

Accountability Report Transmittal Form

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**South Carolina Department of Transportation  
Annual Accountability Report  
Fiscal Year 2008-2009**

**Section I- EXECUTIVE SUMMARY**

**Description of the Department of Transportation**

The South Carolina Department of Transportation (SCDOT) is charged with the responsibility of systematic planning, design, construction, maintenance, and operation of the state highway system and coordinating mass transit services. SCDOT operates and maintains 41,466 miles of roads and bridges, which ranks as one of the largest state-owned highway systems in the nation according to the Federal Highway Administration (FHWA). The agency emphasizes the importance of system maintenance and preservation, safety, and environmental stewardship.

**Mission and Values**

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

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

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

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

### **Major Achievements from the Past Year**

Major achievements will be described in length in the “Business Results Section” of this report. Additionally, page 22 depicts completed transportation projects. The highlights of some of the major SCDOT achievements and awards during FY 2009 include:

- Palmetto Purchasing Card Leadership Award, 2009, Bank of America
- Certificate of Achievement for Excellence in Financial Reporting Program, Government Finance Officers Association (fourth award)
- 2008 Shining Star Award, Federal Transit Administration
- Exemplary Human Environment Initiative Award for the Fishdam Ford Bridge Replacement Project-FHWA
- Palmetto Safety Excellence Award to Lee County Maintenance by the South Carolina Occupational Safety Council
- Best Fleet Safety Program presented by Office of Fleet Management, South Carolina Budget and Control Board, presented in September 2008

### **Key Strategic Goals for Present and Future Years**

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

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

### **Key Strategic Challenges**

Funding continues to be the department’s biggest challenge. Based on projected funding, the annualized shortfall for the next 20 years is \$2.4 billion in 2007 dollars. This is being further complicated by increased construction and fuel costs. The SCDOT construction cost index rose by more than 60% in the last ten years. State motor fuel revenues shrunk by about 5% in FY’09 due to the nationwide economic recession. SCDOT has responded with internal reductions in operational costs, but these savings do not offset the huge cost increases combined with lower than expected revenues.

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

The federal Highway Trust Fund is also experiencing revenue shortfalls of roughly \$9 billion per year. This represents a funding level 20% below the authorized levels. The federal transportation authorization act, SAFETEA-LU, expires September 30 2009. Without increased revenue, the new authorization act will have to be funded at a lower than current level. This could result in a \$100,000,000 annual reduction in the SCDOT highway construction program. Planning for the future will be difficult until this matter is resolved on the federal level.

### **American Recovery and Reinvestment Act**

The American Recovery and Reinvestment Act (ARRA) was signed into law on February 17, 2009, allocating \$463 million for highways and bridges and \$41 million for mass transit programs. The SCDOT Commission approved staff recommendations of using a majority of ARRA funds in four categories: resurfacing, interstate maintenance, bridge replacements, local projects, and safety. The Commission also approved using the required funding for enhancements for sidewalks in all seven SCDOT Engineering Districts. The Commission completed approval of all projects covered by ARRA Funds in its June meeting and in addition, SCDOT Staff met the deadline of obligating the percentage of funds mandated by the law for projects that were “shovel ready” within 120 days. Funding for mass transit projects includes money for new facilities and renovations of existing facilities, vehicle acquisition, and technology.

### **How the Accountability Report is used to improve organizational performance.**

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

## **Section II- ORGANIZATIONAL PROFILE**

SCDOT is one of the largest state agencies in South Carolina and has a staff of approximately 5,055 men and women who work in all of the state's 46 counties and the central headquarters located in Columbia. The Department also employs 18 temporary grant employees and 71 temporary employees (on an as-needed basis). SCDOT is a cabinet agency under the Governor. The Governor appoints the Secretary of Transportation who serves as the Chief Administrative Officer. The Secretary of Transportation is assisted by three Deputy Secretaries who manage the three divisions of the agency - Engineering, Finance and Administration, and Mass Transit.

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

### **State Funding**

The primary source of funding for SCDOT is the state motor fuel user fee. The state motor fuel user fee accounts for approximately 95 percent of the state's funding sources available to SCDOT. The motor fuel user fee is primarily used to fund maintenance, program administration, mass transit, and to match federal-aid highway funds. For information on actual expenditures, the Appropriations/Expenditure Chart is located on page 45 as Appendix 2. The Major Program Areas Chart is located on page 48 as Appendix 4.

### **Statewide Multimodal Transportation Plan**

The Department maintains a comprehensive 20-year long-range plan that defines the goals and objectives for providing a safe and efficient multimodal transportation system. The plan defines transportation trends, deficiencies, and funding needs through the year 2030. The plan is comprised of several elements, including the Interstate Plan, Strategic Highway Safety Plan, State Public Transit and Coordination Plans, Strategic Corridors Plan, Rail Right-of-Way Inventory, Metropolitan Planning Organization (MPO) and Council of Government (COG) long-range plans, and an overall executive summary. The Statewide Multimodal Plan is updated every five years to reflect the latest conditions affecting transportation in South Carolina.

### **Key Customers**

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

## **Key Suppliers**

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

## **Major Products and Services**

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

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

## **Section III – ELEMENTS OF MALCOLM BALDRIGE**

### **Malcolm Baldrige National Quality Award Criteria**

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

### **CATEGORY 1: SENIOR LEADERSHIP, GOVERNANCE AND SOCIAL RESPONSIBILITY**

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

#### **Short and Long-Term Direction**

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

#### **Performance Expectations**

The Deputy Secretaries review data that contains essential information related to SCDOT's priorities and performance as outlined in the SCDOT Strategic Plan. Each objective that supports a goal in SCDOT's Strategic Plan has a performance measure. Employee performance is tied to a business plan based on SCDOT's vision, values, and goals as outlined in the Strategic Plan. Examples of measures include:

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

#### **Organizational Employment and Learning**

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

Five managers were awarded the Certified Public Manager Credential by the Office of Human Resources. The Deputy Secretary for Engineering has developed an Engineering Cross-Training Program.

## **Checks and Balances**

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

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

## **Recognition, Empowerment and Innovation**

During May 2009, Governor Mark Sanford proclaimed South Carolina State Employee Recognition Day and, in conjunction with this proclamation, an Employee Recognition Celebration was conducted to celebrate the contributions of SCDOT employees.

## **Ethical Behavior**

Act 114 requires SCDOT Commissioners, along with the Secretary of Transportation, the Chief Auditor and senior staff to take two hours of training every two years concerning ethics and the Administrative Procedures Act. This requirement was completed within one year of the law being enacted. All other employees received two hours of ethics training during FY 2009 as required by Act 114. Additionally, focus groups were conducted by the Office of Chief Internal Auditor to identify potential risks resulting in fraud, waste, and abuse. A Fraud Reporting Hotline was developed and a post office box was set up for the anonymous reporting of alleged fraudulent behavior.

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

Senior leaders of SCDOT focus on the customer by including public input in the majority of SCDOT services. 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, which allows management to track timeliness of responses.

A key business requirement is *Quality Customer Service*. The actions in this business requirement will be discussed in depth in “Category 3-Customer Focus” of this report. SCDOT has incorporated customer service as a strategic goal. Customer service is a key to operations and is woven into agency business plans.

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

SCDOT uses a multitude of forums to determine and address highway and public transit issues that affect the public in South Carolina. The SCDOT Commission holds monthly meetings that are open to the public. SCDOT updates the State Transportation Improvement Plan (STIP) as needed with input from the Councils of Government (COG) and the Metropolitan Planning Organizations (MPO).

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

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

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

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

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

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

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

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

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

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

Addressed in Section 1.1

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

SCDOT is actively involved in strengthening the community in which the agency's people work and live. SCDOT is totally committed to being a good corporate citizen. Governor Mark Sanford proclaimed May 11-17 as Transportation Week in South Carolina. This provides an opportunity for the transportation community across the nation to join together for greater awareness about the importance of transportation and to focus on making youth aware of transportation-related careers.

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

- “Adopt-a-DOT Family”
- American Heart Walk
- United Way
- Community Health Charities
- Engineering in Schools
- Limited English Proficiency Program – A program developed to identify (fluent) bilingual employees (26) who assist customers doing business with the agency
- Lunch Buddies Program – A voluntary mentoring program for underprivileged children conducted by SCDOT employees
- March of Dimes – Walk America Fundraiser by STEP-21 Alumni
- Construction Career Day (partnering with area high schools)
- Harvest Hope Food Bank
- Partnership with Felton Laboratory School to expose youth to transportation
- Career Fairs
- Encouraging employees to volunteer their time in conjunction with the compressed workweek
- Walk to School Day

## **CATEGORY 2: STRATEGIC PLANNING**

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

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

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

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

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

A meeting is conducted for the primary purpose of updating the Strategic Plan, including its supporting objectives and performance measures. This information is cascaded to all levels of the agency. Appropriate business plans to support the Strategic Plan are developed by each major organizational unit.

**2.4. How do you measure progress on your plans?**

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

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

Strategic objectives identified in the Strategic Plan focus on the agency's challenges.

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

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

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

[http://www.scdot.org/inside/strategic\\_plan10.shtml](http://www.scdot.org/inside/strategic_plan10.shtml)

## **CATEGORY 3: CUSTOMER FOCUS**

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

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

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

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

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

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

The Director of Maintenance Office tracks the time it takes to process a work request and, based on the data collected, SCDOT is able to evaluate resourcing and process management. SCDOT's Incident Response Teams ("Blue Trucks") provide assistance to thousands of motorists annually. All motorists receiving assistance are surveyed and suggestions are incorporated to improve services. The district engineering staff reviews the data in order to make improvements as necessary to the program. SCDOT tracks all correspondence received to ensure a timely response and resolution to issues of concern.

The Oversize/Overweight Permit Office surveyed its primary customers regarding the permitting process and is revamping an automated routing of permits. The Rights of Way Office distributes surveys to landowners when property is acquired as to their experience with SCDOT. Additionally, the Director of Maintenance Office surveys its customers by mail after the work is completed. SCDOT conducted a Landowner Opinion Survey that had a response rate of return of thirty percent. (See **Figure 7.2-5** on page 36.) SCDOT surveys customers of the Cross Island Parkway Toll Facility, Incident Response Teams, Rest Areas, citizens requesting road maintenance, and property owners during right-of-way acquisitions.

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

SCDOT measures customer and stakeholder satisfaction from the surveys obtained from selected programs as outlined above. SCDOT also receives numerous comments from the public via its website comment line.

#### **Customer Service Training**

Upon joining SCDOT, all new employees are required to take “Quality Customer Service.” In FY 2009, 389 employees received the training, for a total of 8,125 since its inception. An additional 564 employees were trained in the “Quality Customer Service Refresher Course” this fiscal year.

#### **Establishment of Benchmarks**

Benchmarks have been established for completing work identified through maintenance work requests. The measure is to complete 99 percent of routine work orders within 60 days (See **Figure 7.1-6** on page 33). Requests of a critical nature are normally handled within 24 hours of their receipt. In FY 2009, there were 63,684 work orders across the state.

#### **Tracking System for Customer Inquiries/Complaints**

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

### **3.5 How do you build positive relationships with customers and stakeholders to meet or exceed their expectations? Indicate any key distinctions between customer groups.**

SCDOT invites the public to information meetings on all major highway projects. Program Managers are present to answer questions regarding the project. SCDOT has also instituted a context sensitive approach for project development, which involves working with community stakeholders to preserve and enhance the human and natural environment. The agency’s new public hearing process has been instrumental in ensuring public input from both a formal and informal standpoint. The Secretary of Transportation has encouraged strong communication with communities in project areas to ensure that environmental, sociological, and aesthetic values are taken into consideration in planning, while at the same time improving road quality and safety. The Secretary of Transportation has met personally with locally elected officials and environmental advocates when necessary to understand their concerns conveyed on behalf of their constituencies as they relate to transportation projects.

#### **SCDOT Incident Response Program**

One of the more visible customer-focused programs of SCDOT has been the Incident Response Program, which operates in nine heavily congested areas of the state to combat non-recurring congestion. This program uses specially equipped blue trucks with SCDOT’s logo. Incident Response vehicles are equipped with arrow-boards, cones, tow ropes, and fire extinguishers. The responders are trained to utilize this equipment to provide initial first response activities at incident scenes, including hazardous material identification, and provide traffic control at the scene for the protection of the emergency responders as well as provide direction to the motorists negotiating the scene. Also, the

vehicles are equipped with fuel, water, and tools to enable quick repairs for disabled motor vehicles. These incident response activities were established to remove incident or disabled motor vehicles off the roadway as quickly as possible to reduce the impact of these incidents on traffic flow. The Incident Responders have contact with the Highway Patrol and other emergency responders across the state. **Figure 7.1-1** depicts the number of motorists/incidents SCDOT's Incident Response Program has assisted in the past three fiscal years.

### **Integrated Transportation Management System**

In 2003, SCDOT began developing a work plan for an Integrated Transportation Management System (ITMS) and continues to add new features based upon user needs. These enhancements include the ability to correspond Global Positioning System coordinates to a county, route, and mile point. SCDOT continues to deploy 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 and a central Traffic Management Center. There are now 320 cameras in operation. SCDOT also provides live camera feeds to the Governor's Office, the South Carolina Emergency Management Division, the Department of Public Safety and Horry County Emergency Operation Center. Along with the cameras, SCDOT utilizes over 288 side-fire microwave speed detectors, 149 automatic traffic recorders, 57 overhead changeable message signs and 26 highway advisory radios. These devices are used to aid daily traffic operations, as well as coastal evacuations. Also, many of these tools support the State Law Enforcement Division for AMBER (America's Missing: Broadcast Emergency Response) Alerts, fugitive alerts, and SCDPS safety campaigns. During FY 2009, SCDOT participated in five AMBER Alerts, one fugitive Alert and four safety campaigns.

### **Hurricane Evacuation Preparations**

South Carolina's coast is quite vulnerable to a strike by a significant hurricane. As such, provisions must be made to evacuate residents and visitors on the coast in a safe and expedient manner when a hurricane threatens. SCDOT, in partnership with the South Carolina Emergency Management Division and the South Carolina Department of Public Safety, plays an important role in the safe evacuation of citizens from the coast. The use and integration of Intelligent Transportation Systems (ITS), for support of the emergency traffic functions during a Hurricane Evacuation is increasing. Detailed functional and table top exercises are conducted throughout the year, with SCDOT as a major participant to train personnel for duty in an actual evacuation.

## **CATEGORY 4: MEASUREMENT ANALYSIS AND KNOWLEDGE MANAGEMENT**

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

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

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

The Secretary of Transportation identifies issues of concern and requests periodic briefings and updates.

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

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

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

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

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

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

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

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

A workforce development project continues to ensure that people are prepared to accomplish their respective duties and be compensated based on their assigned tasks. SCDOT compares processes used by other transportation departments to develop a “best practices” model.

**Video Conferencing**

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

**The Connector**

An employee newspaper, “*The Connector*,” is published quarterly and distributed to all employees, retirees, and others upon request with items of interest about SCDOT events.

## **CATEGORY 5: WORKFORCE FOCUS**

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

SCDOT is committed to developing and maintaining programs that foster individual growth for employees, target internal staff for advancement, and aid in creating a diverse workforce. Currently, SCDOT has reached 92.6% of its EEO/Affirmative Action goal attainment. The Agency is ranked #3 in percentage of goal attainment in state agencies with 1001 or more employees, and our overall ranking is #24 out of 85 state agencies. Maintaining a quality workforce of existing and future employees has been identified as a key component of the Agency's Strategic Plan. Consequently, our workforce planning activities have focused on the development and implementation of occupational career paths. Through this initiative, the Agency will be able to enhance its workforce's ability to successfully achieve SCDOT's mission, goals and objectives. Employees will acquire an increased understanding of their potential for professional development and upward mobility, with the result being a more stable and customer-focused workforce. **Figure 7.4.1** depicts the composition of the total workforce.

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

The Department's human resources processes are evaluated by using an employee survey and by interaction with the South Carolina Budget and Control Board - Office of Human Resources. Results from the survey are used for process improvement. The Office of the Chief Internal Auditor also completed an operational and performance audit of Human Resources during FY2009.

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

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

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

for Supervisors, Certified Public Manager Program, Associate Public Manager Program, and Public Professional Development.

During this fiscal year, 138 supervisors and managers attend training in the Fundamentals of HR Management. In addition, SCDOT requires its employees to attend Workplace Violence training and Sexual Harassment training. In FY 2009, 572 employees were trained in the Prevention of Workplace Violence. Three hundred fifty-three (353) employees attended Prevention of Sexual Harassment training.

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

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

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

With the implementation of Career Paths, SCDOT supervisors meet with their employees to identify at least three professional development activities for the employee to complete that could assist the employee in strengthening his skill proficiencies in his current position and/or obtaining relevant skills in preparation for advancement within their respective career path. All employees receive a performance appraisal based on the Employee Performance Management System. SCDOT believes the use of performance reviews motivates its employees to strive to improve their skills.

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

**Classification and Compensation Reform**

The Classification and Compensation Reform Project was implemented in 2006 to establish career paths and identify professional development needs for all of its classification series. The agency's goal is to more clearly define class utilization and develop opportunities for employee career growth. This project impacted approximately 4,195 positions. Efforts are currently underway to address other more specialized types of positions not affected at initial implementation. As a result of the development of Career Paths, 1,318 employees have been advanced in their respective Career Paths. SCDOT had a turnover rate of 7.4 percent during the past fiscal year. (**Figure 7.4-2**, page 39). This decline in turnover from 8.5 percent the previous year can be partially attributed to the Career Path program.

**Compressed Work Schedule**

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

### **Costs Savings Ideas**

The Secretary of Transportation sponsored a contest asking for costs savings ideas from the employees. He presented checks from his personal funds for \$1,000 to the employee making the best suggestion, \$500 for the employees making the second best suggestion and \$250 for the third best suggestion. The suggestions were judged by an independent group of four judges from the community. Over 300 suggestions for costs savings were submitted by employees and many of them have been or will be implemented. These suggestions have been incorporated into the Strategic Planning Goal of conserving resources.

### **Constraints on Travel**

SCDOT is very conscious of expenditures for travel and has taken measures to constrain any travel. In FY 2009, SCDOT reduced in state and out-of-state travel by 48%. In an effort to accomplish SCDOT's strategic goal to "Maintain a Quality Workforce," SCDOT continues to promote training of its employees using video conferencing and having trainers present for instruction on the job site at field locations.

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

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

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

SCDOT places great emphasis on health, security and safety. SCDOT has a Health and Wellness Program that is co-managed by the Agency's nurse and the benefits coordinators in Human Resources. Most work locations also have a volunteer wellness coordinator. SCDOT held four blood drives in FY 2009, collecting 142 units of blood. SCDOT participates in the South Carolina Budget and Control Board-sponsored Prevention Partners Wellness Walk, and accounted for 14% of the total participation this year. In addition, SCDOT held a Health Fair, which was attended by over 500 employees.

All buildings have evacuation plans and periodically, unannounced tests are conducted. The headquarters building had an emergency evacuation exercise with over 900 employees exiting the building in less than six minutes.

## **CATEGORY 6: PROCESS MANAGEMENT**

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

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

#### **Highway Safety**

SCDOT's strategic plan identifies safety as a top priority. Goals within the plan include reducing South Carolina's highway fatalities by a total of 25 people per year and reducing total crashes within the state by 3% per year. SCDOT continues to lead the state's development and implementation of the South Carolina's Strategic Highway Safety Plan (SHSP). The SHSP, as required by federal law, strategically establishes statewide goals, objectives, and key emphasis areas developed in consultation with federal, state, local, and private sector safety stakeholders.

SCDOT has installed 476 miles of this barrier on interstate and controlled access corridors since the inception of the program in 2001. There have been 16,561 hits on these cables by out-of-control vehicles since 2001. Fatal collisions due to median crossovers on these routes have numbered twenty-eight in this nine year period averaging three per year. Prior to installation, there were twenty-seven crossover fatal collisions in 2000. The use of cable barriers has resulted in a very significant reduction of crossover collisions on South Carolina's Interstate Corridors. Repair costs recovered from drivers who strike the cables have increased each year since installation to fifty in 2009. This benefit to the state is a result of aggressive claims management by SCDOT, in cooperation with law enforcement.

#### **Occupational Safety**

SCDOT is bound by the rules and standards of the Occupational Safety and Health Administration (OSHA) to prevent work-related injuries, illnesses, and deaths by issuing and enforcing rules for workplace safety and health. SCDOT's goal is to reduce work related injuries, accidents, and illnesses and associated lost workdays by five percent per year. The Department's Occupational Safety and Health Office promotes safe and healthy work operations, reviews accident causations, develops countermeasures, and briefs management on recommended strategies for improvement. Team members work with the Department's Occupational Nurse to sponsor an annual preventative health risk screening for all employees. Team members also review each organizational unit's loss control records to identify deficiencies and to promote outstanding safety achievement. Through the Department's Hearing Conservation Program, 971 employees who work in high noise hazard areas had their hearing evaluated. In 2008, there were 289 work related OSHA recordable cases of injuries and illnesses, down from 341 in 2007. The SC Occupational Safety Council and SC Chamber of Commerce together recognized 88 SCDOT work units for safety achievement during 2008. SCDOT also recognized nine maintenance units for safety achievement during 2008. The SC Budget and Control

Board recognized 2,018 SCDOT employees with safe driving awards during 2008. Awards data is compiled on a calendar year basis.

### **Pre-Construction**

The most significant event occurring during FY2009 was the infusion of funding under the American Recovery Reinvestment Act (ARRA). SCDOT Planners, Pre-Construction engineers and finance staff developed recommendations for “shovel ready” projects for review and approval by the Commission and the Secretary of Transportation. SCDOT is responsible for administering all federal transportation funds. In accordance with the Code of Federal Regulations, 23CFR 1.11 and 635.105, SCDOT may delegate administration and management of certain federal-aid projects to a Local Public Agency (LPA); however, this delegation does not relieve SCDOT of its responsibility of administering those funds.

To improve the oversight of all LPA managed projects, SCDOT has set up an independent office dedicated to reviewing and approving the administration and management of these projects. The responsibilities of the Local Public Agency Administrator include qualified determination of an LPA’s ability to manage a project, recommending contract provisions for the LPA participation agreement, organizing appropriate SCDOT staff during various phases of an LPA managed project, maintaining official SCDOT project files of all project documents, verifying qualified invoices, recommendations for payment, and monitoring the project closure process of a project or phase of project. An external website on the internet is activated as a part of doing business with SCDOT with similar information. New procedures for local public agency project administration have been approved and are being implemented throughout the state. Before a town, city, or county can administer and manage a project using state or federal funds, they must be deemed to be “adequately staffed and suitably equipped” to undertake and satisfactorily complete the work. Otherwise, SCDOT will manage the project for these governmental entities. In March, over fifty local governments attended a workshop at Headquarters outlining the new procedures.

### **Construction**

During FY 2009, 227 road and bridge projects totaling \$373.46 million were completed by the Department. This included 12 federal/state bridge projects for 5.29 miles totaling \$51.77 million; 16 state secondary projects (“C” projects) for 90.89 miles totaling \$7.36 million; 23 special-match projects for 101.07 miles totaling \$19.99 million; 8 interstate projects for 28.34 miles totaling \$8.64 million; 42 primary/urban projects for 315.05 miles totaling \$194.68 million; 63 other maintenance projects.

### **Notable Projects Completed**

- SC 5: 9 miles of road widening and 2 bridges in Cherokee County in the amount of \$31.1 M by Eagle Construction Company.
- North Myrtle Beach Connector: 6.9 miles in Horry County in the amount of \$18.6 M by A.O. Hardee & Son, Inc.
- US 378: 6.9 miles of road widening and 1 bridge in Clarendon and Florence Counties in the amount of \$16.2 M by U.S. Group, Inc.
- US 378: 7.1 miles of road widening in Clarendon, Florence, and Williamsburg Counties in the amount of \$14.5 M by Key Constructors, Inc.

- SC 377: 1.7 miles of road widening and 4 bridges over Black River in Williamsburg County in the amount of \$14.3M by United Contractors, Inc.
- US 17: 0.5 miles of road widening and bridge replacement over the Combahee River at the Beaufort and Colleton County line in the amount of \$14.0M by United Contractors, Inc.
- SC 72: 5.8 miles of road widening in Abbeville County in the amount of \$20.8M by Satterfield Construction Company, Inc.
- Fantasy Harbour: 3.3 miles of widening in Horry County in the amount of \$11.8M by L. Dean Weaver Construction Company, Inc.
- US 21: 4 miles of road widening in Beaufort County in the amount of \$11.4 M by U.S. Group, Inc.

During the past state fiscal year, the SCDOT has let and awarded 343 construction contracts totaling approximately \$624 million. This includes \$161 million in American Recovery and Reinvestment Act contracts and \$49 million in Design Build contracts.

### **Value Engineering**

Value Engineering is used both in the pre-construction and construction phases of projects. It is a prescribed methodology to analyze a project to identify its purpose and function and to determine whether the goals of the project are being accomplished in the most cost efficient manner. The value engineering study strives to achieve design excellence by improving quality, minimizing total ownership costs, reducing construction time, making the project easier to construct, ensuring safe operations, and ensuring environmental and ecological goals.

### **Road and Highway Maintenance and Preservation**

SCDOT has the responsibility for maintaining one of the largest state maintained highway systems in the nation, and does so at the lowest funding per mile in the nation. SCDOT expends an average of \$8,281 per mile on maintenance, which is well below the national average of \$20,953 per mile. The maintenance budget for 2009 was \$349,000,000, an increase of \$39,000,000 over the 2008 budget.

### **Pavement Condition**

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

### **Bridge Maintenance**

SCDOT uses a Commission-adopted formula to prioritize bridge replacement projects. Other projects such as rehabilitations are prioritized using Bridge Management System processes combined with engineering judgment and due diligence. The Bridge Management System employed can also predict current and future bridge needs such as replacements, rehabilitations and repairs. Statewide bridge inspection continues to be a critical component of highway safety and the eligibility for federal-aid bridge program funds. SCDOT inspects approximately 5,600 bridges every year and contracts for underwater bridge inspections of approximately 50 to 60 bridges per year. Data collected

from inspection, maintenance, and construction activities are an integral part of the Bridge Program. Detailed analyses of South Carolina's bridge needs are also very important as a measuring tool for progress. During FY 2009, the following activities related to bridge maintenance were conducted:

- Completed 2 steel bridge painting projects
- Completed 6 major repair projects
- Completed a first-of-its-kind in South Carolina "asset management" project with the Ravenel Bridge and 6 bridges in Beaufort, Berkeley, and Charleston Counties
- Initiated a first-of-its-kind in South Carolina "bridge health monitoring" project on 2 bridges using the latest in sensor technology
- Initiated a project using state of the art technology to determine the foundation depths for bridges with unknown data
- Completed one underwater bridge inspection contract
- Initiated another underwater bridge inspection project

There is a strategic planning goal to reverse the upward trend in the deck area of structurally deficient bridges. SCDOT is attempting to reverse the trend by seeking additional funding. There were 38 new bridges completed this fiscal year. The current funding level is \$119M and should begin to reverse the upward trend in the deck area of structurally deficient bridges. However, significant improvement will require both increased and sustained funding.

### **Quality Management of Maintenance Activities**

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

### **Mass Transit**

The SCDOT Division of Mass Transit is the primary entity responsible for the coordination of public transportation services in the state, including the distribution of state and federal funds statewide and regional transit plans, developing and implementing transit programs to meet statewide objectives and local needs, and providing ongoing oversight and monitoring of local transit providers and grant programs. In addition, SCDOT provides funding for coordination of transit services and technical assistance to local transportation providers. In this role, it works closely with local transit providers to develop and fund demonstration projects and special services to enhance transit services in rural areas of the State. Detailed information regarding the coordination and funding of public transit in South Carolina is located at appendix 6 of this report. Proviso 89.121, provides for the consolidation of the Mass Transit Coordination and Funding Plan to be part of this report.

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

### **Major Accomplishments of the SCDOT Division of Mass Transit**

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

### **Federal and State Transit Funding Programs**

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

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

### **Rail Development**

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

SCDOT completed the South Carolina Statewide Comprehensive Multimodal Transportation Plan that included as one its key elements a Rail Right-of-Way Inventory. This study identified South Carolina's active railways, abandoned railways and short-line

railways, which will be used to implement a rail corridor preservation and revitalization plan for preserving railroad right-of-way for future use as required under Section 57-3-40 (B) and (D) of the South Carolina Code of Laws.

SCDOT also received the final report on a study evaluating high speed options in the Macon-Atlanta-Greenville-Charlotte Rail Corridor. The review of this Upstate High Speed Rail Corridor validates the decisions of Congress and the USDOT to recognize this corridor, and establishes the justification for continued interest and progress toward developing high speed rail along this route. SCDOT, in partnership with Georgia and North Carolina to continue the next phase of this corridor, have submitted a pre-application for the \$8B rail program funded under ARRA. Also, an ARRA application was submitted by SCDOT for the Assembly Street Railroad Corridor Consolidation Project in Columbia as well as the Blackstock Road grade separation over Norfolk Southern Railroad project in Spartanburg. SCDOT is also conducting an internal feasibility assessment of passenger rail service between Florence, Myrtle Beach and Charleston, and a connection with the proposed eastern leg of the Southeast High Speed Rail Corridor through South Carolina.

### **Adopt-A-Highway**

Litter abatement is an important facet of the Department's community outreach efforts. For 21 years the Adopt-A-Highway Program has provided an effective channel for cultivating public commitment to keeping our highways clean. SCDOT county maintenance units and county coordinators oversee the Adopt-A-Highway Program on a local level, and all 46 counties in the state participate in the program. The Adopt-A-Highway volunteers, who clean up roadside litter at least four times a year, are one of our state's most valuable resources. Adopt-A-Highway volunteers continue to produce impressive results in their fight against litter. There were 27,682 volunteers who collected 1,502,753 pounds of trash in FY 2009.

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

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

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

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

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

The Office of Materials and Research (OMR) is a support element of the Director of Construction Office. Code of Federal Regulations (CFR) 23 CFR 637 requires that SCDOT maintain a fully accredited testing laboratory and adequate, qualified staff. OMR continues to remain fully accredited through the AASHTO Materials Reference Laboratory Accreditation Program that was established at the National Institute of Standards. The Accreditation Program is certified to ISO 9001-2000 standards and requires participants to maintain a high level of quality in personnel certification, equipment calibration, record keeping, and test result reporting. On-site assessments occur every 24 months and blind testing is conducted on proficiency samples for all areas of accreditation such as soils, asphalt, concrete, paint and more are performed routinely throughout a given year.

To ensure that SCDOT projects are constructed using proper techniques and appropriate materials, all technicians (department, contractor, and consultant personnel) involved with quality control on projects must have SCDOT certification in the areas they are testing or inspecting. These certifications may include earthwork, base course, nuclear density gauge, concrete, foundations, aggregates, and four levels of asphalt.

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

#### **Research**

SCDOT's research program is administered by the OMR. Federal funds are provided for research through the State Planning and Research Program. In FY 2009, there were 17 active research projects in a wide range of subject areas. One of the studies completed during the year was "Evaluation of Rapid Set Patching Materials for Portland Cement Concrete Applications," which resulted in the development of a new test method that predicts long-term field performance of the repaired section better than tests currently used. The test method was submitted to the appropriate section of the National Transportation Product Evaluation Program for consideration in adopting as a national standardized test procedure.

#### **Energy Conservation**

SCDOT is an active participant in the State Energy Conservation Program. SCDOT has explored the use of an Energy Performance Contract and made a decision not to proceed because of the changing economic climate; however, recommendations made by Energy audits are being implemented in the three largest facilities to reduce energy consumption. Energy Conservation workshops were conducted in all of the Engineering Districts. The Department's Energy Plan has been approved by the State Energy Office. In early FY10, SCDOT will apply for Energy funding under the provisions of the ARRA Energy Stimulus Package. All new and renovated facilities use standards cited in the International Energy Conservation Code, 2000 Edition, including the 2001 Modifications

that relate to the energy efficient design of new buildings, except low-rise residential buildings. The Department is nearing completion of retrofitting all traffic signals with Light-Emitting Diode Technology. Additionally, SCDOT is one of the top state agencies in recycling paper and other materials. A certain percentage of new vehicles are configured to use alternative fuels. SCDOT now has 566 Alternative Fuel Vehicles in its fleet. There has been a slight decline in the use of fuel although the costs of fuel have increased in the past fiscal year as indicated in **Figure 7.3-6** on page 41.

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

The key support processes of SCDOT include those activities that provide administrative and logistical support. These processes include:

- Administration
- Information Technology Services
- Supply and Equipment
- Capital Improvements
- Finance and Accounting
- Legal
- Human Resources
- Employee Support Services
- Employee Development
- Office of Materials and Research.

### **Procurement**

SCDOT procures highway-related contracts and services through a procurement system that is consistent with federal highway rules and regulations. All other procurements are made in compliance with the SC Consolidated Procurement Code, which is administered by the SCDOT Procurement Office. To achieve efficient use of its resources, the Department uses “just in time” supply chain management, reducing the need for costly warehousing and makes extensive use of the South Carolina Purchasing Card,

### **Information Technology**

The Information Technology Services staff supports 101 software applications. Among the mission-critical applications are the Integrated Transportation Management System, the Highway Maintenance Management System, Site Manager (AASHTO product), and the Intelligent Transportation System. This year, the Equipment Management module was added to the Highway Maintenance Management System. It is a fully functional equipment management and control system that manages the active and retired equipment fleet, repair work on equipment, upgrades to equipment, location of the equipment, utilization of equipment, operational cost of equipment, keeps a full history of all facets of the equipment life cycle. It also includes fuel card management and equipment service management.

A major upgrade to the South Carolina Automated Routing and Permit System was implemented. This system allows the Oversize and Overweight Permit Office staff to accept requests for permits and issue said permits when approved. The web portion of the South Carolina Automated Routing and Permit System allows the trucking industry to enter permit requests and self-issue pre-approved permits twenty four hours a day.

The IT Services staff completed system engineering and implementation of the optical circuit between the central data center and the new Traffic Management Center at Shop Road. The SCDOT “main site,” [www.scdot.org](http://www.scdot.org), receives an average of 12,500 visits per day. The top pages are the Traffic Cameras, Road Conditions, Materials and Research Lab Procedure Manual, and the Employment Page.

The public may obtain information about the funding that SCDOT will receive under the American Recovery and Reinvestment Act of 2009 (ARRA) authorized by Congress for rebuilding infrastructure like roads and bridges. The site includes preliminary plans on how the funds will be used as well as detailed reporting.

Other web sites have also been developed to provide information about the proposed I-73 ([www.i73innc.com](http://www.i73innc.com)), the extension of the Mark Clark Expressway in Charleston ([www.scdot.org/I526/](http://www.scdot.org/I526/)), the rehabilitation of the Ben Sawyer Bridge connecting Sullivan’s Island with Mount Pleasant ([www.bensawyerbridge.com](http://www.bensawyerbridge.com)), the Palmetto Parkway in the Aiken area ([www.palmettoparkway.com](http://www.palmettoparkway.com)), US Route 17 ACE Basin Parkway ([www.usroute17.org](http://www.usroute17.org)), and the Road Map To Safety ([www.roadmaptosafety.us](http://www.roadmaptosafety.us)).

### **Business Development**

The SCDOT Business Development Center continues to thrive as a part of a federal initiative called “Business Opportunity and Workforce Development,” a program designed to enhance skills and create opportunities for Disadvantaged Business Enterprises (DBEs) certified under the South Carolina Unified Certification Program. In FY 2009, there were 130 applications received for DBE certification resulting in 82 firms certified in the Unified Certification Program.

### **Capital Improvements**

SCDOT owns and manages 800 structures across the state comprised of headquarters, district offices, county maintenance complexes, construction offices, rest areas, welcome centers, section sheds, warehouses, picnic shelters, and small storage buildings. Many of these structures are old and outdated. Through a rehabilitation program, SCDOT has enhanced many of the older structures.

### **Outdoor Advertising**

SCDOT administers the Outdoor Advertising (ODA) Program for the state. The mission of the ODA office is to administer the Highway Advertising Control Act, Junkyard Control Act, and Vegetation Maintenance Program along federal-aid primary highways and National Highway System routes through review and inventory. Permits are required for the erection of ODA signs under the Highway Beautification Act of 1965. ODA customers are the billboard industry, property owners, and the business community. These customers may reside within or be located outside the state. The office manages 6,355 active billboard permits, and more than 1,460 active vegetation maintenance permits. The National Alliance of Highway Beautification Agencies recognized SCDOT’s ODA office for its leadership in solving the challenges associated with implementing the Highway Beautification Act.

In FY 2009, the SC General Assembly and the Federal Highway Administration gave SCDOT the approval to move forward with a “pilot” project, which will allow the upgrading of certain nonconforming billboards along Interstates 26 and 95 in exchange for the permanent removal of others (on a ratio of 2 to 4 removals per 1 upgrade). Current federal and state laws limit the amount of maintenance that can occur on a nonconforming billboard. This pilot project has three clear benefits to the State: (1) protects public investment and preserves natural beauty, (2) facilitates partnership efforts with local governments and scenic groups regarding appearance of State roadways, and (3) reduces the number of nonconforming signs on our roadways.

### **Oversize/Overweight Permit Office**

The SC Oversize/Overweight (OSOW) Permit Office is an office within SCDOT that issues route-specific permits to allow the safe transportation of commodities that exceed the legal weight and dimensions set by federal and state law. Movers of cargo across or through the state of South Carolina are required by state law to obtain a permit to move such goods. There are approximately 290 permits issued daily. With a staff of seven, the average turn-around for a single trip permit is two hours. The Permit Office’s updated phone system provides a toll-free number for customer’s use, additional phones lines, and affords the capability to monitor customer efficiency and update informative messages. In FY 2009, there were 71,716 permits issued.



**The Safe Routes to School (SRTS) Program** is a federally funded program administered by SCDOT, with guidelines set forth by the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users also referred to as SAFETEA-LU. The program enables and encourages children to walk and bicycle to school safely, while promoting good health and reducing traffic congestion and air pollution near schools. SRTS funds may be used to improve the pedestrian and cycling conditions around schools and communities and for education, encouragement, and enforcement programs.

In this last year 13 communities were granted up to \$200,000 each to implement a comprehensive SRTS program. SRTS also assists with regional public service announcements through a partnership with Palmetto Cycling Coalition and local television stations. In October of each year, SRTS sponsors Walk to School Day statewide with over 58,000 students and 140 schools participating each year.

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

The Statewide Transportation Improvement Program (STIP) is a comprehensive document report approved by the Commission detailing planned federal obligations covering a six-year period, as well as the prior year project information for reference purposes. The STIP is updated every three years and normal program amendments and corrections occur as necessary to keep the document current. The STIP reflects the collaborative efforts of MPOs, COGs, and Regional Transportation Authorities. The STIP is being updated in 2009 to reflect the latest allocation plan and project programming information for federal fiscal years 2010-2015.

## CATEGORY 7 – BUSINESS RESULTS

### 7.1 Key Measures of Mission Accomplishments and Organizational Effectiveness

The key measures depicted in this section include the Incident Response Program, the Highway Mileage Death Rate, Run-off-the-Road Crashes, Intersection Crash Fatalities, Condemnation Rate, and Maintenance Work Requests completed after 60 days.

#### SCDOT Incident Response Program

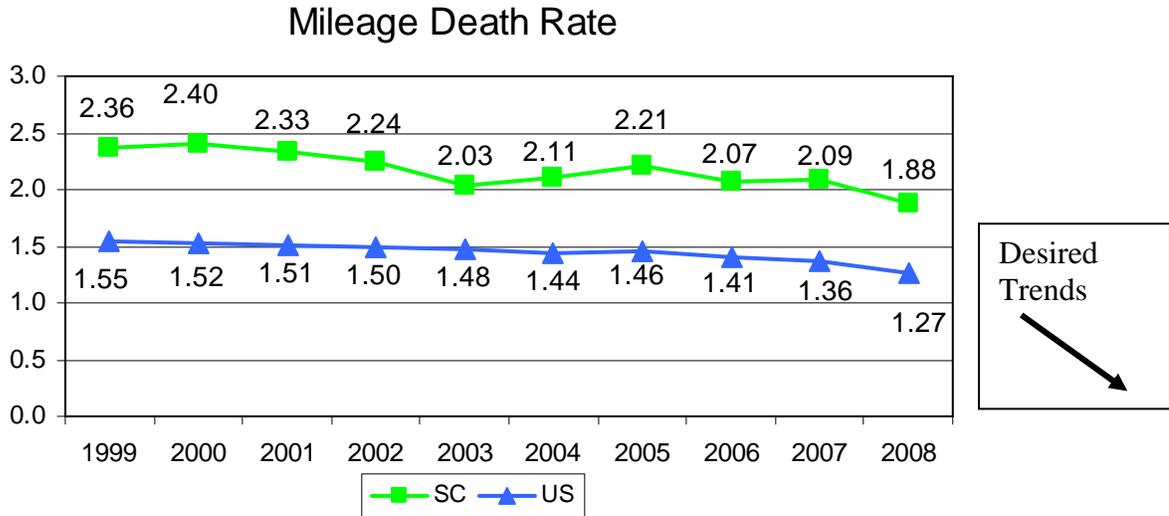
This program uses specially equipped blue trucks with SCDOT's logo that are equipped with arrow-boards, cones, tow ropes, fire extinguishers, fuel, water, and tools to enable quick clearance of incidents including traffic crash and disabled motor vehicles. The Incident Responders have contact with the Highway Patrol and other emergency responders. **Figure 7.1-1** depicts the number of motorists SCDOT's Incident Response Program has assisted in the past three fiscal years

AREAS	FY 2007	FY 2008	FY 2009
Columbia	6,183	5,488	4,587
Upstate (Greenville and Spartanburg)	7,776	5,994	4,876
Rock Hill	2,958	2,636	2,641
Charleston	12,788	11,415	9,464
Anderson	2,193	2,177	2,230
Myrtle Beach	5,829	5,162	4,121
Beaufort	2,337	1,990	1,476
Florence	4,258	4,598	3,942
Cherokee	1,748	1,208	848
<b>Total Responses</b>	<b>46,070</b>	<b>40,668</b>	<b>34,185</b>

**Figure 7.1-1**

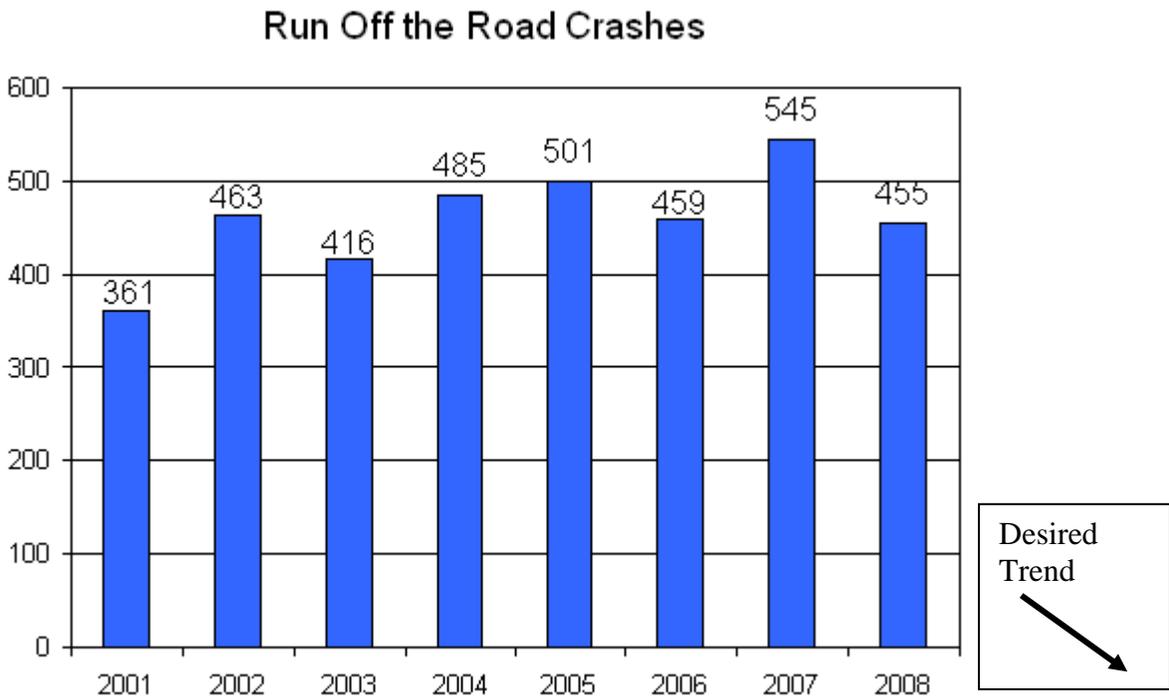
#### Mileage Death Rate

SCDOT has a goal to reduce traffic fatalities on the state's highways by twenty-five per year and crashes by three percent by June, 2010. The mileage death rate is a measure of traffic fatalities per 100 million vehicle miles of travel. **Figure 7.1-2**, based on statistics compiled by the National Highway Traffic Safety Administration by calendar year, indicates a downward trend in this rate between 2005 and 2008. The 2008 rate of 1.88 was 48% above the national rate, but is down from 54% above the national rate in 2007.



**Figure 7.1-2**

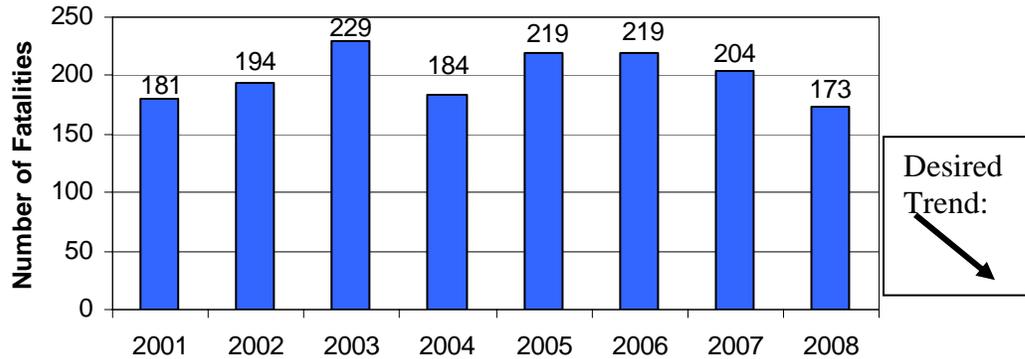
**Figure 7.1-3** below depicts the number of fatalities from “Run-off-the-Road” crashes in a calendar year. The number of Run off the Road crash fatalities for 2008 was the lowest since 2003. The reduction of 90 fatalities between 2007 and 2008 represents a 16% decline.



**Figure 7.1-3**

The chart on the following page (**Figure 7.1-4**) illustrates the number of traffic fatalities in intersection crashes since 2001. The 173 reported fatalities for calendar year 2008 represent a decline of 56 fatalities, or 24%, since 2003.

### Intersection Crash Fatalities

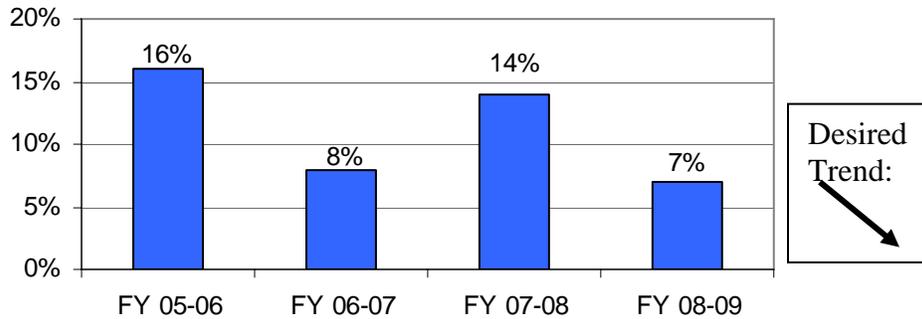


**Figure 7.1-4**

### Condemnation Rate

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

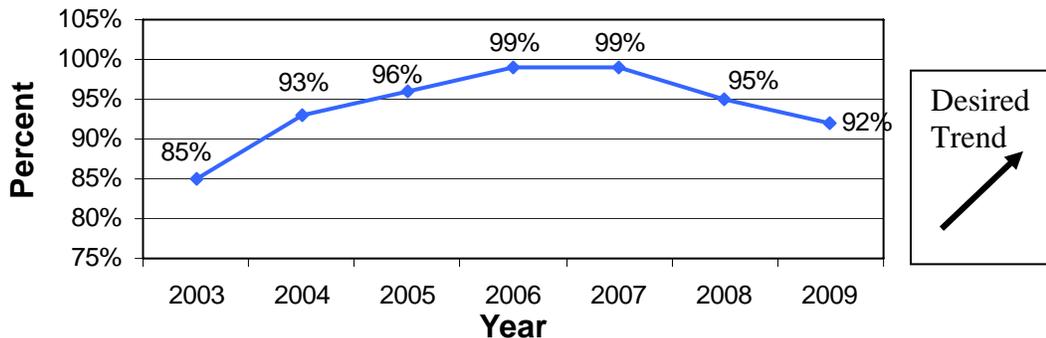
### Condemnation Rate in South Carolina



**Figure 7.1-5**

The improvement of our customer service has been a major part of the business plan; therefore, SCDOT monitors its response to a citizen work requests with a goal to complete all work requests within 60 days. SCDOT completed 92 percent of work requests within 60 days. Last year, SCDOT received 63,684 work requests. **Figure 7.1-6** below shows this percentage.

### % Work Requests Completed Within 60 Days

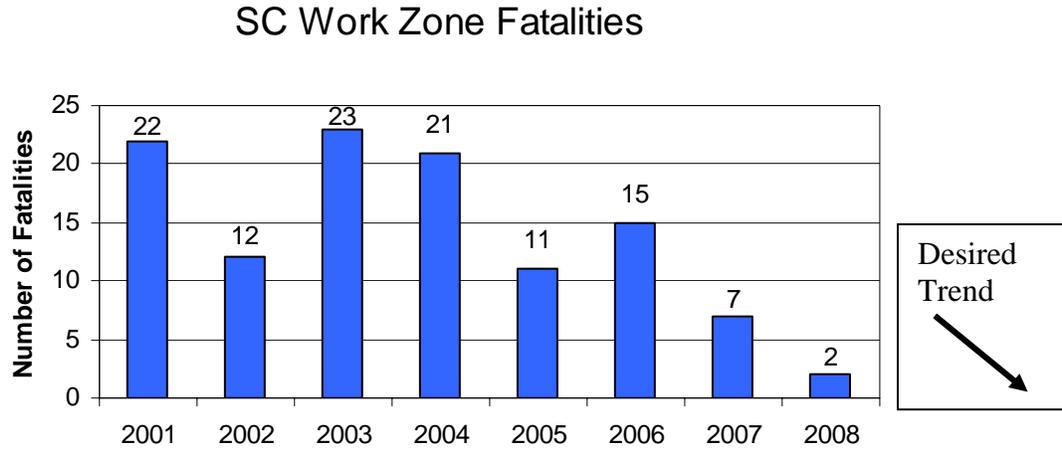


**Figure 7.1-6**

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

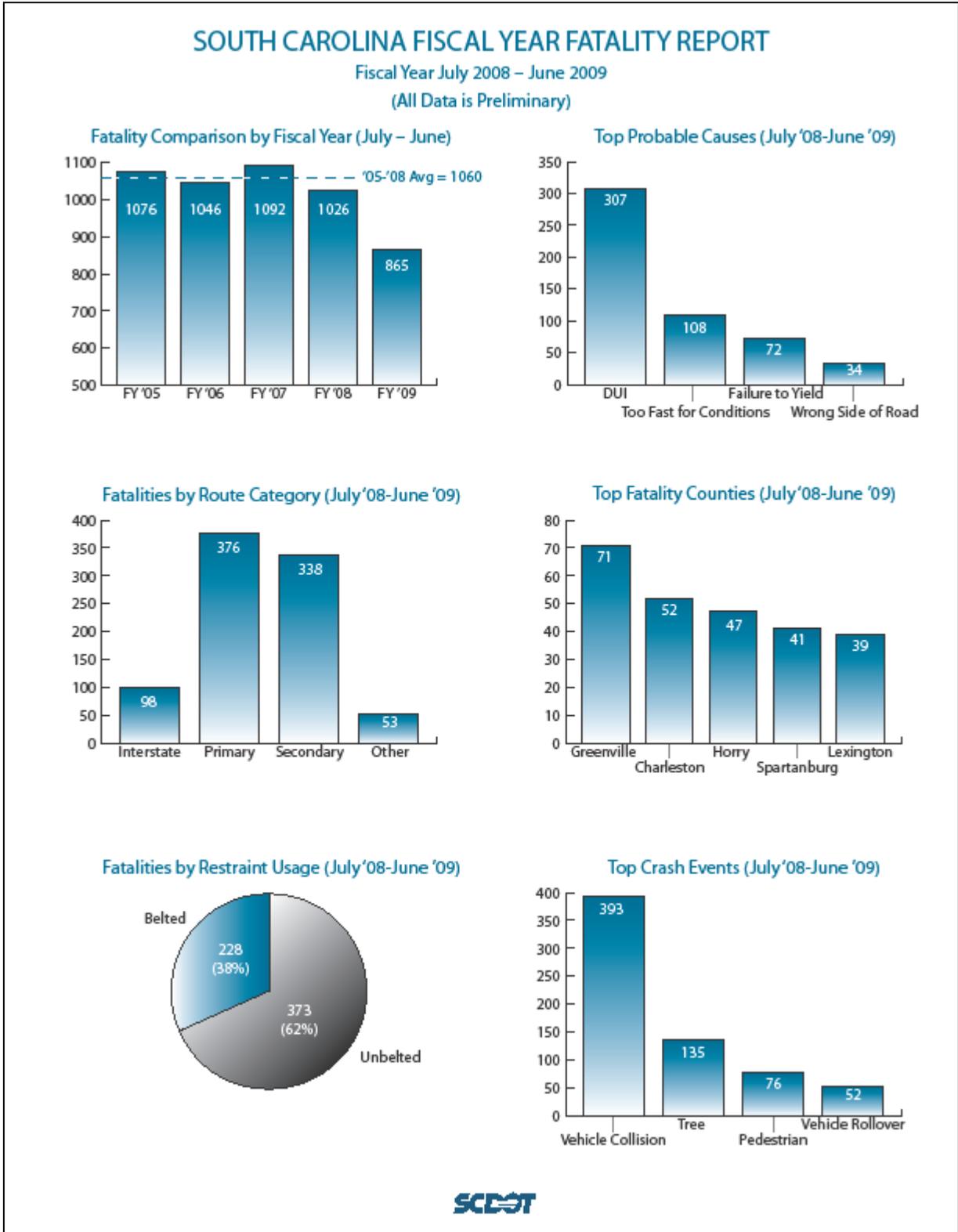
### Work Zone Fatalities

Work Zone traffic fatalities in 2008 were down by 21 since 2003, which constitutes a 91% reduction. **Figure 7.2-1** below shows the trend of work zone fatalities by calendar year.



**Figure 7.2-1**

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

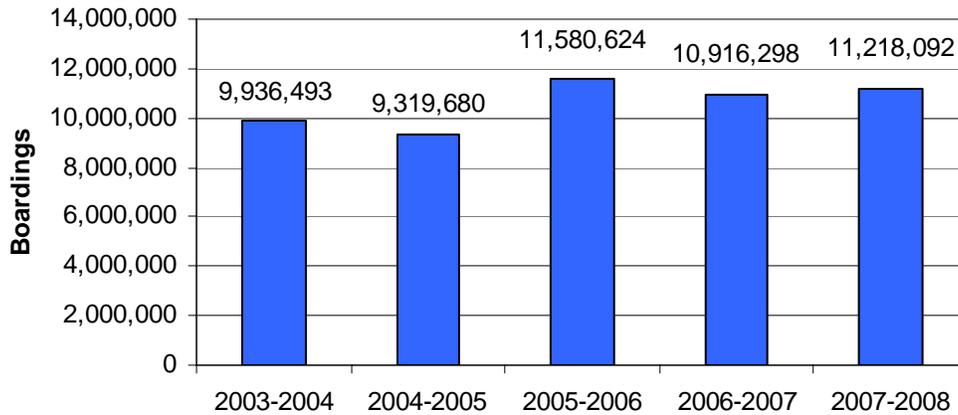


**Figure 7.2-2**

### Mass Transit Results

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

**Annual Statewide Transit Passenger Boardings**

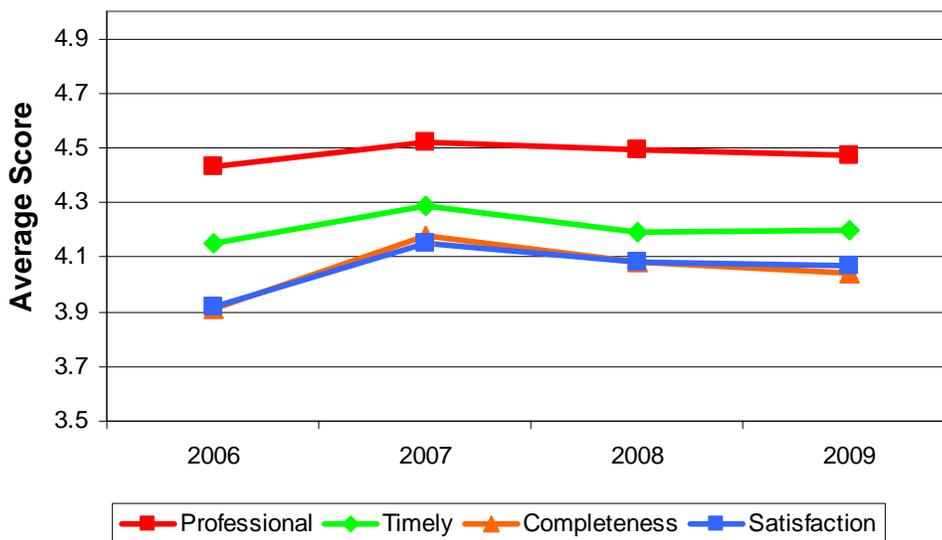


**Figure 7.2-3**

### Maintenance Customer Service Surveys

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

**Maintenance Customer Survey Trend**

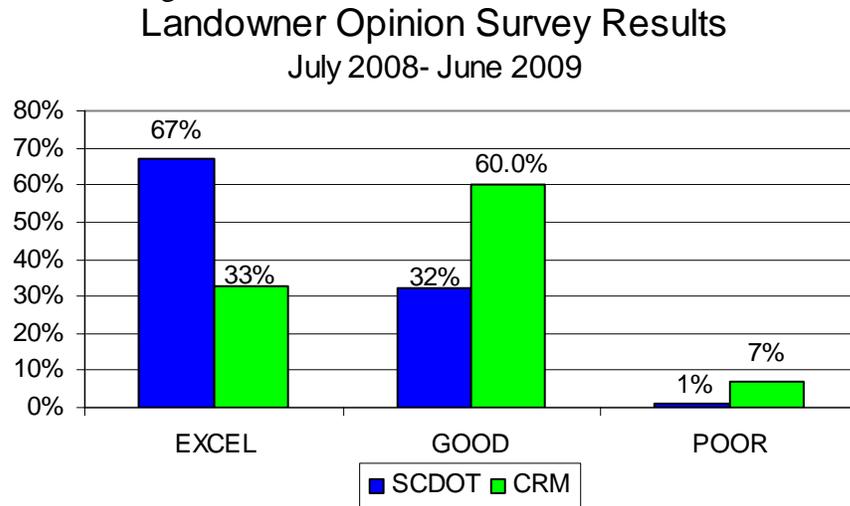


**Figure 7.2-4**

Another goal within SCDOT is to “conduct survey(s) of the public to establish a benchmark for external satisfaction & understanding of SCDOT’s mission & functions.”

**Landowner Survey**

**Figure 7.2-5** shows the results of a landowner opinion survey that was initiated in July 2008 and continued through June 2009 by the Right-of-Way Office. This information ensures SCDOT considers the emotional factors of land acquisition. This has the potential to reduce the overall condemnation rate, whether through SCDOT or the Construction Resource Manager team.

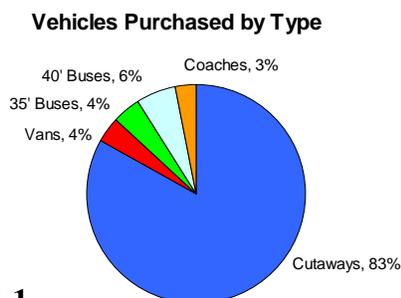


**Figure 7.2-5**

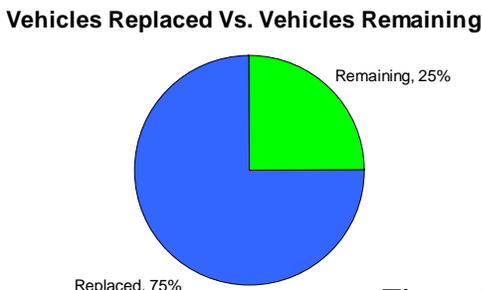
**7.3 Key Measures of Financial Performance**

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

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



**Figure 7.3-1**

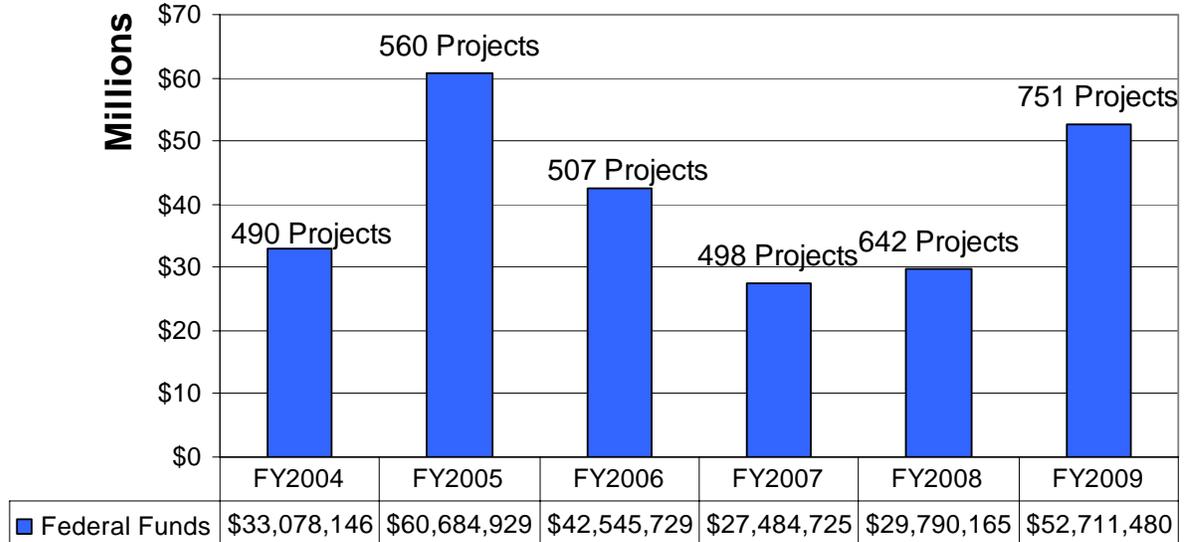


**Figure 7.3-2**

**Financial Management**

When federally funded projects (preliminary engineering, right-of-way and construction) are complete, they are closed with FHWA and any unused funds are released back into SCDOT's available federal funds. These funds may then be used first to cover over-runs on other projects and then to begin new projects. The amounts shown on the chart (Figure 7.3-3) are the federal funds that have been released for state fiscal years 2004 – 2009.

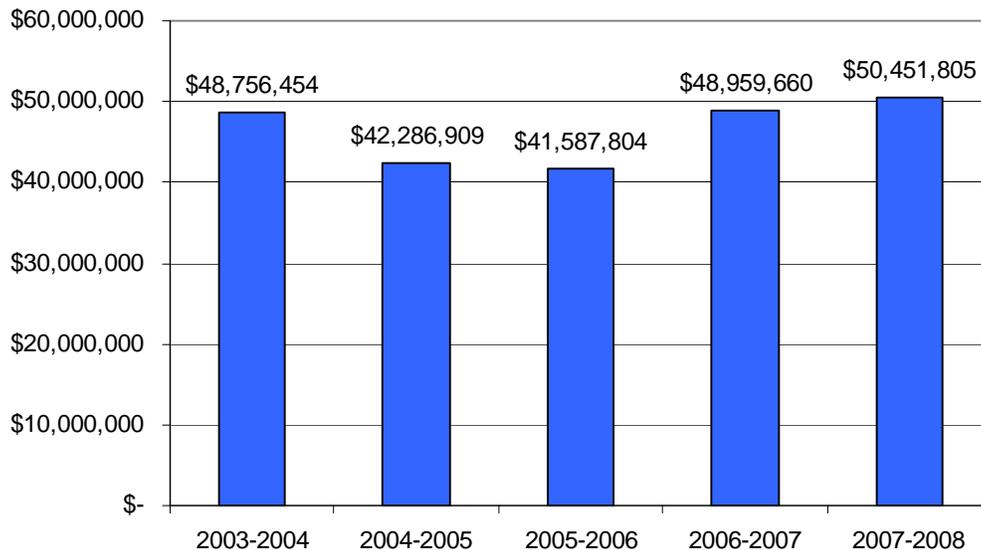
**Federal Funds Released from Project Closures  
by State Fiscal Year**



**Figure 7.3-3**

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

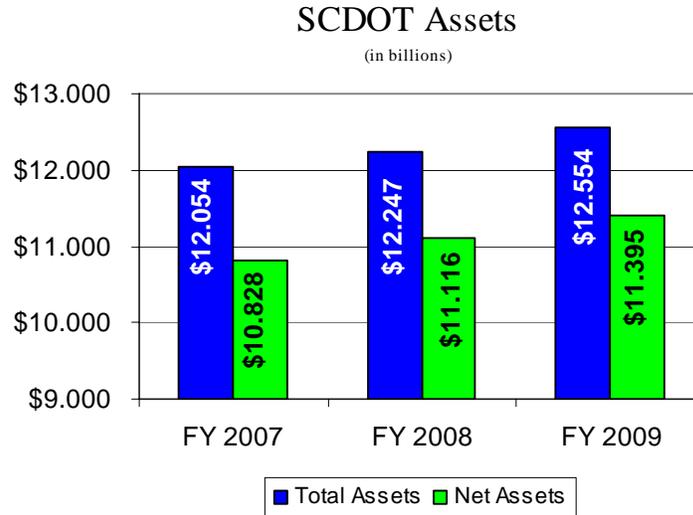
**Annual Statewide Transit Operating Expenses**



**Figure 7.3-4**

## Assets

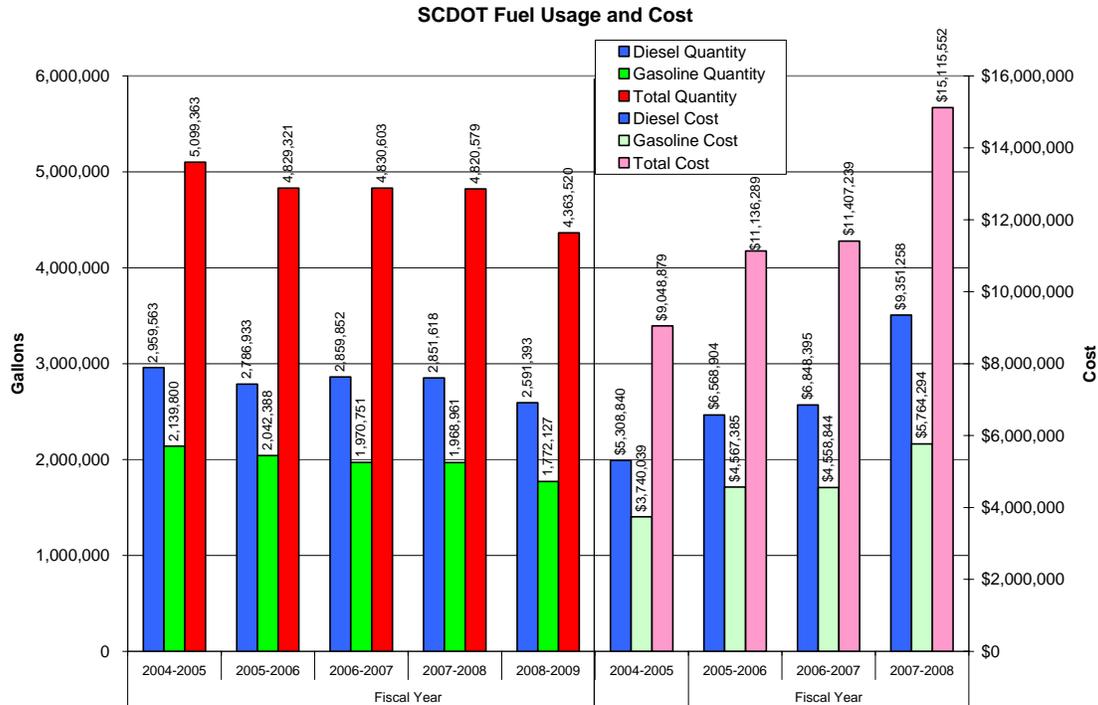
The largest portion of SCDOT's assets reflects its investment in infrastructure and other capital assets such as land, buildings, equipment, roads and bridges. SCDOT uses these capital assets to fulfill its primary mission to provide a safe and efficient transportation system for the State of South Carolina.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



**Figure 7.3-5**

## Fleet Management

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



**Figure 7.3-6**

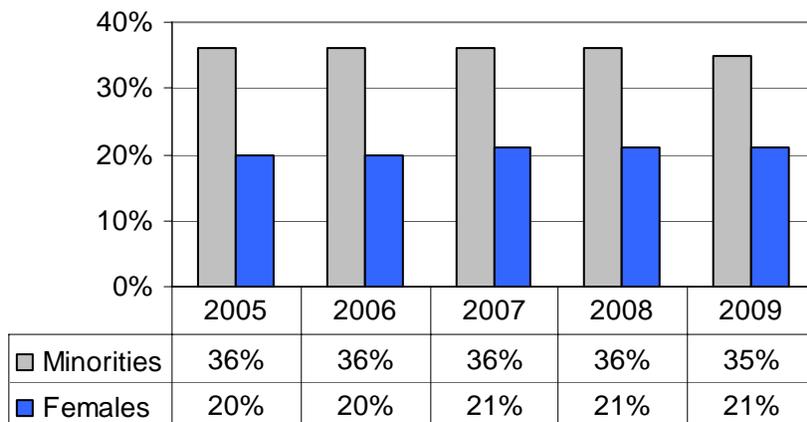
#### 7.4 Key Measures of Human Resources

The following measures are depicted:

- Composition of the Total Workforce
- Employee Turnover Rate

**Figure 7.4-1** reflects the Department's efforts to have a diverse work force. When comparing SCDOT's workforce demographics to that of South Carolina State Government, SCDOT's minority population percentage equals the states.

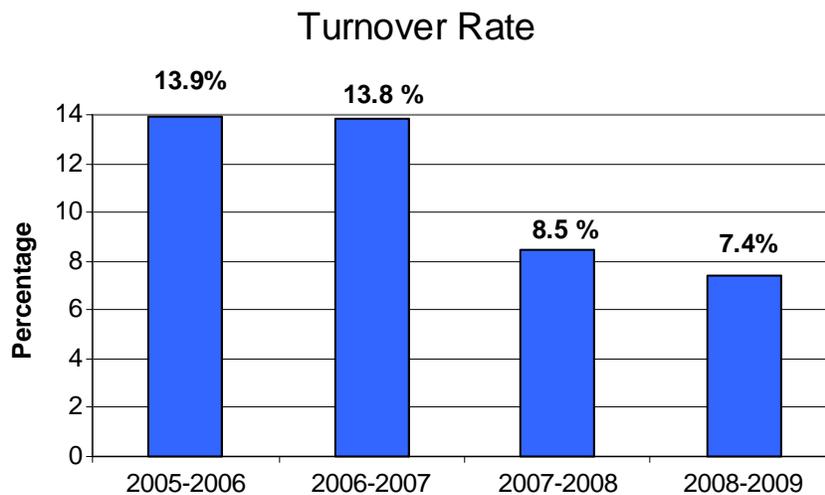
#### SCDOT Total Workforce



**Figure 7.4-1**

One of the five key strategic goals of SCDOT is employee development. The Office of Human Resources initiatives support that goal and the agency's mission by focusing on

programs, measurements, processes and systems that recruit, retain, and train employees to have the necessary skills and competencies to meet future challenges. SCDOT looks at turnover in a variety of ways in order to develop strategies to retain its valuable employees. Turnover is analyzed by termination reason code, Employee Performance Management System evaluation, job classification, geographic location, and by probationary status. Analysis of the FY 2009 data shows that the primary reasons for termination of employment are resignation, retirement, misconduct (disciplinary reasons), and acceptance of another job in private industry. Turnover by job classification shows that most of SCDOT's turnover exists in the job classification of Trades Specialist II. **Figure 7.4-2** below provides information of trend data for employee turnover for the past three years.



**Figure 7.4-2**

### **7.5 Key Measures of Regulatory/Legal Compliance and Community Support**

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

#### **Ethics Training**

All employees received ethics training during FY 2009. A fraud hotline was established as well as a post office box where employees can send allegations of fraud, waste, and abuse.

#### **External Audit**

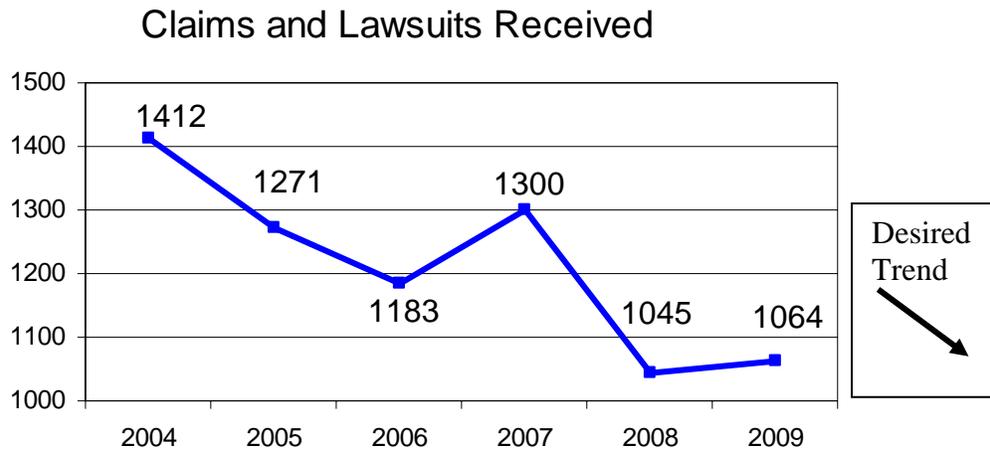
SCDOT is audited yearly by an external Certified Public Accountant firm engaged by the Office of the State Auditor. The Department's yearly financial statements are deemed to fairly present the financial position of the accounting activities. Also a Comprehensive Annual Financial Report was prepared for the fiscal years ending June 30, 2005, June 30, 2006, June 30, 2007 and June 30, 2008. All of these reports received the Certificate of Achievement for Excellence in Financial Reporting. SCDOT is one of a few state Departments of Transportation to receive the achievement award.

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

### Risk Management

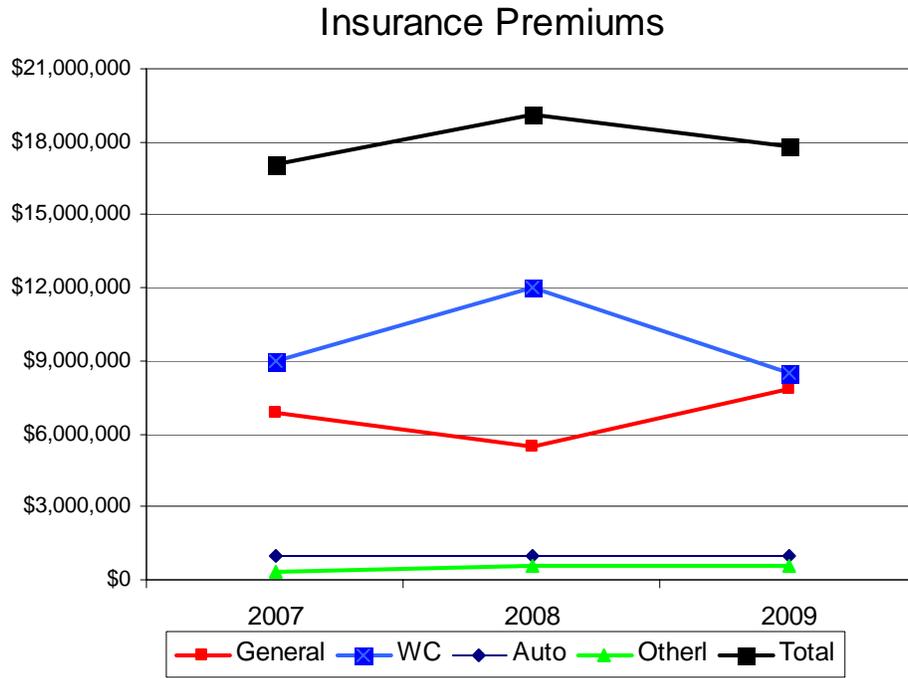
During FY 2007, SCDOT completed development of and implemented a Risk Management Information System that integrates functionality from several subsystems into one automated model. This is a joint project of the Risk Management, Claims, Safety, Legal Services, and Information Technology Services units.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

**Figure 7.5-1** depicts the number of claims and lawsuits received over the past five fiscal years. There should be a note, though, that the numbers for years 2006, 2007, and 2008 could increase due to the fact that you can file a damage claim up to one year after an incident and a lawsuit up to three years after an incident.



**Figure 7.5-1**

For 2009, Workers Compensation continues to drive our total premium amount. See **Figure 7.5-2** below.



**Figure 7.5-2**

## **Appendix 1: 2008-2010 SCDOT Strategic Plan**

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

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

### ***Objectives***

- Annually reduce traffic fatalities by 25 people and reduce traffic crashes by 3 percent
  - Reduce lost workdays by 5 percent annually
- 

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

### ***Objectives***

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

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

### ***Objectives***

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

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

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

Conserve **RESOURCES** throughout the agency.

### ***Objectives***

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

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

### ***Objectives***

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

**Appendix 2:** Expenditures/Appropriations Chart and the Major Program Areas Chart.  
 Attachments following for Section II –

**Accountability Report Appropriations/Expenditures Chart**

**Base Budget Expenditures and Appropriations**

Major Budget Categories	FY 07-08 Actual Expenditures		FY 08-09 Actual Expenditures		FY 09-10 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 181,461,246		\$ 188,031,240		\$ 185,377,952	
Other Operating	\$ 320,283,355	\$ 44,569	\$ 314,595,516	\$ 737,505	\$ 355,697,600	
Special Items	\$ 6,901	\$ 2,307,064	\$ -	\$ 621,507		\$ 55,708
Permanent Improvements	\$ 289,492,154	\$ 45,476	\$ 333,332,458		\$ 391,488,662	
Debt Services	\$ 3,301,484		\$ 5,083,751		\$ 4,982,151	
Distributions to Subdivisions	\$ 36,423,172	\$ 2,454,285	\$ 28,618,859	\$ 164,687	\$ 33,351,345	\$ 65,745
Fringe Benefits	\$ 68,275,508		\$ 65,159,864		\$ 75,132,711	
Non-recurring						
<b>Total</b>	\$ 899,243,820	\$ 4,851,394	\$ 934,821,688	\$ 1,523,699	\$ 1,046,030,421	\$ 121,453

**Other Expenditures**

Sources of Funds	FY 07-08 Actual Expenditures	FY 08-09 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds		
Bonds		

## Appendix 3

### Strategic Planning

Program Title	Goal and Objective and Timeline	Key Cross References
<p align="center"><b>Safety</b></p>	<p>Increase <b>SAFETY</b> both on South Carolina’s highway system and within SCDOT by reducing lost work days, traffic fatalities, and traffic injuries.</p> <p><i>Objectives</i></p> <ul style="list-style-type: none"> <li>• Reduce traffic fatalities by 25 people per year, and reduce traffic crashes by 3 percent each year.</li> <li>• Reduce lost workdays by 5 percent annually.</li> </ul>	<p align="center"><b>Figures</b></p> <p>7.1-1 7.1-2 7.1-3 7.1-4 7.1-5 7.1-6 7.2-1 7.2-2</p>
<p align="center"><b>Mobility</b></p>	<p>Ensure South Carolina’s future by making transportation <b>MOBILITY</b> options more accessible, convenient, efficient, and easily integrated with existing infrastructures that allows the timely delivery of goods and services.</p> <p><i>Objectives</i></p> <ul style="list-style-type: none"> <li>• Reduce congestion on interstates and other major state roads.</li> <li>• Increase the use of alternative mobility options in urban and rural areas.</li> </ul>	<p align="center"><b>Figures</b></p> <p>7.2-3 7.3-1 7.3-2</p>
<p align="center"><b>System Preservation</b></p>	<p>Continue a proactive approach in <b>SYSTEM PRESERVATION</b> by maintaining our existing highways, through preventive maintenance, rehabilitation, and responsive maintenance.</p> <p><i>Objectives</i></p> <ul style="list-style-type: none"> <li>• Stop the upward trend in the number of state-owned structurally deficient bridges at a level of 6.175 million square feet by June 2010.</li> <li>• Utilize the pavement improvement and preservation program to eliminate the decline of the average remaining service life (RSL) and maintain the current condition of our transportation system by December 2012.</li> </ul>	<p align="center"><b>Appendix 5</b></p> <p align="center"><b>Section 4.2</b></p> <p align="center"><b>Pages</b></p> <p>22 - Construction 23 – Pavement Condition 27- Research 50 – Deficient Bridges</p>

<b>Customer Service</b>	<p>Advance SCDOT's <b>CUSTOMER SERVICE</b> through the ability to manage for results and promote transportation solutions that enhance communities and protect the natural and built environment.</p> <ul style="list-style-type: none"> <li>• Identify twenty-five areas where we can improve products, services, and information.</li> <li>• Improve and maintain customer satisfaction ratings for both internal and external customers and consolidate all results into a report.</li> </ul>	<p><b>Category 3</b></p> <p><b>Section 5.2</b></p> <p><b>Pages</b>  14 – Cust. Service Training  14 – Tracking System  14 – Tracking System</p> <p><b>Figure</b>  7.1-6</p>
<b>Resources</b>	<p>Conserve <b>RESOURCES</b> throughout the agency.</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>• Identify and implement twenty-five new areas where resources can be measured and streamlined annually to save costs agency-wide.</li> <li>• Implement an agency-wide, central repository document management system through the coordination of existing systems by June 2010.</li> </ul>	<p><b>Page</b>  27 – Energy Conservation</p>
<b>Workforce</b>	<p>Maintain a quality <b>WORKFORCE</b> of existing and future employees</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>• Develop new programs to attract entry-level engineers through recruitment, innovations, and cross training by June 2010.</li> <li>• Reduce the time to fill a vacancy by 5 percent through recruiting, retention, hiring process, training resources and streamlining paperwork and processes.</li> </ul>	<p><b>Figures</b>  7.4-1  7.4-2</p>

# Appendix 4

## Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures	FY 08-09 Budget Expenditures	Key Cross References for Financial Results*
05010000 - General Administration	General Administration is the agency-wide executive management and support service function.	State: Federal: Other: 40,758,901.43 Total: 40,758,901.43 % of Total Budget: 5%	State: Federal: Other: 40,725,084.72 Total: 40,725,084.72 % of Total Budget: 4%	
20010000 - Engineering Administration	Program funds the core management to support the delivery of the highway construction program.	State: Federal: Other: 81,787,278.97 Total: 81,787,278.97 % of Total Budget: 9%	State: Federal: Other: 83,631,148.13 Total: 83,631,148.13 % of Total Budget: 9%	
20030000 - Engineering Construction	Program funds the construction of roads, bridges, and rest areas.	State: Federal: Other: 408,285,931.36 Total: 408,285,931.36 % of Total Budget: 45%	State: Federal: Other: 451,296,887.80 Total: 451,296,887.80 % of Total Budget: 48%	
20050000 - Highway Maintenance	Program funds the maintenance of roads, bridges, buildings, rest areas, and welcome centers.	State: Federal: Other: 235,180,175.42 Total: 235,180,175.42 % of Total Budget: 26%	State: Federal: Other: 227,707,096.62 Total: 227,707,096.62 % of Total Budget: 24%	
35000000 - Non-Federal Aid Highway Fund	Program funds maintenance projects on state primary and secondary roads.	State: Federal: Other: 35,792,687.19 Total: 35,792,687.19 % of Total Budget: 4%	State: Federal: Other: 40,113,740.13 Total: 40,113,740.13 % of Total Budget: 4%	

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

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

Remainder of Expenditures:	FY 07-08 Budget Expenditures	FY 08-09 Budget Expenditures
	State: Federal: Other: 102,290,239.37 Total: 102,290,239.37 % of Total Budget: 11%	State: Federal: Other: 92,871,429.39 Total: 92,871,429.39 % of Total Budget: 11%

\* 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.

## **Appendix 5- Ten- Year Highway Plan**

In June of 2007, Act 114 was signed into law, requiring the SCDOT Commission to ensure that transportation projects originate from an established priority list to the extent permitted by federal laws, taking into consideration the following criteria: financial viability, public safety, potential for economic development, traffic volume and congestion, truck traffic, pavement quality, environmental impacts, alternative transportation solutions, and consistency with local comprehensive plans.

SCDOT, in consultation with its partners, established ranking procedures for projects in the areas of bridge needs, intersections, primary and secondary system road widenings, new location corridors, interstate widenings, interchange and maintenance, mass transit, Congestion Mitigation and Air Quality projects, traffic control devices, and other state funded programs.

### Reduce the Number of Miles on the State System

The SCDOT Commission placed a cap on the size of the ever growing secondary system in 1994 in an effort to reduce the burden on the Department's under-funded maintenance program. Reducing the size of the system could best be accomplished by returning all or a portion of the non-federal aid secondary roads to counties or local municipalities. Many of these roads are located in residential areas and are therefore not significant to the movement of goods and services on a statewide basis. Doing this would reduce the size of the state highway system to approximately 20,594 centerline miles, leaving South Carolina with the ninth largest state maintained system in the nation. Reducing the size of the state system would enable SCDOT to provide a higher level of service than is presently possible, given the limited funds available for maintenance.

### Pavement Improvement and Preservation Program

All roads on the state highway system are evaluated on a regular basis to determine the structural condition of the pavement. Interstate routes are evaluated annually, with Primary and Secondary roads evaluated every three years. This data, along with the other objective and quantifiable factors approved by the SCDOT Commission, is used to rank roads for one of the following programs:

- Reconstruction - the replacement of the entire existing pavement structure with an equivalent or increased pavement structure. Reconstruction is required when a pavement has failed or reached its minimum acceptable operating condition.
- Rehabilitation - consists of structural enhancements that extend the service life of an existing pavement and/or improve its load carrying capacity. Examples of rehabilitation would include asphalt overlays greater than one and a half inches, or lifts of binder course followed by an asphalt overlay.
- Preventive maintenance - a planned strategy of cost-effective treatments to an existing pavement that preserves and retards future deterioration, and maintains or improves the functional condition of the system. Examples of preventive maintenance include crack sealing, bituminous resurfacing, slurry or micro-surfacing, thin lift asphalt overlays, and diamond grinding.

Funding for pavement improvement and preservation has been traditionally inadequate to maintain the highway system at an acceptable level of service. The Pavement Improvement and Preservation Program should be initially funded at a level that will

maintain the present condition of the system, and then be incrementally increased to raise the system condition to the desired level of service. Present funding is not adequate to maintain the system in its current condition.

#### Deficient Bridges

One of the goals of the Department's strategic plan has been to reverse the upward trend in deficient bridge deck area. The present level of federal funding for bridge replacement should provide for a sufficient number of bridge replacement projects to begin to reverse the upward trend in deficient bridge deck area downward. Bridges are prioritized for replacement using objective and quantifiable factors approved by the SCDOT Commission.

#### Increase Routine and Preventive Maintenance

Inadequate funding for the maintenance of South Carolina's highway system has required the Department to react to the needs of the system, rather than to anticipate the system's needs. Therefore, some routine and preventive maintenance activities are being deferred due to a lack of funding, thus leading to the further deterioration of the system. An increase in maintenance funding will allow the Department to move away from a reactive mode and allow a more proactive approach like scheduled routine and preventive maintenance activities necessary to improve the condition of the highway system.

#### Define a Long-Range Vision for Mass Transit

- Identify needs for intercity transit and passenger rail service
- Implement regional human health service coordination plans to improve efficiencies of resources and service
- Maintain an inventory of all Railroad Right-of-Way
- Coordinate on all railroad right-of-way abandonment actions to ensure that right-of-way is preserved for future public use

#### Improve the Interstate System

- Develop a long-range interstate plan to address mainline capacity, interchange improvements, and maintenance.

#### Coordinate with MPO's and COG's to maintain long-range transportation plans

- Include prioritized projects in the State Transportation Improvement Program based on available funding

#### Establish a Financial Plan that documents financially constrained and unconstrained needs

- Estimate financial resources over the life of the long-range plan in comparison to estimated needs

#### Traffic Engineering

Intelligent Transportation Systems (ITS) - The solutions to the nation's transportation needs include many technological innovations. Federal transportation programs are steadily moving toward the expanded use of such technology to avoid building more highways. This is extremely important for the future of our nation and our state.

The South Carolina Department of Transportation is implementing ITS elements in its statewide traffic management program. ITS elements allow incidents to be detected quicker, emergency services dispatched sooner, motorist information to be posted on Changeable Message Signs and traffic flow restored. This translates into less secondary collisions from traffic congestion and faster emergency service in rural areas. ITS elements include the use of a motorist's assistance program, video cameras, changeable message signs, speed detection systems and highway advisory radios. Real time information is gathered and used to inform motorists of actual traffic conditions. With assistance from previous federal funding, the SCDOT ITS program is presently deployed at strategic locations on high volume interstates and in critical areas along the coast. There is a need to expand the system further and to include rural interstate and other primary roadways for traffic management and security. The system has many applications beyond traffic management like Emergency Medical Services, Amber Alerts, military convoys, travel advisories issued by the news media, etc.

Hurricane activity has brought increased attention to the need for additional ITS coverage on critical evacuation routes. The use of cameras and automatic vehicular speed and count stations are valuable in monitoring progress during evacuations. Expansion of the ITS elements on these routes would provide essential traffic flow information to those who must make critical decisions involving evacuations.

The following are proposed projects in the Ten Year Plan for ITS expansion and a regional traffic management center for the operation of ITS systems in the design stage.

- Charleston SCDOT Traffic Management Center  
A permanent Traffic Management Center for the Charleston area to replace the existing center located in a temporary manufactured trailer is under design. This new center will be a new building adjacent to the existing SCDOT District office. It will be constructed to withstand hurricane winds to assure continuing operation of the SCDOT district operations and traffic monitoring following a hurricane.
- 511 Traveler Information System  
In July 2000, the Federal Communications Commission officially assigned 511 as the abbreviated dialing code for travelers to access real-time traffic information collected in each state. Currently, 34 states are participating in the program, and the rest are expected to roll out the service by 2010. SCDOT has been planning a 511 system for South Carolina. The first effort in this project included the request to the Public Service Commission to designate SCDOT as the agency for 511. This request was approved in February, 2008. The next step in the process was the awarding of an integrated software package for the ITS system that will support the 511 system. This software package was purchased and the integration and installation is underway.

The system for South Carolina is envisioned to incorporate the traffic information gathered from the Department's ITS systems as well as maintenance and construction activities into one central location that motorists can access by dialing 511 on their phones or may be obtained via the internet for pre-trip planning.

## **Appendix 6-Mass Transit Coordination and Funding Plan**

By statute, the South Carolina Department of Transportation (SCDOT) Division of Mass Transit must develop and coordinate a general mass transit program and policy for the State of South Carolina in order to encourage the efficient development, implementation, operation, evaluation, and monitoring of mass transit systems, both public and private. The information contained within this report provides a summary of mass transit programs for FY 2009.

SCDOT is the primary agency responsible for the administration of federal and state funds for the provision of public transportation services in the State. Mass Transit under the authority of the SCDOT 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, it provides funding for technical assistance to local transportation providers. Mass Transit 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.

### **Federal and State Funding Programs**

The primary goal of the Mass Transit is to facilitate, develop and implement mobility options within South Carolina through the administration of Federal Transit Administration (FTA) and State Mass Transit Fund programs. FTA apportions transit funding to the state for non-urbanized area (rural) transportation, Elderly Individuals and Individuals with Disabilities Program, Job Access and Reverse Commute, New Freedom, and funding for statewide planning and training assistance. Each large urbanized and small urbanized area within the State is also apportioned formula funds for transit through FTA, and those areas apply directly to FTA for funding.

State funds are utilized to match federal funds, thereby maximizing the State's use of its federal fund allocations. Mass Transit also provides state funding (on a discretionary basis) for special projects to transit providers. To assist in meeting the public transit needs within the State, approximately \$42.76 million in combined federal and state funds were apportioned to the State for transit program and planning activities in FY 2009.

### **Profile of Public Transit Providers**

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. Providers deliver transportation services that support general public needs, employment, education, tourism, and economic development across the State. The types of services offered by local transit providers depend on size and population density of the area served, as well as geography. Some agencies provide fixed-route services that operate on a regularly scheduled interval, while others offer demand-response service that provides door-to-door or door-through-door transportation. Figure 8.1 is a map of where agencies are located that provides public transit.

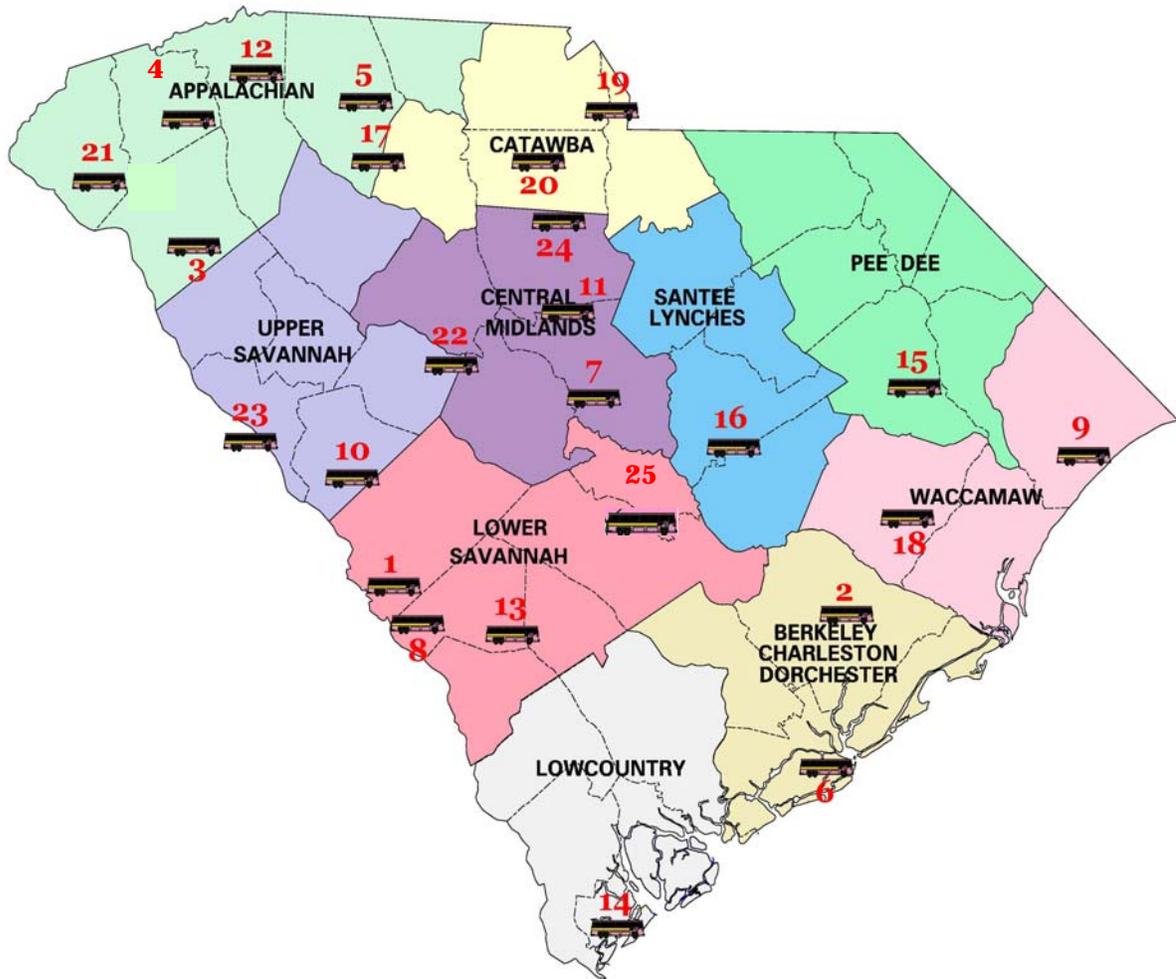
### **Accomplishments**

The Division of Mass Transit, along with public transit stakeholders, had some major accomplishments during FY 2009. The accomplishments include:

- Total statewide ridership increased by 3%.
- Commuter services are now evident in 15 counties and the Camden/Newberry services experienced a 27% increase in ridership.
- The Lower Savannah Council of Governments (LSCOG) received national recognition as a model for tailoring and implementing a joint transportation coordination effort. This occurred because of leveraging of state of the art technology.
- James Clyburn Transportation Center dedicated in Sumter, South Carolina
- Passage of the Coordination task Force Bill
- CARTA's Tri-county link

## South Carolina Local Transit Providers

1. Aiken Area Council on Aging, Inc.
2. Berkeley-Charleston-Dorchester RTMA
3. City of Anderson Transit
4. Clemson Area Transit
5. City of Spartanburg Transit
6. Charleston Area Regional Transit Authority
7. Central Midlands Regional Transit Authority
8. Lower Savannah RTMA
9. The COAST Regional Transit Authority
10. Edgefield County Senior Citizens
11. Fairfield County Transit
12. Greenville Transit
13. Generations Unlimited Local Motion
14. Lowcountry Regional Transit Authority
15. Pee Dee Regional Transit Authority
16. Santee Wateree Regional Transit Authority
17. Spartanburg County
18. Williamsburg County Transit System
19. City of Rock Hill
20. York County
21. City of Seneca
22. Newberry County Council on Aging
23. McCormick County Senior Center
24. Chester County Senior Services
25. Orangeburg-Calhoun Pilot Project



**Figure 8.1**

**Figure 8.2** following contains five-year funding projections.

**Figure 8.3** following contains five-year funding needs.

South Carolina Department of Transportation Division of Mass Transit Five Year Funding Projection

PROGRAM	SFY2009		SFY2010		SFY2011		SFY2012		SFY2013	
	FEDERAL (FFY08)	STATE	FEDERAL (FFY09)	STATE	FEDERAL (FFY10)	STATE	FEDERAL (FFY11)	STATE	FEDERAL (FFY12)	STATE
<b>FTA Allocations</b>										
<b>5303 MPO Planning</b>	\$644,679	\$0	\$684,111	\$0	\$718,317	\$0	\$754,232	\$0	\$791,944	\$0
<b>5304 Statewide Planning</b>	\$168,054	\$0	\$185,852	\$0	\$195,145	\$0	\$204,902	\$0	\$215,147	\$0
<b>5307 Large Urban</b>	\$10,891,308	\$1,600,000	\$11,571,281	\$1,525,000	\$12,149,845	\$1,500,000	\$12,757,337	\$1,500,000	\$13,395,204	\$1,500,000
<b>5307 Small Urban</b>	\$7,147,019	\$1,216,000	\$7,509,249	\$1,159,000	\$7,884,711	\$1,140,000	\$8,278,947	\$1,140,000	\$8,692,894	\$1,140,000
<b>5309 Bus &amp; Bus Facilities</b>										
<b>Vehicle Acquisition</b>	\$2,069,000	\$0	\$2,194,000	\$0	\$2,303,700	\$0	\$2,418,885	\$0	\$2,539,829	\$0
<b>Transit Facilities Construction</b>	\$517,000	\$0	\$549,000	\$0	\$576,450	\$0	\$605,273	\$0	\$635,536	\$0
<b>5310 Elderly/Disabilities</b>	\$1,924,849	\$0	\$2,061,482	\$0	\$2,164,556	\$0	\$2,272,784	\$0	\$2,386,423	\$0
<b>5311 Non-Urbanized</b>	\$10,515,107	\$2,944,000	\$11,112,804	\$2,806,000	\$11,668,444	\$2,760,000	\$12,251,866	\$2,760,000	\$12,864,460	\$2,760,000
<b>5311 RTAP</b>	\$165,694	\$0	\$173,907	\$0	\$182,602	\$0	\$191,732	\$0	\$201,319	\$0
<b>5316 JARC (SU &amp; Rural)</b>	\$1,431,855	\$0	\$1,680,623	\$0	\$1,764,654	\$0	\$1,852,887	\$0	\$1,945,531	\$0
<b>5317 New Freedom (SU &amp; Rural)</b>	\$889,625	\$0	\$1,025,454	\$0	\$1,076,727	\$0	\$1,130,563	\$0	\$1,187,091	\$0
<b>Special Projects</b>	\$0	\$640,000	\$0	\$610,000	\$0	\$600,000	\$0	\$600,000	\$0	\$600,000
<b>GRAND TOTAL</b>	<b>\$36,364,190</b>	<b>\$6,400,000</b>	<b>\$38,747,763</b>	<b>\$6,100,000</b>	<b>\$40,685,151</b>	<b>\$6,000,000</b>	<b>\$42,719,409</b>	<b>\$6,000,000</b>	<b>\$44,855,379</b>	<b>\$6,000,000</b>
<b>ARRA*</b>										
<b>Large Urban (5307)</b>	\$15,375,602	\$0		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Small Urban (5307)	\$9,041,882	\$0		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rural (5311)	\$16,617,727	\$0		\$0	\$0	\$0	\$0	\$0	\$0	\$0

Figure 8.2

South Carolina Department of Transportation Division of Mass Transit Five Year Funding Needs

PROGRAM	SFY2009		SFY2010		SFY2011		SFY2012		SFY2013	
	FEDERAL (FFY08)	STATE	FEDERAL (FFY09)	STATE	FEDERAL (FFY10)	STATE	FEDERAL (FFY11)	STATE	FEDERAL (FFY12)	STATE
5303 MPO Planning	\$644,679	\$0	\$684,111	\$0	\$718,317	\$0	\$754,232	\$0	\$791,944	\$0
5304 Statewide Planning	\$168,054	\$0	\$185,852	\$0	\$195,145	\$0	\$204,902	\$0	\$215,147	\$0
5307 Large Urban	\$10,891,308	\$1,600,000	\$11,571,281	\$1,525,000	\$12,149,845	\$2,076,631	\$12,757,337	\$2,142,101	\$13,395,204	\$2,339,174
5307 Small Urban	\$7,147,019	\$1,216,000	\$7,509,249	\$1,159,000	\$7,884,711	\$1,526,939	\$8,278,947	\$1,627,997	\$8,692,894	\$1,709,396
5309 Bus & Bus Facilities										
Vehicle Acquisition	\$2,069,000	\$0	\$2,194,000	\$0	\$2,303,700	\$0	\$2,418,885	\$0	\$2,539,829	\$0
Transit Facilities Construction	\$517,000	\$0	\$549,000	\$0	\$576,450	\$0	\$605,273	\$0	\$635,536	\$0
5310 Elderly/Disabilities	\$1,924,849	\$0	\$2,061,482	\$0	\$2,164,556	\$0	\$2,272,784	\$0	\$2,386,423	\$0
5311 Non-Urbanized	\$10,515,107	\$2,944,000	\$11,112,804	\$2,806,000	\$15,015,107	\$3,821,000	\$15,765,862	\$3,941,465	\$16,554,155	\$4,138,539
5311 RTAP	\$165,694	\$0	\$173,907	\$0	\$182,602	\$0	\$191,732	\$0	\$201,319	\$0
5316 JARC (SU & Rural)	\$1,431,855	\$0	\$1,680,623	\$0	\$1,764,654	\$0	\$1,852,887	\$0	\$1,945,531	\$0
5317 New Freedom (SU & Rural)	\$889,625	\$0	\$1,025,454	\$0	\$1,076,727	\$0	\$1,130,563	\$0	\$1,187,091	\$0
Special Projects	\$0	\$640,000	\$0	\$610,000	\$0	\$830,652	\$0	\$856,840	\$0	\$899,682
<b>GRAND TOTAL</b>	<b>\$36,364,190</b>	<b>\$6,400,000</b>	<b>\$38,747,763</b>	<b>\$6,100,000</b>	<b>\$44,031,814</b>	<b>\$8,255,222</b>	<b>\$46,233,405</b>	<b>\$8,568,403</b>	<b>\$48,545,075</b>	<b>\$9,086,791</b>
ARRA										
Large Urban (5307)	\$15,375,602	\$0		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Small Urban (5307)	\$9,041,882	\$0		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rural (5311)	\$16,617,727	\$0		\$0	\$0	\$0	\$0	\$0	\$0	\$0

Figure 8.3

## **Mass Transit Goals and Objectives 2008-2010**

### **SAFETY**

**GOAL:** To ensure South Carolina's public transit agencies are operating in a safe environment and providing safe transportation options.

**OBJECTIVE:** Establish a mechanism to assess capital needs for public transit systems.

- I. Assess facility needs of public transit systems.

#### **Performance Measures**

- a. Establish policy and life-cycle management plan for federal/state funded facilities.
- b. Develop an assessment tool to conduct on-site review of public transit facilities.
- c. Evaluate and prioritize public transit facility needs.

**GOAL:** To ensure that public transit agencies are providing periodic maintenance to maximize efficiency of service delivery.

**OBJECTIVE:** Develop maintenance program manual for use by public and human service transportation providers.

- I. Develop manual with maintenance requirements, guidance, and standardized forms to assist agencies that provide transit with federally/state funded vehicles in maintenance planning/practice.

#### **Performance Measures**

- a. Review and evaluate policy and life cycle-management of federal/state funded vehicles.
- b. Develop assessment tool to conduct on-site review of public transit agencies in order to evaluate vehicle needs and utilization.
- c. Evaluate and prioritize transit vehicle needs in order to assess future funding needs.

### **MOBILITY**

**GOAL:** To ensure South Carolina's future by making transportation mobility options more accessible, convenient, efficient, and easily integrated with existing infrastructures that allow the timely delivery of goods and services.

**OBJECTIVE:** Increase the use of alternative mobility options in urban and rural areas.

SCDOT's Mass Transit and Planning Office have been working on implementing new programs to increase the utilization of public transportation. The increase in the use of alternative mobility options in both urban and rural areas will be accomplished by focusing on three areas.

- I. Increasing new transit services under the Job Access and Reverse Commute and New Freedom Programs.

#### **Performance Measures**

- a. Implement grants for new services in these programs and, once these services are implemented, monitor ridership on a quarterly basis and as required by the FTA. SCDOT also monitors the overall ridership for public transportation. As a result of these new services there will be an increase in ridership.

- II. Increase public education of transit services.

#### **Performance Measures**

- a. Establish statewide marketing campaign.
- b. Monitor ridership annually.

- III. Increase transit coordination.

#### **Performance Measures**

- a. Establish Interagency Transportation Coordination Council.

- b. Review and update regional coordination plans (as needed).
- c. Review transportation policies and requirements with State agencies that require mobility options/transportation for their consumers.
- d. Leverage existing funding sources to enhance mobility statewide.
- e. Monitor coordination efforts annually.

## **TECHNOLOGY**

**GOAL:** To assure access to technology information and applications that will enhance and improve public transit in the areas of organization, management, and accountability.

**OBJECTIVE:** Establish mechanism to assess capital technology needs for public transit systems.

- I. Assess technology needs of public transit systems based on South Carolina Technology Plan.

### **Performance Measures**

- a. Establish policy and life-cycle management plan for federally/state funded technology.
- b. Develop assessment tool to conduct on-site review of public transit facilities.
- c. Evaluate and prioritize public transit technology needs for future funding.

### **Commuter Services**

Commuter services are a growing option in South Carolina and currently involve eight transportation providers throughout the State.

In the central part of the State, Santee Wateree Regional Transportation Authority operates a mix of commuter services including a daily (Monday – Friday) van pool service from the City of Sumter into Columbia, as well as three express type routes for employment opportunities. The latter involves one to two routes daily from Sumter to Myrtle Beach seven days per week and a daily service (Monday – Friday) from the Town of Eastover into Columbia.

Perhaps the most visible of Santee Wateree Regional Transportation Authority's commuter services is the SmartRide program that runs from the Camden-Lugoff area into Columbia. Another component of the SmartRide program in the central part of the State is provided by the Newberry County Council on Aging, Inc. This agency provides express service from Newberry County into Columbia.

In FY 2009 the Camden-Lugoff route, as well as the Newberry route, experienced a gradual increase in ridership over the previous year due to the significant increase in gasoline prices. This continued increase in ridership is evidence of consumer-demand for economy in commuting habits, as it was more economically feasible for patrons to access commuter routes than to bear the expense of single-occupant commuting. The Camden-Lugoff route posted a total ridership of 16,898 and the Newberry route posted 14,959, for a total of 31,857 passenger-boardings an increase of 6,743 passengers.

The Charleston Area Regional Transit Authority began an express commuter service in January 2007 entitled the "CARTA Express." This service has grown to approximately 35,000 passengers per month and provides daily transportation from North Charleston, Mount Pleasant, James Island, and the Summerville area into downtown Charleston.

Complementing the "CARTA Express" is a rural component operated since September 2008 by the Berkeley-Charleston-Dorchester Rural Transit Management Association (RTMA) doing business as the Tri-County Link. Service is provided throughout the geographically challenged rural areas of Berkeley, Charleston and Dorchester Counties, as well as interfacing with the Charleston Area Regional Transit Authority Express.

Two express routes in the upstate are operated by the Clemson Area Transit system primarily providing transportation service from the Cities of Anderson and Seneca, with Clemson University as the final destination. The Anderson route has been operational since April 2002 and the Seneca Express since October 2007.

The City of Rock Hill contracts with the Charlotte Area Transit Service to operate a commuter bus service called Rock Hill Express 82x. This peak-hour commuter route, initiated in the fall of 2001, serves York County residents traveling to downtown Charlotte, North Carolina and has steadily grown into one of the highest ridership components in Charlotte Area Transit Service's express service fleet. It consists of four pick-ups each morning and four drop-offs each evening at three park-and-ride facilities along Interstate 77 and one site located in downtown Rock Hill. In June 2003, the fourth drop off was added to address passenger requests for an earlier departure from

downtown Charlotte. Another service called the Celanese Corridor Express and numbered 78x is anticipated to commence in October 2009 to serve the northern Rock Hill corridor.

Finally, two of the State's longest running transit operators providing commuter service are the Williamsburg County Transit Authority, and the Lowcountry Regional Transportation Authority.

Williamsburg County Transit Authority, located in Kingstree, South Carolina, was established in the early 1980s with a major purpose of providing public transportation for the citizens of Williamsburg County. Although Williamsburg County Transit Authority provides various services within the county, the main emphasis of its mission is on work-related trips, principally to Myrtle Beach and the Grand Strand area.

Lowcountry Regional Transportation Authority, on the other hand, is one of the original three RTAs established in 1978 and has been primarily providing work-related trips to the Hilton Head/Bluffton area from the far reaches of Allendale, Beaufort, Jasper, Hampton and Colleton Counties.

### **Rail Development**

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

SCDOT completed the South Carolina Statewide Comprehensive Multimodal Transportation Plan that included as one of its key elements a Rail Right-of-Way Inventory. This study identified South Carolina's active railways, abandoned railways and short-line railways. This information will be used to implement a rail corridor preservation and revitalization plan for preserving railroad rights-of-way for future use as required under Section 57-3-40 (B) and (D) of the South Carolina Code of Laws of 1976, as amended.

Also, SCDOT received the final report on a study evaluating high-speed options in the Macon-Atlanta-Greenville-Charlotte Rail Corridor. Review of this Upstate High-Speed Rail Corridor validates the decisions of Congress and the United States Department of Transportation (USDOT) to designate this corridor, and establishes the justification for continued interest and progress toward developing high-speed rail along this route. SCDOT, in partnership with Georgia and North Carolina, in order to continue the next phase of this corridor, has submitted a pre-application for the \$8 billion rail program funded by ARRA funds.

Additionally, a separate ARRA pre-application was submitted by SCDOT for the Assembly Street Railroad Corridor Consolidation Project in Columbia, as well as the Blackstock Road grade separation project over the Norfolk Southern Railroad in Spartanburg. The final application for any selected project is due October 2, 2009.

SCDOT is also conducting an internal feasibility assessment of passenger rail service between Florence, Myrtle Beach and Charleston, and a connection with the proposed eastern leg of the Southeastern High-Speed Rail corridor through South Carolina.

### **FY 2009 Report on Coordination of Transportation Funding and Resources**

Significant economic benefits, including increased funding, decreased costs, and increased productivity can be obtained by successfully coordinating human service transportation and transit services.

Coordination is a technique for better resource management. It means working together with people from different agencies and backgrounds. It requires shared power: shared responsibility, management, and funding. Many transportation functions, including planning, purchasing, vehicle operations, maintenance, and marketing, can be coordinated. Typical goals for coordinated transportation services are reduced unit costs, increased ridership, and improved cost effectiveness. Coordination is effective in reducing service duplication and improving resource utilization.

#### **Overall Coordination Goals**

- Promote interagency cooperation and the establishment of appropriate mechanisms to minimize duplication and overlap of federal, state and local programs and services so that transportation-disadvantaged persons have access to more transportation services;
- Identify funding streams for human service transportation;
- Develop and adopt a Statewide Interagency Transportation Coordination policy and plan;
- Facilitate access to the most appropriate, cost-effective transportation services within existing resources;
- Encourage enhanced customer access to the variety of transportation and resources available;
- Formulate and implement administrative, policy, and procedure mechanisms that enhance human service transportation at all levels;
- Develop and implement a method for monitoring progress on achieving improved local human service transportation;
- Initiate and conduct studies and demonstration projects that will enhance the coordination and delivery of human service transportation services in the safest, most cost-effective, efficient, and customer-focused means possible;
- Advise and make recommendations to the Governor concerning human service transportation policy and procedure;
- Develop and submit executive summary of the status of human service transportation in South Carolina; and
- Call upon other State agencies or other entities for advice, assistance and information, as needed

#### **Background**

On October 1, 2006, the **Federal Interagency Coordinating Council on Access and Mobility** released the following policy statement:

*“Member agencies of the Federal Coordinating Council on Access and Mobility resolve that federally-assisted grantees that have significant involvement in providing resources and engage in transportation delivery should participate in a local coordinated human services transportation planning process and develop plans to achieve the objectives to reduce duplication, increase service efficiency and expand access for the transportation-disadvantaged populations as stated in Executive Order 13330.”*

#### **Human Service Regional Coordination Plans**

The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) created a requirement that a locally-developed, coordinated public transit/human service planning process and an initial plan be developed by 2007 as a condition of receiving funding for certain programs directed at meeting the needs of older individuals, persons with disabilities and low-income persons. Plans must be developed through a process that includes representatives of public, private, and non-profit transportation and human service providers, as well as the general public. Complete plans, including coordination with the full range of existing human service transportation providers, are required by Federal Fiscal Year 2008.

The South Carolina Department of Transportation (SCDOT) through the consulting team of TranSystems/URS and in partnership with South Carolina's ten (10) Councils of Governments (COGs) and interested stakeholders developed regional coordinated plans that meet the requirements of SAFETEA-LU and the Federal Coordinating Council on Access and Mobility. The ten regional plans were approved by the SCDOT Commission in October 2007. While at a minimum projects funded under the Federal Transit Administration (FTA) formula programs for Sections 5310, 5316 and 5317 must be derived from a coordinated plan, the coordinated plans incorporate activities offered under other programs sponsored by Federal, State and local agencies. These programs would include as appropriate FTA's Section 5307 and 5311 programs, as well as Temporary Assistance for Needy Families, Workforce Investment Act, Vocational Rehabilitation, Medicaid, Community Action, Independent Living Centers, and Agency on Aging programs among others.

Development and content of ten regional coordinated plans is intended to be specific to the needs and issues of each COG. The coordinated plans have been developed to address intra- and inter-regional needs and issues, and in a manner that allows the COGs, concurrent with regional Long Range Transportation Plan (LRTP) updates, to directly update the regional coordinated plan. Further, the coordinated plans have been developed in a manner that allows each COG to adapt and expand its plan to incorporate programs and initiatives specific to their regions.

Each coordinated plan's development process includes, at a minimum:

- Assess and document transportation needs in each region for individuals with disabilities, older adults, and persons with limited incomes;
- Inventory available services in each region and identify areas of redundancy and gaps in service;
- Identify and document restrictions on eligibility for funding;
- Identify and document short- and long-range strategies in each region to address the identified gaps in service, including mobility management strategies;
- Identify and document technological resources currently available and appropriate for coordination of transportation services;
- Identify and document coordination actions in each region to eliminate or reduce duplication in services and strategies for more efficient utilization of resources; and
- Document and prioritize implementation strategies to increase coordination of transportation services in each region.

In addition, rounds of public meetings were held throughout the state to review the draft Comprehensive Multimodal Transportation Plan. This public participation process was held in compliance with the requirements and standards set forth in the SCDOT Public Participation Plan.

### **Coordination of Transportation in South Carolina**

In May 2008, Governor Mark Sanford signed House Bill 3279 into law (Act 403) creating a study committee to examine certain mass transit and human service transportation programs throughout the state. The *Mass Transit and Human Service Programs Transportation Study Committee* was established in an effort to determine how the State of South Carolina is managing transportation services, allocating transportation resources, and ensuring access to services for all citizens. The Act directed the Committee to report on the status of the mass transit and human services transportation programs, their current levels of usage, funding, the potential availability of additional funds, and efficiencies. The Committee was charged with reviewing the 24 general public transit providers and approximately 120 human service transportation systems that serve disabled and elderly South Carolinians. The committee report considers the advisability of expanding mass transit systems throughout the State, promotes the increased use of existing multimodal transportation options and the possible creation of a public transportation commission, council or authority for better coordination of the programs. The report includes strategies to increase access, mobility and safety for the state's citizens.

The Committee was composed of representatives of the transportation community and state agencies who have a stakeholder interest in public transportation.

Once convened, the committee members unanimously concluded that the State Director of the Mental Health Department, or his designee should be represented on the committee. The Director of the Mental Health Department was contacted and a designated representative was appointed for the duration of the committee.

Coordinating transportation services offers substantial benefits to many communities, but significant investments of time and energy can be required before the desired results are achieved. Coordinating transportation functions is best understood as a political process, which, like many other political processes, may involve changing environments, conflicts regarding power and control over resources, and competing goals. Effective transportation coordination requires a focus on the entire community (even on multiple communities and levels of government). Individuals who may not be used to talking to or working with each other will need to develop the increased levels of trust, respect, and confidence that will permit them to share responsibilities. A willingness to be open-minded about changing long-standing operating procedures is often needed. Once these conditions are met, a wide range of coordinated transportation benefits is then possible.

### **Plan of Action for FY 2010 Transportation Coordination**

The coming year will concentrate on leveraging the existing interagency relationship built within the Mass Transit and Human Service Programs Study Committee and reviewing, evaluating and updating the local Human Service Transportation Coordination plans. This will involve continuing the state-level collaborative efforts, as well as working with local COGs in an effort to identify and access opportunities for improved or increase coordination. The South Carolina Department of Transportation (SCDOT) will oversee the local collaborative efforts established with the development of required plans, as well as enhancing outreach to state-sponsored human service agencies and communities within each of the ten COG regions.

By leveraging previous State partnership and the ten regional studies, additional gaps and solutions to meeting transit-dependent population needs can be addressed and solutions put in place. This includes identification of local transportation gaps not previously addressed or that need further

investigation, further development of available resources (financial, personnel, capital, information technology) that are available for coordination of transit, addressing barriers to transit and coordination of resources and training of State agency representatives, local agency representative, and ultimately communities regarding the availability of transportation and access to transportation.

### **Coordination Efforts with the Lower Savannah Regional Mobility Management Center**

#### **Project**

Lower Savannah Council of Governments successfully submitted a proposal to compete for a nationally awarded USDOT/FTA planning grant to design a model Travel Management and Coordination Center (TMCC). Planning on the TMCC system design began in March 2007 and concluded in July 2008 with the submission of a final system design, phasing plan and another proposal submission; this time to compete for MSAA Phase II grant funding to support the implementation of the proposed model design that would be deployed on behalf of the six counties of the Lower Savannah Region, South Carolina: Aiken, Allendale, Bamberg, Barnwell, Calhoun, and Orangeburg.

The Lower Savannah Region is a predominately rural area of 3981 square miles and a population of 300,666, with two-thirds of that population residing in rural, unincorporated areas. Much of the region has higher than average poverty, disability and unemployment. Two of the counties, Allendale and Bamberg, are among the poorest counties in the state.

The Lower Savannah Council of Governments is a regional planning and development agency serving the local governments of the six-county Lower Savannah region in the southwestern portion of the state. Lower Savannah Council of Governments also houses several other programs and services including Workforce Development; Tourism; Community Block Grant Services; and the Aging & Disability Resource Center. The Aging & Disability Resource Center encompasses several important human service and aging programs offered through the Older Americans Act and a regional Information, Assistance and Referral program. Lower Savannah Council of Governments proposes in their model design to merge the existing Aging & Disability Resource Center and its functions with the transportation and coordination functions of a TMCC in order to provide the caller/consumer with several assistance programs along with information and human service referrals with “one-call” or “one-click” access.

The above programs, combined with the growing role LSCOG has been playing in the progression of human service transportation leadership and coordination, has placed Lower Savannah Council of Governments in a position to lead stakeholder involvement in the planning and implementation of a TMCC. LSCOG is not a direct provider or operator of transportation services but is equipped for the TMCC planning task because of its roles as the Regional Transportation Management Association, Direct Recipient status for certain FTA transit program funds that are administered by Lower Savannah Council of Governments but contracted out for the transportation services, and the experience gained through earlier coordination efforts to create new shared seat public transportation systems in some of the Lower Savannah counties, using no new vehicle resources. LSCOG has also been awarded funding support, outside of the MSAA planning grant, for a regional mobility center model (now referred to as the TMCC model) from United We Ride and Centers for Medicare and Medicaid Services Systems Transformation Grants.

With these various grant resources, participating transportation providing agencies support, consumer and human service agency stakeholder input, an experienced and technically expert

design team, a structured engineering approach to system design, and enabling technology; the model Aging & Disability Resource Center/TMCC should be able to make progress towards addressing unmet needs and transportation barriers in the region.

The TMCC model will have both centralized and de-centralized functions that support transit services and transportation coordination within the region. Lower Savannah Council of Governments will house and maintain some of the proposed technology and services like a regional telephone system, integrated voice recognition software, databases, servers and mobility managers. Some of the other technology and service functions will be placed within the region, such as: the presence of “virtual agents,” common and shared reservation-scheduling-routing-dispatch-billing software, and automatic vehicle location/mobile data computers in participating transportation providers’ vehicles.

All this planning, coordination activity, and technology will be brought to the region to address identified user needs including, but not limited to:

- Consumer-focused transportation and human service information and assistance from one source by telephone or by web
- A quick and efficient way to make a trip reservation and receive telephone notification of such things like vehicle ETA and updates
- A more responsive transportation system that does not require a three-to-five day advance reservation policy and offers more shared seat availability to the public
- Improvements in transit functions like automated trip manifests from broker to provider; automated trip verification; enhanced vehicle communications; increased payment options for consumers; eligibility determinations; data collection and reporting; ability to track and reconcile fares.

The TMCC incorporates technology, coordination and efficiency in support of transportation coordination within the region.

On March 30, 2009, the Lower Savannah Council of Government from Aiken South Carolina was one five communities who received *United We Ride Leadership Awards*, and three communities were recognized as Mobility Services for All Americans Phase 2 projects. The United We Ride award highlights the success of communities and organizations that have made significant progress in providing coordinated local transportation services for older adults, individuals with disabilities, children, and individuals with lower incomes.

Mobility Services for All Americans (MSAA) Phase 2 award sites included the Lower Savannah Council of Governments. The MSAA project implementation aims to serve the consumers of the entire region by providing simplified access to transportation information and providing passengers with improved mobility options through ITS technology deployment. The Aiken team focuses their efforts on integrating existing ITS infrastructure and then expanding the technology to create efficiency and quality.

### **Virtual Transportation Enterprise (VTE) Program**

The Virtual Transit Enterprise (VTE) is a technology initiative of the South Carolina Department of Transportation Division of Mass Transit. The goal of the VTE program is to identify and implement various technologies that will increase the effectiveness and efficiency of individual transportation providers throughout South Carolina. Continued introduction of new concepts and new

technologies will enhance transportation service within the state, while providing our customers more efficient means of integrated communication and reporting with the South Carolina Department of Transportation.

### **TRANSIT GOALS**

- Develop Information Technology Skills of Transit professionals through training.
- Apply new technologies to transit where they are appropriate and cost effective.
- Expand knowledge and capabilities in advanced transit technologies where applicable.
- Ensure integration of Information technology with our customers and within the IT structure of SCDOT.

### **Technology Plan for South Carolina Transit Systems**

The importance of transit service is rapidly growing. As the funding for highways becomes more limited and congestion builds on our highways, transit becomes an increasingly important ingredient to maintain economic development, offer transportation alternatives to all citizens and sustain a desirable quality of life. In fact, transit is often the only transportation choice for many in our growing workforce.

This growing importance is reflected in the South Carolina Mass Transit Architecture Plan. This visionary plan commits South Carolina to:

- Improve, expand and link transit service in rural, urban, and intercity settings
- Leverage transit investments and provide new tools to local officials to guide development
- Apply new technologies to transit where they are appropriate and cost-effective.
- Link public transportation, highways, bikeways, and sidewalks into a single seamless, multi-modal transportation network.

### **Changing Customer Expectations**

Over the same time period, the expectations for service quality and access are changing. Leaps forward in computers, the Internet, telecommunications, and other types of digital technology have taught consumers to expect the delivery of fast, accurate information on demand and more customer-focused services. The effective integration of diverse types of services will become the main focus along with earlier objectives concerning quality and re-engineering. The most successful organizations will be those that effectively integrate a variety of services and get relevant information about and to their customers at the greatest speed.

### **The Role of Technology**

Technology is a key ingredient in the solution to make South Carolina transit systems safer, more efficient, and more effective. It will provide services that meet the quality standards set by today's consumers. Technology provides more and better organized information into the decision-making process of transit managers and staff so they are able to make faster, informed decisions in the use of their resources. Furthermore, it provides customers with the timely, accurate information they need in order to make their own travel decisions and to make better travel plans.

### **A New Way of Doing Business**

The adaptation of new technology and the linking of different transit systems and transportation modes require a whole new way of doing business for the transit industry. Implementation of new technology requires well developed business and management practices. Combining new technologies with better business methods will produce a quality service and a high level of output

efficiency. For example, a transit system that uses effective policies and manual routing and scheduling to meet customer travel needs is likely to realize much benefit from implementing scheduling or routing software, automated fare-box systems, or customer smart cards. A method must be in place and management must be committed to utilize and take advantage of additional information that new technologies will produce with increasing accuracy and timeliness.

Therefore, this technology plan addresses more than just technology. It addresses the improvement of transit business and management practices, employee skills, and the development of a customer focus. For many in the transit industry, this shift in focus represents a new way of doing business. These improvements are a necessary ingredient to fully realize the benefits from new technologies, and to enable benefits to help lead the way in meeting the transit goals of the public, elected officials, and transit professionals.

### **Vehicle Acquisition Program**

In FY 2002, the Division of Mass Transit initiated the Vehicle Acquisition Program (VAP). This program was initially designed to maximize available earmark funds to replace South Carolina's aging transit fleet within three to five years, whereas conventional replacement methods would take ten to fifteen years. The expected outcomes are to purchase new vehicles for each transit agency, assist in improving customer satisfaction, ensure vehicle reliability, and reduce maintenance costs. Through assessments, a total of 508 vehicles have been identified to be replaced under this program.

Figure 7.3.1 indicates the types of vehicles purchased through the VAP. Cutaways are requested more frequently than any other vehicle. Cutaways are smaller 10- to 17-passenger vehicles, which are more fuel efficient and are Americans with Disabilities Act of 1990 (ADA) compliant. Figure 7.3.2 represents the vehicles that have been replaced through the VAP to date. In FY 2009, 3 vehicles were replaced statewide bringing the total amount of "replaced" vehicles to 382, or 75% of the program goal. The remaining 25% of vehicles to be replaced under the VAP are planned to be replaced over the next two to three fiscal years utilizing available FTA Section 5309 earmark funding. The Vehicle Acquisition Program is very successful and a cost effective program.

Also in FY 2009 the VAP program facilitated the replacement of 24 transit coaches purchased in 2005 and 2006 that were deemed mechanically unfit. This was the result of a legal action between the manufacturer and three rural transit providers and did not impact the original intent of the percentages expressed above.

### **Mass Transit Operating Statistics - Key Measures**

Beginning with FY 2008, SCDOT's Division of Mass Transit and Office of Planning developed and implemented a new transit data acquisition and analysis program called Operating Statistics. The purpose of the program is to better assist SCDOT and the state's public transit providers in gathering and analyzing data for assessing operating and capital needs, conducting annual trend analyses, monitoring performance, and ongoing reporting to local, state and federal entities.

The Division of Mass Transit's key measures are total passenger boarding's (ridership) and total operational expenses:

- Annual passenger boarding data (**Figure 7.2.3**) provides information that shows how many one-way passenger trips were reported by transit providers (statewide) for the fiscal year;
- Annual operating expenses data (**Figure 7.3.4**) provides information that shows the cost reported by transit providers that is associated with the actual transit service delivery.

On an annual basis, each transit provider submits data for the two key measures to the Division of Mass Transit and Transit Planning Division. FY 2009 data will be compiled after September 2009 and will be published in the *South Carolina Transit Trends Annual Report for FY 2009*. The information is then compiled and analyzed to determine statewide trends. The data is critical because it is used to a certain degree to make funding decisions and provides a financial oversight mechanism through statewide trending analysis as well as individual review and assessment. Trend data consists of passenger boarding's and operating expenses and are compiled and analyzed after the close of each fiscal year.

Although trend analysis is a continuous effort, several features have surfaced relevant to the statistics displayed in **Figures 7.2.3** and **7.3.4** that point to consumer behavior and elasticity of demand. For example, the increase in ridership is, without a doubt, directly proportionate to the unstable and volatile fluctuation in gasoline prices that has been experienced nationwide over the last two to three years. Each citizen has his/her own threshold that is determinant in their potential pursuit of alternative modes of transportation. Concomitant with the aforementioned consumer behavior is the direct impact on those alternative modes of transportation that underscores the increase in operational costs as displayed in **Figure 7.3.4**. The "ramp up" in passenger demand has more than likely caused an increase in needed service units that has strained existing fleets. This, in turn, has affected levels of effort in the maintenance arena as well as the operational labor force.

#### **Transit - American Recovery and Reinvestment Act (ARRA) of 2009**

South Carolina received approximately \$41million under the American Recovery and Reinvestment Act (ARRA) – Stimulus Funding, for mass transit projects. Forty percent of these funds or \$16.6 million was obligated for rural transit projects administered through the South Carolina Department of Transportation Division of Mass Transit. Some of the noteworthy projects that will be funded under the rural stimulus funds will include a \$2.5 million transit facility center in Clemson and \$3.5 million transit facility in Orangeburg. The environmental studies and appraisals for these two projects have been completed.

Thirty eight percent or \$15.5 million was allocated for transit projects in the large urbanized areas including Charleston, Columbia and Greenville. Twenty two percent or \$8.9 million was allocated for transit projects in the small urbanized areas which include the City of Anderson, City of Spartanburg, City of Maudlin/Simpsonville, City of Florence, City of Sumter and City of Myrtle Beach. Although about 75% of the transit funds have been obligated, no disbursements of funds have been made.

## Glossary

AASHTO	American Association for State Highway and Transportation Officials
ADA	Americans with Disabilities Act of 1990
AMBER	America's Missing: Broadcast Emergency Response
ARRA	American Recovery and Reinvestment Act
CFR	Code of Federal Regulation
COG	Councils of Government
CRM	Construction Resource Manager
CTC	County Transportation Committee
DBE	Disadvantaged Business Enterprise
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
FY	Fiscal Year
HOT	High Occupancy Toll
HOV	High Occupancy Vehicle
IFTA	International Fuel Tax Agreement
ITMS	Integrated Transportation Management System
ITS	Intelligent Transportation System
LPA	Local Program Administration
L RTP	Long Range Transportation Plan
JARC	Job Access & Reverse Commute
MAP	Maintenance Assessment Program
MPO	Metropolitan Planning Organizations
MSAA	Mobility Services for All Americans
ODA	Outdoor Advertising
OMR	Office of Materials & Research
OSHA	Occupational Safety and Health Administration
OSOW	Oversize and Overweight
RSL	Remaining Service Life
RTA	Regional Transit Authority
RTAP	Rural Transit Assistance Program
RTMA	Rural Transit Management Association
SAFETEA-LU	Safe Accountable Flexible, Efficient Transportation Equity Act – A Legacy for Users
SCDOT	South Carolina Department of Transportation
SCDPS	South Carolina Department of Public Safety
SHSP	Strategic Highway Safety Plan
SRTS	Safe Routes to School
STIP	State Transportation Improvement Program
TMCC	Travel Management & coordination Center
US	United States
VAP	Vehicle Acquisition Program
VTE	Virtual transit Enterprise