



WYOMING

DEPARTMENT of TRANSPORTATION

Annual Report 2012





Message from Governor Mead

Each year brings new challenges – and new opportunities – to the Wyoming Department of Transportation and the state of Wyoming. Some years natural disasters stretch our resources and test our capabilities. In the past, formidable construction projects in geographically difficult areas highlighted engineering feats of excellence. This year, the Department (and much of the state) focused on keeping things in order and functioning. As challenging economic times continue, we all have made sacrifices to preserve what we’ve already built or established. We’re all doing more with less. By my order, agencies have reduced budgets, streamlined, and became more efficient. For large agencies such as WYDOT, accomplishing these directives and still fulfilling their overall mission is worthy of note.

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

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

I’m proud to support the Wyoming Department of Transportation as it maintains the networks connecting us with each other, the nation, and the globe.

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

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John Cox
Director, WYDOT

Message from the Director

Dear Wyoming Citizen:

As you review this annual report, please keep in mind that your Department of Transportation is continually trying to evolve and improve the efficient delivery of services to the people of Wyoming.

In support of this effort, the executive staff of the Wyoming Department of Transportation (WYDOT) recently sat down to review and revise the agency's strategic plan and goals to ensure that they are pointing the agency in the right direction.

We were gratified to discover that, for the most part, our goals at the agency level remain on track. To emphasize WYDOT's commitment to operating as smoothly and inexpensively as possible, we have added the goal to improve agency efficiency and effectiveness.

Please see the accompanying box containing WYDOT's mission, vision, and goals.

It is important to realize that the overall Department mission and goals are used throughout WYDOT by each program to determine how its functions contribute to the whole and to create their individual goals, measures, and strategies. This ongoing process keeps the entire Department aligned and moving forward with delivering Wyomingites the transportation system they want as efficiently as possible.

Sincerely, for the men and women of WYDOT,

Director

2012 in Review

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

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

In FY 2012, the **Internal Review (IR) Program** again completed the compliance portion of the required Office of Management and Budget (OMB) Circular A-133 audit, which plays a crucial role in determining WYDOT's eligibility to receive federal funding. IR also continued revising consultant audit processes and working with WYDOT grant administrators to improve grant monitoring on local public agency projects. The program also assisted Engineering Services with consultant-related activities; conducted reviews of subrecipient audit reports to ensure proper use of federal funds passed through WYDOT to local entities; conducted cash drawer audits at Driver Services, port of entry, and shop locations throughout the state to help prevent and detect fraud; and conducted contractor claim audits to help ensure claims submitted are accurate and reasonable.

The **Public Affairs Office (PAO)** kept the public and WYDOT employees informed on Department operations and highway safety issues during the year through a variety of communications methods, including video productions, public

Vision

Excellence in Transportation

Mission

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

Values

Honesty, Accountability, Commitment, Respect, Innovation

Goals

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

service announcements, news releases, monthly and special publications, media interviews, and advertisements. Public Affairs completed research and data collection to produce a map of commercial truck parking areas on the state's three interstate highways, along with a guide to services and amenities available at each. In addition to the official state highway map, *Interchange* magazine and *Wyoming Road Work Guide*, other publications produced by PAO during the year in conjunction with other Department programs included the Strategic Highway Safety Plan handbook, *Alive at 25* brochure, and *Watch for Wildlife* brochure. Video productions during the year included a WYO 22-390 corridor study video, along with weekly *WYDOT Report* spots and numerous highway safety public service announcements.

The **Strategic Performance Improvement Program (SPIP)** continues to focus on strategic planning and assisting in development of Balanced Scorecards (BSC) throughout the Department. SPIP worked with executive staff during the latter part of the year to prepare a three-year strategic plan and update the overall BCS. The agency's overall goals were also revisited and revised. These are shown in the box above. WYDOT's strategic plan and BSCs may be found at the following: http://www.dot.state.wy.us/wydot/administration/strategic_performance.

In 2012, SPIP administered the Statewide Customer Satisfaction Survey conducted by the Wyoming Survey and Analysis Center. WYDOT continues to receive high marks from those who took the survey. SPIP also administers the employee recognition initiative through the 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 as well as the five district offices and the Field Operations Program.

Projects completed in **District 1** for FY 2012 include pavement rehabilitation on Interstate 80 near Elk Mountain, 1-25 north of Cheyenne, US 30 near Rock River, and WYO 70 between Dixon and Baggs. Passing lane construction was completed along US 85 between Cheyenne and Torrington, as well as a new bridge on WYO 130 in an area that had washed out last year. A bridge over railroad tracks just north of Burns on a newly designated portion of WYO 213 was finished, and also the slide repair on WYO 70 between Baggs and Encampment. Five additional groups joined the adopt-a-highway program, bringing the total number in the district to 378. Several locations within the district were also built up and paved in preparation for new salt-sand sheds.

FY 2012 saw the launch in **District 2** of the first phase of the Casper West Belt Loop project. Other major projects underway included work on the new four-lane section on WYO 220 south of Casper, the realignment of US 85 and a new overpass in Torrington, work on reconstructing the last portion of WYO 270 north of Manville in Niobrara County, and a slide repair on Interstate 25 north of Casper. District personnel produced and placed 22,515 tons of plant mix and purchased and placed 9,734 tons of commercial plant mix for a total of 32,249 tons. The rural striping crew completed over 1,000 miles of centerline and 2,000 miles of edge line striping. District equipment personnel performed 2,017 preventive maintenance inspections and services on 731 pieces of equipment.

One of the highlights in **District 3** for the year was completing a bonded thin concrete overlay on a 9-mile stretch of US 30 near Cokeville. Concrete Works of Colorado, Inc., and WYDOT personnel removed 3.5 inches of asphalt pavement and replaced it with 6 inches of concrete. District 3 also opened a roundabout at Hoback Junction, the fifth on Wyoming's highway system, to improve safety. Several projects were completed along I-80, including two new chain-up areas outside Evanston and at the Fort Bridger Interchange. In the Jackson area, district personnel were busy overcoming 16 major avalanche events. Maintenance crews continue to expand the use of salt brine and liquid deicers to reduce the amount of salt-sand and cut costs. At Trappers Point, the wildlife connectivity structures installed in 2011 are in use and receiving acclaim from conservationists.

Major construction work in **District 4** included a project on Interstate 90 at Powder River between Buffalo and Gillette and work on the Sheridan marginal on I-90. Other work occurred on WYO 59 north of Gillette and on slide repairs caused by the wet weather in 2011. In 2012, wildfires across the district, such as the Oil Creek fire along US 16 east of Newcastle, required coordinated response with local emergency personnel. Maintenance personnel placed 38,600 tons of hot mix asphalt material, and 98.63 miles of chip sealing was contracted out. District Traffic staff evaluated all high-speed intersections in the district and identified 17 as being above the state average for collisions. Countermeasures for these intersections have been developed and submitted for possible future projects. District mechanics attended electronic and engine diagnostic and repair classes.

In **District 5**, \$9.6 million of construction in FY 2012 was related to the landslides and flooding that occurred in 2010

and 2011. Other significant projects included completing work on the Togwotee Pass corridor in September, meeting WYDOT's commitment to finish reconstruction in seven years; continuing work on US 16 between Worland and Buffalo; and undertaking district-wide projects to install signing to warn motorists of sharp curves. District maintenance forces successfully slip lined a double 48-inch pipe located on US 310 and a single 30-inch pipe on US 14A. This technology is a

cost effective way to repair failing pipes and minimize impact to the traveling public. Global positioning system units have also been installed in all snow removal equipment to allow snow removal operations to be

monitored in real time. District personnel also placed 22,500 tons of hot mix asphalt in patching operations throughout the district.

In FY 2012, Facilities Management joined Construction, Equipment, and Maintenance to become part of the **Field Operations Program**. Facilities Management performed management and maintenance functions at the WYDOT headquarters complex and at other sites in Cheyenne. At headquarters, the Sign Shop addition was completed, parking area lighting was updated, and the main entry to the main building and the Materials building roof were upgraded. Retrofits to improve energy efficiency have also been undertaken at several facilities. Construction modified and enhanced the electronic documentation system, incorporating a material module. Construction also reviewed mobility through construction zones on each project. Mobility-related complaints have been nearly eliminated. Equipment personnel purchased 329 pieces of equipment for \$12.3 million, including a dozer on the buyback program to be shared among the districts. Equipment staff also performed a review of vehicle criteria and made numerous changes to result in future savings on vehicle purchases. Continued use of the buyback program is also providing WYDOT considerable savings. Maintenance continued to assist in operating and maintaining the enterprise resource planning and asset management systems and worked to improve the maintenance performance measurements system/quality assurance process, measuring WYDOT's overall effectiveness in road maintenance activities and indicating the entire surface transportation system condition.



Work continued in 2012 on US 16 between Worland and Buffalo.

Photo courtesy: WYDOT

Construction Contracts Awarded in 2012		
<i>District 1</i>	<i>33 projects</i>	<i>\$64.597 million</i>
<i>District 2</i>	<i>29 projects</i>	<i>\$63.395 million</i>
<i>District 3</i>	<i>30 projects</i>	<i>\$60.947 million</i>
<i>District 4</i>	<i>28 projects</i>	<i>\$66.432 million</i>
<i>District 5</i>	<i>48 projects</i>	<i>\$59.074 million</i>
<i>Statewide or Multiple Districts</i>	<i>5 projects</i>	<i>\$4.274 million</i>
Total	173 projects	\$318.719 million



Gregg Fredrick

Assistant Chief Engineer, Engineering & Planning

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

In FY 2012, the **Bridge Program** completed work totaling \$29.2 million including 9 bridge replacements, 65 bridge rehabilitations, 8 retaining walls, 8 new box culverts, 9 box culvert extensions, and 10 miscellaneous structures. The Hydraulics Section analyzed 10 bridges, 36 culverts, 5 storm drain systems, 15 erosion protection projects, and 2 channel restorations; performed 8 development reviews; and reviewed 10 consultant designs. The program performed 1,710 routine and 202 special inspections and reviewed and distributed 131 sets of shop plans for structural steel girders, precast concrete box culverts, bridge railing, and other items. Customization of the Pontis and maintenance and enhancement of the BRASS computer programs also continued. Program employees also participated on a variety of American Association of State Highway and Transportation Officials bridge-related committees.

The **Contracts and Estimates Program** oversaw award of 134 highway contracts for 179 projects for a total construction cost of \$318 million. The 134 total represents the highest number of contracts awarded by Contracts and Estimates in more than a decade.

The **Geology Program** completed 742 holes for a total of 17,672 lineal feet of drilling for subsurface investigations including 14 landslides, 4 soils profile projects, 6 bridge structures, 5 surfacing pits or quarries, approximately 30 dynamic message signs and 27 light towers, and other investigations. Because of lower snowpack and precipitation, 14 slides were investigated as opposed to 23 last year. One major slide project on South Pass, as well as 6 small to medium size landslide damage repairs, and a roadway realignment project to avoid a landslide were let to construction during FY 2012. The program also tested 1,211 soil samples, 118 rock samples, and 54 geotextile samples.



The Geology Program completed 742 holes for a total of 17,672 lineal feet of drilling for subsurface investigations.

Photo courtesy: WYDOT

The **Highway Development Program** issued 30 revised sheets of standard plans and continued work on revising over 120 other standard plan sheets, including details for the Midwest Guardrail System (MGS) and a new standard plan for W-Beam and MGS component fabrication. To simplify guardrail installation and maintenance, extensive effort has been made to reduce the number of components required for future guardrail standards, mainly for guardrail transitions to bridge rails. The program sponsored research by the University of Wyoming to assist WYDOT in developing a pipe (culvert) selection policy to improve the quality of pipe installations and issued 45 new consultant contracts. Photogrammetry and Survey personnel flew aerial photography missions for 11 engineering projects, 5 county highway systems projects, 5 landslides, 3 material

pits, and 3 miscellaneous missions, totaling 112.9 hours of flight time, as well as compiling 11 projects for design and processing 147 surveys by consultants, field crews, and program crews. Other program personnel led completion of projects with a combined cost of \$318 million, including 25 emergency flood or slide repair projects; worked on almost 100 utility projects, including setting up over 50 service agreements, and relocated close to \$12 million of utilities; and worked on public meeting displays and videos for College Drive's (Cheyenne) new Diverging Diamond Interchange (DDI) and Grand Avenue in Laramie. The DDI project was submitted to Bentley for the Be Inspired Award and will be highlighted in Bentley's *Year in Infrastructure* yearbook coming out next year.

To measure the percentage of the state highway system pavements in "good" or better condition, the **Materials Program** collected, by contract, pavement condition data on the state highways included on the National Highway System and loaded pavement condition data, project history, and project cost data into WYDOT's Pavement Management System. The program issued a project level pavement management report with condition data for each roadway management section and a paving project candidate list allowing the districts to select the correct rehabilitation strategy with the correct timing for projects to be entered into the State Transportation Improvement Program (STIP); performed network level analysis to project highway pavement conditions 20 years into the future, verify the effect of WYDOT's 2011 Pavement Preservation Strategy, and show pavement funding needs; and provided surfacing strategies and materials criteria for project plans to improve 283 miles of pavements statewide.

The **Planning Program** continued to coordinate with local and tribal officials in their transportation planning processes; completed several planning studies, including the tribal non-motorized transportation plan; worked on railroad quiet zones in Lusk, Torrington, Cheyenne, and Newcastle; continued the Safe Routes to School and Bicycle-Pedestrian programs; gathered and reported vehicle and roadway data; produced the 2012 - 2017 STIP; completed six research projects; updated and published Wyoming city and county maps and attended local government association conferences; and reorganized the Local Government Coordination Section to improve efficiencies and effectiveness and to match changes in federal law. The program also executed 10 agreements for local transportation enhancements; approved 9 projects for dust suppression on county roads; oversaw transit operations within the state; executed 52 cooperative agreements; completed 4 environmental assessments, including 2 with final decision documents; finished 148 environmental categorical exclusions; cleared 100 projects archeologically; and acquired 18 wetland impacts and erosion protection permits through the U.S. Army Corps of Engineers.

The **Right-of-Way Program** continually worked to improve efficiencies in FY 2012. The program secured approximately 300 parcels on over 40 projects, ranging in size from 1 parcel to 59 for Cheyenne's Pershing Boulevard project. BEM, the program's project management tool, has reduced the average number of days to secure a parcel by up to 20 percent. Special projects included acquisition of land needed for the Mortimore Lane Bridge project in Fremont County, for which the program stepped in and completed acquisitions in two weeks to allow the project to stay on schedule. On Washakie County Road 10 culvert replacement, an innovative rapid negotiation process was used to acquire needed right-of-way in less than two months. Program personnel also worked to reorganize teams to improve program functioning.

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. Following are just some of the programs' accomplishments for the 2012 fiscal year:

The **Enterprise Technology Program** continued to inventory and track pending and active technology projects and to develop and update in-house PeopleSoft and Agile Assets training courses, as well as to coordinate outsourced training for the Department's technical and subject matter experts. The program was also involved in planning for changes as the state's new Enterprise Technology Services agency began.

The **Financial Services Program** processed financial transactions and reported on Department financial activities for FY 2012 including revenues transactions of \$646 million; expenditures totaling \$577 million; \$5 billion in highway, bridge, and communication infrastructure assets; \$171 million in capital assets; and \$25 million in inventories. The Financial Services Payroll Section saw to it that WYDOT's employees were paid accurately and on time.

The **Geographic Information Systems/Intelligent Transportation Systems (GIS/ITS) Program** deployed several additional intelligent transportation system devices including 20 additional web cameras at locations across the state. These new camera deployments were outsourced to LiveView Technologies and resulted in a per camera cost savings for WYDOT. The program created a new commercial vehicle operator portal, a website that provides information specifically to the trucking community to include forecasted road conditions on interstate routes. This new portal has been received very favorably by users. The program worked with maintenance and the Wyoming Highway Patrol to improve upon the Variable Speed Limit processes to respond more quickly to changing weather conditions and on the WYDOT Authorized Travel process to allow people to travel on safe sections of closed roads.



The GIS/ITS Program deployed 20 additional web cameras at locations around the state.

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.

Among the activities of the **Information Technology (IT) Program** were completing 20 IT development projects, completing the upgrade of the Citrix environment, and developing an off-site backup plan to backup data from headquarters to a remote location. The program also implemented eCitations to allow the Wyoming Highway Patrol to transmit citations to the court system. IT additionally led the team to let and evaluate the responses to the request for proposal to re-host the Department's enterprise technology computer system. The program then entered into contract negotiations with the vendors.

The **Management Services Program** worked with the American Association of State Highway and Transportation Officials (AASHTO) and other partners on surface transportation program reauthorization and other federal issues with the goal of benefitting Wyoming to the maximum extent practical. Program staff also helped prepare documents and respond to information requests from various Congressional and state legislative committees and provided WYDOT input to Congress on pending legislation, including the Moving Ahead for Progress in the 21st Century Act (MAP-21) reauthorization law passed by Congress during the year. Additionally, Management Services compiled, designed, and edited information for the Department's transportation fact book and produced the WYDOT annual report.

In FY12, the **Procurement Services Program** solicited 415 competitive bids for equipment purchase, materials, supplies, and services; issued 3,177 purchase orders totaling \$67.8 million; issued 152 blanket purchase orders totaling \$8.3 million; and brought in \$1.4 million in revenue through sales of surplus property. In addition the program solicited bids and entered into contract for the new Douglas WYDOT complex for \$11.1 million and issued two major RFPs—one for the new ERP hosting services for \$2.24 million and one for the new in-car video systems for the Wyoming Highway Patrol for \$2.18 million.

The **Telecommunications Program** maintained WYDOT's sophisticated telecommunications systems at high levels of reliability, averaging 99.9 percent for mission critical communications; performed preventative maintenance and technical inspections of telecommunications infrastructure and found all 222 individual infrastructure assets in *acceptable to very good* condition; finished several more WyoLink (Wyoming's statewide, interoperable public safety radio communications system) core sites with 53 of 55 planned core sites providing service to about 112 local, state, and federal public-safety agencies; and worked to optimize WyoLink portable and mobile radio use, and improve WYDOT's statewide telephone network and mission critical broadband data communications along Wyoming highways.

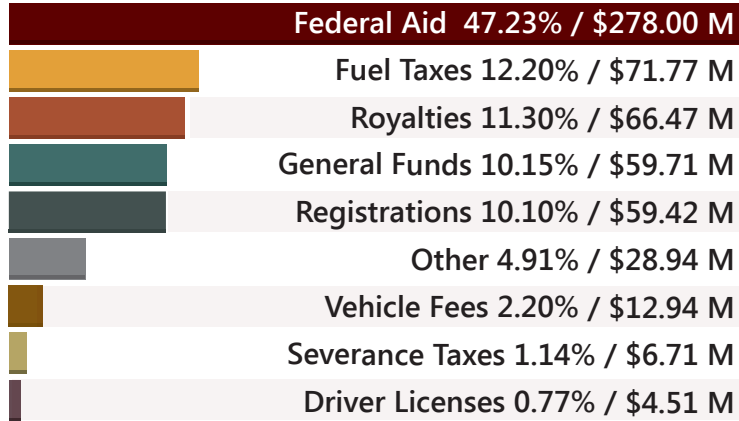
The **Traffic Program** fabricated 10,154 signs for a total of 69,575 square feet; completed 132 projects containing permanent signing and/or work zone traffic control; installed Bluetooth® counting stations in Casper and Gillette and installed new types of vehicle detection using radar at various signalized locations around the state; upgraded railroad pre-emption circuitry at several railroad crossing zones to accommodate new quiet zones; designed intelligent transportation system (ITS) projects for a new variable speed limit corridor at South Pass and 14 new dynamic message signs in the Casper, Chugwater, Cheyenne, and South Pass regions as well as other ITS improvements; and collected turning movement count data for 150 out of 288 signalized intersections.

Budget Overview

(Original Budget - Subject to Revisions)

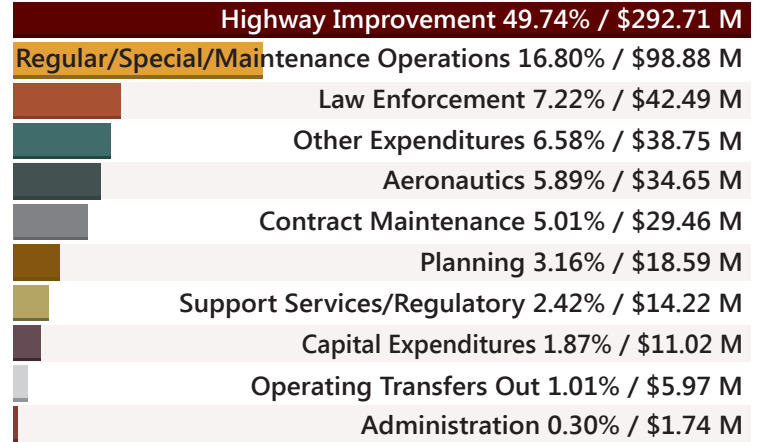
OCTOBER 2012 - SEPTEMBER 2013 ANTICIPATED REVENUE SOURCES

Anticipated Revenue Total: \$588.48 M
(Rounded to the nearest 10 K)



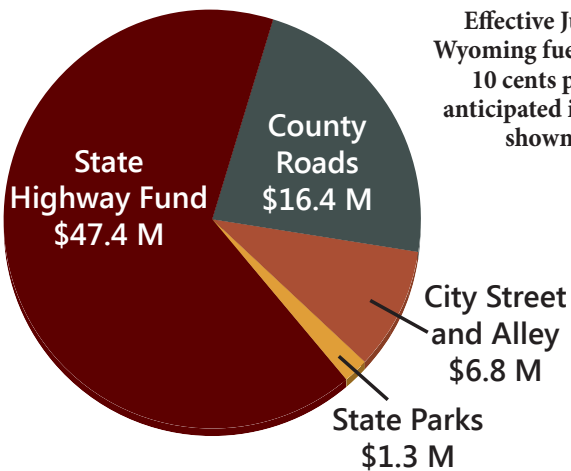
OCTOBER 2012 - SEPTEMBER 2013 ALLOCATION OF REVENUE

Anticipated Allocation of Revenue Total: \$588.48 M
(Rounded to the nearest 10 K)



STATE FUNDING INCREASE OVERVIEW

\$71.9 M Anticipated State Fiscal Year Collections*

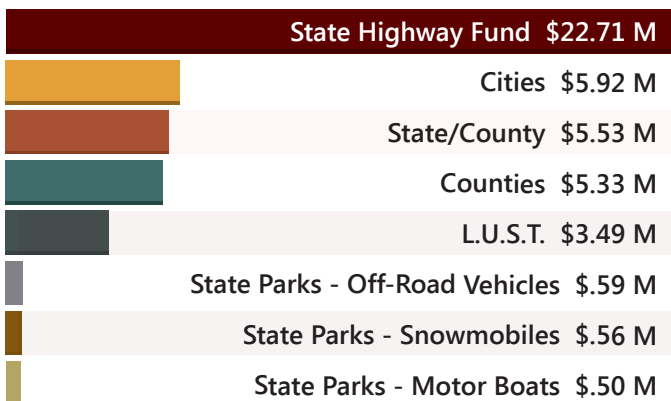


Effective July 1, 2013, the Wyoming fuel tax will increase 10 cents per gallon. The anticipated increased yield is shown to the left.

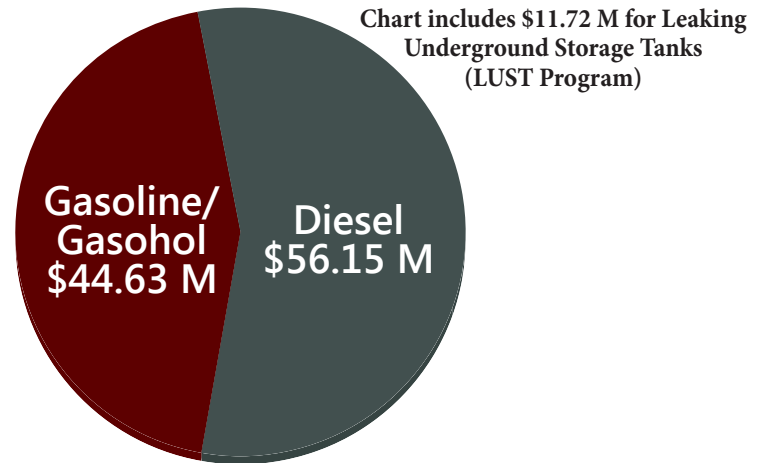
*Not included in other totals

STATE FISCAL YEAR 2013 GAS TAX – PROJECTED

Projected Motor Fuel Collections Gasoline Tax Total: \$44.63 M
(Rounded to the nearest 10 K)

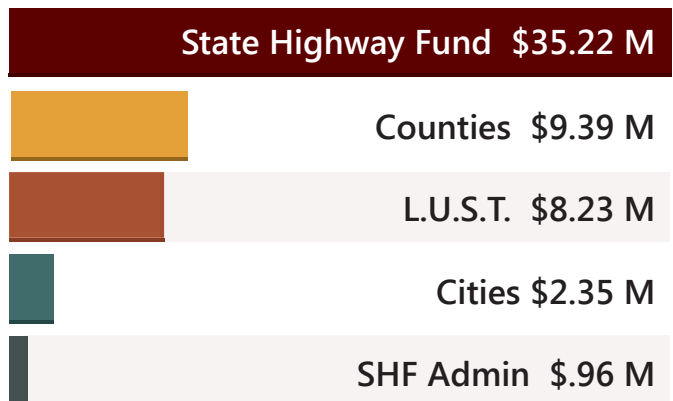


CURRENT \$0.14 RATE STATE FISCAL YEAR 2013 ANTICIPATED TAX RECEIPTS - MOTOR FUEL



STATE FISCAL YEAR 2013 DIESEL TAX – PROJECTED

Projected Motor Fuel Collections Diesel Tax Total: \$56.15 M
(Rounded to the nearest 10 K)

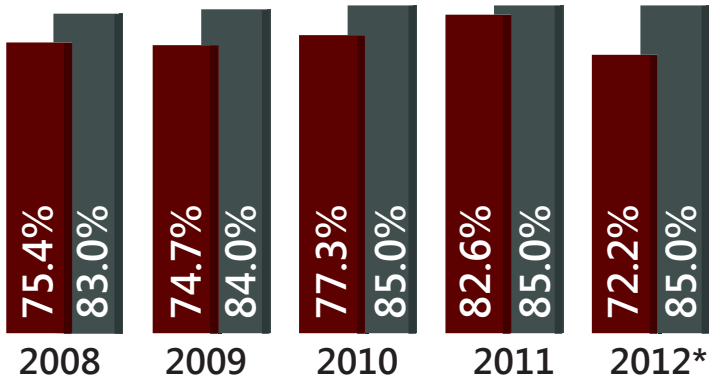


Performance Measures



STATEWIDE AND NATIONAL OBSERVED SEAT BELT USAGE

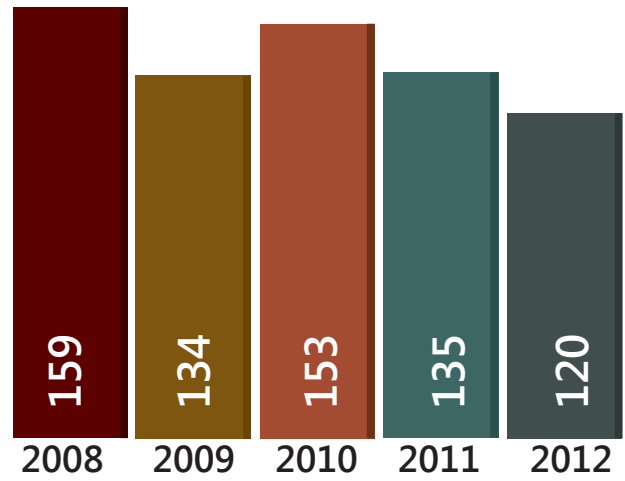
■ Seat Belt Usage By Wyoming Drivers and Occupants
 ■ National Seat Belt Usage



Target: Meet National Seat Belt Usage

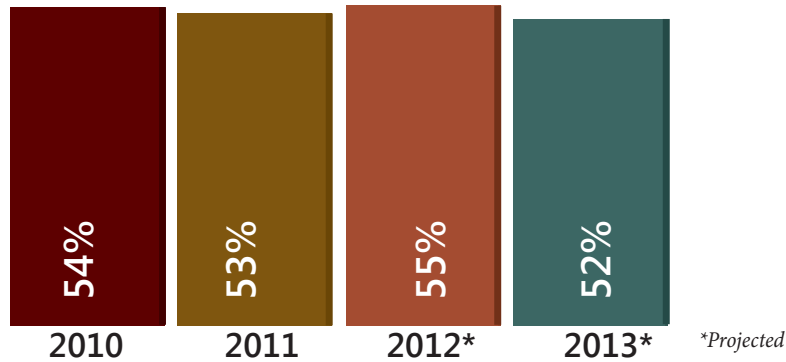
*These figures represent a change in methodology.

WYOMING TRAFFIC FATALITIES



Target: Less than 120

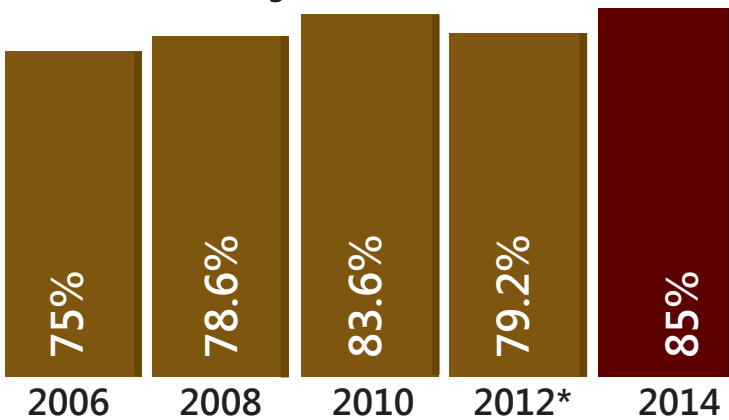
PERCENTAGE OF ROAD PAVEMENTS IN GOOD TO EXCELLENT CONDITION



*Projected

CUSTOMER SATISFACTION WITH WYDOT'S STEWARDSHIP OF THE STATE TRANSPORTATION SYSTEM

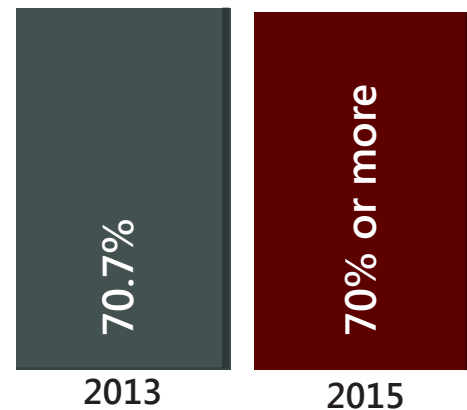
■ Current Performance
 ■ Target



* Wording change from Administration to Stewardship

OVERALL EMPLOYEE SATISFACTION RATING

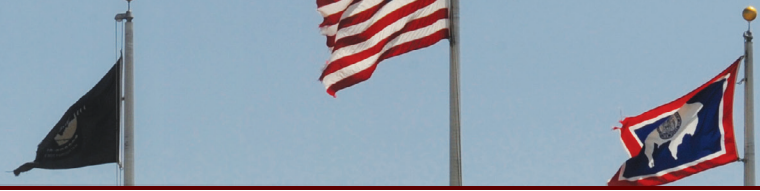
■ Current Performance
 ■ Target





Dennis Byrne

Aeronautics Administrator



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

The **Air Service Enhancement Program** has a crucial and integral role in promoting and developing commercial and general air service in the state. Because of Wyoming's small population and expansive area, it is no small task to retain, attract, and enhance air service to the state's communities. The program ensures that federal, state, and local monies are administered in a manner that best enhances service to the state. In the past year this program managed the legislative air service enhancement program, the Wyoming Aeronautics Commission air show and fly-in program, the Fly Wyoming campaign, and marketing projects through the capital improvement program.

The **Engineering and Construction Program** provided project management oversight for federal and state funds as follows: Pavement preservation, \$9 million; construction, \$28.6 million; fire fighting, snow removal, and maintenance equipment, \$1.9 million; and navigational aids and related projects, \$765,000. Major projects funded and completed in 2012 included projects at Cheyenne, Douglas, Laramie, Lusk, Thermopolis, Big Piney, Sheridan, Cody, and Casper airports, among others. The statewide group communications project was underway in 2012 for procuring and installing ground communications outlets, or GCOs, to provide an avenue for direct communication with the Federal Aviation Administration (FAA) in Denver or Salt Lake Center. The system enables pilots to obtain needed information from the FAA immediately before take-off or to close flight plans upon landing. The continuation of the statewide airport pavement maintenance program is saving significant taxpayer dollars by bringing airports together under one group contract administered by Aeronautics Division and lowering engineering, inspection, mobilization, and construction costs.



Photo courtesy WYDOT

Major projects were funded and completed in many Wyoming airports, including the Sheridan County airport.

Flight Operations is responsible for state-owned aircraft, providing air transportation for state agency employees performing official state business. It currently operates two Cessna Citation Encores for passenger movement and is the custodian for one Cessna Caravan, which is operated by WYDOT's Photogrammetry and Surveys.

The **Planning and Programming Program** provides oversight for airport planning, 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 2012, the division administered \$20.4 million in airport improvement funds. Of this total, \$8.7 million was state funds, and \$11.7 million was federal funds. The state money included \$4.4 million in general funds provided by the legislature for airport improvement projects. Airport improvement grants for 77 projects were provided to 31 different airports including major projects in Jackson, Sheridan, and Pinedale, among others. Program staff oversaw the commencement of airport master plans and airport layout plans at the following airports: Casper-Natrona County International; South Big Horn County (Greybull); Shively Field (Saratoga); and Converse County (Douglas). Wildlife hazard assessment studies were initiated at Casper-Natrona County International and Rock Springs-Sweetwater County airports. Land acquisition projects at Dubois Municipal, Sheridan County (Sheridan), Afton-Lincoln County, and Phifer Field (Wheatland) airports were also initiated this fiscal year. Six environmental assessment projects were funded for Dubois Municipal, Gillette-Campbell County, Laramie Regional, Riverton Regional, Rock Springs-Sweetwater County, and Sheridan County (Sheridan) airports. Finally, groundbreaking for a replacement airport in Hot Springs County occurred this fiscal year with the completion of site selection, environmental, and land acquisition phases, and the commencement of the construction phase. The state continuous system planning program is partially funded through grants from the FAA. The purpose of the program is to determine the type, extent, location, timing, and cost of airport development needed in a state to establish a viable system of airports. In 2012, the Statewide Aviation Economic Impact Study was funded under a state system planning grant.

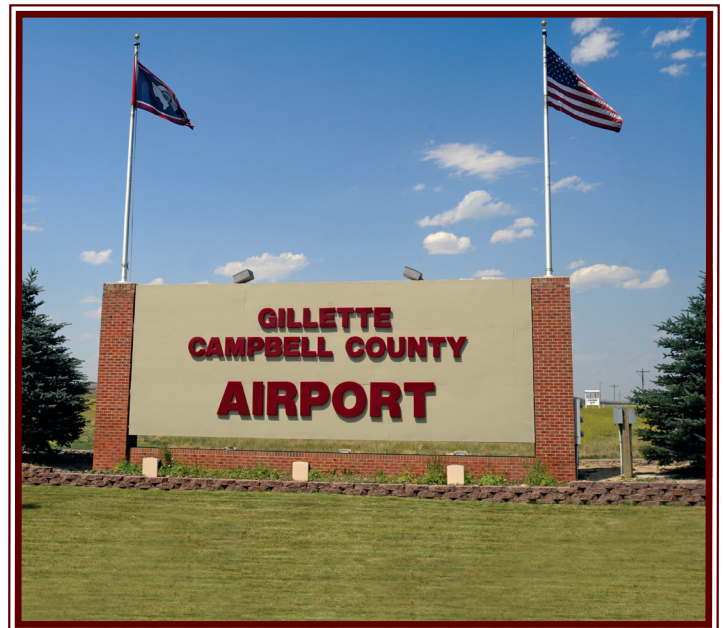


Photo courtesy WYDOT

Six environmental assessment projects were funded for seven Wyoming airports, including Gillette-Campbell County Airport.



Colonel John Butler

Highway Patrol Administrator



The Wyoming Highway Patrol (WHP) is a statewide law enforcement agency primarily responsible for patrolling Wyoming highways and enforcing state statutes. Through traffic enforcement; criminal interdiction; education; collaboration with other city, state, and federal agencies; and various community partnerships, the agency strives to reduce injury and fatal crashes and contribute to WYDOT's mission of providing a safe, high quality, and efficient transportation system. WHP's strategic plan mirrors the Department's goals.

Rigorous training prepares employees for their assigned duties. During this past year, 20 newly commissioned troopers received 13 weeks of basic peace officer training plus an additional 13 weeks of WHP-specific training in critical areas such as crash investigation, traffic law, and commercial vehicle law. New WHP dispatchers receive 15 weeks of training in preparation for working in the dispatch center, which also functions as a communication center for several other state agencies. Beginning port of entry officers receive 12 weeks of training in preparation for working in one of the 14 ports located across the state. The agency's civilian employees have an integral role in the support services area managing multiple areas of critical importance to the maintenance and integrity of data and information storage and service to external customers.

During fiscal year 2012, the WHP worked closely with other WYDOT personnel to successfully implement and manage Variable Speed Limit (VSL) projects in various locations across the state. Preliminary data indicate the VSLs have had a significant positive impact on highway safety by reducing the number and severity of crashes and contributing to the reduction in duration and frequency of road closures. Troopers and dispatchers work closely with WYDOT maintenance and the Traffic Management Center to monitor and manage the variable speed limit projects and increase the margin of safety for the motoring public.

The WHP logged 6,152,441 highway miles, initiated 147,711 traffic stops for driver infractions and equipment violations, assisted approximately 7,118 motorists in need, investigated 6,165 motor vehicle crashes, and had 891 drug-related arrests (250 felony). Keeping highway safety a priority, the WHP removed 1,154 impaired drivers from the roadways and issued approximately 9,584 occupant restraint citations. The agency's K-9 team, Special Services Squad, Honor Guard, Mobile Enforcement and Education Teams, Executive Protection Detail, commercial carrier officers, commercial carrier compliance officers, Wyoming Law Enforcement Academy instructors, Crash Investigation Team members, Safety Education Teams, *Alive at 25* instructors, and numerous employees with various collateral duties all serve Wyoming's citizens and the law enforcement community through service, courtesy, and protection.



Twenty new troopers were commissioned in 2012.

Photo courtesy WYDOT



The WHP logged 6,152,441 highway miles, initiated 147,711 traffic stops for driver infractions and equipment violations, assisted approximately 7,118 motorists in need.

Photo courtesy WYDOT

Fiscal year 2012 found the WHP on the verge of implementing a comprehensive Records Management System (RMS), which incorporates cutting edge computer technologies to assist with the input, storage, cross referencing, and retrieval of data related to vehicles, people, and enforcement statistics. An essential part of the RMS, E-Citations—the electronic creation and submission of citations to the judicial entities around the state—has been developed and soon will be implemented. All patrol vehicles are equipped with mobile data terminals allowing troopers and dispatchers to communicate electronically to assist in accurate, timely, and efficient dispatching of events and transmission of data to and from the dispatch center and the records management system.

The WHP works diligently to hire, train, and retain the very best employees possible. Almost constant recruitment and training are required to maintain adequate levels of staffing.

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



Tom Loftin Support Services Administrator

The **Support Services Division** is responsible for WYDOT's internal services for employees and external tasks needed for the Department to comply with various state and federal laws and regulations. The following are some of the noteworthy accomplishments by the division's programs in FY 2012:

The **Budget Program** assisted all WYDOT programs and districts in building their fiscal year 2013 budgets and worked diligently with Management Services to update the annual budget presentation. The new presentation includes drill-down levels to a significant degree of information that further develops transparency in reporting WYDOT's budget. The program additionally managed the project budgets and the reporting of funds to state and federal officials. Wyoming also continued to lead the nation for the fiscal year with the least amount of inactive obligations with FHWA on currently budgeted projects.

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

The **Compliance and Investigation Program** has established a good working relationship with county clerks and treasurers by attending association meetings; presenting information relating to title and registration; and assisting with problems such as brand washing, bonded titles, vehicle identification number (VIN) inspections, and so forth. Criminal background checks for new vehicle dealer license applicants have resulted in denying three licenses for individuals with vehicle-related criminal history in bordering states, prohibiting these individuals from operating in Wyoming. During 2012, the program conducted a VIN fraud investigation involving three other states, a criminal investigation of a local dealer resulting in revocation proceedings against the license holder, and several unlicensed dealer investigations.

The **Driver Services Program** completed 213,862 transactions for issuing driver's licenses and driving records and collecting reinstatement fees. A total of 15,433 persons renewed their driver's licenses through the mail. As of July, 2012, there were 436,263 licensed drivers in Wyoming, of which 394,002 are non-commercial license holders. Driver Services also processed 76,818 court convictions, performed 21,096 administrative enforcement transactions, and answered more than 63,000 telephone inquiries.

The **Employee Safety Program** promotes safe work habits by WYDOT employees, ensures employee compliance with state and federal regulations and standards through continual safety training, and shares work zone safety and best safety practices with the Wyoming Contractors Association, other state agencies, and the North American Association of Transportation Safety and Health Officials, (NAATSHO). In 2012, Ron Chavez, program manager, was selected as president of the NAATSHO organization consisting of safety professionals throughout the United States, Canada, and Mexico, who share safety information and provide input to several safety standard agencies.

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

The **Human Resources (HR) Program** continues to work with WYDOT and the Department of Administration and Information (A&I) on the Hay Study by refining job qualification standards and classification. Working with A&I, the program has completed numerous studies affecting over 100 positions. HR also helped roll out the state's new on-line performance appraisal system and developed comment cards for employees to provide feedback on services with the goal of continued process improvement. WYDOT had 1,970 permanent and 51 non-permanent employees at the beginning of FY 2012 and 1,998 permanent and 57 non-permanent employees at the conclusion of the fiscal year.

The **Motor Vehicle Services (MVS) Program**, working with Magic City personnel and clients, produced and distributed 197,938 Teton Mountain Range license plates and more than 1.9 million license plate validation stickers to the counties; collected about \$21.7 million in state registration fees; collected \$125,476 for processing 2,382 prestige, 612 University of Wyoming, 567 Veteran, 29 Gold Star, over 500 other specialty, 1,890 novelty, and 1,171 governmental plate applications; and collected \$50.7 million in registration fees and distributed \$9.1 million to 57 IRP jurisdictions and \$4.1 million to the counties, netting Wyoming \$37.6 million. The program also collected \$822,971 in fuel tax, license fees, and decal sales from Wyoming-based carriers. However, because Wyoming's fuel tax was lower than that of surrounding states, the net result for WYDOT was a payout of \$3,970,448 to other jurisdictions.

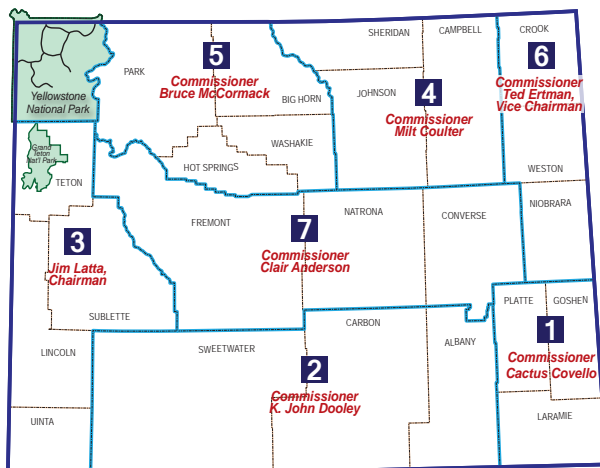
The **Office Services Program** conducted a customer satisfaction survey in FY 2012 and found that customers are extremely satisfied with program services. The program scanned 2,473 as-constructed projects from aperture cards for entry into the Falcon Document Management System (Falcon DMS); captured just over 259,000 documents onto microfilm, created 8,318 aperture cards for 277 as-constructed projects, and scanned 47 as-constructed highway road plans into Falcon DMS. Office Services managed, dispersed, and collected approximately 1,070 agreements and contracts. The program also filed over 30,000 documents in specific projects and correspondence; printed about 6 million black and white copies and slightly over 2 million color copies; and sent out 383,845 pieces of mail.

The **Training Services Program** inaugurated a cost-saving measure with an online portion of the New Employee Orientation that registrants now complete before attending a shortened NEO in person. Overall Transportation Learning Network attendance rose from 311 in FY 2011 to 397 in FY 2012. Attendance at WYDOT University classes dipped a bit, however, from 628 during last year to 582 in FY 2012. The total numbers trained during the year climbed slightly from 939 in FY 2011 to 979 in FY 2012, with an additional 97 attending the New Employee and another 47 coming to New Supervisor orientations.

Transportation Commission

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

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



2012 Transportation Commissioners: K. John Dooley, Ted Ertman, Jim Latta, Cactus Covello, Milt Coulter, Clair Anderson, Bruce McCormack

Photo courtesy WYDOT

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.



2012 Aeronautics Commissioners: Chuck Wilkie, Jerry Dilts, Carrol Orrison, Charlie Ksir, Pete Schoonmaker, Vince Tomassi, Doyle Vaughan

Photo courtesy WYDOT

Innovation and Efficiency

The Wyoming Department of Transportation continually seeks way to improve its business practices and find more efficient methods of operating. The following are among the initiatives recently underway.

Electronic Documentation System

WYDOT has implemented an electronic documentation system to administer construction projects. This system reduces time spent documenting correspondence, project notes, and pay item calculations; and increases processing speed for monthly estimates. The system also provides faster payments to contractors and features feedback mechanisms to and from the contractor. Automation reduces the chance for errors. In addition, process input and flow follow inspection documentation procedures.

Snow Control Techniques

The Department is modifying its snow removal fleet to increase the number of larger 8-yard trucks versus 4-yard trucks. The larger trucks carry more material, reducing the need to return to stockpile sites. The larger trucks are also capable of being equipped with wing plows to reduce the number of passes required to clear snow from the roadway surface.

Heavy Equipment Buy-Back Program

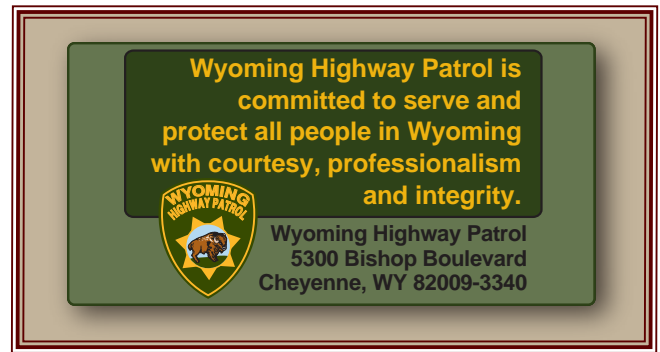
This program has proven highly successful, and WYDOT is looking to expand its use. Under the program, the Department sells equipment back to the manufacturer or dealer after a set period. Substantial benefits are derived by using a bid and buy-back-bid. Benefits include low cost of ownership over the buy-back period, greatly reduced replacement cost after initial purchase of the machine, residual cash flow each year from buy-back vendors, and full warranty over the buy-back period.

Transportation Management Center (TMC) Technological Advances

The Department now monitors and broadcasts traffic developments in real time, 24 hours a day, 7 days a week. Using technological advances, WYDOT has reduced the number of temporary personnel previously needed for coverage. Services have increased, and public interest and usage continue to rise. Online features and text messaging have saved considerable costs and received widespread public approval.

Wyoming Highway Patrol Comment Cards

The Wyoming Highway Patrol stresses quality customer service by soliciting input on every traffic stop, distributing comment cards outlining a process to follow should someone have any suggestions—either positive or negative. This process is also used in the port of entry system. Currently feedback is 96 percent positive.



The Wyoming Highway Patrol stresses quality customer service by distributing comments cards, with space for comments on the reverse side, on every traffic stop.

Photo courtesy WYDOT

Specialty License Plate Online Application

WYDOT has implemented an online web-based application process facilitating applications for a vehicle specialty license plate. The system allows an applicant to apply for a new license plate without having to visit the Department or county treasurer's office to apply in person.

Customer Service Focus Groups

The Department, in association with the University of Wyoming Survey and Analysis Center, developed a unique tool to understand the issues important to the public through volunteer focus groups. These volunteers have been drawn from survey participants expressing interest in a greater feedback role and willing to respond via e-mail. This database of Wyoming volunteers gives WYDOT a sounding board for new ideas and better understanding of current issues and public concerns.

Aeronautics Efficiency Initiatives

WYDOT now purchases 85 percent of its needed aviation fuel in bulk, reducing cost and maintaining a ready supply. This amounts to annual savings of about \$200,000. In addition, the division researched and analyzed flight profiles for efficiency. It then instituted guidelines increasing efficient flight profiles resulting in maximum fuel economy. By adjusting flight speeds and making altitude adjustments, the Department is saving about \$50,000 in fuel consumption.

Joint Monitoring of Transit Grantees

The Wyoming Department of Transportation and the Department of Health, Aging Division, have partnered for joint monitoring of shared grantees. The partnership has reduced duplication of effort for both agencies as well as saving time for the grantees by creating a single comprehensive review for transit and aging programs. Local coordinated planning efforts are being encouraged to seek efficiencies in service delivery and to identify areas where duplication of services can be eliminated.

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 Casper West Belt Loop.



WYOMING

DEPARTMENT of TRANSPORTATION

Annual Report 2012



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