

WYOMING

DEPARTMENT OF TRANSPORTATION



2015 Annual Report

Message FROM GOVERNOR Mead

GOVERNOR
МАТТНЕВ H. Mead



Transportation affects virtually every aspect of our lives—from where we live to how we travel to jobs, services, and recreation. In Wyoming, an outstanding transportation system is crucial to keeping communities connected and making it possible to move people and goods where they need to be on time. Wyoming’s transportation system allows our state’s populace to be one of the most mobile in the nation.

At a time when the state is challenged economically, Wyoming’s transportation system is an especially important asset. The transportation system makes an enormous contribution to the state’s economic well being. Economic development occurs most often

where there is easy access to efficient transportation, and transportation is vital to Wyoming’s most significant industries—mineral production and extraction and tourism.

Against this backdrop, the men and women of the Wyoming Department of Transportation (WYDOT) undertake a diverse set of activities to maintain and improve the state’s vast transportation network.

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

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, work to improve air service, 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 highway and airport networks connecting us with each other, the nation, and the world.

I invite you to examine WYDOT’s challenges and the accomplishments of its dedicated employees on the following pages.

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CREDITS & THANKS TO:

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

Cover Photo: Battle Mountain Road

Message FROM THE DIRECTOR

WYDOT DIRECTOR WILLIAM T. PANOS



As you receive this edition of the Wyoming Department of Transportation (WYDOT) annual report, the Department is undergoing some changes geared toward making a first-class agency even better.

To help us continue to evolve as an organization, I am instituting a series of 4 strategic priorities. Chief among these is “telling our story” to Wyoming’s citizens, our fellow transportation stakeholders, lawmakers, and others. The data, narrative, and pictures contained in this report are one way that we are telling this story. As an agency, we need to look continually for avenues to illustrate our transportation vision, our successes, and our needs and challenges.

Another priority is putting “family first” and sustaining and encouraging employees as our most critical asset. Wyoming has often been referred to as a single town—one with very long streets. This way of thinking highlights the intimacy and connection among our state’s people. Thinking of our agency as an extended family, where folks work to support each other, reinforces this connection.

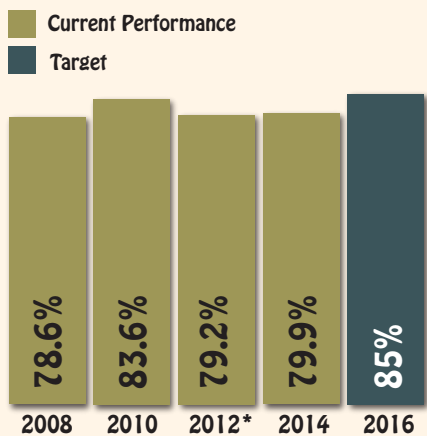
A third strategic priority is “digital WYDOT.” The way that our customers and others engage with us, and the way that we manage information and communicate and work together must continue to develop and grow. We must deploy information and other technology nimbly but wisely in order to maximize our reach and serve Wyoming’s people.

“WYDOT University” is also a priority. Developing WYDOT into a learning organization as we move toward the future is essential for success. Learning organizations are typically skilled at 5 main activities: integrated problem solving, experimentation with new approaches, learning from their own experiences, learning from best practices, and transferring knowledge throughout the organization.

I want to thank the men and women of the Department and our Commissions for their commitment and hard work in bringing us to this point. I would also like to acknowledge that the successes and progress documented in this report occurred under the leadership of former Director John Cox and former Chief Engineer Delbert McOmie, who left the agency as fiscal 2016 began.

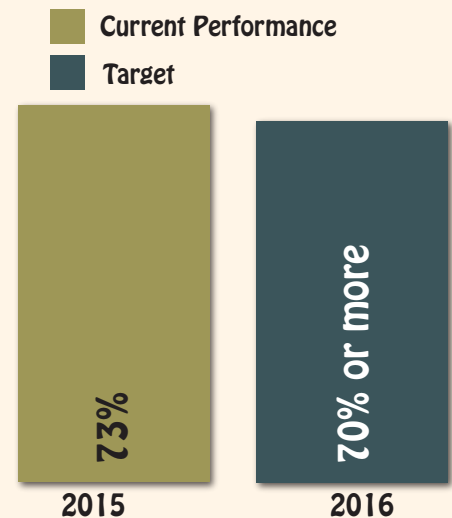
Overall, 2015 was another great year at WYDOT, thanks to the efforts of our employees and the support of the Wyoming citizens we serve. We look forward, as a public service agency, to serving the needs of our great state and to forging new and creative ways to meet our mission of providing a safe, high-quality, and efficient transportation system to the people of our state and connecting to the world beyond.

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



*Word change from Administration to Stewardship

Overall WYDOT Employee Satisfaction Rating



DIRECTOR'S OFFICE

The **DIRECTOR OF THE WYOMING DEPARTMENT OF TRANSPORTATION (WYDOT)** guides the Department's employees in the many tasks needed to accomplish its goals. In addition to WYDOT's 6 divisions, the Director oversees the following programs:

Internal Review (IR) provides critical information to decision makers to mitigate risk, ensure compliance, and improve the stewardship of WYDOT resources. IR accomplishes this through performance audits, agreed-upon procedures, and other non-audit services such as research, analysis, training, and other assistance as requested by the director, executive staff, and program managers.

IR completed the compliance portion of the required Office of Management and Budget (OMB) Circular A-133 audit, which is an important function since the results play a critical role in determining WYDOT's eligibility to receive federal funding.

Management Services oversees development of WYDOT policies and rules and regulations; monitors federal surface transportation legislation and implementation procedures, rules and regulations, and federal appropriations legislation for impact; researches, writes, edits, and publishes WYDOT manuals and reports; and provides computer graphics and original artwork services for various Department programs and publications.

In FY 2015, the Management Services Program worked with the American Association of State Highway and Transportation Officials (AASHTO) and other partners on implementing the Moving Ahead for Progress in the 21st Century Act (MAP-21) law, advocated for reauthorization of surface transportation legislation, and addressed 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. Management Services supported the director in his position as AASHTO president, and distributed the monthly Transportation Commission minutes. Management Services promulgated 3 rulemakings and reviewed, edited, and published 2 basic, 4 operating, and 3 SEMM policies.

Additionally, program staff compiled, designed, and edited information for the Department's transportation fact book and produced the WYDOT annual report.

The **PUBLIC AFFAIRS OFFICE** kept the public and WYDOT employees informed on highway safety issues and department operations during the year through a variety of communications methods, including social media, video productions, public service announcements, news releases, monthly and special publications, advertisements, and media interviews.

WYDOT safety ads won 2 national awards from AASHTO. One video, the "Make it Home Safe" seat-belt ad, was named best TV

commercial or public service announcement produced without a consultant; the "Frozen Time" anti-drunken driving ad received honorable mention for TV ads produced with a consultant.



The 2014 Highway Map won a 2015 Apex Award for Excellence. Other special projects completed during the year included a series of training videos for Maintenance, and Oregon Trail interpretive signs to be installed along the West Casper Belt Loop.

Public Affairs worked with executive staff in a continuing effort to keep the public informed about the additional road projects undertaken with revenue raised by the 10-cents-per-gallon fuel tax increase.

In addition to the monthly *Interchange* magazine and *Wyoming Road Work Guide*, PAO also produced the 2015 Highway Map and safety calendar, posters, information graphics, and informational brochures.

The **STRATEGIC PERFORMANCE IMPROVEMENT PROGRAM (SPIP)** continues to build a culture within WYDOT that focuses on strategic planning and performance management. SPIP uses the balanced scorecard (BSC) template to showcase its strategic plans and to provide consistency throughout the Department.

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

In 2015, SPIP assisted 16 WYDOT programs and 2 other state agencies/coalitions in developing 3-year strategic plans. The SPIP also incorporated a new process to work with employee groups to help develop strategies for program goals. The SPIP also conducted and compiled WYDOT's and WHP's overall employee surveys. Please refer to the previous page to see a graphic display of the survey results.

SPIP also compiles information and reports information for various performance measures to the Governor's office for use in the statewide strategic plan and annual report. Graphic information on these measures is found throughout this report. SPIP continues to work collaboratively with other programs to assist in improving work processes throughout the agency. The SPIP is also researching how to implement a risk based approach into the strategic planning process. In addition, SPIP administers the employee recognition initiative through the Extra Mile Award program.



2015 Transportation Commissioners: Rick Newton, Bob Ruwart, Clair Anderson, K. John Dooley, Todd Seeton, Bruce McCormack, Mike Larson.

TRANSPORTATION Commission

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

Wyoming's Governor appoints the 7 Transportation Commissioners, by and with the consent of the Wyoming Senate. Appointments rotate among the counties in each district, and the commissioners may serve one 6-year term. Meetings are held monthly, usually in Cheyenne.

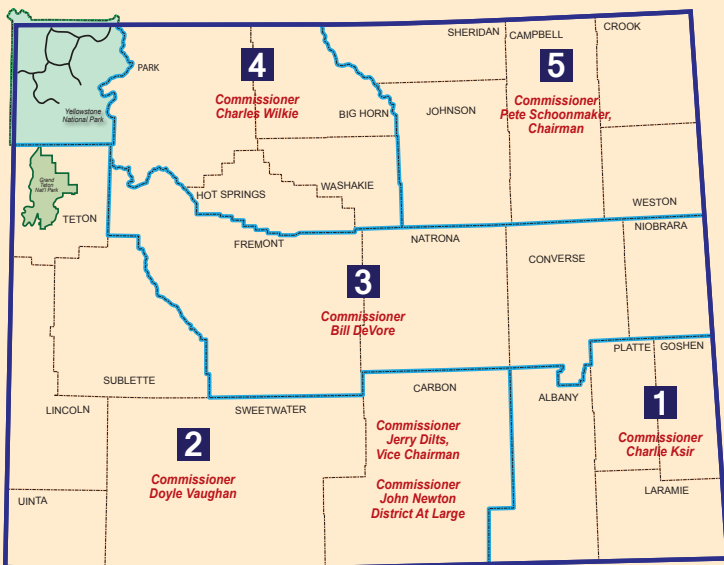


2015 Aeronautics Commissioners: Jerry Dilts, Doyle Vaughan, Charlie Ksir, Chuck Wilke, Pete Schoonmaker, Bill DeVore, John Newton.

Aeronautics Commission

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

The Governor also appoints the 7 Aeronautics Commissioners, who may serve a maximum of two 6-year terms. The Aeronautics Commission does not have a geographic rotation requirement within the districts. Quarterly meetings are held at various locations across the state, and monthly teleconferences are held during the rest of the year.



Chief Engineer



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

DISTRICT 1 personnel performed or oversaw over \$55 million in projects in fiscal year 2015, with about \$38 million spent on the interstate. Work was began or completed on I-80, US 85, WYO 130, US 30, I-25, and several other Wyoming highways. Other projects included epoxy striping, salt or sand shed pads, beetle kill removal, hot mix usage, cold mix production, and flood assistance in and around Lusk, Wyoming.

Flood recovery in Lusk, Wyoming, dominated the workload in **DISTRICT 2**. This included damage to multiple highways, bridges, culverts, railroad lines, the town itself, and WYDOT facilities and equipment.

Nevertheless, crews also performed customary tasks related to traffic plans and repairs or upgrades; continued striping and signing projects; produced 11,360 tons of hot mix; placed 19 tons of commercial hot mix; chip sealed 65 miles of various roads; purchased or serviced equipment (or replaced flood damaged vehicles); and initiated 22 projects totaling \$57.5 million.

DISTRICT 3 had 18 projects let to contract for \$41.3 million. Projects included a vehicle arrestor system (near Wilson), landslide mitigation (Hoback North Slide), retaining walls (Alpine), highway reconstruction, bridge replacement (over the Green River), interstate repair and rehabilitation (between Rock Springs and Rawlins on I-80), avalanche system upgrades (Teton Pass), radar signs, LED lighting, and equipment maintenance.

DISTRICT 4 assisted in flood response work in District 2 during the summer. District personnel managed 15 projects for a total of \$54.0 million. These projects aided work on I-25 and I-90, slide repair, general highway maintenance, port-of-entry construction, and other tasks.

DISTRICT 5 crews performed work on mudslides, bridges, horizontal drains, highway rehabilitation projects, and culvert inventories. The district had 18 projects totaling \$37.0 million in 2015. Additional tasks included traffic control features, assistance to the tribes, vehicle and pedestrian detection systems, striping, painting, equipment replacements, and employee training.

The **FIELD OPERATIONS PROGRAM** consists of the Construction, Maintenance, Equipment, and Facilities Management sections. In 2015, the Maintenance Section acted as an emergency management liaison with the Wyoming Office of Homeland Security, worked on environmental quality issues, expanded vendor privatization on adopt-a-highway, and continued improvements to performance measurement systems and quality assurances.

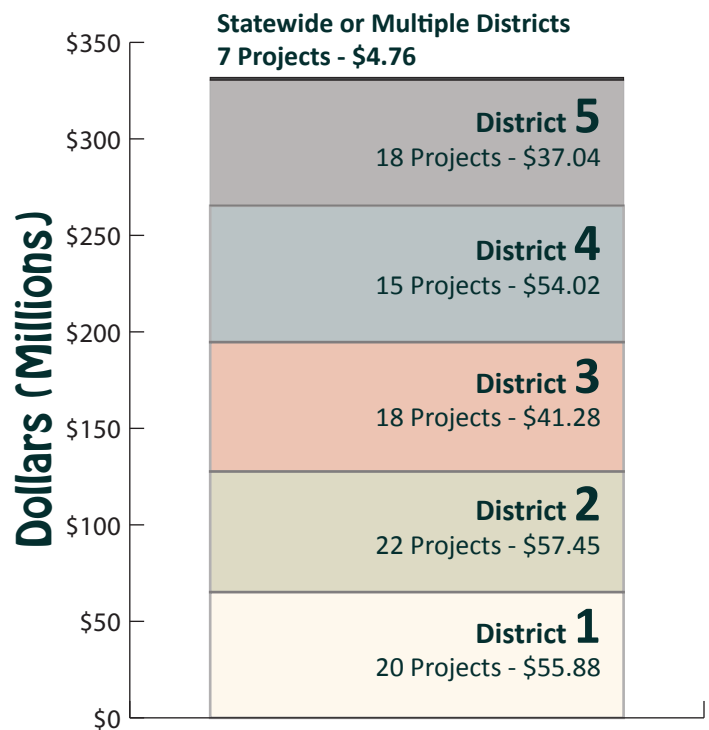
The Construction Section worked with contractors, the districts, WYDOT programs, and other agencies to assist the Department and increase efficiency. Specific highlights included enhancements to the electronic documentation system, work on a contractor module, and construction zone mobility reviews.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

All Department vehicles are purchased and maintained by the Equipment Section. The section explored new technologies for WYDOT vehicles, ensured vehicle safety, developed long-range plans, and continued the successful and cost-saving equipment buyback program.

The Facilities Management Section primarily performs the facilities maintenance functions at the Department headquarters in Cheyenne. In FY 2015, the section participated in renovations at the former Driver Services building, worked on converting the headquarters auditorium to a classroom, and continued to upgrade or retrofit facilities for energy efficiencies.

CONSTRUCTION CONTRACTS Awarded in 2015

100 Projects - \$250.43 Million Total



Engineering & Planning

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

The **Bridge Program** completed approximately \$45 million worth of work consisting of 7 bridge replacements, 1 bridge widening, 68 bridge rehabilitations, 1 new RC box culvert, 4 RC box culvert extensions, 3 retaining walls, 9 overhead sign structures, and 7 miscellaneous hydraulic structures.

The Hydraulic Section produced hydrologic and hydraulic design and analysis for highway construction projects. The projects included designing bridges, culverts, storm drains, and channel erosion protection. The section completed 35 reports, studies, or addendums.

The Bridge Inspection Squad performed 1,291 routine bridge inspections and 275 special inspections. The section also reviewed 186 sets of shop drawings and 7 shop inspections, and processed 520 overweight load permits.

The Bridge Management Squad continued work on implementing the Bridge Management System.

In fiscal year 2015, the **Contracts and Estimates Program** oversaw the awarding of 80 highway contracts for 100 projects, several of them combined, for a total construction cost of \$250 million. The program moved into full use of new web-based software to improve efficiency. Also, Contracts and Estimates moved to near total digital plan sales. (Disadvantaged Business Enterprise contractors still receive hard copy plans.) Print runs have been reduced from approximately 170 sets of plans to around 25.

The **Geology Program** drilled 971 holes (13,673 lineal feet of drilling for sub-surface investigations). This included investigating 11 landslides. It completed 30 seismic refraction lines (4,025 lineal feet) and obtained data for 4 separate projects to determine soil and bedrock thickness and to examine excavation properties.

The geotechnical lab tested 813 soil samples, 294 unconfirmed tests, and 47 geo-textile samples.

The program also assisted district construction efforts on 35 separate projects.

The **Highway Development Program** led the completion of 100 projects with a combined cost of \$250 million in FY 2015 and continued implementing the 2014 *WYDOT Design Guides*.

The Utilities Section worked on 137 projects. Fiber optic facilities have been installed along the entire length of I-80, and along I-25 from Casper to the Colorado State line. Public Wi-Fi is now available at the Chugwater, Dwyer Jct, and Orin Jct rest areas.

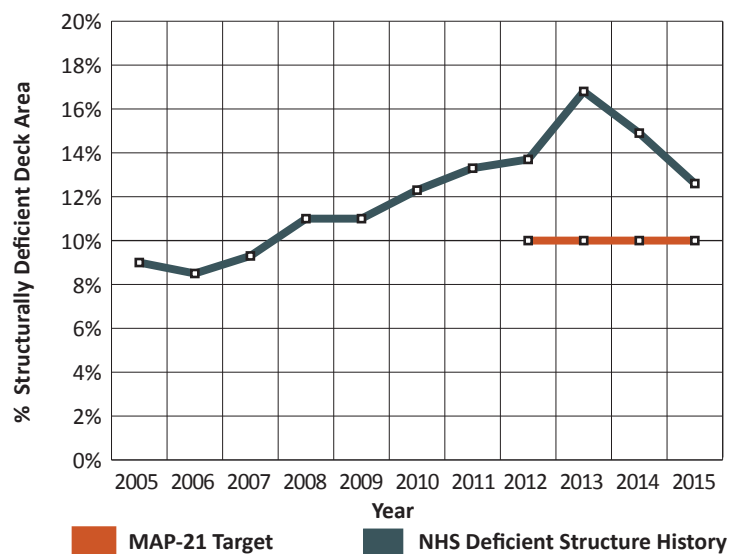
The Photogrammetry and Surveys Section (P&S) flew aerial photography missions for 12 engineering projects and some 15 other missions totaling 94.8 hours of flight time, resulting in 5,791 images. Eleven projects were compiled by photogrammetry and 15 by field-collected methods for a total of 26 projects mapped for roadway design; 131 mapping updates were performed from supplemental surveys from consultants, field crews, and P&S crews. P&S established 443 monuments on 26 projects and completed 10 urban, 10 rural, 5 landslide, 2 bridge, and 7 pit/quarry site surveys; 93 supplemental surveys; and 30 control surveys.

The Consultant Services Unit of the Engineering Services Section issued 46 new consultant contracts in FY 2015 (25 with in-state firms). The new agreements cover a wide spectrum of work types, with 1 agreement for road-design, 8 for various architectural services, 4 electrical designs, 5 environmental master agreements, 5 highway safety studies, and 1 value engineering study.

The Standard Plans and Architectural Services Unit issued 8 revised standard plans consisting of a total of 59 sheets.

The **Right-of-Way Program** managed 2 field surveys and 7 land surveys, secured 321 parcels on 23 projects, disposed of 16 parcels, relocated 20 employees, and processed 55 leases. The program also maintained a statewide inventory of 2,248 outdoor advertising signs and 55 junkyard sites. Right-of-Way continues to work on 2 highway easements from the U.S. Forest Service in the Big Horn National Forest on US Highway 14/16.

BRIDGE CONDITIONS NHS STRUCTURALLY DEFICIENT HISTORY



Engineering & Planning (continued)

The **HIGHWAY PROJECT DELIVERY PROGRAM** provides oversight and project management for highway development projects by supporting and managing the people, processes, and tools that make up the Project Control System. The program ensured completion of 104 projects for future fiscal years valued at \$297 million. Highway Project Delivery continued to offer training and reporting tools for WYDOT participants and hosted meetings and plan inspections throughout the year.

The **MATERIALS PROGRAM** provides materials and pavement engineering and testing services to WYDOT. The program is responsible for the following: pavement management, pavement and materials design, materials construction services and assistance, research and implementation, and oversight of materials quality assurance system. The program continues its fruitful collaboration with the Wyoming Contractors Association (WCA) and the University of Wyoming.

During FY 2015, the **PLANNING PROGRAM** completed the State Rail Plan and the Statewide Freight Plan. Databases related to the state's corridor studies, rail inventory, and asset review were refined and updated. The group administered funding, studies, and related functions for the metropolitan planning organizations and urban systems program. Field assessments were conducted for numerous rail projects, and several quiet zones were established. Vehicle count, classification, truck weight data, public roadway inventory information, and vertical clearance data was gathered statewide. Required information, including roadway miles, was reported to FHWA. The system of 126 automatic traffic recorders and classifier sites was maintained throughout the state. Transportation Surveys continued the process of adding traffic data to Agile Assets for city streets and county roads and continued updating traffic counts on rural bridges.

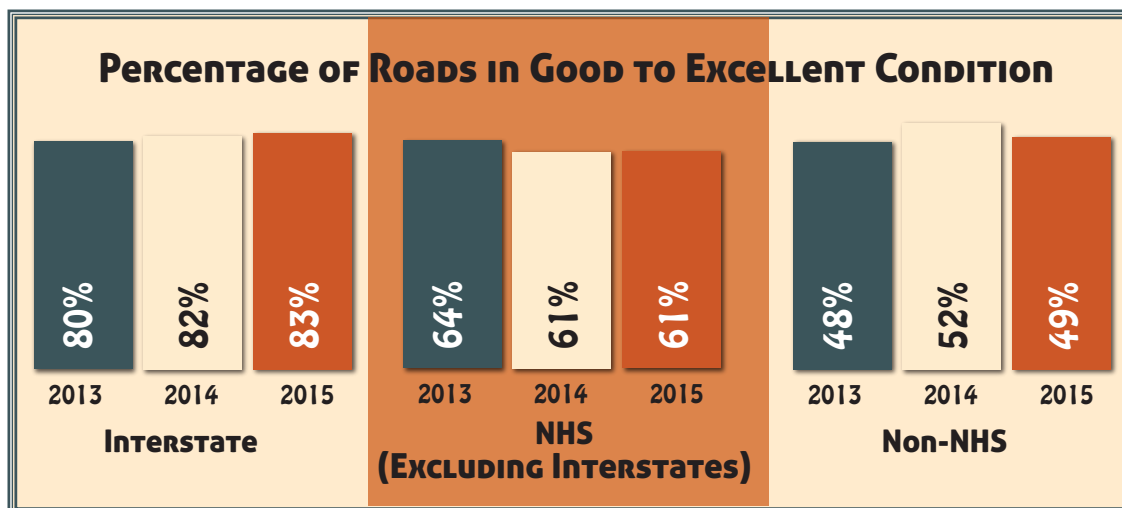


At work in the Materials lab.

The Programming Section completed and produced the 2015-2020 STIP report and subsequent addendums after Commission and FHWA approval. Asset Management is being used to meet MAP-21 requirements. The WYDOT Research Center completed 5 research projects. The Mapping Section continues to update and publish Wyoming city and county maps.

The Local Government Coordination Section continues to act as a liaison with the Wyoming County Commissioners Association and the Wyoming Association of Municipalities. In addition, 14 transportation alternative projects were awarded, totaling \$3.8 million statewide. Funding was also provided for 65 transit projects statewide for operations, capital purchases, and planning studies.

Finally, the Environmental Services Section developed a process for evaluating locations and structures for wildlife crossings along the Jackson South corridor. This collaborative process identified 8 locations where crossings could be improved or created. This included 1 new large box culvert and 2 new bridges, along with other work. All were adopted and are currently being designed by WYDOT, including wildlife fencing throughout the project. The program completed 33 categorical exclusions and 69 programmatic categorical exclusions.



Pavement Performance is holding steady.

OPERATIONS

The **ASSISTANT CHIEF ENGINEER OF OPERATIONS DIVISION'S** programs provide vital, day-to-day service and support that WYDOT's executive staff and other programs require to fulfill their duties and provide services to address safety issues and precautions for the traveling public.

During fiscal year 2015, the **BUDGET PROGRAM** assisted WYDOT programs in building fiscal year 2016 budgets. Budget Program personnel traveled to each district and worked with headquarters programs to assist with building 2016 budgets in "build your own budget" sessions. The program also worked diligently with Management Services to update the annual budget presentation for 2016. This presentation continues to contain drill down options to offer detailed information of the budget and to maintain transparency in the reporting of WYDOT's budget.

The Projects Section continued to work with the Federal Highway Administration (FHWA) and other WYDOT programs to manage the new requirements specified in federal legislation. The program was successful in obligating full limitation under this bill according to the guidelines.

The Budget Program continued to assist internal and external auditors and report budget data to the state, FHWA, and Office of Management and Budget. Wyoming remained a leader in the nation for minimizing inactive obligations.

The **ENTERPRISE TECHNOLOGY PROGRAM** inventoried and tracked technology projects throughout the year. The program continued to develop and update in-house PeopleSoft and Agile Assets training courses and coordinated outsourced training for technical and subject matter experts. Enterprise Technology also maintained a computer equipped classroom for technical and computing training and was heavily involved in the ERP upgrade.

The **FINANCIAL SERVICES PROGRAM** provides WYDOT management and employees with accurate, timely financial information to assist them in performing their duties. Financial Services prepares financial statements used by WYDOT management and external stakeholders reporting the full costs of preserving, improving, and enhancing the safety of Wyoming's transportation systems.

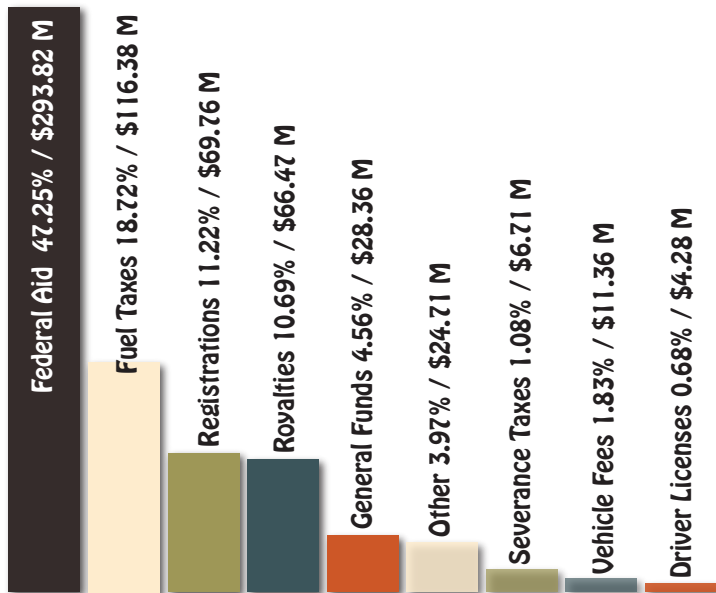
WYDOT and Financial Services received an unmodified audit opinion on financial statements for the year ended September 30, 2014.

Financial Services processed financial transactions and reported on the financial activities of the Department for FY 2015 including revenues transactions of \$653.2 million and expenditures totaling \$699 million; \$5.5 billion in highway, bridge, and communication infrastructure assets; \$196.9 million in capital assets; and \$28.4 million in inventories.

Financial Services took a lead role in upgrading WYDOT's ERP system. This is the first ERP upgrade since going live in 2006.

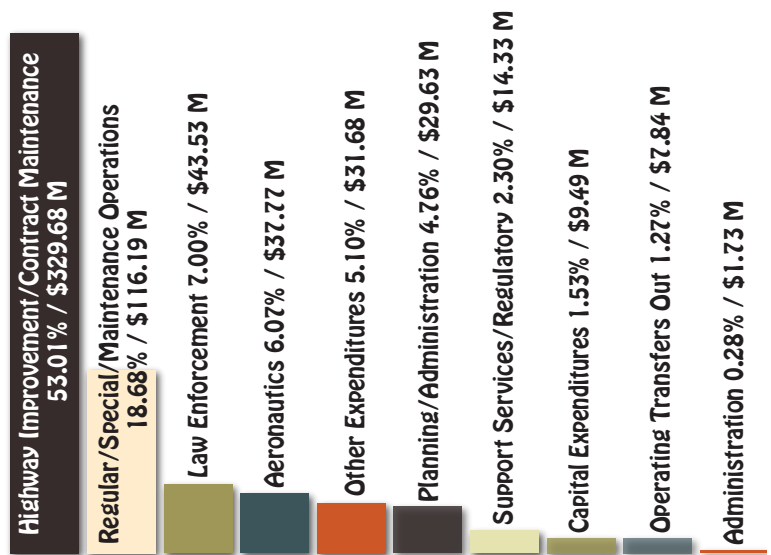
ANTICIPATED Revenue Sources OCTOBER 2015 - SEPTEMBER 2016

Anticipated Revenue Total: \$621.9
(Rounded to the nearest 100 K)



ANTICIPATED Allocation of Revenue

OCTOBER 2015 - SEPTEMBER 2016
Anticipated Allocation of Revenue Total: \$621.9
(Rounded to the nearest 100 K)



OPERATIONS (CONTINUED)

The **GIS/ITS Program** secured a major Connected Vehicles grant from the USDOT. Wyoming was one of 3 sites selected for a connected vehicle pilot project. WYDOT is partnering with several organizations and universities on this project.

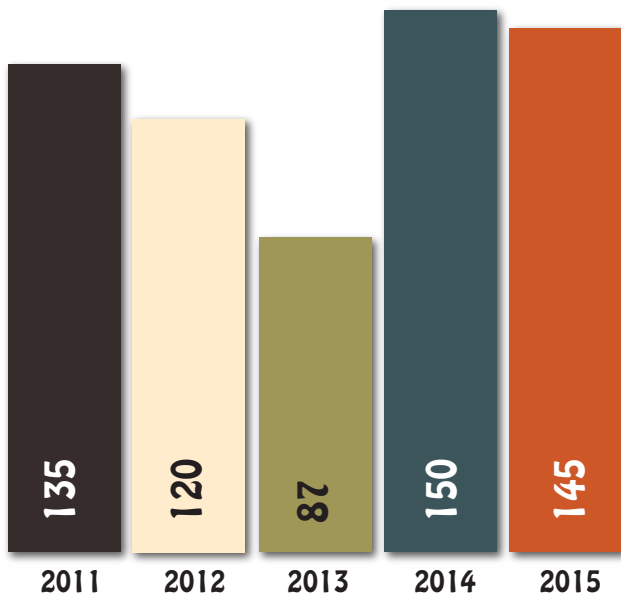
The program also began work on a mobile app and on an interactive system transportation map intended for public use.

Finally, the program began a road condition reporting application that allows maintenance employees to report road conditions directly to the public.

The Traffic Management Centers continues to provide consistent and current road condition on www.wyoroad.info website.

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

Wyoming Traffic Fatalities



Traffic fatalities show an ominous trend.

Throughout FY 2015, the **Information Technology Program** upgraded servers, increased the bandwidth on 27 network circuits, developed WYO-GUEST wireless access, migrated the Citrix to a new virtual server environment, rolled out the new fuel tax system, turned over the Wyoming Highway Patrol inventory to the patrol through the Quarter Master system, assisted with the AASHTO spring meeting in Cheyenne, and replaced or installed numerous devices across the agency.

The program continues to improve project management and cyber security.

In FY 2015, the **Procurement Services Program** solicited 480 competitive bids to purchase equipment, materials, supplies, and services; issued 2,987 purchase orders totaling \$68.5 million; issued 143 blanket purchase orders totaling \$7.2 million; and brought in \$1,016,952.97 through selling surplus property. In addition, the program solicited bids and entered into contract for the new WYDOT Sundance Maintenance and Shop Building for \$5.5 million.

The **Telecommunications Program** maintained WYDOT's sophisticated telecommunications systems at high levels of reliability, again averaging 99.9 percent for mission critical communications; performed preventative maintenance and technical inspections of telecommunications infrastructure on all 222 individual infrastructure assets to keep them in *acceptable* to *very good* condition; is providing service to some 149 local, state, and federal public safety agencies through WyoLink (Wyoming's statewide, interoperable public safety radio communications system); and continued to improve WYDOT's statewide telephone network. The program is working closely with several other WYDOT programs to install new roadside and wireless broadband communications, including communications for "connected vehicles."

The **Traffic Program** worked toward compliance with code changes regarding electrical safety; completed traffic signal overhauls in Laramie and Rawlins; conducted 2 week-long training sessions for district electrical technicians; and performed the yearly inspection on all WYDOT signals, tower lighting, and luminaires. Program personnel fabricated 9,670 signs and completed 81 projects for contract bid letting that involved signing or traffic control. Crews also purchased 2.69 million pounds of glass beads and 342,105 gallons of striping paint for use across Wyoming.

SUPPORT SERVICES

The **SUPPORT SERVICES ADMINISTRATOR** is responsible for WYDOT's internal services for employees and external tasks needed for the Department to comply with various state and federal laws and regulations. The following are some of the noteworthy accomplishments of the division's programs in FY 2015:

The **CIVIL RIGHTS PROGRAM** provides policy development and oversight for Title VI, Prevailing Wage, the Americans with Disabilities Act (ADA), the Disadvantaged Business Enterprise program (DBE), and the Federal Contractor Compliance program.

The program has worked with FHWA to update Title VI documents within the Department to assure compliance with updated regulation.

Significant progress was also made with the ADA inventory throughout the state with the help of the Local Government Coordinator. Civil Rights is working on phase 2 of the inventory process and developing the ADA Advisory Committee. The program has made considerable progress in placing ADA at the forefront of the design and planning processes.

The annual DBE goal of 5.02 percent was exceeded with actual accomplishments at 5.29 percent. The Civil Rights Program works to ensure that WYDOT complies with all required policy.

COMPLIANCE AND INVESTIGATION is responsible for education and enforcement of statutes pertaining to vehicle related industries in Wyoming including title and registration issues, vehicle dealers, salvage yards, rental vehicle agencies, commercial trucking companies based in Wyoming, taxi and shuttle services, and assisting with ignition interlock device installer compliance. Compliance has offices in Cheyenne, Douglas, and Thermopolis and works very closely with other government agencies, associations, and industries to administer the statutes and regulate vehicle related businesses.

Investigators continued to provide VIN fraud training on-site to participating law enforcement agencies at no cost during 2015 and received a 95 percent satisfaction rating from training survey results.

They have also assisted several law enforcement agencies with VIN inspection issues as a result of the training.

Compliance also assisted dealers, county clerks, and treasurers with on-site training and with specific issues relating to VIN and title and registration. Compliance participated in Google collaboration training and on-site training in auto and salvage auction processes. Compliance prepared information for the Joint Transportation and Military Affairs Committee regarding interim studies relating to abandoned vehicles, branded titles, and vehicle registration for shell companies.

Background investigations were conducted and completed on approximately 48 new applicants for vehicle dealer licenses during 2015. Investigators conducted numerous investigations to curb illegal activities. The most common complaints against dealers received by the program are failure to deliver titles for vehicles sold and selling vehicles without a valid dealer license.

Compliance averages 32 new cases per month and tends to receive more complaints during economic downturns. With higher complaints and fewer resources, the program continues to look at higher efficiencies in time management and case management.

The **DRIVER SERVICES PROGRAM** completed 215,344 transactions for issuing driver licenses and driving records, collections of reinstatement fees, and other transactions. A total of 23,361 drivers renewed their driver's licenses through the mail. As of September 2015, there were 457,276 licensed drivers, and, of those drivers, 40,727 held commercial driver licenses and/or commercial learners permits. Driver Services processed 60,019 court convictions and 20,783 administrative enforcement transactions.

The **EMPLOYEE SAFETY PROGRAM** promotes safe work habits by WYDOT employees, ensures employee compliance with state and federal regulations and standards through continual safety training, and shares work zone safety and best safety practices with the Wyoming Contractors Association, other state agencies, and the North American Association of Transportation Safety and Health Officials.

Employee Safety is concentrating on lowering the number of annually injured WYDOT employees, with zero as the target. To that end, Employee Safety has teamed up with multiple programs to take part in a year-long safety leadership training effort that affects first line supervisors and up.

The **TRAINING SERVICES PROGRAM** instructed over 2,000 employees in FY 2015. This included 789 attendees of the "WYDOT University" classes and 138 employees in New Employee Orientation. The program also had 147 employees also attend the WYDOT Road Shows. TLN events had 1,142 participants throughout the year. Training Services introduced the WeLL (WYDOT e-Learning Library) in FY 2015 and over 800 employees viewed content.



Douglas fuel tax project under construction.

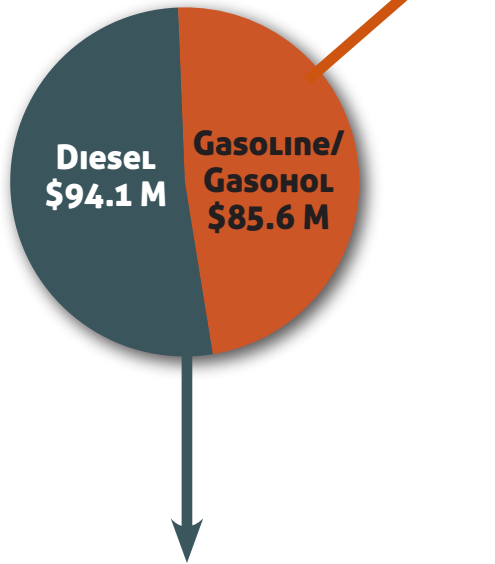
SUPPORT SERVICES (CONTINUED)

ANTICIPATED TAX RECEIPTS

MOTOR FUEL

July 2016 - June 2017

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



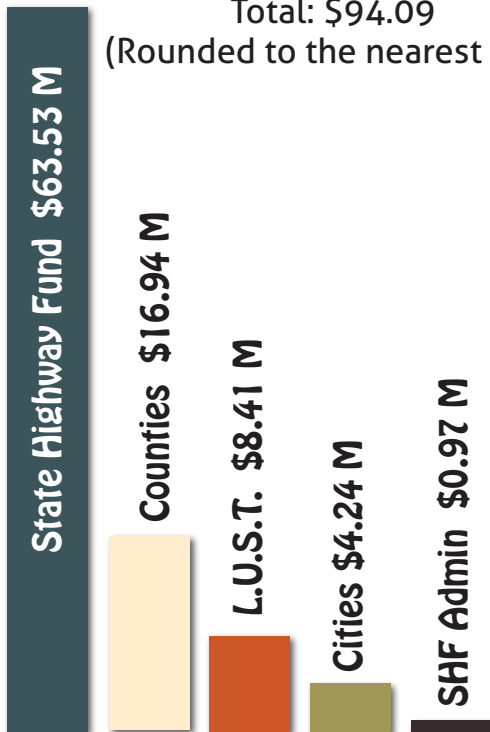
Diesel Tax - Projected

State Fiscal Year 2017

Projected Motor Fuel Collections Diesel Tax

Total: \$94.09

(Rounded to the nearest 10k)



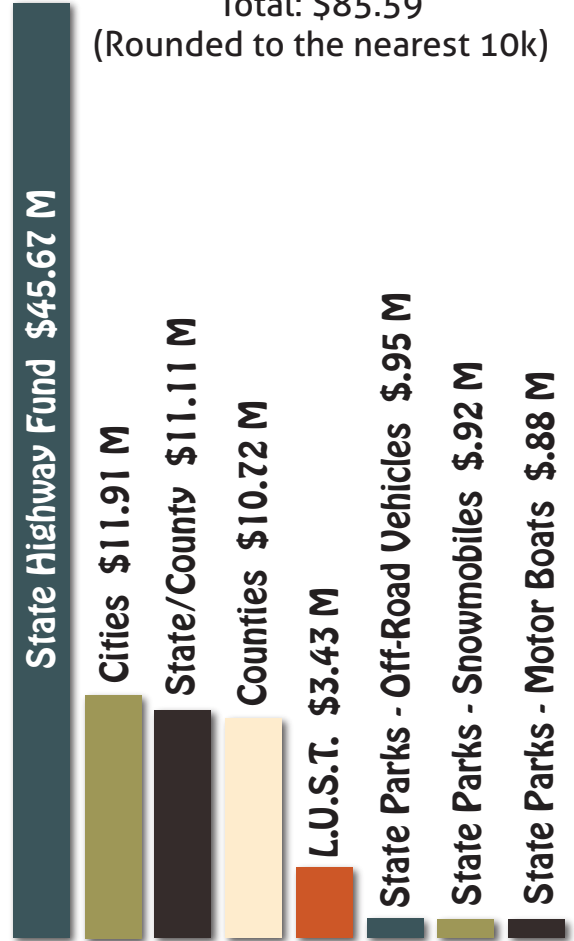
Gasoline Tax - Projected

State Fiscal Year 2017

Projected Motor Fuel Collections Gasoline Tax

Total: \$85.59

(Rounded to the nearest 10k)



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

The **Human Resources (HR) Program** is responsible for recruiting, retention, placement, and classification of over 2,000 positions; records management of all active employee's records and inactive records; employee benefits and compensation; and employee relations. HR staff also provides rule interpretations; advises supervisors on employee/employer questions; develops administrative actions as required; administers training on Performance Management Initiative, recruitment, labor laws, and other training as requested; manages all personnel functions including family medical leave, health insurance, and performance evaluations; administers agency position control; and represents the

SUPPORT SERVICES (CONTINUED)

agency on numerous state and national committees. HR staff is involved with facilitation, mediation, and investigation as needed by WYDOT and other agencies.

HR has developed new enhancements to the state Performance Management Instrument (PMI) by combining WYDOT's Individual Development Plan with the PMI process to assist supervisors and employees in career development.

HR was involved with the PeopleSoft upgrade to insure the application can work for WYDOT users. Finally, HR has partnered with other programs within WYDOT to develop learning and growth opportunities through various educational opportunities.

The **MOTOR VEHICLE SERVICES (MVS) PROGRAM** administers vehicle titling and registration at the county level, licensing vehicle dealers and manufacturers, production of license plates and issuing of specialty plates, commercial vehicle registration under the

International Registration Plan (IRP), collection and distribution of jurisdictional (states and Canadian provinces) fuel taxes under the International Fuel Tax Agreement (IFTA), and issuing Wyoming operating authority.

MVS production staff, along with Magic City personnel and clients, produced and distributed 189,900 Teton Mountain license plates, 562,000 of the future 2017 license plates, and more than 2.1 million license plate validation stickers to the counties. The program also printed decals for IFTA, Mobile Machinery, and other purposes.

Under the IRP and IFTA agreements, portions of the registration fees and fuel taxes are forwarded to other jurisdictions where Wyoming apportioned vehicles travel. In addition, other jurisdictions remit registration fees and fuel tax revenues to Wyoming when companies from their jurisdictions travel into Wyoming. The IRP Section collected \$55.3 million in registration fees and distributed \$8.4 million to 57 IRP jurisdictions and \$5.9 million to the counties. The net result for WYDOT was \$40.9 million. The IFTA Section collected \$465,737 in fuel tax, license fees, and decal sales from Wyoming based carriers. However, the net result for WYDOT was a payout of \$2.3 million to other jurisdictions. Wyoming has 1,164 IRP carriers and 1,162 IFTA carriers.

The Regulatory Section issued 639 new letters of operating authority and 108 reprinted letters collecting a total of \$33,030 in fees.

In FY 2015, **OFFICE SERVICES** shipped over 361,000 pieces of mail and packages. The program processed 34 large pre-sort jobs, saving the agency \$36,000 in postage. Over 104,000 driver's license renewal notices went out this year. The program also mails approximately 400 correspondence letters to license holders daily. Numerous postcards and newsletters for WYDOT's public involvement specialists were processed to inform the public of construction and maintenance projects.

The program reproduced 1.8 million color copies and nearly 3 million black and white copies.

Office Services began the transition from microfilming to scanning in July 2015 and scanned over 37,500 documents. Before that transition, 87,612 documents were microfilmed on 16mm and 35mm film. The Quality Control Specialist proofed 164 reels and also made 8,889 prints for various research customers. During FY 2015, 119 projects were finalized, 330 final boxes met their retention schedules and were destroyed, and 669 projects of as-constructed plans were scanned for entry into the Falcon Document Management System. The program indexed 921 new agreements and contracts, along with managing disbursement and collection of 725 agreements and contracts. A total of 27,217 documents were filed this year. A total of 754 accounting packs were submitted to Central Files and closed out. The program also completed the review and update of WYDOT's record retention schedules.

MVS REGISTRATION AND TITLING

Collected about \$23 million in state registration fees.

Facilitated the transfer of over 1 million vehicle registration and 270,572 title transactions to the state mainframe via electronic file transfers sent by the 23 Wyoming counties.

Vehicle identification number (VIN) searches for individuals, businesses, and law enforcement that generated approximately \$22,867.

MVS LICENSING SECTION

Issued 55 certificates to rental car companies, generating \$5,500.

Collected the 4 percent surcharge generating \$305,502, of which \$152,691 was distributed to the counties.

Issued 516 vehicle dealer and manufacturer licenses resulting in the collection of \$44,175 in licensing fees and \$68,545 in dealer forms.

Collected \$121,968 for processing 1,824 prestige, 513 University of Wyoming, 1,221 Military, 20 Gold Star, over 590 other specialty, 2,300 novelty, and 1,083 governmental plate applications.

Wyoming Highway Patrol

The **Wyoming Highway Patrol (WHP)** is the statewide law enforcement entity (housed within the Wyoming Department of Transportation) primarily responsible for patrolling Wyoming highways and enforcing state statutes. Through traffic enforcement; criminal interdiction; education; collaboration with other city, state, and federal agencies; and various community partnerships, the WHP strives to reduce injury and fatal crashes and contribute to the Department's mission. Additionally, the WHP is statutorily charged with providing protective services to the Governor and first family as well as the elected officials in and around the capitol complex.

All patrol vehicles are equipped with mobile data terminals to allow troopers and dispatchers to communicate electronically to assist in accurate, timely, and efficient dispatching of events and transmission of data to and from the dispatch center and the Records Management System (RMS). This system has been completely integrated into the WHP and allows troopers roadside to input data to the Department databases and to perform many essential functions from the patrol vehicle that had previously required support personnel to complete. Troopers and port of entry personnel statewide are creating citations electronically and transmitting citation data to the Wyoming court system electronically from their patrol vehicle and work computers. Crash reporting is also completed electronically in the patrol vehicle and electronically submitted to Highway Safety. Each patrol vehicle is equipped with a state of the art camera system that captures video and audio of trooper activities from 3 cameras. This evidence is stored in 17 servers located around the state and supports enforcement activities during judicial proceedings and trooper investigations.

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

Port of entry officers contacted over 1.5 million commercial vehicle drivers; weighed 587,597 commercial vehicles (37,895 were overweight); performed 1,770 vehicle/driver and 4,744 driver-only safety inspections, finding 1,542 out-of-service violations; and issued 162,992 permits collecting over \$9.1 million in fees. Of the 162,992 permits issued, 67,533 were for oversized vehicles. Port officers spent countless hours safely routing these vehicles.

The Mobile Education Enforcement Teams weighed 1,043 commercial vehicles (137 were overweight); performed 518 vehicle/driver and 83 driver-only safety inspections, finding 244 out-of-service violations; and issued 253 permits.

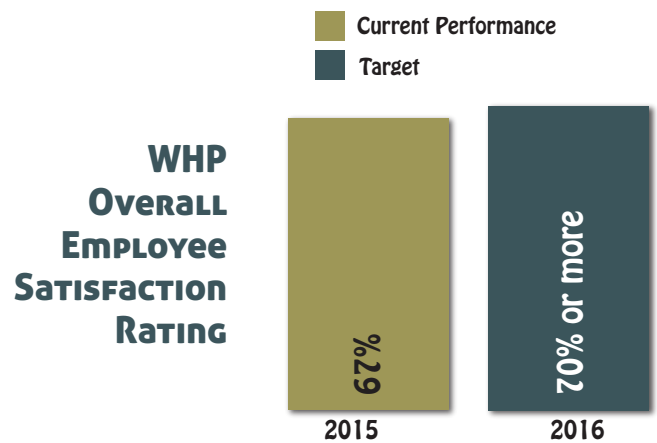
During fiscal year 2015, the WHP spent 80,045 hours patrolling and patrolled 6,002,198 miles of highway, initiated 107,895 traffic stops for driver infractions and equipment violations, assisted approximately 9,268 motorists in need, investigated 6,457 motor vehicle crashes, and had 1,223 drug-related arrests (254 felony). Keeping highway safety a priority, the WHP removed 767 impaired drivers from the roadways and issued approximately 6,869 occupant restraint citations. The WHP continued to work closely with other WYDOT programs to implement and manage Variable Speed Limit (VSL) projects in various locations across the state. Data continue to indicate the VSLs have a significant positive impact on highway safety. Troopers and dispatchers work closely with WYDOT maintenance and the Traffic Management Center to monitor and manage the variable speed limit projects to increase the margin of safety for the motoring public.

The agency's K-9 Team, Special Services Squad, Honor Guard, Mobile Enforcement and Education Teams, Executive Protection Detail, Commercial Carrier Officers, commercial carrier compliance officers, Wyoming Law Enforcement Academy instructors, Crash Investigation Team members, Safety Education Teams, *Alive at 25* instructors, and numerous employees with various collateral duties all serve Wyoming's citizens and the law enforcement community through service, courtesy, and protection.

The Wyoming Highway Patrol now employs a full time records request employee. In fiscal year 2015, 1,330 public record requests were filled.

The WHP works to hire, train, and retain the very best employees possible. Workforce shortfalls in key areas within the dispatch center and trooper allotments stretch resources and make providing an acceptable level of service to the citizens of Wyoming a continual challenge. Almost constant recruitment and training are required to maintain adequate levels of staffing and remain a WHP priority. To this end, the WHP has focused on recruiting to identify and assist with prospective troopers and communication officers.

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



Aeronautics

The **Aeronautics Division** assists publically owned Wyoming airports with state and federal funding needs, for use in airport improvements, planning, and construction. The division administers these projects from inception through final construction. Primary focuses include aviation safety, promoting air service in the state, and providing flight services for the Governor and other state employees traveling to conduct state business.

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

The **Engineering and Construction Program** provides project management oversight for federal and state grant funds to publicly owned airports. The annual airport pavement maintenance projects have been in place for 11 years with the program administering the projects. The program ensures preservation of the existing infrastructure investment and saves taxpayer dollars through the economy of scale.

Asset management continues as a focus for the program. In 2015, the program led collaboration with airport representatives and the Federal Aviation Administration (FAA) to develop pavement management plans to meet both airport and system needs.

The program administered funds for the following grant projects: new airport construction at Hot Springs County Airport (Thermopolis); runway rehabilitation and reconstruction at Riverton Regional Airport; runway extension at Dubois Municipal Airport; runway rehabilitation at Mondell Field (Newcastle); runway rehabilitation at Torrington Municipal Airport; main apron reconstruction at South Big Horn County Airport (Greybull); main apron reconstruction at Converse County Airport (Douglas); approach analysis study at Yellowstone Regional Airport (Cody); main apron reconstruction at Evanston-Uinta County Airport; general aviation terminal construction at Laramie Regional Airport; parking lot and access road construction and runway rehabilitation at Rawlins Municipal Airport; acquisition of snow removal, aircraft rescue and firefighting, and mowing equipment for various airports; aviation encouragement for various airports for fly-ins and air shows; marketing grants for promoting air service at various commercial service airports; navigational aid maintenance at various airports; and group procurement seal coat and marking for the northwest portion of the state. In addition to overseeing grant administration, the staff also provides engineering and technical oversight of these projects.

The **Flight Operations Program** provides on-demand air service to over 25 state agencies, commissions, and boards with 2 aircraft, 7 pilots, and 3 support staff. The pilots flew over 900



Sheridan airport



Jackson airport

flights last year accommodating over 3,200 passengers. The flights covered over 190,000 miles in about 650 hours, creating an efficient mode of transportation for the employees, commissioners, and board members across the state. A total of 95 percent of all the flights were within the state of Wyoming.

The Flight Operations Program operates and maintains its own hangar facility located at the Cheyenne Airport. This facility includes a fuel farm. By maintaining its own fuel distribution facility, WYDOT takes advantage of buying fuel wholesale. In turn, the program is able to maximize the fuel carried on board the aircraft when they leave the facility. Last year this practice saved over \$175,000 in fuel expenses when compared to buying fuel retail. Additionally, the program's pilots work with air traffic control to plan and fly efficient flight profiles, netting an additional \$54,000 savings last year.

Through the efficiencies of the program's operation, it operates the aircraft at approximately 11 percent lower cost than the industry benchmark.

Aeronautics Division pilots attend industry leading training twice a year and are consistently recognized through this training as achieving the highest standards within the industry.

The **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 2015, the Division administered a total of \$41.8 million in airport improvement funds. Of this total, \$8.7 million was state funds, and \$33.1 million was federal funds. The state funds included \$5.7 million in general funds provided by the legislature for airport improvement projects. Airport improvement grants for 108 projects were provided to 35 different airports including major projects in Douglas, Dubois, Evanston, Newcastle, Pinedale, Riverton, Thermopolis, and Torrington, among others.

Program staff oversaw commencement of airport master plans and airport layout plans at the following airports: Buffalo-Johnson County Airport, Mondell Field (Newcastle), and Gillette-Campbell County Airport. An environmental assessment at Wheatland-Phifer Field and a wildlife hazard mitigation plan at the Jackson Hole Airport were also initiated this fiscal year. Finally, a State Aviation System Plan update has been undertaken.

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.

Wyoming Department of Transportation
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