

WYOMING

DEPARTMENT of TRANSPORTATION

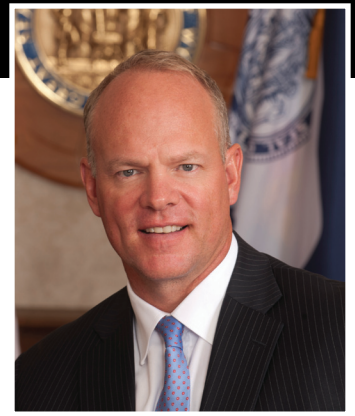


Annual Report 2013

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Message from Governor Mead



**Governor
Matthew H.
Mead**

Transportation has been important to those who call Wyoming home – and to those visiting or passing through – for quite a long time. In many instances, the transportation routes of today were also the passageways of yesteryear. These routes run along the same corridors used to track game, explore new territory, transport freight, deliver mail, or migrate West a century and more ago. Today, highways, airports, transit, and other transportation components remain vital to Wyoming’s economy and to the well-being of our citizens and guests.

The following pages provide you a glimpse of the many activities the men and women of the Wyoming Department of Transportation (WYDOT) undertake to maintain and improve the state’s extensive transportation network.

Central to the Department’s duties is taking care of the 6,700-mile state-owned highway system, including more than 900 miles of interstate. WYDOT personnel – in partnership with the private sector – plan, design, construct, and maintain highways, bridges, and roadsides; coordinate with federal and state agencies to protect the environment; manage traffic; promote safety; plow snow; build and maintain rest areas; and provide many other related services.

WYDOT’s mission involves other critical services as well. Wyoming Highway Patrol troopers and other personnel enforce motor vehicle laws, investigate motor vehicle crashes, issue oversize and overweight permits, and collect commercial motor carrier fees. Support Services employees issue and monitor driver’s licenses and vehicle registrations and provide fuel tax administration. Aeronautics personnel oversee the state’s airport improvement program for 40 public-use airports, promote air service improvement, and operate state-owned aircraft. WYDOT employees also work with Wyoming communities to provide local transportation planning, transit, bicycle and pedestrian pathways, and other services. In addition, Department personnel use a variety of outreach mechanisms to listen to Wyoming citizens and identify their needs and preferences for transportation.

I am proud to support the Wyoming Department of Transportation as this agency maintains the networks that connect us with each other, the nation, and the globe.

Join me and examine WYDOT’s challenges and the accomplishments of its dedicated employees, which are summarized in the report that follows.

Governor Matthew H. Mead



John Cox
Director, WYDOT

Message from the Director

Wyomingites sometimes describe our state as a small town with very long streets, and it's our job at the Wyoming Department of Transportation (WYDOT) to keep Wyoming's highways, as well as the state's airports and certain other transportation facilities, in good condition so that people can get where they need to go. Caring for this infrastructure is a big job—and vital to the economy and quality of life in the state. The investments made in

Wyoming's transportation infrastructure are truly investments in the economy and the quality of life in our state.

Transportation has major effects on where we choose to live and how we travel to jobs, services, shopping, and recreation. Wyoming's transportation system allows the state's populace to be one of the most mobile in the nation. In fact, we have led the nation in vehicle miles traveled per capita in recent years.

In a state as large as Wyoming, a strong transportation system is crucial to keeping communities connected and making it possible for people and goods to arrive at their destinations on time.

To help keep that transportation system strong, we at WYDOT will work to ensure that funds made available to the Department from the 10-cent fuel tax increase passed in 2013 by the Wyoming Legislature are put to the best possible use. We have 19 additional projects slated for 2014 and 52 over the coming three years using the additional funds to help maintain current highway conditions. These projects will focus on roads that connect Wyoming communities that are not on the interstate system.

Overall, 2013 was a successful year at WYDOT, thanks to the hard work and dedication of our employees, and the people of Wyoming will experience the benefits of those efforts when they use the state's highways and other transportation infrastructure. We look forward to continued success in the future.

Sincerely, for the men and women of WYDOT,

Director

Vision

Excellence in Transportation

Mission

Provide a safe, high quality, and efficient transportation system.

Values

Honesty, Accountability, Commitment, Respect, Innovation

Goals

- Improve safety on the state transportation system.
- Serve our customers.
- Improve agency efficiency and effectiveness.
- Take care of all physical aspects of the state transportation system.
- Develop and care for our people.
- Exercise good stewardship of our resources.

Director

The Director of the Wyoming Department of Transportation (WYDOT) guides the Department's employees in the many tasks needed to accomplish its goals of improving safety on the state transportation system, serving WYDOT's customers, improving agency efficiency and effectiveness, taking care of all physical aspects of the state transportation system, developing and caring for employees, and exercising good stewardship of Department resources.

In addition to WYDOT's six divisions, the Director oversees the following programs:

In fiscal year 2013, **The Internal Review (IR) Program** completed the compliance portion of the required Office of Management and Budget (OMB), Circular A-133 audit, which is an important function since the results of this audit play a critical role in determining WYDOT's eligibility to receive federal funding. IR continues to work with WYDOT grant administrators to improve monitoring over WYDOT's local public agency (LPA) projects, including developing subrecipient monitoring checklists, additional project related audits, and local public agency certification training conducted by several different WYDOT programs. The additional monitoring has assisted both WYDOT and the LPAs to be more informed about the federal regulations and how to comply with them and has also significantly improved communications between WYDOT and the LPAs.

The **Public Affairs Program** kept the public and WYDOT employees informed on Department operations and highway safety issues during the year through a variety of communications methods, including video productions, public service announcements, news releases, monthly and special publications, media interviews, and advertisements. Public Affairs collaborated with Information Technology and Management Services to upgrade the Department's website and train Department content managers on how to update their program pages using the new system. The new website was launched in conjunction with new versions of the WYDOT Employees, Highway Patrol, and "Fly Wyoming" sites. Public Affairs produced a map and listing of road projects to be undertaken over the next three fiscal years as a result of the legislature's decision to raise the state fuel tax rate by 10 cents per gallon. The program also produced the 2013 official state highway map, monthly *Interchange* magazine, and *Wyoming Road Work Guide*, as well as other publications. A Public Affairs one-minute public service announcement, "Don't Be Clueless," promoting seat-belt use won second place at the Uniformed Safety Education Officers Annual Workshop in Nashville.

The **Strategic Performance Improvement Program (SPIP)** continues to build a culture within WYDOT that focuses on strategic planning and performance management through use of the balanced scorecard (BSC) template to showcase strategic plans and to provide consistency throughout the Department. Please refer to WYDOT's strategic plan web page to view all programs' BSCs (www.dot.state.wy.us). In FY 2013, SPIP assisted 16 WYDOT programs as well as two state agencies, Wyoming Retirement System and Administration & Information, in developing three-year strategic plans. In addition, SPIP developed and conducted both WYDOT and WHP employee satisfaction surveys. Please refer to the center of this report to see a graphic display of the survey results, as well as results for other key Department measures. In addition, SPIP administers the employee recognition initiative through the Extra Mile Award program.

Chief Engineer



Del McOmie
Chief Engineer

The Department's **Chief Engineer** oversees the Assistant Chief Engineer of Engineering and Planning and Assistant Chief Engineer of Operations divisions as well as the five district offices and the Field Operations Program.

Highlights for **District 1** in FY 2013 included work on Wyoming's first-ever diverging diamond interchange at College Drive and I-25 in Cheyenne. This interchange design will improve safety and traffic flow, providing relief from worsening congestion at the interchange. Other work included completing repairs to WYO 70 between Baggs and Encampment following a 2011 landslide, finishing 7 miles of pavement rehabilitation work at Dana Ridge on Interstate 80, work on one mile of high performance wearing course on the I-80 Laramie Marginal, and work on Cheyenne streets including overlays on Four Mile Road-College Drive, West Lincolnway, and one-mile segments of Warren and Central avenues. Maintenance crews placed 14,500 tons of commercially produced hot mix asphalt on the roads and 8,500 tons produced by the WYDOT shared hot plant. A total of 675 tons of cold mix was produced for future use. Five salt-sand pads for sheds were built at Buford, Wagonhound, Hanna Junction, Medicine Bow, and Rock River.

In **District 2** about \$51 million worth highway construction projects were let to contract. Construction activities included work on I-25 between Wheatland and Glendo and near Douglas as well as the US 85 overpass and realignment project near Torrington. Several Intelligent Transportation System projects were completed, including dynamic message signs north of Medicine Bow, on WYO 220 at Clark's Corner, on US 20/26 west of Casper, and on Wyoming Boulevard in Casper. Landslide repair occurred on WYO 220 south of Casper. The new Department complex at Douglas was also finished. Equipment personnel performed over 1,700 preventative maintenance and services on 754 pieces of equipment, and maintenance forces placed over 22,000 tons of patching mix and purchased 9,000 tons of commercial mix. Salt-sand facilities were erected in Gurnsey, Chugwater, and Wheatland.

During FY 2013, **District 3** had the unprecedented opportunity to collaborate with federal, state, and local agencies in opening Yellowstone National Park. Seven maintenance employees and two mechanics spent April plowing snow to open Yellowstone on time. District 3 crews finished the job days ahead of schedule and exceeded the expected plowing distance per day. The district let 20 construction projects to contract for \$38.11 million, including work on US 191 south of Rock Springs, on US 26/89/191 through Jackson, and on US 89 south of Afton. Multiple flooding and mudslide events on US 89 kept maintenance personnel busy. Traffic forces installed 12,600 feet of signage and worked with Wyoming Game and Fish to install invasive aquatic species watercraft inspection signs district wide. The Wyoming Engineering Society named the Trappers Point wildlife crossing project as its President's Project of the Year.

In **District 4**, 23 construction projects were let to contract, including work on US 16 near Newcastle, a project on Interstate 90 between Buffalo and Gillette, an I-90 project west of Sundance, work on the Sheridan marginal, and a district-wide interstate message sign project. Other work included an I-90 concrete slab replacement east of Sundance and district-wide pavement overlays, chip seals, crack seals, bridge rehabilitation, epoxy pavement marking, and guardrail upgrade. Maintenance forces placed 31,200 tons of hot mix asphalt. A total of 82

miles of chip sealing was contracted to improve roadway friction values and seal hairline cracks. Traffic personnel developed an access data base and an asset management plan. Equipment personnel completed all annual equipment inspections and repairs generated from them.

For **District 5**, completing reconstruction on 17-mile Road on the Wind River Reservation was a major milestone. Other work included projects on US 16 between Worland and Buffalo and highway safety funded projects—a bridge rail and guardrail upgrade, a slope flattening project, and installation of rumble strips and thermoplastic markings. District maintenance personnel plowed 17 miles from the East Gate of Yellowstone National Park to just east of Yellowstone Lake to open the park on time for the spring. Maintenance personnel also placed 22,800 tons of hot asphalt mix in patching operations and chip sealed 79 miles of road to preserve roadway surfaces. Equipment personnel outfitted five new 8-yard dump trucks with right-hand wings, wet sanders, and ground speed controls to improve snow response capabilities, and sign crews replaced, repaired, and installed new signs and sign overlays as needed for one-third of the district's highways.

Activities undertaken by the **Field Operations Program** in FY 2013 include the following. Construction personnel continued to modify the electronic documentation system. Work is now focused on implementing a contractors' module to allow streamlining of subcontracts and contract amendments and save Department costs. Equipment purchased 375 pieces of equipment for \$12.9 million, including 27 buyback loaders (for which the initial investment will be recaptured in three years), 2 rural stripers, and 25 tandem axle dump trucks. Facilities Management performed facility management and maintenance functions at the headquarters complex and at other Department buildings and sites in Cheyenne, replaced the drain in the maintenance roundhouse building to remove a safety issue, assisted in upgrading the complex front parking lot, and began installing new cold storage units. Maintenance coordinated and developed a new building rating system and continued to assist in operating and maintaining the enterprise resource planning and asset management systems.

Construction Contracts Awarded in 2013

<i>District 1</i>	<i>23 projects</i>	<i>\$40.24 million</i>
<i>District 2</i>	<i>23 projects</i>	<i>\$50.99 million</i>
<i>District 3</i>	<i>20 projects</i>	<i>\$38.11 million</i>
<i>District 4</i>	<i>23 projects</i>	<i>\$54.03 million</i>
<i>District 5</i>	<i>33 projects</i>	<i>\$56.04 million</i>
<i>Statewide or Multiple Districts</i>	<i>10 projects</i>	<i>\$4.89 million</i>
Total	132 projects	\$244.30 million



**Gregg
Fredrick**
Assistant Chief
Engineer,
Engineering &
Planning

Assistant Chief Engineer, Engineering and Planning

The **Assistant Chief Engineer, Engineering and Planning Division**, is charged with planning, designing, acquiring land, testing materials and pavements, letting contracts, and working with local entities for various bridge, roadway, and other transportation projects.

The **Bridge Program** completed work totaling \$21.73 million consisting of 2 bridge replacements, 5 bridge widenings, a pedestrian bridge, 73 bridge rehabilitations, 2 new box culverts, 5 box culvert extensions, 25 overhead sign structures, and 12 miscellaneous hydraulic structures. The Hydraulics Section analyzed 19

bridges, 14 culverts, and 13 storm drain systems. The Bridge Inspection Squad presented a proposal to executive staff to modify the bridge inspection program; the program also reviewed and distributed 92 sets of shop plans for structural steel girders, precast concrete box culverts, bridge railing, and other items; processed 375 overweight load permit requests; archived 66 bridge projects as part of the project finalizing process; and continued maintenance and enhancement of the BRASS suite of computer programs.

In FY 2013, the **Contracts and Estimates Program** oversaw the awarding of 106 highway contracts for 132 projects, for a total construction cost of \$244 million. The program also improved efficiencies in a number of areas this past year, including labeling contracts and obtaining water agreements.

The **Geology Program** completed 880 drill holes for 18,466 lineal feet of drilling for subsurface investigations, a 19 percent increase in drill holes and a 5 percent increase in lineal feet over FY 2012 totals. This activity included 11 landslide investigations, 12 soils profiles, 16 bridge structures, and 10 surfacing pits, among other work. A total of 9 landslide repairs were let to contract. The geotechnical lab tested 1,434 soil samples, 478 unconfined tests, and 60 geotextile samples. Water wells were drilled at ports of entry on US 85 and I-80, both near Cheyenne. The program also began using electronic drill logging software to increase efficiency.

A highlight for the **Highway Development Program** was overseeing value engineering studies of five WYDOT projects. These studies resulted in 17 adopted recommendations saving the Department \$3.05 million. The Engineering Services Section issued two completely new guardrail standard plans for installation and fabrication details. The Standards Unit continued work on a policy for selecting various pipe culvert materials and for improving current specifications for pipe culverts. The Consultant Services Unit issued 61 new consultant contracts, a 35.6 percent increase from the previous year. The Photogrammetry and Surveys Section flew aerial photography missions for 12 engineering projects, 5 county highway system projects, 29 landslides, and 3 miscellaneous missions, totaling 90 hours of flight time. The Project Development Section led completion of over 130 projects. Project Development's scheduling staff led an upgrade of Primavera scheduling software to a web-based

platform. The Utilities Section worked to set up new agreements and rules for placing fiber optic communications lines inside WYDOT's interstate rights-of-way.

The **Highway Project Delivery Program** was created in March 2013 and provides oversight and project management to highway development projects by supporting and managing the people, processes, and tools that make up the Project Control System (PCS). After gathering feedback from areas of the Department that participate in or are impacted by the PCS, the program has made several changes to the project management oversight of highway delivery projects at WYDOT. The net result is greater use of PCS tools, significantly fewer late projects, and generally better communication of project work. Once changes were implemented, the number of projects 100 days or more behind was slashed by over 75 percent.

The **Materials Program** provided surfacing strategies and materials criteria for projects improving over 300 miles of pavements statewide. Design staff implemented the new American Association of State Highway and Transportation Officials (AASHTO) mechanistic-empirical design guide along with new AASHTO pavement design software. The program continued to explore options for effective recycling of roadway materials. The program's pavement management system continues to play a major role in developing the State Transportation Improvement Program (STIP). Materials also participated in the chip seal workgroup together with the Wyoming Contractors Association to address issues of concern about chip seal construction and performance in Wyoming, as well as sponsoring four materials-related research projects.

The **Planning Program** initiated the state rail plan and the statewide freight assessment; gathered vehicle counts, classification information, truck weight data, public roadway inventory information, and vertical clearance data statewide using permanent and portable methods; began the process of adding traffic data to Agile Assets for city streets; and began updating traffic counts for rural bridges that were last counted in 1980. The Programming Section completed and produced the 2013-2018 State Transportation Improvement Program; the Research Section completed eight research projects, and the Mapping Section updated and published Wyoming city and county maps. The Local Government Coordination Section continued to act as a liaison with the Wyoming County Commissioners Association and the Wyoming Association of Municipalities and funded 80 transit projects statewide. The Environmental Services Section continued post-construction monitoring on the Togwotee Pass corridor. A total of 177 projects were federally cleared, including 125 through programmatic agreements and 52 through categorical exclusions.

The **Right-of-Way Program** continued working on ways to improve efficiencies, including enhancements to the existing project management system. During FY 2013, the program managed 29 land survey projects through completion of the preliminary land survey, of which 16 were managed to final completion. The program is also in the process of disposing of 31 parcels of excess land and has relocated 14 employees, renewed 11 leases, and inspected 916 outdoor advertising signs. The program has also undertaken a statewide inventory of junkyards.

Assistant Chief Engineer of Operations

The **Assistant Chief Engineer of Operations Division's** programs provide vital, day-to-day services and support that WYDOT's executive staff and other programs require to fulfill their duties and provide services to address safety issues and precautions for the traveling public. Following are just some of the programs' accomplishments for the 2013 fiscal year:

The **Enterprise Technology Program** tracked 15 business cases submitted by WYDOT programs for projects estimated at \$200,000 or more, continued to inventory and track pending and active technology projects and report on project activity, and continued to develop and update in-house PeopleSoft and Agile Assets training courses and coordinate outsourced training for the Department's technical and subject matter experts.

The **Financial Services Program** provides WYDOT management and employees with accurate, timely accounting and financial information to assist them in performing their duties. Financial Services prepares financial statements used by WYDOT management and external stakeholders to report the full costs of preserving, improving, and enhancing the safety of Wyoming's transportation systems. WYDOT and Financial Services received an unqualified audit opinion on agency financial statements for the year ended September 30, 2012. Financial Services processed financial transactions and reported on the financial activities for the year including revenue transactions of \$641 million and expenditures totaling \$631 million; \$5 billion in highway, bridge, and communication infrastructure assets; \$171 million in capital assets; and \$25 million in inventories.

The **Geographic Information Systems/Intelligent Transportation System (GIS/ITS) Program** captures, stores, analyzes, manages, and displays data with reference to geographic location. In FY 2013, the program worked to improve transportation safety and mobility by using wireless and wire line communications-based information and various electronics technologies.

The **Highway Safety Program** restructured its Records and Data Management Section to include a crew dedicated to reporting and analysis; completed a large project in cooperation with the Planning and GIS/ITS programs that cleaned up and standardized roadway names for all public roads in the state; rolled out to the districts a safety management tool to assist engineers in identifying and selecting appropriate countermeasures for locations experiencing high crash concentrations; and coordinated with the Governor's Council on Impaired Driving to establish an impaired driving campaign to alert citizens to the dangers of drinking and driving.

The **Information Technology (IT) Program** completed implementation of an in-car video system for the Wyoming Highway Patrol in partnership with Patrol and the Telecommunications Program, completed the contract to move the enterprise resource planning system to new locations in Boston and Chicago, upgraded the Primavera project management system to provide wider access to WYDOT employees, and completed over 20 other projects including executive dash boards to provide budget information.

The **Management Services Program** worked with the American Association of State Highway and Transportation Officials (AASHTO) and other partners on implementation of the Moving Ahead for Progress in the 21st Century Act (MAP-21) reauthorization law and other federal issues. The program also worked within AASHTO on finalizing policy positions for the next reauthorization bill, which will be undertaken when MAP-21 expires in 2014. The program manager served as secretary to the Western Association of State Highway and Transportation Officials (WASHTO) during Director Cox's term as WASHTO president. Additionally, Management Services compiled, designed, and edited information for the Department's transportation fact book and produced the WYDOT annual report.

In FY 2013, the **Procurement Services Program** solicited 479 competitive bids for purchasing equipment, materials, supplies, and services; issued 3,085 purchase orders totaling \$80.2 million; issued 148 blanket purchase orders totaling \$5.5 million; and brought in \$1.36 million in revenue through sales of surplus property. In addition Procurement Services earned the National Procurement Institute's Achievement of Excellence in Procurement Award for 2013. WYDOT's Procurement Services Program is one of only 15 state agencies in the U.S. and the only organization in Wyoming to receive the award for 2013.

The **Telecommunications Program** maintained WYDOT's sophisticated telecommunications systems at high levels of reliability, again averaging 99.9 percent for mission critical communications; performed preventative maintenance and technical inspections of telecommunications infrastructure and all 222 individual infrastructure assets to keep them in acceptable to very good condition; is providing service to some 112 local, state, and federal public safety agencies through WyoLink (Wyoming's statewide, interoperable public safety radio communications system); and continued to improve WYDOT's statewide telephone network with three upgraded telephone switches connected to the centralized phone system statewide to improve performance and features and reduce equipment costs.

The **Traffic Program** awarded five intelligent transportation systems projects totaling some \$3.20 million in electrical work including dynamic message signs statewide on the interstate and work in Casper and Gillette and addressed electrical design work for existing signalized intersections at various locations in Casper and Riverton and for high mast lighting systems in Districts 1 and 3. The Geometrics and Striping Section completed all projects on time and aided the districts with several conceptual plans, while the sign shop fabricated 10,154 signs for a total of 69,575 square feet; the Signing and Traffic Control Design Section completed 97 projects for bid letting; and the Electrical Operations Section completed yearly inspections for WYDOT signals, tower lighting, and luminaires.



Ken Shultz
Assistant Chief
Engineer,
Operations



Dennis Byrne
Aeronautics
Administrator

The **Aeronautics Division** assists publically owned airports with state and federal funding for airport improvements, planning, and construction and administers the projects from the design phase through construction. The division also focuses on aviation safety, promotes air service in Wyoming, and provides flight services for the Governor and other state employees on state business.

The **Air Service Enhancement Program** has a crucial and integral role in promoting and developing commercial and general air service in the state. Because of Wyoming's small population and expansive area, it is no small task to retain, attract, and enhance air service to the state's communities. The program ensures that state monies are administered in a manner that best enhances service to Wyoming.

The **Engineering and Construction Program** provides project management oversight for federal and state grant funds to publicly owned airports. In addition to project oversight on grant projects, the program is developing a Geographical Information System (GIS) for streamlined access to pavement management information as well as other airport- and project- specific information. The program has also reached its ninth year in administering the statewide group airport pavement maintenance program and continues to save significant taxpayer dollars by bringing airports together under one group contract administered by the Aeronautics Division. In 2013, the program administered funds for the following projects: Crack seal (statewide) \$231,157; seal coat and marking (statewide) \$801,319; Phase II construction (earthwork and drainage) for \$2.15 million for the new Hot Springs County – Thermopolis airport; aircraft rescue and firefighting (ARFF) and snow removal equipment building at Yellowstone Regional Airport (Cody) for \$850,473; taxiway construction for future hangar development at Hunt Field (Lander) for \$631,579; installation of a new runway lighting system at Lusk Municipal Airport for \$458,427; runway extension at Mondell Field (Newcastle) for \$2.37 million; a new terminal and snow removal equipment building at Powell Municipal Airport for \$656,750; and partial parallel taxiway and rehabilitation of the cross wind runway for \$4.26 million and \$1.08 million respectively at the Rock Springs – Sweetwater County Airport. Challenges to the program include the high cost of construction. In addition to the factors that the highway side of WYDOT experiences, issues for airports are the comparatively small project size and contractor perceptions or lack of familiarity with FAA specifications, both of which seem to increase overall costs.

The **Flight Operations Program** provided passenger air service to over 26 state agencies and state organizations. In support of these operations, the program flew over 627 flight hours and carried 3,334 passengers. The program continued to pursue cost efficiencies by purchasing wholesale aviation fuel that resulted in saving \$143,731 for the year. In addition, the pilots' flying more cost efficient flight profiles produced a fuel savings of \$65,709.

Aeronautics



Photo courtesy WYDOT

Besides assisting publically owned airports with state and federal funding, the Aeronautics Division also focuses on aviation safety and promotes air service in Wyoming.

The **Planning and Programming Program** provides oversight for airport planning and environmental and land projects; administers the continuous system planning program; and develops the Wyoming Aviation Capital Improvement Program. In 2013, the division administered \$38.71 million in airport improvement funds. Of this total, \$8.36 million was state funds, and \$30.35 million was federal. The state funds included \$4.24 million in general funds provided by the legislature for airport improvement projects. Airport improvement grants for 87 projects were provided to 34 different airports including major projects in Casper, Cody, Jackson, and Thermopolis, among others. Program staff also oversaw commencement of airport master plans and airport layout plans at the following airports: Fort Bridger, Torrington Municipal, and Sheridan County. Wildlife hazard assessment studies were initiated at Laramie Regional, Riverton Regional, and Worland Municipal airports. Land acquisition projects at Afton-Lincoln County, Dubois Municipal, and Gillette-Campbell County airports were also initiated this fiscal year.

Wyoming Highway Patrol

The **Wyoming Highway Patrol (WHP)** is a statewide law enforcement agency primarily responsible for patrolling Wyoming highways and enforcing state statutes. Through traffic enforcement; criminal interdiction; education; collaboration with other city, state, and federal agencies; and various community, agricultural, energy, and trucking partnerships, the agency strives to reduce injury and fatal crashes and contribute to WYDOT's mission of providing a safe, high quality, and efficient transportation system. The agency's strategic plan mirrors the Department's goals of keeping people safe on the state highway system, serving customers, developing and caring for employees, improving agency efficiency and effectiveness, and providing good stewardship of state resources.

Rigorous training prepares WHP employees for their assigned duties. Troopers receive 26 weeks of formal training and then complete a field training program of at least 50 shifts. New dispatchers receive 15 weeks of training to prepare for work in the dispatch center, which also functions as a communication center for several other state agencies. Beginning port of entry officers receive 12 weeks of training before working in one of the 14 ports located across the state. WHP's civilian employees have an integral role in the support services area managing multiple areas critical to the maintenance and integrity of data and information storage and service to external customers.

All patrol vehicles are equipped with mobile data terminals to allow troopers and dispatchers to communicate electronically to assist in accurate, timely, and efficient event dispatching and data transmission to and from the dispatch center and the Records Management System. This system has been completely integrated into the agency and allows troopers roadside to input data to the agency databases and to perform many essential functions from the patrol vehicle. Troopers statewide are creating and transmitting citation data to the Wyoming court system electronically from their patrol vehicles. Data entry personnel, previously tasked with citation and warning data entry functions, are evolving into data control and data management specialists.



All patrol vehicles are equipped with mobile data terminals.

Photo courtesy WYDOT



**Colonel
John Butler
Highway Patrol
Administrator**

Because of increased demands and statutory requirements, the agency reassigned a full time position to respond to public records requests. During this fiscal year, the agency formally responded to and complied with more than 1,000 public records requests for items such as photographs, videos, incident reports, dispatch radio and phone records, crash reports, and so forth.

During FY 2013, the WHP continued to work closely with other WYDOT programs to successfully implement and manage Variable Speed Limit (VSL) projects in various locations across the state. Data continue to indicate the VSLs have had a significant positive impact on highway safety, thereby reducing the number and severity of crashes and contributing to the reduction in duration and frequency of road closures. Troopers and dispatchers work closely with WYDOT maintenance and the Traffic Management Center to monitor and manage the variable speed limit projects to increase the margin of safety for the motoring public.

During the year, the WHP patrolled 6,296,946 miles of highway, initiated 140,775 traffic stops for driver infractions and equipment violations, assisted approximately 6,542 motorists in need, investigated 6,396 motor vehicle crashes, and had 1,179 drug-related arrests (310 felony). Keeping highway safety a priority, the WHP removed 963 impaired drivers from the roadways and issued approximately 9,706 occupant restraint citations. The agency's K-9 team, Special Services Squad, Honor Guard, Mobile Enforcement and Education Teams, Executive Protection Detail, commercial carrier officers, commercial carrier compliance officers, Wyoming Law Enforcement Academy instructors, Crash Investigation Team members, Safety Education Teams, *Alive at 25* instructors, and numerous employees with various collateral duties all serve Wyoming's citizens and the law enforcement community through service, courtesy, and protection.

The WHP works diligently to hire, train, and retain the very best employees possible. Workforce shortfalls in key areas within the dispatch center and trooper allotments continue to stretch resources and make providing an acceptable level of service to the citizens of Wyoming a continual challenge. Almost constant recruitment and training are required to maintain adequate levels of staffing and will remain an agency priority.

Conviction, courage, diligence, discipline, humility, integrity, loyalty, and optimism are the fundamental precepts of the agency and form the basis for the WHP's day-to-day operations.



Tom Loftin
Support Services
Administrator

Support Services

The **Support Services Division** is responsible for WYDOT's internal services for employees and external tasks needed for the Department to comply with various state and federal laws and regulations. The following are some of the noteworthy accomplishments of the division's programs in FY 2013:

During fiscal year 2013, the **Budget Program** assisted all WYDOT programs in building their fiscal year 2014 budgets. The program also worked diligently with Management

Services to update the annual budget presentation, which contains drill-down options to offer detailed and transparent budget information. Budget also worked with the Federal Highway Administration (FHWA) and other WYDOT programs to manage the new requirements specified in the highway reauthorization bill (MAP-21). The program was successful in obligating full limitation under this new bill according to the guidelines. Wyoming remains a national leader regarding inactive obligations with FHWA on currently budgeted projects, meaning that available federal funds are at work in the Wyoming economy. The program continues to allocate agency resources, estimate and manage all budgeted revenue and expenditure streams, and maintain funding streams available to the agency.

The **Civil Rights Program** modified the Disadvantaged Business Enterprise (DBE) Program Plan to reflect Federal Highway Administration modifications. Changes included implementing a small business element, to allow small emerging businesses to participate and bid on federal-aid highway projects, and increasing the three-year DBE contract goals to 5.06 percent. Additional emphasis was placed on rewriting the ADA Title II Program Plan and Transition Plan. The program also emphasized internal and external civil rights issues and contract compliance and administered training throughout the state.

The **Compliance and Investigation Program** is responsible for education and enforcement of statutes pertaining to vehicle-related industries in Wyoming including title and registration issues, vehicle dealers, salvage yards, rental vehicle agencies, commercial trucking companies based in Wyoming, and taxi and shuttle services. The program provided training for county clerks and treasurers regarding VIN and title fraud, salvage vehicles, bonded titles, vehicle importation, multi-purpose vehicles, VIN and HIN inspections, and other topics pertaining to title and registration during 2013 and prepared information for and testified before the legislature's Joint Transportation and Military Affairs Committee regarding interim studies relating to VIN inspection and title for trailers and registration for trailers with living quarters. Background investigations were conducted and completed on approximately 47 new applicants for vehicle dealer licenses during 2013.

The **Driver Services Program** completed 216,699 transactions for issuing driver's license and driving records, collecting reinstatement fees, and other transactions. A total of 11,735 persons renewed their driver's licenses through the mail. As of September 30, 2013, there were 521,823 licensed drivers in Wyoming, of which 466,825 are non-commercial license holders. Driver Services also processed 74,173 court convictions and 20,186 administrative enforcement transactions and expanded the web based insurance verification system during the year.

The **Employee Safety Program** promotes safe work habits by WYDOT employees, ensures employee compliance with state and federal regulations and standards through continual safety training, and shares work zone safety and best safety practices with the Wyoming Contractors Association, other state agencies, and the North American Association of Transportation Safety and Health Officials (NAATSHO). In 2013 Employee Safety teamed up with Public Affairs to produce an in-house drug and alcohol training video. The employee training video is available at the district level and on the Employee Safety Intranet website.

The **Fuel Tax Administration (FTA) Program** administers the motor fuel taxes of Wyoming. The program is dedicated to providing assurance that the state receives all fuel tax revenue to which it is legally entitled for preserving and enhancing the state transportation system.

The **Human Resources (HR) Program** has been involved in developing and training for the new state government recruitment system, Neo Gov. HR has also rolled out updates and continued educating Department personnel on the state's online performance management system, with a significant training initiative occurring in January and February 2013. HR personnel also kept employees informed of group insurance benefits and equal employment opportunity and personnel procedures through various forums.

The **Motor Vehicle Services (MVS) Program**, along with Magic City personnel and clients, produced and distributed 241,412 Teton Mountain Range license plates, 715,000 future 2017 license plates, and more than 2.2 million license plate validation stickers to the counties; printed 34,000 International Fuel Tax Agreement (IFTA) and 31,300 mobile machinery stickers; collected about \$22 million in state registration fees; collected \$137,051 for processing 2,069 prestige, 599 University of Wyoming, 993 military, 22 gold star, over 563 other specialty, 2,406 novelty, and 1,165 governmental plate applications; and collected \$51.4 million in registration fees and distributed \$8.4 million to 57 International Registration Plan jurisdictions and \$4.3 million to the counties. The IFTA Section collected \$1.04 million in fuel tax, license fees, and decal sales from Wyoming-based carriers. The net result, though, was a payout of \$3.85 million to surrounding states with higher gas tax rates.

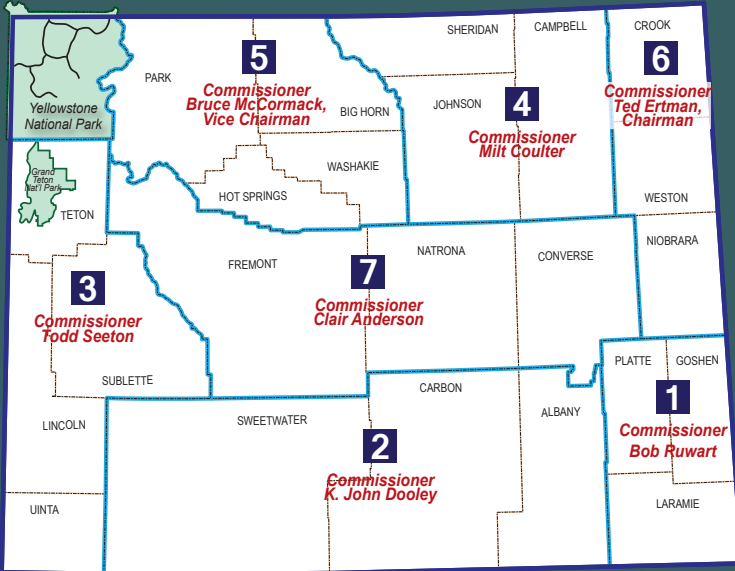
The **Office Services Program** shipped out over 375,000 pieces of mail and processed several pre-sort jobs resulting in savings to the agency of almost \$12,000 in postal fees. The program scanned approximately 3,400 sheets of as-constructed plans into the Falcon Document Management System and scanned 487 as-constructed projects from aperture cards into Falcon. The program also made 8,797 aperture cards of as-constructed plan sheets, captured 810,000 documents on microfilm, collected 1,140 project contracts and agreements and 30,670 other documents for filing, made 18,869 plan prints for internal and external customers, and reproduced 6,886,030 standard and oversized copies.

The **Training Services Program** experienced a dramatic increase in the number of courses offered and number of participants enrolled due in part to the emergence of the new Performance Management Initiative in FY 2013. Overall Transportation Learning Network (TLN) attendance rose from 397 last year to 787 this year. Attendance at WYDOT University classes improved from 582 to 944. An additional 140 attended new employee orientations, and another 78 came to new supervisor orientations. Program personnel also continue to develop e-learning courses for WYDOT including an online module for Fuel Tax and panic button training that correlates with WYDOT's new emergency action plans.



2013 Transportation Commissioners: Todd Seeton, K. John Dooley, Bruce McCormack, Ted Ertman, Clair Anderson, Milt Coulter, Bob Ruwart

Photo courtesy WYDOT



Transportation Commission

The Transportation Commission of Wyoming oversees WYDOT activities, including adopting rules and regulations; awarding road construction and maintenance contracts; approving WYDOT equipment; and entering into contracts and agreements with the federal government as well as with cities, counties, and other agencies for road construction and maintenance and other approved projects.

Wyoming's Governor appoints the seven Transportation Commissioners, by and with the consent of the Wyoming Senate. Appointments rotate among the counties in each district, and the commissioners may serve one six-year term. Meetings are held monthly, usually in Cheyenne.



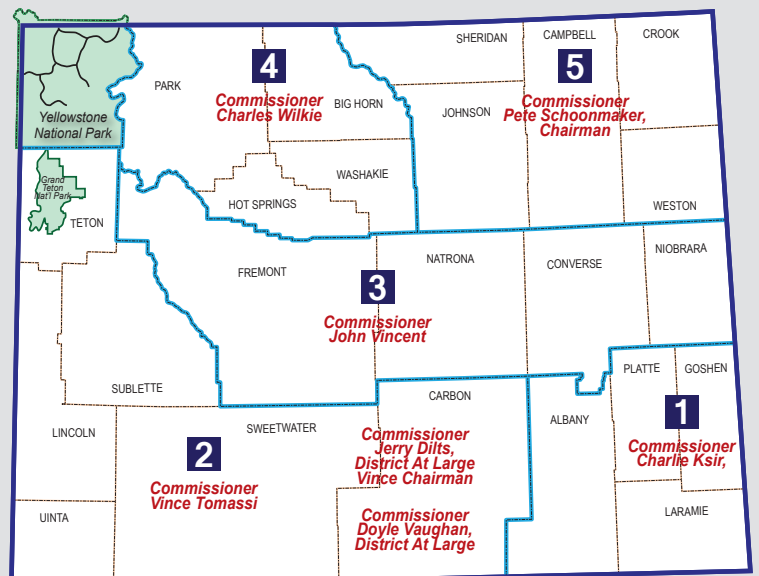
2013 Aeronautics Commissioners: Jerry Dilts, Doyle Vaughan, Charlie Ksir, Chuck Wilkie, Vince Tomassi, Pete Schoonmaker, John Vincent.

Photo courtesy WYDOT

Aeronautics Commission

The Wyoming Aeronautics Commission oversees certain Aeronautics activities, including administering airport improvement projects for runway construction and rehabilitation, approving grants to Wyoming airports for airport infrastructure and various other projects, encouraging air travelers to fly directly into and out of Wyoming airports through the Air Service Enhancement Program, and supporting fly-ins and air shows across the state each summer.

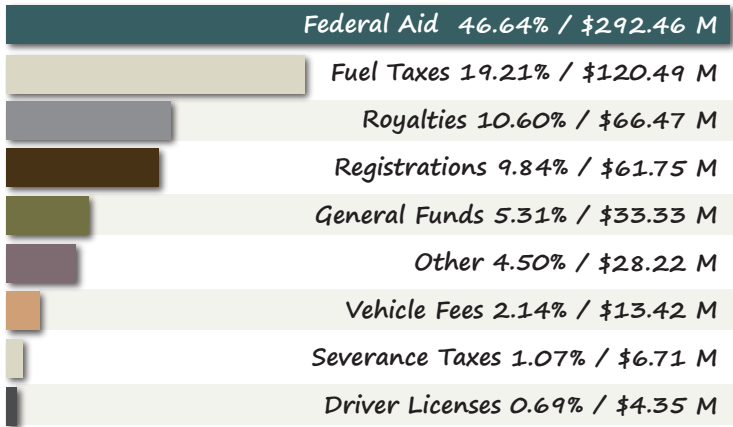
The Governor also appoints the seven Aeronautics Commissioners, who may serve a maximum of two six-year terms. The Aeronautics Commission does not have a geographic rotation requirement within the districts. Quarterly meetings are held at various locations across the state, and monthly teleconferences are held during the rest of the year.



Budget Overview (Original Budget - Subject to Revisions)

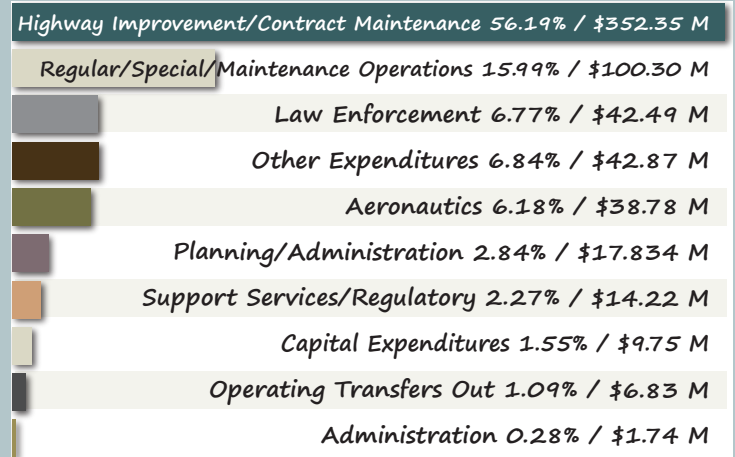
Anticipated Revenue Sources October 2013 - September 2014

Anticipated Revenue Total: \$627.19 M
(Rounded to the nearest 10 K)



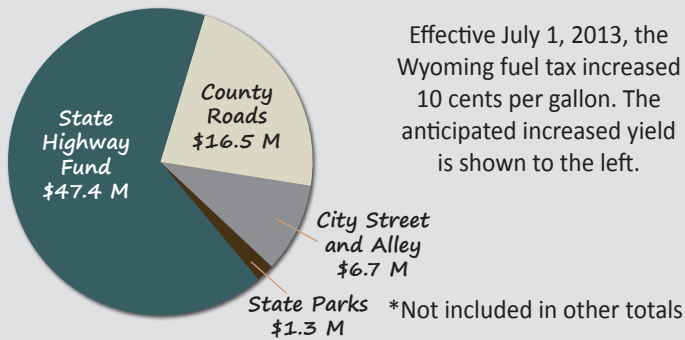
Allocation of Revenue October 2013 - September 2014

Anticipated Allocation of Revenue Total: \$627.19 M
(Rounded to the nearest 10 K)



Gasoline and Diesel 10-Cent Motor Fuel Tax Increase Anticipated Revenue FY 2015

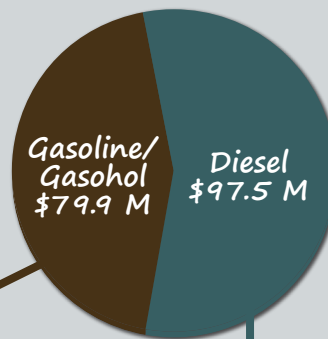
\$71.9 M Anticipated State Fiscal Year Collections*



Effective July 1, 2013, the Wyoming fuel tax increased 10 cents per gallon. The anticipated increased yield is shown to the left.

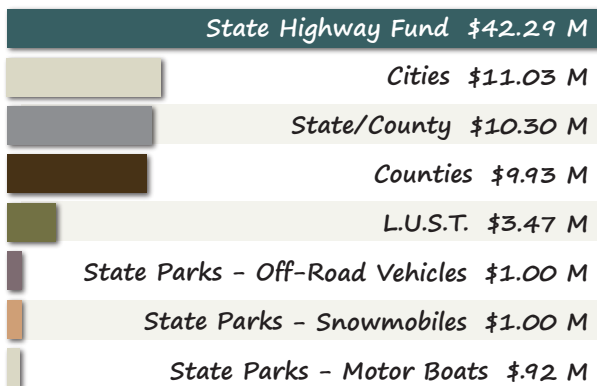
Anticipated Tax Receipts Motor Fuel July 2014 - June 2015

Tax receipts include all motor fuels. Fuel consumption is limited to highway use - L.U.S.T, off-road use, and refunds to other jurisdictions are not included.



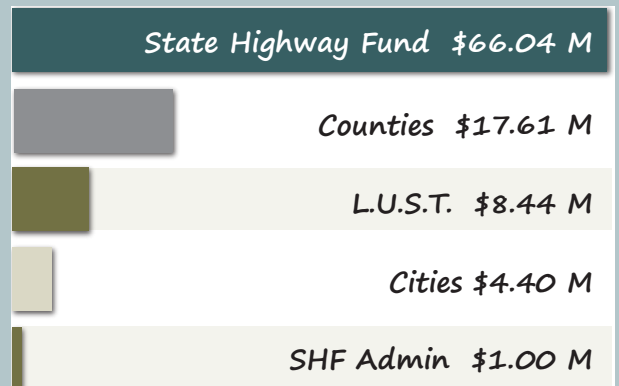
Gasoline Tax - Projected* State Fiscal Year 2015

Projected Motor Fuel Collections Gasoline Tax Total: \$79.95 M
(Rounded to the nearest 10 K)



Diesel Tax - Projected* State Fiscal Year 2015

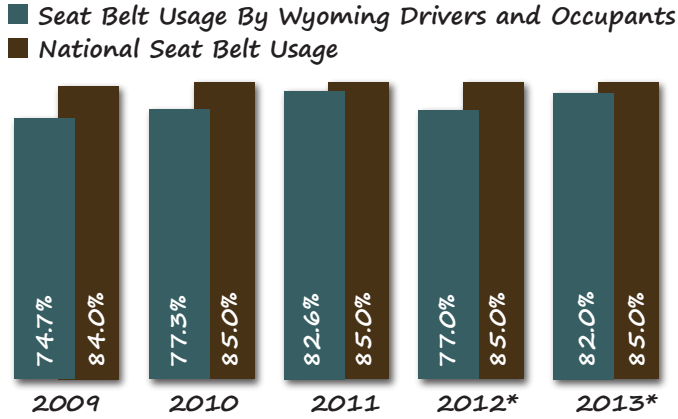
Projected Motor Fuel Collections Diesel Tax Total: \$97.50 M
(Rounded to the nearest 10 K)



* Statistics provided for FY2015, the first full state fiscal year, July 2014 - June 2015, of revenue distributions.

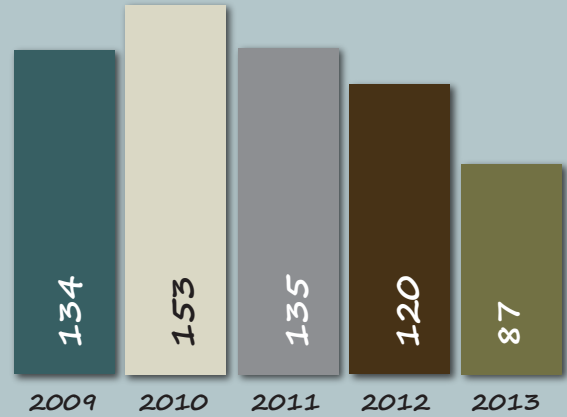
Performance Measures

Statewide and National Observed Seat Belt Usage



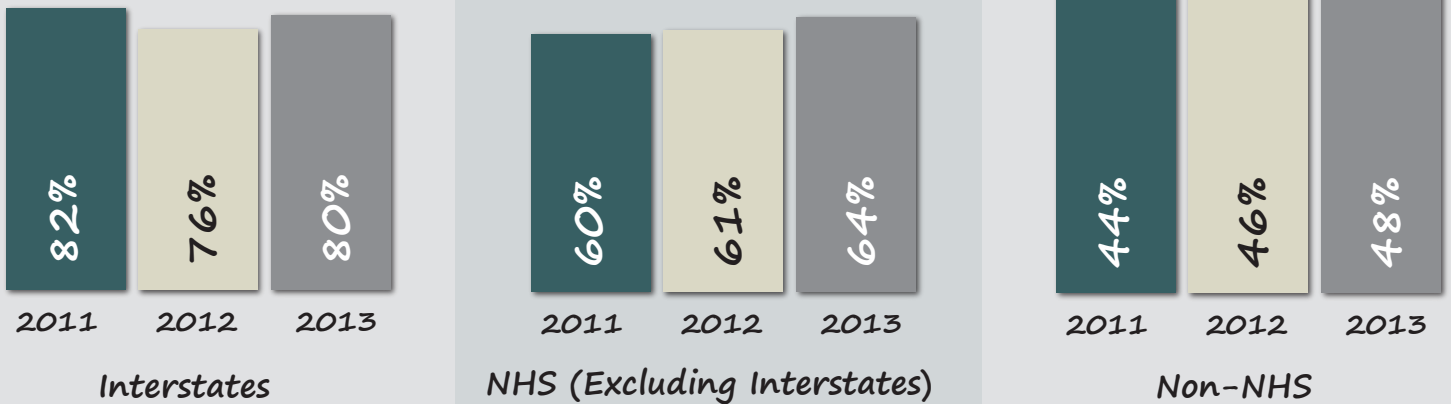
Target: Meet National Seat Belt Usage
 *These figures represent a change in methodology.

Wyoming Traffic Fatalities

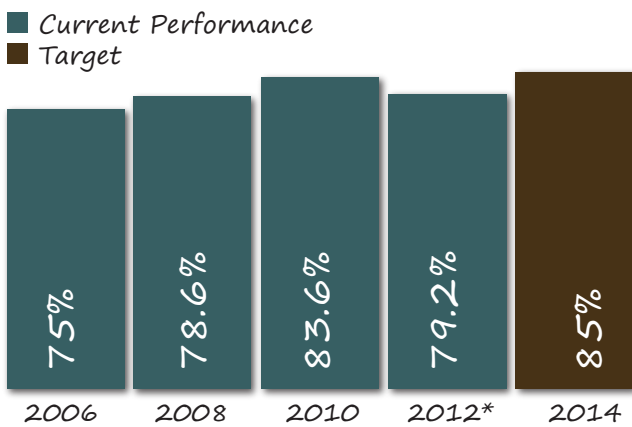


Target: Less than 87

Percentage of Roads in Good to Excellent Condition

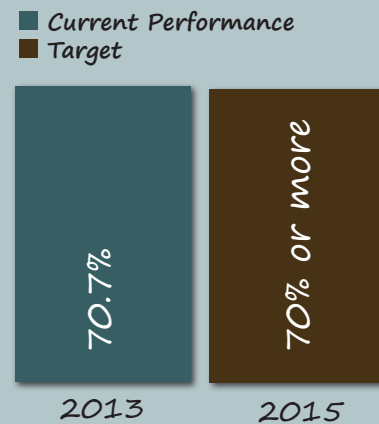


Customer Satisfaction with WYDOT's Stewardship of the State Transportation System



* Wording change from Administration to Stewardship

Overall Employee Satisfaction Rating



2013 Happenings

It's been another busy year at the Wyoming Department of Transportation (WYDOT). The director, John Cox, assumed additional duties as the president of the Western Association of State Highway and Transportation Officials (WASHTO), made up of 18 Western states. Governor Mead supported the director's service as this position allowed Wyoming to offer rural perspectives to the national transportation dialogue. Following his WASHTO duties, Director Cox was elected vice president of the American Association of State Highway and Transportation Officials (AASHTO), the national trade organization comprised of the four regional groups, including WASHTO.

The Togwotee Trail serves as the main connector between central Wyoming and Grand Teton and Yellowstone National parks. Achieving elevations of almost 10,000 feet, and incorporating 16 parking areas (300 spaces), 8 passing lanes, and 5 wildlife crossing structures, this reconstructed road demonstrates WYDOT's commitment to technical excellence and aesthetic concern. Winding up into rugged mountainous terrain, the finalized road (construction lasted seven years) incorporates natural features into an incredibly beautiful highway with modern safety and recreational features throughout. U.S. Senator John Barrasso (Wyoming) commended the Department's leadership and cooperation with several other agencies throughout construction, as well as the fiscal responsibility exercised. He also recognized the Wyoming pride evidenced by the stewardship of the natural beauty and wished great success on the Togwotee Trail.



Photo courtesy WYDOT

The Togwotee Trail serves as the main connector between central Wyoming and Grand Teton and Yellowstone National parks.



Photo courtesy WYDOT

The Department did spring plowing to open Yellowstone National Park.

As the National Parks Service faced severe budgetary shortages reducing plow capabilities, local community leaders from Cody and Jackson approached the Governor and requested Department aid plowing open the park entrances and into the park. The local communities raised the money, and WYDOT provided snow removal equipment and operators for this special assignment. Department crews opened the park in time for the kickoff of tourist season. Many of the towns surrounding Yellowstone National Park rely heavily on tourism revenues for their economic health. This unique collaboration between the Governor, local communities, the National Park Service, and WYDOT, all working together for the common good, sets a fine example of various entities achieving results through initiative, hard work, and mutual respect.

The Wyoming Legislature raised the state motor fuel tax to 24 cents. The 10 cent increase brings Wyoming into a comparable range with nearby states. The Department has not advocated for any specific funding stream. It has, however, provided a consistent message regarding infrastructure needs and corresponding revenues. The state legislature voted to authorize fuel taxes as a partial funding source to alleviate some construction concerns and to provide a bit more planning stability. The funding increase brings the Department new opportunities, but also greater scrutiny – and WYDOT welcomes this interest and the chances to prove the continual stewardship and labor undertaken for Wyoming citizens, the motoring public, and all those just passing through the mountains and plains covering this vast state.

Credits & Thanks To:

Management Services staff wishes to thank all those contacted during the compilation of this year's *Annual Report*. A special thank you goes out to Public Affairs photographer Rick Carpenter for contributing photos to this publication.
Cover Photo: A DMS sign being hung on Interstate 80 at night.

WYOMING

DEPARTMENT of TRANSPORTATION



Annual Report 2013

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