

WYDOT and General Fund Appropriations for Highways

**Management Audit Committee
May 2008**

Management Audit Committee

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Wyoming Legislative Service Office

EXECUTIVE SUMMARY

WYDOT and General Fund Appropriations for Highways

Program Evaluation Section

May 2008

Purpose

The Management Audit Committee directed staff to undertake a review of recent General Fund appropriations to the Department of Transportation (WYDOT) for highway construction and maintenance. WYDOT is responsible for 6,844 miles of highway in the state, including 914 miles of interstates.

Background

Historically, WYDOT did not request state General Funds for highway construction and maintenance, relying instead on federal funds, fuel taxes, mineral royalties, and severance taxes. However, in recent years, the agency has begun to request and receive General Funds. In the past four years, the Legislature has appropriated almost \$360 million in General Funds to WYDOT for highway construction and maintenance.

Results in Brief

WYDOT used the 2007/2008 appropriation of General Funds, \$170 million, on 44 highway projects. These projects are either completed or have been let for contract. About 70 percent of that funding went to preserving pavement, and almost a quarter went to safety projects such as installing cable median guardrails. The projects are located throughout the state in each of WYDOT's five operational districts.

Current and future projects are itemized in the State Transportation Improvement Program (STIP). WYDOT schedules

the next six years of projects in the STIP, designating which funding sources it intends to use on each. WYDOT updates the STIP annually, although the plan may change for many reasons, such as when cost estimates or revenues are different than expected. The most recent STIP assumes receipt of \$100 million in General Funds each year.

In the 2008-2013 STIP are 125 future projects designated to receive General Funds. WYDOT will be changing the kinds of projects it does with General Funds. Compared to past General Fund projects, a smaller percent of future funding will go to pavement preservation, and more will go to rehabilitation projects. WYDOT will also be directing more future funding to projects on roads that have limited eligibility for federal funding.

Past, current, and future General Fund projects have been selected using the same process WYDOT uses to select any project, regardless of funding source. This process involves reviewing and analyzing extensive data including data on pavement and bridge conditions, safety ratings, traffic volumes, and crash histories for each section of road. Headquarters staff provide highway data and make sure that funding is available; district staff prioritize the projects in their districts, although headquarters may question these decisions.

After developing a draft STIP, WYDOT solicits input from local officials and the public. Each year district staff hold one meeting in every county with local officials. Some districts invite the public to attend while others do not. The public can comment on the draft list of projects when it is posted on the internet, although we did not find the list easy to locate on WYDOT's website.

Principal Findings

WYDOT is developing a new approach to data analysis called asset management. This system will link data that currently is held in separate pavement, bridge, and safety databases. Siloed information requires engineers and other staff to review numerous reports in order to obtain comprehensive information about a given section of road.

Asset management shows promise for allowing WYDOT staff to integrate and analyze information, and will allow agency staff to analyze needs and proposed projects from a statewide perspective. For example, it will equip the agency to assess what combination of projects results in the greatest improvement to the state system as a whole.

However, asset management's usefulness will be limited if WYDOT continues its policy of allowing district engineers to select and prioritize projects. They have engineering expertise and knowledge of needs in their districts, but a district-by-district focus does not necessarily serve the needs of the state system as a whole.

As WYDOT and the Transportation Commission implement and come to rely on asset management, it will be important that they have policies in support of a system-level approach to decision making, and that they encourage district decisions consistent with that view. We recommend that WYDOT and the Transportation Commission re-orient the

district focus to support a system-level project selection approach.

Agency Comments

WYDOT agrees with the recommendation to move to system-level prioritization of projects. WYDOT will provide the public and local officials with advertised notice of local meetings to discuss the STIP. Also, the agency is redesigning the Internet homepage to make it easier for the public to find information about transportation projects.

Copies of the full report are available from the Wyoming Legislative Service Office. If you would like to receive the full report, please phone 307-777-7881. The report is also available on the Wyoming Legislature's website at legisweb.state.wy.us

Recommendation Locator

Finding Number	Page Number	Recommendation Summary	Party Addressed	Agency Response
One	29	WYDOT should revise policies and re-orient the district focus to support a system-level project selection approach.	WYDOT	Agree

TABLE OF CONTENTS

WYDOT and General Fund Appropriations for Highways

Introduction: Scope and Methodology	i
Chapter 1 Background	1
Chapter 2 General Funds go to highway projects statewide.....	11
Chapter 3 WYDOT’s process for selecting projects relies on extensive data	19
Chapter 4 WYDOT’s new asset management system calls for a shift from district to statewide priorities	25
Agency Response	31
Appendices	
(A) <i>Selected statutes</i>	A-1
(B) <i>WYDOT organizational chart</i>	B-1
(C) <i>WYDOT and Transportation Commission district boundaries</i>	C-1
(D) <i>Federal funds obligated, FFY ‘07</i>	D-1
(E) <i>Daily miles traveled by county, 2004</i>	E-1
(F) <i>Past projects using General Funds</i>	F-1
(G) <i>Future projects on which WYDOT plans to use General Funds</i>	G-1
Recent Program Evaluations	

INTRODUCTION

Scope and Acknowledgements

Scope

W.S. 28-8-107(b) authorizes the Legislative Service Office to conduct program evaluations, performance audits, and analyses of policy alternatives. Generally, the purpose of such research is to provide a base of knowledge from which policymakers can make informed decisions.

The Management Audit Committee directed staff to undertake a review of recent General Fund appropriations to the Wyoming Department of Transportation (WYDOT). We focused on appropriations made in the 2007/2008 and 2009/2010 biennial budgets. Our report addresses the following questions about these funds:

- How have state General Funds appropriated to WYDOT in 2006 and 2007 for highway construction and maintenance been allocated?
- What is WYDOT's process for determining which projects will get state funds? Did WYDOT priorities change with the infusion of the new money?
- What kinds of projects have been completed, on what types of roads, and where? Would these projects have been done without the General Funds?
- How does WYDOT integrate multiple types of highway data to help the districts set priorities for using General Funds?
- What structure and policies has WYDOT established to support a system-level approach to decision-making?

Acknowledgements

The Legislative Service Office expresses appreciation to WYDOT headquarters and district staff, and Transportation Commission members. We also thank other individuals from Wyoming and other states who assisted our research by providing interviews and documents.

CHAPTER 1

Background

The Wyoming Department of Transportation (WYDOT) is responsible for construction and maintenance on one-fourth of Wyoming's 28,000 miles of public roads (see Appendix A for selected statutes). Historically, WYDOT did not request state General Funds for highway construction and maintenance, relying instead on federal funds, fuel taxes, mineral royalties, and severance taxes. Operating on the federal fiscal year, WYDOT estimates its total FFY '08 revenue will be \$602 million, nearly half of which is from the federal government.

The Legislature recently began appropriating General Funds for highway projects.

In recent years, the agency has begun to request and receive General Funds. The Legislature appropriated \$175 million to WYDOT for the '07-'08 biennium; of this amount, \$170 million was for highways and \$5 million was designated for county road dust mitigation, the Industrial Road Program, and a commuter rail study. In the 2008 Budget Session, the Legislature appropriated just under \$190 million for the '09-'10 biennium for highway construction and maintenance. These recent increases in the state's financial support for highways do not negatively affect the amount of federal funding WYDOT receives.

The Transportation Commission governs this large agency

WYDOT has responsibilities beyond highways.

The Wyoming Highway Department was established in 1917 to cooperate with the United States Government in the construction of roads. In the early 1990's, as part of the reorganization of state government, the Highway Department became the Department of Transportation with the mission of providing a safe, high quality, and efficient transportation system. In addition to highways, WYDOT also is responsible for the Highway Patrol, issuing driver's licenses, regulating commercial vehicles and railroads, collecting and distributing state fuel taxes, providing road and travel information, and providing financial and technical support to airports in the state (see Appendix B, organization chart). The focus of this report is on WYDOT's highway responsibilities.

WYDOT is governed by the Transportation Commission, whose seven members are appointed by the Governor with the consent of the Senate. Among other duties, the commission makes policy decisions and approves purchases, construction bids, and the agency's budget for highway maintenance and operations.

WYDOT is the largest state agency.

With over 2,000 employees, WYDOT is the largest state agency. Staff at headquarters in Cheyenne have a wide range of responsibilities including budgeting, long-range planning, designing highway projects, inspecting bridges, and compiling and analyzing highway data such as pavement condition data.

The agency also has staff in five operational districts around the state, with district main offices in Laramie, Casper, Rock Springs, Sheridan, and Basin (see Appendix C for map of Commission and operational districts). District engineers manage each district, and are responsible for managing highway construction projects and performing routine summer and winter maintenance on the roads. Each district has between 9 and 13 of the state's 54 maintenance facilities.

WYDOT maintains and constructs roads

WYDOT's work on highways includes both maintenance and construction. Maintenance refers to work done to maintain the system at its current level. It ranges from snow removal and filling potholes to reconstruction, but does not involve changing any aspect of the road such as the width or curvature, as those are considered construction projects.

Maintenance work is done by WYDOT staff and contractors.

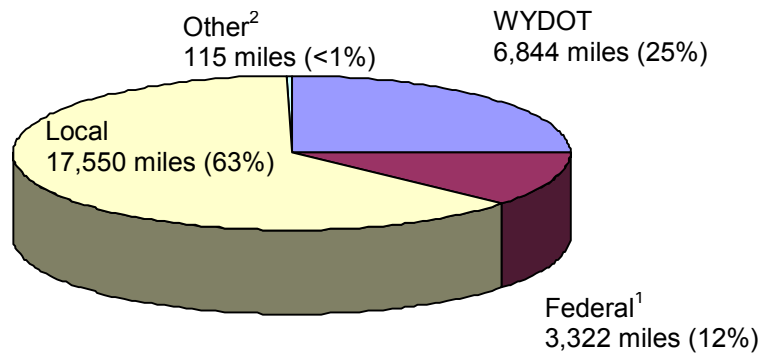
Agency employees perform some smaller maintenance jobs, while contractors often do larger maintenance and construction jobs. The agency's ability to carry out maintenance activities in the summer can be affected by snow removal costs during the previous winter. In a year with a great deal of snow, for example, WYDOT may have to cut other maintenance jobs.

Seventy percent of traffic is on WYDOT roads.

WYDOT is responsible for a quarter of Wyoming’s public roads

Wyoming’s 27,831 road miles are owned and maintained by a mix of federal, state, and local entities. As shown in Figure 1.1, WYDOT is responsible for 6,844 miles of highway, referred to in this report as the state system. Although WYDOT is responsible for only 25 percent of the state’s highway miles, more than 70 percent of the state’s traffic is on state system highways.

**Figure 1.1
Responsibility for public road miles in Wyoming**



¹ Includes roads on federal land
² Includes miles owned by other state agencies

Source: LSO analysis of WYDOT data

WYDOT inspects all bridges every other year.

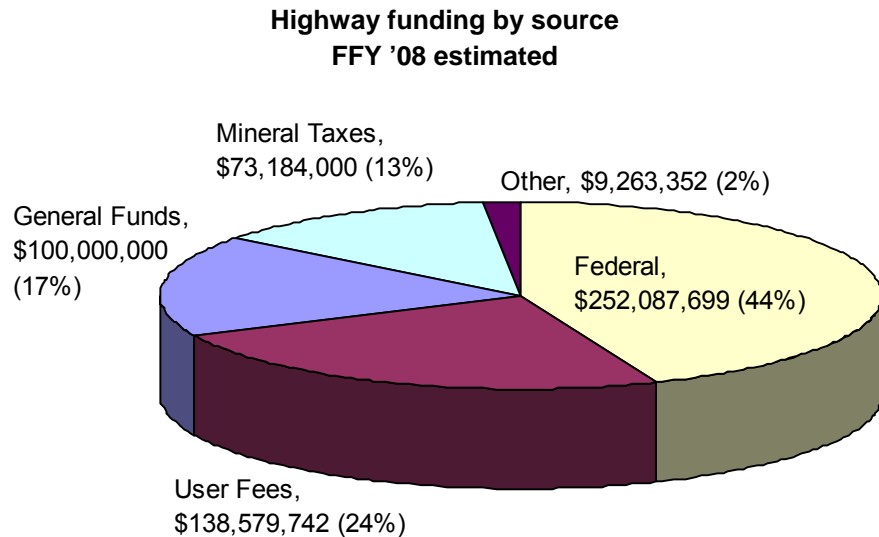
WYDOT also inspects bridges throughout the state, whether they are on the state system or not. The agency maintains the 1,929 bridges on the state system and inspects an additional 901 bridges and tunnels on other Wyoming roads. WYDOT inspects each bridge at least every other year using Federal Highway Administration criteria.

Nearly half of WYDOT funding is federal

Based on FFY '08 first quarter revisions, the most current estimates available at the time of writing, WYDOT highway revenues from federal and state sources are expected to be \$573 million for the year. Approximately 85 percent of these funds are for road construction and maintenance. Figure 1.2 shows the year’s funding by source. Although the percent of total highway

funding WYDOT receives from the federal government varies over time, for FFY '08, 44 percent came from federal sources.

Figure 1.2



Source: LSO analysis of WYDOT data

Road type affects federal funding eligibility

Federal funding comes through many programs.

The current federal transportation law, known as the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users, or SAFETEA-LU, has over 140 associated funding programs. Since FFY '01, WYDOT has received funding through 29 of the SAFETEA-LU programs (see Appendix D for more detail). Generally, the funding associated with a federal highway program is designated for a specific road type such as interstate, or for one or more specific purposes, such as safety or bridge projects.

Several classification systems are used to identify and categorize roads, the most visible and familiar of which are the U.S. and state highway designations on maps and road signs. However, the distinction between U.S. and state highways no longer has a direct relationship to traffic patterns, road function, or federal funding eligibility. At present, two distinct methods of categorizing roads determine federal funding: whether a road is on the National Highway System (NHS), and what its functional classification is.

Most traffic on the state system is on NHS roads.

National Highway System The NHS is the system of highways, including the interstates, that the federal government has identified as important for national or regional economic purposes or defense purposes. These highways are the primary focus of federal funding and they carry the majority of Wyoming's traffic. In 2006, about 70 percent of the state system's passenger traffic and over 90 percent of its heavy truck traffic was on NHS highways. About half the roads in the state system are on the NHS.

A road's functional classification indicates funding eligibility.

Functional classification Functional classification defines how a road connects and serves a region, and the role it plays in providing access and mobility. A road's functional classification is an indication of what federal funding WYDOT has available for improvements. Functional classifications currently in use are:

- **Principal arterials** include interstate and non-interstate highways and other major roadways serving high-speed, long-distance travel. They provide limited or no access to adjacent property. Examples are: I-80, U.S. 191 north of Rock Springs, and WYO 59 between Gillette and Douglas.
- **Minor arterials** also provide high-speed travel, but allow somewhat more property access than principal arterials. Examples include: U.S. 191 south of Rock Springs, and WYO 59 north of Gillette.
- **Collectors** are for both through traffic and access to adjacent land. There are two categories: major and minor collectors. Examples of major collectors are: WYO 130 west of Laramie, and U.S. 14 between Gillette and Sheridan. Examples of minor collectors are: WYO 91 south of Douglas, and WYO 352 north of Cora.
- **Local roads** facilitate travel over relatively short distances and primarily provide access to property. Examples include: U.S. 87 south of Banner, and WYO 77 through Shirley Basin.

Federal programs are targeted at specific road types

In FFY '07, almost two-thirds of WYDOT's federal highway funding came through three programs (for amounts, see Appendix D): the Interstate Maintenance, National Highway System, and Surface Transportation (STP) programs. STP is made up of many sub-programs; half of its funding is flexible and can be used on most roads, except minor collectors and local roads. Figure 1.3 shows eligibility by functional classification for these programs.

Figure 1.3

Federal funding programs

Functional classification	WYDOT miles	Federal funding available			
		Interstate Maintenance	National Highway System	Surface Transportation Program	Other programs, depending on project
Principal arterials	Interstate: 914	x	x	x	x
	Other NHS: 2,038		x	x	x
	Off NHS: 146			x	x
Minor arterials	Off NHS: 1,029			x	x
Major collectors	Off NHS: 2,208			x	x
Minor collectors	Off NHS: 266				x
Local roads	Off NHS: 243				x
Percent of WYDOT miles eligible		13%	43%	93%	NA
Percent of WYDOT's federal funding in FFY '07		23%	22%	12%	43%

Source: LSO analysis of WYDOT data and FHWA program information

Restrictions on how these program funds can be spent are complex. For example, Figure 1.3 also shows that in FFY '07, the largest portion of Wyoming's federal funding was Interstate Maintenance, but it was only available for the smallest portion (13 percent) of miles for which WYDOT is responsible. By contrast, the flexible STP funds, which can be used on 93 percent of road miles, provided the least funding of the three programs (12 percent).

Wyoming must match federal funds.

Most federal highway funding programs require a state match, the amount of which varies by program. For the three major programs, Wyoming's match is 10 percent or less. WYDOT is a pay-as-you-go agency, meaning for projects with federal funding, it pays the costs of a project and is reimbursed later. Unlike some other states such as Colorado, Wyoming has not used bonds and loans to finance highway projects.

Not all WYDOT funding is included in the state budget***WYDOT operates on the federal fiscal year.***

WYDOT's budget process differs from other state agencies. Because of its traditionally heavy reliance on federal funding, the agency operates on a federal fiscal year, October through September. Budgeting responsibility is statutorily split between the Legislature and the Transportation Commission.

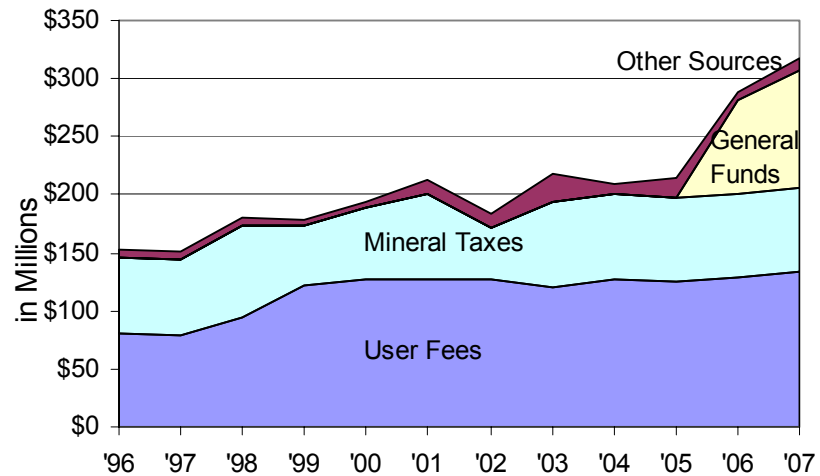
Historically, the Transportation Commission budgeted for highways, while the Legislature budgeted for the Highway Patrol, Aeronautics, administration, and administrative services including driver's licenses. Under this arrangement, highway funding was not included in the state's biennial budget, nor was it reviewed by the Legislature. With recent General Fund appropriations, the Legislature has begun approving a budget for part of WYDOT's highway funding.

State funding comes from several sources

State funding comes from mineral severance and royalties, user fees such as gas and diesel taxes, and legislatively-appropriated General Funds. Figure 1.4 shows the amount of state funding from these sources.

Figure 1.4

**State funding for highways by source
FFY '96-'07**



Source: LSO Analysis of WYDOT data

Over 40 percent of WYDOT's state funding is from user fees.

User fees WYDOT receives proceeds from several types of user fees, such as fuel tax, vehicle registration, commercial vehicle fees, and driver's license fees. According to the Wyoming Constitution, user fees must go to highway-related purposes (see Appendix A). A legislative increase in gas and diesel taxes to 14 cents per gallon, one cent of which goes to the leaking underground fuel storage tanks program, increased 1999 highway user fee revenues by \$27 million.

Mineral taxes Mineral funding is flexible, with its use not limited to designated purposes such as highway construction. In 2001 the Legislature de-earmarked mineral severance and royalty funding. For WYDOT, this caused a drop in mineral revenues in 2002, the year following de-earmarking. Nevertheless since 2003, mineral revenues, though flat, have been reliable at just over \$73 million per year.

General Funds Although General Funds make up one of WYDOT's larger revenue sources for highways in FY '08, these funds for highways are a recent addition to the mix. They are also one of WYDOT's most flexible funding sources, as they can be used for any type of work on any type of road for which WYDOT

is responsible. The Legislature's appropriation of General Funds has helped to offset losses due to de-earmarking.

WYDOT faces challenges

WYDOT will continue to face several financial challenges, which is why the agency began requesting state General Funds. Some of the challenges include high inflation, rising traffic volumes, and declining road conditions. Also, in the future reauthorization of the federal transportation law may result in flat or declining federal funding for Wyoming. All of these factors affect WYDOT's ability to maintain the state highway system at its current level.

In 2006, construction price inflation was 41 percent.

Construction price inflation Although WYDOT's highway funding has increased 37 percent since FFY '01, this increase has not kept pace with construction-related inflation. WYDOT has experienced sharply increasing costs for labor and materials: in 2006 alone, according to the Federal Highway Administration, inflation was 41 percent. High inflation reduces the number of projects WYDOT can do each year, even if it receives relatively stable increases in funding.

Traffic volumes Vehicle traffic levels in general are increasing across the state, but this is particularly true of trucks and heavy equipment. Truck traffic on I-80 increased 54 percent between 1994 and 2004, and WYDOT estimates it will at least double and possibly triple by 2020. Traffic levels on other corridors also have gone up, with some areas of the state seeing significant increases in traffic. In Sublette County, for example, daily truck miles traveled increased 97 percent between 1994 and 2004 (see Appendix E for traffic volumes by county).

Fewer roads are in good or excellent condition.

Road conditions According to WYDOT, as of 2006, 49 percent of road pavement was in good to excellent condition. This is a drop from 2002, when 57 percent of Wyoming road pavement was good to excellent. WYDOT attributes the decline to growing truck traffic which hastens road deterioration, and inflation which diminishes the agency's purchasing power.

Federal funding may decline in the future.

Reauthorization of the federal transportation law Reauthorization of the federal transportation law in 2009 could result in less federal funding for WYDOT. Transportation experts are anticipating a contentious battle to pass the next bill, as well as changes in its focus and funding priorities. Also, according to a 2007 report by the Congressional Budget Office, expenditures from the federal Highway Trust Fund, the source of federal funding, are greater than revenues. At the end of FFY '09, the federal Highway Trust Fund is projected to have a negative balance.

Report organization

This report covers projects WYDOT has funded with General Funds, how the agency selected them, and its plans regarding future projects. Chapter 2 describes characteristics of the General Fund projects. Chapter 3 summarizes the process of selecting General Fund projects, which is part of WYDOT's overall process for selecting projects. Chapter 4 points to the need for a system-level perspective in decision-making as WYDOT moves to a new asset management system.

CHAPTER 2

General Funds go to highway projects statewide

The Transportation Commission has discretion to spend General Funds.

After reserving some funding for designated purposes, the Legislature put few restrictions on WYDOT's use of General Fund appropriations for highways during the '07-'08 and '09-'10 biennia. The Legislature gave the Transportation Commission authority to expend this funding consistent with agency goals.

WYDOT policy prioritizes the use of state funds for three purposes: to match federal funding, maintain the current system, and as money is available, to maintain an adequate construction program. The Transportation Commission directed \$13.9 million of '07-'08 appropriations towards meeting federal match requirements. The remaining funding has gone to, or is planned for, highway-related projects which we examine in this chapter.

Some General Fund projects have been completed, others are underway or planned

The Legislature appropriated \$170 million for '07-'08.

The Legislature made three appropriations of General Funds for highways, in the 2006, 2007, and 2008 Sessions. The first amount appropriated, \$75 million in '06, allowed WYDOT to identify projects quickly and put this block of funding to use starting the same year. WYDOT refers to this group as '06 projects.

However, to avoid confusion, we chose to group the '06 and '07 Session appropriations together, for a total of \$170 million appropriated for use in FY '07-'08. Then, we refer to projects that use '07-'08 highway appropriations as *past projects*, and to WYDOT's plans for '08-'13 appropriations as *future projects*. The relationship is shown in Figure 2.1.

Figure 2.1
General Fund appropriations and project years

State fiscal biennium	Appropriation to WYDOT for highways	Planned initiation of project	Term used in this report
'07-'08	\$170 million	'06-'07	Past
'09-'10	\$190 million	'08-'09	Future
Future	WYDOT assumes \$200 million per biennium	'10-'13	

Source: LSO summary of WYDOT information

Almost all past General Fund projects are underway

Most projects were funded solely with General Funds.

WYDOT used General Funds on 44 past projects. As of February 2008, all of the past projects had been let and half had been completed. All but one of the past projects were funded exclusively with General Funds.

WYDOT let contracts for most of the '07-'08 appropriations, over \$145 million, to highway projects of many types, including design of some 35 future projects. It allocated the remaining funds to meet federal match requirements, purchase maintenance equipment, and cover general maintenance costs. Figure 2.2 summarizes past highway project funding (for project detail, see Appendix F).

WYDOT's plans assume continued legislative funding.

In the 2008-2013 STIP, a federally-required plan, WYDOT shows 125 future projects as being funded with General Fund appropriations (for additional information on past and future projects, see Appendices F and G). This plan assumes the agency will continue to receive \$100 million in General Funds each year.

Figure 2.2

**Past highway projects
As of February 15, 2008**

The Legislature has retained discretion over some of the appropriated funds.

Total appropriation	\$175,000,000
Transportation Commission discretion	\$169,740,000
Number of projects	44
Projects completed	23
Number of projects using only General Funds	43
Total dollars obligated	\$169,339,890
Highway projects	\$145,339,346
Other, incl. matching of federal funds	\$ 24,000,544
Dollars expended on highway projects	\$103,827,747

Source: LSO analysis of WYDOT data

WYDOT is using General Funds for a variety of roads and purposes, across the state

The remainder of this chapter considers four questions about General Fund appropriations for highways. Our analysis focuses on past projects, but also touches on WYDOT's plans for future funds.

- What kinds of projects did WYDOT select?
- On what types of roads did WYDOT do projects?
- Where were the projects?
- Would WYDOT have undertaken these projects without General Funds?

What kinds of projects did WYDOT select?

Projects include safety and pavement work.

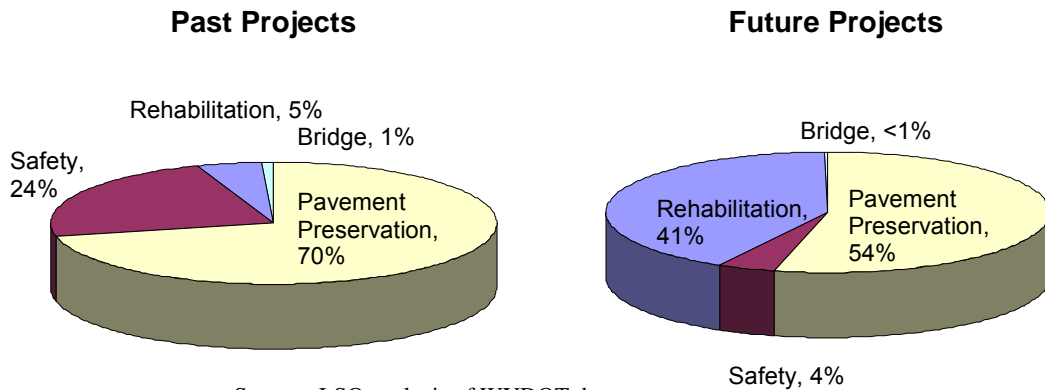
WYDOT has done, and plans to fund, a variety of projects with General Funds including pavement overlays, chip seals, widening roads, and installing cable median barriers for safety. At our request, WYDOT summarized projects according to primary purpose; the categories they chose are: safety, bridge, pavement preservation, and rehabilitation, which includes reconstruction

projects. However, the categories are somewhat fluid and many projects have multiple purposes. For example, chip seals may be safety projects or pavement preservation projects.

Past and future projects differ in purpose.

As shown in Figure 2.3, there are some differences between past and future projects. In the past, almost three-quarters of General Funds went to pavement preservation projects such as pavement overlays and chip seals, while only five percent went to rehabilitation projects. In the future, fewer General Funds will go to pavement preservation (54 percent), and more will go to rehabilitation (41 percent).

Figure 2.3
Percent distribution of General Funds by project purpose
Past and future



Source: LSO analysis of WYDOT data

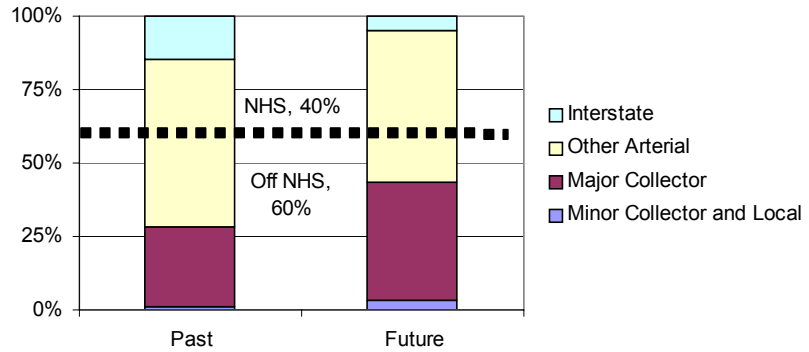
On what types of roads did WYDOT do projects?

Funds went to many types of roads.

Most past and future WYDOT projects using General Funds are on roads eligible for at least some federal as well as state funding. For both past and future projects, about 40 percent of General Funds goes to projects on the National Highway System, whose roads are eligible for federal funding.

However, WYDOT appears to be changing the way it targets funds within the categories of NHS and off-NHS. Figure 2.4 compares how past and future General Funds are distributed. In both categories, more future funds are being directed to projects on roads that have limited eligibility for federal funding.

Figure 2.4
Percent distribution of General Funds by highway type
Past and future



Source: LSO analysis of WYDOT data

Where were the projects?

Projects are located throughout the state.

With the first appropriations of General Funds during FY '07-'08, WYDOT did not distribute the money evenly around the state, instead allocating it to districts that had projects ready to let. Figure 2.5 illustrates the locations of these past projects.

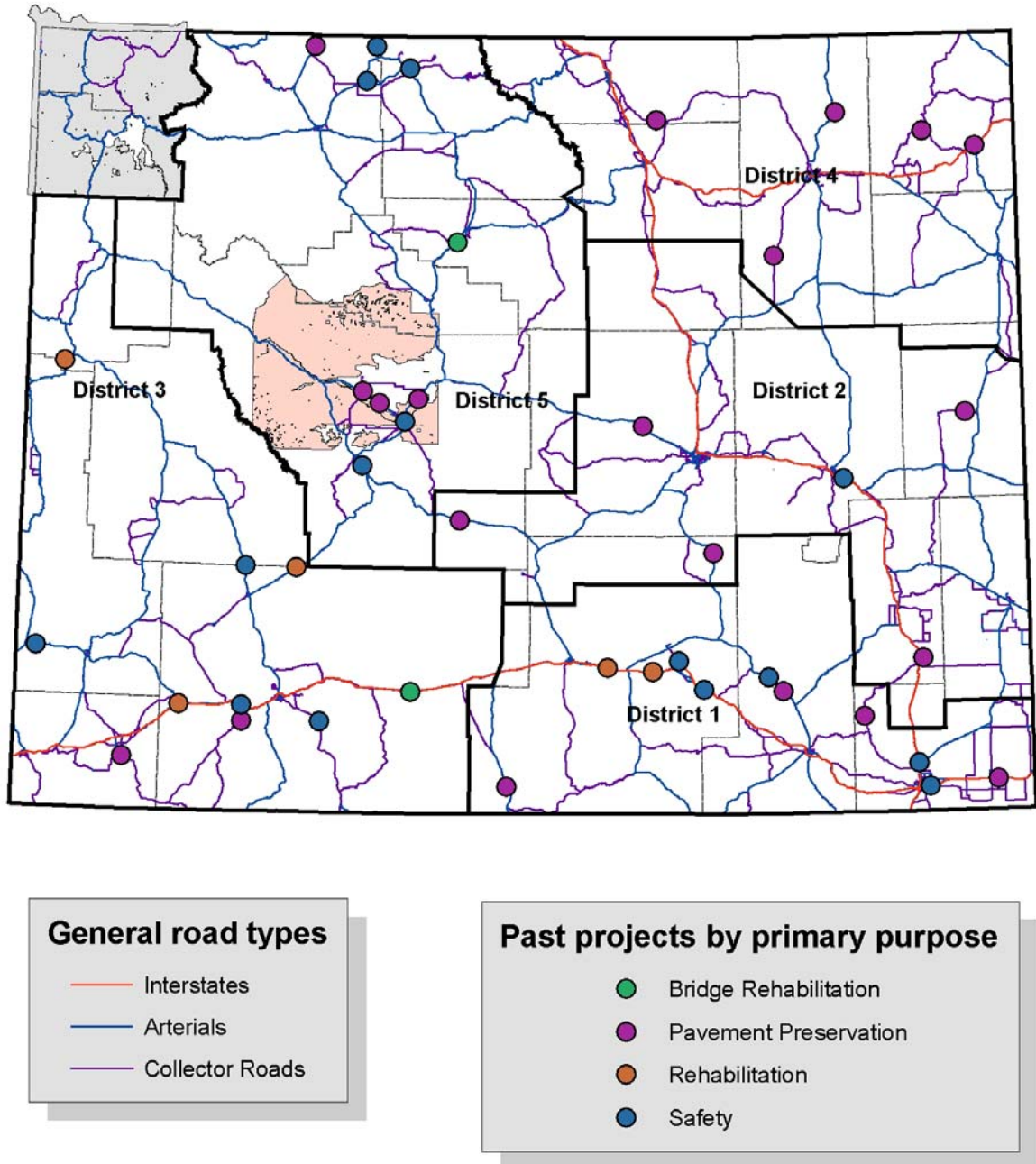
Plans for future project funding call for distribution close to equally among districts. Plans assume each district will have about \$20 million per year to use according to its priorities.

Would projects have been undertaken without General Funds?

In FFY '07, General Fund appropriations accounted for 30 percent of WYDOT's highway revenues. This new funding gave WYDOT the ability to undertake more projects, and of the 44 past projects, 43 used General Funds only. Without it, some of these projects would have been done using other funding sources, although they likely would not have been done as soon as the General Funds allowed.

Figure 2.5

Location of past projects



Source: LSO analysis of WYDOT data

WYDOT's approach to projects is changing

Future spending will be more targeted.

In 2006 and 2007, WYDOT had a limited amount of time to plan how to use General Funds, so it chose to fund projects that could be let quickly since they were already designed or did not require a complicated design. In contrast, WYDOT staff informed us, the long-term intent is to use General Funds in a more targeted way: on state system roads that are not eligible for federal funds.

WYDOT anticipates that General Fund appropriations will become a part of the standard budget request beginning with the '11-'12 biennium. This, the department reports, means WYDOT now can plan future projects with more confidence of receiving state funds. However, plans for specific projects can change, as they should if such changes improve the department's ability to align funding with goals and priorities.



CHAPTER 3

WYDOT's process for selecting projects relies on extensive data

WYDOT selects highway projects to receive state General Funds as part of its overall process for selecting projects. This involves assessing the condition of highways and then selecting projects for which funding is available. The process is generally strong and relies on highway data including data on pavement and bridge conditions, safety ratings, and traffic volumes.

State Transportation Improvement Program lists projects planned for the next six years

WYDOT's six-year plan schedules and designates funding for projects.

Federal law requires states to develop a State Transportation Improvement Program (STIP), a schedule of projects the state plans to undertake in the future. Projects can be included in the STIP only if the state can reasonably anticipate receiving full funding for them. Annually, WYDOT updates the STIP listing of the next six years of federally-funded and state-funded projects. The STIP schedules contract maintenance and construction projects, including General Fund projects. Each district also maintains a separate list of smaller upcoming maintenance jobs to be completed by WYDOT staff.

In the fall of 2007, WYDOT developed the 2008-2013 STIP and for the first time, the Federal Highway Administration (FHWA) allowed WYDOT to assume it would receive \$100 million in General Funds in each of those years. This decision was based on the Legislature's recent appropriations and the Governor's stated intent to continue requesting funds. It enabled WYDOT to incorporate planning for General Fund projects into the project selection process. WYDOT did not change its project selection process as a result of receiving General Funds.

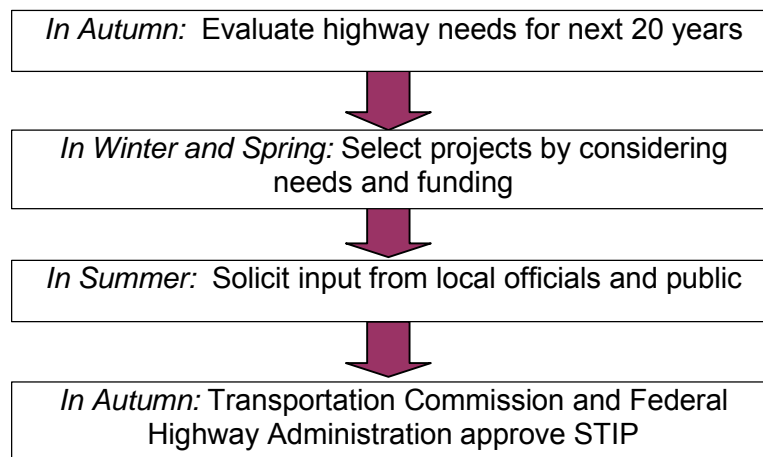
Headquarters and district staff are involved in project selection

Engineers use bridge, safety, and pavement data.

WYDOT uses a process summarized in Figure 3.1 to update the STIP. Generally, districts select highway projects. Districts base these decisions on data and analysis provided by headquarters programs, such as data on bridges, safety, and pavement condition. Headquarters staff also match projects with funding sources and make sure district projects are within budget estimates. Finally, they compile district decisions into the STIP. Headquarters staff may question decisions, but they do not prioritize projects within districts.

Figure 3.1

Summary of WYDOT process for revising the STIP



Source: LSO analysis of WYDOT documents and interviews with WYDOT staff

WYDOT annually reviews the needs of every highway section.

Evaluate highway needs for next 20 years In autumn, headquarters and district staff update the Needs Analysis database containing information on every section of road in the state system. This covers a mix of state and U.S. highways as well as interstates. For each section of road, headquarters programs generate safety, bridge, and pavement condition scores for inclusion in the Needs Analysis.

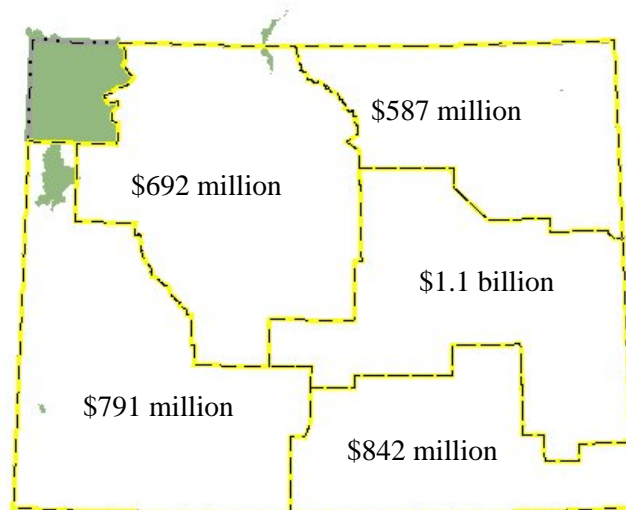
The Needs Analysis documents when each section of road will next need work. Needs that should be addressed immediately are categorized as “present needs,” while non-immediate needs are classified according to the time when they will become necessary: 1-5 years, 6-10 years, 11-20 years, and more than 20 years. The Needs Analysis also includes what kind of work is proposed and the estimated cost.

***WYDOT reports
having more needs
than available
funding.***

WYDOT has identified more projects as having present needs than it can fund. As illustrated in Figure 3.2, the 2007 Needs Analysis shows present needs will cost \$4 billion. Since present needs are greater than available funding, the Needs Analysis also includes a priority rating for each present need on a scale of one to four.

Figure 3.2

**Estimated \$4 billion cost of fixing present needs
By WYDOT district**



Source: LSO analysis of WYDOT’s 2007 Needs Analysis data

As part of the annual update of the Needs Analysis, district engineers and staff drive the roads in their districts to visually assess road condition and identify needs. They have with them data on pavement and bridge condition, crash histories, and traffic volumes.

In November, headquarters staff visit each district to review and update the Needs Analysis, discussing changes in road conditions and whether they warrant changes in the scheduled work. At these meetings, headquarters staff may question district decisions, such as changes in need timeframes and priority rankings. In updating the Needs Analysis, the focus is not on what work districts will do, but what they think ought to be done, regardless of whether funding is available.

Federal funding program requirements affect project selection and timing.

Select projects by considering needs and funding After identifying road needs, staff take funding constraints into account as they select and schedule projects. Decisions are based on highway data, road tour observations, and engineering judgment. Another consideration is federal funding programs and their eligibility requirements, since these affect project selection and timing. For example, not all types of federal funding can go to low-volume state roads, a factor that limits the number of projects undertaken on these roads.

Each district submits its proposed projects to headquarters staff, who check whether estimated costs are within budget constraints and match projects to available funding. District staff then adjust their priorities and schedules, based on funding and project cost estimates. In the spring, they meet with headquarters staff to discuss when projects should begin.

District staff meet with local officials in each county.

Solicit input from local officials and the public In May or June, districts hold one meeting in each county to talk to local officials and legislators about the draft STIP and learn about local government plans. The format of these meetings is geared to WYDOT's discussion with local officials, with some districts allowing the public to attend, and others not making the annual STIP meetings public. Both scenarios appear to limit the general public's opportunity to comment on which projects WYDOT will do.

The public also has an opportunity to comment on the STIP at the end of the process in July, when WYDOT puts the revised draft on its website. However, in 2007 WYDOT did not issue press releases announcing that the STIP was available for comment, and we found it difficult to get to the STIP list of upcoming projects on the website. Since neither the home page nor the Information

The upcoming project list is not easy to find on WYDOT's website.

Central page has a link to it, people must navigate their way through the website to find the STIP. Searching for a project list is further complicated because WYDOT refers to it only as the State Transportation Improvement Program or by its acronym, STIP, which people outside the transportation industry may not know is the name for the project list. A more descriptive name, such as “highway projects,” could make it easier to find.

Transportation Commission and Federal Highway Administration approve STIP The process of developing one year's STIP ends a year after WYDOT began by assessing highway needs. In September, the Transportation Commission approves the plan, after which it goes to the Federal Highway Administration for approval. As WYDOT finalizes one STIP, it has already begun developing the next year's STIP.

Once a project is in the STIP, WYDOT can begin the design, a process that involves many steps beyond determining pavement depth and road width and slope. The design phase can also include soil research and survey work, coordinating with local governments and land owners, developing plans for right-of-way and utilities, and an environmental review. Depending on the complexity of the project, this preparation can take between three and ten years, although some maintenance projects such as pavement overlays take less time to plan.

Project timing can change

Changes in cost and revenue estimates can delay projects.

Projects can be moved forward or back for a variety of reasons, such as when cost estimates or revenue projections are different than expected. For example, WYDOT identified projects for the \$100 million in General Funds it anticipated receiving for each of the years in the STIP. However, when appropriating \$200 million in General Funds to WYDOT for the '09-'10 biennium, the Legislature reserved \$10 million for designated purposes. This five percent reduction in the funding WYDOT had planned for may force officials to delay some projects. It illustrates how plans are subject to change, and why a project may be on WYDOT's to-do list for years before finally being started.



CHAPTER 4

WYDOT's new asset management system calls for a shift from district to statewide priorities

Even with the addition of General Funds that allow spending flexibility, WYDOT has identified more needs than it has the funding to meet. To improve decision-making, the agency is moving to a new data management approach. This approach, called asset management, will link numerous databases to enhance analysis and decision-making. While asset management shows promise, we believe the new system's usefulness will be limited if it is used only to improve decisions made within districts. WYDOT needs to inject a system-wide view into the process of prioritizing and selecting projects.

WYDOT is data rich

WYDOT maintains three major data systems on each mile of road in the state system: pavement, bridge, and safety. It also tracks other road information such as the history of construction and maintenance, traffic volumes, and crash history. Staff use this data when determining needs and prioritizing projects, as described in Chapter 3.

Data is maintained in individual data sets that are not linked.

We identified two challenges WYDOT faces in using the data effectively. First, different kinds of data are maintained in individual data sets, such that information in one database is not necessarily compatible with or easily linked to another. Second, project selection decisions are made by district staff, whose focus tends to be less on statewide needs than on needs in their individual districts.

Managing the abundance of data is challenging

WYDOT's siloed information is an obstacle to staff who need to draw information from multiple sources when setting priorities or assessing the effects a particular project might have on other projects. For example, pavement *management* data does not contain essential information about some pavement-related

maintenance activities. Because no one report integrates information from all WYDOT data sources about a given section of road, district staff must obtain numerous reports to evaluate present needs.

District staff search through numerous paper reports.

One district engineer explained that over time, each program's solution has been to develop additional databases, flow charts, or ranking procedures. However, such efforts did not coordinate with existing information systems, and information silos developed. On road tours, district staff carry and search through numerous reports, each containing critical but not integrated data. Another district engineer described the challenges of sorting through information and coordinating it as being the most difficult part of the job, adding that WYDOT is "data rich and information poor."

Districts set their own priorities

WYDOT's current management style gives districts responsibility for prioritizing their projects. This organizational arrangement has a reasonable basis, as district engineers are the most aware of the day-to-day road conditions and local needs. They drive the highways, work with road crews, and deal with maintenance, traffic, weather, signage, and right-of-way issues; they are also face-to-face with the public when problems develop.

Data limitations reinforce a district-level focus.

The district focus was a logical approach to setting priorities when data limitations constrained staff from looking beyond a district-level view. However, as WYDOT implements a new information management approach, taking a statewide view will become both possible and imperative.

WYDOT is developing an asset management system to integrate information

The agency is in the final stages of implementing an asset management approach to integrate information from multiple databases. It will allow staff to consider business practices and economic theory as well as engineering data and principles when analyzing projects or combinations of projects. It will provide

information to help answer system-level questions such as:

- If WYDOT intends to spend \$20 million on a single project, will project A or project B result in greater improvement to the system as a whole?
- When WYDOT receives a \$190 million appropriation, what combination of projects will generate the greatest improvement to the system as a whole?
- What would be the benefits and costs of concentrating funding on I-80, versus distributing it around the state?

WYDOT officials say they look forward to using asset management to answer questions about funding levels and pavement and traffic issues. Soon, they say, they may be able to answer in a week questions that used to take months of research.

Asset management should be fully operational by the end of 2008.

To move to asset management, WYDOT is updating individual data systems: the financial system is ready to tie with road condition information; changes are being made to pavement, bridge, and safety systems; and linking of the individual data systems is under development. Implementation is occurring in stages, with the entire system expected to be operational by the end of 2008.

Asset management will fix only part of the problem

The asset management system will assist staff in performing statewide analysis, but by itself, cannot change a system that is used to relying on priorities set at the district level. Unless WYDOT changes procedures so project selection is based at least in part on a broader view of road and highway needs statewide, the new system's usefulness may be limited.

District autonomy leads to differences

Districts take different approaches to prioritizing needs and selecting projects. While all five districts rank the importance of present need projects, we found differences in how they do so.

Priorities differ by district.

For example, some rank all present needs as being high-priority, while others recognize certain projects as having less urgency due to traffic volumes on those roads. Also, when the Legislature appropriated General Funds to WYDOT in 2006, agency officials directed district engineers to use the money on state highways that had limited eligibility for federal funding. However, districts allocated the funds based on their priorities and project readiness, regardless of funding eligibility.

Wyoming is not the only state looking for new ways to be efficient

Neighboring states' systems for selecting and funding the right highway projects range from centralized to decentralized approaches. Nebraska and Colorado use formulas allocating funding to different types of roads or functions. Montana and South Dakota use performance metrics or pavement rankings to guide their decisions. Utah allocates a lump sum for pavement projects around the state, but prioritizes capacity-related projects centrally.

Other states rely on both asset management with engineering judgment.

Among neighboring states, Utah has an asset management system, and Montana and Nebraska are in the process of developing theirs. States approach asset management in different ways, with some allowing for more advanced analysis than others. In neighboring states that are implementing asset management, district-level engineering judgment remains an important part of the process in Idaho, Montana, Nebraska, and in Utah (for pavement projects). The same can be true under Wyoming's asset management system.

Asset management will give WYDOT an advanced tool to integrate information for analytical and management purposes. As WYDOT and the Transportation Commission implement and come to rely on asset management, it will be important that they have policies in support of a system-level approach to decision-making, and that they encourage district decisions consistent with that view.

Recommendation: WYDOT should revise policies and re-orient the district focus to support a system-level project selection approach.

It appears Wyoming's federal funding for highways may remain flat or decrease while inflation continues to increase. As a steward of the public trust, WYDOT will need to make ever-harder decisions to ensure it gets maximum value for each dollar. As a Federal Highway Administration report on the future of highway decisions and funding stated, "The bottom line is that States ... will need to focus on the critical, be able to justify what they are doing, and be responsible for the results."

Moving to a statewide focus will require several changes.

WYDOT's new asset management system shows promise of improving the agency's ability to analyze data to ensure it is making the best decisions. WYDOT officials are confident that their asset management approach will provide both the tool and the impetus to move toward a statewide view. However, a new approach to data management will not necessarily lead to improved decision-making unless the agency takes other steps as well.

WYDOT and the Transportation Commission need a method to balance the competing interests of districts and guide the allocation of resources. They also need to ensure that the agency's organizational structure fosters a system-level approach to project selection. Changing how resources are allocated will involve a possibly painful culture shift. Yet without this shift, the usefulness of WYDOT's wealth of data and the value of the new asset management system may well be limited.

AGENCY RESPONSE

WYDOT and General Fund Appropriations for Highways



Department of Transportation

State of Wyoming



Dave Freudenthal
Governor

John F. Cox
Director

April 28, 2008

Senator John Schiffer, Chairman
Management Audit Committee
Wyoming State Legislature
213 Capitol Building
Cheyenne, WY 82002

Dear Senator Schiffer:

The Wyoming Department of Transportation truly appreciates the opportunity to comment and respond to an excellent and professional Legislative Service Office report, *WYDOT and General Fund Appropriations for Highways*.

As stewards of public funds and public trust, we found the questions addressed in the report very appropriate and timely. Our response to the issues raised in the report is attached.

I would also like to take this opportunity to commend the LSO staff for their thorough and comprehensive review of WYDOT's highway construction procedures and processes in preparing this report.

Sincerely,

John F. Cox
Director

Attachment: WYDOT Response

WYDOT and General Fund Appropriations for Highways Legislative Services Office Report Response

Recommendation: WYDOT should revise policies and re-orient the district focus to support a system-level project selection approach.

Response: Agree

In response to changes in program funding, WYDOT's Planning Program began discussing system-level project prioritization more than four years ago. WYDOT's existing functional management systems were capable of producing valuable data on highway pavements and bridges. The separate management systems could not, however, readily provide integrated decision options and outcomes to management to determine impacts to the overall state highway system. With the recent implementation of the WYDOT Enterprise Resource Planning system the department is now ready to begin implementing an asset management system linked to financial data to provide WYDOT management and the Transportation Commission with timely options and outcomes for integrated system analysis. This asset management system is scheduled to come on line late in 2008 with expanded capabilities added in succeeding years. In addition to the planned capabilities of the asset management system, good management practices will still warrant that executive staff and district engineer/program manager oversight and input remain a key component in the project prioritization process.

Meetings with Local Officials

In the report, LSO addresses issues relative to the State Transportation Improvement Program (STIP). On page 22, the report discusses local meetings held with local officials to discuss the STIP. These meetings with local officials are mandated by federal law and federal planning regulations. In the past, the public has sometimes been invited to attend. In the future, WYDOT will provide the public, as well local officials, with advertised notice concerning these meetings.

Department Homepage–Internet

Shortcomings with the department's current Internet homepage are described on page 23 of the report. This homepage is being redesigned to facilitate the public's ability to find information about transportation projects. Search and navigation capabilities will be improved, and information will be presented in a more user-friendly manner. Though electronic publication and dissemination are becoming increasingly important, WYDOT will continue to mail the STIP to local government entities in hard copy, and it will be available throughout the state in public libraries in written form as well.

APPENDICES

WYDOT and General Fund Appropriations for Highways

APPENDIX A

Selected statutes

Wyoming State Constitution

Article 15 Taxation and Revenue, Section 16 Disposition of fees, excises and license taxes on vehicles and gasoline.

Statutes

- §24-2-101 Department and commission created, qualifications; appointment; term; removal; compensation; location of offices; power to bring civil actions; official seal
- §24-2-102 General powers; power of eminent domain limited
- §24-2-105 Appointment of director; qualifications' salary and expenses; powers and duties
- §24-2-106 Appointment of chief engineer; duties of director and engineer
- §24-2-107 Required reports
- §24-2-108 Road and bridge construction
- §24-2-112 Contracts and agreements with United States government

Article 15

Taxation and Revenue

Section 16 Disposition of fees, excises and license taxes on vehicles and gasoline. No moneys derived from fees, excises, or license taxes levied by the state and exclusive of registration fees and licenses or excise taxes imposed by a county or municipality relating to registration, operation or use of vehicles on public highways, streets or alleys, or to fuels used for propelling such vehicles, shall be expended for other than costs of administering such laws, statutory refunds and adjustments allowed therein, payment of highway obligations, costs for construction, reconstruction, maintenance and repair of public highways, county roads, bridges and streets, alleys and bridges in cities and towns, and expense of enforcing state traffic laws.

CHAPTER 2

DEPARTMENT OF TRANSPORTATION

24-2-101. Department and commission created; qualifications; appointment; term; removal; compensation; location of offices; power to bring civil actions; official seal.

(a) There is created a department of transportation to consist of a transportation commission and a director of the department of transportation. The commission shall consist of seven (7) commissioners, not all of whom shall be registered in the same political party. They

shall biennially elect their chairman on or after the first day of March. The commissioners shall be appointed by the governor, by and with the advice and consent of the senate, and each shall serve for a term of six (6) years. The terms of all commissioners appointed after the effective date of this section shall terminate on the last day of February of the sixth year of the term regardless of the date of the beginning of the term. The governor may remove any commissioner as provided in W.S. 9-1-202.

(b) One (1) commissioner shall be appointed from each of the following districts:

- (i) District No. 1 composed of the counties of Laramie, Goshen and Platte;
- (ii) District No. 2 composed of the counties of Albany, Carbon and Sweetwater;
- (iii) District No. 3 composed of the counties of Lincoln, Teton, Sublette and Uinta;
- (iv) District No. 4 composed of the counties of Campbell, Johnson and Sheridan;
- (v) District No. 5 composed of the counties of Big Horn, Hot Springs, Park and

Washakie;

- (vi) District No. 6 composed of the counties of Crook, Niobrara and Weston;
- (vii) District No. 7 composed of the counties of Converse, Fremont and Natrona.

(c) The appointment in each district shall rotate successively among the several counties comprising the district. If any commissioner ceases to reside in, or for a continuous period of six (6) months or more is absent from the county, the governor shall declare his office vacant and shall appoint a successor from the same county in accordance with W.S. 28-12-101.

(d) Each commissioner shall qualify by taking the constitutional oath of office, and each shall receive a salary of six hundred dollars (\$600.00) per year and actual and necessary traveling expenses while away from home in the performance of the duties of office, to be paid from the state highway fund.

(e) The commission shall maintain offices at the state capital. The commission is empowered to sue in the name of the "Transportation Commission of Wyoming", and may be sued by that name in the courts of this state and in no other jurisdiction upon any contract executed by it. The attorney general is the legal advisor of the commission and shall prosecute and defend all actions and shall also appear in all proceedings in any federal department in which the commission is a party or is interested.

(f) The commission shall have a seal bearing the words "Transportation Commission of Wyoming, Official Seal", and all copies of all records and other instruments in the office of the commission, certified under the hand of its secretary with the seal affixed shall be received in any court as prima facie evidence of the original record or instrument.

(g) Effective July 1, 1979, appointments and terms shall be in accordance with W.S. 28-12-101 through 28-12-103.

24-2-102. General powers; power of eminent domain limited.

(a) To construct, maintain and supervise the public highways of this state, the department of transportation is authorized to:

(i) Acquire, hold and manage real property in the name of the transportation commission and to develop, improve, operate and maintain the same for any necessary public purpose. Lands acquired for rights-of-way for highways may be up to three hundred (300) feet wide and greater where extra width is necessary for:

- (A) Deposits of road building materials;
- (B) Deposits of waste materials;
- (C) Embankments;
- (D) Excavations;
- (E) Maintenance;
- (F) Parking facilities;
- (G) Roadside rest areas; and
- (H) Scenic roadside areas.

(ii) Sell, exchange, abandon, relinquish or otherwise dispose of real property including land, water and improvements for any necessary purpose in accordance with rules and regulations promulgated by the transportation commission, provided that disposition of water rights shall be in accordance with law.

(b) The commission shall not acquire property by eminent domain except for highway rights-of-way as specified by subparagraphs (a)(i)(A) through (F) of this section and only if the property for those purposes is immediately adjacent to the highway right-of-way.

24-2-105. Appointment of director; qualifications; salary and expenses; powers and duties.

(a) The commission shall submit a minimum of three (3) names of qualified candidates to the governor who shall appoint a director of the department of transportation. The director shall receive an annual salary as provided by law, payable in equal monthly installments. He shall be allowed his actual and necessary traveling and other expenses incurred in the discharge of his official duties, and shall give his entire time to the duties of his office. With the approval of the commission, the director shall have complete charge of laying out and establishing highways upon which any portion of the state highway fund is to be expended, including expenditures for roads now in existence or in the future to be constructed, which are part of the state highway system which are located within or partially within the national forests' boundaries, and shall purchase all materials, supplies and equipment, including road-building machinery, materials, supplies and equipment, and shall employ such engineers, superintendents and employees with salaries as provided by law, as necessary for the proper performance of the duties of the department and the construction work undertaken by it. The director, with the approval of the commission, may promulgate and adopt rules and regulations as provided by the Wyoming Administrative Procedure Act, necessary for the proper performance of the duties and functions of the department.

(b) Notwithstanding 1991 Wyoming Session Laws, Chapter 241, Section 1(a)(iv), the director of the department of transportation is authorized to regulate and control the expenditure of any administrative funds not otherwise provided by law and not specifically regulated and controlled by the transportation commission.

24-2-106. Appointment of chief engineer; duties of director and engineer.

(a) With the approval of the commission, the director of the department of transportation shall appoint a qualified chief engineer who shall:

(i) Compile all available information relative to the public roads and bridges within the state;

(ii) Prepare standard plans and specifications for the construction of roads, culverts and bridges, and compile data relative to road and bridge materials and their values;

(iii) Furnish standard plans, specifications and data to any board of county commissioners upon request, and advise with boards of county commissioners with respect to highway construction and improvements not within the jurisdiction of the department when requested;

(iv) Prepare or approve plans and specifications for all bridges to be constructed by any county, city or town within the state;

(v) Be a licensed professional civil engineer, knowledgeable and experienced in highway and bridge construction and maintenance.

(b) No contract for the construction of a bridge is valid unless the plans and specifications have been prepared by the director of the department of transportation or the chief engineer or, if prepared by other professional engineers, the bridge designs, plans and specifications have been approved by the director or the chief engineer before the start of construction. The review and approval under this section shall be made without cost to cities, towns and counties. Final payment upon any contract shall not be made until the bridge is inspected and the payment approved by the designer of the bridge and the appropriate governing body.

24-2-107. Required reports.

The director of the department of transportation shall make an annual report to the commission of the transactions of the department, and on or before December first of each even-numbered year, the commission shall, as required by W.S. 9-2-1014, report to the governor.

24-2-108. Road and bridge construction.

All road and bridge construction work, any part of the cost of which is paid from the state highway fund, shall be performed in accordance with the plans and specifications prepared by the director of the department of transportation or the chief engineer and approved by the commission, and shall be performed by or under contracts awarded by the commission. The director with the assistance of the chief engineer shall have complete charge, including expenditures for roads now in existence, or in the future to be constructed, which are part of state highway systems which are located within or partially within the national forests' boundaries. All improvements costing more than two hundred thousand dollars (\$200,000.00) shall be constructed under contracts awarded after public notice to the lowest responsible bidder determined qualified by the transportation commission of Wyoming which is given the power to determine the qualifications and responsibilities of bidders. The commission may reject any or

all bids and readvertise for bids. Improvements costing less than forty thousand dollars (\$40,000.00) may be constructed by the commission upon force account, with its own forces or under contract, as the commission shall determine. A state highway construction job to be completed within any calendar year period and to cost more than forty thousand dollars (\$40,000.00) shall not be constructed by department of transportation forces in sections or parcels so as to come within the forty thousand dollars (\$40,000.00) limitation. Contracts may be entered into with railroad companies for the construction of grade separation structures at actual cost under terms and conditions approved by the commission. Whenever an emergency arises requiring immediate expenditure of funds for the repair or rebuilding of bridges, approaches to bridges and any roadway, when the bridges, approaches to bridges or roadway are required to be rebuilt immediately and in such short time that in the judgment of the commission the people would be seriously inconvenienced in waiting the regular period for advertising for bids, the commission may enter into contract for any building or rebuilding of bridges, approaches or roadway without advertising for the letting of any contract, provided the amount of the contract shall not exceed one million dollars (\$1,000,000.00) and provided the commission requests proposals from at least two (2) contractors capable of performing the emergency construction or repair. The commission shall adopt general rules and regulations for the publication of notice to bidders, the awarding of contracts, and for determining the qualifications and responsibilities of bidders.

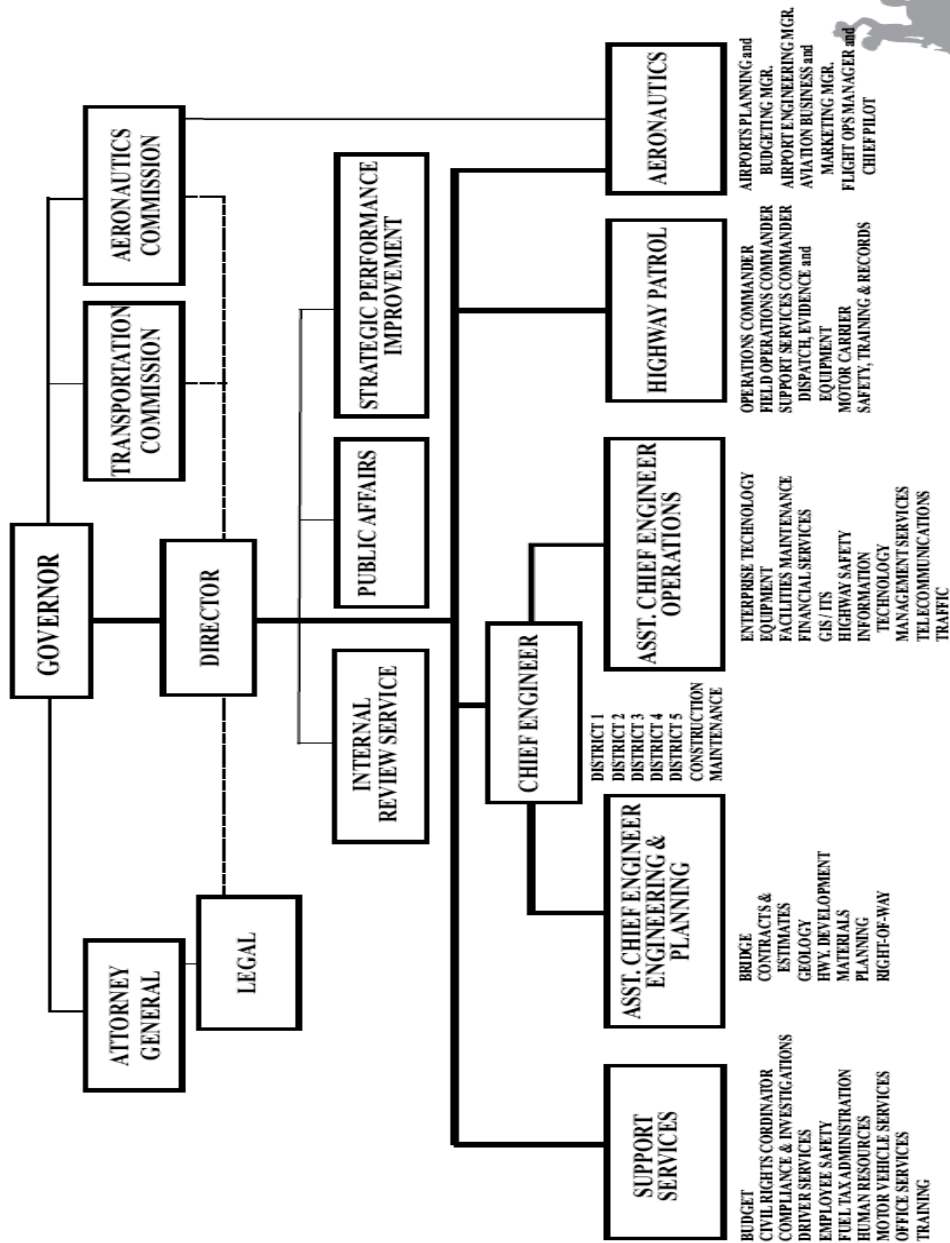
24-2-112. Contracts and agreements with United States government.

The legislature of the state of Wyoming assents to the provisions of the act of congress approved July 11, 1916, entitled "an act to provide that the United States shall aid the states in the construction of rural post roads, and for other purposes," together with all acts and legislation, amendatory or supplementary, or which shall grant or authorize aid for the construction, improvement, maintenance or repair of public roads or highways. The transportation commission is authorized to enter into all contracts and agreements with the United States government relating to the construction and maintenance of roads under the provisions of the act or acts of congress to submit the scheme or program or construction or maintenance as may be required by the federal highway administration and to do all other things necessary fully to carry out the cooperation contemplated and provided for by the act or acts, for the construction or improvement of highways under the act, the good faith of the state is pledged to make available funds sufficient to equal the sums apportioned to the state by or under the United States government during each of the years for which federal funds are appropriated by section 3 of the act and to maintain the roads so constructed with the aid of funds appropriated and to make adequate provisions for carrying out maintenance. Cooperative agreements under the provisions of the act shall be entered into with the federal highway administration only by the commission, but may be for the construction or improvement of either a state highway or a county road. If the road to be improved under such cooperative agreement is a state highway, the state's share of the expense shall be borne entirely by the state; if the highway to be improved or constructed under such cooperative agreement is not a state highway, the state's share of the cost of the work shall be divided between the state and the county upon such basis as the commission shall determine, and before an agreement is entered into with the federal highway administration

the county must furnish the right-of-way and shall have entered into an agreement with the commission whereby it shall agree to pay its share of the cost and to pay the cost of all subsequent maintenance, work which shall be performed by and under the supervision of the director of the department of transportation, and the county also shall pay into the state highway fund its share of the estimated cost of the construction.

APPENDIX B

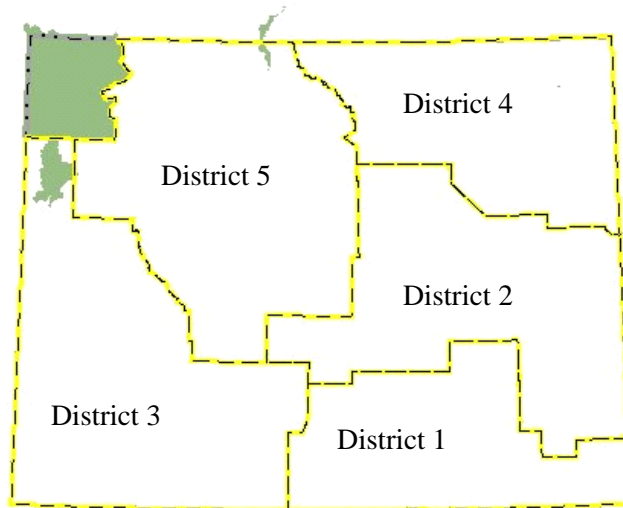
WYDOT organizational chart



APPENDIX C

WYDOT and Transportation Commission district boundaries

WYDOT operational districts



Transportation Commission districts



Source: WYDOT

APPENDIX D

Federal funds obligated, FFY '07

Federal Aid or Grant program	Program purpose	2007 revenues
Interstate Maintenance (IM)	Funds for resurfacing, restoring, rehabilitating, and reconstructing on most routes on the Interstate system	\$54,257,202
National Highway System (NHS)	Funds for improvements to NHS rural and urban roads, including Interstates	\$53,919,893
Surface Transportation Program (STP) Total		\$48,677,420
Any Area	Funds may be used for projects on any Federal-aid highway system	\$28,144,307
STP set aside subtotal		\$20,533,113
Non-Urban	STP set aside	\$9,181,086
Under 200,000	STP set aside	\$6,106,149
Enhancements	STP set aside	\$4,246,111
Rail Highway Crossings Program	STP set aside	\$649,957
Safety	STP set aside (Beginning FFY'06 replaced by HSIP)	\$315,369
Hazard Elimination	STP set aside	\$34,441
High Priority Projects	Funds specifically identified projects in SAFETEA-LU	\$23,984,836
Interstate Maintenance Discretionary	IM program set aside for construction projects including adding lanes to Interstate	\$430,650
Highway Bridge and Bridge Maintenance (HBBM)	Funds for improving highway bridge conditions through replacement, rehabilitation, and systematic preventive maintenance	\$18,931,703
NHTSA Section 402 Highway Safety Funds for Hazard Elimination	Funds support State and community program goals to reduce deaths and injuries on the highways	\$9,088,821
Equity Bonus/Minimum Guarantee	Funds guarantee a consistent level of state funding based on a number of possible criteria	\$8,444,420
Highway Safety Improvement Program (HSIP)	Funds to achieve a significant reduction in traffic fatalities and serious injuries on public roads	\$6,043,450
Congestion Mitigation and Air Quality (CMAQ)	Funds programs in air quality non-attainment and maintenance areas for ozone, carbon monoxide, and particulate matter	\$3,621,797
State Planning and Research	Funds cooperative, continuous and comprehensive framework for making transportation investment decisions	\$2,291,420
Safe Routes to School	Funds to facilitate the planning, development, and implementation of projects that will improve safety, and	\$1,419,019

	reduce traffic, fuel consumption, and air pollution in the vicinity of schools	
Metropolitan Planning	Funds cooperative, continuous, and comprehensive framework for making transportation investment decisions in metropolitan areas	\$1,712,434
Research Development	Funds are for programs that enable and encourage children to walk and bicycle to school, and to facilitate planning, development, and implementation of projects that will improve safety, reduce traffic, fuel consumption, and air pollution in the vicinity of schools	\$1,174,254
Recreation Trails	Funds for developing and maintaining non-motorized and motorized recreational trails and trail related facilities	\$1,128,382
Rail Highway Crossings Program	Funds to reduce the number of fatalities and injuries at public highway-rail grade crossings	\$516,640
Public Lands Highways	Funds transportation planning, research, engineering, and construction of highways, roads, and parkways and transit facilities providing access to or within public lands, national parks, and Indian reservations	\$445,759
National Scenic Byways Program	Funds and technical assistance are for projects on designated highways	\$326,000
Section 163, Safety Incentive .08 BAC	Funds incentives to encourage States to establish 0.08% BAC as the legal limit for drunk	\$228,517
Emergency Relief	Funds the repair or reconstruction of Federal-aid highways and roads that have suffered serious damage as a result of natural disasters or catastrophic failure from an internal cause	\$0 ¹
Transportation & Community System Preservation	Funds address the relationships among transportation, community and system preservation plans and practices and identify private sector-based initiatives to improve those relationships	\$0 ¹

¹ Although WYDOT did not receive funding for this program in FFY '07, the department has received these funds at some point since FFY '01.

APPENDIX E

Daily miles traveled by county, 2004

	Daily Vehicle Miles Traveled	Percent Change, 1994-2004	Daily Truck Miles Traveled	Percent Change, 1994-2004
Albany	1,054,070	27%	372,768	55%
Big Horn	340,877	21%	40,667	2%
Campbell	873,515	42%	117,948	25%
Carbon	1,374,617	33%	596,598	58%
Converse	626,085	24%	103,790	-4%
Crook	465,379	19%	85,513	21%
Fremont	892,814	21%	93,452	-2%
Goshen	320,916	15%	42,320	0%
Hot Springs	155,293	20%	19,987	2%
Johnson	632,030	28%	115,516	26%
Laramie	1,905,233	42%	448,763	46%
Lincoln	564,771	21%	117,775	-11%
Natrona	1,150,971	25%	160,119	17%
Niobrara	214,376	24%	40,863	4%
Park	561,955	9%	39,967	-12%
Platte	575,791	29%	105,312	5%
Sheridan	616,856	24%	72,388	22%
Sublette	342,034	49%	51,732	97%
Sweetwater	2,473,882	29%	997,791	44%
Teton	600,836	19%	28,586	0%
Uinta	944,516	24%	325,896	26%
Washakie	178,267	13%	20,597	-6%
Weston	188,725	12%	24,436	-4%
Interstates	7,853,407	32%	2,967,250	44%
Statewide	17,053,809	27%	4,022,784	32%

Source: WYDOT's 2004 Mileage Statistics

APPENDIX F

Past projects using General Funds

Location	Project Description	Letting Date	Total Project Cost
District 1: Southeast Wyoming, including most of Albany, Carbon, and Laramie Counties			
Various locations in SE corner of the state	Concrete slab repair	July 2006	\$468,315
US 287 northwest of Laramie	Widening shoulders, flatten slopes, drainage repair	July 2006	\$1,217,729
I-25 in Cheyenne	Installation of cable guardrail barriers	Aug. 2006	\$728,125
I-80 east of Cheyenne	Dowel bar retrofit to improve the ride	Oct. 2006	\$7,007,166
Various locations in the SW corner of the state	Asphalt patching	Nov. 2006	\$802,150
WYO 789 north of Baggs	Leveling, pavement overlay and chip seal (Only \$1,783,572 of project cost is from General Funds)	Nov. 2006	\$2,475,601
Various locations along I-25 and I-80 in SE corner of the state	Installation of cable guardrail barriers	Mar. 2007	\$2,883,500
College Drive & 12th Street in Cheyenne	Modify turning lanes	Mar. 2007	\$400,673
US 287 south of Rock River	Resurfacing	April 2007	\$6,867,261
WYO 211 (Horse Creek Rd.) NW of Cheyenne	Crack sealing, leveling, and other minor rehabilitation work	June 2007	\$2,218,769
Various locations in SE corner of the state	Chip sealing	Sept. 2007	\$874,294
District 2: Central Wyoming, including most of Converse, Goshen, Natrona, Niobrara, and Platte Counties			
WYO 270 east of Lance Creek	Reconstruction	Nov. 2006	\$12,396,561
Various locations in I-25 between Cheyenne & Wheatland	Milling and pavement overlay	Dec. 2006	\$3,050,725
I-25 SE of Douglas	Installation of cable guardrail barriers	Mar. 2007	\$604,359
US 287/WYO 789 near Jeffrey City	Asphalt rehabilitation such as crack sealing and some shoulder work	May 2007	\$5,337,436
WYO 487 in the Shirley Basin	Asphalt rehabilitation such as crack sealing and some shoulder work	June 2007	\$4,268,516

Various locations in the central part of the state	Chip sealing	Aug. 2007	\$3,606,279
District 3: Southwest Wyoming, including most of Lincoln, Sublette, Sweetwater, Teton, and Uinta Counties			
WYO 530 south of Green River	Milling and pavement overlay	July 2006	\$1,713,235
Various locations in the SW corner of the state	Bridge rehabilitation and maintenance	Sept. 2006	\$856,186
WYO 414 near Mountain View	Widening and resurfacing	Oct. 2006	\$12,273,443
Various locations along the western portion of I-80	Installation of cable guardrail barriers	Mar. 2007	\$3,167,606
Various locations in the western part of the state	Asphalt patching	Mar. 2007	\$1,896,819
US 191 between Rock Springs and Pinedale	Addition of passing lanes	May 2007	\$15,218,286
Various locations in the western part of the state	Concrete pavement repairs such as crack sealing, joint repair, and patching	May 2007	\$605,040
Various locations in the SW corner of the state	Chip sealing	May 2007	\$1,142,905
I-80 near Granger Jct.	Reconstruction	July 2007	\$3,274,152
US 30 west of Kemmerer	Nugget Canyon wildlife control - deer fencing and underpasses	July 2007	\$4,263,629
District 4: Northeast Wyoming, including most of Campbell, Crook, Johnson, Sheridan, and Weston Counties			
WYO 59 north of Gillette	Reconstruction to include widening roadway	Oct. 2006	\$9,778,804
WYO 50 near Savageton	Widening, overlay and some reconstruction	April 2007	\$3,920,069
US 14 in Sundance	Resurfacing, reconstruction, and some enhancements	May 2007	\$8,944,040
US 14 between Moorcroft & Carlile	Pavement overlay	May 2007	\$1,523,660
US 14 west of Ucross	Pavement overlay	June 2007	\$3,828,327
District 5: Northwest Wyoming, including most of Big Horn, Fremont, Hot Springs, Park, and Washakie Counties			
WYO 431 south of Worland	Bridge deck and curb repair	July 2006	\$380,796
US 26 northeast of Riverton	Leveling and pavement overlay	Sept. 2006	\$2,473,552
US 14A in Powell	Replace traffic signals	Dec. 2006	\$303,267
US 310 in Lovell	Replace traffic signals	Dec. 2006	\$254,838
WYO 120 north of Cody	Widening and resurfacing	April 2007	\$7,605,433
WYO 789 in Riverton	Replace traffic signals	June 2007	\$195,281

WYO 133 between Kinnear & Pavillion	Pavement overlay	July 2007	\$1,872,820
WYO 295 north of Powell	Chip sealing	July 2007	\$2,137,530
WYO 287/WYO 789 - south of Lander	Replace right-of-way fencing	July 2007	\$646,838
US 26 NW of Riverton	Leveling, pavement overlay and chip seal	July 2007	\$1,848,753
WYO 789 in Riverton at intersections with Federal and Park	Replace traffic signals	Mar. 2007	\$350,000
Project crossing district 4 and 5 boundaries			
Various locations in the northern part of the state along I-90 and US 14	Installation of cable guardrail barriers	Dec. 2006	\$1,204,979

Source: LSO analysis of WYDOT data

APPENDIX G

Future projects on which WYDOT plans to use General Funds

Location	Project Description	Planned Year	Total Project Cost
District 1: Southeast Wyoming, including most of Albany, Carbon, and Laramie Counties			
WYO 210 (Happy Jack Rd.) west of Cheyenne	Widening and pavement overlay	2008	\$12,301,000
WYO 72 between Hanna & Elk Mountain	Widening, overlay, and some reconstruction	2008	\$10,525,000
US 30/US 287 NE of Walcott	Pavement overlay	2008	\$4,237,000
WYO 70 east of Savery	Pavement overlay (Only \$150,000 of project cost is from General Funds)	2009	\$3,180,000
WYO 789 north of Baggs	Pavement overlay	2009	\$3,150,000
US 30/US 287 between Medicine Bow & Bosler	Widening and pavement overlay	2009	\$14,864,000
WYO 487 north of Medicine Bow	Pavement overlay	2009	\$2,638,000
US 287 between Rawlins and Muddy Gap	Widening, pavement overlay, and adding lanes	2010	\$12,549,000
US 287 south of Laramie	Restoration and rehabilitation	2010	\$4,200,000
US 30/US 287 between I-80 and Hanna	Restoration and rehabilitation	2010	\$2,835,000
WYO 130 west of Centennial	Pavement overlay	2011	\$8,954,000
Happy Jack near Curt Gowdy	Pavement overlay	2011	\$2,850,000
Old US 30 near Warren Interchange	Remove bridge over railroad	2011	\$105,000
WYO 230 north of the Colorado State Line	Pavement overlay	2011	\$2,850,000
Dell Range west to Yellowstone in Cheyenne	Widening and pavement overlay	2011	\$3,625,000
US 287 south of Laramie	Widen and reconstruction	2012	\$17,530,000
US 30/US 287 between Medicine Bow & Bosler	Widening, overlay and some reconstruction	2012	\$11,046,000
WYO 215 between Pine Bluffs and Albin	Widening and pavement overlay	2013	\$3,459,000
WYO 789 north of Baggs	Erosion control, pipe extension, and grading	2013	\$3,000,000

WYO 130 south of Saratoga	Grading and guardrail upgrades	2013	\$3,351,000
Lincolnway between Westland Rd and I-80 in Cheyenne	Reconstruction	2013	\$5,672,000
District 2: Central Wyoming, including most of Converse, Goshen, Natrona, Niobrara, and Platte Counties			
Reclamation of Hackalo stockpile area south of Glenrock		2008	\$1,124,000
I-25 east of Casper	Widening, pavement overlay and other improvements to existing roadway (Only \$21,677,766 of project cost is from General Funds)	2008	\$26,460,587
WYO 151 in La Grange (2nd-7th Avenues)	Improvements to sidewalks, curbs, and gutters	2008	\$78,429
WYO 251 (Casper Mt. Rd.) south of Casper	Drainage repairs	2008	\$347,869
Various locations in the central part of the state	Add road closure gate and intelligent transportation system devices such as dynamic message signs or web cameras	2008	\$365,000
I-25 north of Wheatland	Concrete pavement repairs such as crack sealing, joint repair, and patching	2008	\$3,137,901
I-25 & Hat Six Rd. in Casper	Reconstruction	2008	\$2,850,603
WYO 93 north of Douglas	Widening and pavement overlay	2009	\$3,932,600
US 85 near the LaGrange Jct.	Pavement overlay	2009	\$4,500,000
US 85 south of Mule Creek Jct.	Pavement overlay	2009	\$4,510,000
WYO 156 near Torrington (Sugar Factory Rd.)	Reconstruction	2009	\$11,415,100
WYO 220 south of Casper	Reconstruction (Only \$823,000 of project cost is from General Funds)	2010	\$29,180,000
US 85 south of Lusk	Restoration and rehabilitation	2010	\$5,617,000
WYO 270 south of Lance Creek	Reconstruction	2011	\$5,913,000
US 20/US 26 in Casper	Reconstruction	2011	\$20,500,000
WYO 254 (Salt Cr. Hwy) in Casper	Reconstruction	2011	\$2,100,000
WYO 310 west of Wheatland	Widening and pavement overlay; Bridge repair	2012	\$6,476,000
Poplar St. Bridge in Casper	Reconstruction and adding a turn lane	2012	\$15,700,000
WYO 154 north of Veteran	Reconstruction	2013	\$10,000,000
WYO 91 (Cold Springs Rd.) SW of Douglas	Reconstruction	2013	\$10,000,000

District 3: Southwest Wyoming, including most of Lincoln, Sublette, Sweetwater, Teton, and Uinta Counties			
I-80 at Evanston marginal	Drainage repairs	2008	\$544,000
WYO 351 the Big Piney cut-off	Pavement overlay and chip sealing	2008	\$1,944,100
WYO 530 south of Green River	Pavement overlay	2008	\$1,930,974
Various locations along WYO 430 south of Rock Springs	Pavement overlay	2008	\$2,005,500
WYO 372 east of Fontenelle	Reconstruction to include widening and other safety improvements	2008	\$7,033,236
Various locations in the SW corner of the state	Bridge rehabilitation and maintenance	2008	\$1,300,000
North service road off of I-80 in Rock Springs (Purple Sage Rd.)	Pavement overlay	2008	\$1,049,380
I-80 Business, US 191 North, WYO 376/Elk St., Dewar Dr.	Microsurfacing and upgrades to improve access for people with disabilities	2008	\$853,564
Service road south of Jackson (Henry's Rd.)	Pavement overlay and some reconstruction	2008	\$1,320,000
US 189/US 191 between Daniel and Bondurant	Replace right-of-way fencing	2008	\$105,270
US 191 in Pinedale at the Tyler intersection	Pedestrian crossing lights	2008	\$275,000
I-80 Business route in Evanston	Improvements to sidewalks, curbs and gutters, and upgrades to improve access for people with disabilities	2008	\$133,708
WYO 240 north of Opal	Restoration and rehabilitation (Only \$33,000 of project cost is from General Funds)	2008	\$1,615,409
WYO 374 west of Granger Jct.	Pavement overlay	2009	\$213,574
WYO 28 SW of Farson	Pavement overlay	2009	\$1,547,953
Various locations along the western part of I-80	Installation of snow fence	2009	\$1,368,000
US 30 north of Granger Jct.	Widening, overlay, and some reconstruction	2009	\$10,106,400
WYO 28 NE of Farson	Widening, overlay and some reconstruction with the addition of intelligent transportation system devices such as dynamic message signs or web cameras	2009	\$8,206,100
US 191 south of Rock Springs	Pavement overlay	2009	\$1,578,349
WYO 410 near Robertson	Widening, overlay and some reconstruction	2010	\$8,280,000

WYO 411 near Millburne	Widening, overlay and some reconstruction	2010	\$4,105,000
I-80 between Evanston and Green River	Construct two truck chain up areas	2010	\$2,200,000
US 191 between Rock Springs and Pinedale	Widening roadway to 5 lanes	2010	\$2,996,441
US 191 north of Rock Springs	Milling and pavement overlay; Upgrades to improve access for people with disabilities	2010	\$3,220,700
WYO 414 near Mountain View	Pavement overlay with widening in spots	2010	\$2,000,000
WYO 89 between Evanston and the Utah State Line	Leveling and pavement overlay	2010	\$1,812,920
WYO 235 between Boulder and Big Sandy	Pavement overlay and chip sealing	2011	\$3,742,000
WYO 430 south of Rock Springs	Widening and pavement overlay	2011	\$13,575,420
US 191 south of Pinedale	Widening roadway to 5 lanes	2011	\$3,261,413
WYO 238 between Auburn and Afton	Widening and pavement overlay	2012	\$9,010,000
US 89 between Etna and Alpine	Widening roadway to 5 lanes	2012	\$15,917,845
WYO 238 north of Auburn	Widening and pavement overlay	2013	\$4,810,000
US 191 south of Hoback Jct.	Reconstruction	2013	\$15,547,000
District 4: Northeast Wyoming, including most of Campbell, Crook, Johnson, Sheridan, and Weston Counties			
WYO 112 north of Hulett	Pavement overlay	2008	\$1,872,500
US 14 between Moorcroft & Sundance	Replace right-of-way fencing	2008	\$411,323
WYO 336 NE of Sheridan	Maintenance and pavement overlay	2008	\$3,360,000
WYO 450 near Newcastle	Reconstruction including widening of shoulders, flattening of slopes and other safety improvements	2008	\$11,660,349
WYO 450 west of Newcastle	Maintenance and pavement overlay	2008	\$2,974,371
WYO 116 south of Upton	Replace right-of-way fencing	2008	\$321,321
I-25 between Kaycee and Buffalo	Microsurfacing (Only \$21,000 in project cost is from General Funds)	2008	\$369,830
WYO 59 between Wright and Gillette	Reconstruction and adding capacity (preliminary engineering only)	2008	\$500,000
US 14/16 between Ucross & Gillette	Widening, pavement overlay, other safety improvements, and some drainage repair	2009	\$7,287,820

Various locations in the NE corner of the state	Chip sealing	2009	\$250,000
US 16 in Buffalo	Reconstruction	2009	\$12,050,610
US 16 between Upton and Newcastle	Pavement overlay (Only \$63,000 of project cost is from General Funds)	2009	\$2,099,993
WYO 334 in Sheridan	Pavement overlay, sidewalk, curb and gutter work	2009	\$2,000,000
WYO 116 north of Upton	Widening and pavement overlay	2010	\$6,048,000
WYO 116 south of Upton	Widening and pavement overlay	2010	\$4,098,600
US 16 between Upton and Newcastle	Pavement overlay (Only \$31,500 of project cost is from General Funds)	2010	\$1,500,000
WYO 59 near Weston	Reconstruction	2010	\$8,331,840
WYO 116 south of Sundance	Widening and pavement overlay	2011	\$8,000,000
WYO 112 north of Hulett	Widening and pavement overlay	2011	\$10,000,000
US 14 north of Moorcroft	Pavement overlay	2011	\$2,199,520
US 14/16 between Spotted Horse and Gillette	Widening and pavement overlay	2012	\$14,840,000
WYO 341 Arvada spur	Reconstruction	2012	\$6,600,000
WYO 50 near Savageton	Widening and pavement overlay	2013	\$8,734,480
US 14/16 north of Gillette	Reconstruction	2013	\$10,400,000
WYO 24 south of Hulett	Restoration and rehabilitation	2013	\$2,800,000
District 5: Northwest Wyoming, including most of Big Horn, Fremont, Hot Springs, Park, and Washakie Counties			
Various locations in the NW and central part of the state	Seal bridge decks	2008	\$500,000
WYO 287 NW of Dubois on Togwotee Pass	Reconstruction (Only \$19,650,000 of project cost is from General Funds)	2008	\$27,115,000
US 20/WYO 789 north of Shoshoni	Leveling and pavement overlay of road, and repairing guardrails	2008	\$1,120,420
WYO 31 east of Manderson	Pavement overlay	2009	\$3,825,000
Various locations in NW and central portions of the state	Guardrail upgrades and flattening of slopes	2009	\$1,000,000
Various locations in NW and central portions of the state	Upgrades to improve access for people with disabilities	2009	\$500,000
US 26 NW of Riverton	Widening of roadway and some reconstruction	2009	\$5,920,226
US 26 NW of Riverton	Widening of roadway and some reconstruction with the addition of 5-lane section	2009	\$5,941,986

US 287 north of Dubois	Leveling and pavement overlay; Repairs to bridge approach slabs	2009	\$1,850,000
US 20 north of Basin	Replace guardrails	2009	\$893,000
WYO 30 between Basin and Burlington	Chip sealing	2010	\$4,025,000
WYO 32 SW of Lovell	Reconstruction	2010	\$8,250,600
WYO 290 between Meeteetse and Pitchfork	Pavement overlay	2010	\$2,443,830
Various locations in NW and central portions of the state	Upgrades to improve access for people with disabilities	2010	\$1,030,000
US 16 east of Worland	Reconstruction	2011	\$10,042,051
US 16 east of Worland	Reconstruction	2011	\$9,781,220
WYO 28 south of Lander	Reconstruction	2011	\$1,500,000
WYO 433 north of Worland	Widening and pavement overlay	2012	\$10,800,000
US 287/WYO 789 between Muddy Gap and Lander	Widening, overlay and some reconstruction	2012	\$4,389,000
WYO 789 south of Riverton	Widening and resurfacing	2012	\$18,720,000
WYO 30 between Basin and Burlington	Widening and pavement overlay with some reconstruction	2013	\$8,753,000
WYO 170 near Hamilton Dome	Widening, overlay and some reconstruction	2013	\$4,620,000
WYO 431 west of Worland	Reconstruction	2013	\$5,500,000
US 26/WYO 789 in Riverton	Resurfacing	2013	\$8,985,000
Diversion Dam Jct. rest area west of Riverton on US 26/US 287	Rest area upgrades and maintenance	2013	\$635,000

Source: LSO analysis of WYDOT data

Recent Program Evaluations

Wyoming State Archives	May 2000
Turnover and Retention in Four Occupations	May 2000
Placement of Deferred Compensation	October 2000
Employees' Group Health Insurance	December 2000
State Park Fees	May 2001
Childcare Licensing	July 2001
Wyoming Public Television	January 2002
Wyoming Aeronautics Commission	May 2002
Attorney General's Office: Assignment of Attorneys and and Contracting for Legal Representation	November 2002
Game & Fish Department: Private Lands Public Wildlife Access Program	December 2002
Workers' Compensation Claims Processing	June 2003
Developmental Disabilities Division Adult Waiver Program	January 2004
Court-Ordered Placements at Residential Treatment Centers	November 2004
Wyoming Business Council	June 2005
Foster Care	September 2005
State-Level Education Governance	December 2005
HB 59: Substance Abuse Planning and Accountability	January 2006
Market Pay	July 2006
Drug Courts	July 2006
A&I HRD Role in State Hiring	December 2006
Kid Care CHIP: Wyoming's State Children's Health Insurance Program	June 2007
Wyoming Retirement System: Public Employee Plan	August 2007

Evaluation reports can be obtained from:

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