



# WYOMING

Annual Report 2011  
DEPARTMENT of TRANSPORTATION



**Matt Mead**  
Governor of Wyoming

## Message from Governor Mead

A great state deserves a great transportation system. Here in Wyoming, we've got a great one – and let's keep it that way. Our roads, highways, and airports connect us with neighboring states, move our products to market, serve a bustling mineral and energy industry, and help the US military defend this country.

Last year, 93 percent of visitors to Wyoming drove on our roads. Considering several million people come to Wyoming annually, that's a lot of tourists depending on a safe, reliable transportation system. National and even international companies are sending workers to and through Wyoming. They rely on our infrastructure for their workers' transportation safety and for the timely arrival of goods and services.

I'm proud to support the Wyoming Department of Transportation as they maintain and improve the networks connecting us with each other, the nation, and the globe. It's hard work, but we're used to hard work around here. A good road isn't much different from a good fence – build it right and keep it mended.

Central to the Department's duties is taking care of the 6,700-mile state-owned highway system—including more than 900 miles of interstate. WYDOT personnel—in partnership with the private sector—plan, design, construct, and maintain highways, bridges, and roadsides; coordinate with

federal and state agencies to protect the environment; manage traffic; promote safety; plow snow; build and maintain rest areas; and provide many other related services.

WYDOT's mission involves other critical services as well. Wyoming Highway Patrol troopers and other personnel enforce motor vehicle laws, investigate motor vehicle crashes, issue oversize and overweight permits, and collect commercial motor carrier fees. Support Services employees issue and monitor driver 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.

Join me and examine WYDOT's challenges and the accomplishments of its dedicated employees as summarized on the following pages.

## Contents

Message from Governor Matt Mead.....	2
Message from John Cox, Director, WYDOT.....	3
2011 in Review, John Cox, Director .....	3
Del McOmie, Chief Engineer .....	4
Gregg Fredrick, Assistant Chief Engineer, Engineering & Planning .....	5
Ken Shultz, Assistant Chief Engineer, Operations.....	6
Dennis Byrne, Aeronautics Administrator .....	7
Budget Overview.....	8
Performance Measures .....	9
Colonel Jess Oyler, Highway Patrol Administrator .....	10
Tom Loftin, Support Services Administrator .....	11
Transportation Commission .....	12
Aeronautics Commission.....	12
Telling Wyoming's Story.....	13
WYDOT Roundup .....	14-15



**John Cox**  
Director, WYDOT

## Message from the Director

Dear Wyoming Citizen:

Please take a few minutes to review your Department of Transportation's annual report. We are firmly committed to our mission, and it is with pleasure we serve the citizens of Wyoming.

### Key Numbers

As a state agency, WYDOT tracks much data and many types of statistical information, which helps gauge our performance in fulfilling our mission and goals, receive and track the use of funding, and meet statutory requirements. While some of these numbers are out of the Department's direct control, they nonetheless help guide our efforts.

**Fewer traffic fatalities occurred.** Fatalities on Wyoming roads dropped from 153 in 2010 to 135 in 2011.

**Wyoming occupant restraint use rose.** Wyoming drivers were observed using seat belts 81.7 percent of the time, up from 77.3 percent in 2010. We still have room for improvement. Wyoming continues lagging behind the national seat belt use average. The non-use of restraints has always been directly involved in our fatality record.

## 2011 in Review

The **Director** of the Wyoming Department of Transportation (WYDOT) guides the Department's employees in the many tasks needed to accomplish its mission to keep people safe on the state's transportation system, serve its customers, take care of the state transportation system's physical aspects, develop and care for its people, respectfully perform its lawful responsibilities, and exercise good stewardship of its resources.

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

In FY 2011, the **Internal Review (IR) Program** completed the compliance portion of the required Office of Management and Budget (OMB) Circular A-133 audit, which plays a critical role in determining WYDOT's eligibility to receive federal funding. IR also worked to revise consultant audit processes; continued to work with the Department's grant administrators

**Customer satisfaction is improving.** In this important category, 83.6 percent of those surveyed in 2010 were satisfied with WYDOT's overall performance, up from 78.6 percent when the survey was last done in 2008. We are tremendously gratified by this result—but we pledged to look for ways to better our showing. We listened to suggestions and made some positive changes. This survey is conducted every other year, so we anticipate some of our 2011 changes to be reflected next year.

### Transitional Period

The Department spent 2011 transitioning to a pavement preservation plan. The goal is to shift most resources from large-scale, new construction projects to keeping the current infrastructure in the best condition possible.

Federal funding remains uncertain. The current flat funding levels are incompatible with inflation and the rising infrastructure costs. There are even some indications funding will ultimately decrease. WYDOT, though, has maintained the percentage of roads in good to excellent condition at 54 percent for the last two years.

We've listened to suggestions from internal and external reviews, researched better practices, and tried out new ideas.

to improve monitoring over WYDOT's local public agency projects; conducted reviews of subrecipient audit reports to ensure proper use of federal funds that are passed through WYDOT to local entities; conducted cash drawer audits at Driver Services, port of entry, and shop locations throughout the state to assist in the prevention and detection of fraud; and conducted contractor claim audits to ensure claims submitted are accurate and reasonable.

The **Public Affairs Office (PAO)** used a combination of news releases, monthly and special publications, video productions, public service announcements, media interviews, and advertisements to keep the public and WYDOT employees informed on Department operations and highway safety issues. During the year, PAO assisted Driver Services in public information campaigns on the new look and security features for driver licenses and new identity and residency verification

The results are starting to come in. WYDOT now uses a more efficient method of sanding roads; has been able to keep more highways open with variable speed limits and targeted restrictions; is using technology to link the state's communication and operational abilities; and is reviewing its organization and practices to determine how to best serve the citizens of this great state.

### Wyoming also lost ground.

The percentage of airport pavements in acceptable condition suffered, dropping from 85 percent to 82 percent.

### We're staying the course—and we need your help.

WYDOT will continue to do all it can to influence these numbers positively, but we will need assistance from the citizens of Wyoming to realize progress in the areas of seat belt use and reducing fatalities. Please join us in this effort so that a year from now, the key numbers will point to continued progress.

Sincerely, for the men and women of WYDOT,

Director

requirements for obtaining a license or ID card. In the summer of 2011, PAO worked with the districts to get the word out about the multiple highway closures caused by landslides and flash flooding around the state as well as the repair and reopening of those highways.

The **Strategic Performance Improvement Program (SPIP)** completed the first instance of cascading the balanced scorecard (BSC) down into the Department in FY 2011. SPIP also worked with all program managers to establish goals and performance measures to assist them in determining their program's success. WYDOT's strategic plan and BSCs may be viewed online at [www.dot.state.wy.us](http://www.dot.state.wy.us). SPIP continued to compile and report information for various performance measures to the Governor's office for use in the state's strategic plan and annual report (see page 9 of this report for a graphic display of these measures) and continued to administer the employee Extra Mile Award program.



# Del McOmie

Chief Engineer

The Department's **Chief Engineer** oversees the Assistant Chief Engineer of Engineering and Planning and Assistant Chief Engineer of Operations divisions in addition to the five district offices and Field Operations Program. During FY 2011, much of the state was affected by flooding and landslides caused by runoff from record-high snowfall levels and heavy spring rain. District construction and maintenance crews assisted with the many jobs related to area flooding by using various methods to relieve pressure on bridges over flooding rivers, hauling material for sandbags, constructing dikes and other riverbank protection, clearing debris, and preparing traffic control. The following are some of the additional achievements by this division's programs:

**District 1** projects included bridge widening and constructing new ramps and roundabouts at the Vandehei Interchange on I-25 north of Cheyenne; reconstructing six miles of WYO 34 (Sybille Canyon), including realignment to reduce or eliminate sharp curves and improve sight distance and widening to add shoulders; and adding more than three dozen new electronic speed limit signs along I-80 between Laramie and Cheyenne so that the posted speed limit can be changed almost immediately after a reduction is recommended. Crews also assembled and placed a temporary panel bridge on WYO 130 over Brush Creek where the road had washed out.



Photo courtesy, WYDOT

New roundabouts were installed at the Vandehei Interchange on I-25 north of Cheyenne.

**District 2** projects involved a new bridge over the railroad tracks in Glendo; widening and surfacing on roadways near Muddy Gap, Guernsey, Lusk, Manville, and Douglas; widening and overlays on I-25 near Douglas and Kaycee; reconstruction and realignment of Sugar Factory Road in Torrington; reconstruction on WYO 220 south of Casper that added two traffic lanes; and completed work on WYO 91 southwest of Douglas to repair road damage caused by heavy use related to the wind industry.

**District 3** crews worked quickly to clear a major slide on US 26/89 in the Snake River Canyon near Jackson and to repair the roadway so that it was open to traffic within one week. Governor Mead awarded the team a Certificate of Appreciation for its quick response and efficient emergency management. The District also saw the letting of the Trapper's Point Wildlife Connectivity Project, which consists of 29.7 miles of 8-foot high deer fence, six 70-foot bridges, and two 150-foot wide animal overpasses, to help reduce wildlife-vehicle collisions. It is estimated that each spring and fall about 2,000 pronghorn and 3,500 mule deer pass through the area and can use the overpasses and underpasses.

**District 4** experienced heavy spring rains that resulted in about 34 roadway landslides, of which 15 were on I-90 around Sheridan, and the one on US 14 at Oudin Hill resulted in a short-term total road closure followed by a one-way traffic only detour for the next month. In addition, the District used new anti-icing strategies that included adding GEO-Melt (beet juice extract) to brine solutions to increase their working temperature range and applying liquid de-icers directly to the road surface to improve efficiency in cleanup operations. Other major projects included the Sheridan North Main Street project and reconstruction work in Gillette on a segment of WYO 50 and US 14/16, widening WYO 50 from the I-90 interchange south to five lanes.

Of the funding expended in **District 5**, landslides and flooding from FY 2010 accounted for \$4.3 million and another \$1.24 million went to four FY 2011 landslide and flooding projects. Additionally, work continued on the Togwotee Pass corridor with the award of a \$22.7 million project for the final 6.6-mile section, Rosie's Ridge, and work wrapped up on a 2.8-mile section of the five-lane improvement between Powell and Cody with the final two sections to be let in 2013 and 2014.

WYDOT's Construction, Maintenance, and Equipment programs were merged in FY 2011 to create the **Field Operations Program** so that the programs' resources can be combined, increasing WYDOT's efficiency. The Program continued to provide staff support for the districts; further developed statewide management practices for environmental quality issues in highway maintenance operations; continued to participate in the I-80 coalition task group, which is made up of members from Nebraska, Wyoming, Utah, and California and focuses on building a communication link between these states to provide a consistent, timely message to the traveling public, especially the trucking industry, on road conditions and interstate status so that alternate routes can be taken to reduce delays; coordinated the development of specifications and special provisions; evaluated construction quality; continued to use the Quality Control/Quality Assurance (QC/QA) for rideability for bituminous pavements specifications to measure pavement smoothness and the QC/QA of contractor-produced materials for bituminous pavements and portland cement concrete products; purchased 334 pieces of equipment, including 40 new snow plows at a cost of about \$10.1 million; sought out equipment that uses the latest technology to ensure the Department's vehicles are the most efficient and safest available; and used the buyback program for larger equipment, which is still providing WYDOT considerable savings.

Construction Contracts Awarded in 2011		
<b>District 1</b>	<b>26 projects</b>	<b>\$47.453 million</b>
<b>District 2</b>	<b>14 projects</b>	<b>\$65.172 million</b>
<b>District 3</b>	<b>18 projects</b>	<b>\$37.211 million</b>
<b>District 4</b>	<b>27 projects</b>	<b>\$45.652 million</b>
<b>District 5</b>	<b>32 projects</b>	<b>\$45.602 million</b>
<b>Statewide or Multiple Districts</b>	<b>2 projects</b>	<b>\$1.238 million</b>
<b>Total</b>	<b>119 projects</b>	<b>\$242.328 million</b>



## Gregg Fredrick

Assistant Chief Engineer, Engineering & Planning

Many of the **Assistant Chief Engineer of Engineering & Planning Division's** activities in fiscal year 2011 centered around the work needed in response to the effects of runoff from extremely high snowpack, over 300 percent above average in some locations, and springtime rainfall that resulted in flooding and landslides. Other major accomplishments in FY 2011 by programs in this division are as follows:

The **Bridge Program** prepared structure work totaling \$22.6 million; saw the letting of one off-system bridge for \$1.2 million and a project that included six game underpasses for \$1.6 million and two game overpasses for \$3.3 million; tested hydro-demolition—a new technique to remove existing concrete overlays and unsound concrete on bridge decks—on Interstate 80 to expedite construction and increase deck overlay longevity; developed and published the *Field Guide for Bridge High-Flow Monitoring and Emergency Procedures* to provide guidelines on flood warning, monitoring, and safety procedures as well as emergency bridge closure procedures, authority notification, and documentation and inspection after the water recedes; and completed 1,252 routine bridge inspections (484 off-system and 768 on-system) with 93.7 percent of on-system structures found to be in acceptable condition.

The **Contracts and Estimates (C&E) Program** oversaw the award of 95 highway contracts, many of them combined, for a total construction cost of \$242 million. Many emergency projects also were let due to damage from unprecedented high snowfall amounts. C&E worked with the Federal Aid Section on a method for letting two different portions of work on the same project at different times so that work won't be held up by other work tasks that need to be done later or due to other extenuating circumstances.

The **Geology Program** completed a total of 764 drill holes in the investigation of 23 landslides, 9 soils profile projects, 5 bridge structures, and 12 surfacing pits. The extremely high snowpack provided moisture that decreased slope stability and increased landslides, resulting in full or partial closure of four different road sections and prompting the Program to perform detailed investigations of about 23 landslides. The Program also

tested 1,210 soil, 189 rock, and 70 geotextile samples, many taken from emergency landslides.



Damage from flooding and landslides have been a major concern for the Engineering & Planning Division.

Photo courtesy WYDOT

The **Highway Development Program** oversaw the complete rewrite of the *County Road Fund Manual*; worked on over 120 standard plan sheets, including those for the new Midwest Guardrail System (MGS) and W-Beam and MGS component fabrication; completed research on two projects that include variations of the MGS for use in Wyoming; collaborated with a manufacturer to modify details for a new crash cushion that connects to WYDOT's twin steel tube bridge rail in areas where there is no room for full-approach guardrail installation, and saw the first of these terminals installed; processed around 97 projects, totaling \$242 million; flew aerial photography missions for 9 engineering projects, 4 county highway systems projects, 14 landslides, and 4 emergency missions associated with spring flooding; processed 142 surveys by consultants and WYDOT crews; and developed contract plans, documents, and quantities for roadway construction projects, including eight emergency slide repair projects on accelerated schedules, the first major urban roundabout intersections in the state, and the

final section of the Moran Junction-Dubois corridor of projects.

The **Materials Program** finished developing and implementing a system-level, pavement-needs approach for selecting pavement improvement projects and used the pavement management performance modeling system to forecast the effect of various funding distribution scenarios on pavement condition 20 years into the future. WYDOT also developed and implemented a "pavement preservation" funding strategy to slow the decline of pavement mileage in "good" or better condition. The Program additionally provided surfacing strategies and materials criteria for projects on 229 miles of pavements and performed laboratory and roadway testing to determine appropriate, cost effective pavement improvements for roadway projects.

The **Planning Program** coordinated with local government and tribe representatives in their transportation planning processes; completed many planning studies; began work on the legislative appropriation for the Railroad Quiet Zone initiative; continued the Safe Routes to School Program; continued the Bicycle/Pedestrian Program; produced the 2011-2016 State Transportation Improvement Program report; ensured all projects for the American Recovery and Reinvestment Act (ARRA) met the criteria and received the correct approvals; completed five research projects; met with the state's independent living organizations on various mobility programs; saw the completion of several ARRA transit projects; finished streamlined clearances for 13 emergency slides; and ensured project compliance with federal land management and environmental regulatory policies.

The **Right-of-Way Program's** special projects for the year included acquiring the land for the Oudin Hill slide in northeast Wyoming using an innovative rapid negotiation process to acquire the needed right-of-way in a matter of days. The Program also set up the framework for assisting WYDOT's Aeronautics Division and the Federal Aviation Administration on local airport improvement projects involving property acquisition.



## Ken Shultz

*Assistant Chief Engineer, Operations*



The **Assistant Chief Engineer of Operations Division's** programs provide vital, day-to-day services and support that WYDOT's executive staff and other programs require to fulfill their duties and provide services to address safety issues and precautions for the traveling public. The following are just a few of the programs' major accomplishments for the 2011 fiscal year:

The **Enterprise Technology Program** provided coordination and other support services to users of organization-wide technology systems, inventoried and tracked pending and active technology projects, developed and updated in-house PeopleSoft and Agile Assets training courses, and coordinated outsourced training for WYDOT's technical and subject matter experts.

The **Facilities Management Program** performed facility management and maintenance functions at the Headquarters complex and many other Department buildings and sites in Cheyenne; finished the renovation of the Materials Lab and Planning buildings' parking areas, including addressing drainage issues; and designed and installed fire sprinkler systems in the Driver Services, Resident Engineers, and Sign Shop buildings. (This program will become part of Field Operations for FY 2012.)

The **Financial Services Program** processed financial transactions and reported on the Department's financial activities, including revenue transactions of \$535 million, expenditures totaling \$539 million, infrastructure assets of \$5 billion, capital assets of \$165 million, and inventories of \$24 million. The Program also assisted in updating the 30 manual fuel sites to automated sites, resulting in significant savings by reducing fuel loss at these sites.

The **Geographic Information Systems/Intelligent Transportation System (GIS/ITS) Program** partnered with the Planning and Highway Safety programs and the University of Wyoming to extend the GIS road layer to the city streets level; developed a new web-based application targeted to the needs of commercial vehicle operators that was released on a limited basis to a select group of operators for testing purposes; and

worked with Field Operations and Patrol to implement a new process for closing blow-over prone routes to light, high profile vehicles during strong winds.

The **Highway Safety Program** promoted safety on all Wyoming roads through engineering, education, enforcement, and training programs and continued traffic records projects so that roadway and crash information, along with other WYDOT information, is now more easily combined and readily accessible for safety studies and safety problem identification.

Some of the **Information Technology (IT) Program's** activities included rolling out Windows 7; participating in the rollout of Google applications (Gmail); upgrading Agile Assets and the Citrix application, migrating it to virtual servers; and implementing Patrol's Records Management System, the REAL-ID system for Driver Services, and the new driver license issuing system.

The **Management Services Program** prepared testimony presented by Director John Cox to the U.S. Senate Environment and Public Works Committee in Washington, DC; compiled and edited transition papers for Governor-elect Mead's use; compiled, designed, and edited information for WYDOT's transportation fact book and annual report; reviewed, edited, and published 2 Department rules and regulations and 36 operating policies; worked with the Training Services Program creating or revising multi-media materials for new employee orientation classes and WyoLink radio operation; and submitted numerous grant applications resulting in additional funding for the Department.

The **Procurement Services Program** purchased various services and supplies for WYDOT; began using an electronic vendor registration and bid notification system, which saves the Department a significant amount of money and allows for a more efficient and effective vendor notification system; solicited 478 competitive bids for equipment, materials, supplies, and services; issued 3,210 purchase orders totaling \$84.4 million; issued 174 blanket purchase orders totaling \$8.5 million; and brought in \$1.0 million by selling surplus property.

The **Telecommunications Program** maintained WYDOT's critical telecommunications systems, including microwave communications, dispatch consoles, and telephone systems; finished more WyoLink—Wyoming's statewide, public safety, interoperable radio communications system—core sites with 50 of 55 planned core sites providing service to about 80 public safety agencies; and worked on optimizing WYDOT's use of WyoLink mobile and portable radios for all operations.



Photo courtesy WYDOT

*The Telecommunications Program finished more WyoLink core sites.*

The **Traffic Program** fabricated 11,966 signs; completed 94 projects for contracts requiring permanent signing, work zone traffic control, or both; and in conjunction with a statewide construction project, installed over 200 new traffic signal controllers with updated operating software and installed new wireless vehicle detection systems.



## Dennis Byrne

Aeronautics Administrator

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

Wyoming's commercial air service improved in terms of traffic, fares, and retaining local passengers in FY 2011. It was also the second year the state's commercial airports carried more than one

million passengers; the first was in 2008. Fares dropped in some Wyoming communities by as much as 7 percent when comparing fares in the second quarter of 2011 vs. 2010. In FY 2011, Wyoming again saw modest increases in passenger retention at local airports.

The Air Service Enhancement Program received the standard allocation of \$1.5 million for the year and an additional \$3.9 million for grant assistance to communities. Since the bill's inception in 2004, eight Wyoming communities have participated in the air service enhancement program, ten new routes have been added, and 46 applications have been approved by the Wyoming Aeronautics Commission.

The **Engineering & Construction Program** provided project management oversight for federal and state funds as follows: pavement preservation for \$10.2 million; construction for \$26.4 million; fire fighting, snow

removal, and maintenance equipment for \$1.5 million; and navigational aids for \$1.0 million. Projects funded and completed in FY 2011 included work at the following airports: Yellowstone Regional (Cody), Converse County (Douglas), Jackson, Ralph Wenz (Pinedale), Powell Municipal, Sheridan County, Teton County, Laramie Regional, Rock Springs, and Casper/Natrona County.



Many projects were completed in 2011, including improvements at the Natrona County International Airport.

Photo courtesy WYDOT

Obstruction surveys at four airports were also funded in FY 2011 and not only will provide information on aeronautical obstructions in the vicinity of these airports but also will geospatially tie the airports into the Federal Aviation Administration's (FAA) Geographic Information

Systems database and will contribute to a more efficient and available resource for airport development.

Non-federal Automated Weather Observation System (AWOS) equipment at nine airports was upgraded as part of a statewide project to bring all weather observation equipment up to a minimum level of service. The upgrades ensure that all AWOSs will provide information, such as barometric pressure, dew point, and lightning detection, and will be safer and easier to maintain. The aviation community and National Weather Service use AWOSs at airports and mountain locations to improve weather information throughout the state.

The continuation of the statewide airport pavement maintenance program is saving significant taxpayer dollars by lowering engineering, inspection, mobilization, and construction costs by bringing airports together under one group contract that Aeronautics administers. Group unit

prices in FY 2011 were 67 to 800 percent less than projects at airports advertised and contracted separately. The program included crack sealing, seal coating, and marking. The program also facilitates airport sponsors to keep up on maintenance since the Division provides the engineering and inspection services.

In FY 2011, the **Flight Operations Program** provided passenger air service to over 30 state agencies and organizations by flying more than 750 flight hours (a 16 percent increase over last year) and carrying 3,843 passengers (an 11 percent increase). The Program continued to pursue cost efficiencies by purchasing wholesale aviation fuel, which saved \$225,210 for the year. Pilots also flew more cost efficient flight profiles, saving \$65,777 in fuel costs.

The **Planning and Programming Program** provides oversight for airport planning and environmental and land projects, administers the continuous system planning program, develops the Wyoming Aviation Capital Improvement Program, and administers the Wyoming Aeronautics Commission Loan Program.

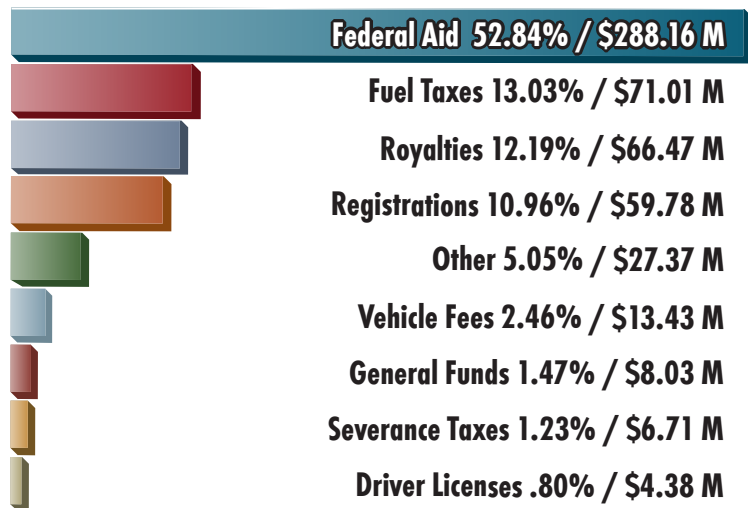
In FY 2011, the Division administered total airport improvement funds of \$30,937,838. Of this total, \$7,878,130 were state funds; \$20,705,238 were federal funds; and \$2,354,470 were local funds. The state funds included \$4,385,300 in general funds provided by the legislature for airport improvement projects. Airport improvement grants for 66 projects were provided to 28 different airports.

Program staff oversaw the start of airport master and layout plans at four airports, began special planning studies at two airports, initiated land acquisition projects at five airports, and funded two environmental analysis projects.

The state continuous system planning program is partially funded through grants from the FAA and is used to determine the type, extent, location, timing, and cost of airport development needed in a state to establish a viable system of airports.

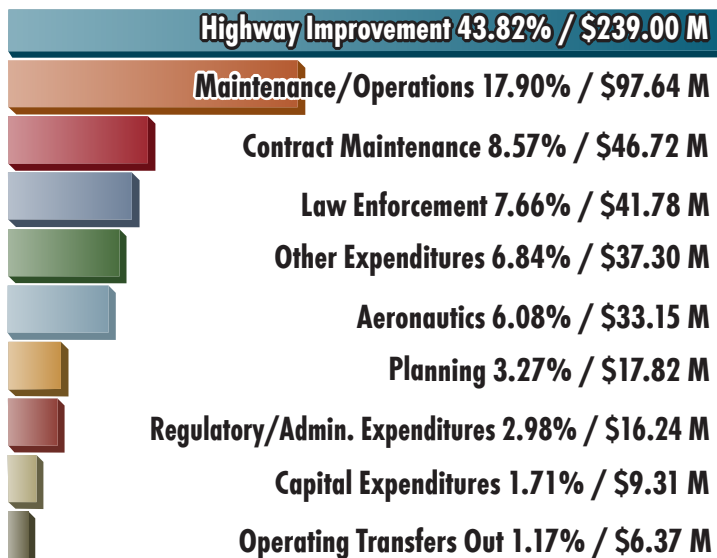
# Budget Overview

## 2012 WYDOT ANTICIPATED REVENUE SOURCES



Anticipated Revenue Total: \$545.33 M

## 2012 WYDOT ALLOCATION OF REVENUE



## ANTICIPATED TAX RECEIPTS MOTOR FUEL 2012

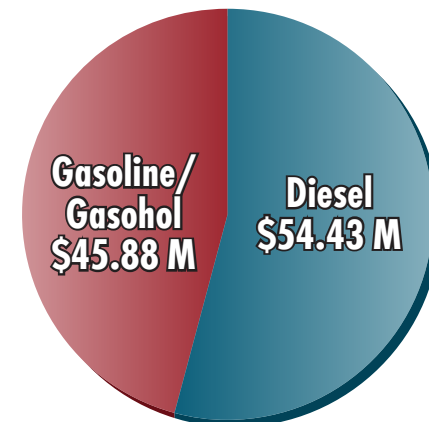
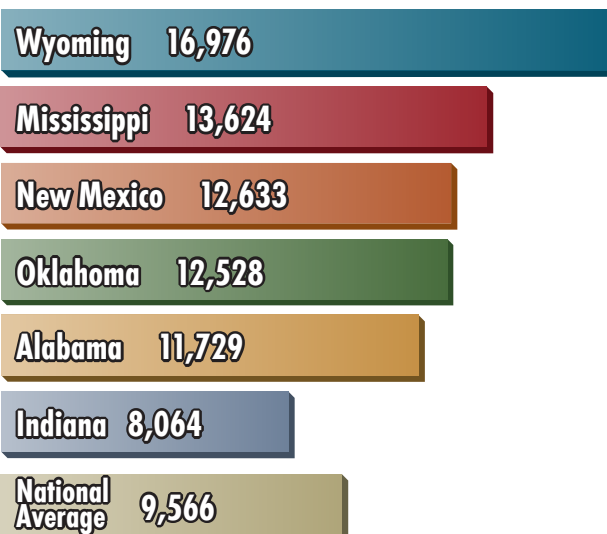
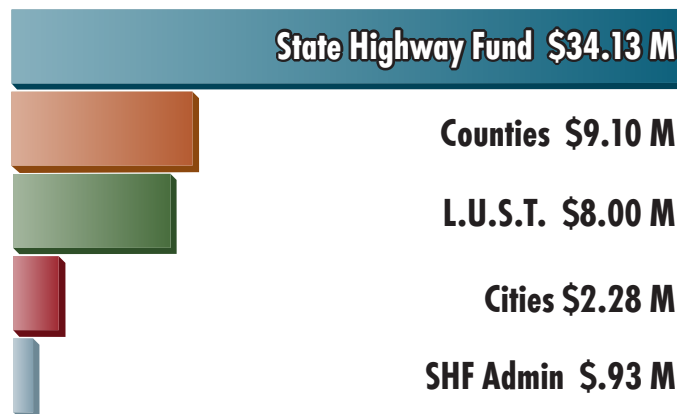


Chart includes \$11.49 M for Leaking Underground Storage Tanks (LUST Program)

## VEHICLE MILES DRIVEN FOR SELECTED STATES

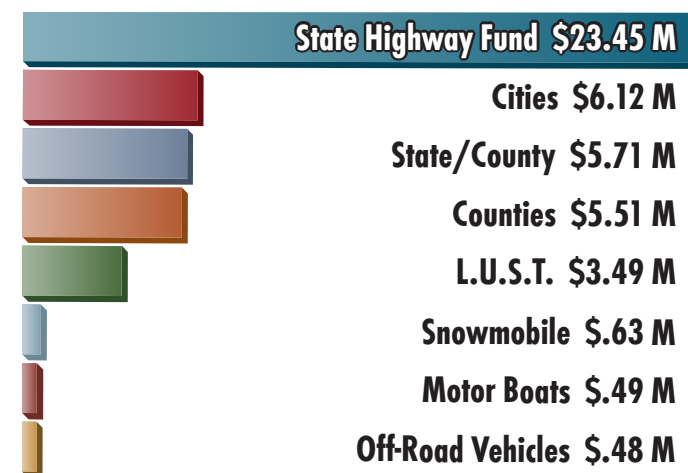


## FISCAL YEAR 2012 - DIESEL TAX - PROJECTED



Projected Motor Fuel Collections  
Diesel Tax Total: \$54,427,495  
State Fiscal Year

## FISCAL YEAR 2012 - GAS TAX - PROJECTED



Projected Motor Fuel Collections  
Gasoline Tax Total: \$45,876,353  
State Fiscal Year



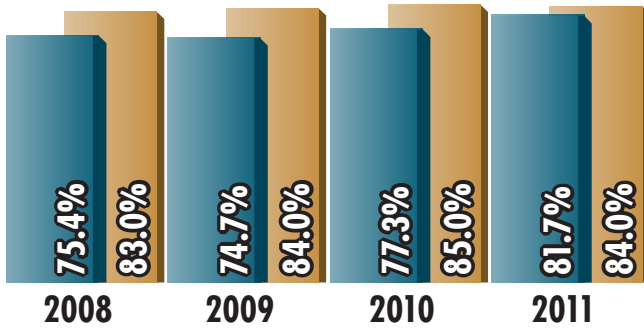
# Performance Measures

## STATEWIDE AND NATIONAL OBSERVED SEAT BELT USAGE\*

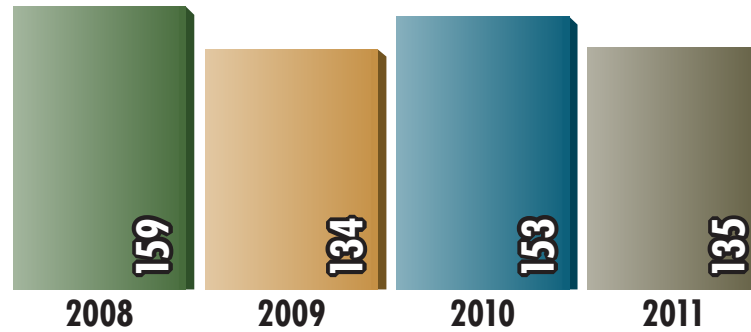
Target is to meet National Seat Belt Usage

\*These figures represent a change in methodology.

■ Wyoming Seat Belt Usage  
■ National Seat Belt Usage

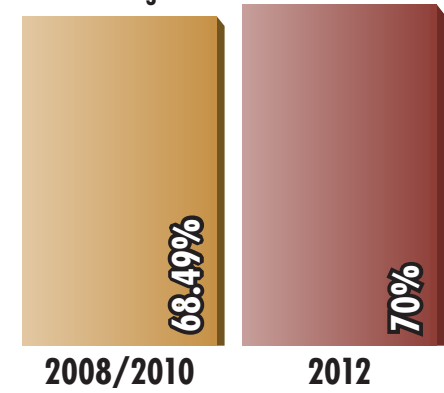


## WYOMING TRAFFIC FATALITIES



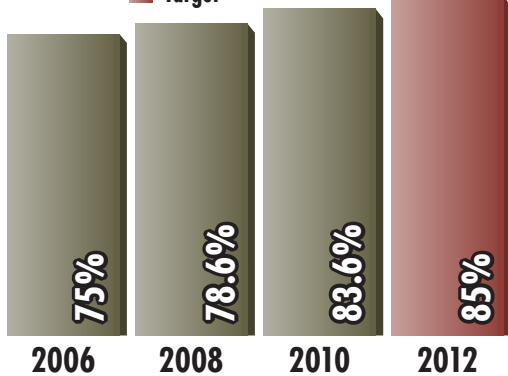
## OVERALL EMPLOYEE SATISFACTION RATING WHP (2008) / WYDOT (2010)

■ Current Performance  
■ Target



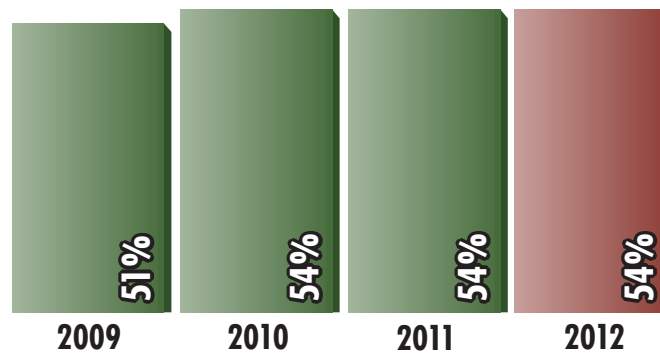
## OVERALL CUSTOMER SATISFACTION WITH WYDOT'S PERFORMANCE

■ Current Performance  
■ Target



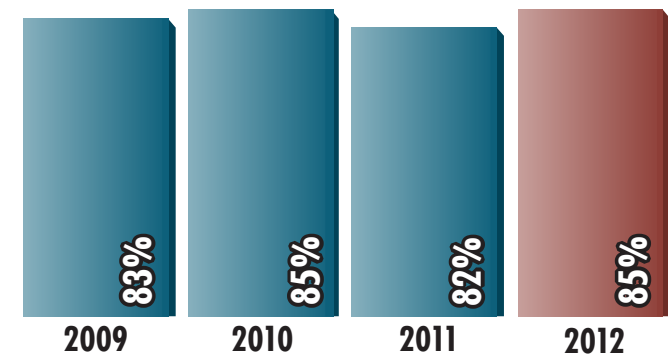
## PERCENTAGE OF ROAD PAVEMENTS IN GOOD TO EXCELLENT CONDITION

■ Current Performance  
■ Target



## PERCENTAGE OF AIRPORT PAVEMENTS IN ACCEPTABLE CONDITION

■ Current Performance  
■ Target





## Colonel Jess Oyler Highway Patrol Administrator

The **Wyoming Highway Patrol (WHP)** enforces Wyoming laws through its many patrolling and commercial carrier duties and provides numerous services, including various educational programs for young people and troopers, protection for public officials, communications for Patrol and other law enforcement agencies, and other records and database activities.

**Field Operations** troopers spent 150,051 hours patrolling the highways; drove 6,819,775 miles; conducted 150,862 vehicle stops; wrote 93,205 citations; issued 93,075 driver contact warnings; issued 36,309 faulty equipment warnings; assisted 8,706 disabled motorists; investigated 6,369 motor vehicle crashes; spent 9,417 hours conducting on-scene crash investigations; and logged 7,206 hours on follow-up investigations and report writing. Nine troopers earned WHP's recognition for locating, detecting, and arresting 20 or more intoxicated drivers.

Troopers also initiated 85 felony drug interdiction stops, of which 32 involved WHP drug detection dogs, and transferred 57 of these cases to the Wyoming Division of Criminal Investigation; seized more than 1,002 pounds of illegal narcotics and 842 pharmaceutical tablets for an estimated street value of \$5 million; and recovered \$239,827 in U.S. currency. Fifteen troopers earned the Patrol's recognition for making three or more felony drug arrests.



Photo courtesy WYDOT

WHP drug detection dogs were involved in 32 felony drug interdiction stops.

**Capitol Protective Services (CPS)** troopers provided law enforcement services in the Capitol complex area in Cheyenne with 5,717 protective hours. Troopers also provided protective services for the Governor during travel in Wyoming, 14 other states, and one foreign country. There were 257 security details, of which 228 were in-state and totaled 4,185 protective detail hours. The CPS canine (K9) used for explosive detection was deployed 12 times before events for dignitary protection and twice as calls for service.

In FY 2011, **Communications and Technology's** Communications Center answered 440,271 phone calls and logged 241,370 events, of which 224,596 were related to WHP activities and 16,774 were related to State Agency Law Enforcement Communications System agencies. Traffic stops (130,789), motorist assists (18,564), reported crashes (9,892), and traffic complaints (7,783) accounted for the majority of Patrol's logged events.

As other agencies come onto WyoLink—the statewide, public safety, interoperable radio communications system—Patrol can more successfully use personnel and dispatch events, including combining radios, when the Communications Center is short staffed.

WHP worked with WYDOT's Information Technology and Telecommunications programs to purchase in-car mobile software that allows for automated field reporting and electronic citations. Once live, this software will provide near real-time reporting of arrests, critical incidents, citations, and driver contacts. Citations will also tie directly to the courts, reducing redundant data entry and providing near real-time reporting of driving under the influence arrests and speeding violations.

**Evidence, Inventory, and K9's** troopers entered 7,217 records into the Evidence on Q system; processed 6,838 items seized as felony or misdemeanor evidence or property taken for safe keeping; documented 1,327 photo CDs and 2,956 video DVDs; and handled 443 requests from insurance companies, attorneys, and other law enforcement agencies. WHP currently has nine K9 teams—one explosive and eight drug detection—assigned to seven different counties, and all play an integral part in Patrol's criminal interdiction program.

**Safety, Training, and Records'** Safety Section continued the *Alive at 25* driver awareness course across the state by

teaching 73 individual classes to 1,260 teenagers. Since the program began, no student who has completed the course has been involved in a fatal motor vehicle crash as a driver. The Training Section held two trooper recruit testing processes with more than 200 applicants per testing cycle. To fill 20 positions, the Section ran two recruit academies and tracked new troopers through the Field Training and Evaluation Program. The Records Section entered into the database over 93,000 citations, 129,000 warnings, 10,000 commercial vehicle inspections, 600 vehicle searches, and 12,000 daily activity logs for 207 Patrol officers.

**Commercial Carrier Section (CCS)** personnel conducted 18,928 inspections throughout the state with 26.8 percent of commercial vehicles being placed out-of-service (OOS) and 10 percent of drivers placed OOS. There were 24,386 total violations for both vehicles and drivers, of which 6,253 were OOS violations. CCS also conducted 14 new entrant safety audits on new interstate carriers and 38 compliance reviews on intrastate carriers to ensure they are complying with federal and state rules and regulations. WHP was awarded the U.S. Department of Transportation's 2010 Motor Carrier Safety Assistance Program Leadership Award for data quality.

The Overweight Loads Office authorized 8,380 loads; issued 35,067 permits; collected initial application fees for five new class W companies; submitted 390 new loads for bridge analysis; sold 55 truck size, weight, and permit manuals; and collected \$2.9 million.

The Ports of Entry weighed 742,535 commercial vehicles (41,850 were overweight); conducted 1,379 vehicle/driver safety inspections and an additional 5,636 driver-only inspections; cleared 1.50 million commercial vehicles by having the drivers come into the location and performing a credential check; cleared over 1.29 million commercial vehicles using PrePass, the Certified Quality Carrier program, or the green light system; issued 153,365 permits, 2,367 mobile machinery decals, and 942 official receipts for a total of \$10.13 million; and issued 721 emergency response permits totaling \$385,400.

Mobile Education and Enforcement Teams weighed 798 commercial vehicles (112 were overweight), conducted 621 vehicle/driver safety inspections and 108 driver-only safety inspections, and issued 116 permits.



**Tom Loftin**  
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 just a few of the many accomplishments by this division's programs in FY 2011:

The **Budget Program** assisted WYDOT programs in building their FY 2012 budgets; managed project budgets and reported on stimulus funding to the state, Federal Highway Administration (FHWA), and Office of Management and Budget; and allocated WYDOT resources, estimated and managed all budgeted revenue and expenditure streams, and maintained funding streams available to the Department.

The **Civil Rights Program** continued to implement WYDOT's Title VI requirements for internal and external Civil Rights Issues, contract compliance, Americans with Disabilities Act, and the Disadvantaged Business Enterprise (DBE) Program. FHWA audited WYDOT's DBE program and recognized it as a National Best Practice with Wyoming being one of only two states that had successfully achieved its DBE goals and had administered the program in accordance with federal regulations.

The **Compliance & Investigation Program** provided education on and enforced statutes pertaining to vehicle-related industries in Wyoming, assisted various Wyoming law enforcement agencies with vehicle identification number (VIN) fraud cases, investigated a Wyoming vehicle dealer who failed to deliver numerous titles, and assisted federal agents in identifying vehicles purchased and sold in Wyoming relating to an odometer fraud case.

The **Driver Services Program** completed 204,297 transactions for the issuance of driver licenses and driving records; administered 19,692 driving skills tests; processed 77,927 court convictions; continued work to comply with federal security regulations for issuing driver licenses and was granted "substantial compliance"; and worked to satisfy new regulations requiring Wyoming to enter commercial drivers' medical information into a new system that makes it readily available to law enforcement and other state motor vehicle

services departments. As of September 30, 2011, there were 460,949 licensed drivers in Wyoming.

The **Employee Safety Program** promoted safe work habits by WYDOT employees, ensured employee compliance with state and federal regulations and standards through continual safety training, and shared work zone safety information with the Wyoming Contractor's Association, as well as the North American Association of Transportation Safety and Health Officials.

The **Fuel Tax Administration (FTA) Program** administered Wyoming's motor fuel taxes and processed for distribution \$42.30 million in gasoline taxes, \$52.63 million in diesel taxes, and \$449,572 in aviation fuel taxes. During the 2011 legislative session, FTA worked with various legislators and lobbyists on the agricultural gasoline exemption program, which moved to a refund program that mirrors the agricultural diesel program as of July 1, 2011.

The **Human Resources Program** worked on recruiting, retention, placement, and classification of over 2,000 positions; employee records management; employee benefits, compensation, and employee relations; administering training on performance appraisal, recruitment, and labor laws; managing family medical leave, health insurance, and performance appraisal functions; and properly classifying employees under the new state classification and compensation system. WYDOT had 1,990 permanent and 42 non-permanent employees at the beginning of FY 2011 and 1,950 permanent and 53 non-permanent employees at the end of the fiscal year.

The **Motor Vehicle Services Program**, along with Magic City personnel and clients, produced and distributed 176,169 Teton Mountain Range license plates and over 2 million license

plate validation stickers to the counties; collected \$21.6 million in state registration fees; collected \$38.4 million in registration fees under the International Registration Plan (IRP) agreement and distributed \$9.1 million to 57 IRP jurisdictions and \$3.9 million to counties, netting WYDOT \$25.4 million; and collected over \$1.26 million in International Fuel Tax Agreement fuel tax, license fees, and decal sales from Wyoming-based carriers, but WYDOT paid out \$4.9 million to other

jurisdictions because Wyoming's fuel tax is much lower than that of surrounding states.

The **Office Services Program** staff produced over 6 million standard copies, mailed out over 600,000 items with continued savings from presorting jobs, indexed over 800 new agreements and contracts, managed the disbursement and collection of almost 1,700 agreements and contracts, filed 30,000 individual documents, captured over 1 million micrographic images, received and processed over 50 boxes of final projects, and established a disaster recovery plan for WYDOT records.

The **Training Services Program** saw some supervisory training classes shift to the state's Department of Administration & Information, and as time goes on, more training will move from on-site, instructor-led classes to online options. Program staff worked with other state agencies on the online course for the state's new Performance Management Initiative. They also developed WYDOT training courses on the WyoLink radio system and anti-discrimination as well as an overview for new employee orientation. WYDOT University began using the Department's new Google systems, Gmail and Gcal, to deliver courses via videoconferencing.



During the 2011 fiscal year, 176,169 Teton Mountain Range license plates were produced and distributed.

Photo courtesy WYDOT

### Transportation Commission

The Transportation Commission of Wyoming oversees WYDOT activities, including adopting rules and regulations; awarding road construction and maintenance contracts to the lowest qualified bidder; approving all motor vehicle purchases; 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 selects the seven Transportation Commissioners, who are then approved by the Wyoming Senate. Appointments rotate among the counties in each district, and the commissioners may serve one six-year term. Meetings are usually held each month at Headquarters in Cheyenne.

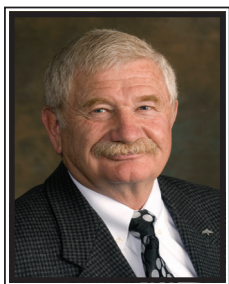
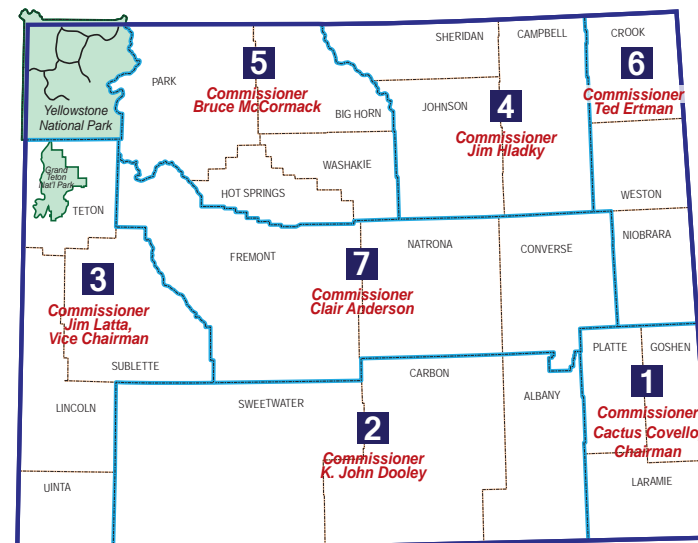


Photo courtesy WYDOT

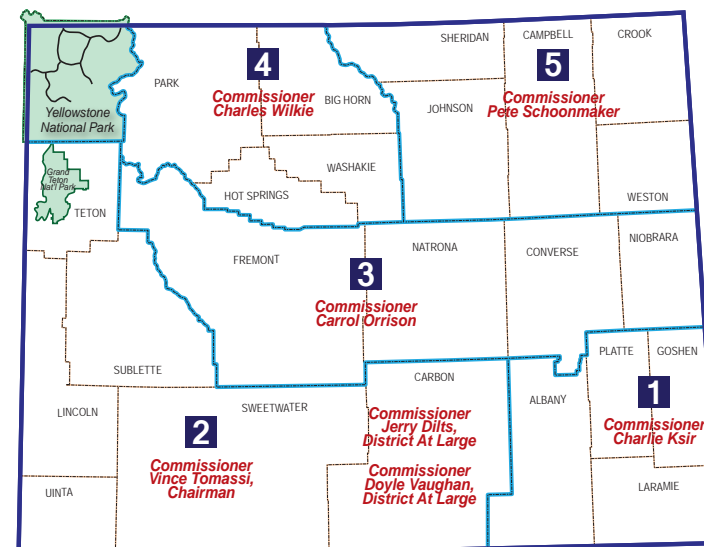
Commissioner Jim Hladky, of Gillette, represented Transportation Commission District 4 from 2009 until his death in a helicopter crash on Oct. 1, 2011, in South Dakota. The Commission and the Wyoming Department of Transportation truly appreciate the time and effort he dedicated to the state and its citizens.



### Aeronautics Commission

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

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



# Telling Wyoming's Story

During the morning of April 14, 2011, Wyoming Department of Transportation Director John F. Cox offered written and oral testimony in Washington before the Senate Committee on Environment and Public Works. He appeared at the invitation of Wyoming Senator John Barrasso and presented a joint statement on behalf of the Idaho, Montana, North Dakota, South Dakota, and Wyoming transportation departments. Considering the largely rural nature of each state, Cox focused on the vital role federal funding plays in the maintenance of thousands of highway miles. Low state populations and vast distances present numerous funding challenges to the respective transportation departments.

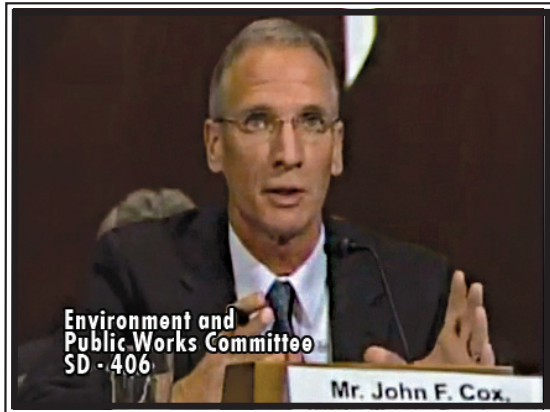


Photo courtesy WYDOT

Director John F. Cox's testimony before the Senate Committee.

The director noted freight makes up the largest percentage of interstate traffic in Wyoming and is significant in each of the other four states as well. Trucking impacts roadways, and when most commercial traffic neither begins nor ends in the state, finding financial returns to offset usage often proves difficult or impossible. Director Cox continued, pointing out that these rural interstates act as heavily traveled "bridges," connecting population centers such as California to Chicago and allowing goods and services to flow from West Coast ports to the Midwest. Therefore, it is in the national interest to adequately fund the maintenance and capacity expansions of rural highways.

Obstacles should be reduced to encourage the maximum value from funding. Cox mentioned environmental review streamlining, project flexibility, fewer regulatory or bureaucratic

roadblocks, lower administrative costs, and dedicated highway funding. Director Cox discussed the limitations rural states face with transit, "livability," "complete streets," and climate change regulations. Rural states embrace public transportation and initiatives to enhance their citizens' lives, but it must be molded to meet rural needs. Cox stressed the necessity of rural states' self-determination in these transportation related categories.

Keeping rural interstates in good condition promotes interstate commerce, especially for the agricultural and energy industries. In Wyoming, wind energy, natural gas, oil, and coal all promote American energy independence. But accessing these natural resources requires reliable transportation infrastructure. National security and economic vitality rely on highway funding. In these economic times, the robust energy industry provides many needed jobs and opportunities. One of the primary historical justifications for the interstate system was military readiness and operational advantage. This still ranks as an important benefit of properly functioning highways. Wyoming and other rural states host vital military facilities. Ease of access and mobility for troops, materials, and defense remains a valued facet of national security.

Over 10 million Americans and international tourists visited the national parks and recreation areas in the five states. These visitors rely on accessible and well maintained roads to get to their destinations. Tourism is one of the largest economic sectors in many Western states and very dependent upon a highway system.

It is not just tourists and industries that rely on the transportation system. To many rural populations, especially with the decline in railroads, highways are their lifeline to supplies, medical centers, and educational opportunities. These users include the elderly and some of the nation's most remotely located individuals. Many are economically disadvantaged, including the members of several American Indian reservations.

Finally, Director Cox highlighted the safety benefits brought by federal investments to the road systems of rural states. He handed out maps showing several Eastern states

fitting within National Highway System segments in each of the five states. To illustrate, the combined population of Idaho, Montana, North Dakota, South Dakota, and Wyoming is around 4.5 million. New York City has a population of 8.1 million and Los Angeles about 4 million. Obviously, the federally built interstate system through rural states requires continued and committed federal funding.

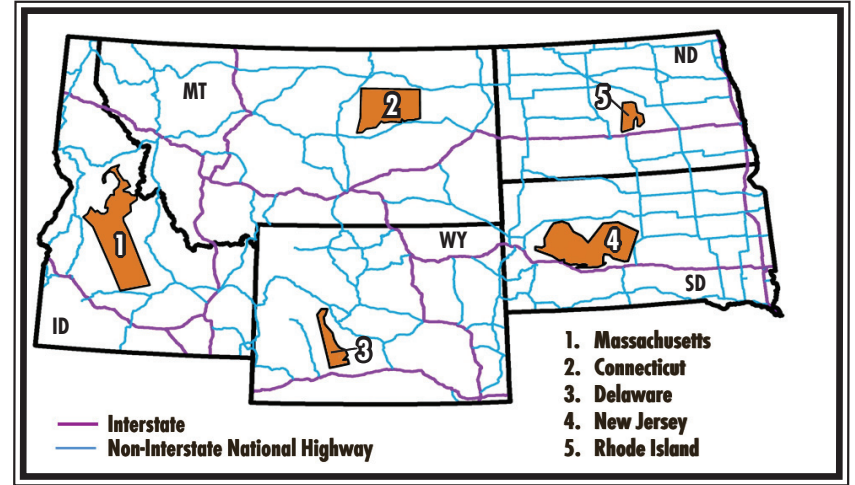


Photo courtesy WYDOT

Entire Eastern states fit between National Highway System segments in ID, MT, ND, SD, and WY.

The Senate Committee on Environment and Public Works (EPW) inquired concerning vehicle-miles-traveled (VMT) fees. In theory, a motorist pays for each mile traveled. This supports the maintenance of highways and finances new construction. However, Cox reminded the senators that rural drivers are disproportionately affected. Wyoming drivers lead the nation in annual miles traveled, averaging around 17,000 a year. Tolling is also not a realistic option since Wyoming has low traffic counts and population densities.

The EPW heard from several stakeholders concerned about a federal surface reauthorization bill. Currently, the transportation world is operating under multiple extensions of SAFETEA-LU (expired in 2009). These meetings allowed different interests and opinions to be presented as the Senate began crafting a transportation bill for Congressional review. These efforts would result in MAP-21 (Moving Ahead for Progress-21 century), a two-year Senate reauthorization bill currently awaiting conference with the House of Representatives.

The following overview examines various Wyoming Department of Transportation (WYDOT) initiatives and issues.

## WyoLink

The Wyoming Department of Transportation strives to deliver innovative products and services. Sometimes, the Department initiates sweeping advancements, and sometimes others ask us to lead. As the largest state agency, WYDOT often has the resources and technical ability to head important initiatives. The legislature approached the Department in 2001 and tasked the agency with directing the Public Safety Mobile Communications Plan. These efforts produced WyoLink.

According to WYDOT's Telecommunications Program, "WyoLink is a communications system that coordinates and integrates communications between state, local, and federal agencies. It provides multiagency interoperability. It's vital because it provides coverage in areas where there is no cell service available."

In 2011, around 80 federal, state, and local agencies logged daily usage on WyoLink. Nearly 12,000 radios are now connected to the system, and over 12 million calls were handled in 2011. WyoLink sites are operational at more than 50 locations, with more planned for 2012 and 2013. Many agencies are continually adding operational functions in coordination with WYDOT. Interest continues to rise, in part due to demonstrated reliability. WyoLink is maintaining 99 percent reliability, with busy indications at approximately 0.04 percent.



Nearly 12,000 radios are now connected to the WyoLink system.

## Living Snow Fences

WYDOT partners with state and local agencies in an award-winning program promoting living snow fences. According to estimates by the State Forestry Division, WYDOT has participated in building about 19 miles of living snow fences at 91 project sites around the state. The WYDOT Maintenance Section of the Field Operations Program, including the Winter Research Services Squad, handles most of the work from the Department side.



WYDOT has participated in building about 19 miles of living snow fences at 91 project sites around the state.

Trees are planted according to species best suited for the soil in specific locations. Often, a wooden fence is installed at the same location to protect the seedlings and provide additional moisture during the early growth years. A typical living snow fence begins to demonstrate real benefits after 7 or 8 years. At that time, the wooden fences may be removed.

This program began as a pilot in 1988 and spread statewide, with dedicated budgetary funding, in 2000. A Living Snow Fence Committee monitors the progress and needs of this useful, aesthetically pleasing, and highway safety promoting program. Members include representatives from State Forestry, conservation districts, Wyoming Game and Fish, and the Department.

## Natural Disasters

Sometimes it is blizzards. Several years ago, it was wildfires. Last year (2010) flooding covered large sections of Wyoming and washed out bridges and roads and triggered numerous emergency scenarios. This year, flooding again presented a number of notable issues, including the joint closure of some 70 miles of Interstate 90 in conjunction with the Montana Department of Transportation. In southeastern Wyoming, tragedy struck, and four family members perished in rushing waters as the road (WYO 130) they traveled washed away.

However, landslides dominated the Wyoming headlines and the Department priority lists throughout much of 2011. Slides closed roads and required significant recovery and repair efforts, as described throughout this report. Some areas are still under reconstruction. WYDOT crews battled landslides on US 26-89 near Jackson, multiple slides on US 14 in Crook and Big Horn counties, I-90 near Sheridan, and on WYO 70 in the Sierra Madre Mountains.

Several mountainous regions experienced near record snow packs. In fact, some openings were delayed from Memorial Day weekend well into June, and WYDOT employees and drivers were still encountering sporadic winter conditions. In many cases, this record snow pack contributed much needed statewide precipitation, especially as it melted and the spring and summer runoff began. This runoff, though, also initiated the conditions or causes creating multiple statewide landslides and road washouts.

The Department has been awarded federal emergency relief funds to help pay the costs for some of this work.

## Wyoming Authorized Travel (WAT)

The Department has long allowed motorists, especially locals, to seek permission from the state trooper at the closure gate or from the district engineer to travel on certain closed roads when conditions warrant. As technology progressed, WYDOT began a pilot program utilizing mobile phones and pre-storm applications. Interested applicants submitted the necessary paperwork, and the Wyoming Highway Patrol reviewed their request. The first year (2010) was very successful, and upwards of 1,000 drivers used the program. The numbers were anticipated to dramatically increase throughout the 2011 winter driving season.

The WAT program uses the 511 Notify system of text messages or email. When a road is closed, everyone who signed up for notifications receives a message. After WYDOT decides the extent and nature of the closure, drivers approved



Photo courtesy WYDOT

The WAT program uses the 511 Notify system of text messages or email.

for WAT receive an additional message authorizing them to travel on designated sections of the road. If conditions or circumstances worsen, they may receive another message from WYDOT canceling all travel, including previously

authorized exceptions. The 511 Notify system provides follow-up messages when roads are opened and normal travel may resume.

This notification system has drastically reduced the number of telephone calls to WYDOT during emergencies. Instead, the Department sends notifications by email or text message. While calls to WYDOT have dropped by nearly a million, messages sent have risen to over 15 million. This notification program continues to grow in public popularity and is also very efficient for the Department.

## Variable Speed Limits

Treacherous sections of Interstate 80, or those prone to frequent weather related closures (or related accidents), are now staying open more frequently. WYDOT is expanding the use of variable speed limits to allow traffic to travel, just at reduced speeds. The goal is to keep traffic moving and the roads cleared (from use) and to minimize the number of “speed too fast for conditions” accidents. Taking two winters’ worth of research, WYDOT has made several operational adjustments to better serve the motoring public. Crashes and closures have both been reduced, and the program should expand to two-lane highways in addition to the interstates in the future. The variable speed limits are administered by the GIS/ITS Program with significant collaboration from the district maintenance crews and the Wyoming Highway Patrol.



Photo courtesy WYDOT

WYDOT is expanding the use of variable speed limits to allow traffic to travel, just at reduced speeds.

## Increasing Electronic Access

Numerous WYDOT programs now post or provide access to internal and external documents via electronic means. The Intranet and Internet sites have proven ideal environments for meeting employee and general public needs for reliable, real-time access to information, including documents, forms, web cams, maps, timelines, announcements, and contact details.

These changes allow laptop and smart phone access to manuals, policies, and technical materials by field operatives and traveling staff. Wyoming Highway Patrol is also moving toward fully functional mobile offices (trooper vehicles). Patrol purchased and installed military grade laptops and printers in most patrol cars and continues to work with the IT Program to refine and update this initiative.

## Diverging Diamond Interchange — Funding Secured

The Department secured a 2011 Federal Highway Administration (FHWA) discretionary grant for \$400,000 in the Highways for Life category. This federal grant program promotes advancement of longer lasting highways using innovative technologies and practices. The project is a diverging diamond interchange, the first in Wyoming, on the College Drive exit off Interstate 25, just south of Cheyenne. Project study and design continued throughout 2011. Bidding is anticipated for the fall of 2012, with construction being completed at the end of 2013. The total estimated cost is just under \$2 million.

This design provides for 20 years of expected growth and trucking increases, and it will allow for additional construction as needed. It uses the existing bridge, saving millions of dollars in replacement or new construction costs.

The project, when completed, will alleviate congestion and safety issues arising from an outdated system currently handling around 11,000 vehicles a day. Nearby commercial and industrial expansion makes this a timely and progressive initiative, with economic, safety, and aesthetic advances.

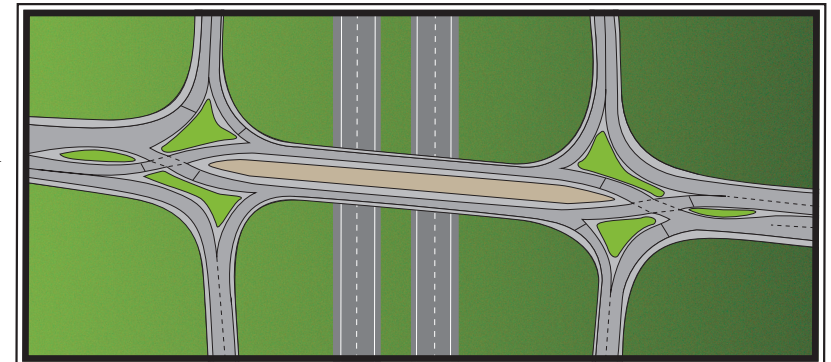


Photo courtesy WYDOT

The proposed diamond interchange on the College Drive exit off Interstate 25.

## Credits & Thanks To:

Management Services staff wishes to thank all those contacted during the compilation of this year's *Annual Report*. A special thank you goes out to Public Affairs photographer Rick Carpenter for contributing photos to this publication.

**Cover Photo:** Work progresses on the US 26/89 slide in the Snake River Canyon near Jackson.



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