

2023 ANNUAL REPORT

WYOMING DEPARTMENT OF TRANSPORTATION



CONTENT BY PROGRAMS, DISTRICTS, AND MANAGEMENT SERVICES

COMPILATION AND LAYOUT BY MANAGEMENT SERVICES

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Governor Mark Gordon



GOVERNOR'S MESSAGE

Dear Fellow Wyomingites:

It is my pleasure to introduce the Wyoming Department of Transportation's (WYDOT's) annual report. This report serves as a comprehensive overview of WYDOT's tireless endeavors, achievements, and ongoing role in shaping Wyoming's transportation.

Throughout Wyoming's vast and diverse landscapes, our state transportation infrastructure is the backbone connecting us all. WYDOT's diligent efforts to maintain and improve our transportation system touch every corner of the state. That reach is so integral to Wyoming's operations that it is difficult to depict in a snapshot of numbers. For roads alone that's a 6,700-mile state-owned highway

system—including more than 900 miles of interstate.

WYDOT's mission is not just to build roads and bridges; it is to forge pathways that connect our communities, drive economic growth, and ensure the safety of every Wyomingite and traveler. This report delves into WYDOT's core responsibilities, illustrating the meticulous maintenance of our highway network, relentless pursuit of road safety, support of our rural airports, and strategic initiatives aimed at fostering economic development. You will find insights into how WYDOT is leveraging emerging technologies, adapting to new challenges, and preparing for the future.

Each employee contributes to successfully implementing WYDOT's mission. I extend my appreciation to each of you for your work and daily dedication. It is essential to acknowledge the collaborative spirit that underpins WYDOT's success. WYDOT works hand in hand with local communities, businesses, and stakeholders, embodying the Wyoming spirit of self-reliance and cooperation. A few major successes WYDOT achieved in 2023 stand out to me:

- » Implemented a new weight-based closure system to improve safety and reduce collisions while keeping roads open and goods moving.
- » Received three competitive federal grants, including \$26.6 million to build 365 truck parking spaces along I-80 in Evanston; \$24.3 million to complete a wildlife crossing project south of Kemmerer; and \$13 million to complete design for the new I-80/I-25 interchange.
- » Opened a new virtual lobby for Driver Services making waiting for your license more convenient.
- » Welcomed 10 new troopers to Wyoming highways—the guardians of the Cowboy State.

I was also glad to appoint Darin Westby as WYDOT's director. He is a strategic leader who is guiding WYDOT's evolution to meet today's demands, plan for the future, and work with our stakeholders to better Wyoming.

As we reflect on the accomplishments and continue our pursuit of the challenges documented in these pages, let us take pride in WYDOT's pivotal role in shaping the infrastructure that binds us together. May this annual report inspire confidence in our shared journey toward a brighter, more connected future for the great state of Wyoming.

Mark Gordon
Governor of Wyoming

DIRECTOR'S MESSAGE

Director Darin Westby, PE



Reflecting on my first year as WYDOT director, I am impressed by our employees and their dedication. Our mission is vital, yet despite everyone's daily reliance on a functioning transportation system, I have been surprised by how easily it is taken for granted. My hope is to draw attention to how integral our transportation system is and how it connects everything from Wyoming's top industries—energy, tourism, and agriculture—to daily destinations like work, school, and medical facilities.

WYDOT serves all who travel Wyoming no matter how they get around, whether by car, truck, bike, bus, or plane. Our priority is ensuring everyone arrives safely, which is why our Strategic Highway Safety Plan now accounts for vulnerable road users. We also care about non-traditional road users, such as mule deer and pronghorn, which is why we work with our passionate state partners on tackling wildlife crossing projects. And our work has paid off—the recently completed Dry Piney wildlife crossings are showing promising results with cameras capturing hundreds of animals using the passages. WYDOT also received the largest award from the national 2023 Wildlife Crossing Pilot Program for wildlife crossing infrastructure along US 189 to accommodate new energy development in southwest Wyoming.

Wyoming's transportation system is complex and so is caring for it. No matter the weather, WYDOT keeps our infrastructure in the best possible condition. Whether plowing roads, applying millions of gallons of striping paint, or repairing guardrails and clearing right of ways, WYDOT is a proud steward of our infrastructure. Our teams strategically select and design projects that maximize safety and effectiveness given limited stateside funding and inflation. A notable project in 2023 was the Casper Marginal, which is a historically large project for WYDOT and will provide safer, more efficient traffic flow in one of Wyoming's most densely populated areas. I continue to be impressed with how WYDOT accomplishes such important projects despite increased workloads and staffing shortages.

Beyond normal construction and maintenance duties, WYDOT innovates to meet challenges. In 2023, WYDOT's ingenuity took on the wind. Engineering teams finalized and tested a design for a new high mast light tower to ensure the new design withstands Wyoming's winds. Meanwhile, WYDOT began piloting the first phases of a high wind road closure system based on gross vehicle weight limits to better inform travelers and reduce blow-over crashes. WYDOT also educated the Wyoming Legislature on this issue, which resulted in legislation to increase the fines for those who violate high-wind closures.

Another notable aspect of WYDOT that often goes overlooked is our reach beyond roads and bridges. WYDOT is the steward of the statewide public safety interoperable radio communications system, WyoLink, as well as home to Wyoming Highway Patrol and Aeronautics. WYDOT also houses many transportation-related services, from administering driver's licenses to specialty plates. And perhaps the most unsung heroes are those WYDOT programs that serve the agency internally to ensure customer-facing services are as effective as possible.

As I continue to learn more about WYDOT, I want to keep educating others on our brand, especially the importance and impact of our mission and how we meet it every day. I also want to ensure transparency, both inside and outside the agency. Continuing to educate stakeholders and the public will help us obtain and maintain strategic partnerships and accomplish even more.

I look forward to what new challenges and opportunities await our agency, and hope this annual report serves as a reminder of all WYDOT does for this great state.



AGENCY SNAPSHOT

VALUE OUR TEAM

The Wyoming Department of Transportation (WYDOT) is Wyoming's largest state agency, employing over 1,800 employees across 8 divisions, 41 programs, and 5 districts.

PURPOSE

Support Wyoming's economy and quality of life while safely connecting communities

MISSION

Provide a safe and effective transportation system

VISION

Excellence in transportation

VALUES

- » Respect
- » Integrity
- » Dedication
- » Excellence
- » Safety

STRATEGIC OBJECTIVES

- » Serve Our Customers
- » Ensure Transparency and Public Engagement
- » Value Our Team
- » Develop and Maintain Strategic Partnerships
- » Appropriately Manage Resources
- » Continually Improve and Innovate

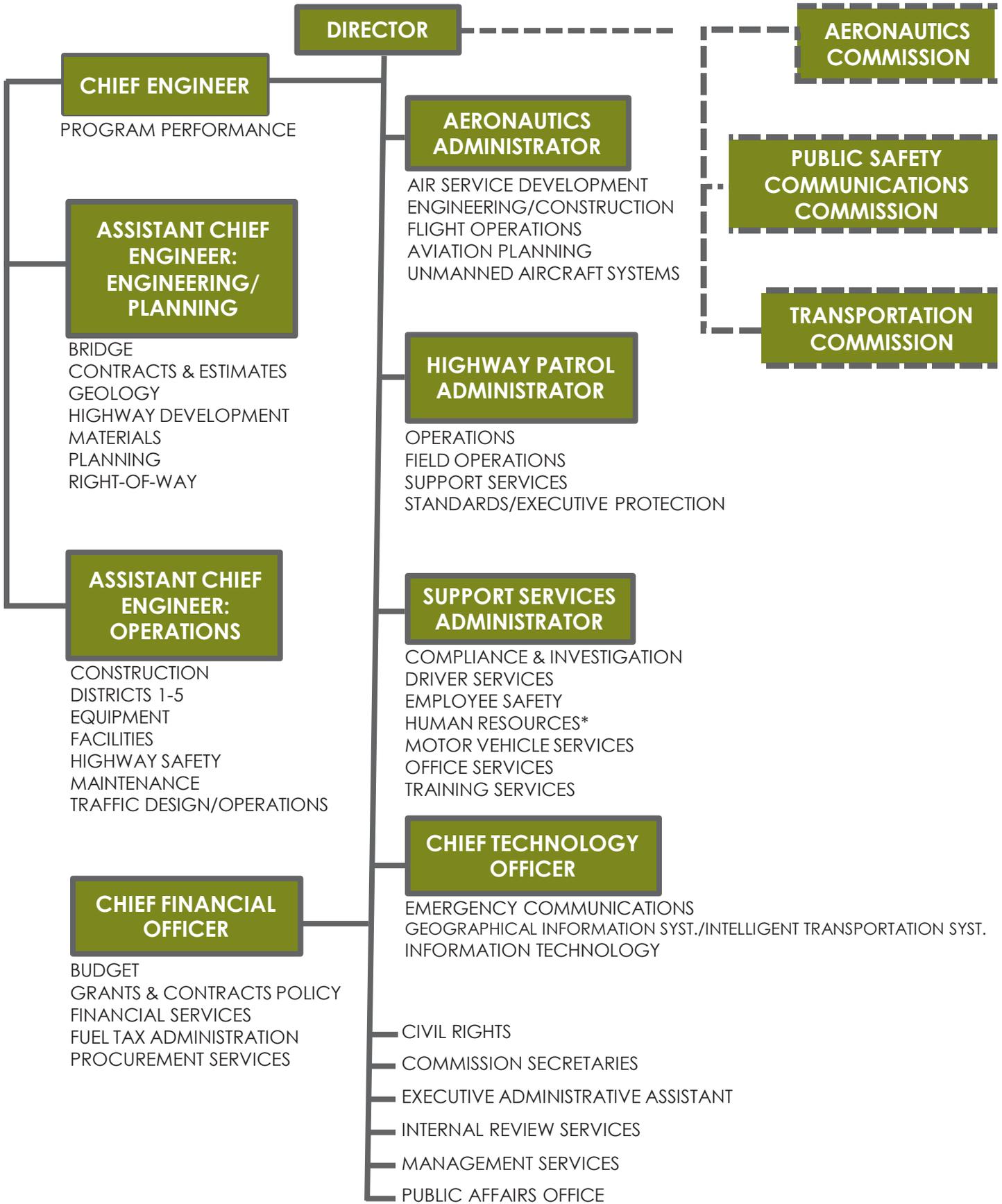
RETENTION AND RECRUITMENT

WYDOT values its employees as its greatest resource—we are only as good as our people. We focus on retaining our current workforce while growing our teams to meet future transportation and customer needs. WYDOT aims to create a safe, welcoming, and enriching environment. WYDOT's statewide reach provides many opportunities for career advancement and new challenges. Most importantly, WYDOT's mission and connection to everyone's daily lives makes our workforce one of the most dedicated—each day our employees help people reach their destinations and return home safely, whether they are getting groceries or visiting the wonders of Wyoming.

Check out our current job postings: <https://ai.wyo.gov/for-job-seekers>



District 3 (shown above) and other WYDOT districts and programs attend career fairs and other events to spread the word about exciting WYDOT careers.



*Administered through the Department of Administration and Information, Human Resources Division



FINANCIAL OVERVIEW

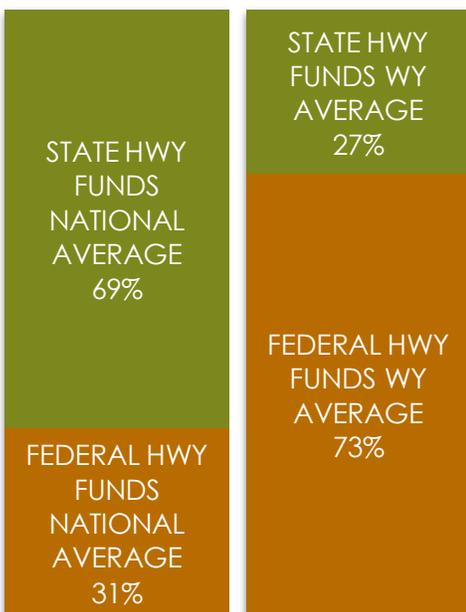
ENSURE TRANSPARENCY - APPROPRIATELY MANAGE OUR RESOURCES

WYDOT has a complex financial picture that consists of federal and state revenue streams. WYDOT uses its funding for the stewardship of Wyoming's transportation system and for providing transportation-related services.

FEDERAL VS. STATE FUNDING

Given Wyoming's small population and large swathes of federal land, WYDOT receives relatively more federal transportation funding per capita than most other states; however, federal dollars must be matched with non-federal dollars. WYDOT uses state funding as non-federal match to leverage federal dollars as well as provide other transportation services. In fiscal year (FY)2023, WYDOT received \$433.8 million of Infrastructure Investment and Jobs Act (IIJA) funds, resulting in 84 projects let to construction.

FEDERAL VS. STATE HIGHWAY FUNDING COMPARISON



REVENUE AND EXPENDITURES

State funding from state fuel taxes, registrations, vehicle fees, and driver's licenses are used to match federal funds and provide funding for non-highway needs. WYDOT currently uses much of its overall resources (federal and state combined) for highway improvement, maintenance, and operations, but funds are also invested in aeronautics, Wyoming Highway Patrol (WHP), emergency communications, planning, and other transportation-related services.

FUEL TAX RECEIPTS AND REVENUE DISTRIBUTION

WYDOT receives fuel tax receipts at both the federal and state levels. At \$0.184 (gasoline) and \$0.244 (diesel) the federal fuel tax rate has not changed since 1993, and money raised from these taxes is fed into the Federal Highway Trust Fund and

WY has 1,264 IRP carriers (8,433 truck/3,375 trailer plates issued) and 1,264 IFTA carriers (8,581 IFTA decal sets issued).

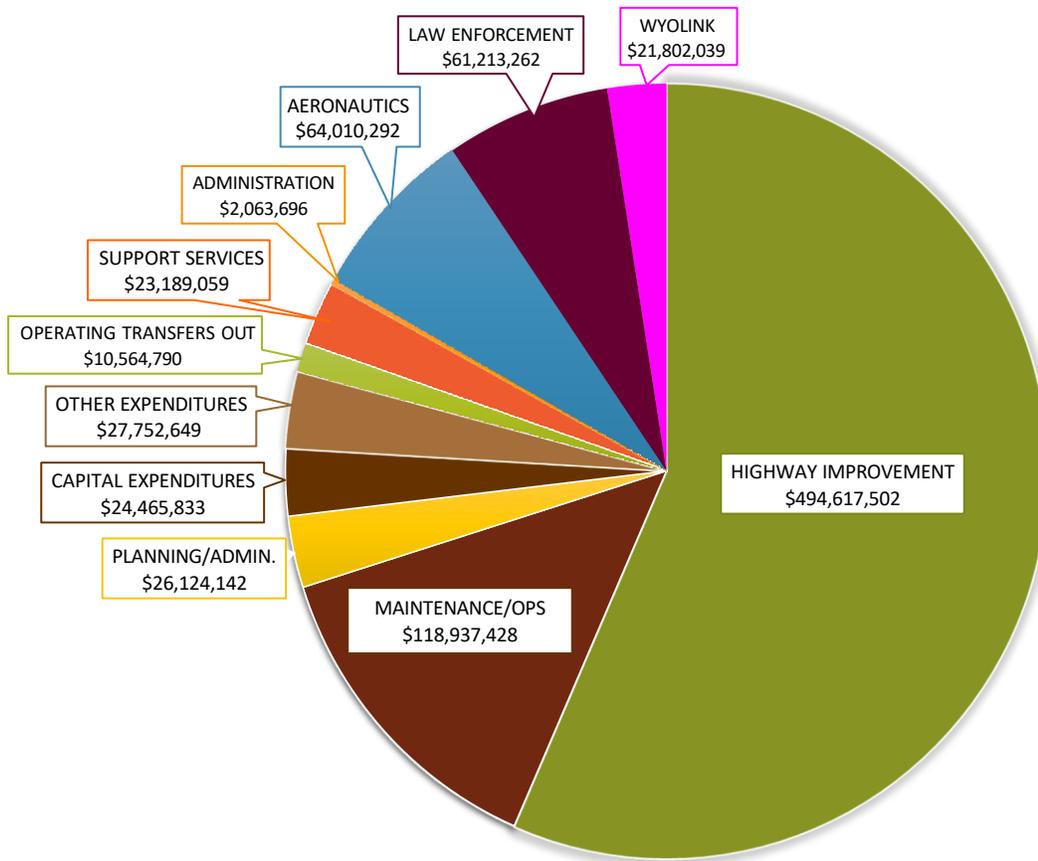


distributed to states. WYDOT receives more revenue from federal fuel taxes than it provides. At the state level, WYDOT's fuel tax was last increased (\$0.10) in 2013, and currently sits at \$0.24 for both gasoline and diesel.

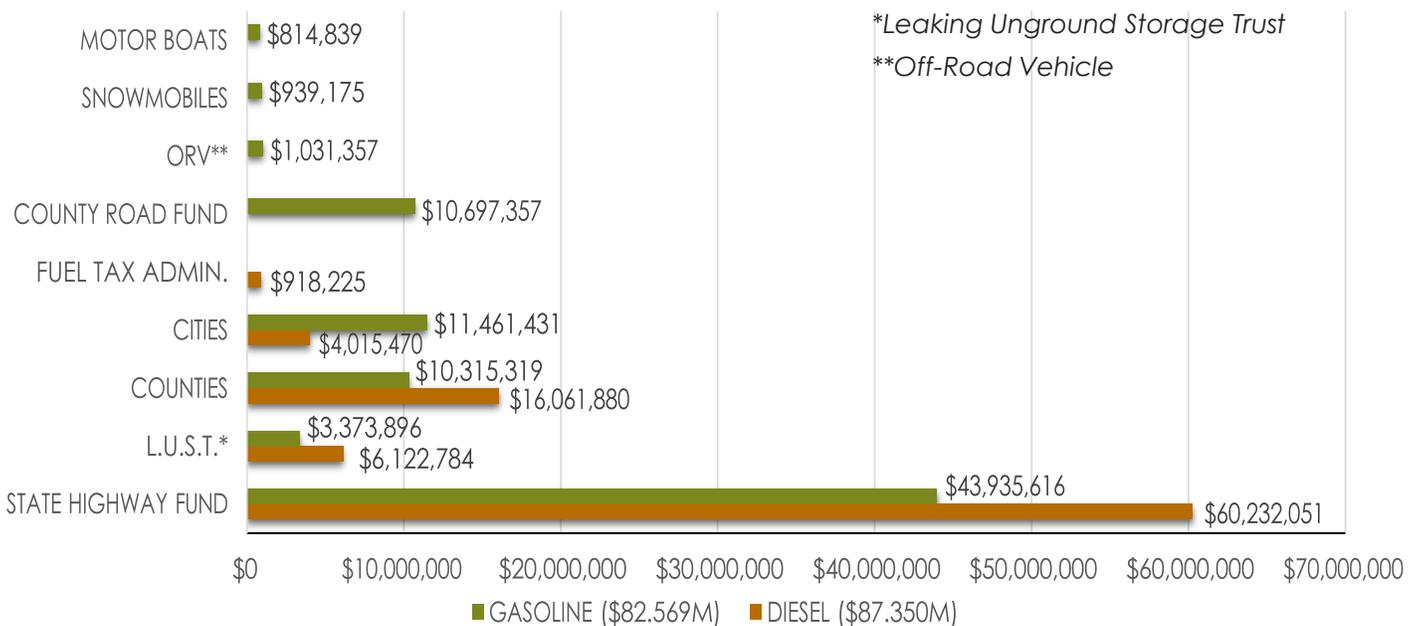
Through the International Registration Plan (IRP) and International

Fuel Tax Agreement (IFTA), portions of registration fees and fuel taxes are forwarded to other jurisdictions where Wyoming-apportioned vehicles travel. Other jurisdictions remit registration fees and fuel tax revenues to Wyoming when companies from their jurisdictions travel through Wyoming. In 2023, IRP netted \$47.5 million and IFTA netted \$2.4 million for Wyoming.

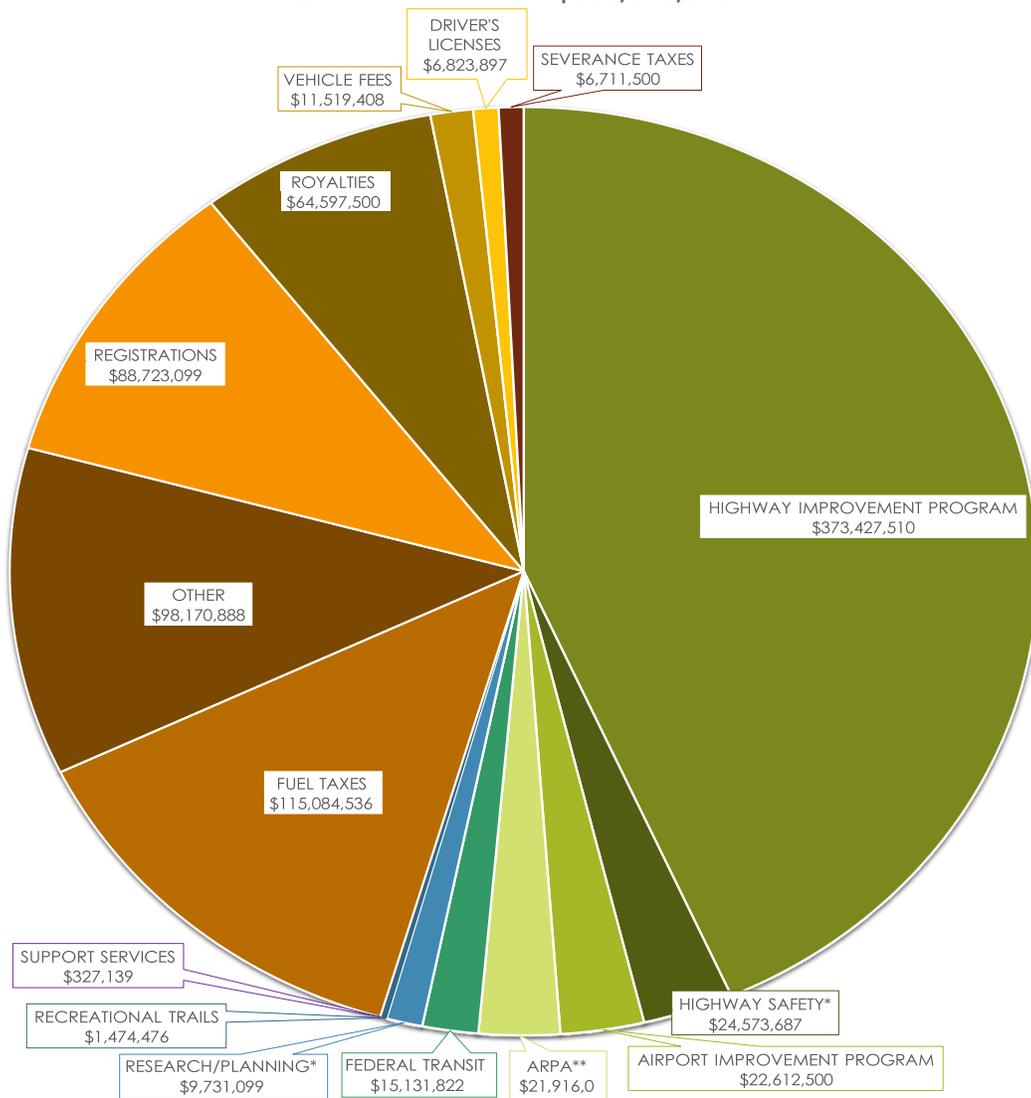
FY23 ACTUAL EXPENDITURES: \$874,740,692



FY24 ANTICIPATED FUEL TAX COLLECTIONS BY SOURCE



FY24 ANTICIPATED REVENUE: \$860,825,090

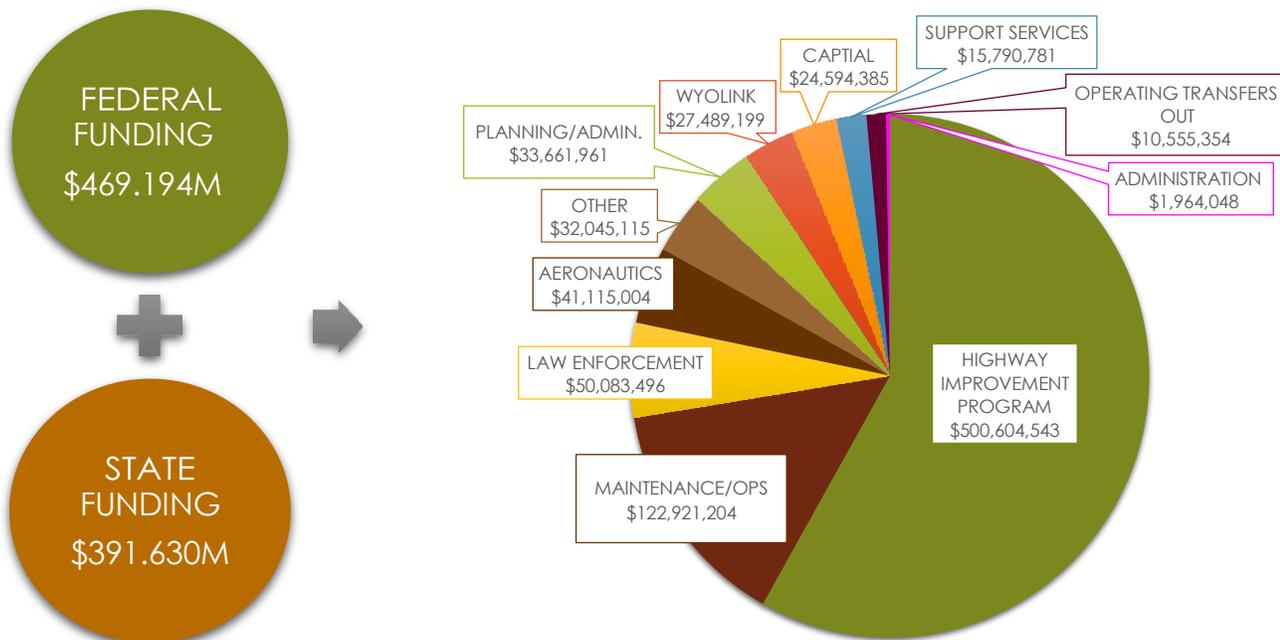


*Shows combined funding sources for highway safety (includes \$13.472 million in highway safety funding from FHWA, \$9.222 million from NHTSA, and \$1.879 million from the Motor Carrier Safety Assistance Program for a total of \$24.573 million in overall highway safety-related funding).

**Shows combined funding sources for research and planning (includes \$8.498 million from FHWA for highway research and planning and \$1.234 million from FHWA for metropolitan planning).

***American Rescue Plan Act (ARPA)

FY24 ANTICIPATED FUNDING (\$860.825M) TOTALS AND EXPENDITURES (\$860.825M)



PROGRAM SNAPSHOTS

BUDGET coordinated and compiled WYDOT's FY24 operating budget and updated the annual budget presentation. The program implemented an upgrade to the Budget Enterprise Performance Management software used to create the Transportation Commission directed programs' budgets. The upgrade project included initial design, customization, implementation, testing, final production rollout, and training. The PROJECTS SECTION worked with other programs to budget grants for rural transit, aeronautics, and highway safety, as well as to authorize reimbursement to granted entities, awarded contractors, and engineering consultants.

FUEL TAX ADMINISTRATION administered fuel tax for Wyoming by interpreting and applying fuel tax law, accurately collecting fuel taxes, and ensuring timely fuel tax distribution.

FINANCIAL SERVICES provided WYDOT with accurate, timely financial information to assist operations, including financial statements for external stakeholders, which report the full costs of preserving, improving, and enhancing Wyoming's transportation system. In FY23, the program accounted for and reported:

- » \$957.13 million in revenue
- » \$900.12 million in expenditures
- » \$5.88 billion in highway, bridge, and communication infrastructure assets
- » \$189.57 million in capital assets
- » \$33.07 million in inventories

CONTRACTS AND GRANTS POLICY worked with other programs to review contracts before submission to the Attorney General's Office. The program oversaw 28 work groups that submitted 1,414 documents for review. The program also reviewed grant documents and submitted request forms to secure state matching funds for discretionary grants.

EMPLOYEE SAFETY focused on safety policies, updating and implementing the following policy topics: Opioid Exposure Program; excavations and trenching; Respiratory Protection Program; and lock out, tag out procedures. Several Employee Safety and DSRs worked tirelessly to earn their General Industry and Construction certifications.



TRANSPORTATION SAFETY OVERVIEW

SERVE OUR CUSTOMERS - VALUE OUR TEAM

From training a safe workforce to constructing and maintaining safe infrastructure, WYDOT strives to reduce hazards and incidents. WYDOT also provides tools for our customers to plan safe, informed travel; and, if the worst should happen, WYDOT facilitates fast and effective response.

SAFETY STARTS WITH US

Leading by example, WYDOT is constantly improving safety practices. In 2023, the Employee Safety Program implemented new and improved training based on workforce safety needs, including (in coordination with WHP) an active shooter training to hundreds of state employees. Employee Safety also developed new training for 2024, covering confined spaces, fall protection, trenching and excavation, and Narcan[®].

Employee Safety and district safety representatives (DSRs) pursue safety certifications to ensure they provide the best guidance to WYDOT employees. To this end, in 2023 WYDOT's safety team received the Occupational Safety and Health Administration (OSHA) Certified Safety and Health Official certification.

In addition to formal training, the districts, including their DSRs, complete shop and safety meetings to keep mechanics abreast of workplace changes and safety programs. These safety meetings include job safety analysis and other protocols to advance a safe working environment.

SAFETY DRIVES US

From planning and design to maintenance and data collection, WYDOT keeps safety in mind. Improving safety starts with a plan, so in 2023 the Highway Safety Program updated the Strategic Highway Safety Plan to include vulnerable road users (bicyclists and pedestrians) for a more inclusive safety strategy.



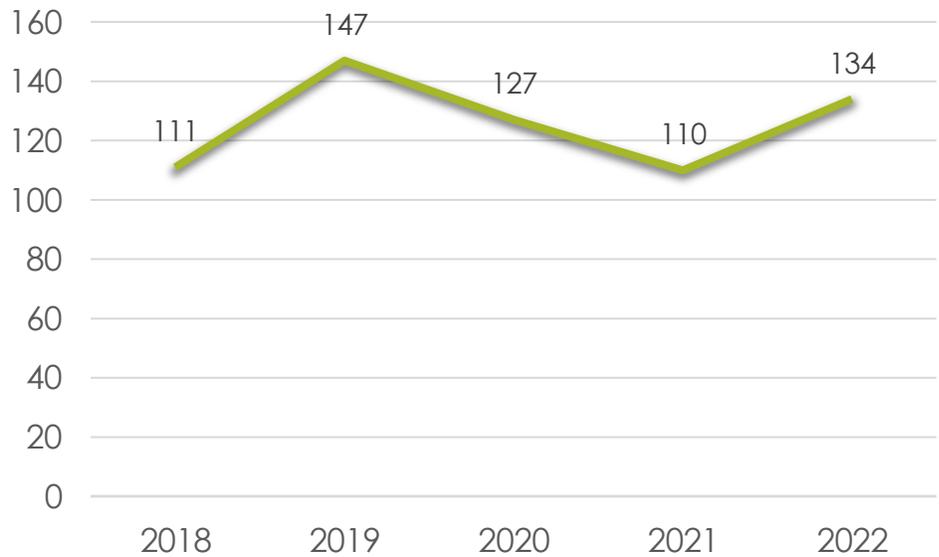
WYDOT employees congregating for excavation and trenching training

Data collection and analysis are also key to selecting safety improvements. To improve data analysis and provide public access to crash data, Highway Safety updated the Safety Portal in 2023 and provided data to safety partners. Additionally, Highway Safety and WHP also submitted timely, accurate crash reports.

Every WYDOT project shares the goal of creating a safer transportation system; however, safe travelers are the ultimate safety tool. To help promote positive safety behaviors, WYDOT provides

funds through the Highway Safety Behavior Grant Program. In FY23, about \$4.7 million of these behavioral safety grants were awarded for new projects—focusing on vulnerable road users, impaired driving, occupant protection, and roadside injury prevention. The awarded projects will be ready to implement next year. To further support safer drivers, WYDOT trains safer travelers, such as defensive driving courses provided by WHP. In 2023, WHP instructed 90 defensive driving classes with 797 students attending. Troopers also taught 172 safety presentations to schools, businesses, fairs, and other safety events. WYDOT also provides more focused training; for instance, the Motorcycle Safety Program trained 950 students, both new and existing riders, over 90 classes at eight locations statewide in 2023. To help travelers plan safer trips, WYDOT also provides many travel tools.

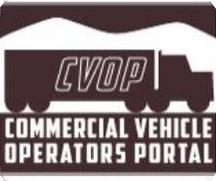
TOTAL FATALITIES BY YEAR (2018-2022)



TRAVEL TOOLS

With quickly changing road conditions through most Wyoming seasons, WYDOT provides a variety of tools to help travelers stay informed and make a safe travel plan.

During the winter, the Wyoming Travel Authorization Program (W-TAP) served 18,500 citizens, ensuring travelers reached their destinations safely with more than 15,000 W-TAP subscribers. Users must register

				
511 NOTIFY ~18.5M SUBSCRIBERS 31M MESSAGES	WEBSITE 2.2B HITS	511 CALLS ~250,000 CALLS	CVOP ~2,600 REGISTERED USERS	511 MOBILE APP ~530,000 UNIQUE USERS

WYDOT offers a variety of methods to find and receive travel information

annually, and the Public Affairs Office (PAO) provides technical support for applications along with public outreach about the program.

Additionally, the Transportation Management Center (TMC) delivers valuable safety advisories and regulatory information to keep travelers informed while on the road. Notably, the Geographical Information System (GIS)/Intelligent Transportation Systems (ITS) Program developed a new process for weight-based high-wind closures to promising results (to read more about this exciting project, see [Project Highlights](#)). To further enhance safety communications with road users, WYDOT's GIS/ITS team deployed connected vehicle-to-everything (C-V2X) devices at about 75 locations along I-80 in 2023 as WYDOT continues to be a national leader in the C-V2X space.

EMERGENCY RESPONSE

Although everyone prefers to avoid safety incidents, crashes still occur. As part of WYDOT's holistic safety approach, the department facilitates fast and efficient emergency response to minimize harm.

Through WyoLink—Wyoming's statewide, public safety interoperable radio communications system—WYDOT provides a vital communication tool for emergency responders and public safety and service agencies statewide. The system is interoperable, meaning that agencies can directly communicate with each other in larger scale events and operations. In FY23, WYDOT oversaw awards totaling \$4.5 million in ARPA funds to local agencies to purchase new WyoLink equipment. Expansion continues for interoperable communications across adjacent state and cellular networks with WYDOT obtaining two FirstNet compact rapid deployable through a partnership with FirstNet to address coverage gaps and improve service.

To further enhance emergency communications, the Information Technology (IT) Program expanded use of the Cradlepoint IBR1700 trunk modems for WHP, which allow wireless connectivity to office infrastructure when a vehicle is within range of building WiFi. This connectivity supports higher speeds for offloading trooper video and WiFi connectivity for radios as a backup communication system for WyoLink. IT also implemented connectivity using the StarLink satellite system alongside cellular in the WHP command bus.

In another notable accomplishment for improved emergency response, after coordinating with other state and local entities, the Next Generation 911 (NG 911) GIS completed the Wyoming NG 911 GIS Data Model, which will further NG911 in the state.

ENFORCEMENT

WHP's tireless efforts in enforcing Wyoming's laws on our roadways is a key piece to WYDOT's safety approach. WHP enhances public safety by patrolling Wyoming's highways, enforcing highway safety and state statutes, and performing criminal interdiction.

In 2023, WHP responded to 4,527 crashes and arrested 1,357 impaired drivers. Additionally, WHP stopped 58,958 vehicles and issued 42,892 citations for speeding, 1,260 for driving while license suspended, 328 for no child restraint, and 1,712 for no seatbelt. Troopers also issued 43,130 warnings for traffic violations and faulty equipment. WHP contacted 770,590 commercial vehicles weighing 324,701 and finding 39,551 to be overweight. Consequently, WHP issued 182,896 oversize/overweight permits collecting \$10.543 million in fees. To enhance commercial vehicle safety, WHP inspected 12,627 commercial vehicles finding 7,708 out-of-service violations.

Citizens also contributed to safer enforcement on our roads by contacting the Dispatch Center to report drunk driving and other suspicious behaviors. As a result, the Dispatch Center fielded 136,366 calls, including 2,931 Report Every Drunk Driver Immediately Reports, 1,316 Safe2Tell (anonymous tip reporting system) tips, and 6,060 calls for towing services.

PROGRAM SNAPSHOTS

HIGHWAY SAFETY worked with the Federal Highway Administration (FHWA) and National Highway Traffic Safety Administration (NHTSA) to reduce fatal and serious injury crashes by evaluating and funding safety projects through the Highway Safety Improvement Program (HSIP) and High Risk Rural Roads Program (HRRR).

GIS/ITS extended the contract with USDOT to deploy C-V2X equipment on Wyoming roads. The program is exploring WiFi to supplement lost radio spectrum for the C-V2X deployment. The GIS team assisted with implementing Street Smart, which provides full motion video and LiDAR (Light Detection and Ranging) of all WYDOT-maintained roads.

EMERGENCY COMMUNICATIONS completed all annual inspections for WyoLink radio sites and roadside radios. The program began using agency-owned drones to **scan and map 30 WyoLink towers**. The program collaborated with Enterprise Technology Systems (ETS) to provide fiber optic connections to WYDOT locations and WyoLink sites. Upgrades—including fiber optics, redundant links, and licensing frequencies—continue to improve reliability and enhance communications for WYDOT's roadside devices.

WHP enhanced public safety by assisting 16,713 motorists, recovering 10 stolen vehicles, addressing 1,731 abandoned vehicles, and engaging in public outreach and education efforts. WHP provided protective services to the Governor, the first family, and elected officials. WHP initiated 349 felony and 601 misdemeanor drug cases, seizing:

- » **1,619 pounds of Marijuana**
- » **17 pounds of Methamphetamine**
- » **2 ounces of Heroin**
- » **3.9 pounds of Cocaine**
- » **2.1 pounds of Fentanyl**
- » **5.1 pounds of illegal prescription drugs**

PROGRAM PERFORMANCE, STRATEGIC PLANNING TEAM, began preparing for the FY25-FY27 Strategic Plan, including incorporating the new director's vision. The **PROJECT DELIVERY TEAM** gave a STIP and Project Control System (PCS) 101 presentation at the WYDOT Engineer's Conference as well as conducted over 200 meetings, including scope and schedule meetings, work plan reviews, and PCS meetings. The **STRATEGIC PLANNING TEAM** coordinated with WYSAC to conduct and complete the 2023 Customer Satisfaction Survey.



INFRASTRUCTURE ASSETS OVERVIEW

SERVE OUR CUSTOMERS - APPROPRIATELY MANAGE RESOURCES - CONTINUALLY IMPROVE AND INNOVATE

WYDOT's transportation system stewardship centers on maintaining safe and functional infrastructure assets. WYDOT uses asset management to maximize benefits with limited funding.

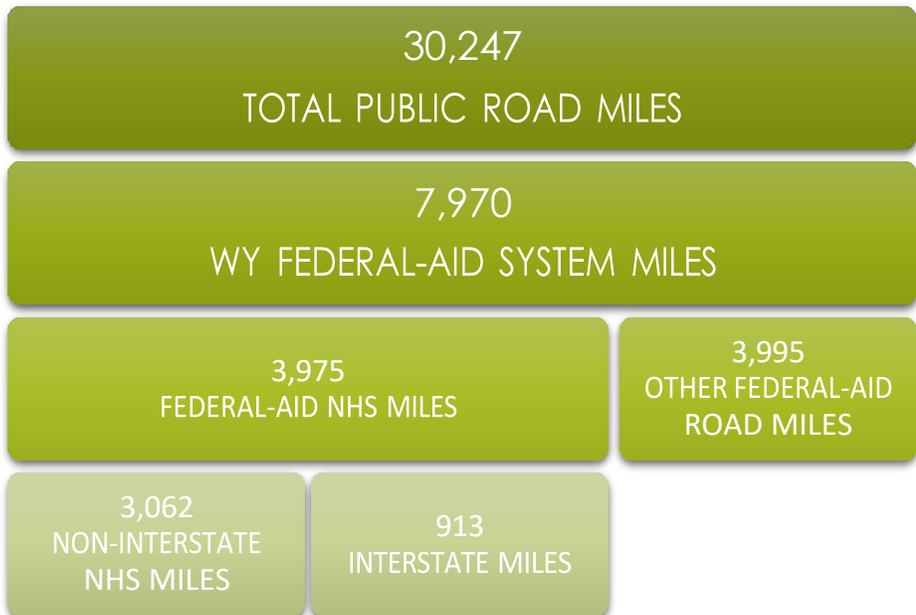
SYSTEM OVERVIEW

Wyoming's transportation system is vast and complex serving multimodal transportation—including roads, bridges, air travel, transit, pathway, and freight rail. Such an expansive system requires many different stewards, from WYDOT to cities, counties, transit providers, private industry, and more. WYDOT collaborates with other transportation stakeholders, including the public, to ensure a safe, efficient, and connected statewide transportation system.

ASSET MANAGEMENT

Federal law requires WYDOT to develop and implement a risk-based Transportation Asset Management Plan to establish and track performance targets for infrastructure assets. As a result of WYDOT's relatively flat stateside funding, which limits the amount of federal dollars that can be leveraged, the department currently focuses on asset preservation rather than enhancements and expansion.

WYOMING FEDERAL-AID SYSTEM OVERVIEW



WYDOT uses asset management to guide project selection. To aid in asset management and project selection, in 2023, the Systems Planning Section provided corridor study maps and asset review spreadsheet applications to the districts. Selected projects are placed on the State Transportation Improvement Program (STIP), and Program Performance worked with all programs to develop and publish the FY24 STIP. To improve STIP and project delivery in 2023, Program Performance created comprehensive training covering STIP development, project creation, scheduling, and the design process.

PAVEMENT

WYDOT uses a Pavement Management System (PMS) to predict future pavement conditions, using historical data and current conditions, to facilitate project selection based on given funding scenarios. WYDOT uses PMS analysis to compile the list of recommended pavement sections and associated treatment strategies. WYDOT applies different pavement preservation treatments at strategic times, from resurfacing to reconstruction, to achieve an optimal benefit-cost—in other words, the best bang for the state’s buck!

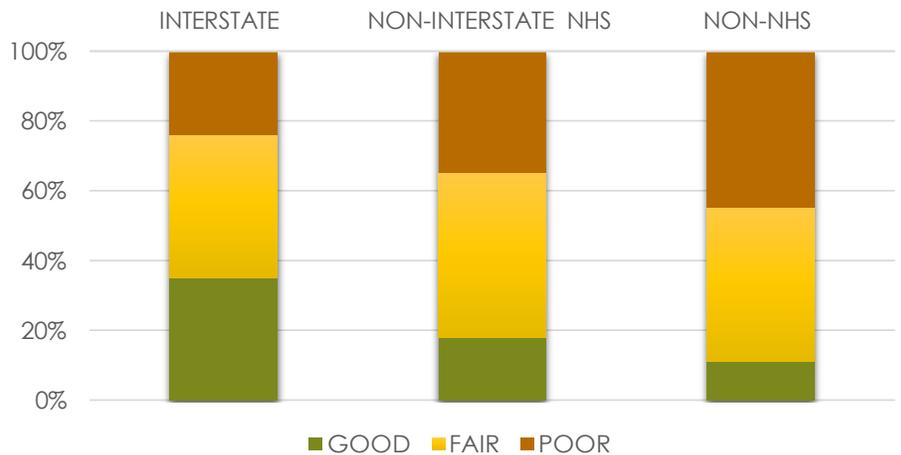
To align with federal reporting, WYDOT uses a Pavement Quality Rating system that defines pavement sections as *Good*, *Fair*, or *Poor*. Overall, most interstate pavement is in *Fair* or *Good* condition while most non-interstate National Highway System (NHS) and non-NHS pavement is in *Fair* or *Poor* condition.

WYDOT continually enhances pavement efficiency, reduces waste, and stretches funding to meet its pavement preservation goals. As part of these efforts, the Materials Program recycled 19.90 miles of roadway in southwest Wyoming in 2023 by using hot in-place recycling. The hot in-place recycling rehabilitates deteriorated pavements to correct surface distresses and preserve existing surface materials with minimal traveler impacts. Additionally, Materials followed an industry transition from traditional Portland cement to a newer, more sustainable Portland-limestone cement that uses limestone as a filler to reduce environmental impacts. These advancements are just some of the ways WYDOT continually innovates and improves pavement efficiency and effectiveness.

WYDOT’s design and construction team received the silver prize for the American Concrete Pavement Association’s Annual National Excellence in Concrete Pavement Awards - Divided Highways (Rural) category for the concrete pavement placed on I-80 (Rock Springs to Rawlins).



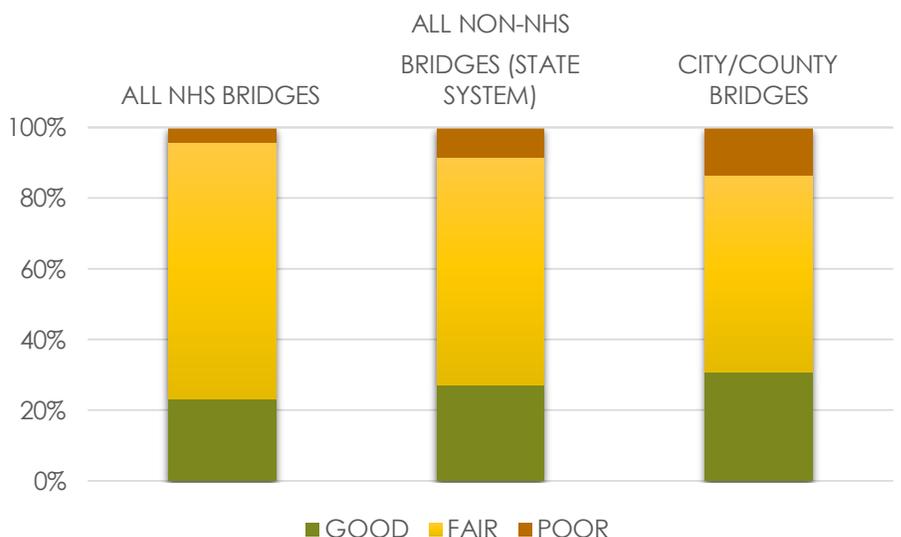
FY23 WYOMING PAVEMENT RATINGS BY SYSTEM



BRIDGES

WYDOT uses a Bridge Management System (BMS) to select bridge projects and replacement candidates. Using National Highway Performance Program (NHPP) targets (in effect since May 20, 2017), WYDOT strategically selects bridge projects to achieve its targets of maintaining at least 10 percent of bridge deck area in good condition while ensuring no more than 10 percent is in poor condition for both NHS and non-NHS bridges. To meet performance targets, WYDOT diligently inspects structures, completing 1,537 routine inspections (1,047 on-system

FY23 WYOMING BRIDGE PERFORMANCE RATINGS BY SYSTEM



bridges and 490 off-system bridges) in 2023. The Bridge Program also completed the following types of inspections on different structures in 2023:

- » 13 initial bridge inspections
- » 41 elemental update inspections
- » 37 fracture critical inspections
- » 10 tunnel inspections
- » 33 overhead sign structure inspections
- » 242 high mast light tower inspections
- » 17 bridge damage inspections

In 2023, WYDOT also let a record of over \$92.858 million in bridge work to contract, achieving its performance targets on the NHS and non-NHS. This work consisted of the following:

- » 8 bridge replacements
- » 37 bridge rehabilitations
- » 2 box culverts
- » 1 retaining wall
- » 3 miscellaneous structures

Work for future bridge replacements also began, with the Geology Program completing drilling investigations for 17 bridge replacements. WYDOT will continue to leverage federal funding to replace bridges in poor condition.

WYOLINK

Over 500 entities use WyoLink's 105 network radio sites, and new users are continually added. WyoLink users include:

- » 68 emergency medical services
- » 94 law enforcement agencies
- » 118 fire protection agencies
- » 144 local government agencies
- » 20 Wyoming state agencies
- » 44 educational institutions
- » 2 federal agencies
- » 11 out-of-state agencies
- » 19 private entities (mine rescue and Life Flights)
- » Bureau of Indian Affairs and the Wind River Indian Reservation

WyoLink has 105 network radio sites serving 16,000 users and about 21.7M calls annually



The Emergency Communications Program ensures the vital WyoLink system remains reliable for the life saving services that depend on it. As part of this ongoing effort, in 2023 Emergency Communications completed radio upgrades at 65 sites and across 50 percent of WYDOT mobile and portable radios.

AERONAUTICS

WYDOT also applies asset management to airports to help facilitate safe and reliable air travel. The Engineering and Construction Program provides airport asset management with work continuing in 2023 on a statewide GIS-based airport pavement management program. To further improve aeronautics assets and air service, the Engineering and Construction Program also oversaw various projects to support Wyoming aviation, including the following:

- » 53 design, construction, and equipment acquisition projects
- » 21 navigational aid maintenance projects
- » 20 aviation encouragement projects
- » 7 marketing projects

Beyond caring for physical airport infrastructure, WYDOT also oversees air service development. The Air Service Development Program helped fund nine air service agreements in FY23—five through the Air Service Enhancement Program (ASEP) and four through the Capacity Purchase Agreement (CPA). The ASEP agreements provided air service for more than 136,000 passengers while the CPA

WY has 40 airports, including commercial, business, intermediate, and local airports providing \$87.7M in annual tax revenue.

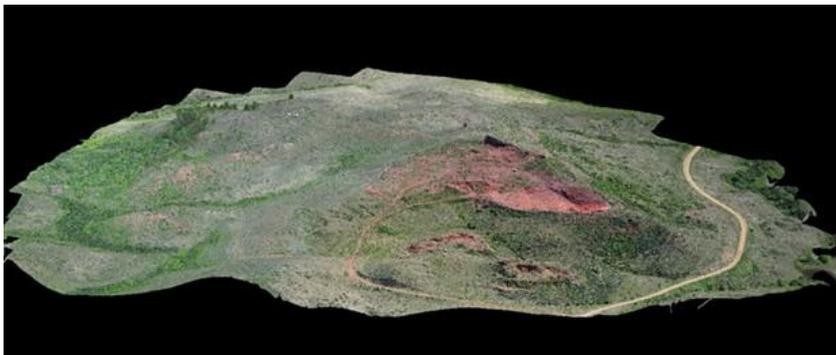


for commercial air service through SkyWest Airlines (operating as United Express) helped the four participating airports increase passengers over FY22 levels.

BETTER TRANSPORTATION SYSTEM BY DESIGN

FY23 was a productive year for designing and letting projects. The Design Section completed 67 design projects, and the Contracts and Estimates (C&E) team oversaw 68 highway contracts awarded (some for combined projects), with the majority awarded to in-state bidders. Projects averaged 2.3 bidders, which was a lower average than for previous years. Most highway contracts were federally funded (62 projects), and the total construction cost was \$392 million—a notable \$22 million increase over FY22.

*It's a bird. It's a plane. No! It's the P&S plane! The survey crew flew 10 flights over the Padlock pit, collecting 1,194 photos over 380 acres, and used the Skydio 2+ drone over the Willey Scoria Pit (**point cloud below**) to collect 424 photos over 138 acres.*



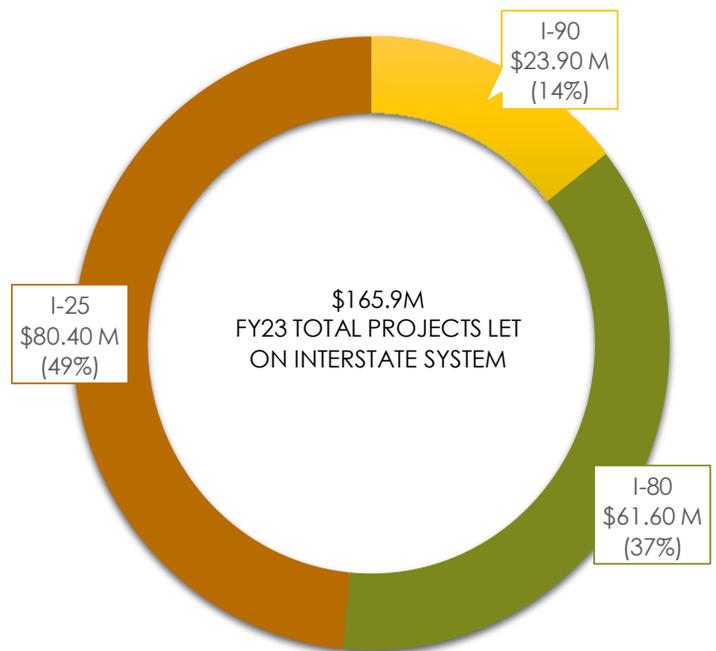
terrain mapping, aerial photography, surveying, and data for designers and other programs. In 2023, this work involved the Photogrammetry Group compiling mapping for 58 projects, including work on 10 urban projects, 20 rural projects, 18 bridge projects, and 2 pit and quarries. The Surveys Group placed photo targets and collected data for aerial imagery on 13 projects. Further, P&S set 219 project control monuments on 22 projects, collected Global Positioning System (GPS) control data on 30 projects, and collected digital-level data for vertical control on 26 projects—providing valuable coordinates that are used for mapping, design, land surveying, and construction.

To further prepare for highway construction, the Right of Way Program (ROW) acquired 165 parcels on 39 projects in 2023, including the following acquisitions:

- » 31 parcels for Poplar Street in Casper
- » 15 parcels for Thermopolis-Meeteetse
- » 16 parcels for 3rd Street in Laramie
- » 14 parcels for Evanston streets

Of the projects let to contract in FY23, the Highway Development Program worked on 10 interstate system projects, 2 wildlife projects, 11 HSIP projects, 2 emergency projects, 5 state and federal system bridge replacements and rehabilitations, and 5 maintenance projects. Looking to the future, WYDOT's Project Development Section prepared \$183.8 million in projects for FY24 lettings and \$238.6 million in projects ready for letting beyond FY24. To aid design work, the Photogrammetry and Surveys Section (P&S) provided

FY23 INTERSTATE PROJECTS BY SYSTEM



CONSULTANTS

WYDOT works with consultants to manage workflows. This dedication to timely design work is shown in the 53 new consultant contracts issued by the Consultant Services Unit, with the majority (39) going to in-state firms—an 89 percent increase from FY22. In FY23, new contracts totaled \$23.51 million for a 131 percent increase from FY22. Payments totaling \$15.023 million were made on 115 agreements with 60 firms.

WYDOT GETS THE JOB DONE

Through 2023's historically brutal winter and short summer, WYDOT crews worked on vital projects to keep our transportation system in the best possible condition given funding and staffing constraints. Despite vacancies continuing to stretch crews, workers across WYDOT completed important construction and maintenance work.

CONSTRUCTION PROGRAMS

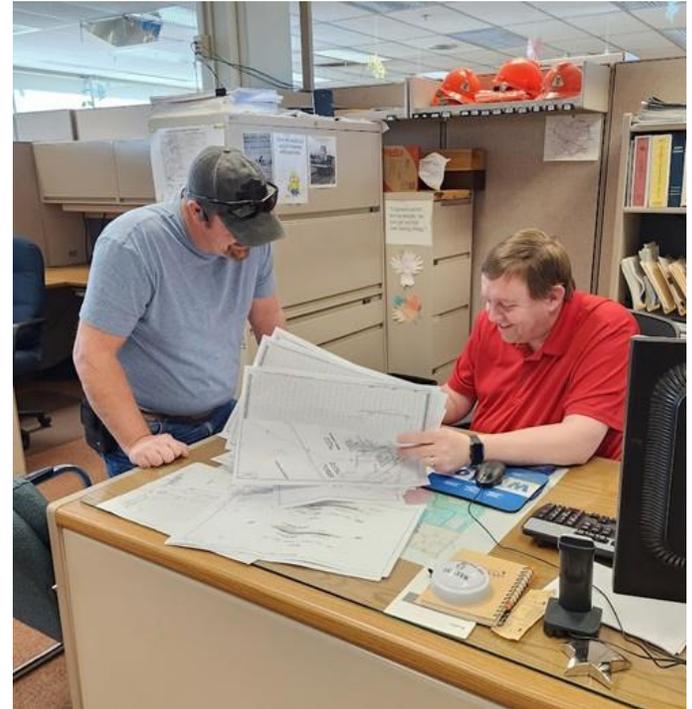
From mill and overlay projects to larger reconstructions, WYDOT completed many necessary improvements to ensure Wyoming's transportation infrastructure remains in good overall condition.

District 1 administered roughly \$61.2 million of work in FY23 with the highlight being the Curtis Street bridge replacement over I-80 in Laramie. The bridge was replaced in about 90 working days, an extraordinary accomplishment for Reiman Corp. and WYDOT. District 1 also completed several safety-focused projects including a pedestrian bridge repair in Cheyenne near McCormick Junior High and several urban systems projects in Cheyenne, Laramie, and Rawlins. *District 2* focused on larger projects in the Casper area, including the Casper Marginal (see the [Project Highlights](#) section for more information on this exciting project) while finishing remaining bridge repairs and paving projects. *District 3* let multiple construction projects while work continued on project already in progress, including the Snake River bridge reconstruction on WY 22 in Teton County along with the reconfiguration of the WY22/WY 390 intersection. *District 4* saw 11 projects let to contract including Sheridan Main Street (costing about \$17.955 million); I-90. Sundance to State Line Section (\$15.16 million); I-25 Kaycee to Buffalo, District Boundary Section (\$11.321 million); Buffalo to Gillette, Wildhorse Creek Section (\$8.762 million); and 65 miles of mill and overlay projects. *District 5* completed asphalt



WY 22 and WY 390 intersection and bridge job in Jackson

Jim Perkins and Jason Potter reviewing plans



pavement overlays and chip seals for 10 out of the 18 projects completed in FY23. Other projects included slope flattening between Thermopolis and Worland (US 20/WY 789); erosion repair on Chief Joseph Scenic Highway (WY 296); two bridge rehabilitations and the Cottonwood Creek bridge replacement; tunnel lighting in the US 14/16/20 tunnel west of Cody; pipe lining and siphon replacement; a guardrail project; traffic signal detection system installation in Cody; and a pedestrian pier/river channel repair south of Riverton.

MAINTENANCE PROGRAMS

When district crews were not fighting snow storms in their plows, they were placing hot mix asphalt, repairing roads and bridges, and making safety improvements. With crews spread thin, districts were generous with helping each other. District 5, for instance, provided snow removal assistance to other districts in Winter 2023. Using asset assessments, crews went to work to meet infrastructure quality thresholds, completing major fence and delineation repairs, irrigation and drainage work, erosion repair and control, and daily litter control and carcass removal.

TRAFFIC PROGRAMS

WYDOT's Traffic Program, district traffic crews, and other programs are integral to ensuring Wyoming roads are safe and easily navigable. Notably in 2023, the Standards Unit helped bring WYDOT's roadside safety hardware into compliance with the Manual for Assessing Safety Hardware (MASH). To advance safe and efficient traffic operations, the Traffic Program collected and provided turning movement analysis and capacity analysis to inform projects and ensure optimal traffic flow.

Striping crews went to work applying paint as supply issues eased from previous years. The Traffic Program executed purchasing contracts for 282,250 gallons of paint and 964,000 pounds of glass beads for highway striping and provided mobile striping retroreflective and striping details for numerous projects.

Signage starts with the Sign Shop, which manufactured 4,893 signs in 2023. Traffic completed 82 projects that contained permanent signage and work zone traffic control while providing numerous operational sign layout requests. District sign crews stayed busy with sign inspections, repairs, and replacements. In District 2, crews repaired or replaced almost 800 signs; while in District 5, crews completed annual inspections for more than 5,000 highway signs.



District 4 striping operations

Paving along Main Street in Sheridan



Signals and Lighting were also a focus for traffic crews. Notably, the Traffic Program, Construction Program, and District 5 collaborated on important lighting system and ventilation system upgrades for the Cody tunnels in 2023. The new adaptive LED lighting system improves lighting conditions for drivers while using less power than the previous system, resulting in lower operating costs and improved safety for WYDOT traffic crews maintaining the system.

WYDOT VS. NATURE

Large portions of Wyoming received above average snowfall during Winter 2023, with certain areas experiencing historical snow accumulations and significant traveler impacts. Carbon County received accumulations within the top 10 percent of historical snowfalls that closed roads and kept district crews busy. WYDOT crews assisted the City of Rawlins by shifting 136 personnel to bolster snow control efforts and eclipsing District 1's snow control budget by over \$2 million. Despite a record winter, Mother Nature was merciful with a mild spring, yet WYDOT still monitored and mitigated landslides, flooding, and rock falls.

With the help of uncontrolled mapping by the Photogrammetry Group, the Geology Program determined how fast and how much movement occurred with P&S collecting aerial imagery on 34 landslides for geologists. To support monitoring, the Geology Program installed 5 new slope inclinometers, making for 208 total active slope inclinometers statewide.

Monitoring led to swift mitigation on multiple landslides. During an existing slide repair on I-90 south of Sheridan, additional movement required further mitigation. Despite slides threatening to impede access to popular tourist destinations, WYDOT's quick response helped retain access, especially on US 14 where multiple slides occurred. A new slide near the Antelope Butte Ski Area required an emergency repair contract, and mitigation on the Little Tongue River slide west of Ranchester was let to contract to prevent anticipated road damage that threatened access to the Bighorn National Forest and Bighorn Basin. A new, particularly large, slide cropped up on US 14 in Shell Canyon that WYDOT stabilized before the snowmelt and spring rains wreaked further havoc.

As part of WYDOT's prevention efforts, during winter weather in a remote mountain canyon, about 300 feet above the roadway, Geology, District 5, and a drilling contractor removed and replaced a pump for a high capacity dewatering well. The old well was installed in 1970 and constantly pumped 400,000 gallons of water per day until failing in 2022. Replacing the pump was critical to avoid landslide hazards.

Whether stabilizing landslides, scaling canyon walls, plowing snow, or preparing for future hazards, WYDOT crews work together to help you get where you need to go come rain, wind, or snow.



Mitigation efforts on the Little Tongue River Slide

PROGRAM SNAPSHOTS

MATERIALS provided materials and pavement engineering and testing services. The program oversaw pavement management, pavement and materials design, materials construction services, research, implementation, and the Materials Quality Assurance Program.

BRIDGE reviewed 206 shop drawing sets, processed 842 overweight load permits, completed 130 bridge load ratings, and archived 97 projects for the project finaling process. The program transitioned the BMS to use AASHTOWare BrM and continued coordinating with WHP, IT, and ProMiles to incorporate BRASS Route into WYDOT's E-permitting software.

ENGINEERING & CONSTRUCTION oversaw airport design, construction, equipment acquisition, pavement maintenance, and marketing projects as well as maintained Wyoming's mountain weather station network. The program conducted safety data inspections at 11 airports.

AIR SERVICE DEVELOPMENT assisted airports in retaining and growing their commercial air service through service agreements.

C&E oversaw 46 contracts awarded to in-state bidders and 22 to out-of-state bidders. The Engineer's Estimate was within 4.5 percent of the total construction cost. The program began modifying WYDOT rules and procedures to enable electronic bidding.

HIGHWAY DEVELOPMENT DESIGN, completed 67 design projects. UTILITES worked on 110 projects and processed over 305 utility licenses. DESIGN SUPPORT fulfilled 168 support requests for road design software users. ENGINEERING SERVICES, *Standards Unit*, issued 59 sheets of revised standard plans after consulting with design, maintenance, and construction staff to develop solutions to non-standard problems encountered in existing infrastructure, such as roadside safety issues. *Consultant Services* issued contracts, including two agreements for off-system structure replacements, master agreements for environmental services, and facility agreements for re-roof designs and building repairs. P&S flew 18 missions, completed 158 mapping updates, mapped 2 pits using aerial photography, and collected systems photography in a portion of three counties. The *Surveys Group* collected, edited, and processed supplemental survey data for 105 field surveys on 58 projects and collected 115 scans on 7 projects.



2023 PROJECT HIGHLIGHTS

SERVE OUR CUSTOMERS - CONTINUALLY IMPROVE AND INNOVATE

Though all WYDOT projects benefit travelers, connect important destinations, and ensure a safe and reliable transportation system, some projects are particularly impactful and demonstrate the complexities, innovations, and hard work of our dedicated agency.



\$13M I-80/I-25 INTERCHANGE DESIGN

\$26.6M I-80 EVANSTON TRUCK PARKING DESIGN/ CONSTRUCTION

\$24.3M US 189 WILDLIFE CROSSING CORRIDOR DESIGN/ CONSTRUCTION

DISCRETIONARY GRANTS

In FY23 WYDOT received over \$60 million in federal grant awards under multiple programs. Systems Planning applied for multiple grants including one for I-80 fracture critical bridge replacements and another for the Cheyenne College Drive grade separation. The Management Services Program wrote and submitted successful grant applications ranging from interchange design to truck parking and wildlife crossing projects. Notably, WYDOT received a \$24.3 million Wildlife Crossing Pilot Program (WCPP) award making it the largest single WCPP grant award in the country. These applications are a team effort across multiple programs.

HIGH MAST LIGHT TOWERS

High mast light tower failure is a nationwide problem, and WYDOT's research in this area has resulted in national design standards. In 2023, the Bridge Program completed wind tunnel testing and design for new towers and, with the Traffic Program, installed a test tower at Dwyer Junction rest area. As a result, WYDOT began replacing all high mast towers in the state.

WEIGHT RESTRICTED CLOSURES

In response to an increasing number of blow-over crashes, WYDOT piloted a new alert system to prevent blow-overs and provide more information to travelers during high wind events. Based on University of Wyoming (UW) blow-over

research, WYDOT's ITS team implemented a weight-based closure system on interstates to provide more clarity to travelers, especially commercial vehicles. WYDOT now posts road closures for vehicles under certain gross vehicle weights (based on wind conditions) using dynamic messaging signs and ports of entry to better define vulnerable vehicles while keeping roads open for vehicles unlikely to blow over. Working closely with ITS and WHP, PAO also launched an information campaign to educate the public on the new system. The next phase will create a pre-event system to show expected wind closures by weight and recommend windows of opportunity for drivers to proceed.

CASPER MARGINAL

Highway Development and District 2 let the Casper Marginal project for \$57.7 million in 2023. For this multi-faceted project, teams designed horizontal and vertical alignments, cross-sectional elements, and other critical components while coordinating with ROW, property owners, and regulatory agencies to strategically facilitate right-of-way acquisitions. These impressive design efforts resulted in an equally impressive construction project, which includes the following aspects:

I-25 Reconstruction: replaces all I-25 structures over the North Platte River.

F Street Realignment: realigns and reconstructs a portion of F Street.

Storm Drain System: installs an updated storm drain system, complete with a Stormceptor filtration unit, to effectively manage storm water runoff while protecting the North Platte River.

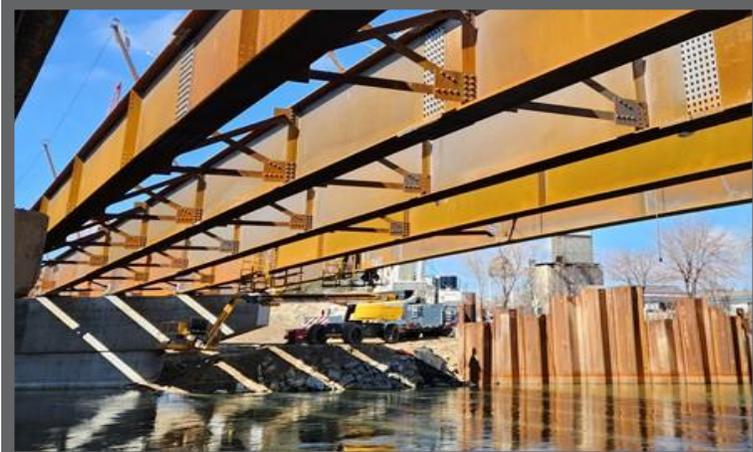
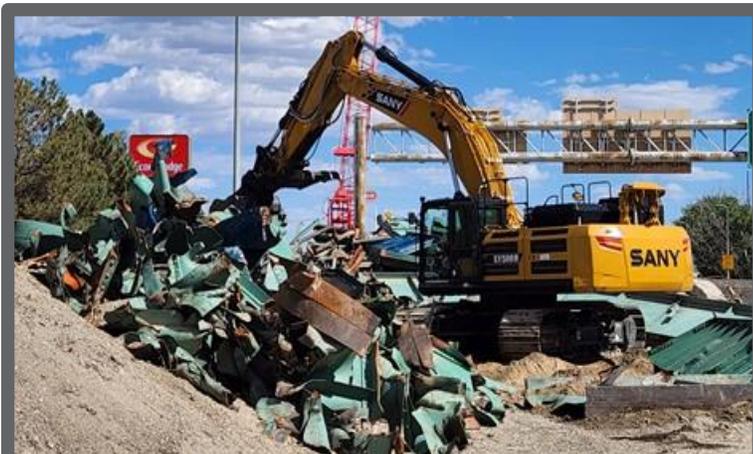
Ramp Refinement: widens ramps to 24 feet for safer, easier movement on and off the highway.

Retaining Walls: constructs retaining walls at strategic locations to overcome clearance and right-of-way challenges while providing stability and aesthetic appeal.

Bike Path Connection: crafts a bike path to integrate the F Street bridge and pedestrian path with the existing route under the structure, which involved careful alignment to promote safe and convenient biking.

These improvements will substantially enhance safety, efficiency, and the overall travel experience along this crucial corridor in one of Wyoming's most densely populated areas.

Casper Marginal work (**top to bottom**) demolition, girder placement, deck pour, retaining wall



PROGRAM SNAPSHOTS

ROW'S land surveyor managed 25 land surveys. Surveying consultant fees totaled about \$330,000, and a new master service agreement consultant was selected for District 4. The program managed 1,849 permitted outdoor advertising structures, processed 2 new permits, and revoked 71 permits. ROW managed the Junkyard Control Program, regulating 51 junk and salvage yards.

TRAFFIC advanced the Cody tunnel lighting upgrade, and the ELECTRICAL DESIGN SECTION completed 13 projects representing \$8.2 million in electrical work.

GEOLOGY provided construction support on nine different projects, including pile driving monitoring, landslide repair, drilled shaft inspection, tie back anchor inspection, and rock scaling inspection. The program assisted with an emergency rock scaling project in the Wind River Canyon and with Bridge Program highway tunnel inspections. The program completed 297 test holes and 7,087 feet of drilling and digging for subsurface investigations. The *Geotechnical Foundation Lab* tested 692 soil and 46 geotextile samples.

DISTRICT 1 prioritized safety with an annual safety summit and a comprehensive safety training calendar. MAINTENANCE assisted in the Agile Chariot Air Force exercise, which successfully landed a C-130, two A-10 fighter jets, an MQ-9 Reaper, and two MH-6M Little Bird helicopters on US 287 north of Rawlins. TRAFFIC reviewed access permits, traffic impact studies, pedestrian safety, and more. Working with MAINTENANCE, TRAFFIC updated all Adopt-a-Highway signs districtwide. EQUIPMENT crews in Cheyenne and Rawlins received new LaRue T-80 rotary plow units.

DISTRICT 2 focused on safety, recruiting, and training with great success—a 20 percent decreased vacancy rate. With the new recruits, MAINTENANCE worked in inclement weather to keep roads clear while maintaining fences, pipes, bridges, guardrails, and facilities. TRAFFIC ensured signing and electrical systems remained functional while EQUIPMENT received a new LaRue truck-mounted snow blower, which is 50 percent larger than the 40 year-old unit it replaced.

District 3 emphasized safety and training while trying to recruit to combat staffing shortages. MAINTENANCE continued working with the US Forest Service on managing highway use, recreational use, and local interests in the Teton Pass area. TRAFFIC reviewed and approved access permits and striped thousands of miles of highway. EQUIPMENT performed maintenance and inspections on hundreds of pieces of equipment, including preventative maintenance.



TRANSPORTATION-RELATED SERVICES

SERVE OUR CUSTOMERS - CONTINUALLY IMPROVE AND INNOVATE - VALUE OUR TEAM

WYDOT's service extends beyond infrastructure and includes transportation-related services. The department supports multimodal transportation, administers driver's licenses and other services, and provides internal services that keep the agency's wheels turning to better serve the public.

BEYOND ROADS AND BRIDGES

WYDOT supports local governments, communities, and other transportation stewards to enable a robust, multimodal transportation system. From managing pass-through funding for local pathway projects and transit providers, to supporting freight rail service, WYDOT ensures people and products stay connected and keep moving.

MULTI-USE PATHWAY

The Local Government Coordination office awards pass-through federal funding to cities, towns, and counties through the Transportation Alternatives Program, Congestion Mitigation and Air Quality Program, and HRRR. To ensure pedestrian safety, connectivity, and equity, the Civil Rights Program, along with other WYDOT programs, contracted with Street Smart in 2023 to compile data on Americans with Disabilities Act (ADA) facilities on the pedestrian circulation path within WYDOT's rights-of-way as it relates to curb ramps, sidewalks, crosswalks, and pedestrian signals.

TRANSIT

Most Wyoming transit providers are extremely small yet provide vital mobility and connectivity for often older, disabled, or low-income persons. Notably, a growing number of folks outside of traditional transit riders are beginning to use these services. For all current and potential users, WYDOT works with dedicated providers to leverage federal funding for the best possible service despite challenging rural conditions. In FY23, more fixed route trips (916,893 trips)

WY has over 45 transit providers, including intercity bus providers, serving 1.347M trips in FY23.



WY has 5 railroad carriers and over 1,700 route miles



were taken versus on-demand service trips (430,515 trips). Both fixed-route and on-demand services were used the most for personal purposes, though other popular transit uses included fixed-route service to access education and on-demand service to commute home.

FREIGHT RAIL

Although WYDOT cannot own or operate rail, it does work with railroad companies to ensure rail and communities coexist safely while supporting the economy. To this end, the ROW Program completed

17 railroad project agreements in 2023, and the Planning Program executed railroad improvements and oversaw the award of the US 30/Pine Bluffs railroad crossing after many years of concerted effort to advance this worthy safety project.

AERONAUTICS

Rural air service is essential to keep our people and economy connected both inside and outside Wyoming. WYDOT provides limited air service to state officials as well as supports Wyoming airports and air service. In 2023, the Flight Operations Program provided on-demand air service to 21 state agencies, commissions, public boards, and elected officials. The program flew 592 flight segments and transported 2,011 passengers. Compared to FY22, FY23 saw a 2 percent increase in flight hours and passengers.

To support airport improvements in FY23, Aviation Planning Program administered \$5.1 million in state funds and \$60.1 million in federal pass-through funds. WYDOT facilitated airport improvement grants for 155 projects at 35 airports including major projects in Casper, Cheyenne, Cody, Douglas, Jackson, Riverton, and others. These projects served a variety of purposes, including safety, maintenance, security, enhancement, and planning. Aviation Planning also allocated an additional \$2.1 million in state funds from the Wyoming Aeronautics Commission's statewide line item programs, which include crack seal, aviation encouragement, marketing and promotions, and navigational aid maintenance.

OFF THE ROADS AND IN THE OFFICE

WYDOT's top priority is serving its customers, whether ensuring safe travel to important destinations or administering specialty plates so Wyomingites can ride in style, WYDOT helps its customers on and off the road. Perhaps the most direct interaction between WYDOT and the public is through non-infrastructure services, such as driver's licenses, specialty plates, state-assigned vehicle identification numbers (VINs), and similar services. Less obvious forms of customer service occur when WYDOT works with transportation stakeholders, such as businesses, local public agencies, and the Wyoming Legislature. For instance, though it may not be the first thing that comes to mind when thinking customer service, the Utilities Section provides one-on-one support to companies that use the utilities online permitting software.

As of December 2023, WY has 454,385 licensed drivers, and of those, 34,701 hold a CDL/CLP. About 13,000 drivers renewed their license through the mail.



With over 25 Driver Services exam stations spread statewide for customer convenience, the Driver Services Program is on the front lines of WYDOT's customer service presence, completing about 199,000 customer transactions in FY23. These services included:

- » Issuing driver's licenses and identification cards (IDs)
- » Collecting reinstatement fees
- » Providing driving records
- » Other transactions
- » Issuing disabled placards

Beyond normal customer service operations, Driver Services also worked with Wyoming's Military Affairs Department to streamline the process for honorably discharged veterans to add the VETERAN designation to their Wyoming license or ID.

Another common touch point for customers, the Motor Vehicle Services (MVS) Program completed title searches and issued state assigned VINs, generating over \$39,000 in revenue while bringing in an additional \$644,590 from issuing dealership and rental licenses. Perhaps the most frequent customer service MVS provides is managing Wyoming's popular specialty license plates. In 2023, MVS collected \$188,248 for specialty plates. In accordance with state statute, MVS's Plate Production team also began producing and delivering the new 2025 license plates, producing 231,338 in 2023.

PROGRAM SNAPSHOTS

District 4 CONSTRUCTION worked on maintenance projects including bridge rehabilitation and repairs, spot safety improvements, rumble strip installations, chip sealing, landslide mitigation, and high mast light tower upgrades. MAINTENANCE placed 26,434 tons of locally supplied hot mix asphalt. TRAFFIC expended 97 percent of its budgeted program, completed its annual work plans, and managed access permits for the many new subdivisions and developments around the district. EQUIPMENT completed snow removal equipment repairs, annual inspections, and necessary repairs generated by annual inspections despite experiencing difficulties obtaining parts and supplies.

District 5 CONSTRUCTION projects included asphalt pavement preservation on US 287 (Muddy Gap portion), US 287/WY 789 (Lander section), and WY 789 (Riverton to Shoshoni); pavement overlay and chip seal on US 26/287 (Moran Junction to Dubois), Gooseberry Road, US 14/16/20 (Yellowstone to Cody), US 310 (Deaver to Montana state line), WY 294 (Ralston-Badger Basin), US 14A (Garland to Byron), and US 14A (Lovell to Burgess Junction). MAINTENANCE responded to the Cootie slide, the Junior slide in the Wind River Canyon, several smaller landslides, and erosion events in Fremont County. Crews also chip sealed more than 47 miles. TRAFFIC rebuilt the complex paint and bead delivery systems on the striping trucks, upgraded Adopt-A-Highway signs, and completed annual inspections on all 48 traffic signal systems.

PLANNING created plans to meet IJA requirements, including the *Wyoming Statewide Freight Improvement Plan*, *Carbon Reduction Plan*, the *National Electric Vehicle Infrastructure Plan*, and the *Risk and Resilience Plan*. SYSTEMS PLANNING secured hydrogen alternative fuels corridor designations for interstate routes and submitted the particulate matter (PM) 2 and PM3 biennial performance measure results and targets to FHWA, receiving approval to exempt all projects within the Upper Green River non-attainment area from conformance review. ENVIRONMENTAL SERVICES provided environmental review and compliance guidance for multiple projects working with other programs and district staff. The section prepared National Environmental Policy Act (NEPA) documents for 90 projects and provided project management for the combined WY 22 and Tribal Trails project in Teton County as well as the US 30 road relocation. The section installed game cameras to monitor the nine wildlife crossing structures at the recently completed Dry Piney wildlife crossings. Cultural staff processed five historical bridge mitigations and completed multiple cultural reviews.



UW ALUMNI: 508



PRESTIGE: 3,125



VETERANS: 872



DISABLED VETERANS: 480



WILDLIFE: 253

Wildlife plate sales and renewals increased the Wildlife Conservation Fund by \$156,994, and \$181,356 more was donated for \$338,350 total available for wildlife crossing projects.

efficiencies and enhance customer service. The new system will provide customers with an online portal offering a 360-degree view of their existing information in the system. Further, this online portal will provide new tools that will allow customers to complete certain services, receive answers to questions, and better understand Driver Services' processes.

Some modernization processes were already underway and continued in 2023 before the contract to Kyndrl was awarded. A key component of preparing for TIS was preparing data, and the IT Program was vital in collaborating with MathTech during this process. MVS also spent countless hours describing data and data processes to MathTech to help inform the RFP regarding the title registration part of TIS. Additionally, the Compliance and Investigation Program continued to offer insights based on the new system's impact on compliance. TIS completion is slated for 2025.

HELPING US HELP YOU

Sometimes the most overlooked services are the internal services that help outward facing programs better serve our customers. Without these internal services, WYDOT could not meet its mission.

THE RIGHT TOOL FOR THE JOB

Multiple WYDOT programs help obtain and maintain tools, equipment, software, and more used to get the job done efficiently and effectively. WYDOT must follow certain procurement requirements to ensure a fair process for interested bidders and companies. The Procurement Services Program serves on the front lines of ensuring WYDOT forces have the proper equipment and systems for optimal operations. In 2023, Procurement Services facilitated three notable RFPs that had a significant impact on improving WYDOT operations:

- » **Track Type Asphalt Paving Machine:** This new machine was needed for paving operations in the Thermopolis area. Honnen Equipment Company was awarded the contract for \$566,942.00.
- » **TIS Transition:** As noted before, the RIS modernization will provide new and exciting capabilities

REVENUE INFORMATION SYSTEM MODERNIZATION

The Revenue Information System (RIS) modernization involves many WYDOT programs along with outside vendors given the system's complexity and importance to the state's licensing and registration processes. This project will replace the current system, referred to as RIS, that has been used since 1986. The modernized system is referred to as the Transportation Information System (TIS).

FY23 saw existing work continue on the modernization while new work began. After a request for proposal (RFP)—managed by the Procurement Services Program—Kyndrl was selected to begin the modernization process. Driver Services started its part, which focuses on correcting existing deficiencies and adding new capabilities to increase

for Driver Services, MVS, and Compliance and Investigation that will increase operational efficiencies and enhance the customer experience. Kendryl, Inc., was awarded the contract for \$20 million.

- » **Tac and Thermal Imaging System:** This system will provide WHP with a tire anomaly and classification system with automated brake and tire thermal imaging to enhance port of entry operations. Intelligent Imaging System was awarded the contract for \$1.283 million.

The Equipment Program and district equipment crews are also crucial for purchasing, maintaining, and repairing equipment vital to WYDOT operations, including the following important purchases in 2023:

- » 54 WHP vehicles
- » 27 tandem axle truck chassis for snow truck builds
- » 1 track-type asphalt paver
- » 3 loader-mounted rotary snow blowers
- » 2 tow plows
- » 21, four-wheel drive mowing tractors
- » 2, four-wheel mechanical street sweepers
- » 3 skid steers with attachments
- » 1 all-wheel drive motor grader with wing and v-plow
- » 1 articulated all-wheel drive, four-yard front end loader
- » 1, 84-inch tandem vibratory roller

Caring for internal assets is pivotal for maintaining infrastructure assets, so in 2023, district equipment crews performed inspections, preventative maintenance, repairs, and more to reduce equipment down time and ensure readiness. For instance, in District 4, crews completed more than 1,700 preventative maintenance inspections and services for the district's 878 pieces of equipment. In District 2, a 40-year old truck-mounted snow blower was finally replaced with a significantly larger unit to improve snow removal operations.

Beyond standard equipment—like plows, sanders, bush mowers, pavers, and more—WYDOT crews also rely on innovative, specialty equipment, such as drones. The Unmanned Aircraft Systems (UAS) Program works with WYDOT crews to develop innovative ways to deploy drones (or UAS) to enhance efficiencies and effectiveness. In 2023, UAS worked extensively with a WYDOT task force (formed in 2020) to further integrate drone use in program operations by identifying deployment opportunities with the greatest benefit.

In the office, specialty equipment is also used to boost productivity and efficiency, such as the Mailing Services Section's new inserter, which replaced its old inserter that had processed over 100,000 documents. The new inserter enabled staff to fold and insert 188,530 documents in 2023 alone.



District 4 new LaRue rotary snow plow gets to work opening US 14A.

WYDOT continues to leverage new technology and equipment to improve efficiency and address new challenges.

TRAINING

WYDOT supports a well-trained workforce and an environment that promotes professional growth. FY23 saw essentially every WYDOT employee engage in a WYDOT-delivered learning opportunity—completing 4,560 employee development opportunities. Employees continued to prefer online learning, which accounted for 82 percent of training completions.

WYDOT's revised Tuition Reimbursement Program provided \$12,012 in tuition support for 11 employees.



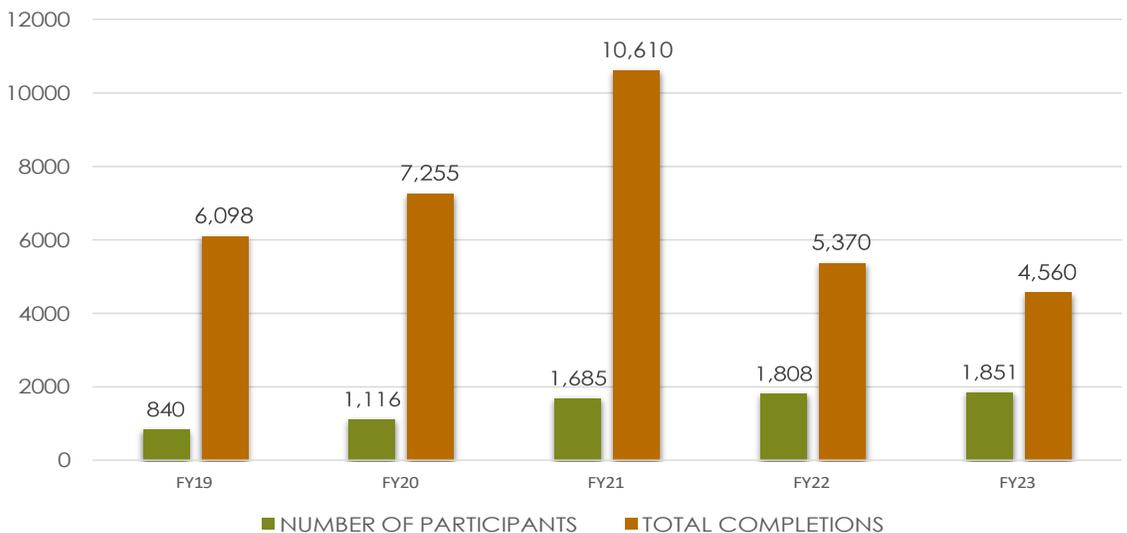
In a significant step towards growing agency leadership, the Training Services Program, in collaboration with other WYDOT programs, established a new WY Advancing Leaders Academy (WY Leads) in 2023. The first cohort included 15 employees who represented a cross-section of WYDOT. Participants applied and were selected by existing WYDOT leadership. The selected employees attended nine sessions, including presentations from various WYDOT programs. WY Leads also included mentorship from executive staff and capstone projects presented to executive staff. To further enrich the experience, a roundtable discussion—captured on video by PAO—featured state agency leaders across Wyoming for a wider look at leadership beyond WYDOT. After completing the academy, participants provided valuable feedback to improve the experience for future cohorts.

WYDOT employees also gained valuable knowledge and skills from other learning opportunities, such as WYDOT University classes and WY Supervise: New Supervisor's Program. Employees continued to rate WYDOT University classes highly, reporting improved behaviors and learning gains.

Beyond learning facilitated by Training Services, other programs provided training to fellow WYDOT personnel. For instance, Environmental Services provided environmental/NEPA training for two districts and Project Design staff. Civil Rights trained new supervisors and new hires on Title VI non-discrimination, and Maintenance trainers also provided equipment training and commercial driver's license (CDL) testing for WYDOT personnel. Notably, the Maintenance Program established an internal CDL Training Program to better prepare WYDOT personnel to pass CDL testing required by the Federal Motor Carrier Safety Administration (FMCSA). Equipment technician training was also prevalent across WYDOT to ensure crews safely and effectively handle equipment. Training topics included hydraulic diagnostics, welding, electric systems diagnostic, machining/lathe, Detroit engine/after treatment systems, Vogeleva paver, Larue snow blower, and vehicle lift safety. Additionally, the WHP Safety and Training Section submitted 575 training courses to the Wyoming Peace Officer

Standards and Training Commission (POST) for accreditation and processed hundreds of individual training requests for the professional advancement for our agency personnel.

FY23 EMPLOYEE DEVELOPMENT IMPACT



PROGRAM SNAPSHOTS

FLIGHT OPERATIONS, with two aircraft, six pilots, and three support staff flew 592 flights and 407 flight hours, covering 135,600 miles.

AVIATION PLANNING oversaw airport improvement projects and statewide aviation system planning. Airport master planning was conducted in Cowley, Evanston, Greybull, Powell, Riverton, and Rock Springs, and a land acquisition project was completed in Wheatland. The program also administered the Wyoming Aviation Capital Improvement Program and grant and loan funding on behalf of the Aeronautics Commission. Staff developed and used the BlackCat Aviation Data Management System to manage grants and projects. Notably, the program incorporated IJA funding to ensure adequate state match to help airport sponsors use funding.

DRIVER SERVICES processed about 32,000 citations for in-state drivers and 20,000 for out-of-state drivers.

MVS collected about \$41 million in state registration fees and facilitated 1.04 million vehicle registration transfers and 248,258 title transactions from county systems to RIS. PRODUCTION STAFF produced and distributed 268,962 of the 2017 Green River license plates, about 2.16 million license plate validation stickers, and about 68,360 decals for IFTA/Mobile Machinery/Other.

IT, FINANCIAL SYSTEMS, began upgrading PeopleSoft Time & Labor, phased out PeopleSoft Planning and Budgeting, and developed an integration with the replacement application, Oracle Cloud. The team began planning an AgileAssets upgrade and migration to a vendor-hosted cloud solution. The program performed upgrades to the latest stable releases for Oracle APEX low code development environment and completed initial Oracle Cloud setup. IT also implemented a new reporting system and began report migration to the new system.

PROCUREMENT SERVICES solicited 365 competitive bids for equipment, materials, supplies, services, and public works; issued 2,755 purchase orders totaling \$110,641,874.40; issued 120 blanket purchase contracts totaling \$16,339,270.78; and netted \$878,181.74 in revenue through sales of surplus property.

EQUIPMENT purchased 367 pieces of equipment for about \$17.5 million.



OUTREACH AND PARTNERSHIP

SERVE OUR CUSTOMERS - ENSURE TRANSPARENCY AND PUBLIC ENGAGEMENT - DEVELOP AND MAINTAIN STRATEGIC PARTNERSHIPS

WYDOT engages the public and stakeholders to ensure transparency, educate, gather input, and build relationships. This outreach helps WYDOT establish and maintain strategic partnerships that help us serve our customers' needs better and achieve our mission.

PUBLIC ENGAGEMENT

WYDOT uses both routine public communications and specialized information releases to keep the public and stakeholders informed. Between a dedicated Public Affairs Office (PAO) and district public information specialists, WYDOT reaches an expansive audience when informing the public or requesting input. PAO communicates routinely through various mediums and publications to maximize outreach. The Office Services Program prints and distributes these publications, including the following jobs produced in 2023:

- » Interchange (36,646 copies)
- » Wyoming Road Work Guide (13,200 copies)
- » Official State Highway Map
- » Highway Safety calendar (925 copies)
- » Highway Safety advertising campaigns
- » Posters
- » Information graphics
- » Brochures

Beyond the printed word, PAO uses video news releases (releasing 52 weekly WYDOT Reports in 2023) and maintains an online presence with 5,870 YouTube subscribers and 60,000 Facebook subscribers. WYDOT's main Facebook page reached 2.2 million people in 2023, not including analytics from the district Facebook pages.

For specialized information releases in 2023—regarding projects, alerts, and more—Office Services sent out 6,839 postcards for District 1 alerting local residents of detours for the Curtis Street bridge demolition and produced 1,000 Construction and General OSHA books, 239 STIP books, 158 Materials Lab testing manuals, printed plans and proposals for 66 awarded bid letting jobs, and 50 state budget book copies for all Wyoming state agencies.



Curtis Street Bridge deck pour

I-80 Winter Freight Truck Parking Project ribbon cutting with FHWA Administrator Shailen Bhatt



WYDOT also organizes events and public meetings; notably, in 2023, PAO and district personnel coordinated ribbon cutting ceremonies capping off two long-term construction projects that resulted from significant federal grant awards—a wildlife crossing project near Big Piney and a winter freight truck parking project on I-80 west of Laramie. The truck parking ribbon cutting even featured an in-person speech by FHWA Administrator Shailen Bhatt, an appearance PAO helped coordinate.

Providing information to the public is not just a job for public information specialists either, multiple programs engage with the public, answer questions, and provide information to maintain transparency. For instance, the Maintenance Program fields many public information requests, and ROW completed 350 public and internal research requests in 2023. In the districts, public meetings and STIP meetings allow folks to talk with subject matter experts, inquire and comment about projects, and learn about construction impacts, traffic control, and project benefits.

STAKEHOLDER ENGAGEMENT AND PARTNERSHIPS

WYDOT works with a range of stakeholders and partners at the local, state, and federal levels. Engagement may take the form of education and training, joint initiatives, or policy changes—all for the benefit of Wyoming's transportation system and services.

LOCAL RELATIONSHIPS

In the districts, WYDOT partners with multiple agencies and local governments to accomplish local projects through cooperative agreements on WYDOT projects. WYDOT's Management Services Program also seeks local support from impacted cities, counties, non-government organizations, and others when pursuing discretionary grants. Ensuring local businesses, industry, and governments support WYDOT projects is integral to project success and meeting local needs. WYDOT also turns to communities for help. In 2023, work continued to secure necessary agreements for WYDOT to tie into the Teton County School District's sewage system for the proposed Jackson Housing Project. This housing project would provide more affordable housing for WYDOT employees to ensure WYDOT can meet regional transportation needs. Obtaining the necessary agreements is an important first step before WYDOT's architectural consultant can complete the construction plans for the proposed housing facility.

Local stakeholder engagement also takes the form of education and training. The Compliance and Investigation Program is a perfect example of WYDOT's commitment to outward education. In 2023, Compliance and Investigation provided onsite joint training for county clerks,



District 5 snow plow naming contest

vehicle dealers, banks, credit unions, and other lenders for vehicles in Campbell County. Compliance and Investigation staff created a comprehensive training manual to anchor sessions with topics including relevant state statutes, rules and regulations, and various documents used to sell, finance, and title vehicles after sale or transfer. In a testament to this training's effectiveness, Compliance and Investigation received a nearly 100 percent satisfaction rating. Another example of engagement through education was the grant presentation the Management Services Program gave during the first annual Federal Funding Summit. The presentation reached a wide audience of representatives from local governments, non-profits, industry, and more. Management Services, Highway Safety, and the Grants and Contracts programs also connected with many community and business leaders about specific projects and challenges statewide during the summit. Ensuring WYDOT is a reliable source of information related to transportation continues to be paramount for WYDOT's relationship building.

Public and advisory committee meetings for the planning of improvements for WY 22 between Jackson and Wilson.



GOVERNMENT RELATIONS

WYDOT's government relations take many forms, from monthly commission meetings to policy discussions with Wyoming's Congressional delegation.

Commissions

WYDOT works with three commissions—each with Governor-appointed representatives from around Wyoming. WYDOT engages with each commission at least monthly to provide education and seek input on activities. A key piece of WYDOT's relationship and communication with the commissions depends on two dedicated commission secretaries.

The Aeronautics Division works closely with the [Aeronautics Commission](#) to administer airport improvement projects, approve Wyoming airport grants, encourage use of Wyoming airports, and support fly-ins and air shows. As part of its WyoLink stewardship, the Emergency Communications Program works with the [Public Safety Communications Commission \(PSCC\)](#) to recommend improvement strategies for Wyoming's wireless interoperability, determine WyoLink network standards, identify and create technological and policy solutions to develop WyoLink, and recommend legislation or other state action to advance wireless interoperability in Wyoming. Finally, WYDOT's entire executive staff works with the [Transportation Commission](#) to fulfill the department's duties. The Transportation Commission awards contracts for improvements undertaken with State Highway Fund monies, adopts WYDOT's rules and regulations, and oversees broad transportation policy emphasis areas.

Agencies

WYDOT partners with state and federal agencies to ensure Wyoming's transportation system meets the needs of all who rely on it. In 2023, the Maintenance Program partnered with other state agencies on environmental, wildlife, natural disaster, and emergency management issues to coordinate swift responses and solutions and minimize traveler impacts. Maintenance also worked with other state agencies to control noxious weeds in WYDOT rights of way and plant living snow fences to improve safety during winter months. Additionally, the Environmental Services Section coordinated with both federal and state agencies—such as the U.S. Army Corps of Engineers, Wyoming Game and Fish Department (WGFD), Wyoming Department of Environmental Quality, and others—to address environmental concerns and obtain permits. Environmental Services successfully coordinated the FHWA programmatic agreement update regarding the processing of actions classified as categorical exclusions for federal-aid highway projects as well as a new programmatic agreement with the State Historic Preservation Office. Agency partnerships like these help tackle larger projects as well. For example, Environmental Services coordinated with district staff and WGFD to evaluate wildlife crossing features for the upcoming Halleck Ridge and US 189 wildlife crossings.

Elected Officials

WYDOT stays engaged with elected officials to educate policy makers on issues, solutions, and opportunities regarding the state's transportation system. As part of state legislative activities in 2023, Management Services worked with programs and executives to create educational interim materials, analyze legislation for WYDOT impacts, and track bills throughout the session. One of the more notable legislative issues that WYDOT worked during the interim was updating statutory requirements for color photos on Wyoming driver's licenses and IDs to improve quality and security credentials. The Driver Services Program provided key testimony to the Joint Transportation Committee, which resulted in successful legislation. Driver Services began issuing the new, more secure, credentials in November 2023. Management Services also kept in consistent contact with the Governor's office and Congressional staff to inform them about WYDOT policy stances and IIJA implementation challenges and opportunities, including Build America/Buy America, discretionary grant rural exceptions, and truck parking. These efforts resulted in impactful policy changes at the federal level that improve WYDOT operations.

INDUSTRY AND OTHER NON-GOVERNMENT ENTITIES

WYDOT relies heavily on its relationships with industry partners and non-government stakeholders. The Construction Program's work with the Wyoming Associated General Contractors (Wyoming AGC) is a great example of how WYDOT forges industry relationships to improve our transportation system. Construction held joint 2023 WYDOT/AGC meetings to cover topics such as cover structures, drilled shafts, and construction collaboration that address industry and agency priorities. Significantly, 2023 saw WYDOT and AGC develop and conduct the first round of construction collaboration training for field and contractor personnel. This milestone helped move the collaboration training to full implementation on all projects. The Civil Rights Program also collaborated with the Wyoming AGC to train and educate their members on the Disadvantaged Business Enterprise (DBE) Program. Additionally, WYDOT partners with higher education as demonstrated in Environmental Services' partnership with the University of Montana to begin wildlife monitoring assessment for the second phase of the Jackson South project.

WYDOT is also an active participant with the American Association of State Highway Transportation Officials (AASHTO). Representatives from the Highway Development Program are active on AASHTO's Technical Committee on Roadside Safety, and in 2023 personnel authored Chapter 9, Semi-rigid Barriers, of the revised Roadside Design Guide. The Management Services team also represents WYDOT on AASHTO's Transportation Policy Forum, providing a rural perspective to national transportation policy issues.

PROGRAM SNAPSHOTS

UAS led WYDOT drone operations to enhance and expand existing business functions, improve safety, and increase efficiencies. The program continued to provide education and implementation guidance as well as advocate for safe drone integration into the National Airspace System.

OFFICE SERVICES, MAILING SERVICES SECTION, sent 241,542 pieces of outgoing mail and shipped 3,351 packages. The RECORDS SECTION scanned 336,384 pages. The Central Files Specialist filed 5,227 pages of correspondence, indexed 345 new agreements and 80 new contracts, managed 330 agreement and contract checkouts, received 321 final accounting packs, and closed out 304 associated projects. The Research Analyst sent 598 projects to internal customers and 72 projects to external customers, uploaded 770 small plans into Falcon Document Management System, uploaded 91 As-Constructed plan projects, and destroyed 96 finals boxes that met their end of life cycle. PRINTING SERVICES SECTION produced over 3.2 million copies.

FACILITIES MANAGEMENT completed 5,741 total work orders (4,651 planned preventive maintenance and 1,090 unplanned repairs) and completed 65 major maintenance projects. The program implemented the Preventive Maintenance Program using Asset Essentials and continued conducting training on both software and physical maintenance tasks. The statewide Facilities Improvement Plan is underway and includes major maintenance and capital construction project strategies. A workspace evaluation and utilization study was performed at headquarters to support the next phase feasibility study for the relocation of WHP Dispatch and TMC.

TRAINING SERVICES oversaw and coordinated successful WYDOT trainings with WYDOT University classroom-based events and completions remaining relatively steady compared to 2022.

MAINTENANCE and **CONSTRUCTION** worked jointly to successfully carry out the 2023 Engineering and Operations Conference for WYDOT. **MAINTENANCE** also contracted with Trimble/AgileAssets to upgrade WYDOT's Maintenance Management System, which is slated for 2025 completion. The Maintenance Quality Control Program was also completed statewide.

CONSTRUCTION prequalified 148 prime contractors, processed and approved 583 subcontracts, reviewed 225 bid submittals, and helped develop and route 388 special provisions.



TRANSPARENCY AND EFFICIENCY OVERVIEW

SERVE OUR CUSTOMERS - ENSURE TRANSPARENCY - APPROPRIATELY MANAGE OUR RESOURCES - CONTINUALLY IMPROVE AND INNOVATE

WYDOT takes transparency and efficiency seriously. To maximize public benefit while living within funding constraints, WYDOT uses audits and innovation to ensure efficient and effective service.

AUDITS

WYDOT and its various programs participate in audits to ensure we responsibly manage our resources and administer our functions. WYDOT's Internal Review Services Program is integral to auditing WYDOT resources and operations. For instance, Internal Review Services reviews consultant services costs to determine if rates are reasonable for WYDOT projects, completing 29 such reviews in FY23. Internal Review Services also uses a risk-based approach to evaluate pass-through funds to subrecipients and reviews compliance audits for any findings related to WYDOT funds—ultimately issuing a management decision per 2 CFR 200. Perhaps most notably, Internal Review Services performs a cash funds audit to ensure the appropriate use of WYDOT funds according to policy. For the FY22 Single Audit, WYDOT received an unmodified opinion and zero findings for federal awards.

WYDOT programs have passed many audits with no findings. In FY23, the Financial Services Program received an unmodified audit opinion on its financial statements, and MVS received no findings from an IFTA peer review audit on IFTA licensing and tax return reporting. When auditing WYDOT operations, findings show WYDOT's efficiencies and effectiveness. In FY23, Internal Review Services reviewed traffic striping rates, for example, with the results clearly demonstrating the effectiveness and quality of WYDOT performance in this area.

RESEARCH

WYDOT participates in research initiatives to further innovate and advance WYDOT operations. A vital piece of WYDOT's research efforts stem from the Research Advisory Committee (RAC), which distributed about \$1.6 million to seven research projects in 2023. The RAC prioritizes projects on how they address issues affecting operations of WYDOT, stakeholders, and Wyoming highways as well as how they will advance techniques, materials, or specifications from a financial, operational, environmental, or social viewpoint. WYDOT's Research Center also provides financial support for WYDOT's participation in several national organizations, including the Transportation Research Board (TRB), Product Evaluation and Audit Solutions Program, and National Cooperative Highway Research Program. On a local level, the Research Center distributes funds to the Local Transportation Assistance Program, which the University of Wyoming administers.

Notable research work in 2023 included the Materials Program's participation in the FHWA Midwest States Balanced Mix Design Peer Exchange. Balanced mix design incorporates performance testing into the mix design process to predict multiple distress modes occurring because of mix aging, traffic, climate, and location within the pavement structure. The balanced mix design implementation will

result in longer lasting pavements and may change volumetric mix design methodology. Additionally, the Highway Development Program oversaw research to develop approach guardrail transitions for both MGS and box beam guardrail to the new bridge rail and a box beam transition to various concrete barrier shapes. Texas A&M performed this research and is trying to obtain FHWA eligibility letters to deploy the new transitions. Highway Development also solicited a proposal from the Midwest Roadside Safety Facility in Lincoln, Nebraska, to develop median barrier hardware for box beam guardrail, which was selected by the RAC for funding. These ongoing research efforts and collaborations will keep WYDOT ready for the future of transportation safety and performance.

District 5 pavement work in Buffalo Valley



EFFICIENCIES BY DIVISION

Though this entire report provides many examples of WYDOT's efficiencies, the following lists additional accomplishments in FY23 regarding innovation and efficiency benefitting Wyoming.

Aeronautics

- » Air Service Development saw the CPA deliver more passengers through Wyoming airports while reducing the cost per passenger.
- » Engineering and Construction administered \$3.87 million in group pavement maintenance projects resulting in about \$810,000 in cost savings from economies of scale.
- » Flight Operations operated and maintained its own hangar facility, located at the Cheyenne Regional Airport, including a fuel farm that enables the program to buy fuel at wholesale cost, saving \$133,000 in fuel expenses.
- » Flight Operations' pilots work with Air Traffic Control to fly the most efficient and direct flight routes for additional cost savings.

Engineering and Planning

- » Bridge finalized a simple span bridge design using pre-stressed, pre-cast slab sections that are post-tensioned transversely to accelerate bridge construction and reduce traffic disruptions.
- » C&E continued working with a developer to improve web-based bidding software, reducing the time to produce reports while increasing accuracy.
- » Program Performance implemented monthly updates to all changes made to projects, and reassigned projects to project managers to bolster efficiency.

- » ROW oversaw 79 telecommunication site leases, paying rent on 59 of those leases while the remaining 20 cellular towers owned by WYDOT generated over \$63,00 in income. ROW also oversaw 67 leases of various kinds, paying rent on 42 while the remaining 25 WYDOT-owned properties generated just under \$273,000 in income.

Operations

- » District 1's Curtis Street bridge replacement used innovative contracting to minimize the closure and impact to area businesses.
- » District 2 Equipment forces performed critical work on the hot mix production plant to increase its efficient operation for the many districts who use it for paving in remote locations.

Technology

- » Emergency Communications emphasized safety and technician training that enabled more tasks to be completed with in-house resources.
- » IT enhanced and updated their automation tool (Ivanti LanDesk) to streamline installations and upgrades to software, operating systems, and security patching and to save technicians time in initial system imaging and software deployment.
- » IT implemented a process to generate audit detail reporting for payroll and labor transactions and developed prototypes for alternative fuel return formats for Fuel Tax Administration in anticipation of legislative changes.

Support Services

- » Driver Services worked with IT to launch the virtual lobby in several locations that included an update on Driver Services' website allowing customers to virtually sign up in select locations and "get in line" without coming to the exam station. The virtual lobby reduces in-person wait times and allows staff to better manage workflows.
- » The dedication of Employee Safety and other WYDOT teams to safety training lowered WYDOT's monthly premium paid to Worker's Compensation. As part of this effort, the Employee Safety Partnership Visit Program joined with the Workers' Compensation Risk Management Program to conduct site inspections, saving \$19,800 a month.
- » Mailing Services Section saved WYDOT \$3,126 by presorting mail.



Plowing Dayton Gulch

PROGRAM SNAPSHOTS

PAO coordinated with county, state, and military partners on public outreach to cover the Agile Chariot military training exercises, when several military aircraft landed on state highways in Carbon and Fremont counties.

COMPLIANCE & INVESTIGATION regulated vehicle-related industries. The program assisted other agencies with vehicle-related issues, responded to complaints from vehicle industry victims, and investigated VIN and title fraud. Notably, program personnel investigated several cases of online fraud scams where perpetrators convincingly represented themselves as currently licensed dealers and offered vehicles for sale online, then required monetary deposits to be sent to fictitious locations or bank accounts, with no intention of delivering any vehicle.

MANAGEMENT SERVICES coordinated with surrounding states to advance rural state policy priorities and respond to federal comment periods regarding Build America/Buy America waiver extensions, greenhouse gas emissions, and other IIJA implementation topics. The program represented WYDOT on the Statewide Nuclear Working Group and AASHTO's TPF. The program published six internal policies and worked on several rule promulgations, including the Wildlife Conservation Plates and Driver's Licenses rules.

INTERNAL REVIEW provided critical information to decision makers to mitigate risk and ensure compliance and maintain good stewardship of resources. The program reviewed consultant services costs to determine if the rate is reasonable for WYDOT projects as a way to manage resources.

CIVIL RIGHTS provided policy development and guidance on Title VI, Prevailing Wage, ADA, internal and external Equal Employment Opportunity requirements, the DBE Program, and the Federal Contractor Compliance Program. **Total DBE participation** for this reporting year was **5.29 percent** with **two new DBEs certified**. The program also posted all of the pertinent federal-aid posters on the WYDOT website to help the contracting industry. Website updates and information concerning poster updates has been reiterated at subsequent meetings with contractors.

WYOMING DEPARTMENT OF TRANSPORTATION

