

Legislative Oversight Committee
South Carolina House of Representatives
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Columbia, South Carolina 29211
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2016 Annual Restructuring Report Guidelines

PLEASE NOTE:

The information included in the agency's report will appear online for all legislators and the public to view.

Agency Name:	South Carolina Department of Transportation
Date Report Submitted:	January 12, 2016
<u>Agency Head</u>	
First Name	Christy
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General Instructions

SUBMISSIONS	
What to submit?	Please submit this document in electronically only in both the original format (Excel) as well as in a PDF document. Save the document as "2016 - Agency ARR (<i>insert date agency submits report</i>)."
When to submit?	The deadline for submission is by the first day of session, January 12, 2016.
Where to submit?	Email all electronic copies to HCommLegOv@schouse.gov.

NOTE: If the agency enters its Name and the Date of Submission in the "Cover Page" tab, it should automatically populate at the top of each tab in this report.

WHERE INFORMATION WILL APPEAR	
Where will submissions appear?	The information included in the agency's report will appear online for all legislators and the public to view. On the South Carolina Statehouse Website it will appear on the Publications page as well as on the individual agency page, which can be accessed from the House Legislative Oversight Page.

QUESTIONS	
Who to contact?	House Legislative Oversight at 803-212-6810.

OTHER INFORMATION	
<i>House Legislative Oversight</i>	
Mailing	Post Office Box 11867
Phone	803-212-6810
Fax	803-212-6811
Email	HCommLegOv@schouse.gov
Web	The agency may visit the South Carolina General Assembly Home Page (http://www.scstatehouse.gov) and click on "Citizens' Interest" then click on "House Legislative Oversight Committee Postings and Reports."

Legal Standards

This is the first chart in the report because the legal standards which apply to the agency should serve as the basis for the agency's mission, vision and strategic plan.

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016

Instructions: List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. If the agency grouped Laws together last year, they can continue to do so this year. However, please be aware that when the agency goes under study, the House Legislative Oversight Committee will ask it to list each Law individually. The Committee makes this request so the agency can then analyze each of the Laws to determine which current Laws may need to be modified or eliminated, as well as any new Laws possibly needed, to allow the agency to be more effective and efficient or to ensure the Law matches current practices and systems. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
1	SC Code Title 57	State	The entire Title 57 applies to the Department of Transportation. Title 57 contains the following Chapters: 1. General provisions, 3. Department of Transportation, 5. State Highway System, 7. Obstruction or Damage to Roads or Drainage, 9. Abandonment or Closing of Streets, Roads or Highways, 11. Financial Matters, 13. Provisions Affecting Bridges Only, 15. Provisions Affecting Ferries Only, 17. County Roads, Bridges, and Ferries Generally, 19. County Road Taxes and Assessments, 21. Paving Districts in Counties with City of Over 70,000, 23. Highway Beautification and Scenic Routes, 25. Outdoor Advertising and 27. Junkyard Control.	Statute
2	SC Code of Regulations, Chapter 63	State	Chapter 63 of the SC Code Regulations applies to the Department of Transportation. The regulations include: 63-10 - Transportation Project Prioritization; 63-30 - Commission approval of actions; 63-100 - Secretary of Transportation Approval of Actions; 63-300 to 309 - Prequalification and Disqualification of Bidders; 63- 322 - Relocation of Displaced Persons; 63-338 - Highway Advertising Control Act; 63-361- Movement of Machinery over Highways; 63-370 - Driveways; 63-380 - Erosion Control ; 63-390 - Tandem Trailer Combinations and Other Larger Vehicle Access Control Act ; 63-700, et seq. Disadvantaged Business Enterprises Program; 63-800 - Bus Shelters; 63-900 - Scenic Byways, 63-1000 Sign requirements for petitions to close roads.	Regulations
3	SC Code Sections 57-5-820 and 830	State	Consent required for highway work within municipalities.	Statute
4	SC Code Section 1-30- 10(A)	State	Department of Transportation is a department within the executive branch of state government.	Statute
5	SC Code Sections 1-30-10(G)(1) and 1-30-10(G) (2)	State	Restructuring Report and Seven Year Cost Savings Plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven year period.	Statute
6	SC Code of Law: 1-30-10(G)(1)	State	Restructuring Report Department reports giving detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services.	Statute
7	SC Code Sections 57-3-110 and 200	State	These statutes imply that SCDOT can advertise on SCDOT facilities.	Statute
8	SC Code Section 57-5-1495	State	Current law does not allow collection of fines from toll violators who are nonresidents.	Statute
9	SC Code Section 6-29-770	State	Agencies, departments, and subdivisions of this State that use real property, as owner or tenant, in any county or municipality in this State are subject to the zoning ordinances.	Statute
10	SC Code Section 8-13-1110 (12)	State	Amended in 2007 to include District Engineering Administrators.	Statute
11	SC Code Section 28-2-420(A)	State	The South Carolina Eminent Domain Procedure Act requires 8% interest on condemnation trial awards in takings of real property cases.	Statute
12	SC Code Section 28-2-470	State	Proceedings to challenge condemnor's right to condemn.	Statute
13	SC Code Sections 57-7-50 and 210	State	Penalties for obstructions in the right of way without a permit.	Statute
14	SC Code Section 11-35-5240	State	Minority Business Enterprise (MBE) Utilization Plan	Statute
15	SC Code Section 12-28-2740	State	Distribution of gasoline user fee among counties also referred to as C-Fund. Includes apportionments, formula distribution, and requirements for expenditure of funds; county transportation committees.	Statute
16	SC Code Section 12-28-2930	State	State set-asides for small businesses owned and controlled by socially and economically ethnic minorities (MBE's) and disadvantaged females (WBE's).	Statute
17	SC Code Section 44-96-140	State	Recycling programs of state government; state procurement policy; report of the Department of Transportation.	Statute
18	US Code of Laws: Title 23	Federal	Federal Statutes applicable to federally funded highway programs.	Statute
19	23 Code of Federal Regulations	Federal	Federal Regulations applicable to federally funded highway programs.	Regulations
20	49 US Code Title 49, Subtitle III	Federal	Section 5301, et seq. - Public Transportation.	Statute
21	49 Code of Federal Regulations	Federal	Federal regulations applicable to federally funded transportation programs.	Regulations
22	FY15-16 Proviso 84.1	State	Expenditure limitation	Proviso
23	FY15-16 Proviso 84.2	State	Special Fund Authorization	Proviso
24	FY15-16 Proviso 84.3	State	Secure Bonds & Insurance	Proviso
25	FY15-16 Proviso 84.4	State	Benefits	Proviso
26	FY15-16 Proviso 84.5	State	Document fees	Proviso

Legal Standards

27	FY15-16 Proviso 84.6	State	Meals in Emergency Operations	Proviso
28	FY15-16 Proviso 84.7	State	Rest Area Water Rates	Proviso
29	FY15-16 Proviso 84.8	State	Shop Rd. Farmers Market Bypass Carry Forward	Proviso
30	FY15-16 Proviso 84.9	State	Tree removal	Proviso
31	FY15-16 Proviso 84.10	State	Hannah Permit Application	Proviso
32	FY15-16 Proviso 84.11	State	Horry-Georgetown Evacuation Route	Proviso
33	FY15-16 Proviso 84.14	State	Bridge Replacement in Horry County	Proviso
34	FY15-16 Proviso 84.16	State	Publication of Project Priority List	Proviso
35	FY15-16 Proviso 84.18	State	Suspend Section 6 of Act 114 of 2007	Proviso
36	FY15-16 Proviso 117.07	State	What fee increases are allowed	Proviso
37	FY15-16 Proviso 117.13	State	Discrimination Policy	Proviso
38	FY15-16 Proviso 117.19	State	Per diem for boards and commission	Proviso
39	FY15-16 Proviso 117.20	State	Subsistence Expenses and Mileage	Proviso
40	FY15-16 Proviso 117.23	State	Carry forward of General Fund appropriations	Proviso
41	FY15-16 Proviso 117.26	State	Travel Report	Proviso
42	FY15-16 Proviso 117.29	State	Base Budget Analysis	Proviso
43	FY15-16 Proviso 117.34	State	Debt Collections Report	Proviso
44	FY15-16 Proviso 117.45	State	Parking fees	Proviso
45	FY15-16 Proviso 117.48	State	Personnel Organization Chart	Proviso
46	FY15-16 Proviso 117.55	State	Employee Bonuses	Proviso
47	FY15-16 Proviso 117.65	State	Attorney Dues	Proviso
48	FY15-16 Proviso 117.73	State	Printed Report Requirements/Combine Annual Report and Mass Transit Report in Annual Accountability Report	Proviso
49	FY15-16 Proviso 117.75	State	Fines and Fee Report	Proviso
50	FY15-16 Proviso 117.84	State	Bank Account Transparency and Accountability	Proviso
51	FY15-16 Proviso 117.110	State	Data Breach Notification	Proviso
52	FY15-16 Proviso 117.114	State	Welcome Centers	Proviso
53	FY15-16 Proviso 117.116	State	Charleston/Dorchester Sound Barriers	Proviso
54	FY15-16 Proviso 117.118	State	IT & Information Security Plans	Proviso
55	SC Code 57-11-20 (Act 176 of 2005)	State	Non Federal Aid Highway Fund	Statute
56	SC Code 11-43-160(A)(1)	State	State Infrastructure Bank to receive annual contribution not to exceed one cent a gallon of tax imposed pursuant to Section 12-28-310	Statute
57	SC Code 11-43-165 (Act 98 of 2013)	State	SCDOT transfer annually \$50M to State Infrastructure Bank to finance bridge replacement, rehabilitation projects, and expansion and improvements to existing mainline interstates	Statute
58	SC Code Title 12, Chapter 28	State	Imposition and distribution of fuel tax	Statute
59	SC Code 56-11-500	State	Road tax to State Highway Fund	Statute
	SC Code 12-36-2647	State	50% of revenues of sales, use and casual excise taxes on motor vehicles to State Non-federal Aid Highway Fund	Statute
60	42 USC 4321, et seq.	Federal	National Environmental Policy Act of 1969	Statute
61	33 USC 1344, et seq.	Federal	Clean Water Act of 1977	Statute
62	33 CFR Parts 325	Federal	US Army Corps of Engineer permits	Regulations
63	33 CFR Parts 332	Federal	Compensatory Mitigation requirements	Regulations
64	40 CFR 230	Federal	404(b) (1) permits	Regulations
65	SC Regs 61-101	State	DHEC 401 water quality certifications	Regulations
66	SC Code 48-20-10, et seq.	State	S. C. Mining Act	Statute
67	SC Code 48-14-10, et seq.	State	S. C. Storm water Management and Sediment Reduction Act	Statute
68	SC Regs 72-300, et seq.	State	S. C Storm water Management regulations	Regulations
69	SC Code 48-18-10, et seq.	State	Erosion and Sediment Reduction Act	Statutes
70	SC Regs 72-400, et seq.	State	Erosion and Sediment Reduction regulations	Regulations
71	SC Code 48-1-100, et seq.	State	S. C. Pollution Control Act	Statutes
72	SC Regs 61-9, et seq.	State	SC Pollution Control Act regulations	Regulations
73	SC Code 48-39-10, et seq.	State	SC Coastal Zone Management Act	Statutes
74	US Public Law 112-141	Federal	MAP -21 - Moving Ahead for Progress in the 21st Century - Federal Highway Funding Bill	Public Law
75	US Public Law 114-94	Federal	FAST Act - Fixing America's Surface Transportation Act - Federal Highway Funding Bill	

Mission, Vision and Goals

This is the second chart because the agency's mission and vision should have a basis in the legal standards, which the agency provided in the previous chart. After the agency knows the laws it must satisfy, along with its mission and vision, it can then set goals to satisfy those laws and achieve that vision (and the strategy and objectives to accomplish each goal - see next chart). To ensure accountability, one person below the head of the agency should be responsible for each goal. The same person is not required to be responsible for all of the goals.

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions : Provide the agency's mission, vision and laws (i.e. state and/or federal statutes) which serve as the basis for the agency's mission and vision.

Mission	SCDOT 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 intermodal and freight system ... the goal of the Department is to provide adequate, safe, and efficient transportation services for the movement of people and goods.
Legal Basis for agency's mission	SC Code Section 57-1-30
Vision	The vision of SCDOT is to deliver, operate and maintain a world-class, 21st century, multimodal transportation system that enables the Palmetto State to continue to grow its economy, enhance communities, and improve the environment.
Legal Basis for agency's vision	SC Code Section 57-1-30

Instructions :

- Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal is satisfying. All of the laws mentioned in the previous chart (i.e. Legal Standards Chart) should be included next to one of the agency's goals. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. SC Code 63-19-320 thru 63-19-450). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.
- Under the "Goals and Description" column, enter the number and description of the goal which will help the agency achieve its vision (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). The agency should have 3-4 high level goals.
- Under the "Describe how the Goal is SMART" column, enter the information which shows the goal is Specific, Measurable, Attainable, Relevant and Time-bound.
- Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing the goal.
- Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal. The Responsible Person has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives to accomplish the goal. In addition, this is the person who monitors the progress and makes any changes needed to the strategies and objectives to ensure the goal is accomplished. Under the "Position" column, enter the Responsible Person's position/title at the agency.

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	Specific Measurable Attainable Relevant Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			
SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30- 10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G) (2); SC Code Section 57-5-1495;SC Code Section 6-29-770; SC Code Section 8-13-1110 (12);SC Code Sections 57-7-50 and 210;SC Code Section 12-28-2740;US Code of Laws: Title 23;23 Code of Federal Regulations;49 US Code, Title 49, Subtitle III;49 Code of Federal Regulations; FY15-16 Proviso 84.1;FY15-16 Proviso 84.3; FY15-16 Proviso 84.4; FY15-16 Proviso 84.6;FY15-16 Proviso 84.8; FY15-16 Proviso 84.9; FY15-16 Proviso 84.10;FY15-16 Proviso 84.11; FY15-16 Proviso 84.14; FY15-16 Proviso 84.18;FY15-16 Proviso 117.29; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114;FY15-16 Proviso 117.116;FY15-16 Proviso 117.118;SC Code 57-11-20 (Act 176 of 2005);SC Code 11-43-160(A)(1);SC Code 11-43-165 (Act 98 of 2013);SC Code Title 12, Chapter 28;SC Code 56-11-500;SC Code 12-36-2647;42 USC 4321, et seq.;33 USC 1344, et seq.; 33 CFR Parts 325; 33 CFR Parts 332;40 CFR 230;SC Regs 61-101;SC Code 48-20-10, et seq.; SC Code 48-14-10, et seq.;SC Regs 72-300, et seq.;SC Code 48-18-10, et seq.; SC Regs 72-400, et seq.;SC Code 48-1-100, et seq.;SC Regs 61-9, et seq.;SC Code 48-39-10, et seq.;US Public Law 112-141; US Public Law 114-94.	<p>Goal 1 - Improve Safety</p> <p>Specific: This goal has two specific strategies and two specific objectives associated with it. The strategies focus on developing, implementing and managing a data driven highway system and promoting workforce safety throughout the Agency. Specific objectives to support these strategies are: reducing the number of fatalities and serious injuries on the state highway system and reducing the number of workplace injuries and lost work hours. Additionally, there are seven Agency level performance measures that address: the number of fatalities and rate; number of serious injuries and rate; number of fatal pedestrian accidents; number of bicycle accidents; number of workplace injuries; number of lost work days; percentage of road miles in good condition.</p> <p>Measurable: The seven performance measures associated with this goal measure this goal in detail. Measurements include: last value; current value; target value; time applicable; data source and availability; reporting frequency; calculation method.</p> <p>Attainable: A target of zero fatalities is an ambitious and challenging goal, but SCDOT believes this goal can be attainable through the development, implementation and dynamic management of a strategic dashboard that will be built around the Agency's 24 performance measures. The dashboard will provide greater access and visibility to SCDOT senior leadership to focus on areas within safety that require attention.</p> <p>Relevant: The safety of the general motoring public in South Carolina will always be relevant.</p> <p>Time-bound: Implementation of an Agency dashboard is expected to occur at the beginning of SFY 2016-17.</p>	<p>Output: SCDOT is taking a data-driven approach to diagnose crashes and identify appropriate countermeasures, which include four components-engineering, education, enforcement and emergency response. SCDOT will deploy highway safety and roadway construction funds to address engineering related countermeasures.</p> <p>Outcome: Accelerate the progress in reducing fatalities and serious injuries. Also, reduce the number of equipment accidents and injuries in the workplace.</p>	Leland Colvin, P.E.	12	Acting Deputy Secretary for Engineering	

Mission, Vision and Goals

<p>SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30- 10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G) (2); SC Code Section 6-29-770; SC Code Section 8-13-1110 (12);SC Code Section 28-2-420(A); SC Code Section 28-2-470;SC Code Sections 57-7-50 and 210;SC Code Section 11-35-5240; SC Code Section 12-28-2740;SC Code Section 12-28-2930;US Code of Laws: Title 23;23 Code of Federal Regulations;49 US Code, Title 49, Subtitle III;49 Code of Federal Regulations; FY15-16 Proviso 84.1;FY15-16 Proviso 84.2; FY15-16 Proviso 84.3; FY15-16 Proviso 84.4; FY15-16 Proviso 84.5; FY15-16 Proviso 84.6; FY15-16 Proviso 84.7; FY15-16 Proviso 84.8; FY15-16 Proviso 84.10;FY15-16 Proviso 84.14; FY15-16 Proviso 84.16; FY15-16 Proviso 84.18;FY15-16 Proviso 117.07; FY15-16 Proviso 117.13; FY15-16 Proviso 117.19; FY15-16 Proviso 117.20; FY15-16 Proviso 117.23; FY15-16 Proviso 117.26; FY15-16 Proviso 117.29;FY15-16 Proviso 117.34; FY15-16 Proviso 117.45;FY15-16 Proviso 117.48;FY15-16 Proviso 117.55;FY15-16 Proviso 117.65;FY15-16 Proviso 117.73; FY15-16 Proviso 117.75; FY15-16 Proviso 117.84; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114;SC Code 57-11-20 (Act 176 of 2005);SC Code 11-43-160(A)(1);SC Code 11-43-165 (Act 98 of 2013);SC Code Title 12, Chapter 28;SC Code 56-11-500;SC Code 12-36-2647;42 USC 4321, et seq.;33 CFR Parts 325; 33 CFR Parts 332; SC Code 48-14-10, et seq.;SC Regs 72-300, et seq.;SC Code 48-18-10, et seq.; SC Regs 72-400, et seq.;US Public Law 112-141; US Public Law 114-94.</p>	<p>Goal 2 - Preserve our Transportation Infrastructure</p>	<p>Specific: This goal has three specific strategies and three specific objectives. The strategies focus on developing a risk based asset management plan that optimizes investments in our roads and bridges; developing a risk based program targeting posted and closed bridges and using the transit asset management system to optimize replacement of public transit vehicles. Specific objectives to support these strategies are: decreasing the number of roads and bridges moving from good to fair and fair to poor; strategically reducing the number of posted and closed bridges and reducing the proportion of the state’s public transit fleet that has reached minimum useful life. There are six Agency level performance measures for this goal that address: the percentage of bridges in satisfactory condition; deck area of structurally deficient bridges in million square feet (MSF); percentage of vehicle miles traveled (VMT) on good pavement; reducing the number of targeted posted bridges; reducing the number of targeted closed bridges; the percentage of SCDOT-titled active duty public transit vehicles beyond defined useful life parameters. Measureable: The six performance measures associated with this goal measure this goal in detail. Measurements include: last value; current value; target value; time applicable; data source and availability; reporting frequency; calculation method. Attainable: This goal is definitely attainable. Relevant: This goal also plays a strong role in providing for the safety of the general motoring public in South Carolina which makes it very relevant. Moreover, preserving the existing infrastructure before consideration of expanding capacity provides greater and more responsible stewardship of taxpayers’ dollars. Time-bound: The time associated with preserving our transportation infrastructure is dependent upon annual funding from the state legislature.</p>	<p>Output: A risk-based asset management approach will enable SCDOT to optimize preservation investments by selecting the right treatments at the right time for the right projects that will yield the greatest benefit at the lowest cost. A tiered, risk based preservation strategy will direct preservation investments to the most heavily used and critical facilities. Outcome: A strategy of continuous upkeep to prevent deterioration of good pavements, targeting a portion of fair pavements to bring them up to good condition and addressing some of the most critical facilities needing reconstruction or replacement. In the end, stop the declining trend of pavement deterioration that has been taking place since 2008.</p>	<p>Leland Colvin, P.E. and Ron Patton, P.E.</p>	<p>12</p>	<p>Acting Deputy Secretary for Engineering and Deputy Secretary for Intermodal Planning</p>
<p>SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30- 10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G) (2);SC Code Section 8-13-1110 (12); SC Code Sections 57-7-50 and 210;SC Code Section 12-28-2740;US Code of Laws: Title 23;23 Code of Federal Regulations;49 US Code, Title 49, Subtitle III;49 Code of Federal Regulations; FY15-16 Proviso 84.1;FY15-16 Proviso 84.3; FY15-16 Proviso 84.4; FY15-16 Proviso 84.6; FY15-16 Proviso 84.11;FY15-16 Proviso 84.14;FY15-16 Proviso 84.16; FY15-16 Proviso 84.18;FY15-16 Proviso 117.29; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114;FY15-16 Proviso 117.116;SC Code 57-11-20 (Act 176 of 2005);SC Code 11-43-160(A)(1);SC Code 11-43-165 (Act 98 of 2013);SC Code Title 12, Chapter 28;SC Code 56-11-500;SC Code 12-36-2647;42 USC 4321, et seq.;33 CFR Parts 325; 33 CFR Parts 332; SC Code 48-14-10, et seq.;SC Regs 72-300, et seq.;SC Code 48-18-10, et seq.; SC Regs 72-400, et seq.;SC Code 48-1-100, et seq.;SC Regs 61-9, et seq.;US Public Law 112-141; US Public Law 114-94.</p>	<p>Goal 3 - Optimize Mobility</p>	<p>Specific: This goal has four specific strategies and five specific objectives. The strategies focus on continuing to support an ITS and incident management program; developing and implementing a performance-based transit program; continuing support for a three-year pilot program in counties introducing public transit service for the first time; identifying and delivering projects that relieve bottlenecks and recurring congestion. Specific objectives to support these strategies are: increasing traffic management system coverage of strategic locations to enhance incident notification and hurricane evacuation; increasing the number of lane miles of incident response coverage to increase safety and response to disabled motorists and incidents; improve transit ridership and efficiency; increase access to public transit service; reduce congestion on our highway system. There are seven Agency level performance measures for this goal that address: the area of Traffic Management System coverage in miles; lane miles of incident response coverage in miles; the number of transit passenger trips; cost per transit passenger per trip; the percentage of South Carolina counties with a public transit system; annual hours of delay on interstates and strategic network; interstate reliability index. Measureable: The seven performance measures associated with this goal measure this goal in detail. Measurements include: last value; current value; target value; time applicable; data source and availability; reporting frequency; calculation method. Attainable: This goal is definitely attainable. Relevant: Any measure that reduces congestion while also reducing the total number of vehicles on the road should maintain its relevancy. Time-bound: The time associated with preserving our transportation infrastructure is dependent upon annual funding from the state legislature.</p>	<p>Output: SCDOT will invest in strategies to extract as much capacity out of the existing system as possible. Operational improvements such as synchronized traffic signalization, highway service patrols or incident clearance protocols can add capacity by allowing greater throughput. Strategies to improve intermodal connections and to provide modal options in some areas and corridors can provide freight and passenger mobility alternatives, which also can result in greater throughput in some locations and corridors. Outcome: Access to jobs, schools and services for daily living, and providing choices in how people and goods may move are essential to maintaining dynamic communities and robust quality of life in today’s competitive economic climate.</p>	<p>Leland Colvin, P.E. and Ron Patton, P.E.</p>	<p>12</p>	<p>Acting Deputy Secretary for Engineering and Deputy Secretary for Intermodal Planning</p>
<p>SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30- 10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G) (2); SC Code Sections 57-3-110 and 200; SC Code Section 6-29-770; SC Code Section 8-13-1110 (12); SC Code Section 28-2-420(A);SC Code Sections 57-7-50 and 210; SC Code Section 11-35-5240; SC Code Section 12-28-2740;SC Code Section 12-28-2930;SC Code Section 44-96-140;US Code of Laws: Title 23;23 Code of Federal Regulations;49 US Code, Title 49, Subtitle III;49 Code of Federal Regulations; FY15-16 Proviso 84.3;FY15-16 Proviso 84.8; FY15-16 Proviso 84.10;FY15-16 Proviso 84.14;FY15-16 Proviso 84.16;FY15-16 Proviso 84.18; FY15-16 Proviso 117.07; FY15-16 Proviso 117.13; FY15-16 Proviso 117.29; FY15-16 Proviso 117.84; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114;FY15-16 Proviso 117.116;SC Code 57-11-20 (Act 176 of 2005);SC Code 11-43-160(A)(1);SC Code 11-43-165 (Act 98 of 2013);SC Code Title 12, Chapter 28;SC Code 56-11-500;SC Code 12-36-2647;42 USC 4321, et seq.;33 CFR Parts 325; 33 CFR Parts 332; SC Code 48-14-10, et seq.;SC Regs 72-300, et seq.;SC Code 48-18-10, et seq.; SC Regs 72-400, et seq.;SC Code 48-1-100, et seq.;SC Regs 61-9, et seq.;US Public Law 112-141; US Public Law 114-94.</p>	<p>Goal 4 - Enhance a Strengthening Economy</p>	<p>Specific: This goal has two specific strategies and two specific objectives. The strategies focus on identifying SC Freight Network and incorporating appropriate considerations into project ranking criteria and strengthening the responsibilities of the Office of Minority Affairs and Small Business. Specific objectives to support these strategies are: Improving freight mobility along freight corridors and increasing participation by minority, women, and small-owned businesses. There are four Agency level performance measures for this goal that address: freight hours of delay; freight reliability index; percentage of work awarded/committed to federal program and percentage of work awarded/committed to state program. Measureable: The four performance measures associated with this goal measure this goal in detail. Measurements include: last value; current value; target value; time applicable; data source and availability; reporting frequency; calculation method. Attainable: This goal is definitely attainable. Relevant: Any initiative that supports the strengthening of the economy will have the support of the general public and that of elected leaders. Yes, this goal is and should remain relevant. Time-bound: The time associated with enhancing a strengthening economy is dependent upon annual funding from the state legislature and support of elected officials.</p>	<p>Output: A well-functioning, efficient transportation system is essential to sustaining the manufacturing renaissance and to ensuring continued economic development opportunities in all areas of the state. SC, strategically located along the southeastern coast, is crisscrossed by five interstate highways, offering excellent east-west and north-south access. The State Ports Authority opened an inland port at Greer extending the port’s reach 212 miles inland and is preparing to accommodate the new post-panamax container ships with deepening of the Charleston Port’s harbor to 50 feet. Palmetto Railway is embarking on the construction of an intermodal rail facility at the Port to coincide with the arrival of the new, mega container ships in 2019. Four primary commercial airports, several reliever airports and general aviation facilities across the state provide excellent passenger and freight air service. Preservation and modernization of SC’s aging highway and bridge system is essential to keep pace with our growing economy. Outcome: SC led the southeast out of the most recent recession with exceptional growth in manufacturing. A business-friendly climate, talented workforce and attractive quality of life continue to attract investment and create well-paying jobs. The SC Department of Commerce reports that in 2013 the state recruited 127 new manufacturing and service industries, bringing more than \$5 billion dollars in capital investment and more than 15,000 new jobs, one-quarter of which are located in rural areas. The transportation system not only enables economic development but also ensures maintenance of a vibrant SC transportation engineering and construction industry.</p>	<p>Ron Patton, P.E. and Greg Davis</p>	<p>12</p>	<p>Deputy Secretary for Intermodal Planning and Director of Minority and Small Business Affairs</p>

Strategy, Objectives and Responsibility

This is the next chart because once the agency determines its goals, and those responsible for each goal, it then needs to determine the strategy and objectives to accomplish each goal. To ensure accountability, one person should be responsible for each objective. This can be the same person responsible for the goal, if it is a small agency, or, for larger agencies, a person who reports to the person responsible for the goal. The same person is not required to be responsible for all of the objectives.

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions:
 1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisions) for the goal or objective is satisfying. For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. All of the legal standards mentioned for a particular goal should be included next to one of the objectives under that goal. When listing the legal responsibilities satisfied, the agency can group the standards together when applicable (i.e. 63-19-300 through 63-19-370). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a provision or statute.
 2) Under the "Strategic Plan Part and Description" column, enter the strategic plan part number and description (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. If the agency is still utilizing the same strategies and objectives it submitted as part of the Accountability Report, it can copy and paste those into this chart, then fill in the remainder of the column. However, if the agency has trouble explaining how each objective is SMART, it may need to revise its objectives. In addition, if the agency has revised its strategic plan since submitting its last Accountability Report, please provide information from the most current strategic plan.
 3) Under the "Describe how it is SMART" column, enter the information which shows how each goal and objective is Specific, Measurable, Attainable, Relevant and Time-bound.
 4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing each goal and objective.
 5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal and objective. The Responsible Person for a goal has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person for an objective has employees and possibly different teams of employees beneath him/her to help accomplish the objective. The Responsible Person for a goal is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives needed to accomplish the goal. The Responsible Person for an objective is the person who, in conjunction with his/her employees and approval from higher level superiors, sets the performance measure targets and heads the game plan for how to accomplish the objective for which he/she is responsible. Under the "Position" column, enter the Responsible Person's position/title at the agency. Under "Office Address" column, enter the address for the office from which the Responsible Person works. Under the "Department/Division" column, enter the department or division at the agency in which the Responsible Person works. Under the "Department/Division Summary" column, enter a brief summary (no more than 1-2 sentences) of what that department or division does in the agency.

Legal Responsibilities Satisfied:	Strategic Plan Part and Description	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
(i.e. state and federal statutes or provisions the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... Specific: Measurable, Attainable, Relevant, and Time-bound	(Ex. Output = rumble strips are installed on the sides of a road. Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome						
SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30-10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G)(2); SC Code Section 57-5-1495; SC Code Section 6-29-770; SC Code Section 8-13-1110 (12); SC Code Sections 57-7-50 and 210.5; SC Code Section 12-28-2740; US Code of Laws: Title 23; 23 Code of Federal Regulations; 49 US Code, Title 49, Subtitle III; 49 Code of Federal Regulations; FY15-16 Proviso 84.1; FY15-16 Proviso 84.3; FY15-16 Proviso 84.4; FY15-16 Proviso 84.6; FY15-16 Proviso 84.8; FY15-16 Proviso 84.9; FY15-16 Proviso 84.10; FY15-16 Proviso 84.11; FY15-16 Proviso 84.12; FY15-16 Proviso 84.13; FY15-16 Proviso 84.14; FY15-16 Proviso 84.15; FY15-16 Proviso 84.16; FY15-16 Proviso 84.17; FY15-16 Proviso 84.18; FY15-16 Proviso 84.19; FY15-16 Proviso 84.20; FY15-16 Proviso 84.21; FY15-16 Proviso 84.22; FY15-16 Proviso 84.23; FY15-16 Proviso 84.24; FY15-16 Proviso 84.25; FY15-16 Proviso 84.26; FY15-16 Proviso 84.27; FY15-16 Proviso 84.28; 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Strategy, Objectives and Responsibility

23 U.S.C. §§133, 512, 513	Objective 3.1.1 - Increase Traffic Management System coverage of strategic locations to enhance incident notification and hurricane evacuation.	<p>Specific: SC's population increased by 17.7% between 2000 and 2012 and 28% of interstate highways are congested with 13% of SC strategic highway corridors congested.</p> <p>Measurable: Area of Traffic Management System camera coverage.</p> <p>Attainable: Yes, with adequate resourcing and support.</p> <p>Relevant: Yes</p> <p>Time-bound: July 1 – June 30 of each state fiscal year.</p>	<p>Output: There will continue to be more motorists on SC highways in the years and decades ahead requiring increased Traffic Management System camera coverage of strategic locations.</p> <p>Outcome: Enhance mobility with increased camera coverage.</p>	Tony Fallaw	12	Director of Traffic Engineering	SCDOT, 955 Park Street, Suite 502, Columbia, SC 29202	Engineering - Traffic Engineering	Develop, manage and execute SCDOT's Highway Safety, Traffic Management, Operations, and Design Review programs
23 U.S.C. §§512, 513	Objective 3.1.2 - Increase the number of lane miles of incident response coverage to increase safety and response to disabled motorists and incidents.	<p>Specific: Established in 1996, SHEP (State Highway Emergency Program) serves motorists traveling in the Charleston, Columbia, Florence, Grand Strand/Myrtle Beach, Rock Hill, and Upstate (Cherokee, Spartanburg, Greenville and Anderson) areas.</p> <p>Measurable: Lane miles of incident response coverage.</p> <p>Attainable: Yes with adequate resourcing and support.</p> <p>Relevant: Yes, emphasis on the safety of the motoring public.</p> <p>Time-bound: July 1 – June 30 of each state fiscal year for five of the seven performance measures areas and January 1 – December 31 for the other two performance measures.</p>	<p>Output: Prepared to handle a variety of situations, SCDOT SHEP responders make minor repairs to disabled vehicles and, assists with traffic control and traffic incident management.</p> <p>Outcome: Improved safety for the motoring public and optimizing mobility.</p>	Tony Fallaw	12	Director of Traffic Engineering	SCDOT, 955 Park Street, Suite 502, Columbia, SC 29202	Engineering - Traffic Engineering	Develop, manage and execute SCDOT's Highway Safety, Traffic Management, Operations, and Design Review programs
n/a	Strategy 3.2 - Develop and implement a performance-based Transit Program.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code §§57-3-110, 57-3-210, 49 U.S.C. Chapter 53	Objective 3.2.1 - Improve transit ridership and efficiency.	<p>Specific: Strategies to improve intermodal connections and to provide modal options in some areas and corridors can provide freight and passenger mobility alternatives.</p> <p>Measurable: Number of public transit passenger trips, cost per transit passenger per trip and percentage of South Carolina counties with a public transit system.</p> <p>Attainable: Yes</p> <p>Relevant: Yes can result in greater throughput in some locations and corridors.</p> <p>Time-bound: July 1 – June 30 of each state fiscal year.</p>	<p>Output: New or improved transit systems or intercity passenger rail can enhance mobility and access by providing alternative transportation services.</p> <p>Outcome: Improving mobility goes beyond addressing congestion. Access to jobs, schools and services for daily living, and providing choices in how people and goods may move are essential to maintaining dynamic communities and robust quality of life in today's competitive economic climate.</p>	Doug Frate	12	Director of Intermodal and Freight	SCDOT, 955 Park Street, Suite 201, Columbia, SC 29202	Intermodal and Freight	As of June 30, 2015: 12.8 million passenger trips; 6.6% increase from 2014 • \$4.84 cost-per-passenger trip; 0.2% increase from 2014. SFY 2015 Statewide Public Transit Performance Report completed 1st quarter CY 2016.
n/a	Strategy 3.3 - Continue support for a three-year pilot program in counties introducing public transit service for the first time.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code §§57-3-110, 57-3-210, 49 U.S.C. Chapter 53	Objective 3.3.1 - Increase access to public transit service.	<p>Specific: SC's population increased by 17.7% between 2000 and 2012.</p> <p>Measurable: Percentage of South Carolina counties with a public transit system.</p> <p>Attainable: Yes</p> <p>Relevant: Yes, must keep up with rapidly increasing population growth which will ultimately lead to increased congestion.</p> <p>Time-bound: July 1 – June 30 of each state fiscal year.</p>	<p>Output: Strategies to improve intermodal connections and to provide modal options in some areas and corridors can provide freight and passenger mobility alternatives.</p> <p>Outcome: Help offset increase congestion associated with significantly increasing population growth.</p>	Doug Frate	12	Director of Intermodal and Freight	SCDOT, 955 Park Street, Suite 201, Columbia, SC 29202	Intermodal and Freight	As of June 30, 2015: 87% of counties with access to public transit. SFY 2015 Statewide Public Transit Performance Report completed 1st quarter CY 2016.
n/a	Strategy 3.4 - Identify and deliver projects that relieve bottlenecks and recurring congestion.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
23 U.S.C. §§149, 512, 513	Objective 3.4.1 - Reduce congestion on our highway system.	<p>Specific: Improving mobility goes beyond addressing congestion. Access to jobs, schools and services for daily living, and providing choices in how people and goods may move are essential to maintaining dynamic communities and robust quality of life in today's competitive economic climate.</p> <p>Measurable: Annual hours of delay on interstates and Strategic Network and the Interstate Reliability Index.</p> <p>Attainable: Yes</p> <p>Relevant: Yes, with sustained population and economic growth, South Carolina is seeing increasing congestion in some urban locations and along some intercity and regional corridors.</p> <p>Time-bound: January 1 – December 31 of each calendar year.</p>	<p>Output: New or improved transit systems or intercity passenger rail can enhance mobility and access by providing alternative transportation services.</p> <p>Outcome: SCDOT will invest in strategies to extract as much capacity out of the existing system as possible. Operational improvements such as synchronized traffic signalization, highway service patrols or incident clearance protocols can add capacity by allowing greater throughput. Strategies to improve intermodal connections and to provide modal options in some areas and corridors can provide freight and passenger mobility alternatives, which also can result in greater throughput in some locations and corridors.</p>	Doug Frate Mark Pleasant	12 12	Director of Intermodal and Freight Deputy Secretary for Intermodal Planning	SCDOT, 955 Park Street, Suite 201, Columbia, SC 29202 SCDOT, 955 Park Street, Suite 515, Columbia, SC 29202	Intermodal and Freight Planning & Asset Management	First SC Statewide Freight Plan approved by SCDOT Commission January 2015. Statewide Freight Advisory Council introduced April 2014 and continuing. 3,186,078 hours of delay (Interstate Only) (thru CY2013 - most recent analysis); 1.27 reliability index (Interstate Only) (thru CY2013 - most recent analysis)
SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30-10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G)(2); SC Code Sections 57-3-110 and 200; SC Code Section 6-29-770; SC Code Section 8-13-1110 (1); SC Code Section 28-2-420(A); SC Code Sections 57-7-50 and 210; SC Code Section 11-35-5240; SC Code Section 12-28-2740; SC Code Section 12-28-2930; SC Code Section 44-96-140; US Code of Laws: Title 23; 23 Code of Federal Regulations; 49 US Code, Title 49, Subtitle III; 49 Code of Federal Regulations; FY15-16 Proviso 84.1; FY15-16 Proviso 84.3; FY15-16 Proviso 84.8; FY15-16 Proviso 84.10; FY15-16 Proviso 84.14; FY15-16 Proviso 84.16; FY15-16 Proviso 84.18; FY15-16 Proviso 117.07; FY15-16 Proviso 117.13; FY15-16 Proviso 117.29; FY15-16 Proviso 117.84; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114; FY15-16 Proviso 117.116; SC Code 57-11-20 (Act 176 of 2005); SC Code 11-43-160(A)(1); SC Code 11-43-165 (Act 98 of 2013); SC Code Title 12, Chapter 28; SC Code 56-11-500; SC Code 12-36-3647; 42 USC 4321, et seq.; 33 CFR Parts 325; 33 CFR Parts 322; SC Code 48-14-10, et seq.; SC Regs 72-300, et seq.; SC Code 48-18-10, et seq.; SC Regs 72-400, et seq.; SC Code 48-1-100, et seq.; SC Regs 61-9, et seq.; US Public Law 112-141.	<p>Goal 4 - Enhance a Strengthening Economy</p> <p>Specific: This goal has two specific strategies and two specific objectives. The strategies focus on identifying SC Freight Network and incorporating appropriate considerations into project ranking criteria and strengthening the responsibilities of the Office of Minority Affairs and Small Business. Specific objectives to support these strategies are: Improving freight mobility along freight corridors and increasing participation by minority, women, and small-owned businesses. There are four Agency level performance measures for this goal that address: freight hours of delay; freight reliability index; percentage of work awarded/committed to federal program and percentage of work awarded/committed to state program.</p> <p>Measurable: The four performance measures associated with this goal measure this goal in detail. Measurements include: last value, current value, target value; time applicable; data source and availability; reporting frequency; calculation method.</p> <p>Attainable: This goal is definitely attainable.</p> <p>Relevant: Any initiative that supports the strengthening of the economy will have the support of the general public and that of elected leaders. Yes, this goal is and should remain relevant.</p> <p>Time-bound: The time associated with enhancing a strengthening economy is dependent upon annual funding from the state legislature and support of elected officials.</p>	<p>Output: A well-functioning, efficient transportation system is essential to sustaining the manufacturing renaissance and to ensuring continued economic development opportunities in all areas of the state. SC, strategically located along the southeastern coast, is crisscrossed by five interstate highways, offering excellent east-west and north-south access. The State Ports Authority opened an inland port at Greer extending the port's reach 212 miles inland and is preparing to accommodate the new port-panamax container ships with deepening of the Charleston Port's harbor to 50 feet. Palmetto Railway is embarking on the construction of an intermodal rail facility at the Port to coincide with the arrival of the new, mega container ships in 2019. Four primary commercial airports, several reliever airports and general aviation facilities across the state provide excellent passenger and freight air service. Preservation and modernization of SC's aging highway and bridge system is essential to keep pace with our growing economy.</p> <p>Outcome: SC led the southeast out of the most recent recession with exceptional growth in manufacturing. A business-friendly climate, talented workforce and attractive quality of life continue to attract investment and create well-paying jobs. The SC Department of Commerce reports that in 2013 the state recruited 137</p>	Ron Patton, P.E. Greg Davis	12 12	Deputy Secretary for Intermodal Planning Director of Business Development & Special Programs	SCDOT, 955 Park Street, Suite 320, Columbia, SC 29202 SCDOT, 955 Park Street, Suite 104, Columbia, SC 29202	Intermodal and Planning Business Development & Special Programs	First SC Statewide Freight Plan approved by SCDOT Commission January 2015. Statewide Freight Advisory Council introduced April 2014 and continuing. 535,774 freight hours of delay (Interstate Only) (thru CY2013 - most recent analysis); 1.27 freight reliability index (Interstate Only) (thru CY2013 - most recent analysis)	
n/a	Strategy 4.1 - Identify SC Freight Network and incorporate appropriate considerations into project ranking criteria.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code §§57-1-30, 57-3-10; 23 U.S.C. §167	Objective 4.1.1 - Improve freight mobility along freight corridors.	<p>Specific: New or improved transit systems or intercity passenger rail can enhance mobility and access by providing alternative transportation services.</p> <p>Measurable: Freight hours of delay and the Freight Reliability Index.</p> <p>Attainable: Yes</p> <p>Relevant: Yes</p> <p>Time-bound: January 1 – December 31 of each calendar year.</p>	<p>Output: Strategies to improve intermodal connections and to provide modal options in some areas and corridors can provide freight and passenger mobility alternatives, which also can result in greater throughput in some locations and corridors.</p> <p>Outcome: Access to jobs, schools and services for daily living, and providing choices in how people and goods may move are essential to maintaining dynamic communities and robust quality of life in today's competitive economic climate.</p>	Doug Frate	12	Director of Intermodal and Freight	SCDOT, 955 Park Street, Suite 201, Columbia, SC 29202	Intermodal and Freight	First SC Statewide Freight Plan approved by SCDOT Commission January 2015. Statewide Freight Advisory Council introduced April 2014 and continuing. 535,774 freight hours of delay (Interstate Only) (thru CY2013 - most recent analysis); 1.27 freight reliability index (Interstate Only) (thru CY2013 - most recent analysis)
n/a	Strategy 4.2 - Strengthen the responsibilities of the Office of Minority Affairs and Small Business.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code 912-28-2930, 49 U.S.C. §47113	Objective 4.2.1 - Increase participation by minority, women, and small-owned businesses.	<p>Specific: Support for small, minority and disadvantaged business development, and for diversification of services and products will strengthen competition and assist in the growth of local businesses.</p> <p>Measurable: Percentage of work paid/awarded to federal program. Percentage of work paid/awarded to state program.</p> <p>Attainable: Yes</p> <p>Relevant: Yes</p> <p>Time-bound: Federal program: October 1-September 30 of each federal fiscal year; State program: July 1-June 30 of each state fiscal year.</p>	<p>Output: Strategies to increase participation by minority, women, and small-owned businesses.</p> <p>Outcome: A transportation system that not only enables economic development, but also ensures maintenance of a vibrant South Carolina transportation engineering and construction industry with the support of small, minority and disadvantaged business development.</p>	Greg Davis	12	Director of Business Development & Special Programs	SCDOT, 955 Park Street, Suite 104, Columbia, SC 29202	Business Development & Special Programs	The role of the Division is to enhance equal opportunities through Contracting, Monitoring, Small Business Development and Workforce Development.

Associated Programs

This is the next chart because once the agency has determined its goals, strategies and objectives, the agency needs to determine which of its programs will help achieve those objectives and goals and which programs may need to be curtailed or eliminated. If one program is helping accomplish an objective that a lot of other programs are also helping accomplish, the agency should consider whether the resources needed for that program could be better utilized (i.e. so the agency can most effectively and efficiently accomplish all of its goals and objectives) if they were distributed among the other programs that are helping accomplish the same objective or among programs that are helping accomplish other objectives.

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Instructions :

- 1) Under the "Name of Agency Program" column, enter the name of every program at the agency on a separate row.
- 2) Under the "Description of Program" column, enter a 1-3 sentence description of the agency program.
- 3) Under the "Legal Statute Requiring Program" column, enter the legal statute which requires (this is different than allows) the program, if the program is required by a state or federal statute or proviso. Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute. If the program is not required by a state or federal statute or proviso, enter "none."
- 3) Under the "Objective the Program Helps Accomplish" column, enter the strategic plan objective number and description. The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart. Enter ONLY ONE objective per row. If an agency program helps accomplish multiple objectives, insert additional rows with that agency program information and enter each different objective it helps accomplish on a separate row.

Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart) List <u>ONLY ONE</u> strategic objective per row.
Highway Maintenance	This program funds the routine maintenance of statewide roads, bridges, and rights-of-way as well as work requests received.	S.C. Code Title 42, §57-1-370 and §57-5-810; 23 U.S.C. Chapter 4, §§101, 116, 119, 133	1.1.1
			1.2.1
			2.1.1
			2.2.1
			3.1.1
			3.1.2
			3.4.1
			4.1.1
Engineering & Construction	This program includes the federal-aid construction program and state funded resurfacing program which provides for the preservation, safety improvements, and increased mobility of the federal-aid portion of the state highway system within the allotted federal highway bills MAP-21 and the FAST Act, and the associated state required match.	S.C. Code Title 42 and §57-1-30; 23 U.S.C. Chapter 4, §§101, 119	4.2.1
			1.1.1
			1.2.1
			2.1.1
			2.2.1
			2.3.1
			3.1.1
			3.1.2
3.2.1			

Associated Programs

			3.3.1
			3.4.1
			4.1.1
			4.2.1
Non Federal Aid Fund	Operating expenses for maintenance on non federal aid secondary roads.	S.C. Code §57-11-20	1.1.1
			2.1.1
			2.2.1
			4.2.1
Mass Transit	Intermodal Planning and allocations and aid for transit services, equipment and operating expenses.	S.C. Code §57-1-430	1.1.1
			2.3.1
			3.2.1
			3.3.1
			4.1.1
Toll Operations	Annual debt service and administration.	S.C. Code §57-3-615	1.1.1
			3.1.1
Engineering Admin & Project Management	Program funds the core management to support the statewide delivery of the highway program.	S.C. Code Title 42 and §57-1-30; 23 U.S.C. Chapter 4, §§101, 119	1.1.1
			1.2.1
			2.1.1
			2.2.1
			3.1.1
			3.1.2
			3.3.1
			3.4.1
			4.1.1
			4.2.1
General Administration	Provide support services needed to facilitate the delivery of SCDOT's mission.	S.C. Code Title 42, §§57-1-41 and 57-3-110; 23 U.S.C. Chapter 4	1.1.1
			1.2.1
			2.1.1
			2.2.1
			2.3.1
			3.1.1
			3.1.2
			3.2.1
			3.3.1
			3.4.1
			4.1.1
			4.2.1
Land & Buildings	Statewide maintenance facilities, district offices, sign shop, lab, and land (i.e. right-of-way).	S.C. Code Title 42 and §57-3-110; U.S.C Chapter 4	1.2.1
Employee Benefits	State employer contribution and total fringe benefits.	FY 15-16 Proviso 84.4; SC Code Title 42; 23 U.S.C Chapter 4	1.1.1
			1.2.1
			2.1.1
			2.2.1
			2.3.1
			3.1.1
			3.1.2
			3.2.1
			3.3.1
			3.4.1

Associated Programs

		4.1.1
		4.2.1

This is the next chart because once the agency determines its goals, strategies and objectives, as well as the programs that will best allow the agency to accomplish its objectives, the agency needs to determine how to allocate its funds to most effectively and

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IMPORTANT TIME SAVING NOTE: Please note that only one year of budgeted funds is requested. Once an agency is under study with the House Legislative Oversight Committee, the Committee may request information on how the agency budgeted and spent money for the previous five years. If an agency is chosen for study five years from now, the agency can quickly and easily combine the information from this chart for each of the last five

Part A Instructions: Estimated Funds Available this Fiscal Year (2015-16)
 Part B Instructions: How Agency Budgeted Funds this Fiscal Year (2015-16)

Explanations from the Agency regarding Part A:		Insert any additional explanations the agency would like to provide related to the information it provides below.								
Source of Funds:	Totals	1001 State	1001 State - SCTIB Act 98	1001- State - CTC (County Transportation Committee Road Program) H-4230.	4490 Highway Operating Account - Restricted	47D7 Port Access - Restricted	4095 Tolls - Restricted	4862 Non Federal Aid - Restricted	Federal	
Is the source state, other or federal funding:	Totals	State (General)	State (General)	State (General)	Other	Other	Other	Other	Federal	
Is funding recurring or one-time?	Totals	Recurring/Non-Recurring	Recurring	Non-Recurring	Recurring or one-time funding?	Recurring or one-time funding?	Recurring or one-time funding?	Recurring or one-time funding?	Recurring or one-time funding?	
\$ From Last Year Available to Spend this Year										
Amount available at end of previous fiscal year *	\$22,350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,350,000	\$ -	
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	\$22,350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,350,000	\$ -	
If the amounts in the two rows above are not the same, explain why:		Enter explanation for each fund to the right								
\$ Estimated to Receive this Year										
Amount budgeted/estimated to receive in this fiscal year:	\$1,890,113,589	\$ 32,653,261	\$ 50,000,000	\$ 216,479,114	\$ 1,452,380,714	\$ 25,000,500	\$ 7,950,000	\$ 105,650,000	\$ -	
Total Actually Available this Year										
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	\$1,912,463,589	\$32,653,261	\$50,000,000	\$216,479,114	\$1,452,380,714	\$25,000,500	\$7,950,000	\$128,000,000	\$0	

Explanations from the Agency regarding Part B:		Insert any additional explanations the agency would like to provide related to the information it provides below.								
Source of Funds: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	1001 State	1001 State - SCTIB Act 98	1001- State - CTC (County Transportation Committee Road Program) H-4230.	4490 Highway Operating Account - Restricted	47D7 Port Access - Restricted	4095 Tolls - Restricted	4862 Non Federal Aid - Restricted	Federal	
Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State (General)	State (General)	State (General)	Other	Other	Other	Other	Federal	
Restrictions on how agency is able to spend the funds from this source:	n/a									
Amount estimated to have available to spend this fiscal year: (the rows to the left should populate automatically from what the agency entered in Part A)	\$1,912,463,589	\$32,653,261	\$50,000,000	\$216,479,114	\$1,452,380,714	\$25,000,500	\$7,950,000	\$128,000,000	\$0	
Are expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	yes	yes	yes	yes	yes	yes	yes	yes	yes	
Where Agency Budgeted to Spend Money this Year										
1 - Improve safety:	\$35,911,982	\$974,464	\$0	\$0	\$34,937,519	\$0	\$0	\$0	\$0	
1.1 - Develop, implement, and manage a data-driven highway safety program:										
1.1.1 - Reduce the number of fatalities and serious injuries on the state highway system:	\$25,685,521	\$974,464			\$24,711,058	\$0	\$0	\$0	\$0	
1.2 - Promote Workforce Safety throughout the Agency:										
1.2.1 - Reduce the number of workplace injuries and lost work hours:	\$656,188	\$0			\$656,188	\$0	\$0	\$0	\$0	
Portion of Engineering Admin/Gen. Admin/ Support Services	\$9,570,273				\$9,570,273					
2 - Preserve our transportation infrastructure:	\$981,525,200	\$31,226,141	\$0	\$0	\$822,299,060	\$0	\$0	\$128,000,000	\$0	
2.1 - Develop a risk-based asset management plan that optimizes investments in our roads and bridges:										
2.1.1 - Decrease number of roads and bridges moving from "good to fair" and "fair to poor":	\$806,707,023	\$950,000			\$677,757,023	\$0	\$0	\$128,000,000	\$0	
2.2 - Develop a risk-based program targeting posted and closed bridges:										
2.2.1 - Strategically reduce the number of posted and closed bridges:	\$30,276,141	\$30,276,141			\$0	\$0	\$0	\$0	\$0	
2.3 - Use the transit asset management system to optimize replacement of public transit vehicles:										
2.3.1 - Reduce the portion of the state's public transit fleet that has reached minimum useful life:	\$1,191,302	\$0			\$1,191,302	\$0	\$0	\$0	\$0	
Portion of Engineering Admin/Gen. Admin/ Support Services	\$143,350,735				\$143,350,735					
3 - Optimize mobility:	\$435,810,605	\$452,657	\$0	\$0	\$431,434,079	\$0	\$3,923,869	\$0	\$0	
3.1 - Continue to support an ITS and Incident Management Program:										
3.1.1 - Increase Traffic Management System coverage of strategic locations to enhance incident notification and hurricane evacuation:	\$12,270,863	\$0			\$12,270,863	\$0	\$0	\$0	\$0	
3.1.2 - Increase the number of lane miles of incident response coverage to increase safety and response to disabled motorists and incidents:	\$3,912,449	\$0			\$3,912,449	\$0	\$0	\$0	\$0	
3.2 - Develop and implement a performance-based transit program:										
3.2.1 - Improve transit ridership and efficiency:	\$21,500,700	\$57,270			\$21,443,430	\$0	\$0	\$0	\$0	
3.3 - Continue support for a three-year pilot program in counties introducing public transit service for the first time:										
3.3.1 - Increase access to public transit services:	\$1,191,302	\$0			\$1,191,302	\$0	\$0	\$0	\$0	
3.4 - Identify and deliver projects that relieve bottlenecks and recurring congestion:										
3.4.1 - Reduce congestion on our highway system:	\$309,170,399	\$395,387			\$304,851,144	\$0	\$3,923,869	\$0	\$0	
Portion of Engineering Admin/Gen. Admin/ Support Services	\$87,764,892				\$87,764,892					
4 - Enhance a strengthening economy	\$92,366,547	\$0	\$50,000,000	\$0	\$17,366,547	\$25,000,000	\$0	\$0	\$0	
4.1 - Identify SC Freight Network and incorporate appropriate considerations into project ranking criteria:										
4.1.1 - Improve freight mobility along freight corridors:	\$75,000,000	\$0	\$50,000,000		\$0	\$25,000,000	\$0	\$0	\$0	
4.2 - Strengthen the responsibilities of the Office of Minority Affairs and Small Business:										
4.2.1 - Increase participation by minority, women, and small owned businesses:	\$1,342,296	\$0			\$1,342,296	\$0	\$0	\$0	\$0	
Portion of Engineering Admin/Gen. Admin/ Support Services	\$16,024,251				\$16,024,251					
5 - Debt Service (MPO/COG/Interstate/SCTIB/CTC):	\$114,366,773	\$0	\$0	\$0	\$110,788,052	\$0	\$3,578,721	\$0	\$0	
6 - CTC Pass Thru	\$216,479,114			\$216,479,114						
Total Budgeted to Spend on Objectives and Unrelated Purposes: (this should be the same as Amount estimated to have available to spend this fiscal year)	\$1,876,460,222	\$32,653,261	\$50,000,000	\$216,479,114	\$1,416,825,257	\$25,000,000	\$7,502,590	\$128,000,000	\$0	

* SCDOT carryforward amounts are programmed for funding multi-year projects.

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

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Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Improve Safety	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30- 10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G) (2); SC Code Section 57-5-1495;SC Code Section 6-29-770; SC Code Section 8-13-1110 (12);SC Code Sections 57-7-50 and 210;SC Code Section 12-28-2740;US Code of Laws: Title 23;23 Code of Federal Regulations;49 US Code, Title 49, Subtitle III;49 Code of Federal Regulations; FY15-16 Proviso 84.1;FY15-16 Proviso 84.3; FY15-16 Proviso 84.4; FY15-16 Proviso 84.6;FY15-16 Proviso 84.8; FY15-16 Proviso 84.9; FY15-16 Proviso 84.10;FY15-16 Proviso 84.11; FY15-16 Proviso 84.14; FY15-16 Proviso 84.18;FY15-16 Proviso 117.29; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114;FY15-16 Proviso 117.116;FY15-16 Proviso 117.118;SC Code 57-11-20 (Act 176 of 2005);SC Code 11-43-160(A)(1);SC Code 11-43-165 (Act 98 of 2013);SC Code Title 12, Chapter 28;SC Code 56-11-500;SC Code 12-36-2647;42 USC 4321, et seq.;33 USC 1344, et seq.; 33 CFR Parts 325; 33 CFR Parts 332;40 CFR 230;SC Regs 61-101;SC Code 48-20-10, et seq.; SC Code 48-14-10, et seq.;SC Regs 72-300, et seq.;SC Code 48-18-10, et seq.; SC Regs 72-400, et seq.;SC Code 48-1-100, et seq.;SC Regs 61-9, et seq.;SC Code 48-39-10, et seq.;US Public Law 112-141 and 114-94	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.1 - Develop, implement and manage a data-driven highway safety programs.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.1.1 - Reduce the number of fatalities and serious injuries on the state highway system.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code §§57-1-30, 57-1-370, 57-5-10; 23 U.S.C. Chapter 4	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	A continuing reduction of fatalities and serious injuries.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	CMAQ, Safety, Pavement and Reconstruction, Railroad Crossing, Interstate, SPR	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column

Objective Details

Responsible Person	
Name:	Tony Fallaw
Number of Months Responsible:	12
Position:	Director of Traffic Engineering
Office Address:	SCDOT, 955 Park Street, Suite 502, Columbia, SC 29202
Department or Division:	Engineering - Traffic Engineering
Department or Division Summary:	Develop, manage and execute SCDOT's Highway Safety, Traffic Management, Operations, and Design Review programs

Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart

Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	\$25,685,521
Total Actually Spent:	Agency will provide next year

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
- 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
- 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.1.1 - Reduce the number of fatalities and serious injuries on the state highway system.	
Performance Measure:	Number of fatalities and serious injuries	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (2014):	823 (Rate = 1.65)	Results are calendar year 2014
2014-15 Target Results:	722 (Rate = 1.53)	
2014-15 Actual Results (2015):	946	Preliminary results for calendar year 2015, VMT has not been calculated.
2015-16 Minimum Acceptable Results:		N/A
2015-16 Target Results:	744	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Federal requirements are anticipated
What are the names and titles of the individuals who chose this as a performance measure?	Department of Public Safety, Anthony Fallaw- Director of Traffic Engineering, Brett Harrelson-Traffic Safety Engineer	
Why was this performance measure chosen?	National standard for determining highway safety	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Continue to implement the strategies in the 2015-2018 Strategic Highway	
What are the names and titles of the individuals who chose the target value for 2015-16?	Department of Public Safety, Anthony Fallaw- Director of Traffic Engineering, Brett Harrelson-Traffic Safety Engineer	

Objective Details

<p>What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?</p>	<p>Data analysis and trend and trend lines were analyzed.</p>	<p>When setting targets in the HSP for the core performance measures, SC Statistical Analysis Center statisticians performed an extensive analysis of the data related to the measure. South Carolina utilized a seven-data-point graphical analysis with a five-year rolling average for all but one of the performance measures. For the measures, after the data points were plotted and the graphs were created, a trend line was added that could be used to predict future values. The trend lines were based on linear and non-linear equations with R-squared (best fit measure) values, the three-year predicted trend being feasible, and 2014 state preliminary data. The statisticians then performed additional data analyses, often examining the data on an annual basis to determine the percent change from year to year. If, for example, the five-year moving average displayed a general downward trend for the total number of fatalities, but an examination of the fatality count by year revealed a significant increase in fatalities fromepefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."</p> <p>4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if</p>
<p>Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?</p>	<p>Insufficient data at this time</p>	
<p>If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?</p>		

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Excessive loss of life
Level Requires Outside Help	Outside assistance and/or cooperation with the SC Dept. of Public Safety, local law enforcement, incident responders, and local state and national leaders will be required to accomplish this goal .
Outside Help to Request	Coordination is already occurring with safety partners
Level Requires Inform General Assembly	At the point in which the previous 5 year average develops and upward trend from previous years.
3 General Assembly Options	Legislative support for the Target Zero Strategic Highway Safety Plan,

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
FY 2014-2015 Accountability Audit	Outside Request	External, SC Legislature	
SCDOT Performance Audit	Requested by General Assembly	Legislative Audit Council	06/08/2015. currently ongoing

Objective Details

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
SC Dept. of Public Safety	Develops the Highway Safety Improvement Plan, Paternered with SCDOT to develop and implement the Target Zero-Strategic Highway Safety Plan.	State/Local Government Entity

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Improve Safety	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30- 10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G) (2); SC Code Section 57-5-1495;SC Code Section 6-29-770; SC Code Section 8-13-1110 (12);SC Code Sections 57-7-50 and 210;SC Code Section 12-28-2740;US Code of Laws: Title 23;23 Code of Federal Regulations;49 US Code, Title 49, Subtitle III;49 Code of Federal Regulations; FY15-16 Proviso 84.1;FY15-16 Proviso 84.3; FY15-16 Proviso 84.4; FY15-16 Proviso 84.6;FY15-16 Proviso 84.8; FY15-16 Proviso 84.9; FY15-16 Proviso 84.10;FY15-16 Proviso 84.11; FY15-16 Proviso 84.14; FY15-16 Proviso 84.18;FY15-16 Proviso 117.29; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114;FY15-16 Proviso 117.116;FY15-16 Proviso 117.118;SC Code 57-11-20 (Act 176 of 2005);SC Code 11-43-160(A)(1);SC Code 11-43-165 (Act 98 of 2013);SC Code Title 12, Chapter 28;SC Code 56-11-500;SC Code 12-36-2647;42 USC 4321, et seq.;33 USC 1344, et seq.; 33 CFR Parts 325; 33 CFR Parts 332;40 CFR 230;SC Regs 61-101;SC Code 48-20-10, et seq.; SC Code 48-14-10, et seq.;SC Regs 72-300, et seq.;SC Code 48-18-10, et seq.; SC Regs 72-400, et seq.;SC Code 48-1-100, et seq.;SC Regs 61-9, et seq.;SC Code 48-39-10, et seq.;US Public Law 112-141.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.2 - Promote Workplace Safety throughout the agency.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.2.1 - Reduce the number of workplace injuries and lost work hours.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code Title 42; 23 U.S.C. Chapter 4	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Output: Continued emphasis on workplace safety through information sharing and enforcement of safety standards and practices. Outcome: A continuing reduction of work place injuries and lost work hours.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Highway Maintenance , Engineering & Construction , Engineering Admin & Project Management , General Administration , Land & Buildings , Employee Benefits	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Kenny Eargle	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12	
Position:	Director of Occupational Health & Safety	

Objective Details

Office Address:	SCDOT, 955 Park Street, Suite 300, Columbia, SC 29202
Department or Division:	Engineering - Occupational Health & Safety
Department or Division Summary:	Recent years have shown an increase in employee injuries and lost work days. SCDOT needs additional funding in order to increase the level of training provided to employees as well as support a safety rewards program.

Amount Budgeted and Spent To Accomplish Objective

Total Budgeted for this fiscal year:	\$656,188
Total Actually Spent:	Agency will provide next year

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
- 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
- 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.2.1 - Reduce the number of workplace injuries and lost work hours.	
Performance Measure:	Number of workplace injuries	
Type of Measure:	Outcome	
Results		(2013 calendar year) RMIS report
2013-14 Actual Results (as of 6/30/14):	560	from 2015 annual accountability report
2014-15 Target Results:	351	(2014 calendar year) RMIS report
2014-15 Actual Results (as of 6/30/15):	439	Target # for calendar year 2016 (5% decrease from 2014 calendar year #)
2015-16 Minimum Acceptable Results:	417	Target for calendar year 2016 (20% decrease from 2014 calendar year #)
2015-16 Target Results:	351	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal	
What are the names and titles of the individuals who chose this as a performance measure?	Leland Colvin, Deputy Secretary for Engineering	
Why was this performance measure chosen?	It is a specific measure in the Agency's 1st Goal.	from 2015 annual accountability report
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	As part of SCDOT's Business Plan, the Engineering Division set goals of	(2014 calendar year) RMIS report
What are the names and titles of the individuals who chose the target value for 2015-16?	Kenneth Eargle, Director of Occupational Safety and Health	Target # for calendar year 2016 (5%
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Looked at the values for the prior 5 years and took an aggressive approach to lower the # from the prior year.	Target # for calendar year 2016 (25% decrease from 2014 calendar year #)
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	As of 1/5/16, it is too soon to tell if the target will be reached in calendar year 2016.	

Objective Details

If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	One District is attempting to lower the #s by trying a rewards program for having the lowest number of injuries. The agency is looking at a local vendor that offers a rewards program to reduce injuries, therefore reducing lost work
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POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Employee injuries and lost work days reduce the workforce and their potential to accomplish their duties. Even if the Department's workforce was @ 100% capacity it could not accomplish the necessary tasks to
Level Requires Outside Help	SCDOT currently contracts out assistance from contractors/consultants to keep the level of maintenance/repairs at the current level of service.
Outside Help to Request	Contractors/Consultants/Manufacturers
Level Requires Inform General Assembly	Current employee level
3 General Assembly Options	Provide more slots for SCDOT employees as well as allow higher pay for SCDOT employees and provide necessary funding which will a) draw more employees to SCDOT and b) increase employee retention. Provide

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Workplace Fatality - Fee	SCLLR / OSHA investigates all workplace fatalities.	SCLLR / OSHA, external	03/02/2015 - 10/27/2015
Workplace Fatality - Norris	SCLLR / OSHA investigates all workplace fatalities.	SCLLR / OSHA, external	10/21/2015 - ongoing
Quality Maintenance Team Reviews	Grade each maintenance unit, make improvements - internal policy.	SCDOT QMT Maintenance Inspections, internal	10/29/2014 - 05/13/2015
Hearing Conservation Program	OSHA Required	SCDOT internal annual review	03/01/2015 - 04/15/2015
SCDOT Performance Audit	Requested by General Assembly	Legislative Audit Council	06/08/2015. currently ongoing

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
SCLLR/OSHA	Assists with training, provides recommendations and guidance.	State/Local Government Entity
PEBA	Provides health screenings, immunizations and mammograms for employees.	State/Local Government Entity
SCDMV	Provides driving records for evaluating potential new hires as well as determining need for employee driver training or suspension of driving privileges as well as CDL third party tester training.	State/Local Government Entity
Department of Admin/State Fleet Maintenance	Provides AAA driver "train the trainer" for employees to train fellow employees internal, minimizing costs; report vehicle accidents for fleet.	State/Local Government Entity
Post Trauma Services	Provides counseling to employees involved in accidents and those affected by fatality or severe incident while on the job.	Business, Association or Individual
American Red Cross	Provide training for first aid / CPR / AED and blood drives.	Business, Association or Individual
National Safety Council	Safety Training and information.	Business, Association or Individual

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 2 - Preserve our Transportation Infrastructure Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30-10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G)(2); SC Code Section 6-29-770; SC Code Section 8-13-1110 (12); SC Code Section 28-2-420(A); SC Code Section 28-2-470; SC Code Sections 57-7-50 and 210; SC Code Section 11-35-5240; SC Code Section 12-28-2740; SC Code Section 12-28-2930; US Code of Laws: Title 23; 23 Code of Federal Regulations; 49 US Code, Title 49, Subtitle III; 49 Code of Federal Regulations; FY15-16 Proviso 84.1; FY15-16 Proviso 84.2; FY15-16 Proviso 84.3; FY15-16 Proviso 84.4; FY15-16 Proviso 84.5; FY15-16 Proviso 84.6; FY15-16 Proviso 84.7; FY15-16 Proviso 84.8; FY15-16 Proviso 84.10; FY15-16 Proviso 84.14; FY15-16 Proviso 84.16; FY15-16 Proviso 84.18; FY15-16 Proviso 117.07; FY15-16 Proviso 117.13; FY15-16 Proviso 117.19; FY15-16 Proviso 117.20; FY15-16 Proviso 117.23; FY15-16 Proviso 117.26; FY15-16 Proviso 117.29; FY15-16 Proviso 117.34; FY15-16 Proviso 117.45; FY15-16 Proviso 117.48; FY15-16 Proviso 117.55; FY15-16 Proviso 117.65; FY15-16 Proviso 117.73; FY15-16 Proviso 117.75; FY15-16 Proviso 117.84; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114; SC Code 57-11-20 (Act 176 of 2005); SC Code 11-43-160(A)(1); SC Code 11-43-165 (Act 98 of 2012); SC Code Title 12 Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.1 - Develop a risk-based asset management plan that optimizes investments in our roads and bridges. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective	

Objective Details

Objective # and Description:	Objective 2.1.1 - Decrease number of roads and bridges moving from "good to fair" and "fair to poor."	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code §§57-1-30, 57-1-370, 57-5-10; 23 U.S.C. §§101, 119, 150	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	A strategy of continuous upkeep to prevent deterioration of good pavements, targeting a portion of fair pavements to bring them up to good condition and addressing some of the most critical facilities needing reconstruction or replacement. In the end, stop the declining trend of pavement deterioration that has been taking place since 2008.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Highway Maintenance; Engineering & Construction; Non Federal Aid Fund; Engineering Admin & Project	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Jim Feda	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12	
Position:	Director of Maintenance	
Office Address:	SCDOT, 955 Park Street, Suite 324, Columbia, SC 29202	
Department or Division:	Engineering - Maintenance	
Department or Division Summary:	The Maintenance Division is responsible for the everyday routine, preventive, and emergency maintenance activities performed on the roads and bridges on the state highway system.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$806,707,023	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	<i>Agency will provide next year</i>	

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
- 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
- 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.1.1 - Decrease number of roads and bridges moving from "good to fair" and "fair to poor."	
Performance Measure:	Road Condition	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	The miles of road in "Good" condition increase and the miles of road in the "Poor" condition decrease.	
2015-16 Target Results:	The miles of road in "Good" condition increase and the miles of road in the "Poor" condition decrease.	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Christy Hall, Interim Secretary of Transportation	
Why was this performance measure chosen?	This is pertinent to the mission of SCDOT and a performance measure that can be clearly reported and understood by the public.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	SCDOT has increased the funding dedicated to the interstate and federal aid	
What are the names and titles of the individuals who chose the target value for 2015-16?	Christy Hall, Interim Secretary of Transportation	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The current condition of the system and the limitation of resources available to dedicate to this objective.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Decisions have been made and programs have been altered that should lead to success. However, the length of time required for program funding,	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	See response above.	

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Road conditions continue to deteriorate resulting in hazardous travel conditions and negative economic development.
Level Requires Outside Help	SCDOT currently believes the available funding is not sufficient to achieve and sustain a good level of service for road conditions.
Outside Help to Request	General Assembly
Level Requires Inform General Assembly	SCDOT has published annual budgetary needs to reach a "Good" level of service for roads and bridges.

Objective Details

3 General Assembly Options	1. Identify additional funding for road and bridge improvements. 2. Decrease the amount of roads and bridges that need to be maintained with the available funding. 3. Identify additional dedicated funding sources that could be earmarked for improvements to existing roads.
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REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
SCDOT Performance Audit	Requested by General Assembly	Legislative Audit Council	06/08/2015. currently ongoing

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Association of General Contractors (AGC)	Communication with the Industry in general. Training	Business, Association or Individual
Portland Cement Association (PCA)	Communication with the Industry in general. Training	Business, Association or Individual
South Carolina Asphalt Paving Association (SCAPA)	Communication with the Industry in general. Training opportunities.	Business, Association or Individual

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 2 - Preserve our Transportation Infrastructure Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30-10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G) (2); SC Code Section 6-29-770; SC Code Section 8-13-1110 (12);SC Code Section 28-2-420(A); SC Code Section 28-2-470;SC Code Sections 57-7-50 and 210;SC Code Section 11-35-5240; SC Code Section 12-28-2740;SC Code Section 12-28-2930;US Code of Laws: Title 23;23 Code of Federal Regulations;49 US Code, Title 49, Subtitle III;49 Code of Federal Regulations; FY15-16 Proviso 84.1;FY15-16 Proviso 84.2; FY15-16 Proviso 84.3; FY15-16 Proviso 84.4; FY15-16 Proviso 84.5; FY15-16 Proviso 84.6; FY15-16 Proviso 84.7; FY15-16 Proviso 84.8; FY15-16 Proviso 84.10;FY15-16 Proviso 84.14; FY15-16 Proviso 84.16; FY15-16 Proviso 84.18;FY15-16 Proviso 117.07; FY15-16 Proviso 117.13; FY15-16 Proviso 117.19; FY15-16 Proviso 117.20; FY15-16 Proviso 117.23'; FY15-16 Proviso 117.26; FY15-16 Proviso 117.29;FY15-16 Proviso 117.34; FY15-16 Proviso 117.45;FY15-16 Proviso 117.48;FY15-16 Proviso 117.55;FY15-16 Proviso 117.65;FY15-16 Proviso 117.73; FY15-16 Proviso 117.75; FY15-16 Proviso 117.84; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114;SC Code 57-11-20 (Act 176 of 2005);SC Code 11-43-160(A)(1);SC Code 11-43-165 (Act 189 of 2013);SC Code Title 43 Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.2 - Develop a risk-based program targeting posted and closed bridges. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective	
Objective # and Description:	Objective 2.2.1 - Strategically reduce the number of posted and closed bridges. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code §§57-1-30, 57-1-370, 57-5-10; 23 U.S.C. §§101, 119, 150 Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Objective Details

Public Benefit/Intended Outcome:	<p>Output: Keeping South Carolina’s bridges and pavement in good condition is the most effective way to extend the life of the transportation system. The life of pavements and bridges can be extended with a regular schedule of upkeep to prevent deterioration.</p> <p>Outcome: Regular preservation and maintenance investments such as repairing pavement cracks and resurfacing or sealing bridge decks and painting steel girders extends the life of the asset, delaying the need for more costly repairs and reconstruction.</p>
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Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

Agency Programs Associated with Objective	
Program Names:	Highway Maintenance, Engineering and Construction, Non-Federal Aid, Engineering Administration and Project Management, General Administration, Land and Buildings, and Employee Benefits

Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column

Responsible Person	
Name:	Jim Feda
Number of Months Responsible:	12
Position:	Director of Maintenance
Office Address:	SCDOT, 955 Park Street, Suite 324, Columbia, SC 29202
Department or Division:	Engineering - Maintenance
Department or Division Summary:	The Maintenance Division is responsible for the everyday routine, preventive, and emergency maintenance activities performed on the roads and bridges on the state highway system.

Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart

Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	\$30,276,141
Total Actually Spent:	Agency will provide next year

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
- 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
- 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.2.1 - Strategically reduce the number of posted and closed bridges.	
Performance Measure:	Percentage of bridges in satisfactory condition; Deck area (MSF) of structurally deficient bridges;	
Type of Measure:		
Results		
2013-14 Actual Results (as of 6/30/14):	403 posted bridges and 10 closed bridges	
2014-15 Target Results:	383 posted bridges and 10 closed bridges	
2014-15 Actual Results (as of 6/30/15):	384 posted bridges and 8 closed bridges	
2015-16 Minimum Acceptable Results:	374 posted bridges and 10 closed bridges	
2015-16 Target Results:	364 posted bridges and 10 closed bridges	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal	MAP-21 (Moving Ahead for Progress in the 21st Century) has established performance measures to be used to measure the condition of key elements on the National Highway System
What are the names and titles of the individuals who chose this as a performance measure?	Christy Hall, Interim Secretary of Transportation	
Why was this performance measure chosen?	It is measurable and is a good indicator of the condition of the bridges on the state system	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Objective was essentially reached, no changes are planned.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Christy Hall, Interim Secretary of Transportation	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	SCDOT considered the federal and state funding (including additional funding for load restricted bridges from Act 98) available for bridge replacement,	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Increased user costs and a potential delay in emergency services due to increased travel distances due to detours on routes with load restricted bridges
Level Requires Outside Help	When the number of posted and closed bridges can no longer be reduced given the current level of funding
Outside Help to Request	South Carolina General Assembly
Level Requires Inform General Assembly	When the available funding for bridges is no longer able to keep up with the rate of deterioration and the defficient bridge deck area begins to increase

Objective Details

3 General Assembly Options	1) Provide dedicated long term funding for the replacement and repair of load restricted bridges. 2) Return low volume secondary roads to the counties and municipalities. 3) Provide a one time funding amount to be used for the replacement of load restricted bridges
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REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
SCDOT Performance Audit	Requested by General Assembly	Legislative Audit Council	06/08/2015. currently ongoing

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
HDR/ICA	Fixed and movable bridge maintenance contract	Business, Association or Individual

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 2 - Preserve our Transportation Infrastructure	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30-10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G)(2); SC Code Section 6-29-770; SC Code Section 8-13-1110 (12); SC Code Section 28-2-420(A); SC Code Section 28-2-470; SC Code Sections 57-7-50 and 210; SC Code Section 11-35-5240; SC Code Section 12-28-2740; SC Code Section 12-28-2930; US Code of Laws: Title 23; 23 Code of Federal Regulations; 49 US Code, Title 49, Subtitle III; 49 Code of Federal Regulations; FY15-16 Proviso 84.1; FY15-16 Proviso 84.2; FY15-16 Proviso 84.3; FY15-16 Proviso 84.4; FY15-16 Proviso 84.5; FY15-16 Proviso 84.6; FY15-16 Proviso 84.7; FY15-16 Proviso 84.8; FY15-16 Proviso 84.10; FY15-16 Proviso 84.14; FY15-16 Proviso 84.16; FY15-16 Proviso 84.18; FY15-16 Proviso 117.07; FY15-16 Proviso 117.13; FY15-16 Proviso 117.19; FY15-16 Proviso 117.20; FY15-16 Proviso 117.23; FY15-16 Proviso 117.26; FY15-16 Proviso 117.29; FY15-16 Proviso 117.34; FY15-16 Proviso 117.45; FY15-16 Proviso 117.48; FY15-16 Proviso 117.55; FY15-16 Proviso 117.65; FY15-16 Proviso 117.73; FY15-16 Proviso 117.75; FY15-16 Proviso 117.84; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114; SC Code 57-11-20 (Act 176 of 2005); SC Code 11-43-160(A)(1); SC Code 11-43-165 (Act 98 of 2012); SC Code Title 12	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.3 - Use the transit asset management system to optimize replacement of public transit vehicles.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		

Objective Details

Objective # and Description:	Objective 2.3.1 - Reduce the proportion of the state's public transit fleet that has reached minimum useful life.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	49 U.S.C. §2356	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Transit asset inventories with condition data and asset replacement models can be effective in implementing more cost-effective asset replacement investment strategies.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Engineering & Construction; Mass Transit; General Administration; Employee Benefits	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Doug Frate	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12	
Position:	Director of Intermodal and Freight	
Office Address:	SCDOT, 955 Park Street, Suite 201, Columbia, SC 29202	
Department or Division:	Intermodal and Freight	
Department or Division Summary:	As of June 30, 2015: 56% of transit vehicles under SCDOT title operating beyond useful life. SFY 2015 Statewide Public Transit Performance Report completed 1st quarter CY 2016.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$1,191,302	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
- 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
- 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.3.1 - Reduce the proportion of the state's public transit fleet that has reached minimum useful life.	
Performance Measure:	Percentage of SCDOT-titled active duty public transit vehicles beyond defined useful life parameters	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	47%	
2014-15 Target Results:	40%	
2014-15 Actual Results (as of 6/30/15):	56%	
2015-16 Minimum Acceptable Results:	50%	
2015-16 Target Results:	40%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Doug Frate -Director of Intermodal and Freight	
Why was this performance measure chosen?	Asset Management and Resource Allocation	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Implementation of Statewide Vehicle Replacement Program utilizing innovative funding approach through existing fiscal resources	
What are the names and titles of the individuals who chose the target value for 2015-16?	Doug Frate -Director of Intermodal and Freight	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Conducted a statewide transit vehicle utilization and assessment review, implemented new Statewide Transit Asset Management and Information System (TAMIS): resulting implementation of Statewide Vehicle Replacement	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	TBD	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	See above.	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Safety and maintenance concerns of general public traveling in public transit vehicles past prescribed useful life.
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Objective Details

Level Requires Outside Help	
Outside Help to Request	
Level Requires Inform General Assembly	
3 General Assembly Options	Increased statewide public transit funding; state funding currently constitutes less than 10% of total funding for all public transit providers.

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies (“Reviews”) of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
SCDOT Performance Audit	Requested by General Assembly	Legislative Audit Council	06/08/2015. currently ongoing

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
Public Transit Providers	Subrecipient relationship, interagency transit	State/Local Government Entity	also Non-profit Organization
SC Human Services Agencies	Subrecipient relationship, interagency transit coordination	State/Local Government Entity	also Non-profit Organization

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 3 - Optimize Mobility Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30-10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G) (2); SC Code Section 8-13-1110 (12); SC Code Sections 57-7-50 and 210; SC Code Section 12-28-2740; US Code of Laws: Title 23; 23 Code of Federal Regulations; 49 US Code, Title 49, Subtitle III; 49 Code of Federal Regulations; FY15-16 Proviso 84.1; FY15-16 Proviso 84.3; FY15-16 Proviso 84.4; FY15-16 Proviso 84.6; FY15-16 Proviso 84.11; FY15-16 Proviso 84.14; FY15-16 Proviso 84.16; FY15-16 Proviso 84.18; FY15-16 Proviso 117.29; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114; FY15-16 Proviso 117.116; SC Code 57-11-20 (Act 176 of 2005); SC Code 11-43-160(A)(1); SC Code 11-43-165 (Act 98 of 2013); SC Code Title 12, Chapter 28; SC Code 56-11-500; SC Code 12-36-2647; 42 USC 4321, et seq.; 33 CFR Parts 325; 33 CFR Parts 332; SC Code 48-14-10, et seq.; SC Regs 72-300, et seq.; SC Code 48-18-10, et seq.; SC Regs 72-400, et seq.; SC Code 48-1-100, et seq.; SC Regs 61-9, et seq.; US Public Law 112-141. Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.1 - Continue to support an ITS and Incident Management Program. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective	
Objective # and Description:	Objective 3.1.1 - Increase Traffic Management System coverage of strategic locations to enhance incident notification and hurricane evacuation. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Not sure how to respond. No info is available

Objective Details

Legal responsibilities satisfied by Objective:	23 U.S.C. §§133, 512, 513	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Enhance mobility with increased camera coverage.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Strategic Highway Safety Plan, Highway Safety Plan	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Tony Fallaw	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12	
Position:	Director of Traffic Engineering	
Office Address:	SCDOT, 955 Park Street, Suite 502, Columbia, SC 29202	
Department or Division:	Engineering - Traffic Engineering	
Department or Division Summary:	Develop, manage and execute SCDOT's Highway Safety, Traffic Management, Operations, and Design Review programs	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$12,270,863	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
- 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
- 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.1.1 - Increase Traffic Management System coverage of strategic locations to enhance incident notification and hurricane evacuation.
Performance Measure:	Miles of coverage
Type of Measure:	Outcome
Results	

Objective Details

2013-14 Actual Results:	255	
2014-15 Target Results:	293	
2014-15 Actual Results:	275	
2015-16 Minimum Acceptable Results:		
2015-16 Target Results:	340	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Anthony Fallaw, Director of Traffic Engineering, Nick Boozer, Traffic	
Why was this performance measure chosen?	Increase system coverage of strategic locations to enhances incident notification and reduces clearance times. This optimizes the efficiency and safety of the existing system without adding additional asphalt. Additional coverage also aids during hurricane evacuations.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Additional analysis to determine trends are needed.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Anthony Fallaw, Director of Traffic Engineering, Nick Boozer, Traffic	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Budget, Availability to leverage future projects to increase coverage.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Insufficient data at this time	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Reduced efficiency of the transportation network resulting in loss of business in South Carolina and loss of tourism revenue.		
Level Requires Outside Help	None		
Outside Help to Request	None		
Level Requires Inform General Assembly			
3 General Assembly Options			

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
FY 2014-2015 Accountability Audit	Outside	External, SC Legislature	
SCDOT Performance Audit	Requested by General Assembly	Legislative Audit Council	06/08/2015. currently ongoing

PARTNERS

Objective Details

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?



Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 3 - Optimize Mobility Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30-10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G)(2); SC Code Section 8-13-1110 (12); SC Code Sections 57-7-50 and 210; SC Code Section 12-28-2740; US Code of Laws: Title 23; 23 Code of Federal Regulations; 49 US Code, Title 49, Subtitle III; 49 Code of Federal Regulations; FY15-16 Proviso 84.1; FY15-16 Proviso 84.3; FY15-16 Proviso 84.4; FY15-16 Proviso 84.6; FY15-16 Proviso 84.11; FY15-16 Proviso 84.14; FY15-16 Proviso 84.16; FY15-16 Proviso 84.18; FY15-16 Proviso 117.29; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114; FY15-16 Proviso 117.116; SC Code 57-11-20 (Act 176 of 2005); SC Code 11-43-160(A)(1); SC Code 11-43-165 (Act 98 of 2013); SC Code Title 12, Chapter 28; SC Code 56-11-500; SC Code 12-36-2647; 42 USC 4321, et seq.; 33 CFR Parts 325; 33 CFR Parts 332; SC Code 48-14-10, et seq.; SC Regs 72-300, et seq.; SC Code 48-18-10, et seq.; SC Regs 72-400, et seq.; SC Code 48-1-100, et seq.; SC Regs 61-9, et seq.; US Public Law 112-141. Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.1 - Continue to support an ITS and Incident Management Program. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective	
Objective # and Description:	Objective 3.1.2 - Increase the number of lane miles of incident response coverage to increase safety and response to disabled motorists and incidents. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Objective Details

Legal responsibilities satisfied by Objective:	23 U.S.C. §§512, 513	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Improved safety for the motoring public and optimizing mobility.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	CMAC, Interstate	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Tony Fallaw	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12	
Position:	Director of Traffic Engineering	
Office Address:	SCDOT, 955 Park Street, Suite 502, Columbia, SC 29202	
Department or Division:	Engineering - Traffic Engineering	
Department or Division Summary:	Develop, manage and execute SCDOT's Highway Safety, Traffic Management, Operations, and Design Review programs	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$3,912,449	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
- 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
- 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.1.2 - Increase the number of lane miles of incident response coverage to increase safety and response to disabled motorists and incidents.
Performance Measure:	Lane Miles
Type of Measure:	
Results	

Objective Details

2013-14 Actual Results (as of 6/30/14):	347	
2014-15 Target Results:	347	
2014-15 Actual Results (as of 6/30/15):	347	
2015-16 Minimum Acceptable Results:	347	
2015-16 Target Results:	347	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Anthony Fallaw, Director of Traffic Engineering, Nick Boozer, Traffic	
Why was this performance measure chosen?	Directly related to the traffic management service provided.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Anthony Fallaw, Director of Traffic Engineering, Nick Boozer, Traffic	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The primary reason was budget.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Reduced efficiency of major highways resulting in more crashes and higher user costs.		
Level Requires Outside Help	None		
Outside Help to Request	None		
Level Requires Inform General Assembly	None		
3 General Assembly Options	None		

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
FY 2014-2015 Accountability Audit	Outside	External, SC Legislature	
SCDOT Performance Audit	Requested by General Assembly	Legislative Audit Council	06/08/2015. currently ongoing

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?

Objective Details

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3 - Optimize Mobility	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30-10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G)(2); SC Code Section 8-13-1110 (12); SC Code Sections 57-7-50 and 210; SC Code Section 12-28-2740; US Code of Laws: Title 23; 23 Code of Federal Regulations; 49 US Code, Title 49, Subtitle III; 49 Code of Federal Regulations; FY15-16 Proviso 84.1; FY15-16 Proviso 84.3; FY15-16 Proviso 84.4; FY15-16 Proviso 84.6; FY15-16 Proviso 84.11; FY15-16 Proviso 84.14; FY15-16 Proviso 84.16; FY15-16 Proviso 84.18; FY15-16 Proviso 117.29; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114; FY15-16 Proviso 117.116; SC Code 57-11-20 (Act 176 of 2005); SC Code 11-43-160(A)(1); SC Code 11-43-165 (Act 98 of 2013); SC Code Title 12, Chapter 28; SC Code 56-11-500; SC Code 12-36-2647; 42 USC 4321, et seq.; 33 CFR Parts 325; 33 CFR Parts 332; SC Code 48-14-10, et seq.; SC Regs 72-300, et seq.; SC Code 48-18-10, et seq.; SC Regs 72-400, et seq.; SC Code 48-1-100, et seq.; SC Regs 61-9, et seq.; US Public Law 112-141.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.2 - Develop and implement a performance-based Transit Program.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.2.1 - Improve transit ridership and efficiency.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code §§57-3-110, 57-3-210; 49 U.S.C. Chapter 53	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Objective Details

Public Benefit/Intended Outcome:	Improving mobility goes beyond addressing congestion. Access to jobs, schools and services for daily living, and providing choices in how people and goods may move are essential to maintaining dynamic communities and robust quality of life in today's competitive economic climate.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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Agency Programs Associated with Objective		
Program Names:	Engineering & Construction; Mass Transit; General Administration; Employee Benefits	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column

Responsible Person		Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Name:	Doug Frate	
Number of Months Responsible:	12	
Position:	Director of Intermodal and Freight	
Office Address:	SCDOT, 955 Park Street, Suite 201, Columbia, SC 29202	
Department or Division:	Intermodal and Freight	
Department or Division Summary:	As of June 30, 2015: 12.8 million passenger trips; 6.6% increase from 2014 <ul style="list-style-type: none"> • \$4.84 cost-per-passenger trip; 0.2% increase from 2014. SFY 2015 Statewide Public Transit Performance Report completed 1st quarter CY 2016. 	

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$21,500,700	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	<i>Agency will provide next year</i>	

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
- 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
- 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Details

Objective Number and Description	Objective 3.2.1 - Improve transit ridership and efficiency.	
Performance Measure:	Number of public transit passenger trips	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	12.0 million	
2014-15 Target Results:	≥ 2% increase	
2014-15 Actual Results (as of 6/30/15):	12.8 million (6.6% increase)	
2015-16 Minimum Acceptable Results:	≥ 0% increase	
2015-16 Target Results:	≥ 2% increase	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal	For direct recipients/subrecipients only to Federal Transit Administration's National Transit Database
What are the names and titles of the individuals who chose this as a performance measure?	Doug Frate - Director of Intermodal and Freight	
Why was this performance measure chosen?	Performance monitoring, strategic planning, determination of targeted technical assistance and resource allocation	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Doug Frate - Director of Intermodal and Freight	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Statewide transit trend analyses; comparative review of peer states; appropriate performance parameters	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Increased congestion. Limited access to jobs, schools and services for daily living.
Level Requires Outside Help	
Outside Help to Request	
Level Requires Inform General Assembly	
3 General Assembly Options	Increased statewide public transit funding; state funding currently constitutes less than 10% of total funding for all public transit providers

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
SCDOT Performance Audit	Requested by General Assembly	Legislative Audit Council	06/08/2015. currently ongoing

PARTNERS

Objective Details

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
SC Public Transit agencies	Subrecipient relationship, interagency transit coordination	<i>State/Local Government Entity</i>	also Non-profit Organization
SC Human Services Agencies	Subrecipient relationship, interagency transit coordination	<i>State/Local Government Entity</i>	

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3 - Optimize Mobility	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30-10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G)(2); SC Code Section 8-13-1110 (12); SC Code Sections 57-7-50 and 210; SC Code Section 12-28-2740; US Code of Laws: Title 23; 23 Code of Federal Regulations; 49 US Code, Title 49, Subtitle III; 49 Code of Federal Regulations; FY15-16 Proviso 84.1; FY15-16 Proviso 84.3; FY15-16 Proviso 84.4; FY15-16 Proviso 84.6; FY15-16 Proviso 84.11; FY15-16 Proviso 84.14; FY15-16 Proviso 84.16; FY15-16 Proviso 84.18; FY15-16 Proviso 117.29; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114; FY15-16 Proviso 117.116; SC Code 57-11-20 (Act 176 of 2005); SC Code 11-43-160(A)(1); SC Code 11-43-165 (Act 98 of 2013); SC Code Title 12, Chapter 28; SC Code 56-11-500; SC Code 12-36-2647; 42 USC 4321, et seq.; 33 CFR Parts 325; 33 CFR Parts 332; SC Code 48-14-10, et seq.; SC Regs 72-300, et seq.; SC Code 48-18-10, et seq.; SC Regs 72-400, et seq.; SC Code 48-1-100, et seq.; SC Regs 61-9, et seq.; US Public Law 112-141.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.3 - Continue support for a three-year pilot program in counties introducing public transit service for the first time.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.3.1 - Increase access to public transit service.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Objective Details

Legal responsibilities satisfied by Objective:	S.C. Code §§57-3-110, 57-3-210; 49 U.S.C. Chapter 53	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Help offset increase congestion associated with significantly increasing population growth.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Engineering & Construction; Mass Transit; Engineering Admin & Project Management; General Administration; Employee Benefits	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Doug Frate	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12	
Position:	Director of Intermodal and Freight	
Office Address:	SCDOT, 955 Park Street, Suite 201, Columbia, SC 29202	
Department or Division:	Intermodal and Freight	
Department or Division Summary:	As of June 30, 2015: 87% of counties with access to public transit. SFY 2015 Statewide Public Transit Performance Report completed 1st quarter CY 2016.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$1,191,302	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	



PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
- 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
- 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.3.1 - Increase access to public transit service.
Performance Measure:	Percentage of South Carolina counties with access to a public transit system
Type of Measure:	Outcome

Objective Details

Results		
2013-14 Actual Results (as of 6/30/14):	87%	
2014-15 Target Results:	90%	
2014-15 Actual Results (as of 6/30/15):	89%	
2015-16 Minimum Acceptable Results:	90%	
2015-16 Target Results:	89%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Doug Frate - Director of Intermodal and Freight	
Why was this performance measure chosen?	Strategic planning, determination of targeted technical assistance and outreach	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Continued outreach and offer of assistance to counties without transit	
What are the names and titles of the individuals who chose the target value for 2015-16?	Doug Frate - Director of Intermodal and Freight	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The need to reach as many citizens, employees and tourists as possible	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	TBD	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Continued outreach and offer of assistance to counties without transit	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Increased congestion. Limited access to jobs, schools and services for daily living.
Level Requires Outside Help	
Outside Help to Request	
Level Requires Inform General Assembly	
3 General Assembly Options	Increased statewide public transit funding; state funding currently constitutes less than 10% of total funding for all public transit providers

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
SCDOT Performance Audit	Requested by General Assembly	Legislative Audit Council	06/08/2015. currently ongoing

PARTNERS

Objective Details

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
SC Public Transit Agencies	Subrecipient relationship, interagency transit coordination	<i>State/Local Government Entity</i>	also Non-profit organization

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 3 - Optimize Mobility Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30-10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G)(2); SC Code Section 8-13-1110 (12); SC Code Sections 57-7-50 and 210; SC Code Section 12-28-2740; US Code of Laws: Title 23; 23 Code of Federal Regulations; 49 US Code, Title 49, Subtitle III; 49 Code of Federal Regulations; FY15-16 Proviso 84.1; FY15-16 Proviso 84.3; FY15-16 Proviso 84.4; FY15-16 Proviso 84.6; FY15-16 Proviso 84.11; FY15-16 Proviso 84.14; FY15-16 Proviso 84.16; FY15-16 Proviso 84.18; FY15-16 Proviso 117.29; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114; FY15-16 Proviso 117.116; SC Code 57-11-20 (Act 176 of 2005); SC Code 11-43-160(A)(1); SC Code 11-43-165 (Act 98 of 2013); SC Code Title 12, Chapter 28; SC Code 56-11-500; SC Code 12-36-2647; 42 USC 4321, et seq.; 33 CFR Parts 325; 33 CFR Parts 332; SC Code 48-14-10, et seq.; SC Regs 72-300, et seq.; SC Code 48-18-10, et seq.; SC Regs 72-400, et seq.; SC Code 48-1-100, et seq.; SC Regs 61-9, et seq.; US Public Law 112-141. Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.4 - Identify and deliver projects that relieve bottlenecks and recurring congestion. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective	
Objective # and Description:	Objective 3.4.1 - Reduce congestion on our highway system. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	23 U.S.C. §§149, 512, 513 Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Objective Details

Public Benefit/Intended Outcome:	SCDOT will invest in strategies to extract as much capacity out of the existing system as possible. Operational improvements such as synchronized traffic signalization, highway service patrols or incident clearance protocols can add capacity by allowing greater throughput. Strategies to improve intermodal connections and to provide modal options in some areas and corridors can provide freight and passenger mobility alternatives, which also can result in greater throughput in some locations and corridors.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Highway Maintenance; Engineering & Construction; Mass Transit; Engineering Admin & Project Management; General Administration; Employee Benefits	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Doug Frate	Mark Pleasant
Number of Months Responsible:	12	12
Position:	Director of Intermodal and Freight	Deputy Secretary of Planning
Office Address:	SCDOT, 955 Park Street, Suite 201, Columbia, SC 29202	SCDOT, 955 Park Street, Suite 201, Columbia, SC 29202
Department or Division:	Intermodal and Freight	Intermodal and Freight
Department or Division Summary:	First SC Statewide Freight Plan approved by SCDOT Commission January 2015. Statewide Freight Advisory Council introduced April 2014 and continuing. 3,186,078 hours of delay (Interstate Only) (thru CY2013 - most recent analysis); 1.27 reliability index (Interstate Only) (thru CY2013 - most recent analysis)	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$309,170,399	
Total Actually Spent:	Agency will provide next year	Agency will provide next year

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
- 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
- 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.4.1 - Reduce congestion on our highway system.	
Performance Measure:	Annual hours of delay on Interstates and Strategic Network; Interstate reliability index	
Type of Measure:	Efficiency	
Results		
2013-14 Actual Results (as of 6/30/14):	3,186,078 hours of delay (Interstate Only) (thru CY2013 - most recent analysis); 1.27 reliability index (Interstate Only) (thru CY2013 - most recent analysis)	
2014-15 Target Results:	N/A	
2014-15 Actual Results (as of 6/30/15):	N/A	
2015-16 Minimum Acceptable Results:	N/A	
2015-16 Target Results:	N/A	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Awaiting final Federal Guidance
What are the names and titles of the individuals who chose this as a performance measure?	Mark Pleasant - Director of Planning and Asset Management	
Why was this performance measure chosen?	Nationally accepted measures of highway congestion; expected to be a required Federal performance measure; awaiting final Federal guidance	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	N/A	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	N/A	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	N/A	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	
Level Requires Outside Help	
Outside Help to Request	
Level Requires Inform General Assembly	

Objective Details

3 General Assembly Options

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
SCDOT Performance Audit	Requested by General Assembly	Legislative Audit Council	06/08/2015. currently ongoing

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Statewide Metropolitan Planning Organizations	Coordinated strategic and project planning and	<i>State/Local Government Entity</i>
Statewide Metropolitan Planning Organizations	Coordinated strategic and project planning and programming	<i>State/Local Government Entity</i>

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O_ " and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 4 - Enhance a Strengthening Economy	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30- 10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G) (2); SC Code Sections 57-3-110 and 200; SC Code Section 6-29-770; SC Code Section 8-13-1110 (12); SC Code Section 28-2-420(A);SC Code Sections 57-7-50 and 210; SC Code Section 11-35-5240; SC Code Section 12-28-2740;SC Code Section 12-28-2930;SC Code Section 44-96-140;US Code of Laws: Title 23;23 Code of Federal Regulations;49 US Code, Title 49, Subtitle III;49 Code of Federal Regulations; FY15-16 Proviso 84.1;FY15-16 Proviso 84.3;FY15-16 Proviso 84.8; FY15-16 Proviso 84.10;FY15-16 Proviso 84.14;FY15-16 Proviso 84.16;FY15-16 Proviso 84.18; FY15-16 Proviso 117.07; FY15-16 Proviso 117.13; FY15-16 Proviso 117.29; FY15-16 Proviso 117.84; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114;FY15-16 Proviso 117.116;SC Code 57-11-20 (Act 176 of 2005);SC Code 11-43-160(A)(1);SC Code 11-43-165 (Act 98 of 2013);SC Code Title 12, Chapter 28;SC Code 56-11-500;SC Code 12-36-2647;42 USC 4321, et seq.;33 CFR Parts 325; 33 CFR Parts 332; SC Code 48-14-10, et seq.;SC Regs 72-300, et seq.;SC Code 48-18-10, et seq.; SC Regs 72-400, et seq.;SC Code 48-1-100, et seq.;SC Regs 61-9, et seq.;US Public Law 112-141.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 4.1 - Identify SC Freight Network and incorporate appropriate considerations into project ranking criteria.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 4.1.1 - Improve freight mobility along freight corridors.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code §§57-1-30, 57-3-10; 23 U.S.C. §167	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Access to jobs, schools and services for daily living, and providing choices in how people and goods may move are essential to maintaining dynamic communities and robust quality of life in today's competitive economic climate.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Highway Maintenance; Engineering & Construction; Mass Transit; Engineering Admin & Project Management; General Administration; Employee Benefits	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Ron Patton	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12	
Position:	Deputy Secretary of Intermodal and Planning	
Office Address:	SCDOT, 955 Park Street, Suite 201, Columbia, SC 29202	
Department or Division:	Intermodal and Freight	
Department or Division Summary:	First SC Statewide Freight Plan approved by SCDOT Commission January 2015. Statewide Freight Advisory Council introduced April 2014 and continuing. 535,774 freight hours of delay (Interstate Only) (thru CY2013 - most recent analysis); 1.27 freight reliability index (Interstate Only) (thru CY2013 - most recent analysis)	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$75,000,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year.	

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
- 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
- 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Performance Measure:	Type of Measure:
Objective 4.1.1 - Improve freight mobility along freight corridors.	Freight hours of delay; freight reliability index	Efficiency
Results		
2013-14 Actual Results (as of 6/30/14):	535,774 freight hours of delay (Interstate Only) (thru CY2013 - most recent analysis); 1.27 freight reliability index (Interstate Only) (thru CY2013 - most recent analysis)	
2014-15 Target Results:	N/A	
2014-15 Actual Results (as of 6/30/15):	N/A	
2015-16 Minimum Acceptable Results:	N/A	
2015-16 Target Results:	N/A	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Awaiting Federal Guidance
What are the names and titles of the individuals who chose this as a performance measure?	Doug Frate - Director of Intermodal and Freight	
Why was this performance measure chosen?	Nationally accepted measures of freight transportation performance; expected to be a required Federal performance measure; awaiting final Federal guidance	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	N/A	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	N/A	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	N/A	

Objective Details

If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A
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POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	
Level Requires Outside Help	
Outside Help to Request	
Level Requires Inform General Assembly	
3 General Assembly Options	

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
SCDOT Performance Audit	Requested by General Assembly	Legislative Audit Council	06/08/2015. currently ongoing

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Statewide Metropolitan Planning Organizations	Coordinated strategic and project planning and	State/Local Government Entity
Statewide Councils of Governments	Coordinated strategic and project planning and programming	State/Local Government Entity

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 4 - Enhance a Strengthening Economy Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code Title 57; SC Code of Regulations, Chapter 63; SC Code Sections 57-5-820 and 830; SC Code Section 1-30- 10(A); SC Code Sections 1-30-10(G)(1) and 1-30-10(G) (2); SC Code Sections 57-3-110 and 200; SC Code Section 6-29-770; SC Code Section 8-13-1110 (12); SC Code Section 28-2-420(A);SC Code Sections 57-7-50 and 210; SC Code Section 11-35-5240; SC Code Section 12-28-2740;SC Code Section 12-28-2930;SC Code Section 44-96-140;US Code of Laws: Title 23;23 Code of Federal Regulations;49 US Code, Title 49, Subtitle III;49 Code of Federal Regulations; FY15-16 Proviso 84.1;FY15-16 Proviso 84.3;FY15-16 Proviso 84.8; FY15-16 Proviso 84.10;FY15-16 Proviso 84.14;FY15-16 Proviso 84.16;FY15-16 Proviso 84.18; FY15-16 Proviso 117.07; FY15-16 Proviso 117.13; FY15-16 Proviso 117.29; FY15-16 Proviso 117.84; FY15-16 Proviso 117.110; FY15-16 Proviso 117.114;FY15-16 Proviso 117.116;SC Code 57-11-20 (Act 176 of 2005);SC Code 11-43-160(A)(1);SC Code 11-43-165 (Act 98 of 2013);SC Code Title 12, Chapter 28;SC Code 56-11-500;SC Code 12-36-2647;42 USC 4321, et seq.;33 CFR Parts 325; 33 CFR Parts 332; SC Code 48-14-10, et seq.;SC Regs 72-300, et seq.;SC Code 48-18-10, et seq.; SC Regs 72-400, et seq.;SC Code 48-1-100, et seq.;SC Regs 61-9, et seq.;US Public Law 112-141. Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 4.2 - Strengthen the responsibilities of the Office of Minority Affairs and Small Business. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective	
Objective # and Description:	Objective 4.2.1 - Increase participation by minority, women, and small-owned businesses. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code §12-28-2930, 49 U.S.C. §47113 Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Objective Details

Public Benefit/Intended Outcome:	A transportation system that not only enables economic development, but also ensures maintenance of a vibrant South Carolina transportation engineering and construction industry with the support of small, minority and disadvantaged business development.
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Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

Agency Programs Associated with Objective

Program Names:	Engineering & Construction, Mass Transit, General Administration
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Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column

Responsible Person

Name:	Greg Davis
Number of Months Responsible:	12
Position:	Director of Business Development & Special Programs
Office Address:	SCDOT, 955 Park Street, Suite 104, Columbia, SC 29202
Department or Division:	Business Development & Special Programs
Department or Division Summary:	The role of the Division is to enhance equal opportunities through Contracting, Monitoring, Small Business Development and Workforce Development.

Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart

Amount Budgeted and Spent To Accomplish Objective

Total Budgeted for this fiscal year:	\$1,342,296
Total Actually Spent:	Agency will provide next year

Copy and paste this information from the Strategic Budgeting Chart

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
- 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
- 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 4.2.1 - Increase participation by minority, women, and small-owned businesses.	
Performance Measure:	Percentage of work paid/awarded to federal program; percentage of work paid/awarded to state program	
Type of Measure:	Outcome	
Results	STATE	Federal: Semi-Annual Reports
2013-14 Actual Results (as of 6/30/14):	Achieved - Women: 3% and Minority 1%	2013-14 Actual Results (as of 9/30/14): 13%
2014-15 Target Results:	Women: 5% and Minority 5%	2014-15 Target Results: 12.50%

Objective Details

2014-15 Actual Results (as of 6/30/15):	Achieved - Women: 4% and Minority 3%	2014-15 Actual Results (as of 9/30/15):	18%
2015-16 Minimum Acceptable Results:	Current through November 2015 - Women: 1% and Minority 1%	2015-16 Minimum Acceptable Results:	Report due 12/1/2016
2015-16 Target Results:	Women: 5% and Minority 5%	2015-16 Target Results:	12.50%

Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Janet Oakley, Former Secretary, SCDOT	
Why was this performance measure chosen?		
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The Federal target was met. The State target was not reached, so we will	
What are the names and titles of the individuals who chose the target value for 2015-16?	Federal target is based on a goal methodology that includes several factors	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	State Law; Goal for Federal Program is established every three years based on goal methodology which includes several factors	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	The Federal goal poised to be met. Reaching the State goal is yet to be determined.	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	A revision to the State regulation has been proposed to enlarge the areas of set-aside projects to include maintenance, professional services and supplies. The Division is also more effectively coordinating with other SCDOT Divisions	

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Equal opportunities of SCDOT contracts for small South Carolina disadvantaged businesses will not be achieved.
Level Requires Outside Help	It is vital to receive help from the General Assembly to enlarge the pool of potential opportunities for smaller firms.
Outside Help to Request	South Carolina General Assembly.
Level Requires Inform General Assembly	The General Assembly is the entity capable of making the needed revision to the law.
3 General Assembly Options	

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
SCDOT DBE Program Audit	(1) to determine whether the SCDOT DBE program complied with the federal and state requirements, (2) to ensure that the program was operating efficiently and effectively, and 3) to provide constructive suggestions for further improvement of the SCDOT DBE program.	SCDOT Internal Audit	to July 14, 2014
SCDOT Performance Audit	Requested by General Assembly	Legislative Audit Council	06/08/2015. currently ongoing

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Objective Details

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
SC Small Business Development Centers	Partner with this organization to conduct baseline business development assistance.	State Government entity that receives state and federal funds.
SC Minority Business Development Agency	Partner with this agency to identify and inform existing and potential DBEs.	Federal agency in a cooperative agreement with a local business.
SC Governor's Office	The Division has an agreement with the SC Governor's Division of Small and Minority Business and Contracting Certification (formerly the Office of Small and Minority Business Assistance) that includes their use of our Unified Certification Program in lieu of their state certification.	State Government entity.
US Small Business Administration (SC District)	Partner with this agency during training and outreach events.	Federal Government agency.
National Association of Minority Contractors (SC Chapter)	Partner with this organization to identify and educate existing and potential DBEs.	SC Chapter of a national business association.

Reporting Requirements

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions :

List all reports, if any, the agency is required to submit to a state, federal or outside entity on a regular basis. Insert the name of each report in a separate column and answer the questions below it. Add as many columns as needed.

PLEASE NOTE: All information the agency provides in the rows below the row labeled, "Date the Report was last submitted," should apply to when the agency most recently submitted the report (i.e. date report was last submitted).

Agency Responding	SCDOT	SCDOT	SCDOT	SCDOT	SCDOT
Report #	1	2	3	4	5
Report Name:	Restructuring Report (House)	Restructuring and Seven Year Plan (Senate)	Accountability Report	Project Priority List	Procurement Card Report
Why Report is Required					
Legislative entity requesting the agency complete the report:	General Assembly	General Assembly	General Assembly		General Assembly
Law which requires the report:	Section 1-30-10 (G)(1)	Sections 1-30-10 (G)(1), 1-30-10 (G)(2), and 2-2-60.	Sections 1-1-810 and 1-1-820; Proviso 117.29	Proviso 84.16	Sections 1-1-1040 and 54-3-755 (B)
Agency's understanding of the intent of the report:	Recommendations for Restructure of Agency; increased efficiency.	Increased efficiency & cost savings	Financial, organizational, and accountability improvements.	List of ranked projects with ranking process and methodology for selection	Procurement Card Statements/Monthly report containing Procurement Card information posted on agency website
Year agency was first required to complete the report:	2015	2015	1929 (original annual report); 1995 (accountability report)	2007	2011
Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually - Every 7 Years	Annually	Monthly	Monthly
Information on Most Recently Submitted Report					
Date Report was last submitted:	March 31, 2015	January 2015	September 15, 2015	December 2015	December 2015
Timing of the Report					
Month Report Template is Received by Agency:	November/December	November	June	n/a	No template
Month Agency is Required to Submit the Report:	January (2nd Tuesday)	January (2nd Tuesday)	September (15th)	Monthly	Monthly
Where Report is Available & Positive Results					
To whom the agency provides the completed report:	House Oversight Committee, Governor & General Assembly	Governor, General Assembly, and Legislative Oversight Committees	Governor and General Assembly(statute); Senate Finance Committee, House Ways and Means Committee (proviso)	Public (on website)	Public (on website)
Website on which the report is available:	http://www.scdot.org/inside/pdfs/reports/SCDOT_2015_Restructuring_Cost_Savings_Plan.pdf and http://www.scdot.org/inside/pdfs/reports/SCDOT_Final_Program_Evaluation_Report_V2.pdf	http://www.scdot.org/inside/pdfs/reports/SCHouse_Restructuring_Seven-Year_Plan_Report.pdf	http://admin.sc.gov/budget/agency-accountability-reports and http://www.scdot.org/inside/pdfs/reports/FY2014-15_SCDOT_Accountability_Report_Signed.pdf	http://www.scdot.org/inside/act114.aspx and http://www.scdot.org/inside/act98.aspx	http://www.cg.sc.gov/Pages/monthlychargecardusage.aspx
If it not online, how can someone obtain a copy of it:	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29203	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202
Positive results agency has seen from completing the report:	Awareness	TBD	Depicts trends	Transparency	Transparency and automation
Agency Responding	SCDOT	SCDOT	SCDOT	SCDOT	SCDOT
Report #	6	7	8	9	10
Report Name:	Indefinite Delivery of Contracts Report	Sole Source Procurement & Emergency Procurements	Trade in sales (combined with sole source procurement report)	Illegal Procurements	C-Fund Expenditures
Why Report is Required					
Legislative entity requesting the agency complete the report:	State Fiscal Accountability Authority (Office of State Engineer)	General Assembly	General Assembly	General Assembly	General Assembly
Law which requires the report:	Manual for Planning and Execution of State Permanent Improvements - Part II - Section 9.2.1(D)	Section 11-35-2440	Section 11-35-3830	Section 11-35-1230(2) and Regulation 19-445.2000(D)	Section 12-28-2740
Agency's understanding of the intent of the report:	Notify State Highway Engineer of all indefinite delivery contract work/ delivery orders.	Record of procurement actions to include sole source and emergency procurements	Trade in sales (combined with sole source procurement report)	Illegal Procurements submitted only if illegal procurement occurs	C-Fund Expenditures
Year agency was first required to complete the report:	1993	1981	1981	1981	2002
Reporting frequency (i.e. annually, quarterly, monthly):	Quarterly	Quarterly	Quarterly	Quarterly	Annually
Information on Most Recently Submitted Report					
Date Report was last submitted:	July 2015	October 2015	October 2015	As needed	January 2015
Timing of the Report					
Month Report Template is Received by Agency:	n/a	n/a	n/a	n/a	n/a
Month Agency is Required to Submit the Report:	January, April, July & October	January, April, July & October	January, April, July & October	January, April, July & October	January (2nd Tuesday)
Where Report is Available & Positive Results					
To whom the agency provides the completed report:	State Fiscal Accountability Authority (Office of State Engineer)	State Fiscal Accountability Authority	State Fiscal Accountability Authority	State Fiscal Accountability Authority	General Assembly
Website on which the report is available:	http://www.scdot.org/inside/pdfs/reports/Indefinite_Delivery_3rd_Qtr_Report_2015.pdf	http://procurement.sc.gov/PS/general/PS-general-audit-reports.phtml	http://procurement.sc.gov/PS/general/PS-general-audit-reports.phtml	http://procurement.sc.gov/PS/general/PS-general-audit-reports.phtml	http://www.scstatehouse.gov/reports/DOT/2013-2014CFundProgramAnnualReport.pdf
If it not online, how can someone obtain a copy of it:	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29203	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29204	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29205	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202
Positive results agency has seen from completing the report:	Informative	Transparency	Transparency	Transparency	Transparency

Information in all these rows should be for when the agency completed the report most recently

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Reporting Requirements

Agency Responding	SCDOT	SCDOT	SCDOT	SCDOT	SCDOT
Report #	11	12	13	14	15
Report Name:	SCDOT's Annual Report	Transit Report	Transit Progress Report	Office of railroad Report	Rail Plan
Why Report is Required					
Legislative entity requesting the agency complete the report:	General Assembly	General Assembly	General Assembly	General Assembly	General Assembly
Law which requires the report:	Section 57-3-760	Section 57-3-40(C)	Section 57-3-210(B)(2)	Section 57-3-30(A)(5)	Section 57-3-30(B)
Agency's understanding of the intent of the report:	Annual accomplishments, Ten Year Needs plan, Five year plan detailing traffic regulation, mass transit coordination, and all firm's contract amounts.	Office of Public Transit Report	Progress report containing planning and coordination efforts (and may be combined with annual report and transit report)	state railroad corridor preservation, revitalization, and comprehensive rail plan for passenger, freight, and infrastructure services	state railroad corridor preservation, revitalization, and comprehensive rail plan for passenger, freight, and infrastructure services
Year agency was first required to complete the report:	1951 (original report- gas tax) and 1993 (revised to include accomplishments and future plans).	1993	2014	2010	2014
Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Annually	Annually	Every 5 years
Information on Most Recently Submitted Report					
Date Report was last submitted:	January 15, 2015	January 2015	2014		2014
Timing of the Report					
Month Report Template is Received by Agency:	n/a	n/a	n/a	n/a	n/a
Month Agency is Required to Submit the Report:	January (15th)	February (1st)	January (15th)	February (1st)	February (1st)
Where Report is Available & Positive Results					
To whom the agency provides the completed report:	State Budget Office	Senate Transportation Committee and House Environmental and Public Works Committee	Senate Transportation Committee and House Environmental and Public Works Committee	Senate Transportation Committee and House Environmental and Public Works Committee	Senate Transportation Committee and House Environmental and Public Works Committee
Website on which the report is available:	http://www.scdot.org/inside/pdfs/reports/SCDOT_Annual_Report_2015.pdf	http://www.scdot.org/inside/pdfs/reports/2014_Mass_Transit_Annual_Report_FINAL.pdf	http://www.scdot.org/inside/pdfs/reports/2014_Mass_Transit_Annual_Report_FINAL.pdf	Report will be completed in 2016	http://www.scdot.org/Multimodal/pdf/SC_MTP_Rail_Plan_FINAL.pdf
If it not online, how can someone obtain a copy of it:	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202
Positive results agency has seen from completing the report:	TBD	TBD	Planning and Coordination	Inventory and Planning	Inventory and Planning
Agency Responding					
Report #	16	17	18	19	20
Report Name:	Affirmative Action Plan	Debt Collection Reports	Federal Enhancement Grants (aka Legislative Alternatives Program)	Statements of Economic Interest	Report on Disadvantaged Enterprises program
Why Report is Required					
Legislative entity requesting the agency complete the report:	General Assembly	General Assembly	General Assembly	General Assembly	General Assembly
Law which requires the report:	Section 1-13-110 and Proviso 117.13	Proviso 117.34	Section 57-1-370(D)	Section 8-13-1110 Section 8-13-1140	Section 12-28-2930(I)
Agency's understanding of the intent of the report:	Personnel report by race and sex; includes discrimination policy	Report of outstanding debt and methods used to collect	Show award of Federal Enhancement Grants	Statements of Economic Interest	Allocation of Contracts awarded pursuant to 12-28-2930
Year agency was first required to complete the report:	1976	2002	2007	1991	1995
Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Annually	Annually	Annually
Information on Most Recently Submitted Report					
Date Report was last submitted:	February 2015	February 2015	February 2015	April 2015	July 2015
Timing of the Report					
Month Report Template is Received by Agency:	n/a	January	n/a	December	n/a
Month Agency is Required to Submit the Report:	February (1st) (statute) and October (31st) (proviso)	February (28th)	February (25th)	April	July
Where Report is Available & Positive Results					
To whom the agency provides the completed report:	State Human Affairs Commission	Senate Finance Chair, House Ways and Means, and the Inspector General	Chairs of Senate Finance, House Ways and Means, and House Education and Public Works	State Ethics Commission	General Assembly
Website on which the report is available:	www.sceis.sc.gov	http://www.scdot.org/inside/pdfs/reports/2014_Debt_Collection_Report.pdf	http://www.scdot.org/inside/pdfs/reports/Federal_Enhancements_Grants.pdf	http://apps.sc.gov/PublicReporting/IndSEIName.aspx	Not submitted online- on file in office
If it not online, how can someone obtain a copy of it:	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Office of DBE, 955 Park Street, Columbia, SC 29202
Positive results agency has seen from completing the report:	Transparency	Financial	Informative	Disclosure	Awareness

Information in all these rows should be for when the agency completed the report most recently

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Reporting Requirements

Agency Responding	SCDOT	SCDOT	SCDOT	SCDOT	SCDOT
Report #	21	22	23	24	25
Report Name:	Minority Business Enterprise (MBC Utilization Plan & Procurement Contracts)	Information Technology & Information Security Plans	Annual Energy Conservation Report	Fines and Fees Report	Personnel Organization Chart
Why Report is Required					
Legislative entity requesting the agency complete the report:	General Assembly	General Assembly	General Assembly	General Assembly	General Assembly
Law which requires the report:	Section 11-35-5240(2)	Proviso 117.118	Section 48-52-620	Proviso 117.75	Proviso 117.48
Agency's understanding of the intent of the report:	Procurement Contracts	Agency plan for information technology and information security	Report energy used by SCDOT for buildings	Promote accountability and transparency	Agency organization chart of Personnel
Year agency was first required to complete the report:	1981	2015	1992 (general plan) and 2008 (building plan)	2010	2005
Reporting frequency (i.e. annually, quarterly, monthly):	Quarterly and Annually	Annually	Annually	Annually	Annually
Information on Most Recently Submitted Report					
Date Report was last submitted:	September 2014	August 2015	August 2015	September 2015	September 2015 (automatic)
Timing of the Report					
Month Report Template is Received by Agency:	n/a	n/a	n/a	n/a	n/a
Month Agency is Required to Submit the Report:	July (30th)	August (1st)	August (30th)	September (1st)	September (1st)
Where Report is Available & Positive Results					
To whom the agency provides the completed report:	Governor (SMBAO - Small and Minority Business Assistance Office)	Department of Administration (Division of Technology)	Office of Regulatory Staff, Energy Office	Chairs of Senate Finance and House Ways and Means	Department of Administration (Human Resources Division)
Website on which the report is available:	http://www.scdot.org/inside/pdfs/reports/OSMBA_MBE_Plan_FY14-15.pdf	For security reasons, this report is not published online	http://www.scdot.org/inside/pdfs/reports/Energy_Report.pdf	http://www.scdot.org/inside/pdfs/FeesandFinesReport.pdf	www.sceis.sc.gov
If it not online, how can someone obtain a copy of it:	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202
Positive results agency has seen from completing the report:	Transparency	Security plan in place.	Awareness of energy consumption.	Transparency.	Reporting is automatic through SCEIS; this requirement is duplicative.
Agency Responding	SCDOT	SCDOT	SCDOT	SCDOT	SCDOT
Report #	26	27	28	29	30
Report Name:	Recycling Report	SCDOT Specific Recycling Report on compost, fly ash, ground rubber, and mixed plastics	Travel Report	Bank Transparency & Accountability Report	Annual Audit
Why Report is Required					
Legislative entity requesting the agency complete the report:	General Assembly	General Assembly	General Assembly	General Assembly	General Assembly
Law which requires the report:	Section 44-96-140 (B)	Section 44-96-140(F)	Proviso 117.26	Proviso 117.84	Section 57-1-490(A)
Agency's understanding of the intent of the report:	Transportation solid waste reduction and general recycling.	SCDOT Specific Recycling Report on compost, fly ash, ground rubber, and mixed plastics	Travel Report for agency for prior fiscal year.	Disclosure of transactions on the agency account for the prior fiscal year.	Audit of agency performed by certified public accountant.
Year agency was first required to complete the report:	1991 (DOT waste) and 2000 (general agency)	1991	1996	2011	1993
Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Annually	Annually	Annually
Information on Most Recently Submitted Report					
Date Report was last submitted:	September 2015	2006	October 2015	October 1, 2015	October 2015
Timing of the Report					
Month Report Template is Received by Agency:	August	n/a	September	September	n/a
Month Agency is Required to Submit the Report:	September (15th)	September (15th)	October (1st)	October (1st)	October (15th)
Where Report is Available & Positive Results					
To whom the agency provides the completed report:	Department of Health and Environmental Control	Governor and General Assembly	Comptroller General	State Fiscal Accountability Authority	General Assembly
Website on which the report is available:	http://www.scdot.org/inside/pdfs/reports/SCDOT_Recycling_Report_FY15.pdf		http://www.cg.sc.gov/publicationsandreports/Documents/Travel/FY15TravelReport.pdf	http://www.scdot.org/inside/pdfs/reports/SCDOT_Bank_Account_Transparency.pdf	http://osa.sc.gov/stateengagements/transportation/Documents/Financial%20Statements/U1215.pdf
If it not online, how can someone obtain a copy of it:	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202
Positive results agency has seen from completing the report:	Recycling	Recycling	Transparency	Transparency	Clear Audit
Agency Responding	SCDOT	SCDOT	SCDOT	SCDOT	SCDOT
Report #	31	32	33	34	35
Report Name:	Comprehensive Permanent Improvement Program (CPIP)	Online Transaction Register	Feasibility Studies for sidewalk, bike and HOV lanes	Real Property	Railroad Crossing
Why Report is Required					
Legislative entity requesting the agency complete the report:	General Assembly	General Assembly	General Assembly	General Assembly	General Assembly
Law which requires the report:	Sections 2-47-50 and 2-47-55	Section 57-3-755(A)	Section 57-3-780	Section 1-11-58	Section 58-17-1450
Agency's understanding of the intent of the report:	Five-year plan	Complete record of funds expended	Feasibility Studies on primary routes for sidewalk, bike and HOV lanes	Annual inventory and report; review and sale of surplus property	Annual report of inspections conducted during previous year
Year agency was first required to complete the report:	1980	2012	1993	1997	1989
Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	As needed basis	Annually	Annually
Information on Most Recently Submitted Report					
Date Report was last submitted:	March 24, 2015	November 2015	2009	March 2015	2007 (Report suspended by Proviso 117.73)
Timing of the Report					
Month Report Template is Received by Agency:	n/a	n/a	n/a	n/a	n/a
Month Agency is Required to Submit the Report:	March	Monthly	As needed basis	June (30th)	
Where Report is Available & Positive Results					
To whom the agency provides the completed report:	Department of Administration	Public (on website)	State Energy Office	Department of Administration (Division of General Services)	Senate Transportation and House Public Works Committee
Website on which the report is available:	http://www.dot.state.sc.us/inside/pdfs/reports/2015_CPIP.pdf	http://www.scdot.org/inside/spending.aspx		http://www.scdot.org/inside/pdfs/reports/2015_CPIP.pdf	
If it not online, how can someone obtain a copy of it:	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29202	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29203	SCDOT, Attn: Communications Office, 955 Park Street, Columbia, SC 29204
Positive results agency has seen from completing the report:	Awareness and planning	Transparency	TBD	Annual inventory and transparency	Annual report of inspections

Information in all these rows should be for when the agency completed the report most recently

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Restructuring Recommendations and Feedback

Agency Responding	South Carolina Department of Transportation
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

RESTRUCTURING RECOMMENDATIONS

Instructions: Please answer the questions below and add as many rows as needed.

Does the agency have any recommendations, minor or major, for restructuring?

No

Interim Secretary Hall's confirmation is still pending before the Senate, with a hearing scheduled for Jan. 20th. Assuming she is confirmed, Secretary Hall plans to move ahead after that with outlining restructuring initiatives at SCDOT. SCDOT is also currently undergoing an audit by the Legislative Audit Council, and the report from that audit will also provide further information for pursuing restructuring initiatives.

If the agency has recommendations for restructuring, list each one on a separate row in the chart below. Add as many rows as needed.

Does the agency recommendation require legislative action?	Recommendation for restructuring

FEEDBACK (Optional)

Instructions: Please answer the questions below to provide feedback on this Annual Restructuring Report ("Report").

Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested.	Please list 1-3 benefits to agency management and employees in having all of this information available in one document.	Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency.
1	1	1
2	2	2
3	3	3

Does the agency believe this year's Restructuring Report was less burdensome than last year's?	Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency.	Please add any other feedback the agency would like to provide (add as many additional rows as necessary)
	1	
Why or why not?	2	
	3	