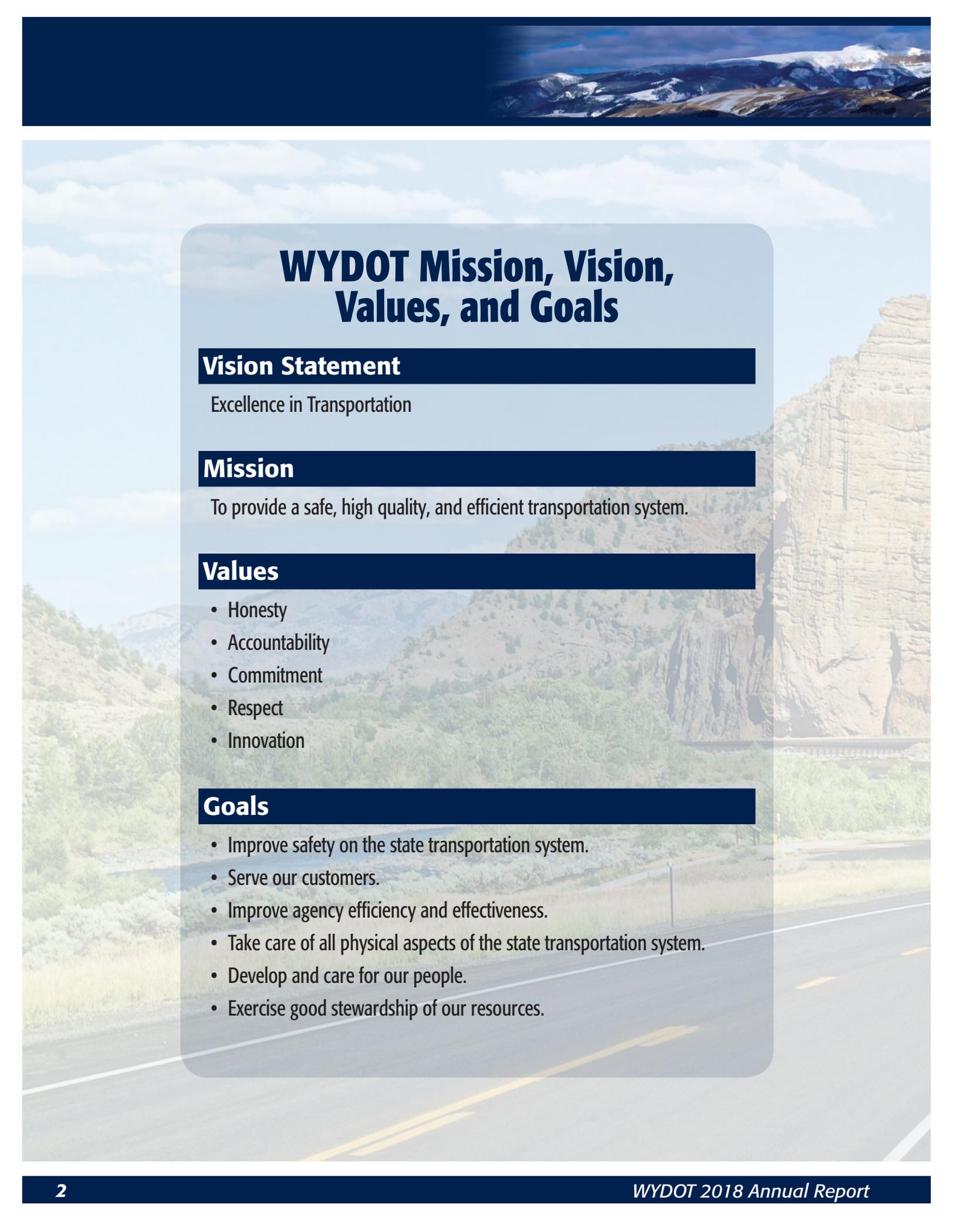


WYOMING

DEPARTMENT OF TRANSPORTATION



2018 ANNUAL REPORT



WYDOT Mission, Vision, Values, and Goals

Vision Statement

Excellence in Transportation

Mission

To 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.



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Note to WYDOT Personnel

WYDOT's executive team would like to thank all district personnel and program managers for their contributions to this report. We understand the difficulty of summing up a year's worth of work and achievements in a few short paragraphs, and your efforts are appreciated as they help to share WYDOT's story. Although it is impossible to include all the many accomplishments of every crew, section, district, and program, we hope this report can at least highlight some of the various ways in which we all work together to go the extra mile for the citizens of Wyoming and all the users of our state transportation system.

Wyoming Department of Transportation 2018 Annual Report

Compiled and edited by Management Services
Layout and design by Carlie Van Winkle, Public Affairs Office
Photos by Rick Carpenter, Public Affairs Office

Message from Governor Gordon



Governor Mark Gordon



Through the commitment, collaboration, and innovation shown by the dedicated Wyoming Department of Transportation (WYDOT) employees, our transportation system continues to stay safe and reliable day in and day out. The importance of a functioning transportation system is without question – because our roads and airways are vital connectors for our regional and national economies, provide reliable routes to work and school, and even entice us to take the occasional road trip or catch a plane to a new destination. Even though these components are vital, it is easy to overlook the many complexities and challenges that WYDOT must regularly address to make our transportation system run smoothly and safely. Whether it is out in the field with district and maintenance crews repairing roads, in the shop with mechanics preparing snow plows for the next storm, or in the office with financial teams ensuring contractors and consultants are paid on time, WYDOT works together to achieve efficiency, safety, and outstanding customer service.

At the outset of my term, I am pleased that, despite WYDOT's funding challenges, the majority of the state's highway pavement is in good to excellent condition. The overall condition of the state's bridge decks has also improved. Highway fatalities, unfortunately, have crept up since 2013, and this alarming fact should concern all Wyoming citizens. It is especially troubling that almost 50 percent of fatalities involved unrestrained drivers and passengers – a hazard that each vehicle occupant can easily eliminate.

WYDOT workers bring their best to both ordinary tasks, like administering a first driver's license to an excited teen, and emergency response, such as districts and design teams working together to mitigate a landslide. With efficient engineering and planning programs that find ways to streamline projects – like strategic right-of-way acquisitions and accessible, web-based bidding software – WYDOT plans, designs, and executes projects with the taxpayer's best interest in mind. Further, as safety is a top priority, the Highway Safety Program, Public Affairs Office, and Highway Patrol tirelessly promote safety-centered education, like reminding us to buckle up before we enjoy the ride. WYDOT's support services and technology programs continually pursue breakthrough technologies, like the new electronic temporary registration tag system and the I-80 Connected Vehicle Pilot Study, to make our lives easier and safer now and in the future. Importantly, WYDOT works for the customer. From making that custom license plate to helping a town achieve ADA-compliant pathways and transit so that no one is left behind, WYDOT is there to serve.

I am looking forward to working with WYDOT to support their mission throughout this beautiful state of a safe, high quality, and efficient transportation system. Together we are working tirelessly every day to find ways to improve the road ahead.

Message from Director Reiner



Director Luke Reiner



I am pleased to start my new posting with the Wyoming Department of Transportation (WYDOT) working with WYDOT's amazing team. It has been a true pleasure to meet many of you, and I look forward to meeting the rest of you. You are a group of true professionals who care deeply about your jobs and are absolutely focused on mission. During my career in public service, public safety and security have always been crucial to me.

WYDOT has a great history of taking care of Wyoming citizens. Last year, our personnel assisted with recovery from two wildfires, responded to a tornado, administered highway reconstruction and bridge repair, and performed a variety of maintenance tasks from repairing fences and guardrail to placing hot mix asphalt.

The agency also works in other ways to keep the public safe and roads open. WYDOT's nationally significant Connected Vehicle Pilot Study along Interstate 80 began its deployment phase at the end of fiscal 2018. The department also finalized work to begin expanding the WyoLink public safety communications system with additional tower construction in key locations to improve coverage and reliability. Our newly invigorated Employee Safety Program began deploying a variety of initiatives throughout the department to help protect the safety of our most valuable asset – the 2,000 employees who work each day to keep Wyoming's transportation system in the best condition possible.

These and other accomplishments are detailed in the following pages. I want to thank former Director Panos, who oversaw many of the improvements and much of the success you will read about throughout this publication.

Overall, 2018 was another great year at WYDOT thanks to the efforts of our employees and the support of the Wyoming citizens we serve. I am happy to submit this report as required by W.S. 24-2-107.

Program Overviews



Director's Office

Civil Rights continued to align the department's programs with Title VI requirements and worked with local governments to develop policies ensuring that federal requirements are followed at the local level. Further, Civil Rights worked with Human Resources to develop formal grievance forms for both internal (WYDOT employees) and external (contractors) processing. Personnel also made progress in developing American's with Disabilities Act (ADA) tracking methodology to report on facilities, including ADA construction.

Internal Review (IR) audited the payroll loading rates and equipment rates for WYDOT to receive reimbursement on federal projects. Performance reviews included consultant overhead rates, the cash fund database, and the bond collection process. IR continues to review local entity audit reports to ensure compliance with federal regulations.

Management Services prepared and submitted multiple grant applications, receiving about \$54.2 million. The program also helped prepare former Director Panos's testimony on autonomous vehicles for the Environment and Public Works Committee and edited American Association of State Highway Transportation Officials reauthorization white papers for use by Congressional staff. Additionally, the program promulgated two rules and reissued seven policies. Management Services also reviewed and edited numerous policies, manuals, presentations, and publications; monitored Wyoming legislative activities; and researched matters for executive staff, programs, the Wyoming Legislature, the Governor, and Congressional staff.

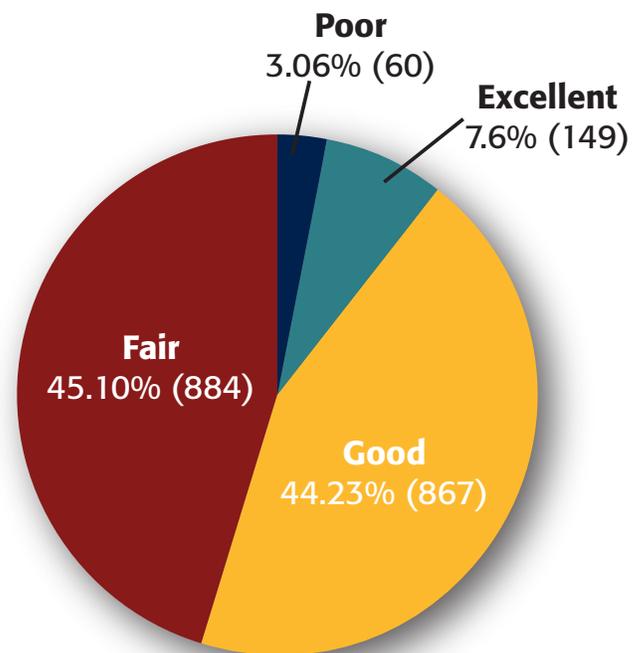
Public Affairs Office (PAO) kept the public and employees informed on highway safety issues, department operations, road projects and conditions, and other vital travel information via social media, video production, public service announcements, news releases, website posts, monthly and specialty publications, advertisements, and media interviews. In addition to *Interchange* and other significant publications, PAO produced 52 weekly video news releases to inform the public of ongoing WYDOT activities and highway safety messages.

Engineering and Planning

Bridge contracted \$29.9 million of bridge work, including 7 bridge replacements, 4 bridge widenings, 115 bridge rehabilitations, 5 RC box culverts, 10 damage/flood repair, and 4 miscellaneous structures. Bridge inspectors completed 486 off-system and 967 on-system bridge inspections, including 31 initial bridge inspections, 32 fracture critical inspections, 6 overhead sign structures, 19 high mast light towers, and 9 damage inspections. Additionally, Bridge reviewed 134 sets of shop plans, processed 564 over weight load permits, and completed 360 bridge load ratings.

Condition of Bridges on the State Highway System

Total Number of Bridges: 1,960



Contracts and Estimates oversaw the bidding and awarding of 89 highway contracts, totaling \$266 million in construction costs, with 66 contracts awarded to in-state bidders and 23 to out-of-state bidders. The engineer's estimate was within 1.3 percent of the total construction cost (a difference of just over \$3.3 million by comparison). The average number of bidders per project was 3.5.

Geology completed the remediation design for eight landslides, which were let to contract for \$11.6 million.

The program also assisted districts during construction on 22 separate projects, completed 439 test holes, drilled 10,149 feet for subsurface investigations, and provided slope safety assessment training. The geotechnical foundation lab tested 906 soil samples, 224 specific soil tests, and 37 geotextile samples.

Highway Development *Design Section* completed 89 highway projects totaling \$261 million, including Ethete South (\$14.6 million), Garner Lake Road (\$12 million), Lakeway South (\$8.1 million), and Lusk-Van Tassell East Section (\$9.9 million).

Design Software Support completed the Bentley Version SS4 upgrade for the entire agency, continued testing the next generation of design software, assisted in reviewing and researching other software options, and supported a special project for the Planning Program.

Standards revised seven standard plans and issued three new standard plans, which included adding the Manual for Assessing Safety Hardware (MASH) crash-tested hardware.

Consultant Services issued 33 new consultant contracts – a 32 percent increase from last year. Consultant Services also processed 949 payments on 104 agreements with 66 firms.

Utilities worked on 106 projects and processed over 350 utility licenses.

Photogrammetry and Surveys (P&S) collected survey data on two urban projects, seven rural projects, three bridge projects, seven landslides, and three pits/quarries. P&S flew 61 locations, including 16 projects, 41 land slide locations, and conducted systems photography for 2 counties. P&S also compiled mapping for 22 projects and provided 133 various project updates.



A point cloud of a bridge over railroad tracks may look like a photograph, but it is a visualization made up from millions of points of GPS data.

Photo: WYDOT

Materials provided materials and pavement engineering and testing services while the Pavement Management System continued to develop and provide highway condition projections for all pavements across the state. Materials also contracted with two consultants to do smoothness verification testing on projects.

Planning performed support duties in four major areas.

Environmental Services (ES) wetlands staff acquired 9 Army Corps of Engineers nationwide permits, executed the Savory Creek Memorandum of Agreement, and completed Section 106 consultations on 80 projects. Additionally, ES maintained compliance with the Governor's executive order for sage-grouse with 16 projects occurring in sage-grouse protected areas. ES collaborated with Wyoming Game and Fish and non-government organizations to implement the Wyoming Wildlife Roadways Initiative Implementation Team and identify statewide priority wildlife/collision safety improvement projects, including a "top ten list" for the most significant projects.

ES staff prepared 34 Categorical Exclusions (CEs) and 11 programmatic CEs – clearing 90 total projects – and completed an Environmental Assessment and Finding of No Significant Impact for Thayne North project work. ES also prepared CEs for three right-of-way land disposals and eight CEs and two programmatic CEs for local government projects.

Programming continued modernizing maps, obtained a Federal Highway Administration (FHWA)-approved asset management plan, produced the Statewide Transportation Improvement Program, including adding the Public Service Communications Commission projects and WYDOT's capital improvement projects. The Research Center continued to produce high-benefit, award-winning research.

Local Government Coordination (LGC) continued as a liaison with the Wyoming County Commissioners Association, the Wyoming Association of Municipalities, and the State Lands and Investment Board. LGC also awarded and managed numerous locally administered projects through multiple pass-through programs.

Program Overviews



Systems Planning administered funding, studies, and related functions for the metropolitan planning organizations and urban systems program, assisted with planning studies in three communities, and completed an I-80 corridor master plan. Planning also completed field assessments for various rail projects, implemented quiet zones in Lingle and Glendo, and collected traffic count data throughout the state, adding to the new online Vehicle Miles Book. Additionally, Systems Planning worked with the chief engineer and Management Services on plans for electric vehicle charging infrastructure across Wyoming.

Program Performance was formed by combining the Project Delivery Program and the Strategic Performance Improvement Program and focuses on project management, agency-wide balanced scorecards (BSCs), and strategic planning to align WYDOT goals with the Governor's initiatives. Program Performance completed Patrol's strategic plan and more than 20 BSCs for Patrol districts and programs. Additionally, Program Performance continued to plot a 10-year trendline of the agency's overall BSC measures. The program also coordinated highway project delivery and the letting of 110 percent of programmed projects with approximately \$266 million in costs and 89 contracts.

Right of Way (ROW) acquired 238 landowner parcels on 36 different highway construction projects across the state, including projects such as Etna North (130 landowner parcels), Hoback Jct-Jackson and Snake River North (49 landowners), Gillette Streets-Lakeway South, and Garner Lake Road. The land surveyor managed 20 land surveys through to preliminary completion, of which 16 were taken through to final completion, with total surveying consultant fees equaling just under \$617,196. ROW also processed 10 new outdoor advertising permits and revoked 102 old permits, totaling 2,056 permitted signs. Additionally, ROW leased 45 properties for WYDOT purposes and leased 20 other properties, bringing in \$15,372 to WYDOT. Currently, ROW oversees 43 telecommunication tower leases and monitors an inventory of 49 junkyard sites.

Operations

District 1 Construction oversaw about \$48 million in road construction projects such as the \$23 million Snowy Range Road Bridge over Union Pacific tracks in Laramie, including the Clark Street Bridge demolition.

Maintenance assisted with two wildfires, and in June crews responded to a tornado that crossed US 30/287. Crews also placed about 24,000 tons of plant mix at various locations.

Traffic approved 55 access permits and added 12 new groups to the Adopt-a-Highway program for a total of 251 overall.

District 2 Construction had about 14 active contracts totaling approximately \$44 million, which included US 20 reconstruction between Lusk and the Nebraska state line and building a new interchange giving access to Bar Nunn from I-25.

Equipment performed 1,881 preventive maintenance inspections and services on 794 pieces of equipment. Preventative maintenance repairs were performed on the hot plant to ensure reliability since the plant is shared by Districts 1, 2, and 4.

Maintenance produced and placed 12,016 tons of hot plant mix and 16,246 tons of commercial hot plant mix totaling 28,262 tons.

Traffic evaluated and processed multiple access permits – largely permits associated with energy development along WYO 59 north of Douglas.

Electrical personnel repaired existing signal and lighting systems, completed annual inspections and maintenance, and made communication and detection upgrades at many signal locations. Urban striping crews completed over 4,000 pass miles of striping. Signing crews continued replacing signs and completed damage repairs.

District 3 Construction let and awarded \$54.2 million with 13 projects, including the milling and overlay on WYO 390 from the intersection of WYO 22 to the boundary of the Grand Teton National Park for \$3.8 million. The Kemmerer streets project was also completed for \$1.4 million.



Program Overviews

Maintenance crews assisted local emergency management teams with US 189/191 closures near the Hoback Ranches due to the Roosevelt Fire, which burned more than 60,000 acres.

Traffic's rural crews striped approximately 2,900 lane miles striping this past summer.

District 4 Construction let 40 projects totaling \$61.6 million, including North Sheridan Interchange on I-90 (\$46.4 million), North Garner Lake Road (\$12.0 million), and WYO 14 – Burgess Junction South (\$15.0 million).

Equipment mechanics completed inspections and necessary repairs, relocated the hot plant to Buffalo, and established a preseason inspection plan to decrease down time during peak seasons.

Maintenance placed 33,285 tons of hot mix asphalt throughout several counties.

Traffic completed treatments to reduce accidents including installations of chevron signs on curves with crash problems and wire-span traffic signals at three key locations in Crook County.

District 5 Construction awarded 21 projects in 2018 totaling \$47.8 million.

Maintenance placed 12,800 tons of hot mix asphalt and completed nearly 90 miles of chip seal on schedule.

Traffic's electrical crews installed upgraded controllers at each traffic signal throughout the district. Signing crews completed annual sign upgrades, and the rural and urban striping crews successfully completed their annual pavement marking programs.

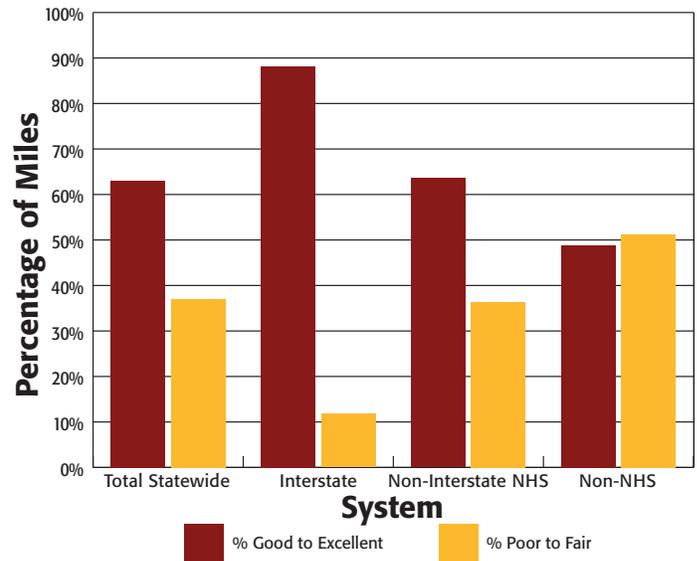
Construction staff helped develop 276 special provisions, prequalified 245 prime contractors, processed 573 subcontracts, and reviewed 263 bid envelope submittals.

Equipment purchased 208 pieces of equipment for \$8.4 million, including 11 John Deere articulated wheel loaders with 3-yard buckets, one Caterpillar articulated wheel loader with a 4-yard bucket, 3 Caterpillar motor graders, and one Caterpillar dozer – all of which were purchased via the guaranteed Buy Back Program.

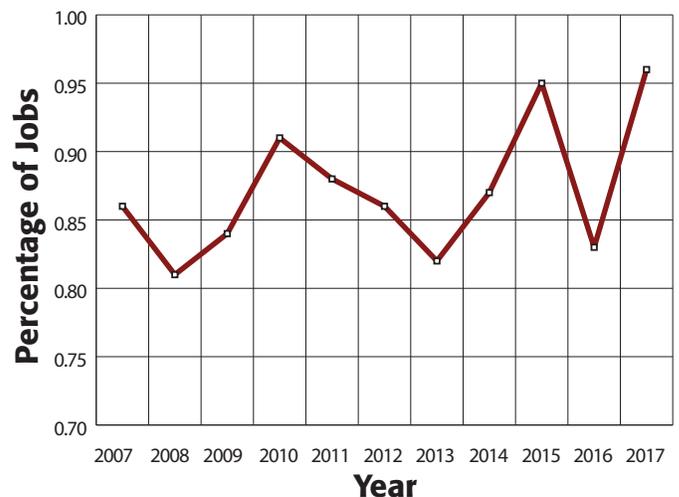
Employee Safety formed a committee to review and update emergency action plans for headquarters facil-

Statewide Highway System Pavement Conditions

(Includes all surfacing improvements through 2018)



Percentage of Construction Jobs Completed on Time



ities and a statewide safety committee representing a cross-section of WYDOT programs and districts to develop recommendations for new safety initiatives. Additionally, Employee Safety updated safety training across WYDOT with added instruction for program and district leadership on Occupational Safety and Health Administration (OSHA) Reporting, OSHA incidents, hierarchy of controls, and new OSHA standards as well as increased offering of OSHA 10-hour

Program Overviews



trainings, OSHA 30-hour trainings, and confined space training for district staff.

Facilities Management responded to 3,569 preventive maintenance tickets, 364 project tickets, and 872 call-in service requests (SRs). The average time to complete SRs was 1.83 days. Among the facilities the program maintains, major projects included completing the Training Facility renovations, repairing the severe hail damage done to the Maintenance Shop/Roundhouse facility roof, and continuing the Arc Flash project.

Highway Safety's Behavioral Grants Section participated in the National Highway Traffic Safety Administration's "Hearts Behind the Badge: Fremont County, WY" video featuring Fremont County law enforcement (Wyoming Highway Patrol, Bureau of Indian Affairs, Wyoming State Parks, Fremont County Sheriff's Office, and police departments in Riverton, Lander, and Shoshoni) to acknowledge their efforts in combating impaired driving.

The *Data Records Section* improved its crash data and analysis systems.

The *Motorcycle Safety Training Section's* instructor recruitment effort resulted in three new trained and certified coaches while 17 active coaches trained over 700 students at eight training sites across the state.

trainers provided 92 on-site equipment training courses encompassing over 10,000 employees contact training hours for equipment operators. Trainers also administered 45 commercial driver's license examinations throughout the state.

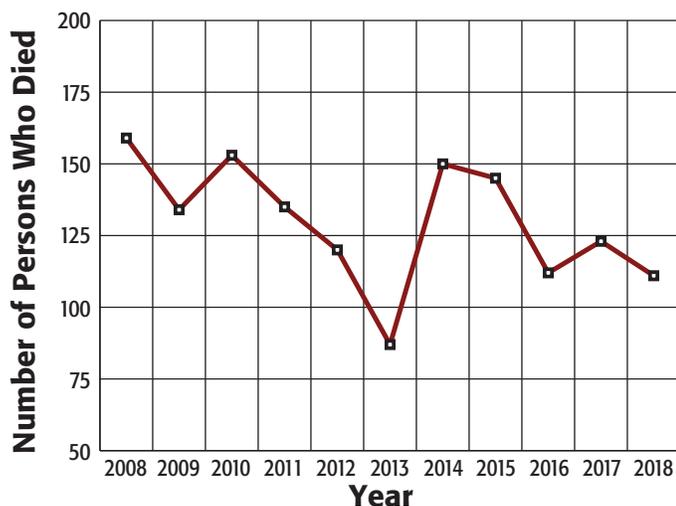
Traffic's Electrical Design Section completed \$4.5 million of work, including three signals installed for the Sturgis Motorcycle Rally traffic and traffic signal detection upgrades at 47 intersections.

Signing and Traffic Control Design completed 91 projects for contract bid letting.

Geometrics, Markings, and Studies provided turning movement analysis, capacity analysis, and striping details for numerous projects statewide; executed a purchasing contract for 334,855 gallons of paint and 2.87 million pounds of glass beads for highway striping; and collected turning movement counts at 76 intersections statewide and speed data at 60 highway locations.

The *Sign Shop* fabricated 5,895 signs with sign fabricators averaging 6.93 ft² per man hour.

Wyoming Traffic Fatalities

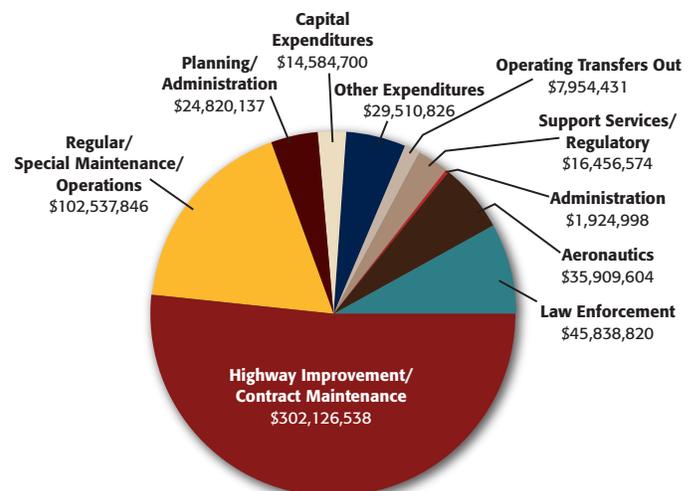


Maintenance staff continued to work with the districts to identify and implement equipment and operational efficiency measures in winter operations. The vocational

Finance

Budget coordinated and compiled the agency's FY 2019 operating budget, held "Build Your Own Budget" training sessions in the districts and at headquarters, and updated the annual budget presentation.

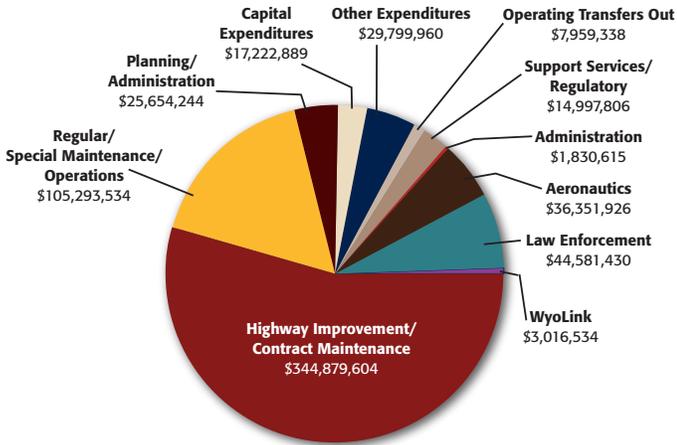
Fiscal Year 2018 Expenditures – \$581.7 million



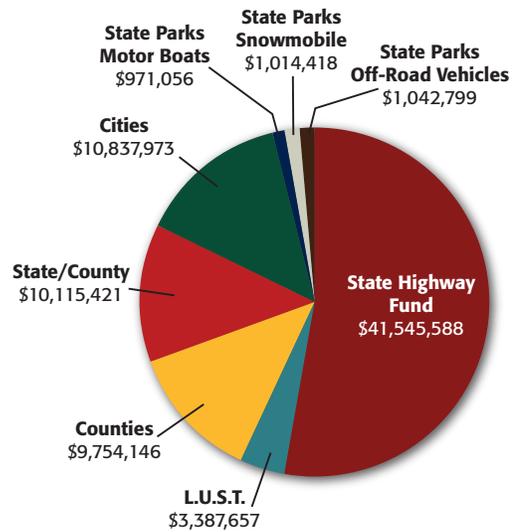


Program Overviews

Anticipated FY2019 Expenditures – \$631.6 million

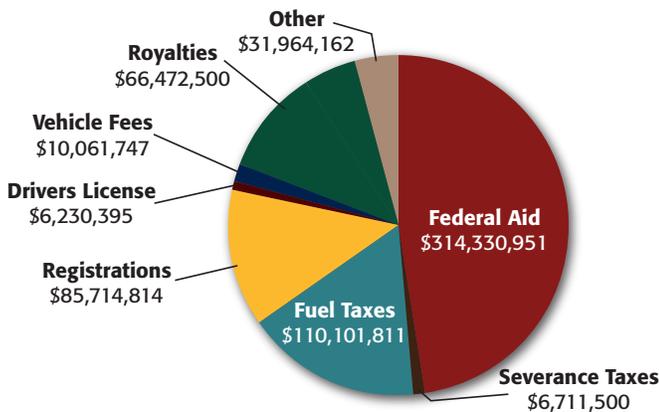


Anticipated Gas Tax Total: Total Revenue – \$78.7 million Fiscal Year 2019

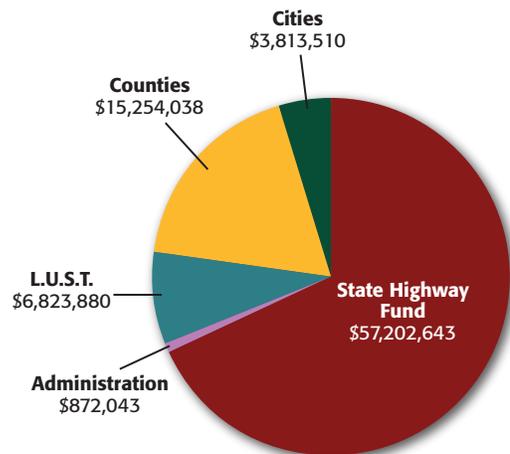


L.U.S.T. = Leaking Underground Storage Tanks

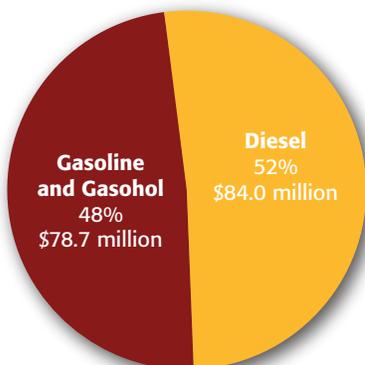
Anticipated Revenue by Source Fiscal Year 2019 Total Revenue – \$631.6 million



Anticipated Special Funds Diesel Tax Total – Total Revenue \$84 million Fiscal Year 2019



Fiscal Year 2019 Anticipated Total Receipts – \$162.7 million



Includes L.U.S.T.
L.U.S.T. = Leaking Underground Storage Tanks

The *Projects Section* worked with FHWA and other WYDOT programs to manage Fixing America's Surface Transportation Act requirements and successfully obligate the full limitation under this bill, according to the guidelines. Budget also assisted internal and external auditors and reported budget data to the state, FHWA, and Office of Management and Budget.

Financial Services accounted for and reported on \$610.6 million in FY 2018 revenue; expenditures of

Program Overviews



\$581.7 million; \$5.7 billion in highway, bridge, and communication infrastructure assets; \$201.4 million in capital assets; and \$27.4 million in inventories. Additionally, Financial Services prepared financial statements for WYDOT management and external stakeholders and provided WYDOT programs with accurate, timely financial information.

Fuel Tax Administration administered motor fuel taxes and remains 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 **Grants and Contracts Policy Program** was initiated in November 2017 and serves as the department's main point of contact for the Attorney General's (AG's) new contract approval system – Cobblestone. Grants and Contracts assists WYDOT programs with tracking and reporting within Cobblestone, monitoring process flow with contracts returning from the AG's office, and loading and processing contracts. The program also coordinates system training. This year 312 contracts and documents have been submitted into Cobblestone with 288 approved so far.

Procurement Services solicited 374 competitive bids for purchasing equipment, materials, supplies, and services; issued 3,031 purchase orders totaling \$62.5 million; issued 144 blanket purchase orders totaling \$15.9 million; and brought in \$387,457.34 in revenue through sales of surplus property. Procurement Services also issued a bid for the headquarters vehicle maintenance building roof replacement, resulting in a \$1.3 million contract.

Technology

Geographic Information Systems/Intelligent Transportation Systems (GIS/ITS) continued the I-80 Connected Vehicle Pilot Study and held a demonstration at WYDOT headquarters in Cheyenne. The program also added an additional layer to the 511 Wyoming Travel Information Map showing the locations of visitor information centers across the state.

Information Technology (IT) worked with Enterprise Technology Services on a migration to the centralized Active Directory to reduce the number of on-site department servers and save costs. IT also deployed 420

computer systems statewide to help mitigate hardware failures.

Telecommunications' WyoLink Section started adding 16 new sites and towers to expand the WyoLink system in partnership with Motorola. The new sites are currently under environmental review. The section also expanded the use of WyoLink Multi-Agency Talk-groups to improve interoperability between federal, state, and local agencies.

The *Microwave Section* is building a redundant ring project and is working with Nokia for training, installation, and configuration of microwave radio equipment.

Support Services

Compliance and Investigation provided a variety of training, including for new vehicle dealers; vehicle identification number (VIN), title, and registration training for county officials; and Peace Officer Standards Training or POST-certified VIN fraud instruction for Wyoming law enforcement officers. Compliance also continued to review ignition interlock device installation, inspected 18 service centers for adherence to ignition program regulations, and developed a procedure for future inspections.

Driver Services completed about 210,891 transactions in 2018 that included issuing driver's licenses and identification cards, driving records, reinstatement fee collections, and processing about 60,000 citations. As of Nov. 1, 2018, Wyoming had 433,766 licensed drivers, with 30,010 of these holding a commercial driver's license and/or commercial learners permit. Approximately 12,187 drivers renewed their driver license through the mail.

Human Resources (HR) managed hiring and position classification, employee records, and employee benefits, compensation, and relations; provided rule interpretations; advised supervisors on employee/ employer questions; provided training on the Performance Management Initiative, recruitment, and labor laws; and administered agency position control. HR staff also participated in a transition to electronic signatures and converting all job descriptions to electronic format for storage and updating. WYDOT had 1,890 permanent and 19 non-permanent employees at the beginning of FY 2017 and 1,849

permanent and 39 non-permanent employees at the conclusion of the fiscal year. WYDOT's annual turnover rate is 11 percent compared to a state-wide average 14 percent turnover rate.

Motor Vehicle Services (MVS) Titles, Plates, and Registration Section collected about \$39 million in state registration fees and transferred 1.3 million vehicle registration and title transactions from the counties to the state mainframe. Additionally, MVS issued about 600 licenses and collected \$373,720 in various fees from dealerships, rental companies, and vehicle transporters. Around \$302,900 was collected in specialty plate fees.

License Plate Production staff produced and distributed around 267,000 license plates, 2.1 million validation stickers, and 79,250 decals.



The new wildlife conservation license plates available for purchase.

International Registration Plan (IRP) staff collected \$54.7 million in registration fees and distributed \$7.8 million to 57 IRP jurisdictions and \$4.6 million to the counties, resulting in \$42 million for WYDOT.

The *International Fuel Tax Agreement (IFTA)* staff collected \$470,402 in fuel tax, license fees, and decal sales from Wyoming-based carriers and distributed

\$148,818 to other IFTA jurisdictions, resulting in \$321,584 for WYDOT.

Office Services' Mailing Services personnel shipped out 365,075 pieces of mail and packages, sorted and delivered over 261,000 pieces of incoming mail, and processed 47 presort jobs, saving WYDOT \$20,517.84 in postage. Significant presort jobs included seven construction jobs, two motor vehicle dealer jobs, mailings for Drivers Services placards and plates for the disabled, Wyoming Authorized Travel, the Fuel Tax Administration newsletter, the Highway Safety *Traffic Crash Report*, and Public Affairs' *Wyoming Road Work Guide* and *Interchange*. Mailing Services folded and/or inserted over 222,000 items for various WYDOT programs.

Printing produced over 4 million standard and oversized copies. The printing crew also created and edited WYDOT business cards and finished work such as binding, stapling, folding, laminating, shrink wrapping, cutting, and hole punching.

The *Records Section* scanned 142,954 documents for various programs – an increase of almost 26,000 from the previous year. Central Files finalized and closed out 802 projects, filed 974 new agreements and contracts, checked out 560 files to various WYDOT personnel, and filed over 12,000 documents. The research and analysis technician finalized 136 projects and scanned 157 as-constructed plan projects into Falcon. For internal and external customers, Office Services made 5,511 hardcopy prints off 35mm and 16mm microfilm.

Training Services continued to revise and refine WYDOT's structured Pathways program for new employees and supervisors. Registration numbers for WYDOT University offerings and employees participating in online learning were at 2,030 with a trend showing that employees are completing more training via distance learning through Training Learning Network webinars and online learning using the WYDOT Employee Learning Library or WELL. Completion numbers increased from FY17, totaling 2,608, mostly because of online learning and the ease of access to on-demand or at-your-desk learning opportunities.

Program Overviews



Highway Patrol

Wyoming Highway Patrol (WHP) provided protective services for the Governor, the first family, and elected officials in and near the capitol complex. Patrol officers initiated 58,583 traffic stops for driver infractions and equipment violations; assisted approximately 15,669 motorists in need; investigated 6,543 motor vehicle crashes; issued 1,163 drug-related citations; and made 240 felony drug arrests. Prioritizing safety, the WHP removed 684 impaired drivers from the road and cited 3,882 occupant restraint violations.

Port of Entry officers contacted over 1.3 million commercial vehicles; weighed 494,577 commercial vehicles (finding 40,096 overweight); performed 4,928 safety inspections (finding 1489 out-of-service violations); and issued 129,180 permits (66,389 for oversized vehicles and 33,832 for overweight vehicles) generating \$9.1 million in fees. Port officers were responsible for safely routing these vehicles around construction projects while adhering to structural restrictions. Additionally, Mobile Education Enforcement teams (MEET) weighed 149 commercial vehicles (29 were overweight); performed 207 inspections (finding 105 out-of-service violations); and issued 73 permits.

WHP's *civilian employees* also play an integral role in support services through data management; information storage; customer service; evidence processing and storage; records management; and equipment, vehicle, and uniform purchasing and allocation.

The *Dispatch Center* entered two Amber Alerts and processed two endangered or missing person events, all of which ended with successful recoveries and/or people found unharmed. Dispatch received 1,097 Safe2Tell tips from school age children, entered 139 warrants, fielded 3,395 Reporting Every Drunk Driver Immediately or REDDI reports, and handled a total of 192,945 events.

The *Records Section* processed 1,695 public record and discovery requests and completed 637 Restricted Driver License investigations.

The agency's K-9 team; Special Services squad; Honor Guard; MEET; Executive Protection detail; commercial carrier officers; compliance officers; Wyoming Law

Enforcement Academy instructors; crash investigation team members; safety education teams; *Alive at 25* instructors; Freshman Impact; Equipment, Technology, and Evidence team; and others all serve Wyoming's citizens and law enforcement community through enforcement and education.



WHP patrol car with wildfire in the distance.

Aeronautics

The **Air Service Development Program** funded 5 air service agreements totaling \$2.7 million. These agreements provided air service for more than 75,000 passengers and yielded \$14 million in economic impact. WYDOT staff also began undertaking a new concept for securing air service for critical-need airports in the future through a capacity purchase agreement providing stability for communities to retain and proactively improve their air service.

The **Engineering and Construction Program** continued work on a statewide GIS-based airport pavement management plan. The program also provided oversight for 31 construction and equipment acquisition projects, 18 navigational aids maintenance projects, 17 aviation encouragement projects, and eight marketing projects; administered \$2.2 million in pavement maintenance projects resulting in an estimated \$600,000 cost savings using economies of scale; and conducted safety data inspections at 11 Wyoming airports.

Flight Operations flew 663 flights (about 90 percent of which were in-state) and 2,200 passengers in FY 2018. The program flew 467 flight hours and 160,200 miles.



Program Overviews

Planning and Programming administered \$34.4 million in airport improvement funds – \$8 million in state funds and \$24.4 million in federal funds.

Program staff also oversaw an update to the Wyoming Statewide Aviation System Plan, a comprehensive study analyzing facilities and services offered at Wyoming’s 40 public-use airports, and completed the Airport Rates and Charges 2018 Survey, which compiled a wide variety of airport fee data from 84 airports in Wyoming and surrounding states to aid airport sponsors in ensuring that their fee structures are market-based, support self-sustainability, and adhere to Federal Aviation Administration (FAA) grant assurances. Planning and Programming staff also managed projects at the airport level including land acquisition in Wheatland and Torrington; master plan and airport layout plan updates at Lusk, Newcastle, and Gillette; and a terminal feasibility study in Rock Springs.

The **Unmanned Aircraft Systems (UAS) Program** is responsible for UAS policy development and oversight in the state. Former Governor Mead and Governor Burgum of North Dakota signed a memorandum of understanding to further develop the UAS industry in our respective states to become leaders in providing the data private companies and government agencies need to make better decisions on the use of their assets. Additionally, the program continued work on state-wide UAS education and implementation.



The Aeronautics Commission is comprised of five districts overseen by seven commissioners.

Commissions

The **Aeronautics Commission** is comprised of seven members appointed by the Governor, who serve 6-year terms (for a maximum of two terms). Commissioners meet bi-monthly to fulfill their duties, including administering airport improvement projects, approving grants to Wyoming airports, encouraging travelers to use Wyoming airports, and supporting fly-ins and air shows across the state each summer.

The **Public Safety Communications Commission** is comprised of Governor-appointed representatives from public safety agencies, professional associations, and state agencies who meet to fulfill duties including recommending strategies to improve Wyoming’s wireless interoperability, determining standards for the WyoLink network, identifying immediate short-term technological and policy solutions, creating long-term technical and policy recommendations to develop and implement WyoLink, and providing recommendations for legislation or other state action to promote wireless interoperability in Wyoming.

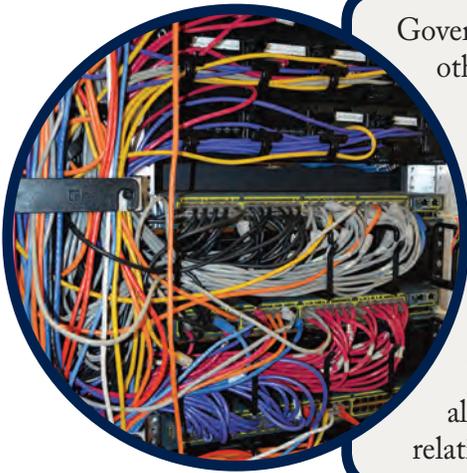
The **Transportation Commission** is comprised of seven Governor-appointed members, who serve for staggered 6-year terms. Commissioners meet monthly to fulfill their duties, including adopting rules and regulations, overseeing policy, revising budgets for the department, and awarding contracts for any improvements undertaken with monies from the State Highway Fund.



The Transportation Commission is comprised of seven districts overseen by seven commissioners.



Broadband Report



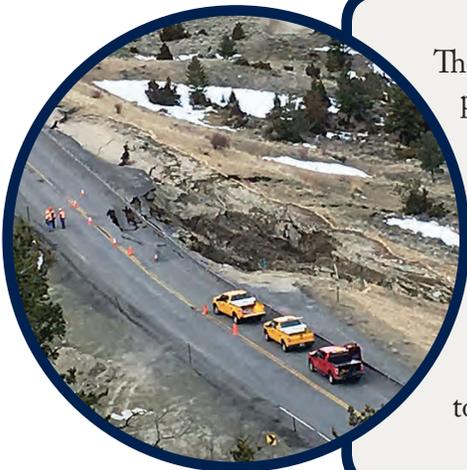
Governor Mead requested information regarding Wyoming's broadband development, other state approaches, and WYDOT's role going forward in broadband expansion.

Right-of-Way (ROW), Telecommunications, and Highway Development's Utilities Section provided technical information regarding current issues facing Wyoming's broadband system.

Management Services conducted research on other state approaches to broadband development, wrote the report, and created a corresponding presentation.

Management Services, ROW, Telecommunications, Utilities, and executive staff all assisted in editing the report and updating internal policy regarding WYDOT's relationship to broadband development.

Chief Joseph Landslide



The slide reactivated in the spring and had the potential to cut off access for 75 permanent residents in the Sunlight Basin area.

Highway Development Design completed the \$5.5 million project design.

Geology coordinated obtaining contractor services for the emergency stabilization and permanent slide repair design with the project designed and awarded within 84 days – a process that normally takes 36-38 months on similar, non-emergency highway construction projects.

District 5 started the landslide mitigation project in 2018 and provided contractor oversight with completion planned for June 30, 2019.

Safety Clothing Policy



Program managers and the districts gave valuable input on employee safety clothing needs as they pertain to different tasks and positions. Further, all programs and districts are responsible for implementing the policy.

Human Resources reviewed the policy and formulated the tier system to indicate the amount of safety clothing allowance employees are eligible to receive based on their job duties.

Management Services reviewed the policy for compliance with existing WYDOT policies and provided additional edits.

Employee Safety prepared the policy rollout and a communication plan that included district meetings, WYDOT-wide email, and training.

WYDOT Working Together

Computer-Aided Dispatch (CAD)



Wyoming Highway Patrol (WHP) is transitioning to the modern CAD, Records Management System (RMS), and Electronic Citation (E-citation) systems. This new software will capitalize on existing equipment, such as mobile data terminals mounted within each patrol vehicle, to improve information sharing with the Wyoming Supreme Court and improve data-driven analytics to achieve maximum public safety.

Information Technology (IT) helped WHP identify a replacement CAD system to increase efficiencies in dispatch operations.

Procurement Services completed the request for proposal (RFP) process for the CAD/RMS/Mobile Policing Software for \$1.6 million – saving \$351,000 through contract and pricing negotiations.

E-Tag System



Procurement Services completed the RFP process for the new web-based Secure E-Tag Online Temporary Registration Permit Authentication System valued at \$348,750.

Compliance and Investigation played a significant role in training for the new E-Tag system for Wyoming licensed vehicle dealers and county treasurers to use when issuing temporary permits to Wyoming motorists.

Motor Vehicle Services implemented the E-Tag system in August 2018 at no cost to the state. This system allows law enforcement instant access to owner information using a temporary tag number.

Fires



District 1 Maintenance assisted with the Badger Creek fire, which began in June and burned 21,310 acres. The fire jumped WYO 230 in Medicine Bow National Forest and approached WYO 10.

District 1 Maintenance also helped in the Ryan fire, which began in September and burned 28,585 acres. The fire approached WYO 230 south of Riverside but did not cross the road.

District 3 Maintenance assisted local emergency management teams with US 189/191 closures near the Hoback Ranches from the Roosevelt fire, which burned over 60,000 acres.

Maintenance coordinated response with other state agencies, including Homeland Security and others, to address the fires.

WYDOT Working Together



Grants and Contracts

Management Services, in consultation with other programs, prepared and submitted applications for the following grant awards: Beartooth Highway reconstruction (\$16.6 million), Rock Springs I-80 interchange (\$14 million), I-80 winter freight (\$20 million), Granger Junction railroad rehabilitation (\$985,000), new electric buses in Jackson (\$2,290,000), and new buses in Sheridan (\$393,000). For these grant projects, the state will provide about \$10 million in matching funds.

Aeronautics provided airport improvement grants for 91 projects to 35 different airports.

The **Contracts and Grants Policy Program** writes and processes memorandums of understanding and cooperative agreements on agency-specific projects for executive staff and the districts, including maintenance and construction staff, and oversees the Attorney General's Cobblestone contract solutions program.

Budget's Project Section budgeted grants for rural transit, Aeronautics, and Highway Safety and authorized reimbursements to granted entities, awarded contractors, and engineering consultants.



Move Over Law

The Public Affairs Office (PAO) produced a WYDOT Report informing the public about changes to the "Move Over" law and sent out news releases explaining that the law covers not only emergency responders but also WYDOT employees and other workers.

Traffic's Sign Shop manufactured 118 "Move Over" law signs in a 3-week period.

The **District 5** signing crew installed "Move Over" signs as well as "Wyoming Women's Suffrage Pathway" signs on WYO 28 near South Pass in response to legislative acts.



Publications

Management Services compiled, designed, and edited WYDOT's *Fact Book* and *Annual Report*.

PAO produces the monthly *Interchange* magazine, *WYDOT Report*, the *Wyoming Road Work Guide*, the state highway map, safety calendar, posters, information graphics, and brochures.

Office Services took over the monthly production of *Interchange*, saving WYDOT about \$30,000. Other notable jobs were the 2018 *Sweetwater Life RU Ready Book* (1,880 copies) and the WYDOT 2017 *Annual Report* (2,000 copies). The **Printing Section** also used its high speed scanning capability to complete an extensive scanning project for the **Bridge Program**.



Traffic Sorting



Maintenance and **WHP** began an optional procedure for sorting light and high-profile vehicles from passenger vehicles on southbound I-25 at Exit 4 during high wind events.

Maintenance will use trucks with electronic message signs to warn drivers that sorting is in progress and will assist with traffic management.

WHP will enforce partial road closures during hazardous wind conditions by forcing high-risk trucks and trailers to exit.

District 1 installed permanent “incident management” signs for use during future traffic-sorting events.

Variable Speed Limit (VSL)



Data continues to indicate that VSLs have a significant positive impact on public safety by reducing crash totals and severity and road closure duration and frequency.

WHP continued to work with other WYDOT programs on VSL projects across the state.

Traffic's Electrical Design Section completed work on the Intelligent Transportation Systems (ITS) VSL corridor project for the Casper Marginal.

District 2 began installing the district's first VSL signs.

GIS/ITS administers VSL displays and works with district maintenance personnel and **Telecommunications** to manage signs.

Voice Over IP Conversion



IT collaborated with **Telecommunications** and **Enterprise Technology Services (ETS)** to update switches throughout headquarters and Aeronautics to support Voice Over IP, integrating the newer phones into the IT data network, which is hosted on the ETS Enterprise Voice System.

Telecommunications' Telephone Section converted the telephone system to an IP-based network and replaced all desk phones with newer Voice Over IP phone sets at headquarters and Aeronautics.

Eliminating the older phone infrastructure will reduce future maintenance costs.

Going the Extra Mile



Efficiency

The Cheyenne Regional Airport hangar facility fuel farm produced \$165,000 in fuel savings through wholesale purchasing. Further, **AERONAUTICS' Flight Operations** saved \$36,000 from the pilots' collaboration with air traffic control to plan and fly efficient flight profiles. The program's planes continue to operate at 11 percent lower costs than industry benchmarks.

BUDGET noted Wyoming remained a leader in the nation regarding minimizing inactive obligations with the Federal Highway Administration (FHWA) on currently budgeted projects.

CONTRACTS and ESTIMATES (C&E) continued to improve its web-based bidding software to reduce production time for reports and increase accuracy.



Contracts and Estimates employees at a bid letting in Little America Hotel and Conference Center in Cheyenne

In Sheridan and Johnson counties, **DISTRICT 4** produced material using the department's shared hot asphalt plant saving around \$95,956 from in-house asphalt production. Further, maintenance crews saved significantly on costs during resurfacing on US 14A by obtaining 3,000 tons of hot mix asphalt from a nearby US 14 reconstruction project instead of hauling material from the WYDOT hot plant location near Buffalo.

DISTRICT 5 Maintenance has started using smaller rotaries and tow plows in Cody and Riverton to improve both efficiency and safety for the traveling public. Additionally, new dump trucks were outfitted with wet sanders and the Force America ground speed controls to regulate granular and wet application rates to provide more efficient material use during storms.

EMPLOYEE SAFETY updated the commercial driver's license (CDL) tracking program, converting the CDL Exams and Invoices database to a digital system.

EQUIPMENT'S Buyback Program generated \$2.3 million in revenue to offset net equipment purchase funds.

HIGHWAY DEVELOPMENT'S Consultant Services Section executed 33 new agreements with 91 percent completed within three months.

HIGHWAY DEVELOPMENT saved \$1 million by performing abbreviated Value Analysis studies on the Hillsdale Section and the Douglas North Project.

HUMAN RESOURCES (HR) revised the new hire on-boarding process and implemented a department-wide compensation philosophy, which includes refining the wage analysis process that helps determine the base pay for new hires, promotions, and reclassifications and establishing start and promotion dates to streamline the paperwork process.

OFFICE SERVICES' Printing Section used the OCE TDS600 engineering copier to enhance printing output.

PLANNING'S Environmental Services (ES) updated the programmatic agreement with FHWA and streamlined the categorical exclusions template.

TELECOMMUNICATIONS reorganized the *Field Section* personnel and districts to align with efficiency studies ratios.



The new District 5 tow plow made an appearance on a local road near Cody on Oct. 9, 2018.

Safety

AERONAUTICS received the Flight Safety International's Safety Star Award for WYDOT pilots' ongoing dedication to training and safety, and the National Business Aviation Association acknowledged *Flight Operations* and several pilots individually for their commitment to safety and professionalism.

DISTRICT 2's urban striping crew accomplished hand striping with night time work to alleviate mobility and safety issues on several busy urban streets.

DISTRICT 5 implemented a safety committee to shift to a more employee-driven safety process.

EMPLOYEE SAFETY overhauled safety training for new employees with added modules and updates to S1A Incident Forms and New Employee Orientation, which now includes hands-on lifting exercises and fire extinguisher training.

HIGHWAY SAFETY'S Behavioral Grants Section worked to increase the number of Students Against Destructive Decisions to include 13 of the 23 counties across the state. The section also noted that Wyoming's observed seat belt use rate increased from 84.8 percent to 86.3 percent.

MAINTENANCE created a committee with district and staff personnel to develop job safety analysis documents for 21 maintenance activities.

TELECOMMUNICATIONS coordinated with Enterprise Technology Services in the conversion of WyoLink dispatch centers from legacy T-1 circuits onto the Wyoming Unified Network for more reliability, improved bandwidth, and annual cost savings.

PUBLIC AFFAIRS took photos of student athletes at different schools throughout the state and created safety message posters that encourage students to always buckle up.



Photo: WYDOT

Innovation

CONSTRUCTION enhanced the Construction Management System – including automated fuel adjustment calculations, improved search capabilities, auto-generated completion reports, report generation capabilities for contractors, and subcontractor payment tracking – to reduce field reporting efforts and eliminate human error.

DISTRICT 2 Construction completed several Intelligent Transportation Systems (ITS) projects such as adding several dynamic message signs, weather stations, and web cameras.

DRIVER SERVICES is redesigning driver's license and identification cards. The new design will feature Devils Tower on the front and the state capitol on the back. With enhanced security, the new cards will

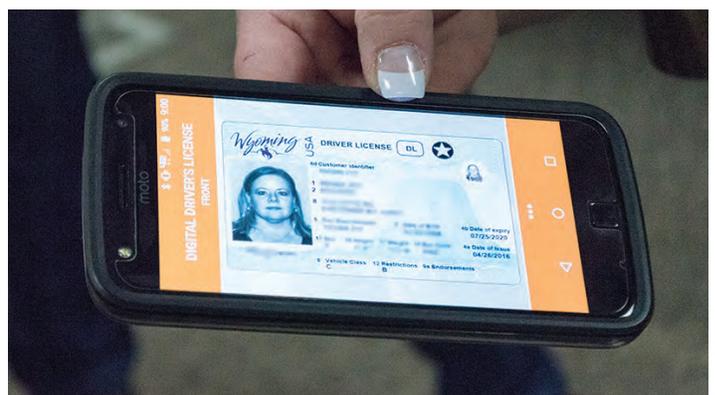


Photo: AdobeStock

Driver Services is redesigning driver's license and identification cards with Devils Tower on the front face and the state capitol on the reverse.

contain three new security features that WYDOT will be the first in the nation to use. Driver Services will start producing these new cards by June 2019.

Going the Extra Mile



FACILITIES MANAGEMENT in cooperation with the state maintenance engineer's office, the districts, and **PROCUREMENT SERVICES** continues to work through the purchasing process for a computerized maintenance management software system to aid with statewide facilities management.

GEOLOGY completed field data collection for approximately 90 percent of the rock slopes in the state to update the statewide rockfall hazard rating system and place all rock slope hazard information on a geographic information system (GIS) platform that the districts and programs can access when prioritizing rockfall mitigation and developing projects.

HIGHWAY DEVELOPMENT'S *Utilities Section* continued to develop and test an online permitting system for utility companies and a GIS map of all utility facilities impacting WYDOT rights-of-way.

HIGHWAY SAFETY'S *Data Records Section* deployed a safety portal that analyzes Wyoming's crash data and integrates WYDOT's intersection inventory for enhanced analysis. *Data Records* also implemented the Wyoming Integrated Geo-Locating System, a map-based crash location software program for law enforcement agencies that will decrease vehicle crash investigation time and greatly improve the accuracy of locating crashes.

HR partnered with WYDOT programs to develop learning and growth opportunities, like meeting with community colleges to develop partnerships, for WYDOT employees. HR is also involved in developing a structured training program for each of the department's classification families.

INFORMATION TECHNOLOGY (IT) worked with **FUEL TAX** to develop and implement an online electronic fuel tax payment system for an easier, more modern system that reduces the amount of paper and time it takes to process fuel tax payments.

MATERIALS noted that the first void-reducing asphalt membrane project was constructed on I-25 between Wheatland and Glendo at the Cassa Interchange to improve durability of longitudinal joints. Additionally, two projects were constructed using Volumetric Acceptance on both I-80 and I-25, and the first hot in-place recycling projects took place this year near Riverton and from Buffalo to Ucross.

MOTOR VEHICLE SERVICES implemented a \$1.4 million online system for processing International Registration Plan (IRP) and International Fuel Tax Agreement (IFTA) transactions, and by the third quarter about 80 percent of all IFTA carriers were filing their reports online.

TRAFFIC'S *Electrical Design Section* completed a nighttime speed limit corridor on US 14/16/20 west of Cody that features web-controlled blankout signs, which adjust the speed based on sunrise and sunset each day.

TRAFFIC'S *Electrical Operations Section* implemented a central system for monitoring all traffic signals in the state. The system replaced all the state's traffic signal controllers and added asset management software to streamline maintenance and budgeting.

TRAINING SERVICES released Oracle's Taleo Learning Management System (WELL) and helped the Maintenance Subcommittee finalize required vocational training, and developed it into a WELL Learning Plan.



Unmanned aircraft system standards are being developed by Wyoming and the state of North Dakota.

Photo: AdobeStock



Research

BRIDGE has three active research projects funded through the Research Advisory Committee (RAC) – two with the University of Wyoming involving bridge seismic design and evaluation of truck load distribution and one through Purdue University evaluating high mast light towers.

DISTRICT 3 Traffic approved the use of radar speed feedback signs on West Broadway with a study currently in progress to determine the effectiveness on driver behavior and wildlife crash reduction. Additionally, Traffic led a RAC study on nighttime speed limits. The study is being finalized and will show how effective nighttime speed limits are in changing motorist behavior and reducing wildlife collisions. The district is

currently conducting nighttime speed/wildlife studies on WYO 390 and US 191 (between Boulder and Pinedale).

HIGHWAY DEVELOPMENT'S Standards Section successfully solicited about \$550,000 from the Montana Department of Transportation and RAC to fund research to develop a Manual for Assessing Safety Hardware or MASH crash-tested approach guardrail transitions to a new high-performance bridge rail for use in both states.

PLANNING'S Environmental Services supported two research studies including a roadside vegetation evaluation and a pronghorn crossing location evaluation.

Performance

BRIDGE exceeded the FHWA bridge performance target by reducing the bridge deck area on the National Highway System classified as “poor” from 11.2 percent to 8.1 percent.

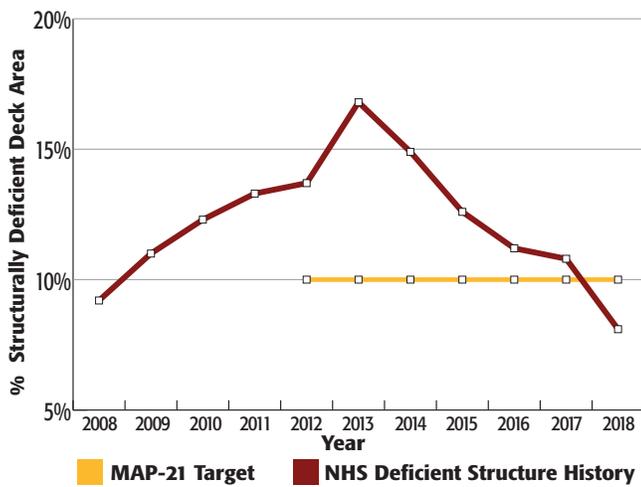


Photo: WYDOT

CIVIL RIGHTS set the annual Disadvantaged Business Enterprise or DBE goal at 4.78 percent with actual accomplishments achieving 3.7 percent.

WYDOT and **FINANCIAL SERVICES** received an unmodified audit opinion on financial statements for the year ended September 30, 2017.

INTERNAL REVIEW achieved a passing rating on program operations from a peer review.

MAINTENANCE updated quality control/assurance process to provide better assessment and monitoring targets for roadway asset conditions.

PROGRAM PERFORMANCE assisted WYDOT's **GIS/ITS** team in developing a system reliability measure and worked with GIS/ITS and district maintenance teams to develop a snow performance measure that accurately assesses storm severity and response.

Customer Service and Outreach

COMPLIANCE investigators received a 98.6 percent overall satisfaction rating from their training sessions.

FACILITIES MANAGEMENT earned a 99.93 percent customer satisfaction rating on service requests.

PAO developed and created a video explaining the Connected Vehicle Pilot Program's new technology. The video was played during an October showcase to

local, state, and federal officials, so they could learn how this technology helps keep the traveling public safe.

Employees rated **TRAINING SERVICES'** instructor-led WYDOT University classes favorably (exceeding 4 out of 5) for content effectiveness, instructor effectiveness, and accommodation.



WYOMING DEPARTMENT OF TRANSPORTATION

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