

# WYOMING

## DEPARTMENT OF TRANSPORTATION



# 2014 Annual Report

## Contents

Message from Governor Matthew H. Mead .....	1
Message from John Cox, Director, WYDOT .....	1
John Cox, Director .....	2
Transportation Commission .....	3
Aeronautics Commission .....	3
Del McOmie, Chief Engineer .....	4-5
Gregg Fredrick, Assistant Chief Engineer, Engineering & Planning .....	6-7
Ken Shultz, Assistant Chief Engineer, Operations.....	8-9
Tom Loftin, Support Services Administrator .....	10-11
Colonel John Butler, Highway Patrol Administrator .....	12
Dennis Byrne, Aeronautics Administrator .....	13

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



\* Word change from Administration to Stewardship

## 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.

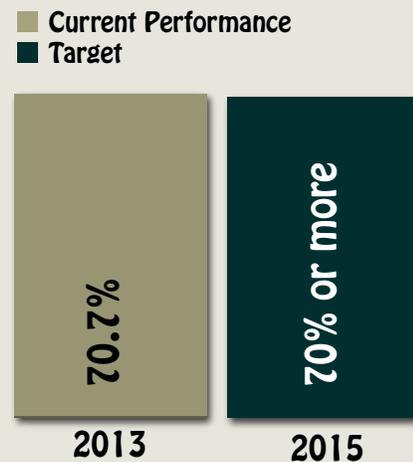
Improve agency efficiency and effectiveness.

Take care of all physical aspects of the state transportation system.

Develop and care for our people.

Exercise good stewardship of our resources.

### Overall Employee Satisfaction Rating



## Credits & Thanks To:

Management Services staff thanks all those contacted for this year's *Annual Report*.

A special thank you to Public Affairs photographer Rick Carpenter for contributing photos to this publication.

**Cover Photo: WYDOT Snowplow and Loader**

## Message from Governor Mead

Wyoming is an important transportation hub. Our state serves as a conduit between the nation's West Coast, East, and Midwest markets. Major interstate highways intersect here to allow people and goods to travel in all directions – to all points of the compass. These links are vital to energy development and delivery, national defense, agriculture, freight, and other industries. They also provide pathways for travel for us, people from other states, and tourists from around the world.

In addition, a wonderful web of state roads crisscrosses Wyoming, giving residents and visitors access to the most beautiful places imaginable. There's nothing quite like a Wyoming road trip. If you've taken one, you know what I mean. If you haven't taken one yet, you should, with a Wyoming Department of Transportation (WYDOT) highway map – a gem in itself – at hand.

There are challenges to funding an increasingly dynamic and diverse system of airports, highways, and public transit moving forward. These exist nationwide, and in Wyoming we will face the challenges as we always do – in the best possible way – knowing that transportation infrastructure is essential for future growth.

Against this backdrop, the men and women of WYDOT undertake many activities to maintain and improve the state's vast transportation network.

Many of the Department's duties center on 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 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's citizens and identify their needs and preferences for transportation.

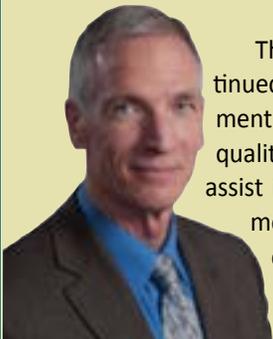
I am proud to support the Wyoming Department of Transportation as it maintains the networks connecting us with each other, the nation, and the world. I invite you to examine WYDOT's challenges and the accomplishments of its dedicated employees, as summarized on the following pages.

Governor Matthew H. Mead



**Governor  
Matthew H. Mead**

## Message from the Director



**John F. Cox  
Director, WYDOT**

This annual report demonstrates the continued efforts and achievements of the Department and our focus of providing a safe, high quality, and efficient transportation system. To assist in carrying out this mission, the Department has developed six goals (see inside cover).

To support our goals, we have formulated performance measures throughout the department. These measures help tell us if we are meeting our goals. While feedback from our customers throughout the state remains positive, we continue to seek methods to improve Wyoming's transportation system and the quality of the services we provide to the people of Wyoming.

In some areas, progress is occurring in the state. Seat belt use by Wyoming residents, for example, has improved somewhat recently, but it still lags behind the national average and is a factor in many of the state's fatal crashes.

As another example, overall pavement condition has held its own, but it will begin to deteriorate at an increasing rate as the system ages if additional funding is not found.

As required by federal law, the Federal Highway Administration will also be creating national performance measures for the surface transportation system. As this effort progresses, the national measures will become part of the Department's continuous improvement discussion as well.

This past year, 2014, saw the adoption of new highway standards, and continued the transition toward a pavement preservation emphasis at the Wyoming Department of Transportation. We're doing all we can with less by leveraging technology, promoting innovation, and elevating efficiency. Through strategic planning, the Department is realizing organizational benefits. As such, the state highway and transportation infrastructure is being maintained to the very best of our abilities. I commend the hard work, diligence, and initiative of the employees of WYDOT.

Director John F. Cox

## Director

The **Director of the Wyoming Department of Transportation (WYDOT)** guides the Department's employees in the many tasks needed to accomplish its goals. In addition to WYDOT's 6 divisions, the Director oversees the following programs:

The **Internal Review (IR) Program** provides critical information to decision makers to mitigate risk, ensure compliance, and improve the stewardship of WYDOT resources through 2 major roles. First, auditing is performed by IR to provide a wide variety of financial, compliance, and performance reviews to mitigate risk to the Department. Second, IR provides information resources through research, analysis, training, recommendations, and other assistance as requested by executive staff and program managers.

IR completed the compliance part of the required Office of Management and Budget (OMB), Circular A-133 audit, which is an important function since the results play a critical role in determining WYDOT's eligibility to receive federal funding. IR also conducted WYDOT's first local airport audit at the recommendation of the state Legislative Services Office (LSO). This aids the Aeronautics Division in administering state and federal aeronautics funding. IR also assisted in the highway safety process documentation, teaming with several programs to create a flowchart of the entire grant process. WYDOT continues to realize cost savings by relying on Internal Review.

In FY 2014, the **Management Services Program** worked with the American Association of State Highway and Transportation Officials (AASHTO) and other partners on implementing of the Moving Ahead for Progress in the 21st Century Act (MAP-21) reauthorization law and other federal issues with the goal of benefitting Wyoming to the maximum extent practical. The program also worked within AASHTO on finalizing policy positions for the next reauthorization bill. Program staff also helped prepare documents and respond to information requests from various Congressional and state legislative committees. Management Services supported the director in his position as vice president of AASHTO, authored the Wyoming chapter of a centennial volume (1914-2104) published in celebration of AASHTO, and distributed the monthly Transportation Commission minutes. Additionally, program staff compiled, designed, and edited information for the Department's transportation fact book and produced the WYDOT annual report.

The **Public Affairs Office** kept the public and WYDOT employees informed about Department operations and highway safety issues during the year through a variety of communications methods. This included video productions, public service announcements, news releases, monthly and special publications, advertisements, and media interviews.

Working with executive staff, Public Affairs continued efforts to notify the public about additional road projects undertaken with revenue raised by the 10-cents-per-gallon fuel tax increase. The ef-

fort included a map and list of the projects completed, underway, and planned for the next 3 fiscal years.

The PAO staff developed a campaign to educate drivers of the location of the new 80 mph speed limit zones that took effect on interstate highways in the state on July 1, the process used to choose those highway sections, and the Highway Patrol's plans for enforcing the new limit.

Another PAO information campaign advertised the new location for the Driver Services office in Cheyenne and the reasons for the move. In addition to the monthly *Interchange* magazine and *Wyoming Road Work Guide*, other publications produced by PAO during the year in conjunction with other department programs include the 2014 safety calendar, a guide to rest areas, and brochures on highway access management and preventing wildlife-vehicle crashes.

The **Strategic Performance Improvement Program (SPIP)** continues to build a culture within WYDOT focused on strategic planning and performance management. SPIP uses the balanced scorecard (BSC) template to showcase its strategic plans and to provide consistency throughout the Department.

SPIP works with various levels of management, from executive staff and program managers to supervisors, to develop and implement strategic plans. The key components of the strategic planning process include developing a BSC that establishes goals, strategies, and performance measures as these are the keys to determining success. Please refer to WYDOT's web page to view all programs' BSCs ([www.dot.state.wy.us](http://www.dot.state.wy.us)).

In 2014, SPIP assisted 18 WYDOT programs as well as another state agency, Administration and Information (A&I), in developing 3-year strategic plans. In addition, SPIP administered WYDOT's overall customer satisfaction survey. Please refer to the inside cover of this report to see a graphic display of the survey results.

SPIP also compiles and reports information for various performance measures to the Governor's office for use in the statewide strategic plan and annual report. SPIP continues to work collaboratively with other programs to assist in improving work processes with various programs throughout the agency. SPIP has been heavily involved in implementing the recent federal legislation MAP-21.

In addition, SPIP administers the employee recognition initiative through the Extra Mile Award program.



Photo courtesy WYDOT

Extra Mile Award



Photo courtesy WYDOT

2014 Transportation Commissioners: Bob Ruwart, K. John Dooley, Clair Anderson, Bruce McCormack, Ted Ertman, Milt Coulter, Todd Seeton

## 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 7 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 6-year term. Meetings are held monthly, usually in Cheyenne.



Photo courtesy WYDOT

2014 Aeronautics Commissioners: Jerry Dilts, Doyle Vaughan, Charlie Ksir, Chuck Wilkie, Vince Tomassi, Pete Schoonmaker, John Vincent.

## 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 7 Aeronautics Commissioners, who may serve a maximum of two 6-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.



# Chief Engineer



**Del McOmie**  
Chief Engineer

The Department's Chief Engineer oversees the Assistant Chief Engineer of Engineering and Planning, the Assistant Chief Engineer of Operations, the 5 District Engineers, and the Field Operations Program.

In FY 2014, **District 1** expended \$68 million for a variety of construction projects including a railroad quiet zone in Cheyenne, street reconstruction in Laramie, work near the Colorado border on US 287, Interstate 80 repairs between Rawlins and Sinclair, cattle approaches at the Medicine Bow National Forest, bridge and guardrail repairs in Carbon County, several lighting and signal projects across the district, and moving and re-installing the American Indian and Mountain Man statues (sculpted by Robert I. Russin in 1976) on I-25 at the High Plains Interchange.

Maintenance crews placed 14,550 tons of commercially produced hot mix asphalt on the roads and 10,250 tons produced by a Department hot plant. A total of 820 tons of cold mix was prepared for future use. Maintenance forces also helped with flooding in Baggs, Saratoga, and Laramie, and with water on US 85, WYO 213, and WYO 216. They removed 17.5 miles of pine beetle infested trees along the roadways.

Throughout FY 2014, **District 2** purchased 20,500 tons of commercial hot mix and produced about 11,000 tons internally. About \$63 million in construction projects were let with notable jobs in Torrington and Douglas, from Wheatland to Glendo, and in Casper. Gas development in the Moneta Divide increased traffic and will continue to be monitored. Crews chip sealed about 50 miles of roadway during the summer and worked with liquid salt-brine and salt-sand during the winter, including new facilities for storing those materials in a half dozen locations for ease of access during winter events.

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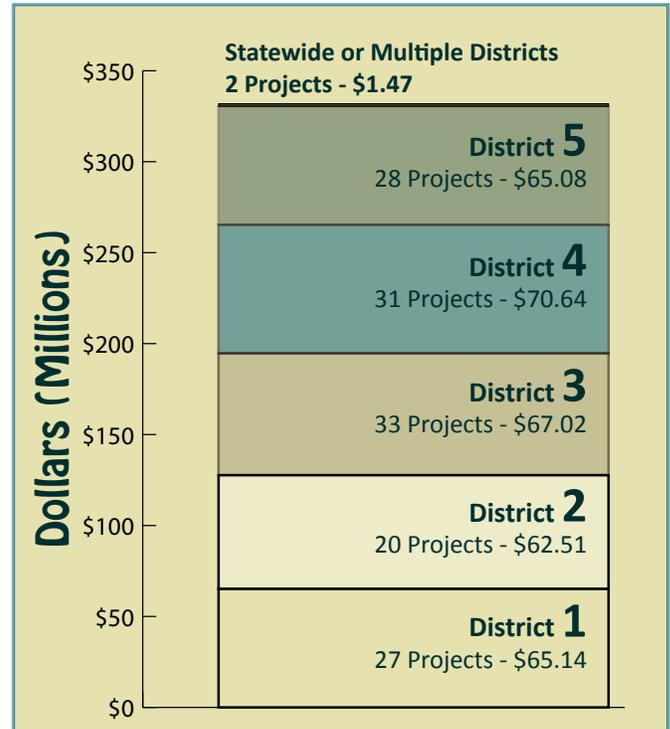
**District 3** let \$67 million to contract. The construction projects varied, and crews worked on dynamic message signs, rock fall mesh, safety issues over Teton Pass, and American with Disabilities Act (ADA) compliance projects in Afton. Construction forces also made repairs on Interstate 80 between Rock Springs and Rawlins and on areas between Evanston and Green River.

Maintenance crews dealt with a snowpack ranging from 150 to 200 percent of normal in the western Wyoming mountain ranges. They also were awarded the Director's Safety Award for the second consecutive year.

The **District 4** office let \$71 million for projects in FY 2014. Major construction projects were undertaken on US 14/16, Highway 112, Highway 59, Highway 116, and Interstate 90. Crews repaired slide damages in 2 areas and installed cable median barriers and runaway truck ramps to increase safety for the motoring public.

## Construction Contracts Awarded in 2014

141 Projects - \$331.86 Million Total



Maintenance crews encountered an early fall storm with up to 5 feet of snow in areas. They performed rescue operations, snow removal, and even herded lost cattle. Spring rains and snow brought flooding and slides to the district. Crews constructed detours, helped motorists, and worked to safely open highways in a timely manner.

In 2014, the completed Togwotee Pass was recognized with an American Association of State Highway and Transportation Officials (AASHTO) award for "Best Use of Innovation for a Medium-sized Project." The project also won the national "Alliant Build America" award from the Associated General Contractors of America for the contractor in 2014. **District 5** also awarded construction projects worth \$65 million throughout the year and continued work on US 16, pavement preservation, various slides and ice-flow jams, and proactive highway culvert replacements. The major Cody-Powell corridor reconstruction project was completed. Maintenance crews placed 14,475 tons of hot mix asphalt while patching roads across the district. Additionally, District 5 continued to increase the use of chemicals in snow removal operations, along with GPS monitoring, to increase efficiency and better increase safety during and after winter storms.

# Chief Engineer



Pothole patching, US 26-89.

The **Field Operations Program** consists of the Construction, Maintenance, Equipment, and Facilities Management sections. In fiscal year 2014, the Maintenance Section acted as an emergency management liaison with the Wyoming Office of Homeland Security, worked on environmental quality issues, expanded vendor privatization on adopt-a-highway, and continued improvements to performance measurement systems and quality assurances.

The Construction Section worked with contractors, the districts, WYDOT programs, and other agencies to assist the Department and increase efficiency. Specific highlights included enhancements to the electronic documentation system, work on a contractor module, and construction zone mobility reviews. These reviews have led to a near elimination of mobility-related complaints from the public.

All Department vehicles are purchased and maintained by the Equipment Section. The section explored new technologies for

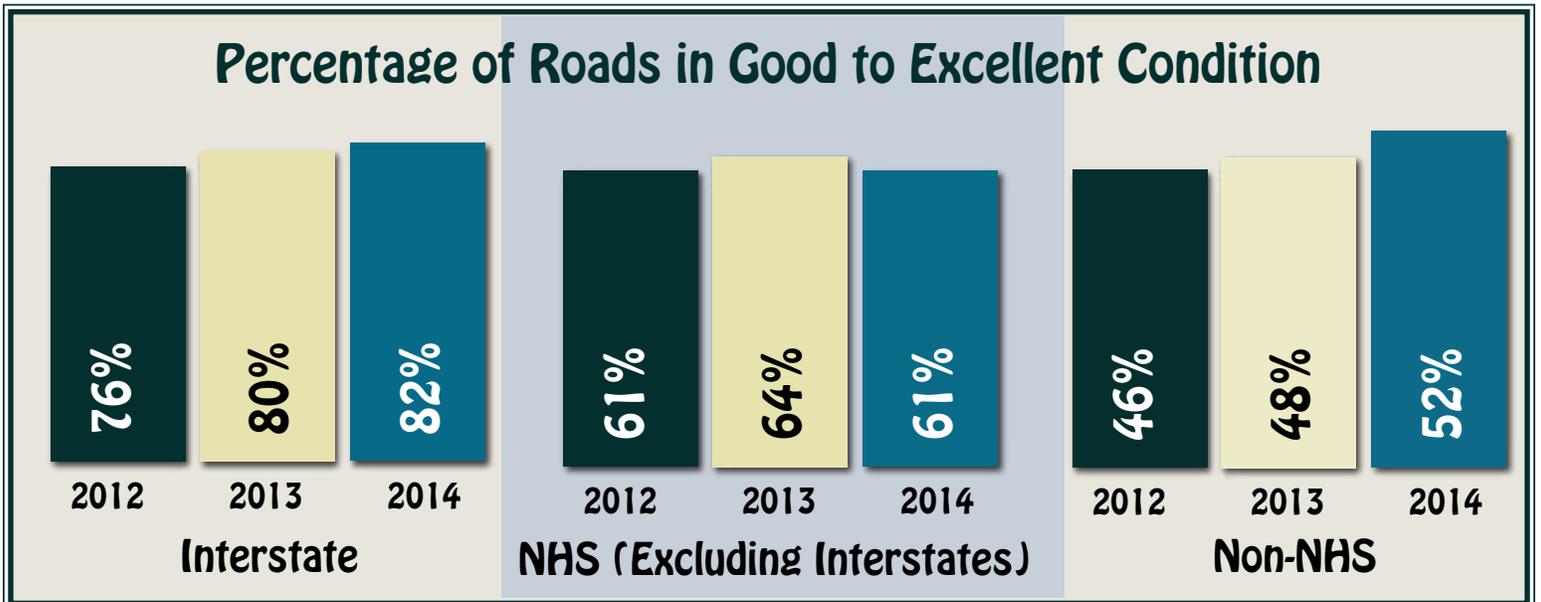


Photos courtesy WYDOT

Shoshoni maintenance crews.

WYDOT vehicles, ensured vehicle safety, developed long-range plans, and continued the successful and cost-saving equipment buyback program.

The Facilities Management Section primarily performs the facilities maintenance functions at the Department headquarters in Cheyenne. In FY 2014, the section participated in energy upgrades, sewer and drain improvements, routine maintenance, and lighting and safety improvements.



## Assistant Chief Engineer, Engineering and Planning



**Gregg Fredrick**  
Assistant Chief  
Engineer,  
Engineering &  
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 \$34 million consisting of 12 bridge replacements, 85 bridge rehabilitations, 2 bridge widenings, 4 retaining walls, 11 new RC box culverts, 7 RC box culvert extensions, and 30 other structures.

The Hydraulics Section focused on design work, technical papers, software and technical development programs, and computational studies on rainfall and drainage in Wyoming.

The Bridge Inspection Squad performed 1,729 routine bridge inspections and 300 special inspections. The section also reviewed and distributed 136 shop drawings and 7 shop inspections, and processed 522 overweight load permits. The Bridge Management Squad archived 58 bridge projects, continued work on the Wyoming Bridge Index, and contracted for new bridge inspection software.

In fiscal year 2014, the **Contracts and Estimates Program** oversaw the awarding of 111 highway contracts for 141 projects, many of them combined, for a total construction cost of just under \$332 million. The program continued to test new software to reduce irregular bid bond issues. Over a period of 7 months, a comprehensive new program manual, *Cost Estimating Manual for WYDOT Projects*, was written to provide information about the estimating process.

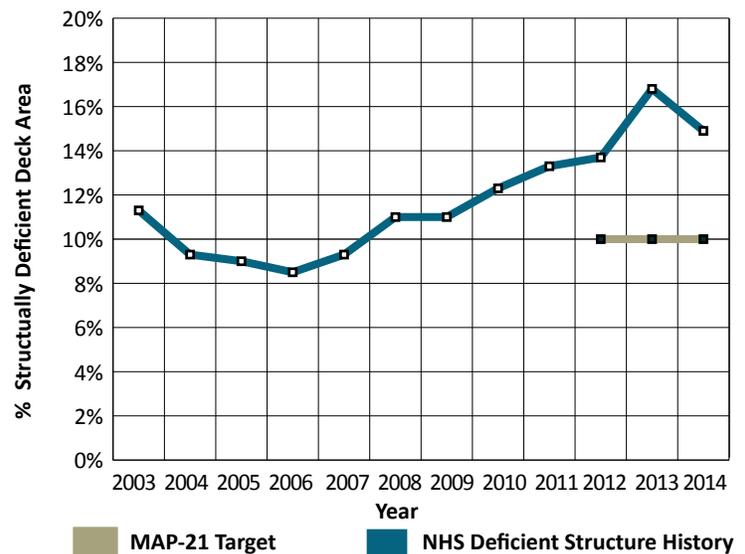
In fiscal year 2014, the **Geology Program** drilled 609 holes (12,794 lineal feet of drilling for sub-surface investigations). This included the investigation of 13 landslides, 10 soil profiles, 10 bridge structures, and 9 surfacing pits. The program let 4 landslide repair projects to contract. The geotechnical lab tested 844 soil samples, 294 unconfirmed tests, and 46 geo-textile samples. The Geology Program also drilled one new water well, and two existing water wells were pump tested.

*The Wyoming Highway Department was established by the State Highway Act of 1917. This act created the Wyoming Highway Commission and the position of the state highway engineer. The agency became the Wyoming Department of Transportation in 1991.*

The **Highway Development Program** led 5 value engineering studies in FY 2014, and the adopted recommendations saved an estimated \$3.74 million. Further changes relating to design standards resulted in an additional estimated savings of \$1.89 million. The Utility Section worked on 145 projects, including setting up 71 utility agreements totaling \$5 million. The CADD Support Section continued efforts to implement and train personnel on new modeling software. The Photogrammetry and Surveys Section flew aerial photography missions for 9 engineering projects and 9 other missions, totaling 53.4 hours of flight time. The section also worked on 28 projects related to roadway design and completed 149 mapping updates. The Consultant Services Unit issued 33 new consultant contracts.

The **Highway Project Delivery Program** 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). The program offered training opportunities, created a data retention schedule, developed and implemented a series of internal policies, documented projects, and reduced the number of at-risk projects from 65 to 13.

## Bridge Conditions NHS Structurally Deficient History



**Note:** MAP-21 went into effect October 1, 2012

## Assistant Chief Engineer, Engineering and Planning

In FY 2014, the **Materials Program** approved nearly 300,000 tons of asphalt (with approximately 20 percent recycled materials) for use on 5 projects across Interstate 80. These efforts produced a cost savings for the Department. Additional use of warm-mix technologies on a half-million tons of asphalt netted further savings and reduced plant emissions. The program also focused on structural concrete specification and issues as part of a joint effort with the Wyoming Contractors Association (WCA) to review and modify the current WYDOT Quality Control and Quality Acceptance (QC/QA) concrete specification.

*Photo courtesy WYDOT*



*Materials Lab employees help ensure project quality.*

The **Planning Program** continued work on the state rail plan and the statewide freight plan; updated the state's corridor studies, rail inventory, and asset review; administered funding, studies, and related functions for the metropolitan planning organizations (MPOs) and urban systems programs; and conducted numerous rail project field assessments that led to new quiet zones in several towns. The Programming Section completed and produced the 2014-2019 STIP report; the Research Section completed 3 research projects; and the Mapping Section continued to update and publish Wyoming city and county maps. The Local Government Coordination Section acted as a liaison with the Wyoming County Commissioners Association (WCCA) and the Wyoming Association of Municipalities (WAM) and funded 65 transit projects statewide. The Environmental Services Section completed 59 categorical exclusions as well as 59 programmatic categorical exclusions, and cleared 128 projects. The Togwotee Pass Corridor received special national attention as an AASHTO top 10 finalist for innovation because of the wildlife movement studies and subsequent structural implementations that protect Wyoming's migratory wildlife.

The **Right of Way Program** continued to improve efficiencies, including enhancements to the existing project management system. In fiscal year 2014, the program managed 11 land survey projects to completion, disposed of 24 excess land parcels, relocated 18 employees, processed 55 leases, removed 93 old outdoor advertising structures, revoked 228 permits, and finished a statewide inventory of 2,231 outdoor advertising signs. Program personnel visited 161 potential junkyard sites and classified 55 as such. Right of Way has also undertaken the task of working on 2 highway easement deeds from the U.S. Forest Service in the Big Horn National Forest.

*Photo courtesy WYDOT*



*Steel removal progresses on the old Hoback Junction bridge.*

# Assistant Chief Engineer, Operations



**Ken Shultz**  
Assistant Chief  
Engineer,  
Operations

The Assistant Chief Engineer of Operations Division's programs provide vital, day-to-day service 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.

In fiscal year 2014, the **Budget Program** was moved into the Operations Division. During the year, Budget assisted all WYDOT programs in building their fiscal year 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 continued to work with the Federal Highway Administration (FHWA) and other WYDOT programs to manage the new requirements specified in the federal surface transportation reauthorization bill (MAP-21). The Budget Program continues to allocate agency resources, estimate and manage all budgeted revenue and expenditure streams, and maintain funding streams available to the agency.

The **Enterprise Technology Program** inventoried and tracked pending and active technology projects throughout fiscal year 2014. The program continued to develop and update in-house PeopleSoft and Agile Assets training courses and coordinated outsourced training for the Department's technical and subject matter experts. Enterprise Technology also maintained a computer equipped classroom for technical and computer training.

The **Financial Services Program** provides WYDOT management and employees with accurate, timely financial information to assist them in performing their duties. Financial Services prepares financial statements that are used by WYDOT management and external stakeholders. These statements report the full costs of preserving, improving, and enhancing the safety of Wyoming's transportation systems. WYDOT and Financial Services received an unmodified audit opinion on its financial statements for the fiscal year that ended September 30, 2013. Financial Services processed financial transactions and reported on the financial activities of the Department for FY 2014 including revenue transactions of \$648.5 million and expenditures totaling \$649 million; \$5.2 billion in highway, bridge, and communication infrastructure assets; \$196.8 million in capital assets; and \$29.6 million in inventories.

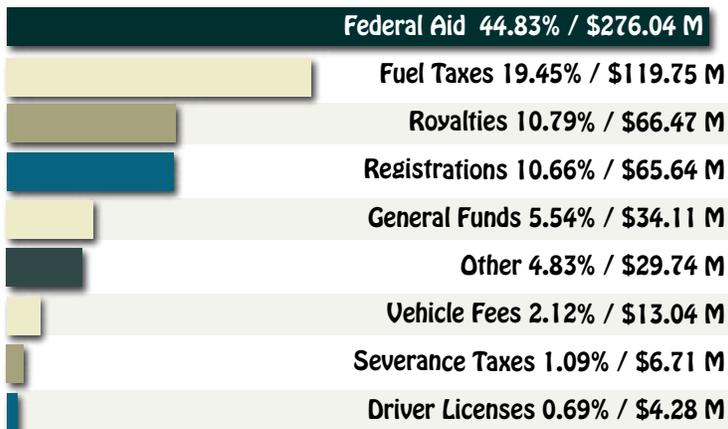
During the year, the **GIS/ITS Program** deployed several additional ITS devices including 19 new dynamic message boards, 18 of which were placed in District 4. The GIS/ITS development team worked with several contractors and with the Telecommunications Program to build a road condition reporting app that will be used by maintenance personnel to improve timeliness, accuracy, and efficiency in reporting. The GIS/ITS Program also created a new geo-database that makes geo-spatial technologies available to all WYDOT employees. Finally, the Traffic Management Center (TMC) provided consistent and current road condition reports that resulted in almost 600 million hits to the [www.wyroad.info](http://www.wyroad.info) website.

## Anticipated Revenue Sources

October 2014 - September 2015

Anticipated Revenue Total: \$615.79

(Rounded to the nearest 10 K)

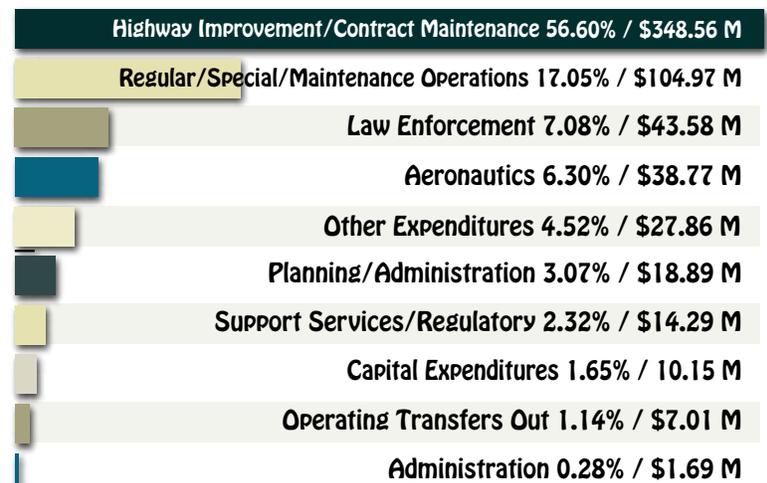


## Allocation of Revenue

October 2014 - September 2015

Anticipated Allocation of Revenue Total: \$615.79

(Rounded to the nearest 10 K)

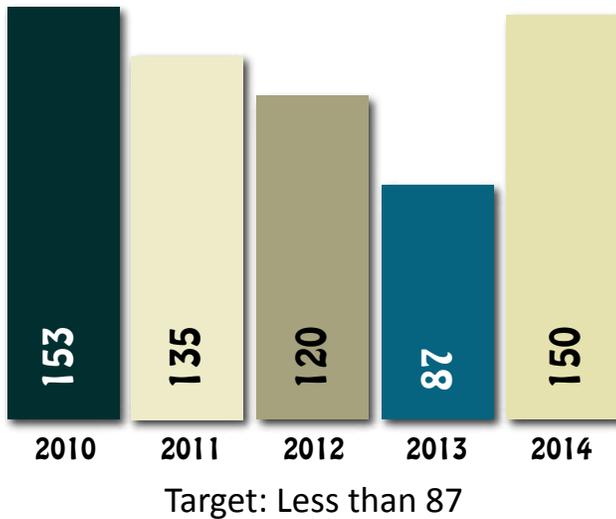


# Assistant Chief Engineer, Operations

The **Highway Safety Program** continued to improve its crash data system; trained motorcyclists throughout Wyoming; wrote grants; administered highway safety activities across the state; and participated on the Governor’s Council on Impaired Driving, perhaps the program’s most visible public presence dedicated to alerting citizens to the hazards of drinking or texting and driving.

Throughout FY 2014, the **Information Technology Program** reduced the total server count by 14 percent, upgraded the data-center by installing a CISCO UCS, installed over 290 replacement computers across the state, moved to a new firewall to improve network traffic flow, completed preparations for an ERP upgrade, and rolled out eCitations and In-field Reporting to the state’s ports of entry.

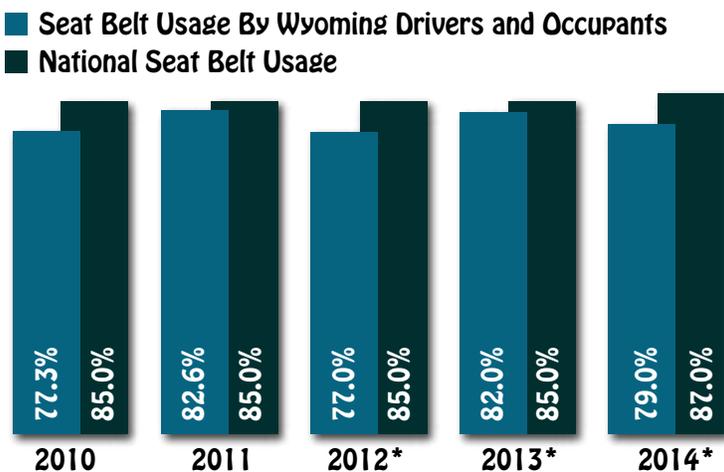
## Wyoming Traffic Fatalities



In FY14, the **Procurement Services Program** solicited 422 competitive bids to purchase equipment, materials, supplies, and services; issued 2,919 purchase orders totaling \$67 million; issued 120 blanket purchase orders totaling \$7.4 million; and brought in \$1.3 million in revenue through sales of surplus property. In addition, the Procurement Services Program solicited bids and entered into contract for the new WYDOT Evanston shop for \$9.9 million.

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; provided 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 by beginning to replace conventional telephone desk sets with Voice-over-IP technology.

## Statewide and National Observed Seat Belt Usage

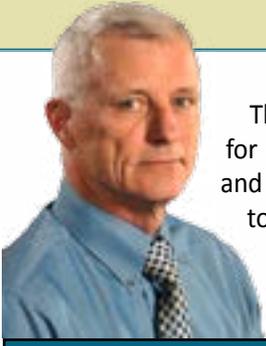


\*These figures represent a change in methodology.

The **Traffic Program** cooperated with an external partner to use photometric analysis across the state to select efficient light fixtures at several thousand locations. The program collected speed data on 488 interstate miles, compiled a statewide inventory of speed limits on the state highway system that is shared with WYDOT via a GIS map, installed adaptive timing plans on 2 corridors (18 adaptive signals), and produced plans for 3 major reconstruction projects. Program personnel fabricated 10,508 signs, completed 109 projects for contract bid letting that involved signing or traffic control, and installed Blue Fax travel time equipment at 36 sites statewide. Crews also purchased 2.69 million pounds of glass beads and 342,105 gallons of striping paint for use across Wyoming.

*In 2014, Wyoming vehicle miles traveled per capita was 15,826 – the highest in the nation. The national average for per capita VMT was 9,253.*

## Support Services



**Tom Loffin**  
Support Services  
Administrator

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 2014:

The **Civil Rights Program** provides oversight and policy development for Title VI, ADA, The Disadvantaged Business Enterprise Program (DBE), and the Federal Contractor Compliance Program. The Civil Rights staff continued implementing new updates from FHWA. Updates included creating new procedures for interstate certification of DBE firms and updating the Title VI requirements throughout the Department. New templates were created to assist in compliance for local governments. Significant progress was also made with the ADA inventory throughout the state with the help of the Local Government Coordinator. The annual DBE goal was set at 5.02 percent with actual accomplishments at 6.42 percent. The Civil Rights program was completely re-staffed in 2014 and is working diligently at continuing to operate in an effective and efficient manner.

**Compliance & Investigation** 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, taxi and shuttle services, and assisting with ignition interlock device installer compliance. Compliance has offices in Cheyenne, Douglas, and Thermopolis and works very closely with other government agencies, associations, and industries in regulating vehicle-related businesses.

Compliance developed and organized Vehicle Identification Number (VIN) fraud training for law enforcement agencies. This training has been certified through Peace Officer Standards & Training (POST). Investigators received a 94 percent satisfaction rating from training survey results. They have also assisted several law enforcement agencies with VIN inspection issues as a result of the training. Compliance also assisted dealers, county clerks, and treasurers with specific issues relating to VIN, title, and registration and attended their association meetings. Compliance prepared information and testified before the Joint Transportation and Military Affairs Committee regarding interim studies relating to dealer licensing requirements.

Background investigations have been conducted and completed on approximately 39 new applicants for vehicle dealer licenses during 2014.

Compliance staff assisted with technical support in producing a training manual and presentations for the Commercial Carrier 101 training initiated by Motor Vehicle Services. Investigators have been successful in reaching out to licensees through educational visits and have conducted numerous investigations to curb illegal activities.

The **Driver Services Program** completed 210,790 transactions for issuing driver's licenses and driving records, collecting reinstatement fees, and other transactions. A total of 11,605 persons renewed their driver's licenses through the mail. As of September 2014, there were 497,230 licensed drivers in Wyoming, of which 37,151 are commercial driver license holders. Driver Services processed 75,747 court convictions and 19,924 administrative enforcement transactions.

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 2014 Employee Safety looked to improve efficiencies. Employee Safety no longer deals with property damage reports, or purchasing and warehousing personal protective equipment. This change will allow more time for employee safety-related activities, including a partnership with Training Services, Maintenance, and Human Resources to form the New Employee Compliance and Awareness Training (NECAT) group. This group is working on required training needed by employees based on job classification.

Employee Safety has been working on an electronic resources system to increase program efficiency.

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 continued involvement in the development and training for the state's NeoGov recruitment system. HR developed new enhancements to the Performance Management Instrument (PMI); partnered with other programs to develop learning and growth opportunities through education; completed several "Best Practices" training courses; kept employees informed of group insurance benefits, employment opportunities, personnel procedures, and compensation notices; and participated in many other aspects of personnel management or review.

# Support Services

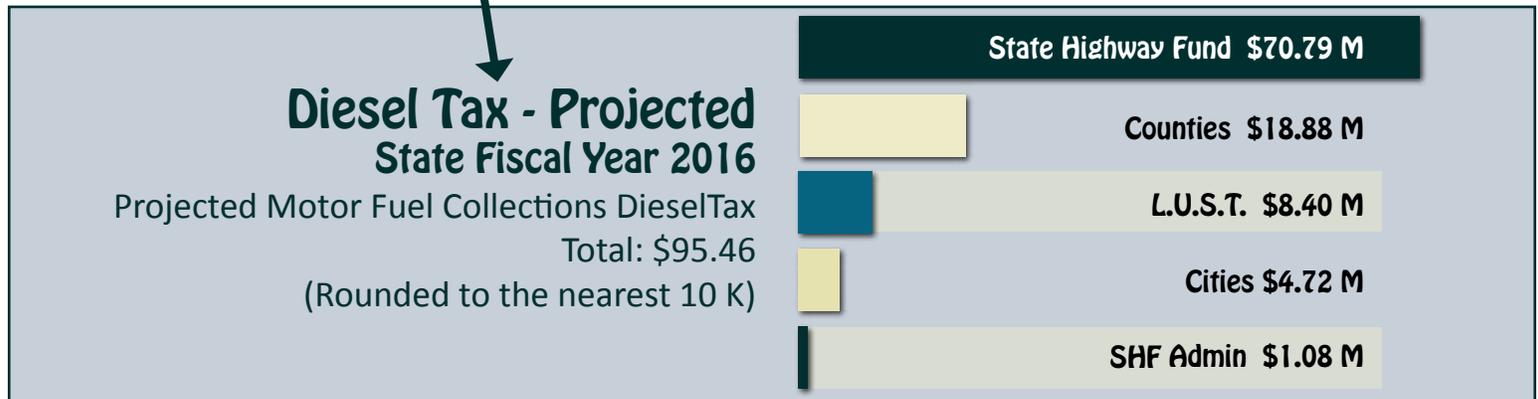
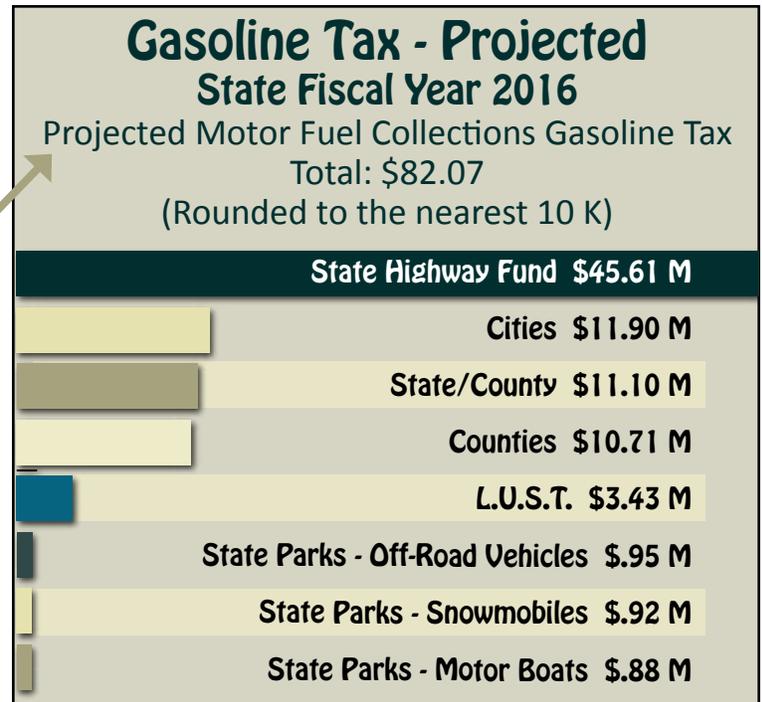
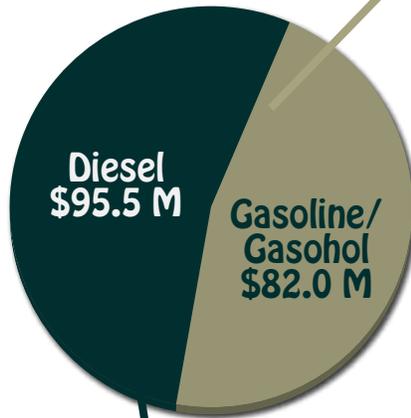
In FY 2014 **Motor Vehicle Services Program** production staff, along with Magic City personnel and clients, produced and distributed 240,374 Teton Mountains license plates, 676,000 of the future 2017 license plates, and more than 2.2 million license plate validation stickers to the counties; printed the following decals: 36,000 IFTA, 35,450 mobile machinery, 12,000 temporary worker, and 3,000 in-transit; collected about \$22 million in state registration fees; facilitated the transfer of 1,036,553 vehicle registration and 256,802 title transactions to the state mainframe via electronic file transfers sent by the 23 Wyoming counties; issued 51 certificates to rental car companies; issued 518 vehicle dealer and manufacturer licenses; and processed 1,983 prestige, 381 University of Wyoming, 1,041 military, 17 Gold Star, over 462 other specialty, 2,006 novelty, and 1,052 governmental plate applications. The International Registration Plan Section (IRP) collected \$53.8 million in registration fees and distributed \$8.8 million to 57 IRP jurisdictions and \$4.6 million to the counties. The net result for WYDOT was \$40.2 million. The International Fuel Tax Agreement (IFTA) Section collected \$522,543 in fuel tax, license fees, and decal sales from Wyoming based carriers. However, the net result for WYDOT was a payout of \$2.6 million to surrounding states with higher gas tax rates.

In FY 2014, the **Office Services Program** shipped over 416,000 pieces of mail, processed 28 large pre-sort jobs (for a savings of \$33,000), reproduced over 5,567,214 copies, indexed 1,021 new agreements and contracts, filed 32,177 documents, filmed 640,000 documents on 16mm and 35mm film, typed 71 aperture cards (with 1,748 aperture cards made), proofed 133 reels, made 14,869 prints from 16mm roll film and aperture cards, and oversaw the Department-wide records retention schedule.

The **Training Services Program** continued to see an increase in the number of courses offered and participants enrolled during fiscal year 2014. Transportation Learning Network (TLN) attendance rose to 1,262 participants, and 882 employees attended WYDOT University classes. During 2014, an additional 134 employees participated in New Employee Orientation classes. Training Services continues to promote webinars, technical courses, attendance via remote-site, road shows, online learning, and train-the-trainer courses.

## Anticipated Tax Receipts Motor Fuel July 2015 - June 2016

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.



# Wyoming Highway Patrol



**Colonel  
John Butler  
Highway Patrol  
Administrator**

The **Wyoming Highway Patrol (WHP)** is the statewide law enforcement entity, housed within the Wyoming Department of Transportation, 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 partners, the WHP strives to reduce crashes and contribute to the Department's mission of providing a safe, high quality, and efficient transportation system. The WHP strategic plan mirrors the Department's goals of keeping people safe on the state highway system, serving our customers, developing and caring for our employees, respectfully performing our duties, and providing good stewardship of the state's resources. Additionally, the WHP is statutorily charged with providing protective services to the Governor and first family as well as the elected officials around the capitol complex.

All patrol vehicles are equipped with mobile data terminals that allow troopers and dispatchers to communicate electronically to assist in accurate, timely, and efficient dispatching of events and transmission of data to and from the dispatch center and the Records Management System. The Records Management System (RMS) has been completely integrated into the WHP and allows troopers roadside to input data to Department databases and to perform many essential functions from the patrol vehicle that had previously required support personnel to complete. Troopers and port of entry personnel statewide are creating citations electronically and transmitting citation data to the Wyoming court system electronically from their patrol vehicle and work computers. Crash reporting as well is completed electronically in the patrol vehicle and electronically submitted to WYDOT Accident Records.

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 support services managing multiple areas critical to the maintenance and integrity of data and information storage and service to external customers.

In addition to the duties and responsibilities of the state troopers, statewide, WHP officers contacted over 1.5 million commercial vehicle drivers; weighed 677,182 commercial vehicles (45,596 were

overweight); performed 1,205 vehicle/driver and 6,868 driver-only safety inspections, finding 2,038 out-of-service violations; and issued 164,582 permits collecting over \$9.1 million in fees. Of the 164,582 permits issued, 73,143 were for oversized vehicles. Port officers spent countless hours routing these vehicles around the numerous construction restrictions and structures.

The Mobile Education Enforcement Teams (MEET) weighed 1,207 commercial vehicles (97 were overweight); performed 184 vehicle/driver and 170 driver-only safety inspections, finding 180 out-of-service violations; and issued 174 permits. Two of the team's vans were replaced with crew cab pick-ups, equipped with sliding bed racks for easy access to the portable scales and other equipment. Additionally, wireless internet access essential to programs used for enforcement along with a wireless printer have been added allowing for full access to programs for inspections, permitting, and enforcement (issuance of e-citations).

During fiscal year 2014, the WHP logged 91,525 hours patrolling 6,253,576 miles of highway, initiated 121,998 traffic stops for driver infractions and equipment violations, assisted approximately 7,567 motorists in need, investigated 6,809 motor vehicle crashes, and had 1,091 drug-related arrests (258 felony). Keeping highway safety a priority, the WHP removed 842 impaired drivers from the roadways and issued approximately 10,208 occupant restraint citations. The WHP continued to work closely with other WYDOT programs to successfully implement and manage Variable Speed Limit (VSL) projects 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 (TMC) to monitor and manage the variable speed limit projects to increase the margin of safety for the motoring public.

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 other employees all serve Wyoming's citizens and the law enforcement community through service, courtesy, and protection.

The WHP works to hire, train, and retain the very best employees possible. Workforce shortfalls continue to stretch resources. Almost constant recruitment and training are required to maintain adequate levels of staffing to provide an acceptable level of service to the citizens of Wyoming. This remains a WHP 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.

# Aeronautics



**Dennis Byrne**  
Aeronautics  
Administrator

The **Aeronautics Division** assists publicly owned Wyoming airports with state and federal funding needs, for use in airport improvements, planning, and construction.

The division administers these projects from inception through final construction. Primary focuses include aviation safety, promotion of air service in the state, and providing flight services for the Governor, as well as other state employees, who are traveling to conduct state business.

The **Air Service Enhancement Program (ASEP)** plays a crucial role in promoting and developing commercial and general air service in the state. The ASEP was designed to help communities in Wyoming maintain, improve, and add air service at the 10 commercial air service airports.

The **Engineering and Construction Program** provides project management oversight for federal and state grant funds to publicly owned airports. The program has also reached its 10th 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 division. Recent comparisons indicate that the linear foot price for group crack seal is one-to-two-thirds lower than prices for individually administered airport projects. This year the program expanded the pavement management system plan, by implementing a project to obtain runway profiles for use in determining excessive roughness for aircraft using the runways. Baseline profiles are taken in the winter months, and then again in the summer for comparison purposes, and are repeated at regular intervals. All new runway pavements will be profiled upon completing construction, and existing runway pavements will be profiled as time and resources permit. In 2014, the program administered funds for 10 grants for Aviation Encouragement (\$5,000 limit each) for fly-ins and air shows; as well as \$257,000 in marketing grants for promoting air service at the 10 commercial service airports.

The **Flight Operations Program** provides on demand air service to over 25 state agencies, commissions, and boards with 2 aircraft, 7 pilots, and 3 support staff. The pilots flew 850 flights last year, accommodating over 2,700 passengers. The flights covered over 190,000 miles, and around 680 hours, creating an efficient mode of transportation for the employees, commissioners, and board members across the state. Approximately 98 percent of all the flights were within Wyoming. The Flight Operations Program operates and maintains its own hangar facility, located at Cheyenne Regional Airport. This facility includes a fuel farm, thus allowing the program to take advantage of buying fuel wholesale. In turn, the program is also able to maximize the fuel carried on board the aircraft when

they leave the facility, due to careful flight planning. Last year this practice saved over \$147,000 in fuel expenses, as compared to buying fuel on a retail level. Additionally, the program's pilots work with Air Traffic Control (ATC) to plan and fly efficient flight profiles, which netted an additional \$52,000 in savings last year. The Aeronautics Division pilots attend industry leading training twice a year, and are consistently recognized through this training as achieving the highest standards within the industry. The combination of personnel, aircraft, maintenance, and training assures the highest level of safety to the traveling passengers.

The **Planning and Programming Program** provides oversight on airport planning, and on environmental and land projects. This includes administering the Continuous System Planning Program, developing the Wyoming Aviation Capital Improvement Program, and administering the Wyoming Aeronautics Commission Loan Program. In 2014, the division administered \$38.02 million in airport improvement funding. Of this total, \$13.74 million was state funding, and \$24.28 million was federal. State funding included \$8.28 million in legislature-provided general funds for airport improvement projects. Airport improvement grants for 109 projects were provided to 36 different airports, including major projects in Afton, Casper, Cody, Dubois, Greybull, Jackson, and Sheridan, among others. Program staff oversaw commencement of airport master plans at airports in Big Piney, Green River, Lander, Pine Bluffs, and Worland. They also provided oversight for a land acquisition project at Dubois, as well as environmental assessments at Riverton and Wheatland. Miscellaneous planning studies were initiated at Cheyenne Regional and Rawlins Municipal airports.

## Major Division Expenditures

- \$7.66 million - Runway realignment at Dubois Municipal Airport
- \$3.25 million - Runway rehabilitation at Yellowstone Regional Airport (Cody)
- \$2.38 million - Snow removal equipment building
- \$2.25 million - Extension of taxiway A and a lighting upgrade at Afton Municipal Airport
- \$1.99 million - Phase I reconstruction of the main apron at South Big Horn County Airport (Greybull)
- \$1.64 million - Rehabilitation of a taxi-lane to a business park ramp
- \$1.20 million - Statewide procurement on seal coat and marking
- \$896,000 - Expanded snow removal equipment building at Sheridan County Airport
- \$765,550 - Hangar taxi-lane construction at Johnson County Airport (Buffalo)
- \$705,923 - Reconstruction/rehabilitation of the access taxi-lane and taxiway C at Shively Field (Saratoga)
- \$525,556 - Reconstruction of an access road and apron
- \$359,447 - Statewide crack seal project

**WYOMING**  
**DEPARTMENT OF TRANSPORTATION**



**2014 Annual Report**

**Wyoming Department of Transportation**  
**Headquarters**  
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Prepared by

