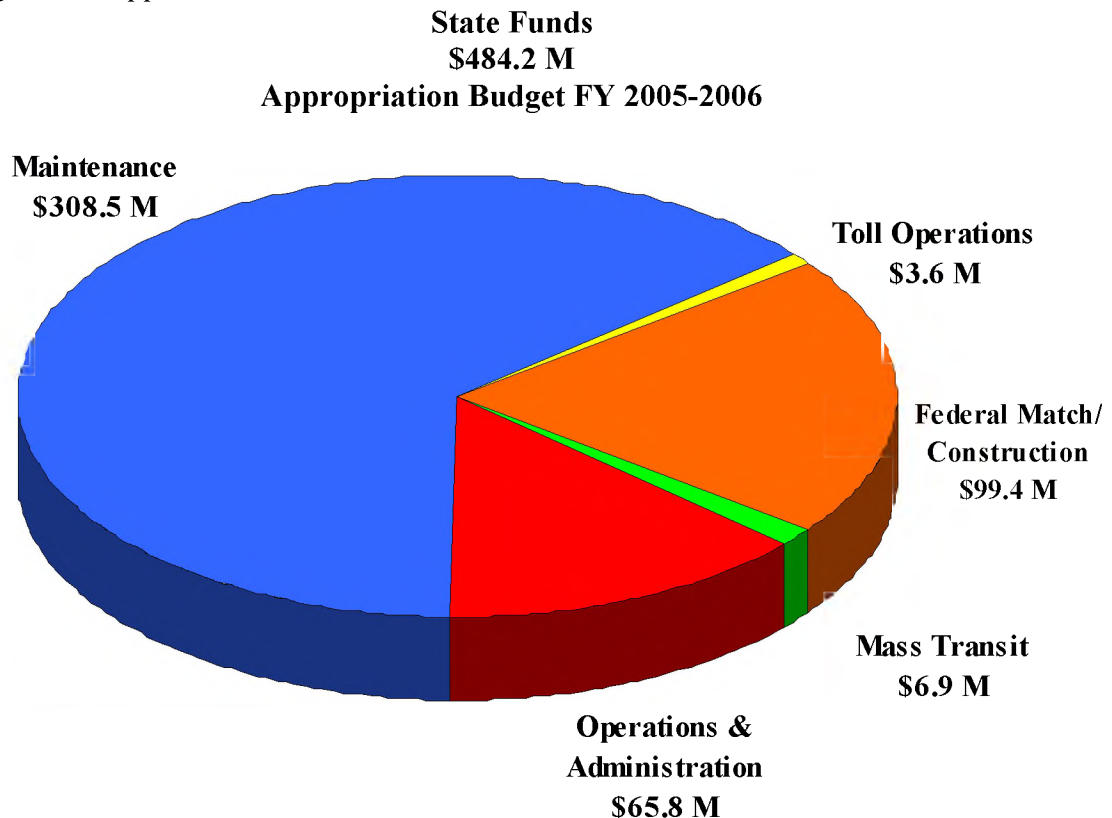
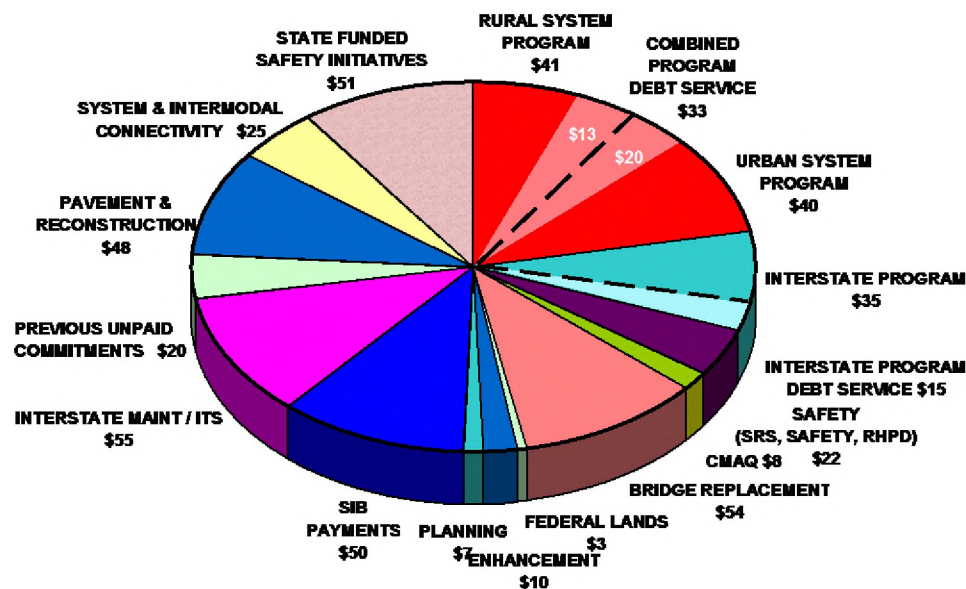


Figure ES-1

Accountability Report – FY 2005-2006 Funding Obligation Plan

SCDOT relies totally on federal-aid funds for capital improvements. However, federal funds may only be used on 40% of the roads for which SCDOT has responsibility. As a result, many needed capital improvements remain unfunded. Maintenance on all roads for which SCDOT is responsible must be funded from state funds. Current available state funding is insufficient to meet maintenance needs. The following table (Figure ES-2) shows the FY 2005-2006 funding obligation plan for both federal-aid and state

2006 \$517 Million (\$442 Million Federal/\$75 Million State Match)



highway funds.

Figure ES-2

Key Customers

SCDOT partners with a number of key private sector partners to maximize efficiency and effectiveness. SCDOT considers the Federal Highway Administration (FHWA) as a partner, but they can also be considered a customer. Other key customers of SCDOT are the motoring public traveling in South Carolina and those citizens who use public transportation. SCDOT partners with its customers by frequent interactions in public meetings, timely responses to correspondence, and personal interaction by the Commission and staff.

Key Suppliers

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

Major Products and Services

The major products and services are to build and maintain roads and bridges and to administer mass transit services to the citizens of South Carolina.

Others include:

- Statewide Intermodal Planning
- State Mapping
- Beautification of roadsides
- Operating and maintaining rest areas on the interstates
- Work Zone Safety Program
- Outdoor Advertising Permits
- Pedestrian and Bicycle Accommodations
- Providing staff for State Infrastructure Bank (SIB) and managing design and construction of SIB projects
- Research and Development of Construction Methods and Materials
- Incident Response Teams (Blue Trucks)
- Providing toll-free “hotline” to take citizens’ calls during emergencies
- Assisting Governor’s Safety Council and Emergency Management Division with emergency situations and planning

Section III – ELEMENTS OF MALCOLM BALDRIGE

Malcolm Baldrige National Quality Award Criteria

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

CATEGORY 1: LEADERSHIP

1.1 How do senior leaders set, deploy, and communicate short and long-term direction; performance expectations; organizational values; organizational employment and learning; recognition, empowerment and innovation; and ethical behavior?

Short and Long-Term Direction

The Executive Director meets regularly with her Executive Staff and Senior Staff to review and renew the goals and objectives in the agency's strategic plan. Both short and long-term directions are identified in the plan. The Senior Staff is comprised of the Deputy Directors, division heads within headquarters, and the 7 District Engineering Administrators, and the FHWA Division Administrator. Meetings with the Executive Staff are held weekly and meetings with the Senior Staff are held quarterly. The State Highway Engineer and the Division Administrator, South Carolina Division FHWA constantly evaluates performance measures identified in the Strategic Plan.

Performance Expectations

The Executive Director reviews “dashboard gauges” that contain essential information related to SCDOT's priorities and performance as outlined in the SCDOT Strategic Plan. Measures include (but are not limited to):

- Safety (South Carolina Traffic Fatalities)
- Incident Response Program
- Construction Contracts Awarded
- Cable Rail Cost
- Cable Rail Hits
- Toll Operations

Each objective that supports a goal in SCDOT's Strategic Plan has a performance measure. Employee performance is tied to SCDOT's vision, values, and goals as outlined in the Strategic Plan.

Organizational Values

The organizational values are a part of the development and deployment of the Strategic Plan. This plan is a living and breathing strategic plan. We began the strategic planning process in 1997. When the plan was developed, a cross-section of employees, representing every facet of the agency, participated in the development of the values for SCDOT. SCDOT employees strive to meet SCDOT values by doing things the RIGHT way! SCDOT developed a special embossed lapel pin to remind employees of its values and SCDOT's vision of “**Public Trust: Earn it, Keep it!**”



Organizational Employment & Learning

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

As part of succession planning, two leadership development programs have been developed. The Strategic Training for Transportation Agency Representatives (STTAR) is a yearlong course for approximately 24 agency employees who exhibit potential for promotion to senior leadership positions in the agency. The STTAR Program has just begun its sixth year. The magazine, *Engineering News Record*, selected the Executive Director as one of the nation's top 25 newsmakers in recognition of the STTAR Program; to date 157 employees have completed the program.

SCDOT has developed a companion 8-month course, the Strategic Training and Education Program for the 21st Century (STEP-21). It is available for selected employees who show outstanding potential for mid-level managerial positions. This program is highly selective and has a maximum of 21 agency employees. To date, 177 employees have completed the STEP-21 Program.

SCDOT has also developed a dynamic four-day course – “Leadership Development for Supervisors.” All managers and supervisors are required to take this course. In addition to these programs, 24 employees completed the Associate Public Manager Program; one member of the Senior Staff completed the Executive Institute; two senior leaders completed the National Transportation Institute, and five managers were awarded the Certified Public Manager (CPM) credential during the year. In an effort to develop skilled engineers for the future, SCDOT has an Engineering Development Program and an Engineering Skills Enhancement Program. The State Highway Engineer has developed an Engineering Cross Training Program.

Checks and Balances

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

- Transportation Commission appointed by the Governor and the Legislature
- Directly accountable to four House and Senate Committees
- Budget approved by the Legislature
- All expenditures reviewed and approved by the Treasurer and Comptroller General
- Oversight, audit and program review by FHWA and FTA
- Subject to reviews by the USDOT Inspector General and General Accounting Office.
- SCDOT Annual Accountability Report

Recognition, Empowerment and Innovation

SCDOT employees are rewarded for their creativity and innovative ideas. SCDOT rewards innovation with three types of recognition: (1) An On-the-DOT certificate is awarded for on-the-spot recognition of a noteworthy accomplishment or improvement in a work process or working condition. Any employee can initiate this award. While the certificate itself is an award, many other items are available such as hats, shirts, etc., to encourage and promote employee pride. (2) An On-the-DOT EXTRA is available for performance of a duty that is especially commendable. On-the-DOT EXTRA recognition is a cash award ranging from \$100 to \$250 and can be initiated by a division head (3) *Idea Express!* is where employees submit ideas for improving operations that result in the savings of time and/or money. Ideas accepted may result in cash awards depending on the savings generated.



In May of 2006, an Employee Recognition Celebration was conducted in headquarters and each of the districts, to celebrate the contributions of SCDOT employees. At the headquarters facility, the senior staff cooked a light meal for the employees; a Chili-Cook Off Competition was part of the celebration.

SCDOT values its employees who are serving in the Armed Forces. Upon their return to regular employment, they are honored at a special ceremony attended by the SCDOT Commission and the Adjutant General and other senior military leaders. Three ceremonies have been held to honor their service.

In an effort to improve safety in the operation of heavy equipment, SCDOT sponsored an Equipment Operator's Rodeo, based on successful programs in Arkansas and Mississippi. Employees showcased their ability to safely operate a variety of maintenance equipment to include backhoes, mowing tractors, single and tandem axle dump trucks, motor graders, and truck tractors with lowboy trailers. Winners of the competition will match their abilities with DOT maintenance employees from Arkansas, Georgia, Mississippi, and North Carolina in the fall of 2006.

This year's SCDOT Maintenance winners are: Allen Moore of Oconee County, Robert Perkins of Marlboro County, Richard Stroble of Charleston County, Chad Robertson of Saluda County, Charles Reynolds of Spartanburg County, Michael Murphy of Horry County, Kenneth Eaddy of Florence County, Jeffery Marshall of Chesterfield County, Charles Whiten of Oconee County, James Catote of Kershaw County, and Jimmie Black of Hampton County.

Ethical Behavior

"Public Trust: Earn it, Keep it" is the vision of SCDOT. All of its employees are advised of the state's ethics law. SCDOT has established policies and procedures to prevent unethical behavior. SCDOT has begun a briefing on ethics at staff meetings and intends to have annual updates on this topic.

1.2 How do senior leaders establish and promote focus on the customer?

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

A key business requirement is *Quality Customer Service*. The actions in this business requirement will be discussed in depth in "Category 3-Customer Focus" of this report. SCDOT has also incorporated customer service as a strategic objective. Customer service is a key to its operations and is woven into its business plans. The Department has established a pilot customer outreach program in Engineering Districts 2, 3, 5 and 6. The Director of Maintenance Office instituted a Customer Service Survey to determine the quality of service provided by the department's maintenance forces.

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

State law governs SCDOT's operations; Title 23 of the United States Code of Laws governs the use of federal funds. SCDOT has incorporated in its culture a strong value system emphasizing honesty and integrity in all of its actions. There are periodic budget reviews and a strong internal and external audit process. During the past year, the Office of Contract Audits placed focus on conducting audits and field reviews to check for any purchase irregularities that may not comply with the State Procurement Code. SCDOT contracts with a commercial audit firm, approved by the South Carolina State Budget and Control



Board, to conduct an annual audit of its financial records. During the past fiscal year, there has been a renewed effort to account for all non-inventory property and to dispose of surplus property. Department Directives have been revised to strengthen accountability of state vehicles. Over the past two fiscal years, the SCDOT Agency Audits Office performed full scope audits of various areas of SCDOT operations. Those audits produced twenty-seven recommendations for improvement; sixteen have been fully implemented. Satisfactory progress is being made to implement the remaining eleven recommendations.

1.4 What key performance measures are regularly reviewed by the Department's Senior Leaders?

There are key performance measures assigned to each goal. The senior leadership reviews them on a quarterly basis. The performance measures are part of the Strategic Plan and support each of the seven goals. The measures and results are contained in "Category 7-Results" of this report.

1.5 How do senior leaders use organizational performance review findings and employee feedback to improve their leadership effectiveness and the effectiveness of management throughout the organization?

In late 2003, SCDOT developed an employee satisfaction survey that was administered to all employees. The purpose of the survey was to gauge agency strengths and to identify opportunities for improvements. There was a phenomenal 90% response rate from approximately 5,000 employees. After the results were analyzed, meetings were held to communicate the results and to allow employees the opportunity to ask questions and make comments. The Executive Director makes frequent visits to county engineering offices to discuss issues with employees.

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

SCDOT uses a multitude of forums to determine and address highway and public transit issues that affect the public in South Carolina. The SCDOT Commission holds a monthly meeting in which stakeholders and the public are invited. While the General Assembly is in session, the Commission meets at SCDOT headquarters to allow the legislators the opportunity to attend and participate. The Commission encourages legislators and the general public to share their concerns. After the General Assembly concludes the Legislative Session, the Commission holds its monthly meetings at other locations around the state. Annually, SCDOT updates the State Transportation Improvement Plan, with input from the Councils of Governments (COG) and the Metropolitan Planning Organizations (MPO).

Public involvement is a key in our planning and developing of projects. Major projects usually begin with a local partnership established. Public involvement is encouraged at all levels of a project, through public hearings, newspaper editorials or announcements.

1.7 How does Senior Leadership set and communicate key organizational priorities for improvement?

The Senior Leadership holds frequent meetings throughout the year and establishes objectives that support the goals in the SCDOT Strategic Plan. Business Plans are established by each Division, which names priorities and objectives. Progress is monitored by reports linked to key measures. These reports are reviewed by the Senior Staff. These objectives and their measurements are cascaded to all organizational groups to ensure all employees of the agency understand the direction necessary to achieve the goals. The Executive Director communicates with all employees by a monthly video production titled, *Crossroads*. The videos are produced on location at county and headquarters offices.

**1.8 How does Senior Leadership and the agency actively support and strengthen the community?
Include how the Department identifies and determines areas of emphasis.**

SCDOT is actively involved in strengthening the community in which the agency's people work and live. SCDOT's values help us in identifying the causes we support. SCDOT is totally committed to being a good corporate citizen. We facilitate the Bicycle and Pedestrian Advisory Committee and the Roadside Enhancement Beautification Committee in South Carolina. SCDOT is a large family of families deployed throughout the state. There is SCDOT presence in all 46 counties.



CATEGORY 2: STRATEGIC PLANNING

2.1 What is your Strategic Planning Process, including participants, and how does it account for Customer needs and expectations, financial, societal, and other risks, human resource capabilities and needs, operational capabilities and needs and supplier/contractor capabilities and needs?

As we look to the future at SCDOT, there are many challenges and opportunities ahead. As one of South Carolina's largest state agencies, the SCDOT Commissioners and the Executive Director recognize the importance of planning and have accepted the responsibility to support and drive the plan. The executive leadership is charged with the development and deployment of the Strategic Plan. This plan is the foundational document that guides daily and long-term operations. The Strategic Planning Chart is located on page 62 as Appendix 3.

The *SCDOT Strategic Plan is a living document*, updated annually. Each year, meetings are held across the state in an effort to deploy the plan. In 2003, SCDOT initiated an internal survey to receive feedback from employees on needs and expectations. In the spirit of continual improvement of processes and practices within SCDOT, a consultant, renown for working with transportation departments, was retained to develop, distribute and analyze an Employee Satisfaction Survey. The survey provided data to facilitate understanding of employee concerns and to pinpoint areas of excellence and areas for improvement.

The results of the survey were dispersed to every employee. In reaction to the survey results, which were used as a basis for developing strategies, SCDOT is transitioning from a plan that had 7 goals to one that has 4 areas of focus. The Executive Director established these 5 focus areas: (1) Safety (2) Maintenance; (3) Resources; (4) Employee Development; and (5) Customer Service.

The plan involves all of SCDOT's employees and partners. Key partners include the Federal Highway Administration (FHWA) and the Construction Resource Managers (CRM). (The CRM is a firm or group of firms that has experience and expertise in highway/bridge design and construction. Presently, the CRM is assisting SCDOT with the construction of over 200 projects across the state.)

The Strategic Plan is a global statewide plan, ranging from 3-5 years; the Business Plan is a local plan to enhance the strategic plan and is usually accomplished in 1 year. As the plan has matured through the years, employees have been asked to take an active part in the business planning process. These business plans are the foundation of the SCDOT's budget.

The goals of the Strategic Plan are accomplished through the business plans. The business plans are accountable with a performance measure and a completion date. Each division maintains the business plans with updates provided to the division Deputy Director, as well as to the Strategic Planning Committee. The FHWA is a partner of choice and an active participant in the strategic planning process. A monthly "dashboard report" is provided to the SCDOT Commission, Executive Director, senior staff members, and extended staff. The dashboard report is compiled from various information and typically changes from month-to-month, based on items of interest or concern. Items that appear on the monthly dashboard report reflect the strategic planning goals.

Beginning in April 2003, the Agency Operations, Organization, and Policy Course was deployed statewide. To ensure consistency, a senior manager was tasked to make the presentation live to each and every employee. This course shows the employees where they fit in the overall operations of the agency and their



part in the strategic planning process. The course continues to be deployed and is presented to all new employees early in their career.

State Transportation Improvement Program

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

2.2 How do you develop and track action plans that address your key strategic objectives?

All strategic objectives are championed by a member of the senior staff (and their staff). There is a Quarterly Review by the Executive Team.

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

An annual retreat is conducted for the primary purpose of updating the Strategic Plan, including its supporting objectives and performance measures. This information is cascaded to all levels of the agency. Appropriate business plans to support the Strategic Plan are developed by each major organizational unit. Quarterly updates regarding progress on performance measures are distributed to all managers. Additionally, the Executive Director and senior staff members visit the county offices on a regular basis to give updates on SCDOT activities and strategic plan progress. The employees ask questions and provide feedback regarding the Strategic Plan. *Crossroads*, The Executive Director's monthly video message to all employees is also used to communicate the plan.

CATEGORY 3: CUSTOMER FOCUS

3.1 Identify key customers and stakeholders.

The key customers of SCDOT are the citizens of South Carolina, as well as those people who visit the state for business or pleasure and use the transportation system. Our customers' concerns are addressed through a variety of methods. Those methods include representation by the MPO and COG. The County Transportation Committees (CTC) and other constituency organizations also address their concerns and needs. The state is divided into 10 MPOs and 10 COGs. Rural transportation needs are addressed through 18 public transit providers. Key stakeholders in the delivery of services include the FHWA and FTA.

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

South Carolina State Law, Section 57-3-10, defines our key customers. SCDOT determines its requirements by interacting with elected representatives at the state, county, and municipal levels. SCDOT also holds a multitude of public forums and performs specific surveys of different stakeholders. In a recent customer survey conducted by the Institute for Public Service and Policy Research of the University of South Carolina, SCDOT identified some concerns where 826 citizens were interviewed. Over 2,000 telephone interviews and 5 focus group sessions were conducted statewide to determine if our customers understand the role of SCDOT. Many people mistakenly view the agency's role as enforcing the speed regulations and issuing drivers licenses. In addition, many of those surveyed did not understand how SCDOT is funded. This survey, coupled with SCDOT's focus on customer service training, responsiveness to work requests, user friendly web site, Incident Response Teams, and public meetings, allows the agency to learn and respond to the needs of its customer. A follow-up survey being conducted by the Moore School of Business was completed in April 2006.

Customer Service Training

In January 2000, SCDOT initiated a training program to address the needs of its customers. In the program, conducted by Midlands Technical College, SCDOT employees were taught how to serve the public in a courteous and responsive manner. Since the inception of the program, 5,296 employees have attended the full-day training.

Internet Site

SCDOT personnel continue to expand and update the information available on the agency's primary Internet site, www.scdot.org. The average daily number of visitors has risen to 4,200. The new Article Manager application provides easy access to SCDOT's press releases. Visitors may view articles by the latest headlines or by categories, such as construction and maintenance, weather-related information, public hearings, or general information. All projects under construction can be viewed on the website, including schedules, budgets, and project information. Up to date data on road conditions and closures are easily accessible for viewing.

SCDOT redesigned its Internet site to comply with federal accessibility requirements (Section 508). SCDOT employees are now serving on state committees to develop a proposed policy for all state agencies to become compliant with these standards. The redesign was geared towards making it user-friendlier to all visitors. SCDOT is constantly looking for ways to improve upon its site, thereby better serving the public.

3.3 How do you keep your listening and learning methods current with changing customer/business needs?

SCDOT is actively involved in a myriad of professional associations and is active in the university community. Some of the organizations include the American Association of State Highway and Transportation Officials, the Transportation Research Board, the Transportation Association of South Carolina, and the American Society for Civil Engineers. SCDOT is involved in the local community and its employees are members of community and support organizations. SCDOT has made presentations to the American Association of General Contractors, the South Carolina Business Alliance, and the South Carolina Transportation Policy and Research Council. Regular meetings are held with the assistance of the Associated General Contractors, the Consulting Engineers of South Carolina, the Asphalt Association, the Concrete Association, and the Trucking Association to discuss issues regarding their respective industries.

Public (customer) input is received during the planning and developing stages of highway projects. Many design changes occur because of public input. SCDOT held two training sessions during the past year to reinforce listening to customers and developing highway projects within its context.

3.4 How do you use information from customers/stakeholders to improve services or programs?

The Maintenance Office tracks the time it takes to process a work request and, based on the data, SCDOT is able to evaluate resourcing and process management. SCDOT's Incident Response Teams ("Blue Truck") provide assistance to thousands of motorists annually. All motorists receiving assistance are surveyed and suggestions are incorporated to improve services. The district engineering staff reviews the data in order to make improvements, as necessary, to the program. SCDOT tracks all correspondence received to ensure a timely response and resolution to issues raised. The Oversize/Overweight Vehicle Permit Office surveyed its primary customers regarding the permitting process. Based on the information gained by the survey, SCDOT's Oversize/Overweight Vehicle Permit Office revamped and automated their processing for permits. The Rights of Way Office distributes surveys to landowners when property is acquired as to their experience with SCDOT. The Director of Maintenance surveys its customers by mail.

3.5 How do you measure customer/stakeholder satisfaction?

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

USC Survey

The Division of Research of the Moore School of Business at the University of South Carolina recently completed a follow-up survey of the public to assess perception of the performance of SCDOT. The initial survey was conducted in 2001.

Establishment of Benchmarks

Benchmarks have been established for completing work identified through customer work requests. The measure is to complete 99% of routine work orders within 60 days (See Figure 7.1g on page 46). Requests of a critical nature are normally handled within 24 hours of their receipt.

Pilot Customer Outreach Program

A pilot customer outreach program has been established in a four district area. Customer Service Representatives have been appointed who have limited experience with SCDOT and brings an independent perspective to review current customer service activities.



Tracking System for Customer Inquiries/Complaints

There has been a system established at the district level to track customer requests with approximately 70,000 requests being tracked annually. There is also a correspondence tracking system in place.

Customer Service Survey

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

Internal Customer Satisfaction Survey

Improving internal customer service is a major focus in SCDOT's Strategic Plan. Information Technology (IT) Services conducted an online survey and personal interviews to establish a baseline of customer satisfaction and identify areas of concern. A total of 189 users responded to the survey out of 950 users at Headquarters. Forty-one users were interviewed, including members of senior management, administrative assistants, and Information Resource Consultants from other organizations.

Most employees reported that they are pleased with the services received. IT Services established several objectives for completion by December 2006 to address concerns identified and help improve internal customer service, including implementation of a new web-based Help Desk system.

3.6 How do you build positive relationships with customers and stakeholders?

Public Meetings

SCDOT invites the public to information meetings on all major highway projects. The designated Program Manager is present to answer all questions regarding the project. An example is the proposed I-73 that will enter South Carolina in the Pee Dee. 10 public meetings have been held and numerous presentations have been made to community groups. When completed I-73 will provide an Interstate connection with Myrtle Beach. During fiscal year 2005-2006, 93 public meetings were held and 237 presentations were made to various public, government and constituency organizations regarding road and highway improvements. SCDOT has instituted a context sensitive approach for project development. A context sensitive approach involves working with community stakeholders to preserve and enhance the human and natural environment. A discussion of this approach, including basic principles, has been incorporated into the 2003 Highway Design Manual.

Speakers Bureau Program

Educating the public about the department is the goal of the Speakers Bureau Program that trains employees to deliver accurate and consistent messages about SCDOT's mission. Approximately 100 employees from across South Carolina attended a two-day training session. The participants were given material to assist them in their presentations to the public. The speakers are available to groups across South Carolina and arrangements for a speaker can be made by contacting the SCDOT Community Relations Office. The Speakers Bureau made 27 presentations this year.

Historical Preservation

The replacement of the S. C. Route 72/121/215 Bridge over the Broad River was determined to have an adverse effect on the Fish Dam Ford Battlefield site. By shifting downstream and constructing the new bridge the Department was able to avoid closing the existing bridge and detouring traffic. This also insured that the project would avoid adverse effects to the prehistoric Fish Dam, or fish weir, located just upstream from the bridge. The Fish Dam site is listed in the National Register of Historic Places. The bridge construction would adversely affect the Fish Dam Ford Battlefield site by causing construction activities to damage and destroy portions of the site. This includes possible damage to rifle pits (fox holes) used by American pickets, and damage to the core area of fighting in the river bottom where Gen. Thomas Sumter was camped with the commands of Colonels. Richard Winn and Thomas Taylor. This area is buried under seven feet of alluvium which would require upwards of \$ 2 million to excavate using normal archaeological data recovery techniques. In coordination with FHWA the department was able to acquire and preserve the site. In the process, the department managed to save South Carolina taxpayers approximately \$ 1.5 million. This site was recently ceded to the South Carolina Department of Natural Resources for preservation. This project won the 2006 AASHTO Presidents Award.

Conferences and Workshops

SCDOT and its partner of choice develop conferences and workshops related to issues affecting the safety of the users of the state's transportation system. The winter conference highlighted partnering and bicycle and pedestrian safety issues. A highlight of the partnering meeting was interaction among representatives of many different interests during the workshop, "Linking Planning and NEPA (National Environmental Policy Act). The bicycle/pedestrian portion of the winter conference saw a diverse group of attendees to include 20 members of the Palmetto Cycling Coalition. The keynote speaker was Mark Fenton, a leading authority on walking and the host of the PBS Show "Americas Walking." To keep its maintenance and construction forces updated, the Department conducts a maintenance conference, a maintenance foreman's conference and a construction conference.

Intelligent Transportation Systems

The SCDOT has developed and deployed Intelligent Transportation Systems (ITS) across the state. These systems include the latest transportation technologies, such as closed circuit television cameras, highway advisory radios, changeable message signs, local Traffic Control Centers (TCC) and a central Traffic Management Center (TMC).

There are now over 250 cameras in operation. Public television stations, WIS in Columbia, WSPA in Spartanburg, WYYF in Greenville, and WCSC in Charleston, use live video from the traffic cameras in their locale. These stations are also linked to the SCDOT's web site. The SCDOT also provides live feed to the South Carolina Emergency Management Division and the Department of Public Safety. In addition, the SCDOT has agreements to share traffic video with Air One, Citadel Broadcasting, Media General, and Traffic Patrol Broadcasting of Charleston.

Along with the cameras, the SCDOT utilizes 300 side-fire microwave speed detectors, 141 automatic traffic recorders, nearly 125 changeable message signs and two-dozen highway advisory radios. These devices are used to aid daily traffic operations as well as coastal evacuations. Also, many of these tools are utilized in SCDOT's support role to the State Law Enforcement Division for AMBER (America's Missing: Broadcast Emergency Response) Alerts. During FY 2006, SCDOT participated in eight AMBER Alerts.

SCDOT Incident Response Program

One of the more visible customer-focused programs of SCDOT has been the Incident Response Program, which operates in 9 heavily congested areas of the state to provide assistance to motorists. This program uses specially equipped blue trucks with SCDOT's logo. Incident Response vehicles are equipped with fuel, water, and tools to enable quick repairs for disabled motor vehicles.

The Incident Responders have contact with the Highway Patrol and other emergency responders across the state. SCDOT continues to build on the program as part of ITS. **Figure 7.1b** (on page 44) depicts the number of motorists the SCDOT Incident Response Program has assisted in the past three fiscal years. Teams operate in nine heavily congested areas of the state to provide assistance to motorists. These teams assisted 44,595 motorists in FY 2005-2006. All motorists receiving assistance are given an Incident Response Survey and asked to complete it. The survey form is a Business Reply Mailing addressed to SCDOT.

Integrated Transportation Management System (ITMS)

In 2003, SCDOT began developing a work plan for an Integrated Transportation Management System (ITMS). The agency needed to provide spatially enabled, real-time access to information across the enterprise. Management needed access to data from multiple, disparate systems to enhance daily business operations and decision making by providing. The common system link would be county, route, and milepost data. In addition, a mechanism was needed to ensure mapping standards are in place for all applications.

One of the SCDOT goals is to ***“Improve program delivery such that 90% of all projects are delivered on time and within budget.”*** SCDOT selected Intergraph Corporation to build a system that allowed integrating multiple database and application platforms, a web-based interface for roadway inventory (including photo logs), traffic, bridge, and pavement data, in addition to serving as the base for the agency's geographical information system (GIS).

ITMS integrates many new and existing systems using Microsoft's BizTalk Server and Intergraph's GeoMedia WebMap. This unique combination is enabling SCDOT to bridge the gap between business and spatial information. Since the data is accessed in real time, users have the most current data available to support their mission critical business decisions.

Automatic Traffic Recorders

Automatic Traffic Recorders (ATR) are permanently installed traffic counting devices located across South Carolina on various interstate and major primary routes. In addition to traffic volumes, ATR can provide vehicle classifications and average speeds. Data is collected continuously and relayed back to the SCDOT via telephone lines or wireless telemetry.

In June 2005, the SCDOT launched the Traffic Polling and Analysis System on its web site (www.scdot.org). Visitors to the site can view current traffic volume and speed data. This system will provide a more efficient method for processing, editing, and analyzing traffic data, as well as provide up to date volumes and speeds to the Emergency Management Division and the Governor during coastal evacuations.

Reduction of the Condemnation Rate

SCDOT made significant strides in improving public satisfaction in the appraisal and right-of-way acquisition process, which is an indication of customer satisfaction. The condemnation rate for FY 2005-2006 is 11%. SCDOT continually strives to reduce our condemnation rate by reaching amiable settlements for right-of-way acquisitions. SCDOT has established a goal of reducing this rate by 1% per year, until it reaches a level where it is no longer cost effective to try to reduce. We conducted a Landowner Opinion Survey and a Displaced Property Owners Survey with a rate of return of 30%. The condemnation rate on federal-aid projects declined to 11%. (See **Figure 7.1f** on page 45)

Cable Median Barriers

SCDOT continues to install cable median barriers with a total of 470.04 miles of barrier installed since the inception of the program. There have been 9966 hits occurring on installed cable rails since 2001, with 2555 hits during FY 2005-2006. SCDOT won the National Roadway Safety Award for installing cable barriers and implementing other practices to reduce interstate fatalities. FHWA Administrator Mary Peters recognized Executive Director Mabry, SCDOT, and the Division Administrator of FHWA, Bob Lee, for their joint efforts to reduce highway crashes.

CATEGORY 4: MEASUREMENT ANALYSIS AND KNOWLEDGE MANAGEMENT

4.1 How do you decide which operations, processes and systems to measure?

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

SCDOT provides data related to the 12 performance measures of highway expenditure and system performance to the FHWA. SCDOT data is used for a variety of reports, such as the Annual Comparative Performance of State Highway Systems published by the University of North Carolina, Charlotte, Center for Interdisciplinary Studies. SCDOT also reviewed data developed by the FTA for comparison of mass transit operations. SCDOT is a member of several professional organizations, including the American Association of State Highway and Transportation Officials (AASHTO) and the Transportation Research Board (TRB), who also provide comparative data. Additionally, every goal in the Strategic Plan and the supporting objectives contain a measure.

4.2. What are our key measures?

The key measures are located in Category 7 of this report and in Appendix 1.

4.3 How do you ensure data quality, reliability, completeness, and availability for decision making?

SCDOT has developed various information systems and has adopted the use of AASHTO developed Shareware. SCDOT established a Construction Quality Management Team to ensure that construction and environmental standards were being followed. Seven key areas are inspected, including Bridges, Structures, and Foundations, Erosion Control, Estimates/Project Records, Field Construction Items, Sampling and Testing, and Traffic Control/Safety. The team makes unannounced visits to the construction sites throughout South Carolina; there were 59 formal reviews conducted. Additionally training was conducted for Resident Construction Engineers and support was provided to the Cooper River Bridge Replacement Project. The Director of Maintenance has established the Maintenance Assessment Program (MAP) to ensure an acceptable level of service of all of the key elements of road and bridge maintenance.

4.4 How do you use data/information analysis to provide effective support for decision-making?

The Executive Director has a monthly set of measures used as "dashboard indicators" that help her determine the pulse of the agency and how it is performing its mission. The "dashboard indicators" include the number of traffic fatalities, number of Incident Response Program assists, number of Construction Contracts awarded, Cable Rail Costs and hits, and Toll Operations. Quarterly, the Senior Staff and process owners review measures related to their divisions. SCDOT uses data from the South Carolina Department of Public Safety to analyze traffic accidents.

4.5 How do you select comparative data and information?

SCDOT uses comparative data from other transportation agencies across the nation, as well as information provided by professional organizations such as AASHTO and TRB. Providing the public, business partners, and employees with access to timely information is an essential part of providing first-class service. SCDOT continues to implement information technology solutions "just in time" to match the demands of a technology driven workforce. SCDOT has a number of automated systems that allow it to select data for timely decision-making. SCDOT compares processes used by other transportation departments to develop a "best practice" model. The South Carolina General Assembly passed a proviso suggesting all state agencies use the Best Management Practices model developed by SCDOT.

4.6 How do you manage organizational knowledge to accomplish the collection and transfer and maintenance of accumulated employee knowledge, and identification and sharing of best practices?

SCDOT has developed a variety of mentoring and leadership development programs to ensure the transfer of employee knowledge. SCDOT University has been established to formalize the process of transferring knowledge. A workforce development project continues to ensure that people are prepared to accomplish their duties and are compensated based on their assigned tasks. SCDOT is a member organization of many professional groups that allow SCDOT to identify “best practices.”

Crossroads

In an effort to improve the communications loop with all employees a monthly video is produced featuring the Executive Director and is disseminated to all employees. Videos are produced on location and they include interviews with employees and supervisors. The monthly video productions are archived and can be retrieved by way of the employee’s personal computer. County Engineering Offices incorporate Crossroads with their monthly safety meetings. For those who can access sound and video a version of Crossroads tailored for this report can be accessed from the SCDOT web site.

Video Conferencing

The department has developed an in-house video conferencing network with equipment located at the Headquarters and each of the District Engineering Offices. The media has resulted in savings of time and travel.

CATEGORY 5: HUMAN RESOURCE FOCUS

One of the five key strategic goals of SCDOT is employee development. The Human Resources Division's initiatives support that goal and the agency's mission by focusing on programs, measurements, processes and systems that recruit, retain, and train employees so they have the necessary skills and competencies to meet the challenges of the future. **Figure 7.4a** (on page 53) depicts the breakdown of the total workforce.

5.1 How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?

SCDOT management recognizes the need to recruit, develop, and maintain a labor force of talented individuals that are capable of carrying out organizational commitments in an ever-changing work environment. SCDOT is also committed to developing and maintaining programs that foster individual growth for employees, target internal staff for advancement, and aid in creating a diverse workforce.

SCDOT utilizes and emphasizes the tuition assistance program that allows employees to be reimbursed for classes that are helpful to his/her current job performance or to prepare the employee for other positions within the agency. During the 2005-2006 fiscal year, there were 37 SCDOT employees that received tuition assistance. 19 employees received degrees with the help of the Department's Tuition Assistance program since its inception in 1994. (See **Figure 7.4b** on page 54– Tuition Assistance Budget.)

SCDOT recognizes employees who have made significant contributions through the On-the-Dot and On-the-Dot Extra recognition programs. These reward and recognition programs encourage peer-to-peer recognition and foster a work environment that rewards employees for exceptional customer service, productivity and other noteworthy contributions. The Department awarded 2,107 On-the-DOT Awards and 481 On-The-DOT Extra Awards. Headquarters and the district offices are encouraged to find creative ways to recognize and appreciate their employees on this special day.

Classification and Compensation Reform

SCDOT's Classification and Compensation Reform Project was implemented to establish career paths and identify professional development needs for all of its classification series. The agency's goal is to more clearly define class utilization and develop opportunities for employee career growth. Initially, the agency intended to review the classifications that would affect 70% of our employees by July 2006, reviewing the remaining classifications no later than January 2007. As of July 2006, SCDOT is ahead of schedule having reviewed classifications affecting the majority of our employees. Efforts have been initiated to review the remaining classifications and SCDOT is preparing to complete the project with implementation targeted for late summer 2006. Daily management of the project is the responsibility of the Classification and Compensation Reform Oversight Committee. The four-member committee brings a diverse perspective to the process with representation from key functional areas of the organization.

The Oversight Committee is charged with the task of overseeing the efforts to develop career paths for all of the agency's classification series. Through the use of subcommittees, which consisted of knowledgeable and experienced SCDOT employees from all levels around the State, tasks and relevant training needs were identified to establish opportunities for professional development and career growth. Subcommittees used Clemson University's Workforce Planning Model as a guide. Subcommittees have completed draft reports for Engineer/Associate Engineer, Engineering/Geodetic Technician, Trades Specialist, Mechanic, Equipment Operator, Incident Responder and Administrative positions. To ensure a successful implementation, communication and conceptual understanding is important. During the coming months,



the Oversight Committee will be developing a plan for conducting necessary briefings and training sessions to prepare management and employees for implementation of the approved career paths.

Benefits

During the 2005-2006 Benefits Annual Enrollment period, our Benefits Staff personally visited each county throughout the state to offer one-on-one assistance to any employee seeking to make a change to their coverage. This effort provided SCDOT employees with the accurate, first hand knowledge necessary to make their personal choices. As a result of this additional effort on the part of our Benefits Staff, there was a significant drop in the number of Notice of Elections returned for corrections due to errors in completion, resulting in fewer employees with delays in gaining proper coverage. Employees have been involved in pre-retirement consultation, benefits training, new employee orientation, and survivor consultation.

SCDOT's "Women's Forum" was created as a result of a State Task Force on Women in the Workforce. A committee was formed to develop a series of women's forums to address the needs of its female workforce. As a result, regional forums were conducted in 2002, which hosted 645 attendees; another series of forums were held in the fall of 2004 with 788 in attendance. The 2006 women's forums are scheduled for late summer and early fall.

SCDOT looks at turnover in a variety of ways in order to develop strategies to retain its valuable employees. (See **Figure 7.4c** on page 54– Turnover Rate.) Turnover is analyzed by termination reason code, EPMS evaluation, job classification, geographic location and by probationary status. Analysis of the past 3 years' data shows that the primary reasons for termination of employment are resignation, substandard performance of probationary employees, retirement, and acceptance of another job in the same city. Turnover by job classification shows that most of the agency's turnover exists in the job classification of Trades Specialist II.

Over the past 3 years, approximately 75% of SCDOT's turnover has been in pay bands 1 and 2. A special pay increase, approved by the State Office of Human Resources, was given effective March 2, 2003, to enhance SCDOT's efforts to recruit better candidates, assist in the retention of our current employees, and help reduce our extremely high turnover in these bands. A total of 1507 employees in bands 1 and 2 were eligible to receive a special pay increase of \$500. Another 102 employees received a partial increase due to the maximum of the pay bands. In addition, level minimums for these bands were also increased by \$500.

5.2 How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?

A goal of the strategic plan is to improve internal customer satisfaction by 10%. In an effort to evaluate the effectiveness of Human Resources and to better serve the needs of our customers, the HR Office developed a Customer Satisfaction Survey for distribution in late 2006. The survey is designed to solicit feedback on the Headquarters HR Office, HR Coordinators in the District Offices and the employees responsible for HR functions within the units. The survey also consists of two sections one for the general employee population and an additional section tailored to members of management.

A new Human Resources Director joined the Department in October 2005. It was determined that Human Resources needed to establish better communication with employees concerning human resources issues. One method to assist in this effort has been to meet with the District HR Coordinators to discuss relevant issues, particularly as they have related to career path implementation. Another communication tool that

was utilized was Crossroads. Several topics were covered on Crossroads to include career path implementation, TERI separations (two segments), and the introduction of a TERI Liaison for the Department.

Several HR forms have also been reviewed to determine their usefulness. During this process, it was determined that the vacancy posting process was not the most efficient; therefore, the HR-7 form was discontinued. The form review process is still underway.

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

Training needs assessments are completed annually at the same time as the annual EPMS. This information will be captured to create future training plans based on the identified needs. Functional/technical areas will be added as the SCDOT University grows to provide a more comprehensive approach to all training and development needs. This process ensures that employees are getting the training that is needed to improve work performance; also SCDOT will have the capability to generate training plans for the agency by using the information that is generated from the needs assessment. By using this approach the business objectives will be linked to training and the educational requirements will be customized to meet the needs of the employee and the organization. Approximately 30% of the department's workforce could retire within the next five years because of the potential for early and full retirements and participation in the Teacher and Employee Retention Incentive (TERI) Program. SCDOT is making positive strides in the area of workforce planning to address the gaps resulting from these projected retirements.

Workforce Planning Reports are provided to management to use as a planning tool in anticipation of pending retirements. These reports highlight positions held by TERI participants and those eligible for early and full retirement. The reports also provide an overview of potential workforce gaps that could surface during the next 3-5 years. Currently there are 301 TERI participants of which 74 have concluded their TERI Agreement by the end of CY 2005 and another 36 conclude their TERI agreement by the end of 2006.

In May 2003, SCDOT entered into a contract with Clemson University to develop a workforce plan for the Trades Specialist classifications, which represents nearly half of the total employee workforce. This research project will identify issues, develop solutions, and prepare a workforce plan for the Trades Specialist series. This plan entails extensive data analysis, review of the strategic plan, benchmarking with other state departments of transportation, and field interviews. The processes include the development of career ladders, training requirements, competencies, prototype position descriptions, and cost structure projections for this classification series. Upon completion and implementation of the plan, SCDOT will incorporate the identified training into the SCDOT University in order to develop a more agile and technically trained workforce, with advanced problem solving skills to address future requirements.

New employees with SCDOT begin their service with a 1-day orientation program. These new employees meet the leadership of the agency and learn more about the agency's mission and values, including doing things the RIGHT way. During FY 2004, SCDOT spent an average of \$324.87 per employee for training

compared to \$356.86 in 2005 and \$343.00 in FY 2006 (see **Figure 5.2a** below). The training dollars spent per employee decreased in 2006. We attribute this to a reduction in training and leadership development program expenses.

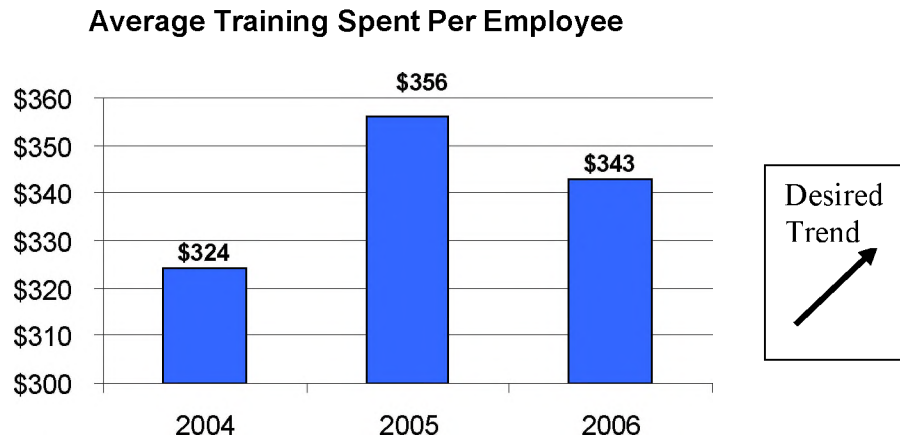


Figure 5.2a

SCDOT University is operational and links training initiatives to the strategic plan. The business objectives are linked with a curriculum that includes four basic tracks: employee, supervisor, manager, and executive. A web site has been developed that allows the scheduling of classes on-line. In addition to the new employee orientation, there are a number of courses offered to the staff.

As part of the workforce planning for SCDOT's future staffing requirements, opportunities are available for selected staff including:

- Civil Engineering Training Program (CETP)
- Engineering Cross Training
- Maintenance Foreman Training
- Leadership Development for Supervisors
- Strategic Training and Education Program for the 21st Century (STEP-21)
- Strategic Training for Transportation Agency Representatives (STTAR)
- Certified Public Manager Program
- Associate Public Manager Program
- Public Professional Development

During fiscal year 2005-2006, an additional 116 managers and supervisors were trained in Equal Employment Opportunity/Sexual Harassment for a total of 948. In addition, supervisors and managers have been trained in Basic Human Resources skills. Sexual Harassment training for non-supervisory employees was initiated during this fiscal year and has been incorporated into the Districts' New Employee Orientation program. Sexual Harassment training for non-supervisory employees was also presented to 135 Headquarter employees during this fiscal year.

5.3 How does your employee performance management system, including feedback to and from employees, support high performance?

All employees receive a performance appraisal based on the Employee Performance Management System (EPMS). During the planning stage the employee and their supervisor jointly develop a training plan. This plan is based on the mission needs of the agency and incorporates the development of the employee.

5.4 What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction and motivation?

An Employee Satisfaction Survey was conducted in 2004 that had over a 90% participation rate. The survey provided insight from over 4300 employees concerning SCDOT's strengths and opportunities for improvement. This information was then integrated into the agency's strategic plan. Several actions related to this new approach to the strategic plan have been implemented and many other initiatives are in the works. The overall results of the survey were very positive and extremely informative in critical areas of agency's operations. The survey was scored on a scale of 1 – 5. Most of the scores were higher than a mean score of 3.0, which was excellent and much higher than other public agencies, including transportation departments that had been surveyed by the consultant conducting the study. After the survey results were analyzed, senior staff communicated the results throughout SCDOT so that all employees were aware of the results. This survey presented results that were positive and allowed opportunities for improvement.

The results are as follows:

- 70.2% were satisfied with their job
- 69% of the employees intend to continue employment with SCDOT
- 60.3% are satisfied with SCDOT as a place to work
- 54.9% are satisfied with their supervisor
- 54.2% feel that they are able to express their opinion and get feedback
- 56.6% of the respondents feel that they are involved in decisions related to their work
- 49.8% feel a sense of teamwork at SCDOT
- 56.9% understand the mission of SCDOT
- 52.7% are satisfied with the training they receive

5.5 How do you maintain a safe, secure and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)

SCDOT places great emphasis on safety, security and health. The Department employs a Registered Nurse who works closely with the field offices and Headquarters to promote, protect and improve the health and wellness of our workforce. The Department has a Health and Wellness Program that is co-managed by the Department's nurse and the Department's benefits coordinators. Most work locations also have a volunteer wellness coordinator. The 2006 STTAR Class developed a wellness campaign working with the Registered Nurse wellness coordinators as a part of their class project. The project emphasis was reducing the "size of SCDOT."

An annual Health Risk Screening is provided to all employees on a voluntary basis. All screenings include a consultation and referral to their personal physician, if necessary. The Department is proud of the increasing number of participants in this program. Below is a chart (**Figure 5.5a**) that shows the number of employees participating the annual Health Screening.

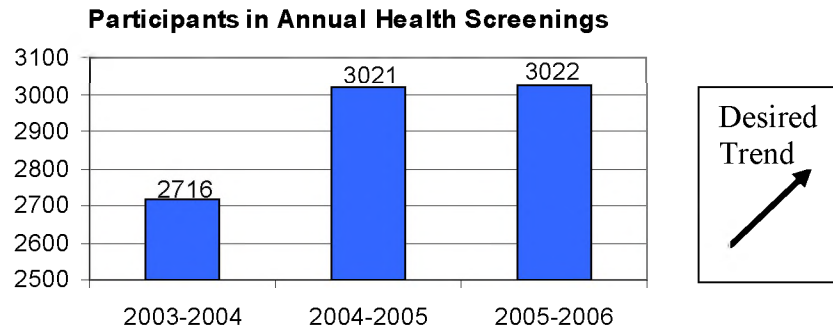


Figure 5.5a

The Department also offers access to Mobile Mammography on a statewide basis. This program began in 2004-2005, and 118 employees participated. In 2005-2006, 128 employees participated. SCDOT also offers a Prostate Specific Antigen (PSA) testing for employees meeting the medical criteria. The following chart (**Figure 5.5b**) shows an increase in the numbers of employees participating in this particular test:

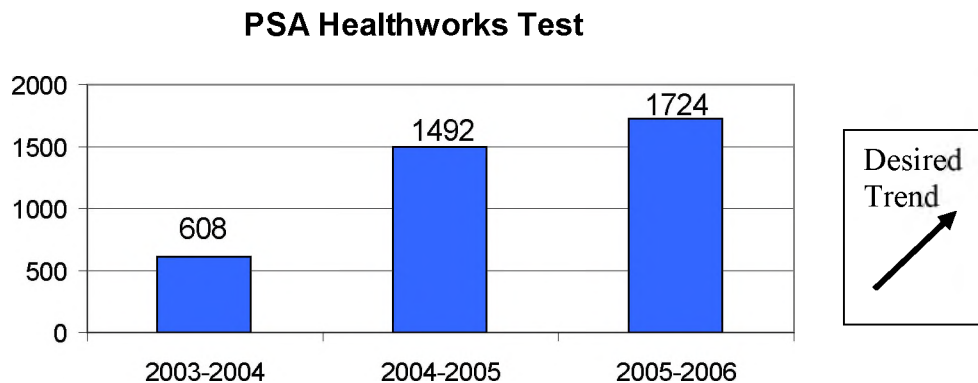


Figure 5.5b

SCDOT Headquarters held two blood drives collecting 68 units of blood. The blood drives encourage employees to help their fellow workers in times of need. The Department accounted for 20% of the total participation in the Prevention Partners Wellness Walk for the year.

There has been an increase in the physical security of District and County Engineering Offices. With the move of the South Carolina Department of Motor Vehicles, the headquarters building has been reconfigured to afford security enhancements and a backup for the headquarters receptionist. All buildings have evacuation plans and unannounced tests are conducted on a periodic basis. The Executive Director serves as a member of the Governor's Counter Terrorism Task Force.

Occupational Safety

There is a concerted effort to reduce lost workdays by 25% in the next five years by reducing work related injuries, accidents and illnesses. Some of the specific actions include periodic air quality testing of office

and other confined work areas, frequent safety meetings and an aggressive training program. All employees will attend a workplace violence prevention course during this fiscal year.



Lee County Maintenance employees receiving an award for 500 safe workdays.



Abbeville County Maintenance employees receiving the District 2 Safety Award.

Risk Management

A Risk Management Orientation program is in development to improve employee awareness of loss exposures of the SCDOT (claims and lawsuits against the SCDOT, workers compensation losses) and educate employees on how their positive actions can reduce these exposures and positively impact the safety of the motoring public. The program will be a self-contained package for supervisor use to allow new employees to receive training within the first weeks of employment and current employees to be trained as needed.

Training has been completed and authorized employees now have access to the Employee Injury, Form 576, and Fatal Crash Location Survey components of the Risk Management Information System (RMIS). Currently, RMIS provides one point of entry for all data related to employee injuries, SCDOT vehicle accidents, and documentation of fatal vehicle crash site investigations. The RMIS will soon be expanded to include Claims Against the SCDOT and Against the Public. This system will provide greater access to information and more timely reports to SCDOT management.

5.6 What activities are employees involved with that make a positive contribution to the community?

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

- “Adopt-a-DOT Family”
- American Heart Walk
- United Way
- Community Health Charities
- Limited English Proficiency Program (LEP) – A program developed to identify employees (26) who are fluently bi-lingual and interested in providing assistance to customers doing business with the agency.
- SCDOT CARES (Cares About Roads, Environment and Safety)
- Lunch Buddies Program – A voluntary mentoring program for underprivileged children conducted by SCDOT employees.
- Participation in the State Fair (public education)
- “Back to School Bash”
- STTAR Scholarship Program
- Toastmasters
- March of Dimes – Walk America Fundraiser by STEP-21 class
- Groundhog Shadowing Day
- Partnership with Felton Laboratory School
- Career Fairs

Summer Transportation Institute

The Summer Transportation Institute (STI) Program was established in 1993, as a partnership between the Federal Highway Administration (FHWA), South Carolina Department of Transportation (SCDOT), South Carolina Department of Public Safety (SCDPS) and South Carolina State University (SCSU). The program expanded in 1996 to include Benedict College and in 2005 Claflin University. The purpose of the STI is to create awareness and stimulate interest in secondary school students to take maximum advantage of the career opportunities that exist in the transportation industry. The national curriculum includes academics, engineering, career speakers, field trips, and SAT preparation. 44 students participated in STI this year.

CATEGORY 6: PROCESS MANAGEMENT

6.1 Key design and delivery processes for services

All SCDOT design and delivery processes relate to the mission of building and maintaining roads and bridges and in administering mass transit services. Therefore, the key processes are as follows:

- Construction
- Road and Highway - Maintenance and Preservation
- Traffic Operations
- Toll Operations
- Enhancements
- Mass Transit
- Adopt-A-Highway
- Highway Safety

Construction

During 2005-2006, SCDOT has continued to refine its partnering activities with its contractors and implemented a new construction manual.

Construction Underway



South Carolina is beginning to reap the benefits of the “27 in 7 Peak Performance” highway and bridge construction program. This program, initiated in 1999, uses a combination of innovative financing and contracting programs to complete 27 years of work in 7 years. The program uses Construction Resource Managers (CRMs) from private contracting firms to assist the agency in completing approximately 200 road and bridge projects. This enables SCDOT to complete the work without hiring additional staff.

Carolina Bays Parkway - Construction was completed on the Carolina Bays Parkway and opened to traffic in December 2004. The 6-lane interstate standard road stretches for 20 miles between SC 9 and US 501.

Cooper River Bridge - The highlight of “27 in 7” is the opening of the Arthur Ravenel Jr., bridge over the Cooper River in Charleston, South Carolina. The bridge was completed one year ahead of schedule and can be attributed to the design build contract concept for major infrastructure projects, a superb project team, as well as community and political support. The demolition of the Grace and Pearman Bridges is nearing completion.

Construction Resource Managers (CRM)

Because of its accelerated program, SCDOT had to be innovative to meet increased construction demands. FY 1999-2000 saw the addition of the CRM as an essential part of the “27 in 7 Peak Performance” construction program. Two CRM firms were hired to assist with managing 90 of the 200 construction projects that will be built in 7 years. The SCDOT accelerated bonded construction program increased the agency’s workload by a factor of 2.5 for several years. Without the assistance of the CRM firms, SCDOT would have to employ approximately 500 additional employees to meet the demand of the accelerated construction program. The 2 CRM firms act as an extension of SCDOT and report to agency program managers. Some of the accomplishments during the past year include:

- Continued use of 130 employees working in the areas of project management, engineering, design, right-of-way acquisition, construction, inspection, and testing.

- To date, the CRM firms have completed work on 4401 right-of-way parcels that have been purchased for construction of highways, while maintaining a condemnation rate of less than 12.1%. In partnership with SCDOT staff engineers, achieved savings of over \$121,031 million by making cost saving recommendations related to design and construction on highway improvement projects.
- As of June 30, 2005, all Preliminary Engineering work has been completed on the CRM projects. There are currently 14 projects in progress and there are 58 projects completed and open to traffic.

Construction Projects Completed

During the fiscal year 2005-2006, 285 road and bridge projects totaling \$1,503.54 million were accepted for state maintenance by the Department. This included 30 federal/state bridge projects for 13.21 miles totaling \$86.86 million; 32 state secondary projects for 125.64 miles totaling \$24.31 million; 13 special-match projects for 33.74 miles totaling \$8.95 million; 18 interstate projects for 187.52 miles totaling \$232.79 million; 87 primary/urban projects for 623.49 miles totaling \$437.32 million; 61 maintenance projects (chip seal, full depth patching, resurfacing, shoulder paving, etc.) for 3,315.42 miles totaling \$79.00 million; and 43 other projects (pavement marking, landscaping, resigning, etc.) for 9,220.56 miles totaling \$94.31 million.

Notable Projects Completed

- Arthur Ravenel Jr. Bridge in Charleston in the amount of \$651M.
- I-95 improvements in Florence and Darlington Counties in the amount of \$64.17M.
- US 501 improvement in Horry County in the amount of \$59.73M.
- Ashley Phosphate Road widening in Charleston County in the amount of \$48.70M.
- Construction of the Palmetto Parkway in Aiken County in the amount of \$38.57M.
- Construction of new I-85 interchange in Spartanburg County in the amount of \$31.90M.
- Western Corridor construction and widening in Greenville County in the amount of \$25.97M.
- I-385 rehabilitation in Laurens County in the amount of \$23.92M.
- US 521 (Andrews By-Pass) in Georgetown County in the amount of \$19.49M.
- Airport Road construction and widening in Lexington County in the amount of \$18.99M.
- SC 602 (Platt Springs Road) widening in Lexington County in the amount of \$13.76M.
- I-85/SC 14 interchange improvements in Spartanburg County in the amount of \$13.63M.
- I-26/US 78 interchange improvement in Charleston County in the amount of \$12.97M.
- I-77 rehabilitation in Lexington and Richland Counties in the amount of \$12.00M.
- I-85/SC 11 interchange improvements in Cherokee County in the amount of \$11.98M.
- US 278 bridge replacement over Hollow Creek in Aiken County in the amount of \$11.79M.
- SC 72 widening in Laurens County in the amount of \$10.70M.
- SC 219 widening in Newberry County in the amount of \$10.43M.

Road and Highway- Maintenance and Preservation

SCDOT has the responsibility for maintaining the *fourth largest state highway system in the nation*, and does so at one of the lowest funding per mile in the nation. SCDOT expends \$6,341 per mile on maintenance, which is well below the national average of \$17,633 per mile. The maintenance budget for 2004 was \$225,357,000. The 2005 budget was increased to \$338,959,723 due to the ability to use administrative costs associated with federal projects towards the State Match.

Key Maintenance Functions



- **Chip Seal:** Chip seal is a road surface treatment designed to seal the surface from water intrusion. A coating of polymer modified asphalt emulsion is sprayed on the road and is followed by a layer of lightweight aggregate. It is intended to be a preventative maintenance treatment designed to prolong the life of the pavement structure. During fiscal year 2005-2006, over 1000 miles of low volume secondary roads were chip sealed.
- **Drainage Structures:** Early detection of drainage problems along state maintained routes is the by-product of the inspection of our drainage structures. Improvements to the drainage system can make our highways safer by enhancing water runoff and increasing the life of the roadway. It is the Department's goal to inspect and clean the drainage structures on 20% of our road mileage each year.
- **Hurricane Evacuation & Cleanup:** Dealt with the cleanup and minor repair of highway structures in the aftermath of tropical storm Cindy, which occurred in July.
- **Winter Storms:** Provided the necessary anti-icing and de-icing operations to keep priority routes, such as interstates and major primaries, open to traffic. Had one major ice storm in the upstate that required us to bring in crews from the other six districts to assist with the cleanup in Greenville, Spartanburg, Anderson, Oconee, Pickens, Laurens, and Cherokee Counties. All counties were declared disaster areas and eligible for assistance through FEMA.
- **Pavement Preservation Program:** Continued to use proven low cost maintenance treatments to extend pavement life and prepare roads for eventual resurfacing.
- **Traffic Safety:** Safety improvements performed include a program to upgrade traffic signals every twelve years. The number of traffic signals that were upgraded during the past year was 283, which was less than our goal of 312 due to funding limitations.
- **Secondary Resurfacing:** For the first time in four years SCDOT was able to fund a secondary road-resurfacing program. This was made possible in part through the additional funds made possible from ACT 176 and the use of administrative costs on federal aid projects as part of the State's required match. This innovative approach freed up additional state dollars for resurfacing.

Pavement Condition

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

An overall measure of pavement quality is calculated from the pavement condition data collected by Pavement Management. This measure is called the Pavement Quality Index, or PQI. The index ranges from zero to five, with five being a perfect road. The five condition classifications and their PQI ranges are: 1) Very Good (PQI = 4.1 to 5.0), 2) Good (PQI = 3.4 to 4.0), 3) Fair (PQI = 2.7 to 3.3), 4) Poor (PQI = 2.0 to 2.6), and 5) Very Poor (PQI = 0.0 to 1.9).

Trends for the Interstate system show the average condition of these pavements declining for 2004-2006, after slightly increasing for 2004. Specifically, the overall PQI for the Interstate System fell from 3.45 in 2005 to 3.39 in 2006. Viewed another way, the percentage of the Instate System classified as "Good" or "Very Good" dropped from 61.8% in 2005 to 58.9% in 2006. Similarly, the percentage of the Instates with "Fair" or "Poor" PQIs rose from 36.6% in 2005 to 38.1% in 2006. The system-wide PQIs for the US and SC highways are presently in the "Fair" range of condition classifications. The most recent overall PQI for the US routes and SC routes is 3.10.

The Secondary System has an overall PQI of 3.0. A Secondary System measure must be interpreted differently from the interpretation of the same measure when applied to other systems. For example, Secondary roads are much rougher than the roads that comprise the Interstate, US, and SC systems.

In conclusion, network data collected by Pavement Management shows that the condition of the Interstate System has deteriorated in recent years (2004 – 2006). Pavements previously classified as either “Very Good” or “Good” are beginning to shift into the category of “Fair” or “Poor.” The Interstate System has digressed from a high overall PQI of 3.65 in 1999 to its current condition of 3.39. The Primary System remains stable with an overall PQI of 3.2 to 3.1. The Secondary System shows some slight deterioration and is in “fair” condition; this condition is characterized by a high degree of roughness across the system.

Bridge Maintenance

SCDOT uses a Bridge Management System (BMS). The development, implementation, and data collection of the BMS began in the early 1990’s, with full-scale operations starting in late 1998. The system provides detailed analyses of South Carolina’s bridge needs and provides extremely valuable input for making priority recommendations.

Statewide bridge inspection continues to be a critical component of highway safety and for the eligibility for federal-aid Bridge Program Funds. SCDOT inspects approximately 6,000 bridges per year and contracts for underwater bridge inspections of approximately 60 bridges per year. Data collected from inspection, maintenance, and construction activities are an integral part of the BMS.

Although the deck area of structurally deficient bridges declined from last year due to the replacement of some large structures such as the Grace Memorial Bridge, the overall trend for the deck area of structurally deficient bridges continues to increase. Bridge funding levels are still far below that required to make significant improvements. Some of the primary factors that affect this trend are the overall construction history and age of the bridge infrastructure, historical lack of emphasis on bridge maintenance, and inadequate funding levels. Even though SCDOT uses a BMS, it is still very difficult to overcome the lack of proper funding. This overall trend is expected to continue because of a lack of funding, deteriorating conditions, and the growing transportation needs of the state. In an effort to further insure that the SCDOT Bridge Replacement Program though under funded, is providing the most benefit to the state, information concerning Strategic Planning for Bridges was exchanged between each District this past fiscal year. Other strategic planning initiatives completed this past fiscal year included the following:

- Study and Analysis of Bridge Deck Conditions and Preservation Needs
- Develop seven Bridge Replacement Projects Ready for Letting as Funding Provides
- Present a Bridge Maintenance Construction Training Program.

Quality Management of Maintenance Activities

The Maintenance Assessment Program (MAP) has been developed to help obtain an acceptable level of service of all of the key elements of maintenance.

The Director of Maintenance staff has identified the key elements of highway maintenance. These elements are pavement, shoulders and ditches, roadside, drainage structures, pavement markings, signs, and guardrail. Objective criteria have been identified for each element. The quality maintenance team (QMT) randomly selects two-tenth mile segments of roadway throughout the state and measures the maintenance performance of the seven elements. Performance thresholds have been defined to identify levels of service (LOS) for each element. The QMT is collecting data on a statistically significant sample of segments throughout the state.



Costs will be developed for each level of service thus allowing the maintenance budget to become a performance-based budget. These costs will be developed using data from the Highway Maintenance Management System (HMMS) and previous maintenance contracts. Once completed, it will be possible to define how much additional funding is required to obtain an acceptable (or the desired) level of service for each of the seven elements.

The MAP data will also be used to trend the maintenance performance over time, which will assist in determining the success of maintenance policies and identify areas of need. The MAP data is also being used on QMT county inspections. This information collected in the MAP is assisting in the rating of the performance of the county maintenance units.

Toll Operations

Two toll facilities currently operate in the state of South Carolina. The Cross Island Parkway (CIP), located in Hilton Head, is a state owned facility. Daily operations and maintenance of the toll facility in Hilton Head are privatized with monitoring and violations processing provided by the Department's Toll Operations Center (TOC). The CIP is a 7.5-mile toll road that provides an alternative route to the south end of the Island and serves as a designated hurricane evacuation route. The Southern Connector is a public/private partnership toll facility located in the upstate. The TOC is persistent in maximizing toll violation collection efficiency, attaining a higher level of customer service, reducing expenditures, and refining contractor operations. Furthermore, with the increase in the demand for SC highway infrastructure and the reduction in available funding, the TOC participated in the development of FHWA Pilot Program applications for the tolling of I-95 and I-73.

To improve collection efficiency, the TOC implemented the Department's Directive 30, which provides collection through the Department of Revenue for unpaid toll violation notices. Additionally, the TOC began collection of outstanding toll usage and transponder fees for accounts that have been closed due to delinquency. In regards to interoperability/reciprocity with the Southern Connector, the TOC continues to manually debit CIP Palmetto Pass (PP) usage at the Southern Connector until an automated process can be implemented at a reasonable price. Cost efficient operations are a major goal of the TOC. RFP development is complete and scheduled to be advertised at the beginning of FY 2007 in hopes of reorganizing the operations/maintenance prior to the scheduled ACS contract termination date of February 2008. Traffic grew on the CIP at a rate of 2.2% with over 8.6 million vehicles passing through the facility. Revenues from toll operations totaled \$6 million in FY 2006 an increase of 2.7% from FY 2005. Toll violation revenues exceeded \$67,000 this fiscal year, an increase of over 6%. By utilizing other State Agency resources, the TOC anticipates collection of supplemental revenues from out of state violation collection in the upcoming fiscal year.

Adopt-A-Highway

Litter abatement is an important facet of the Department's community outreach efforts. For 18 years the Adopt-A-Highway Program has provided an effective channel for cultivating public commitment to keeping our highways clean. The SCDOT county maintenance units and county coordinators oversee the Adopt-A-Highway Program on a local level, and all 46 counties in the state participate in the program. The Adopt-A-Highway volunteers, who cleanup roadside litter at least three times a year, are one of our state's most valuable resources. Adopt-A-Highway volunteers continue to produce impressive results in their fight against litter. See **Figure 6.1a** below for Adopt-A-Highway statistics.



SCDOT Adopt-A-Highway Statistics				
	Pounds	Miles	Groups	Volunteers
2003	1,897,156	6,414	2,146	29,430
2004	1,226,239	5,469	1,694	21,370
2005	1,665,991	5,501	1,997	26,146
TOTALS	4,789,386	17,384	5,837	76,946

Figure 6.1a

Educating the public about Adopt-A-Highway and the litter problem in South Carolina is also a top priority of the program. County coordinators and SCDOT employees dedicate countless hours informing the public of the importance of litter prevention and encouraging groups to adopt sections of highways. To assist in these efforts, promotional items have been developed for the Adopt-A-Highway program including informational brochures, stickers, car-litter bags, and pencils. Additionally, a toll free line, web page and e-mail address assist with the dissemination of information to the public.

The agency also demonstrates its commitment to a cleaner South Carolina by holding two annual weeklong cleanups conducted by the maintenance employees throughout the state. These special events provide another opportunity for the state's roadways to be cleaned, call attention to SCDOT litter abatement efforts, and increase litter awareness among South Carolina's citizens. Following are recent results from these annual litter pickups (**Figures 6.1b and 6.1c**):

Spring Litter Pick-up			
Year	Employees	Miles	Pounds
2004	1,446	3,496	448,676
2005	2,696	2,642	477,006
2006	2,061	2,638	357,766
TOTALS	6,203	8,776	1,283,448

Figure 6.1b

Fall Litter Pick-up			
Year	Employees	Miles	Pounds
2003	1,334	1,641	222,409
2004	1,466	2,356	342,908
2005	1,648	3,359	337,772
TOTALS	4,448	7,356	903,089

Figure 6.1c

Mass Transit

The Mass Transit Division is the primary entity responsible for the provisioning of public transportation services in the state including the distribution of state and federal funds. In this capacity, the Mass Transit Division, under the authority of the transportation commission, assists in the development of statewide and regional transit plans, develops and implements transit programs to meet statewide objectives and local needs, and provides ongoing oversight and monitoring of local transit providers and grant programs. In addition, the Mass Transit Division provides funding for coordination of transit services and technical assistance to local transportation providers. In this role, the Mass Transit Division works closely with local transit providers to develop and fund demonstration projects and special services to enhance transit services in rural areas of the State.

Public transit services are provided by a variety of public providers across the state including urban transit systems, cities, regional transit authorities (RTAs), councils on aging, and counties. Under the umbrella of public transit services, providers deliver transportation services that support general public needs, employment, tourism, and economic development across the state. The types of service offered by local

transit providers depend on size and population density of the area served as well as geography. Some agencies provide fixed-route service that operates on a regular timed route, while others offer demand-response service that provides door-to-door transportation.

Federal and State Funding Programs

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

- *Metropolitan Planning* – provides funds for the establishment of a cooperative, continuous, and comprehensive framework for making transportation investment decisions in metropolitan areas.
- *Capital Assistance Grant* – provides funds to be used for mass transit capital projects such as bus purchases, computers, facilities upgrades and rail projects.
- *Elderly and Disabled Transit Services* – provides funds to assist private non-profit organizations in meeting the transit needs of the elderly and disabled population through vehicle purchases or purchase of service contracts with other transit providers.
- *Rural Transit Services* – provides funds to transit agencies for administration, operations and capital in conjunction with providing rural transportation services.
- *Statewide Planning and Research* – provides funds to support for national and statewide public transit studies and planning.
- *Rural Transportation Assistance Program* – provides funds to assist in implementing a training program and technical assistance tailored to meet the needs of transit agencies in rural areas.
- *State Mass Transit Funds (SMTF)* – provides funds to public transit providers to supplement federal funds (i.e., to assist in matching federal funds) and implement special projects that have statewide value. SCDOT receives $\frac{1}{4}$ of one cent of the state gasoline tax (approximately \$6.0 million) annually in addition to approximately \$1.3 million from the state general fund

Each large and small urban transit provider receives grant funding directly from the Federal Transit Administration (FTA) annually. Urbanized Transit Services – provides funds to designated recipients that must be public bodies with the legal authority to receive and dispense federal funds. Generally, a transportation management area is an urbanized area with a population of 200,000 or over. The governor or governor's designee is the designated recipient for urbanized areas between 50,000 and 200,000.

Funding for Mass Transit is depicted in **figures 7.3a, 7.3b** on pages 50 and **7.3c** on page 51.

6.2 Meeting Key Performance Requirements

SCDOT ensures that key performance requirements are met by the development of performance measures that are incorporated in SCDOT Strategic Plan. Additionally, end state champions owners are held accountable and are assessed in the annual EPMS.

6.3 Key Support Processes

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

Procurement

The SCDOT procurement staff has been recognized as a model agency that is committed to professionalism and has demonstrated that commitment through the Certified Public Purchasing Officer and Certified Public Procurement Buyer designations. Dedication and leadership is essential in achieving this honor. SCDOT received the Outstanding Agency Award by National Institute of Governmental Purchasing and also was awarded an Achievement in Excellence Award by the National Purchasing Institute.

Achievement in Excellence Award-National Purchasing Institute

Procurement Process Improvement

The Procurement Division of SCDOT has developed a more efficient way to process necessary paperwork through the approval process, creation of solicitation documents, awarding of contracts, issuing of Purchase Orders, and ultimately storing all paperwork associated with each procurement transaction it handles.

Procurement along with IT Services has designed an Electronic Document Management System (EDMS) that will allow electronic signature of documents created to begin the procurement process. The system tracks the workflow to determine where documents are during any phase of the procurement process. After work is completed and documented through EDMS for each procurement transaction, all associated records are scanned in and metadata is pulled from the mainframe procurement system to create a contract file for each procurement.

This system has allowed us to implement a paperless procurement system where authorized personnel within SCDOT can view records for any procurement transaction. This solution has greatly reduced time-intensive processes, delays due to manual processing, tracking down paper copies that could be misplaced or misfiled, and locating a procurement that is in process.

In the very near future we will begin to fax Purchase Orders to vendors, suppliers and contractors through a Right-Fax solution to further eliminate the need to print Purchase Orders and send via US Postal Service. This will expedite the process even further and will save additional time and money. The EDMS application was highlighted in the June edition of *Government Procurement* in an article titled "*Paperless Procurement Drive State DOT Efficiency.*"

Agency Certification Limits

Pursuant to the South Carolina Consolidated Procurement Code in § 11-35-1210, pertaining to Procurement Certification, the Budget and Control Board may assign differential dollar limits to individual governmental bodies allowing the agency to make direct procurements. In order to have certification levels increased an agency's internal procurement operation must be reviewed at least every three years. This review is to ensure the agency is consistent in applying and adhering to the provisions of the SC Consolidated Procurement Code and ensuing regulations.

Another factor taken into consideration is the qualifications of the agency's Procurement staff. The SCDOT's Procurement staff is 100% certified as either a Certified Professional Public Buyer (CPPB) or a Certified Public Purchasing Officer (CPPO). This certification ensures the buyers have gained the knowledge required to handle more complex procurements.

SCDOT has consistently received good audit reports and the result has been an increase in procurement authority. In early 2005 the South Carolina Budget and Control Board approved an increase in certification authority for the department raising the limit for purchase of supplies from \$250,000 to \$1,000,000 per commitment and for construction services from \$250,000 to \$500,000 per commitment.

Information Technology

SCDOT depends upon information technology to help employees fulfill the agency's mission and achieve strategic goals. IT Services supports the following software systems:

- Risk Management System
- Sign Inventory Module for the Highway Maintenance Management System (HMMS)
- Signal Inventory Forms
- Accounts Receivable Billing and Cash Receipts System
- Online Budget/Expenditure System
- Procurement EDMS
- Microsoft Outlook Web Access
- Project Web (web based road plans)
- Site Manager™
- Highway Maintenance Management System (daily work and planning)
- Bridge Management System (detailed analysis of bridge conditions and needs)
- Pavement Management System (pavement quality indicator)
- Road Inventory Management System (includes traffic density and pavement quality)
- Electronic Bidding for highway construction contracts, and
- Transportation Equipment Replacement Model (TERMS)
- Proposals and Estimates (PES)
- Letting and Awards (LAS)

6.4 Management of Key Suppliers/Contractors/Partner Interactions and Processes to Improve Performance

Disadvantage Business Enterprise

For the first time, the SCDOT Office of DBE and Special Programs has provided a comprehensive approach to training, education and technical assistance that is offered to minority firms seeking business opportunities with SCDOT. A national model program is being established which houses a Business Development Center in the Headquarters Building at 955 Park Street, Columbia, SC. The Business Center is offering an array of services, some of which include bidding and contract proposal preparation, interpretation of plans and specifications, and bonding and financial assistance.

A strategic planning goal of the Office of DBE and Special Programs is to increase the number of DBE firms participating in contracts by 10% each year. In 2005, 184 DBE firms participated in contracts. Eighteen (18) new firms need to secure contracts to meet the goal of a 10% increase for 2006. As of June 30th, twelve (12) new firms are participating in contracts which is approximately a 6% increase and the DBE Office is exceeding its goal at mid-point during the year.



BizTrak, a data management software system, is in its final stages of being implemented to streamline information collected by the Office of Disadvantaged Business Enterprises (DBE) and Special Programs, as well as other offices at SCDOT. This software application will increase the overall efficiency of managing and monitoring the federal programs and will be used to generate a variety of reports. Data management includes DBE certification, equal opportunity and on-the-job training, reports, directories, letters, federal semi-annual reports, modules and goal setting/bidder's lists. This system will increase the efficiency and effectiveness of the DBE office, i.e., saving resources (staff time, etc.), enhancing the capability to produce required reports quickly, and producing a more accurate source of data collection to serve as a management decision-making tool. The chart below (**Figure 6.4a**) reports the number of DBE applicants and the number of those that are certified.

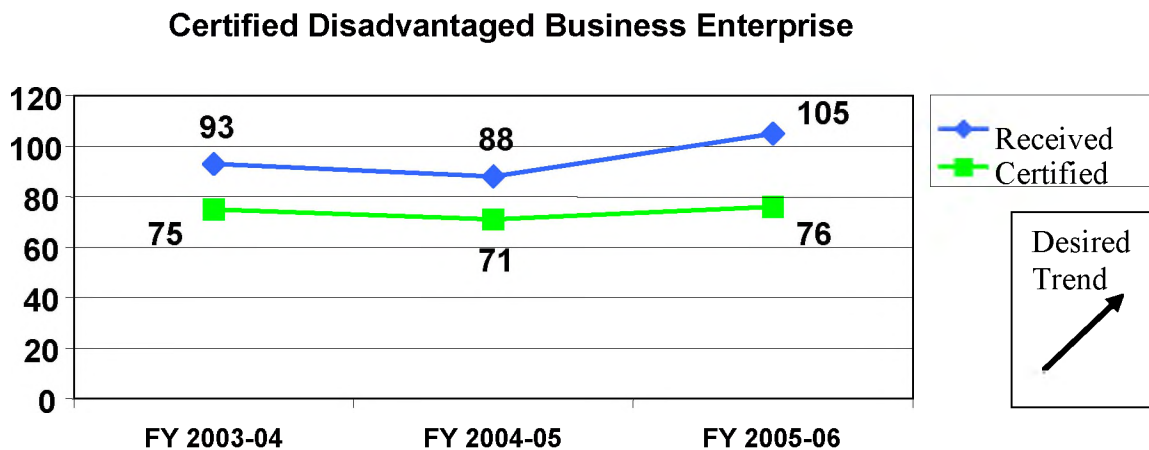


Figure 6.4a

Office of Materials and Research

Office of Materials and Research (OMR) personnel developed long term and short-term strategic planning goals to support the Department's Strategic Plan. The OMR defined areas where a positive contribution could be realized. These include Safety, Customer Service, Maintenance / Preservation, and Resources. Many of the OMR's strategic goals are centered on the Department's Research program.

In FY2006, the Federal Highway Administration provided a total of \$2,460,441 for research. Efforts have continued to expand and broaden the scope of the research program by providing a workshop to identify potentially beneficial research topics, and to prioritize the proposed topics for the Research and Development Executive Committee (RDEC) to consider for development as research projects. Through its balloting process, the RDEC approved 14 topics, with two more approved contingent on availability of funds, for inclusion in the State Planning and Research (SPR) Program. Active research projects supporting the Strategic Plan include:

- *Safety*- Reduce South Carolina fatality rate to within 10% of national average / Reduce 25% of Work Zone Fatalities by June 2008 - SPR Project No. 658, "Better Management for Speed Control in Work Zones"
- *Customer service*- Improve external customer satisfaction by 10% / Continue to implement programs to improve customer satisfaction and knowledge of the mission and functions of SCDOT and monitor progress through surveys every two years - SPR Project No. 660, "Survey the Public to Assess their Perception of the Performance of the SCDOT"

- *Maintenance/Preservation-* Reverse the upward trend in deficient bridge deck area / Implement and evaluate innovative bridge replacement and preservation methods to reduce costs and time by June 2006 - SPR Project 654, "Rapid Set Patching Materials for PCC"

Other areas that support the Strategic Plan include Quality Assurance, Hot Mix Asphalt, and testing and final reporting of materials for construction and maintenance projects.

The Quality Assurance unit at the OMR along with District Laboratories in Charleston, Florence, and Greenville continue to provide technical assistance to District, Construction Resource Management (CRM), and Design/Build project personnel on materials matters statewide. There are routine visits to projects statewide. Additionally, with assistance from Federal Highway Administration (FHWA), we have begun a quality control audit of the design/build contractor's testing records for the Cooper River Bridge project. These engineers will review materials test results for the project to assure that contractual materials requirements have been met and assist in preparing the final materials certification for the project.

In support of the Department's Strategic plan and in order to establish a customer satisfaction benchmark, the Quality Assurance Unit and the Asphalt Materials Unit distributed customer satisfaction surveys. The Quality Assurance survey was distributed internally to District Materials Engineers and to CRM personnel. The Asphalt Materials Unit survey was distributed externally to asphalt paving contractors.

- *Customer service-* Improve external customer satisfaction by 10%. Continue to implement programs to improve customer satisfaction and knowledge of the mission and functions of SCDOT and monitor progress through surveys every two years. Finally, testing and reporting of materials is continually monitored in support of customer satisfaction and in support of program delivery.
- *Resources-* Improve program delivery such that 90% of all projects are delivered on time and within budget / Reduce average contract time extensions for completed projects by 5% each year. Process and report 80% of the project samples received in 12 days, excluding concrete cylinders or other samples with test procedures requiring more than 12 days to complete. Measured by weekly reports and graphs.

The OMR is continually evaluating service provided to those customers both internal and external to the Department. Several of the OMR's units have completed surveys that are being evaluated so that changes in their daily operation are made commensurate to responses provided. Additionally, service to customers needing sampling and testing of materials is evaluated weekly. This evaluation not only supports the OMR's customers, but also provides reporting of material testing to construction and maintenance offices in a timely manner as not to delay projects. Weekly counts are taken based on sample testing and reporting times of materials. Evaluation is based on how many samples, other than concrete cylinders, are tested and reported within 12 days. The OMR's management has established a benchmark of at least 80% of these samples being tested within the 12-day period. The OMR management reviews weekly counts and investigates those units failing to meet the 80% requirement. Over the past two fiscal years, the OMR has tested between 27,000 and 30,000 non-concrete cylinder samples. For FY 2004-2005, an average of 98% of the samples were tested within the 80% benchmark. For FY 2005-2006, an average of 96.4% of the samples tested were completed in within the 80% benchmark.

Innovations in Property Management

SCDOT owns and manages a large portfolio of state property, the majority of which is acquired for rights-of-way. In 2004, all property was inventoried and segregated by those parcels used for rights-of-way and



those used for business purposes. The property was further segregated by those parcels in use, surplus, and those to be used later. Additionally, the Director of Maintenance, Assets Management, and District Engineering Administrators are developing long-range plans to use our facilities more efficiently that may include consolidation or elimination of some facilities. The Department has taken an aggressive stance in disposing of surplus property. The abandoned Edgefield Section Shed and Union Maintenance Complex was disposed of during FY 2005-2006.

Equipment Utilization The Department has a goal of having a statewide equipment utilization rate of 85% with no District having a utilization rate of less than 75%. **Figure 6.4b** below shows the utilization for each district, as well as the overall state utilization.

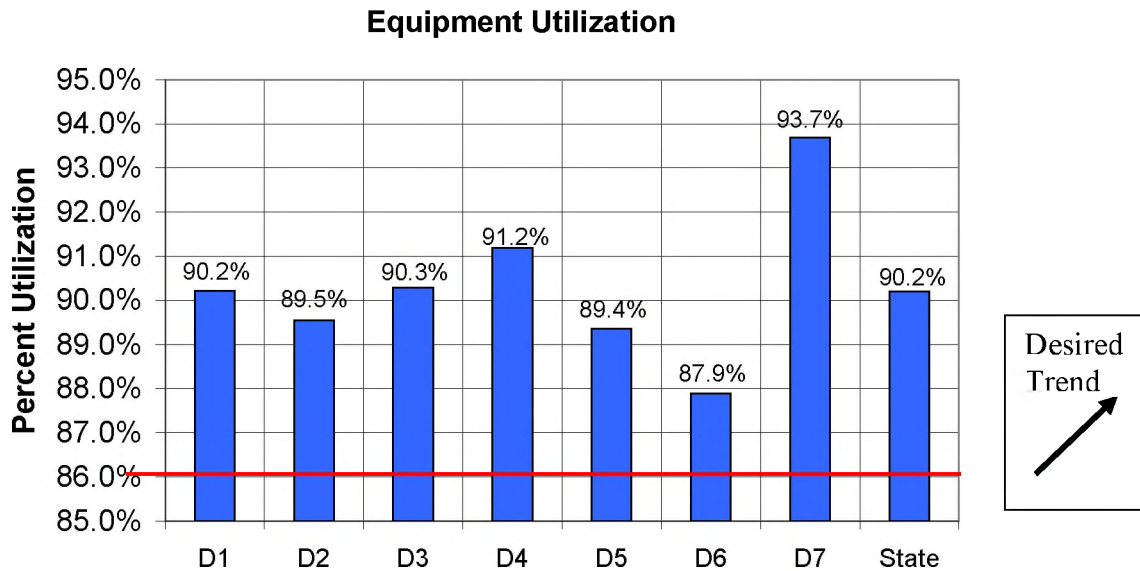


Figure 6.4b

Innovations in Finance and Cost Efficiency

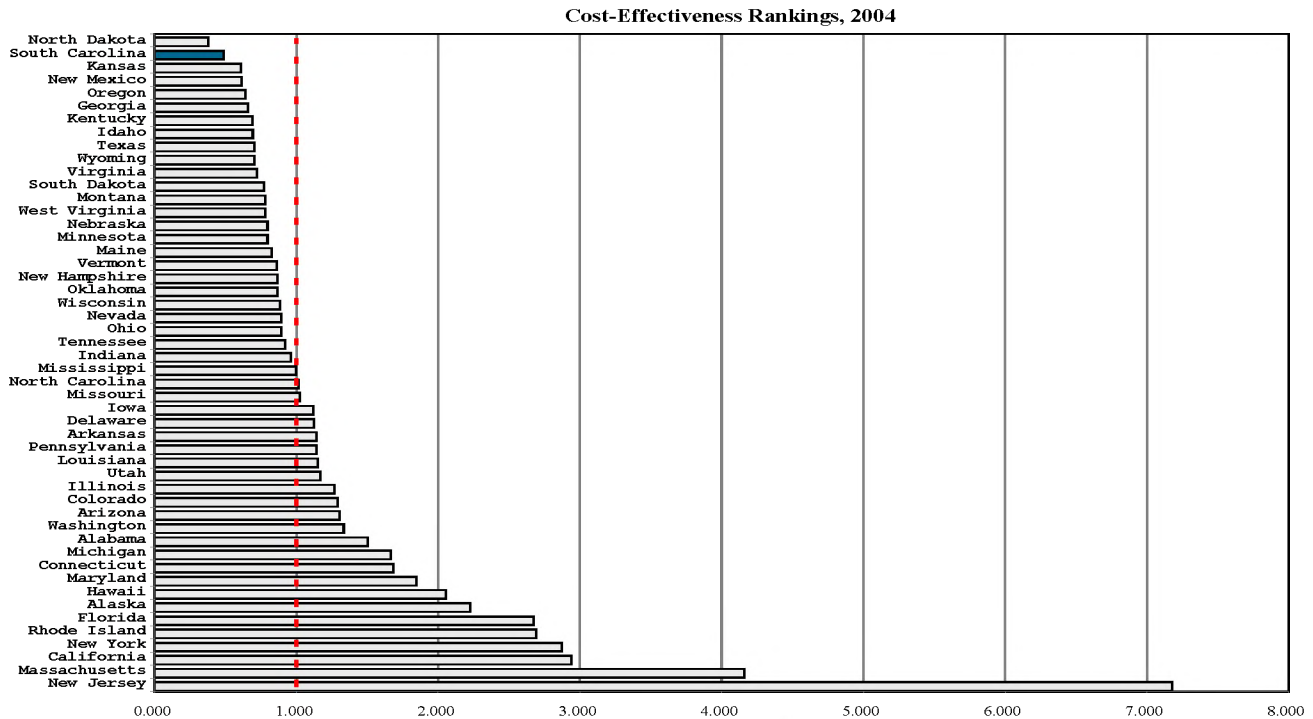
SCDOT has partnered with FHWA staff to continue effectively managing construction contracts and to improve the Financial Management Strategic Planning System (FMSP). Through the improved FMSP, SCDOT is able to maximize available resources by enhancing its capability to forecast construction payouts. Departments of Transportation in Oregon, Kentucky, North Carolina, and Washington have sent financial and engineering staff to learn about FMSP. Of particular interest is the FSMP application in the bonding program.

An essential partner of SCDOT is the South Carolina Department of Revenue (SCDOR), who collects the state fuel user fee. In an effort to maximize the collection of user fees, an automated motor fuel tax collection and auditing system titled “ZYTAX” was purchased by SCDOT. In a partnership with SCDOT and FHWA, “ZYTAX” was successfully completed on schedule.

CATEGORY 7 – BUSINESS RESULTS

7.1 Key Measures of Mission Accomplishments and Organizational Effectiveness

The Cost-Effectiveness Ranking Chart below (**Figure 7.1a**) is a comparative analysis of state highway departments. Ratios less than 1.0 indicate that the state is better than average, ratios greater than 1.0 indicate that the state is worse than average. SCDOT advanced from twenty-second (22nd) in the nation in 2002 to third (3rd) in the nation in 2003. The 2004 data places South Carolina as second (2nd) in the nation.



Source: Dr. David T. Hartgen, UNC-Charlotte. (March 2006). *More to Do: Performance of State Highway Systems, 1984-2004 15th Annual Report.*

Figure 7.1a

SCDOT Incident Response Program

This program uses specially equipped blue trucks with the SCDOT's logo that are equipped with fuel, water, and tools to enable quick repairs for disabled motor vehicles. The Incident Responders have contact with the Highway Patrol and other emergency responders. SCDOT continues to build on the program as part of Intelligent Transportation System. **Figure 7.1b**, depicts the number of motorists the SCDOT Incident Response Program has assisted in the past 3 fiscal years. The decrease in total responses for 2006 (noted by the asterisk) is attributed to stationary versus constantly roving Incident Response units. To conserve fuel, Incident Response vehicles remain in strategic locations until they are dispatched for service calls.

AREAS	FY 2004	FY 2005	FY 2006
Columbia	8,883	7,693	5,108
Upstate (Greenville and Spartanburg)	11,733	15,152	6,935
Rock Hill	3,566	3,522	3,121
Charleston	17,121	18,035	11,425
Anderson	10,498	6,440	2,429
Myrtle Beach	10,505	9,110	5,118
Beaufort	6,352	6,770	3,236
Florence	9,448	9,056	4,525
Cherokee	1,580	2,017	1,698
Total Reponses	79,686	77,795	43,595*

Figure 7.1b

SCDOT has a goal to **“Reduce SC fatality rate to within 10% of national average.”** While 2004 has been established as the baseline year for this end state and the plan goals that support this end state, additional prior years are shown to depict the need for this goal. The national Mileage Death Rate increased in 2005 for the first time in 24 years. South Carolina’s death rate increased by 5.2%, from 2.11 in 2004 to 2.22 in 2005. South Carolina’s death rate in 2005 is 52.1% higher than the national average (2.22 vs. 1.46). See **Figure 7.1c** below for trend data.

Mileage Death Rate

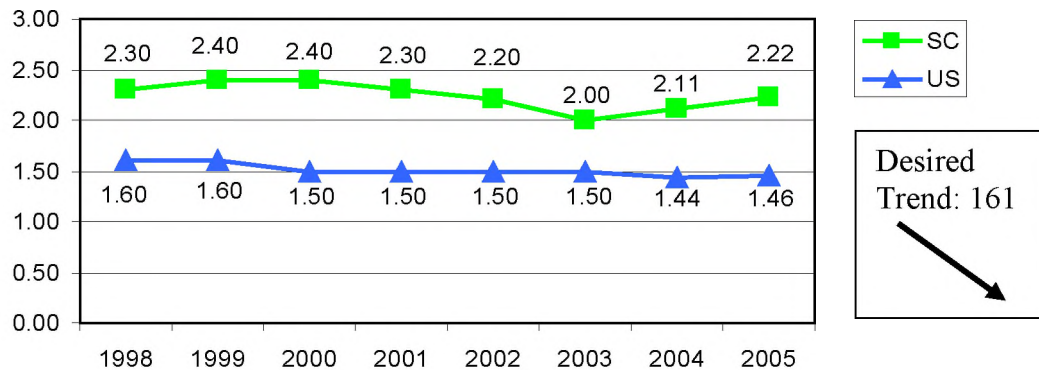


Figure 7.1c

The charts below show fatalities from “Run Off the Road” and “Intersection Crashes.” **Figures 7.1d** and **7.1e** indicate a level of desired increase (shown as 20% reduction). The data for 2006 is representative of approximately ½ of the year since this data is captured by calendar year.

Run Off the Road Fatalities

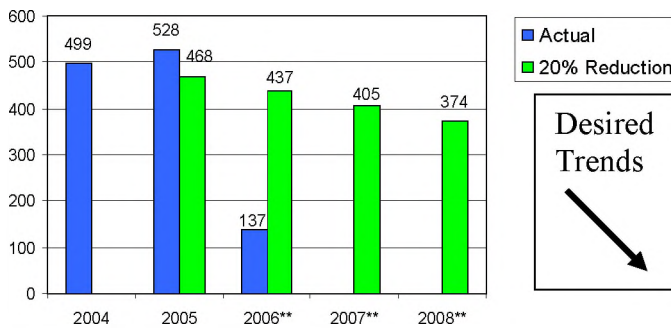


Figure 7.1d

Intersection Crash Fatalities

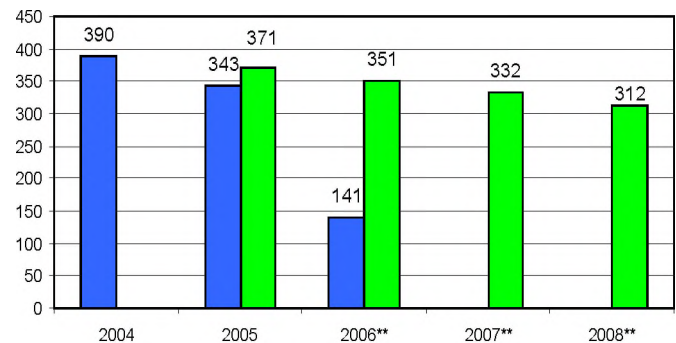


Figure 7.1e

Condemnation Rate

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

Condemnation Rate in South Carolina

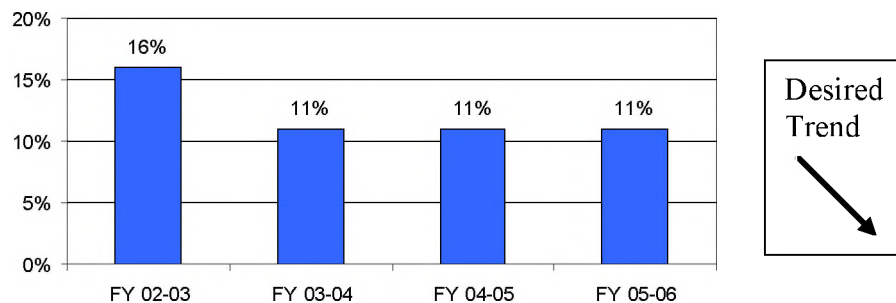


Figure 7.1f

The improvement of our customer service has been a major part of the business plan; therefore, SCDOT monitors its response to the citizen work request with a goal to complete all work requests within 60 days. SCDOT completed 96% of work requests within 60 days. **Figure 7.1g** below show the percentage of work requests completed within 60 days.

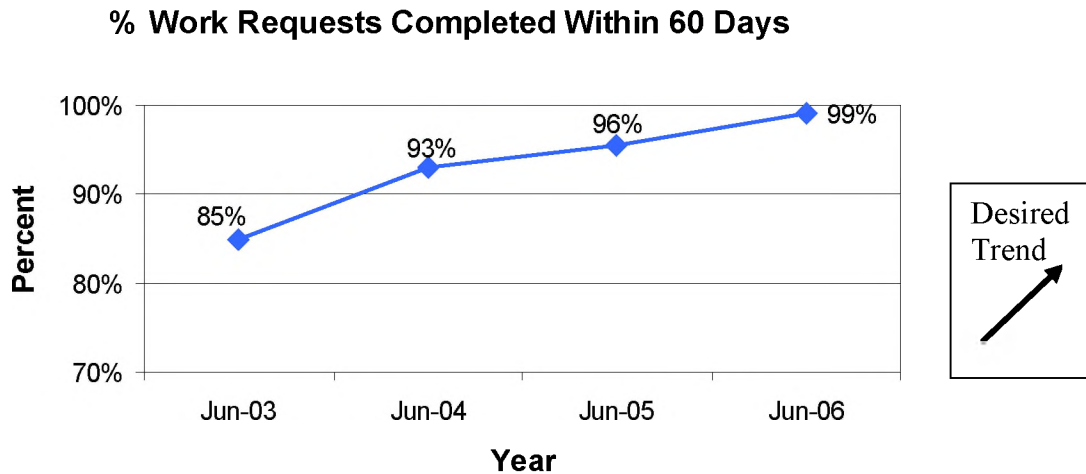


Figure 7.1g

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

The chart below reflects survey results from 2001 compared to 2005. This “Customer Perception Survey” was compiled from the Moore School of Business at the University of South Carolina.

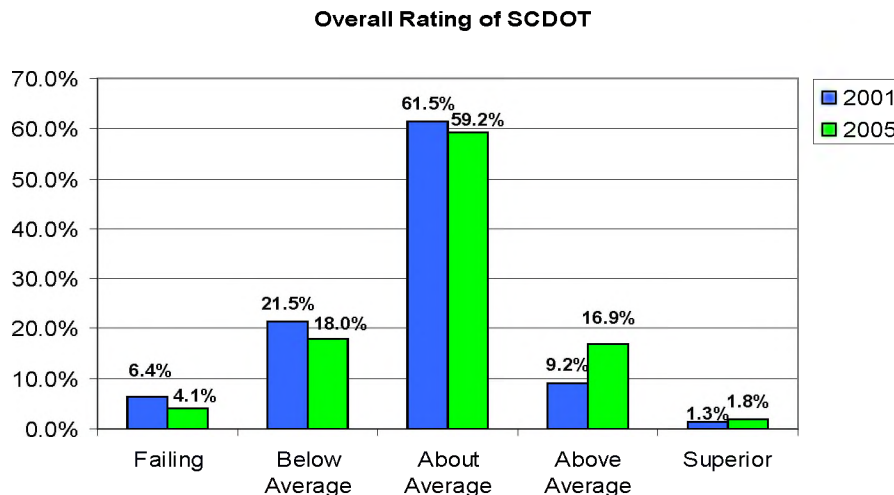


Figure 7.2a

Work Zone Collision Statistics and High Visibility Enforcement has a goal to “Reduce 25% of Work Zone fatalities by June 2008.” While a reduction in work zone fatalities occurred in 2002, the number climbed again in 2003 mirroring the 2001 total. In 2005, work zone fatalities decreased by 52.3% since the 2004 baseline year. Research shows speeding is a leading cause of work zone collisions and of work zone fatalities, and that education is effective in improving safety when coupled with enforcement.

During 2005, SCDOT developed strategies that combined both elements and entered into partnerships with law enforcement agencies to address these issues through a statewide high visibility enforcement campaign. **Figure 7.2b** below shows the trend of work zone fatalities.



Figure 7.2b

In an effort to evaluate our customer service performance, the Director of Maintenance has implemented a customer survey program. A brief customer survey form was developed that focuses on four items: timeliness, professionalism, completeness, and overall satisfaction. The feedback from this survey program will gauge our performance and identify areas of opportunity for improvement.

Customers were identified through the work request module in our Highway Maintenance Management System (HMMS). The HMMS generated, unique work request number is included on the survey card. This work request number enables us to link the response to the work that was performed. Surveys were mailed randomly to selected customers with a self-addressed postage paid card. Results are seen in **Figure 7.2c** below.

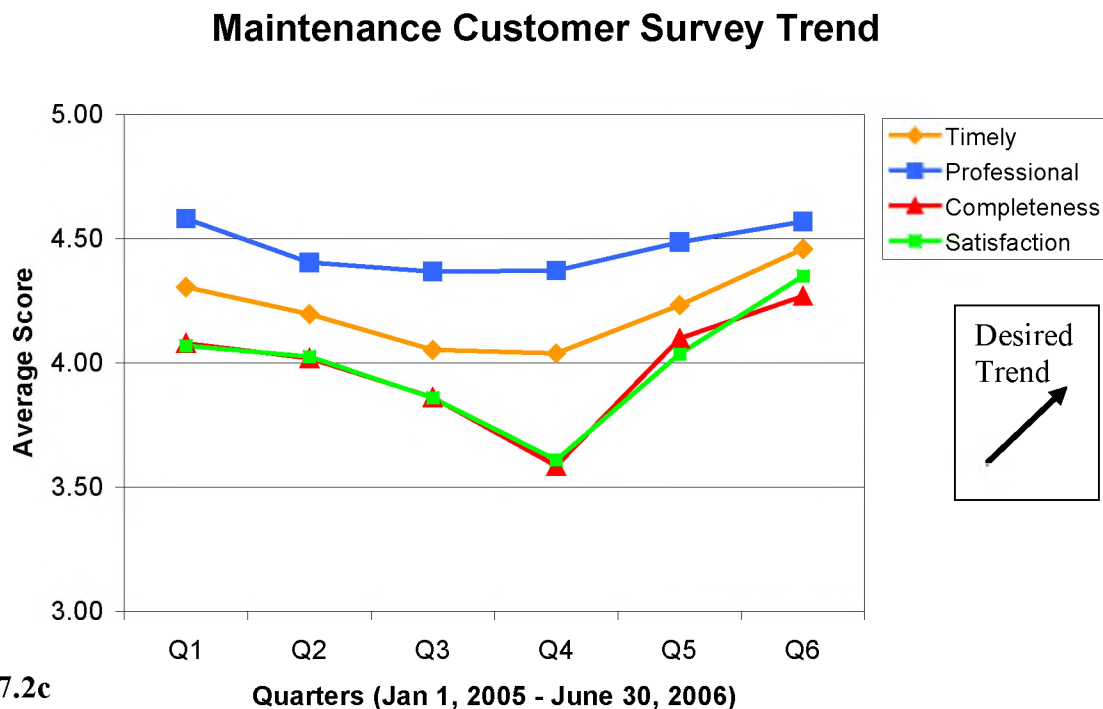


Figure 7.2c

Any negative responses are sent to the appropriate district with a request that the unsatisfied customer be contacted and additional effort made to improve our service. This result of this follow-up contact is then reported back to the Director of Maintenance. Several districts and counties have also developed programs in an effort to improve their customer service performance. For example, Sumter Maintenance has implemented a program to contact the customer within 24 hours of the request to communicate with the customer and advise what and when they can expect. The results of these programs will be monitored and possibly implemented on a broader scale.

Another goal within SCDOT is to “Conduct survey(s) of the public to establish a benchmark for external satisfaction & understanding of SCDOT’s mission & functions by December 2005.” Below is a chart (**Figure 7.2d**) depicting the results of a landowner opinion survey that was initiated in July 2005 and continued through May 2006. The combined rating of excellent/good rating for SCDOT was 99%.

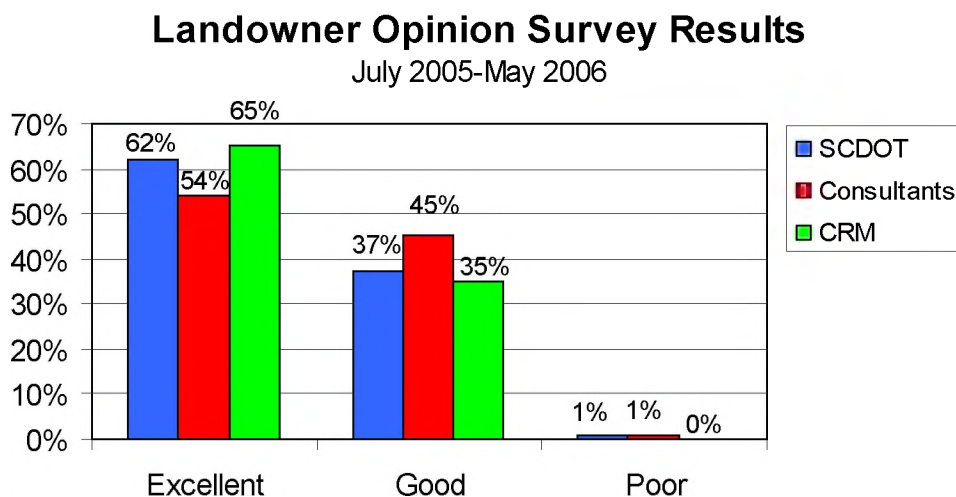


Figure 7.2d

In addressing customer service, the Toll Operations Center began surveying toll violators and PayPal customers on a continuous basis to determine if we are meeting our customers’ needs. Furthermore, the TOC prepared bi-annual PP newsletters to strengthen our communications with the public. In an effort to improve working knowledge and communications between the CIP and TOC staff, a training workshop was held. See **Figure 7.2e** below.

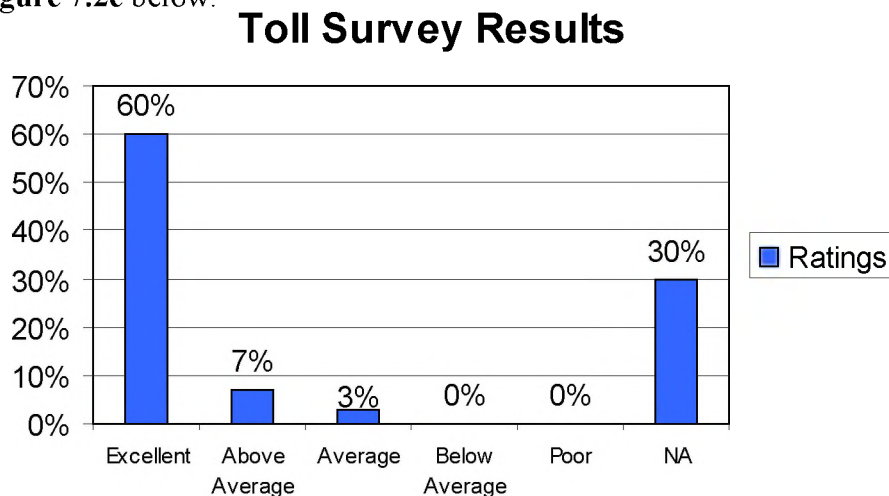


Figure 7.2e

SMARTRIDE: The SCDOT-sponsored commuter express bus service, “SmartRide” began as a pilot project established in 2004 that focused on weekday commuter services to the Columbia metropolitan area from the communities of Camden-Lugoff and Newberry. The overall ridership level for the two routes during the period from July 2005 through June 2006 was 26,196 passenger boardings, which is an increase from 16,065 passenger boarding’s last year (July 2004- June 2005). See **Figure 7.2f** for the last year trend.

SmartRide Boardings

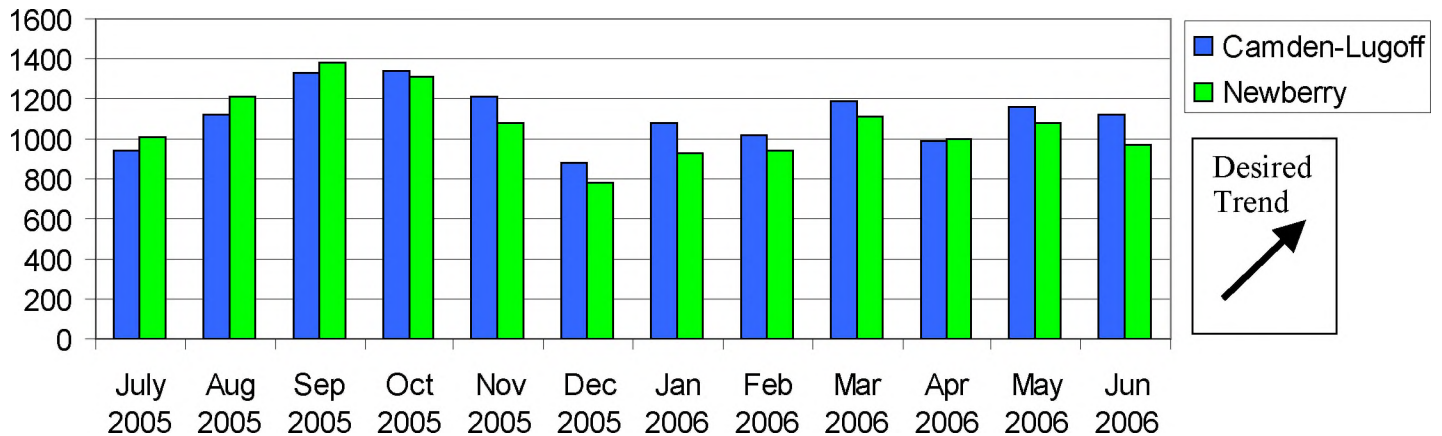


Figure 7.2f

7.3 Key Measures of Financial Performance

Federal Funding History			
(Federal fiscal year begins in October)			
Program	FY 03/04	FY 04/05	FY 05/06
MPO Planning	\$441,649	\$441,649	\$443,005
Statewide Planning	\$115,478	\$121,102	\$115,627
Large Urban	\$8,871,768	\$8,682,895	\$9,066,795
Small Urban	\$5,232,887	\$5,231,300	\$5,482,335
Rural	\$4,930,040	\$5,689,227	\$5,954,820
Rural Transportation Assistance Program/RTAP	\$109,413	\$109,467	\$109,20
Elderly and Disabled	\$1,227,680	\$1,378,880	\$1,441,426
Special Earmarks (Capital)	\$6,885,751	\$3,887,113	\$3,887,113
Virtual Transit Enterprise (technology)	\$0	\$0	\$0
Job Access & Reverse Commute	\$0	\$0	\$0
New Freedom	\$0	\$0	\$1,088,759
Total Federal Grants and Earmarks	\$27,814,666	\$25,549,034	\$26,500,323

Figure 7.3a

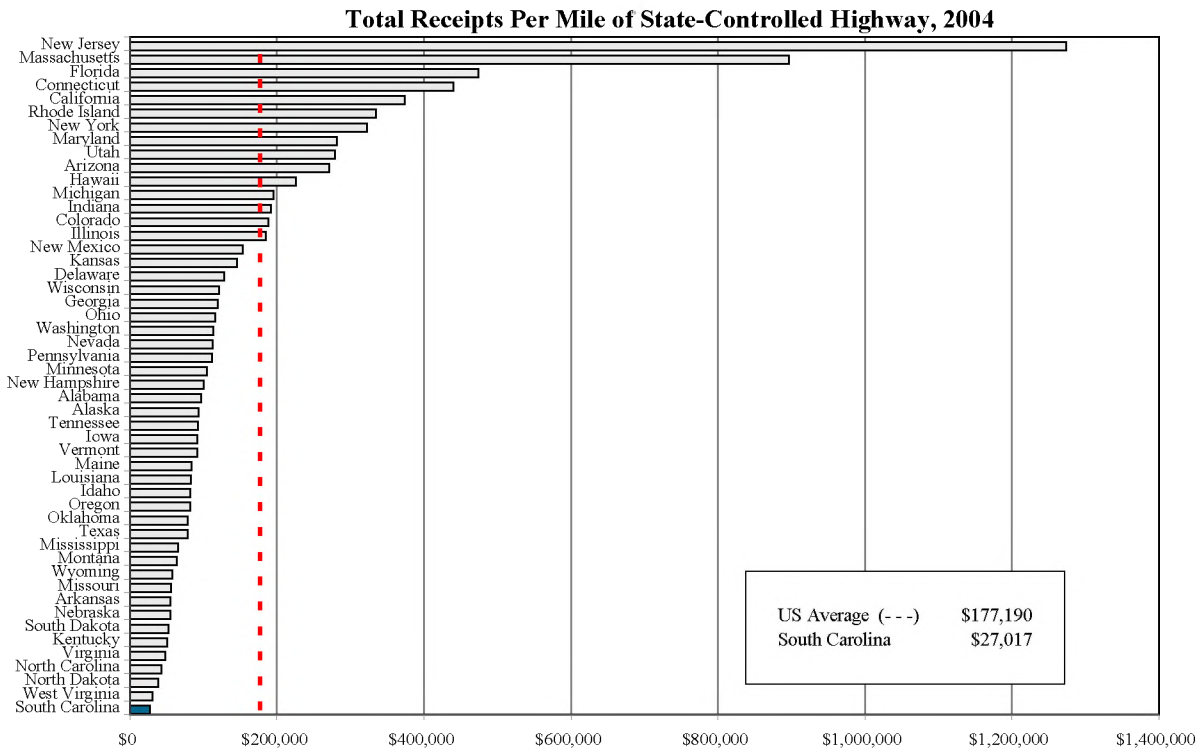
State Funding History			
(State fiscal year begins in July)			
Program	SFY 03/04	SFY 04/05	SFY 05/06
Large Urban	\$1,565,606	\$1,532,276	\$1,600,022
Small Urban	\$923,451	\$923,450	\$967,471
Rural	\$2,642,501	\$2,924,687	\$2,695,799
Statewide Planning	\$25,000	\$25,000	\$0
State Mass Transit Programs	\$915,000	\$779,387	\$680,000
Special Earmarks (Capital)	\$1,700,000	\$0	\$0
Total State Funds	\$7,771,558	\$6,184,800	\$5,943,292

Figure 7.3b

FIVE-YEAR TRANSIT FUNDING NEEDS					
FY	2006-07	2007-08	2008-09	2009-10	2010-11
SMARTIDE COMMUTER BUS	\$545,000	\$1,304,000	\$2,673,000	\$3,523,000	\$4,213,000
PLANNING VISION 20/25	\$150,000			\$150,000	
COORDINATION	\$210,000	\$220,500	\$231,525	\$243,101	\$255,256
VEHICLE REPLACEMENT	\$11,000,000	\$10,000,000	\$5,000,000	\$5,250,000	\$5,512,500
FACILITIES	\$7,350,000	\$7,717,500	\$8,103,375	\$8,508,544	\$8,933,971
ADMIN & OPS RURAL	24,666,025	26,888,780	28,691,862	30,784,438	32,373,754
ADMIN & OPS SMALL URBAN	8,826,999	9,624,701	10,515,354	11,491,330	12,561,394
ADMIN & OPS LARGE URBAN	28,068,314	28,536,926	29,422,533	30,338,340	31,285,537
SPECIAL PROJECTS	\$2,166,684	\$2,367,000	\$2,485,350	\$2,609,618	\$2,740,098
TOTAL	\$82,983,022	\$86,659,407	\$87,122,998	\$92,898,370	\$97,875,510

Figure 7.3c

The 2004, version of the UNC-Charlotte study published in 2006, depicts the total receipts per mile of state controlled highway. **Figure 7.3d** shows South Carolina ranking the lowest in the nation, being \$150, 173



Source: Dr. David T. Hartgen, UNC-Charlotte. (March 2006). *More to Do: Performance of State Highway Systems, 1984-2004 15th Annual Report.*

below the national average.

Toll Operations

The Department of Transportation currently owns one toll facility in the Low Country, the Cross Island Parkway (CIP), and monitors a public/private partnership toll facility in the upstate, the Southern Connector. The CIP is a 7.5-mile toll road, located on Hilton Head Island that provides an alternative route to the south end of the Island and serves as a designated hurricane evacuation route. Daily operations and maintenance of the toll facility in Hilton Head are privatized with monitoring and violations processing provided by the Department's Toll Operations Center (TOC).

Traffic grew on the CIP at a rate of 2.5% with over 8.4 million vehicles passing through the facility. Revenues from toll operations totaled almost \$6.3 million in FY 2006. By utilizing other State Agency resources, the TOC anticipates collection of supplemental revenues from out of state violation collection in the upcoming fiscal year.

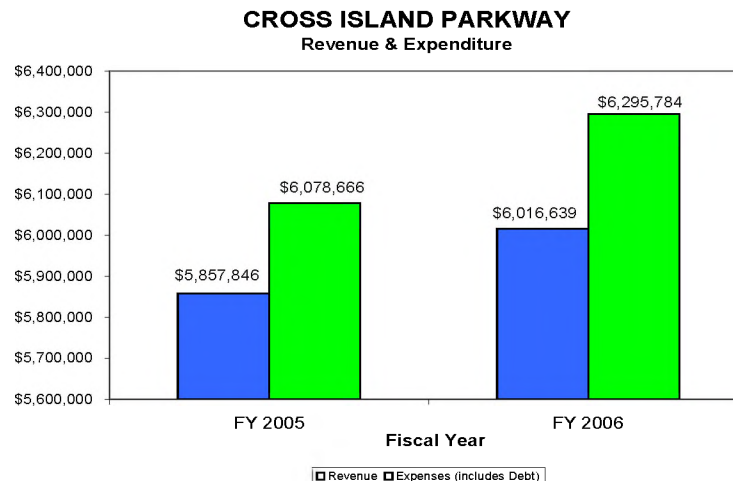


Figure 7.3f

Accounts Payable

The Accounts Payable area of the Finance Division strives for excellence in customer service. All payment functions of SCDOT are centralized into one location with seventeen employees. The approximate process time from receipt of invoice, creation of voucher package, and delivery to the Comptroller General office is eight days. Over the past four years, the number of payment documents has grown 10%. For efficiency purposes payments to the same vendor are combined to eliminate extraordinary paperwork and time, therefore, each payment document represents multiple invoices. The dollar value associated with the payments has also grown by 17%.

The costs of operations continue to escalate because of volatility in the energy sector. Although SCDOT reduced its consumption of fuel costs have continued to escalate.

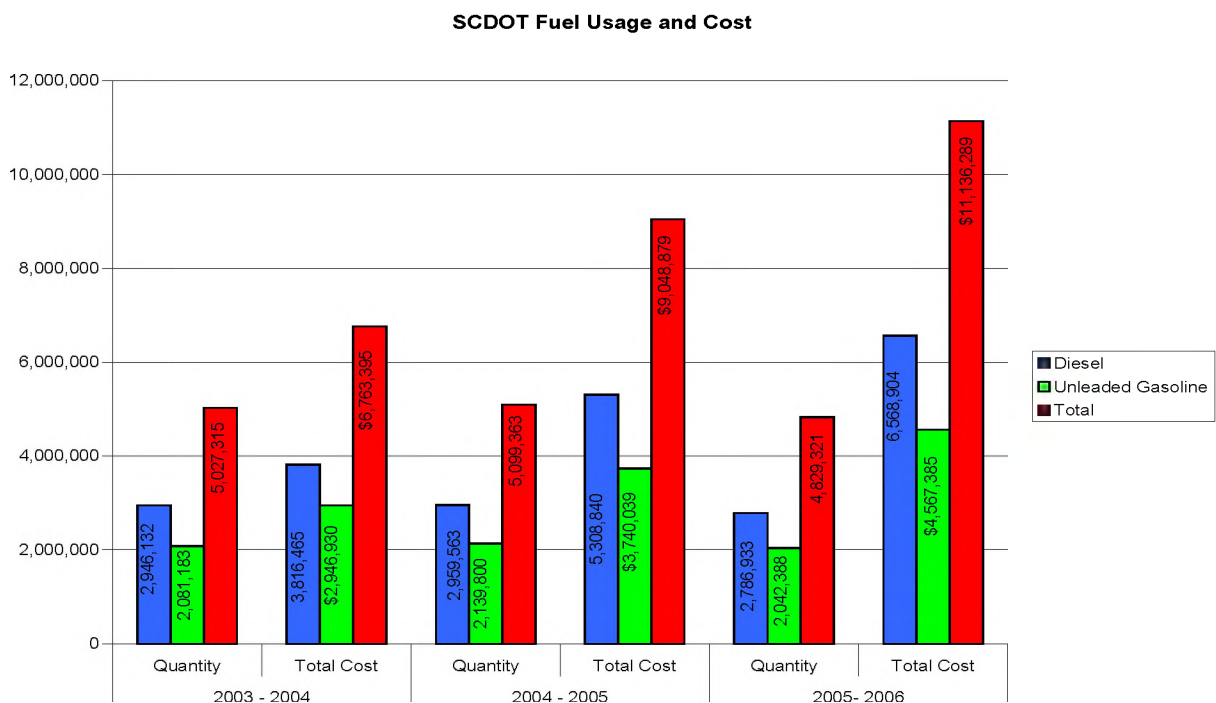


Figure 7.3g

7.4 Key Measures of Human Resources

The chart below depicts the percentage of minorities and females in the SCDOT workforce.

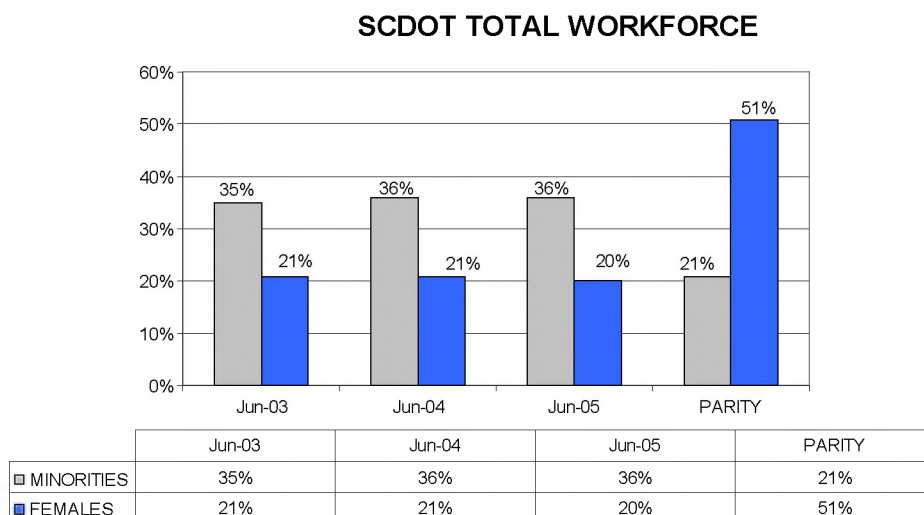


Figure 7.4a

Figure 7.4b below reflects the amount of tuition assistance expended for SCDOT employees to further their formal education. During the 2005-2006 fiscal year, there were 37 employees that received tuition assistance. A total of twenty-three SCDOT employees have received their degrees through the assistance of this program since its inception in 1994; four received degrees during FY 2005-2006. Usage is down for 05/06 but costs have escalated 65% in the past two years.

Tuition Assistance Program

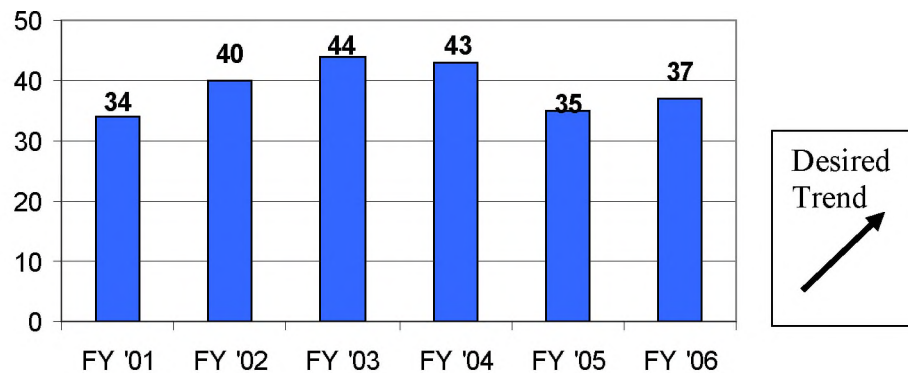


Figure 7.4b

Figure 7.4c below provides information of trend data for employee turnover for the last three years.

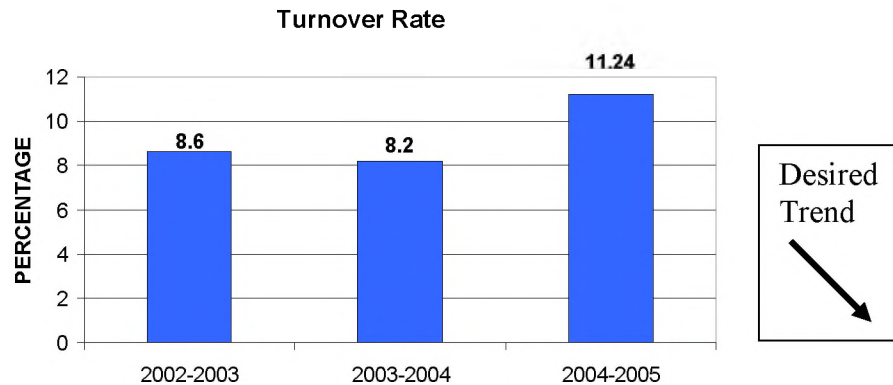


Figure 7.4c

Figure 7.4d below depicts the goal of, “*Reducing the vacancy rate within the agency to 5% by June 2008.*”

Number of Vacancies By Quarter for FY 05-06

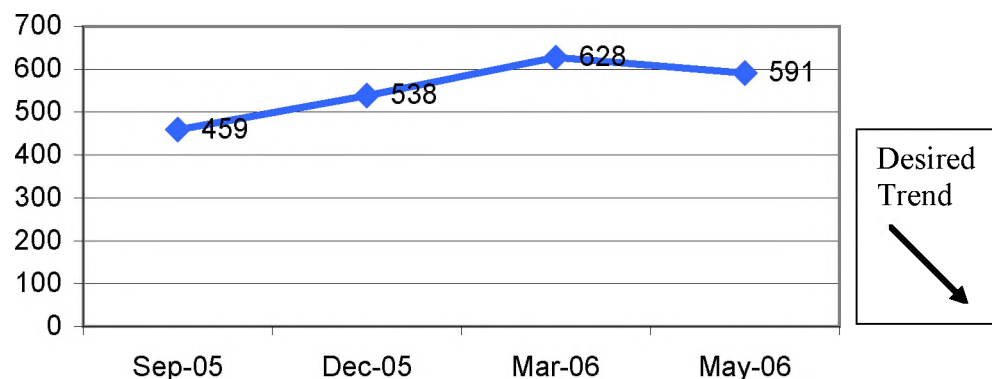


Figure 7.4d



Another agency goal is to “ **Reduce 25% of work related Injury, Accidents, and Illnesses by June 2008.**” The number of injuries, accidents, and illnesses reported on SCDOT’s First Report of Injury decreased dramatically between 2001 and 2002 but have increased since then. Injuries, accidents, and illnesses have increased by 4.3% between 2004 and 2005. **Figure 7.4e** below shows the recordable cases per 200,000 hours worked.

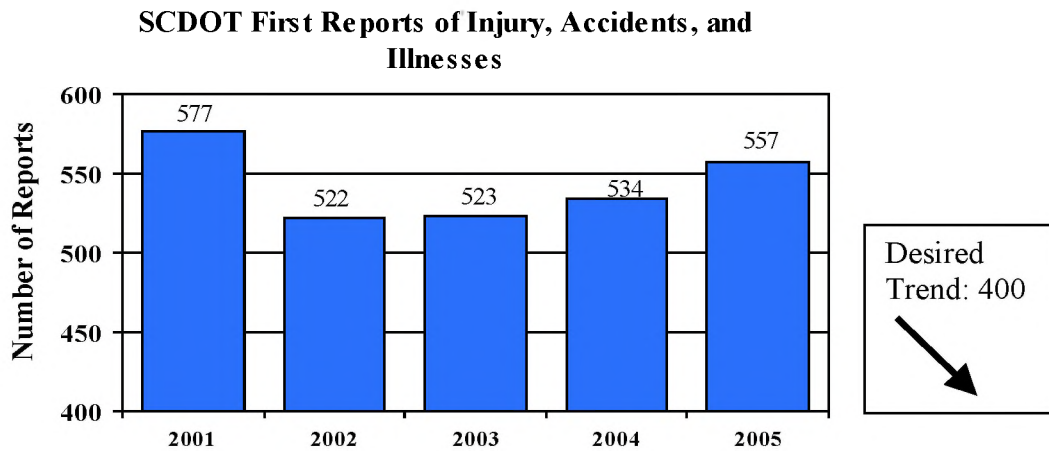


Figure 7.4e

7.5 Key Measures of Regulatory/Legal Compliance and Community Support

Independent Financial Audit for June 30, 2004 revealed:

The SC Department of Transportation continues to meet the strategic objectives of preparation and completion of financial reporting package in conformity with Generally Accepted Accounting Principles (GAAP). This fiscal year the objective of also preparing a Comprehensive Annual Financial Report (CAFR) was accomplished. This is a very complicated process and requires the reporting entity to adhere to strict standards to achieve the Government Finance Officers Association Certificate of Excellence in Financial Reporting. The Department is awaiting notification from the certification committee.

SCDOT was again one of the first agencies to submit its financial report to the Comptroller General for inclusion in the statewide financial statements. The Independent Auditor's Opinion concerning the Financial Statements was, as in past year, "Unqualified," the highest level of attainment. This means that the financial statements present the financial affairs of SCDOT completely and fairly

Internal Audits

During fiscal year 2006, Agency Audits completed sixteen final audits and two progress audits of consultant and university contracts. Total payments on these contracts were \$32,899,158.77. Audits resulted in questioned costs of \$789,820.61 and disallowed costs of \$200,189.31. Pre-award audits for forty-four consultant contracts and one consultant overhead audit were also completed during the fiscal year. The group also performed forty-three audits of enhancement projects, two railroad and utilities, three special projects and reviewed forty A-133 audit reports on sub recipients of federal funds. Three internal audits were conducted during the fiscal year resulting in fourteen recommendations for improvement. Three of those recommendations have been resolved. Satisfactory progress is being made to implement corrective action for the remaining eleven recommendations.

Agency Certification Limits

SCDOT has consistently received good procurement audit reports and the result has been an increase in procurement authority. This increase is shown in the chart below:

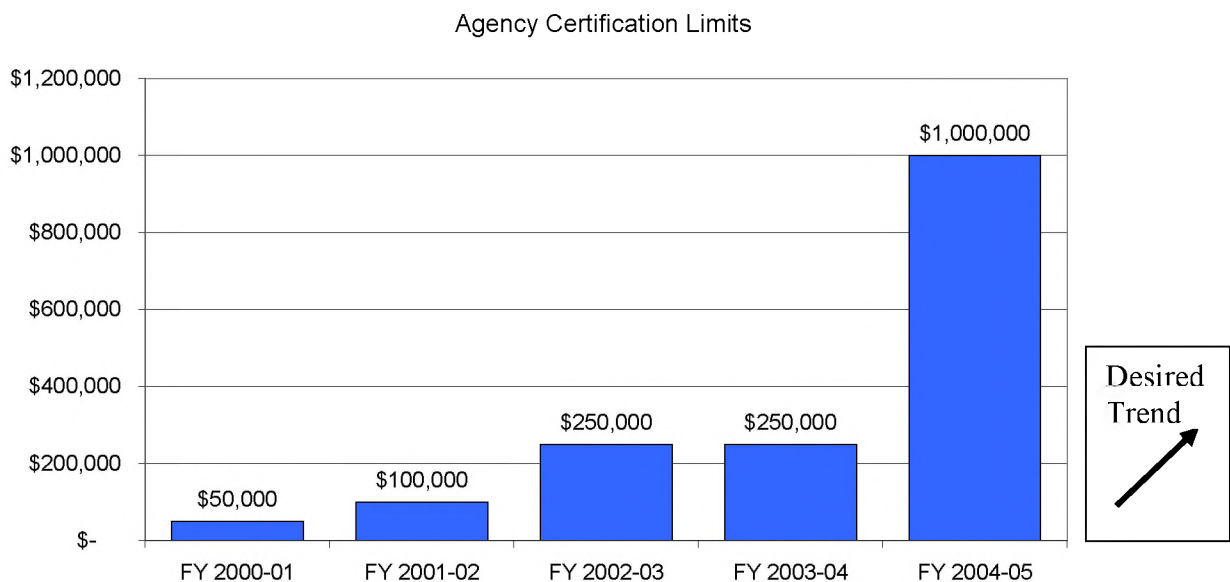


Figure 7.5a

Questions 7.2, 7.3, and 7.5 of the Malcolm Baldrige Quality Award Criteria

Appendix 1 to the 2005-2006 Annual Accountability Report

SCDOT's Strategic Plan contains the agency's goals, objectives, and performance measures. Progress is measured by the review of data submitted by the End State Champion.. The Executive Director reviews "dashboard indicators" essential for her to make informed timely decisions. This data is provided monthly by the Process Owners. Quarterly Reports are submitted by the Process Owners on each objective and the data is analyzed during In-Progress Reviews.

SCDOT/FHWA Strategic Plan

FY 2006-2008

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

South Carolina Department of Transportation
Annual Accountability Report 2005-2006

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

South Carolina Department of Transportation
Annual Accountability Report 2005-2006

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

Appendix 2 to the 2005-2006 Annual Accountability Report

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 04-05 Actual Expenditures		FY 05-06 Actual Expenditures		FY 06-07 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 167,868,550		\$ 172,913,666		\$ 178,392,081	
Other Operating	\$ 302,874,171		\$ 364,208,322		\$ 368,480,358	
Special Items				\$ 1,300,000		\$ 1,000,000
Permanent Improvements	\$ 601,007,192		\$ 594,340,945	\$ 100,000	\$ 642,813,311	
Debt Service	\$ 3,200		\$ 102,600			
Distributions to Subdivisions	\$ 39,928,687	\$ 100,990	\$ 29,068,691	\$ 100,990	\$ 31,770,804	\$ 100,990
Fringe Benefits	\$ 54,874,743		\$ 58,497,067		\$ 64,082,979	
Non-recurring						
Total	\$ 1,166,556,543	\$ 100,990	\$ 1,219,131,292	\$ 1,500,990	\$ 1,285,539,533	\$ 1,100,990

Other Expenditures

Sources of Funds	FY 04-05 Actual Expenditures	FY 05-06 Actual Expenditures
Supplemental Bills		\$ -
Capital Reserve Funds		
Bonds	\$ 1,395,558	\$ 95,594,045

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Strategic Planning

Program Number and Title	Supported Organization Strategic Planning Goal/Objective	Related FY 05-06 Key Action Plan/Initiative(s)	Key Cross References for Performance Measures*
SAFETY	Reduce SC fatality rate to within 10% of national average.	Reduce 20% of Run-off-Road crash fatalities by June 2008. Reduce 25% of Intersection crash fatalities by June 2008. Reduce 20% of Bicycle and Pedestrian fatalities by June 2008. Reduce 20% of Work Zone fatalities by June 2008.	Page 44 - Figures 7.1c, 7.1d, and 7.1e; Page 54 - Figure 7.4e
		Incorporate crash data analysis and safety countermeasures on all Projects by June 2008. Complete cost-benefit analyses of safety programs and optimize safety investments.	Page 57 - SCDOT/FHWA Strategic Plan
	Improve driver behavior through expanded partnerships	Develop and Implement a Comprehensive State Strategic Highway Safety Plan by June 2006. Reduce 20% of DUI related fatalities by June 2008. Increase seatbelt usage to 80% by June 2008. Decrease 20% of speed related fatalities by June 2008.	Page 57 - SCDOT/FHWA Strategic Plan
		Decrease 20% of motorcyclist fatalities by June 2008.	Page 57 - SCDOT/FHWA Strategic Plan
	Reduce Crashes in Congested Areas by 25%	Develop a program to manage Interstate and Primary highway capacity by June 2006. Increase 30% of ITS coverage Statewide by June 2008. Begin 24/7 ITS Operations by December 2005, and open the Traffic Management Center by June 2007.	Page 19 - ITS
	Reduce lost work days by 25% in 5 years	Reduce 25% of work related Injury Accidents and illness by June 2008. Improve Case Management to reduce average time to return to work to 7 days or less by June 2008. Implement annual workplace violence awareness training by June 2006.	Page 57 - SCDOT/FHWA Strategic Plan
	Be Ready for Disaster Response and Recovery	Complete alternate routing system for critical infrastructure by December 2006. Develop contingency plans to restore traffic and emergency plans to repair/replace critical infrastructure following a catastrophic event by December 2006.	Page 57 - SCDOT/FHWA Strategic Plan
CUSTOMER SERVICE	Improve external customer satisfaction by 10%	Continue to implement programs to improve customer satisfaction and knowledge of the mission and functions of SCDOT and monitor progress through surveys every two years.	Page 17 - USC Survey; Page 45 - Figure 7.2a; Page 46 - Figure 7.2c
		Establish customer service office (in HQ) and a hotline number (#511) by June 2006. Develop and implement Customer Service training tailored for field offices (construction and maintenance) by June 2006.	Page 18 - Customer Service
		All districts would have customer service representation by January 2006.	Page 16 - Customer Service Training
	Improve internal customer satisfaction by 10%	Develop and conduct internal surveys of two units to assess customer service provided by support areas each year. Implement programs to address concerns identified in surveys of support areas within one year of receiving survey results.	Page 18 - Internal Customer Satisfaction Survey; Page 27 - Informal Assessment
MAINTENANCE / PRESERVATION	Manage secondary road system with an increased budget	Revise/update secondary road standards to include PQI and ride-ability by December 2005. Optimize funding improvements through use of the pavement management system.	Pages 33 and 34 - Pavement Conditions
		Spend \$30 million each year on resurfacing and widening of secondary roads in fair condition (PQI>2.9) and/or where patching and shoulder widening has been completed the prior year.	Pages 33 and 34 - Pavement Conditions
		Spend \$15 million each year on maintenance of secondary roads in poor condition (PQI< 2.9). Preservation of secondary roads with less than 500 ADT: Surface seal 1,000 miles each year.	Pages 33 and 34 - Pavement Conditions
	Reverse the upward trend in deficient bridge deck area	Identify needs and develop a multi-year bridge replacement program to reverse trend;dedicate additional funding by October 2005. Develop and implement a bridge preservation program by January 2006.	Page 34 - Bridge Maintenance
	Resurface Interstate and Primary routes on a 12-15 year resurfacing cycle	Identify needs and develop a multi-year comprehensive work plan by December 2005.	Page 58 - SCDOT/FHWA Strategic Plan
		Dedicate additional federal funds for multi-year budget by December 2005.	Page 58 - SCDOT/FHWA Strategic Plan

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Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 04-05 Budget Expenditures	FY 05-06 Budget Expenditures	Key Cross References for Financial Results*
05010000 - General Administration	General Administration is the agencywide executive management and support service function.	State: Federal: Other: 32,676,257.09 Total: 32,676,257.09 % of Total Budget: 3%	State: Federal: Other: 37,015,273.59 Total: 37,015,273.59 % of Total Budget: 3%	
20010000 - Engineering Administration	This program funds the core management to support the delivery of the highway construction program.	State: Federal: Other: 76,581,712.86 Total: 76,581,712.86 % of Total Budget: 7%	State: Federal: Other: 78,450,557.84 Total: 78,450,557.84 % of Total Budget: 6%	
20030000 - Engineering Construction	This program is the construction of roads, bridges, and rest areas.	State: Federal: Other: 705,062,119.46 Total: 705,062,119.46 % of Total Budget: 60%	State: Federal: Other: 705,142,590.01 Total: 705,142,590.01 % of Total Budget: 54%	
20050000 - Highway Maintenance	This program maintains 41,496 road miles, 8,377 bridges, 539 buildings, 24 rest areas, and 10 welcome centers.	State: Federal: Other: 255,793,578.71 Total: 255,793,578.71 % of Total Budget: 22%	State: Federal: Other: 304,182,685.37 Total: 304,182,685.37 % of Total Budget: 23%	
99000000 - Capital Projects	Permanent Improvements financed by bonds. Bonds are used to construct roads, bridges, and rest areas.	State: Federal: Other: 1,395,558.26 Total: 1,395,558.26 % of Total Budget: 0%	State: Federal: Other: 95,594,045.46 Total: 95,594,045.46 % of Total Budget: 7%	

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

05050000 - Land and Buildings, 30000000 - Toll Operations, 95050000 - State Employer's Contributions, 40000000 - Mass Transit, 35000000 - Non-Federal Aid

Remainder of Expenditures:	State: Federal: Other: 96,543,864.63 Total: 96,543,864.63 % of Total Budget: 8%	State: Federal: Other: 95,841,174.93 Total: 95,841,174.93 % of Total Budget: 7%
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* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

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Glossary

AASHTO	American Society for State Highway and Transportation Officials
ARTBA	American Road Transportation Builders Association
BMS	Bridge Management System
CIP	Cross Island Parkway
COG	Councils of Government
CRM	Construction Resource Managers
DBE	Disadvantaged Business Enterprise
CTC	County Transportation Council
ETNA	Employee Training Needs Assessment
FHWA	Federal Highway Administration
FMSP	Financial Management Strategic Program System
FTA	Federal Transit Administration
ITS	Intelligent Transportation System
MAP	Maintenance Assessment Program
MPO	Metropolitan Planning Organizations
NAHBA	National Alliance of Highway Beautification Agencies
OMR	Office of Materials & Research
OSHA	Occupational Health and Safety Administration
QA/QC	Quality Assurance/Quality Control
Rutting	A sunken groove or track made by the passage of vehicles.
RUSH	Ramp Upgrades for Safer Highways
RTA	Regional Transportation Authority
SCDOT	South Carolina Department of Transportation
SCDPS	South Carolina Department of Public Safety
SCIRF	South Carolina Insurance Reserve Fund
STEP 21	Strategic Training and Education Program for the 21 st Century.
STTAR	Strategic Training for Transportation Agency Representatives
TRB	Transportation Research Board