Recently FHWA published a document called...

Every Day Counts (EDC), a concept where everyday does count when delivering a product to the public. Much of what we do as a DOT can easily be measured using this mentality. In this document, several of the performance measures we track use an approach, similar to EDC, from environmental to design, to construction, to maintenance. In addition to EDC, we continue to be guided by the Utah Department of Transportation’s strategic goals or The Final Four:

- Take Care of What We Have
- Make the System Work Better
- Improve Safety
- Increase Capacity

The Environmental Department looked at the percent of documents completed by the date committed to the Project Manager. Our first period of measurement shows there is still room to improve in this area. I am sure improvement will be achieved the next time we evaluate this.

The Design Department looked at meeting the advertisement date, which is a challenge since they are not the only group which influences hitting that date. They are approaching it as a team effort for which they are accountable.

The Project Management Department continues to lead our project teams in delivering projects on time and within budget. They accomplish this while meeting the Department’s Strategic Goals.

The Construction and Maintenance Departments work together, as one, to accomplish a multitude of department goals by utilizing our Trans. Tech. program to its full extent. Who better to build a project than those responsible for maintaining the project. They also work together to keep our roads safe during the winter and summer.

There are many other areas, that I did not mention, that help Region Two meet the Department’s goals. I know that by working together, all of the performance goals established in this document can be met and exceeded. I look forward to what the future brings and look forward to celebrating the successes that we accomplish together.

Jason Davis, P.E.
UDOT Region Two Director
The purpose of the Construction Division is to manage construction projects so that the projects are constructed safely, quickly and are of high quality. Resident engineers and projects managers work together and assume responsibility to ensure that construction costs are kept within the overall budget. They also ensure that all requirements of the federal process are met.

**Budgeting and Monitoring of Construction Engineering Costs**

Accurately predicting the amount of Construction Engineering (CE) needed and following that budget help to dedicate more of the project value to the construction of the project. This performance measure tracks the progress of the CE budget during construction. The measure compares the percent of the CE budget used to date and the percent of the construction costs paid to the contractor.

**Performance Goal**

The measure is to expend the CE budget at the same rate as the progress of the overall construction. Construction progress is measured by the cumulative payment to the contractor. The measure is to stay within 10% of the cumulative payment.

**Accomplishment**

There is not a trend graph on this, as this is a new measure. A trend will be developed to track progress on this item.

**Project Closeout**

Being able to quickly close out projects from construction is important to getting federal reimbursement, making final payment to the contractor and determining if any remaining project funds can be reprogrammed to other projects. The process involves getting documentation from the contractor as well as assuring that all testing and certifications are in place. It requires a team effort from the crews, the region contract specialist, materials lab, and the district engineers.

**Performance Goal**

The measure is to complete the close out process and have final documentation sent to Central Construction within 120 days of substantial completion.

**Accomplishment**

There are currently no recent data on this trend. This will be the first time this has been measured in a few years, so a new trend graph will track progress on this measure.

**Overall Cost Control**

Budgeting for and managing project budgets are critical to getting the most out of the project value. Part of this cost control is managing scope changes, changes in conditions and overruns. In an effort to make progress in this area, this measure has been put in place.

**Performance Goal**

The measure for this is to keep projects, such as orange books and purple books, within 5% over contractor bid and projects such as reconstruction within 9% over contractor bid.

**Accomplishments**

This is a new measure and a trend graph will be created to look at performance over time.
TRAFFIC AND SAFETY

The UDOT Region Two Traffic Operations Division provides for the safe and efficient movement of traffic along the Region’s highways.

We support this effort by addressing traffic and safety issues, managing the traffic signal system, responsibly permitting access to state highways, responding to roadway incidents, and looking out for the safety of the Region’s employees. We use the following performance measures to help us track our progress.

TRAFFIC ENGINEERING

This group oversees the safety spot improvement program, traffic control signing and signal maintenance. In addition, this group provides engineering support for the Preconstruction and Construction Divisions, including work-zone safety issues. This division also provides guidance to and administers standards for school zone safety issues.

Arterial Delay

To address arterial delay, Region Two will utilize the semi-annual arterial travel time statistics from the Traffic Operations Center to identify increases in delay along strategic arterials in the Salt Lake valley.

Performance Goal

Region Two’s delay goal is to limit any delay increase in a given year to less than the increase in AADT for the same period. Additionally we will decrease the delay by more than any realized decrease in AADT.

Average delay per intersection is tracked for the following sections of arterial roadway:

- SR-154, Redwood Road to 1300 South
- SR-89, 11400 South to North Temple
- SR-266, 5600 West to Wasatch Blvd
- SR-186, State Street West to 2100 South and SR-89, Victory Road to 400 South/State Street

Accomplishment

As this performance measure was recently established, there are no data to report.

Safety

Reduction of fatalities on state highways is an effort that has been undertaken by the entire Department. Region Two actively participates in the Safety Spot Improvement programs available through the central offices. We review every fatality in our region and look for any contributing issues with the roadway system. We produce maintenance station specific reports to help us work with maintenance personnel to identify and address safety issues.

Performance Goal

Reduce fatalities on state highways by 10% per year.

Accomplishment

Fatal crashes occurring on state routes have decreased each year since 2008. Total fatalities within Region Two continue to decrease.
**Traffic Engineering**

**Signals**
Signal maintenance is critical to achieving an efficient transportation system. Damaged or worn components impact the system’s ability to accurately assign right of way to the traveling public resulting in unnecessary delays and safety impacts. The Signals Group is responsible for maintaining traffic signals and school flashing signals in Region Two. Responsibilities include replacement of signal bulbs, signal heads, pedestrian heads, controller cabinets, detector loops and emergency call outs. Region Two currently tracks 463 signals under this performance measure.

**Performance Goal**
Perform preventative maintenance on 100% of signals within Region Two each year. Repair damaged signals and respond to signal complaints in a timely manner.

**Accomplishment**
This year Region Two has adopted Region One’s Google database to track and monitor signal components. We intend to move into a real time management of preventative measures and tracking of signal components and adjustments using this tool. As data are gathered in this system we will report individual performance measure scores for each signal in our system.

**Permits**
The Permits Group deals with access issues, utility permits, billboards, illegal encroachments, special events, junkyards, various agreements, bus benches, house moves and complaints. The permits office is responsible for issuing permits for any work done in the UDOT right of way. They are also responsible for overseeing the inspections on all of the permit-issued work. Their work directly affects the safety and capacity of our highway system.

**Permits Issued**
Total permits issued illustrates the number of impacts encountered on our highway system by the motoring public that are not directly related to maintenance and operation of the highway system.

**Performance Goal**
Resolve permitting issues within the guidelines provided under Administrative Rule R-930-6, Accommodation of Utilities and the Control and Protection of State Highway Rights of Way Manual.

**Accomplishment**
In 2010, Region Two Permits resolved all permitting issues within the guidelines established in R930-6. In 2010, 1355 permits were issued in Region Two.
SAFETY AND RISK MANAGEMENT

The Safety and Risk Management Group is responsible for tracking claims filed against the Department both from the public and from incidents dealing with worker’s compensation. This group is responsible for keeping the public, contractors and our construction crews safe within project work zones by providing work zone inspections on all active projects. Additionally, this group responds to crashes involving hazardous materials, fatalities or both. This timely response helps to protect the Department’s interests and identify issues within the transportation system.

WORKER’S COMPENSATION CLAIMS

To better manage the safety of our workforce and its associated cost to the Department, we have begun to track and report the number of worker’s compensation claims and their associated cost.

Performance Goal

Eliminate worker’s compensation claims filed within Region Two. Our long term intent with this goal is to provide a safer work environment for Region Two personnel.

Accomplishment

This year the Safety/Risk Management group has introduced new performance measures documenting the number and cost associated with workers comp claims within the region. Through the 3rd quarter of 2010, the number of claims and the claim amounts have been reduced compared to 2008 and 2009. We expect to continue to move toward and achieve our goal.

DAMAGE CLAIMS

To better manage the safety of the traveling public and its associated cost to the Department, we have begun to track and report the number of damage claims and their associated cost.

Performance Goal

Reduce the number of damage claims filed within Region Two by 10%.

Accomplishment

This year the Safety/Risk Management group has introduced new performance measures documenting the number and cost associated with damage claims within the region.
**Design Squad:** The R2 Design Squad members are the technical experts for roadway design in the project delivery process. The group is responsible for developing plan sets and project documents which requires an understanding of AASHTO and UDOT standards and guidelines, estimating procedures, and specification writing. Squad members also provide design oversight for consultant designed projects including RFP review for projects using alternative delivery methods like Design Build. In addition, the group is responsible to develop concept reports for projects included on the STIP.

**Performance Goal**
Meeting deadlines is critical to project delivery success. Our goal is to advertise over 90% of our projects on time.

**Percent of Projects with Advertising Goal Met—FY 2010**

<table>
<thead>
<tr>
<th>Goal: Advertise Project On or Before Committed Date Goal</th>
<th>Met Goal</th>
<th>Missed Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>85%</td>
<td>43%</td>
<td>57%</td>
</tr>
</tbody>
</table>

**Accomplishment**
For calendar year 2010, about half of the projects were advertised on time. This number is likely to increase in FY 2011 as projects in the design phase are currently meeting the project milestones.

**Hydraulics:** The R2 Hydraulics Section provides roadway drainage design for projects done in-house. In addition, this section provides oversight and review for projects with alternative delivery methods such as design build, CMGC, consultant designed projects and local government projects. R2 Hydraulics Section also provides technical support to R2 Construction, Maintenance, and Permits.

**Performance Goal**
Work closely with the Project Managers and make sure that R2 Hydraulics is the Region’s first choice to do roadway drainage design before contracting it out. The goal is to complete the project on time and under the budget within +/- 10%.

**Accomplishment**
R2 Hydraulics Section has increased the number of in house roadway drainage design projects over the last few years.
**Right of Way**

The Right of Way Section prepares surplus parcels, reviews consultant prepared right of way work, assists designers with project control and survey, and helps the public with property related issues.

**Performance Goal**
As right of way packages are submitted for review, the goal is to complete the review of the packages within 3-5 days.

**Accomplishment**
During 2010, the process for reviewing surplus property was improved. The creation of a weekly meeting with region managers to review surplus properties has streamlined the process. The average review was less than two days. Only two instances were longer than five days.

**Environmental**

The Environmental Section provides services for successful completion of region environmental documents. The Environmental Section has knowledgeable staff for questions related to wetlands, landscape architecture, archaeology, cultural, noise, and environmental documents preparation.

**Performance Goal**
It is the intent of the Environmental Section to complete all Categorical Exclusion documents in house. The goal is to complete 85% of the documents earlier than the date committed to the project manager. All documents will be completed prior to advertisement.

**Accomplishment**
During calendar year 2010, the Environmental Section completed over forty (40) environmental documents. This includes maintenance for the Galena Wetland Bank, which is an important focus so UDOT can maximize the use of available credits. 76% of the documents were completed on time and 24% were completed late.

**Utilities**

The Utility Section works with project teams to coordinate project information with utility companies. The Utility Section sends out authorization letters, reviews estimates for utility betterment agreements with the utility company, and provides utility certifications for projects.

**Performance Goal**
It is the intent of the Utility Section to provide a monthly utility report 80% of the time to all project managers. This will assist in monitoring utility cost and schedule information for each project. Additionally, quarterly communication with major utility companies is expected to increase the likelihood that projects will meet advertising schedules.

**Accomplishment**
During calendar year 2010, the Utility Section completed and distributed the monthly utility report for each project manager 83% of the time. The monthly report contains the budget and schedule status of each utility for every project. The Utility Section also set up and attended the statewide quarterly utility coordination meetings with utility companies.
**PROJECT MANAGEMENT**

Project Management oversees the successful delivery of projects while minimizing the impact to the traveling public. A Project Manager is responsible for scope, schedule, budget and quality of a project from concept to one year into maintenance; essentially cradle to grave.

Project Managers coordinate with Structures, Geotechnical, Right of Way, Utilities, Design, Environmental, Construction, Public Involvement and various other divisions to see the project through to successful delivery.

Project Managers also assist local governments with Cooperative Agreements, engineering estimates and subcontracts. The project managers from Region Two have continually come up with innovative ideas that have reduced the time UDOT successfully delivers projects. Further, the Region Two project managers have become experts at identifying risks and managing those risks to ensure meeting schedules, keeping projects within scope and preserving the project budget.

**ADVERTISING SCHEDULE**

The Project Management group works closely with many different areas of preconstruction to strive to meet advertisement dates. This includes UDOT internal forces as well as consultant teams. Region Two has committed to advertising within a reasonable time frame, but to make sure that adequate time is allotted for reviews, utility coordination and right of way acquisition. Region Two Project Management expects to increase the on time project advertisement and approach or exceed 85%.

**Performance Goal**

Advertise 85% of projects within seven days of the committed advertisement date.

**Accomplishment**

Region Two has submitted 27 projects for advertising; 77.8% were advertised within seven days of the committed advertisement date and 22.2% were advertised later than seven days after the committed advertisement date.

<table>
<thead>
<tr>
<th>Date Advertised vs. Scheduled Advertising Date</th>
<th>&gt; 30 days early</th>
<th>0-30 days early</th>
<th>0-7 days late</th>
<th>8-14 days late</th>
<th>&gt; than 30 days late</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Projects</td>
<td>2</td>
<td>11</td>
<td>8</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>%</td>
<td>7.4</td>
<td>40.7</td>
<td>29.6</td>
<td>7.4</td>
<td>14.8</td>
</tr>
<tr>
<td>% within 7 days</td>
<td>77.8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% not within 7 days</td>
<td>22.2</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**PROJECT BUDGETS**

It is the responsibility of the Project Manager to maintain the expenditures within the project budget which is commonly known as the project value. Project budgets are complicated with respect to preliminary engineering, construction engineering, construction management and the many sub-categories that are involved in each project. There is an expectation to manage projects to achieve 100% of projects within project values. Region Two Project Management expects to increase the number of projects that are closed to be within the project value. Further, the ultimate goal will be to close 100% of projects within the project value.

**Performance Goal**

Project Managers strive to maintain all expenditures below the project value. Consequently, the goal is to keep 100% of project expenditures under the project value.

**Accomplishments**

105 projects received final vouchers in 2010. 83 (79%) of those projects were within the project value and 22 of those projects (21%) exceeded the project value. It is important to note that the overall expenditures for final vouchers were not greater than the overall totals of project values.
Region Two Materials has the responsibility to determine the material quality requirements and to verify the quality of materials that are incorporated into highway projects. It is our goal to ensure that all materials used on projects are cost effective and provide the highest value. This is accomplished with a rigorous testing program to certify technicians. Of the nine certifications that are available through the program, technicians must hold the appropriate certification in order to sample or test that material.

**INDEPENDENT ASSURANCE**

Region Two Materials is responsible for the Independent Assurance (IA) program for the Region. Ensuring that our Trans Techs are competent and certified to perform materials sampling and acceptance tests is critical for assuring that quality materials are incorporated into the construction projects. This is also a key element in keeping UDOT eligible for federal funds.

**Performance Goal**

The goal is to perform 100% of IA tests.

**Accomplishment**

As of November 3, 2010, there were 92% of the IA tests completed. We are on track to achieve 100% by year end.

![2010 Independent Assurance](image)

**Concrete Mix Design Verification**

In order to ensure consistent and quality concrete, the Region Two lab verifies all concrete mix designs submitted by the contractor. Concrete cannot be used on projects unless an approved mix design is on file.

**Performance Goal**

We have set a goal to review and respond within 48 hours of receiving the concrete mix designs.

**Accomplishment**

As this performance measure was recently established, there are no data to report.
**Concrete Compressive Strength**

Compressive strength is an indicator of whether the concrete suppliers within Region Two are providing a quality product. Adequate compressive strength is also an indicator that the taxpayers are getting good value incorporated into the infrastructure. Further, when suppliers are able to meet this strength, it is an indicator that our Specifications are reasonable and achievable.

**Performance Goal**
Meet or exceed specification requirements for compressive strength tests 97% of the time.

**Accomplishment**
As of November 3, 2010 there were 5014 compressive strength tests performed since January 2010. This represents almost 84,000 cubic yards of concrete. 98.80% met or exceeded the specification requirements.

**Hot Mix Asphalt Mix Design Verification**

The Department is allowed 10 days to verify that hot mix asphalt (HMA) mix designs submitted by the contractor meet UDOT requirements. Timely feedback to the HMA suppliers is critical to maintain construction schedules.

**Performance Goal**
Region Two has set a goal to verify the mix designs within seven days, 85% of the time, and to verify the mix designs within 10 days, 100% of the time.

**Accomplishment**
Region Two Materials verified 15 mix designs in 2010. 100% were verified within 10 days and 86.67% were verified within seven days.

**Final Documentation Review**

UDOT’s Standard Specifications have requirements for documentation of materials used in projects. This documentation helps to assure that quality materials have been used.

**Performance Goal**
Region Two Materials has set a goal to have the final documentation review completed within 10 days of receiving the final paperwork 85% of the time.

**Accomplishment**
As this performance measure was recently established, there are no data to report.
The UDOT Region Two Maintenance Division provides roadways for the safe and efficient travel of the public. We accomplish this by providing well signed and striped roads, preventing pavement deterioration, and minimizing the impact of snow and ice. The following measures will improve our efforts in providing quality transportation.

**Safety**

The safety of the traveling public is greatly improved if we provide guidance and direction to the traveling public. This is done with well maintained delineation, signs, and striping.

**Performance Goal**


**Accomplishment**

For calendar year 2010, Region Two scored MMQA grades of B-, B+ and B for delineation, signing and striping, respectively. Region Two will work to improve in all areas.

**Preventative Maintenance**

The most cost effective way to maintain the roadway is to perform preventative maintenance.

**Performance Goal**

In budgeting we allocate a portion of a maintenance station’s budget to preventative maintenance activities. We will spend 95% to 105%, of the money budgeted, on preventative maintenance activities. [Note: Spending over 100% of the money budgeted for preventive maintenance will not cause the station’s overall budget to overrun.]

**Accomplishments**

Region Two has steadily improved its preventative maintenance spending since 2008 and is improving in its efforts to perform preventive maintenance. We will continue to improve by emphasizing preventive maintenance to our Station Supervisors.

**Snow Removal**

Snow removal is critical to maintaining open roads for freedom of travel on Utah roads. Maintaining roads free of ice and snow also reduces accidents and helps increase overall safety.

**Performance Goal**

We will maintain the MMQA grade of A- in snow removal.

**Accomplishments**

In calendar year 2010, Region Two continued to achieve its goal of maintaining an A- MMQA grade or better. We expect to continue to minimize the effects of snow and ice on the roadways.
Public Involvement (PI) in Region Two is crucial in all transportation planning efforts. Not only is it expected by our constituency, but it’s also required by federal legislation. Public Involvement allows UDOT to identify and understand aspects of the transportation system directly from our customers, the general public. Information derived from public involvement processes provides a critical perspective for making decisions in the planning, budgeting and management of transportation studies and projects.

**Performance Goal**
Include a PI component on 50% of maintenance projects

**Accomplishment**
There are currently no data on this trend. This will be the first time this has been measured.

**Performance Goal**
Increase usage of the Public Outreach Planner (POP) across Region Two projects. The POP was developed to help project teams determine the level of public involvement needed on various projects. We plan to track the number that we are using and increase by 10% each year.

**Accomplishment**
There are currently no data on this trend. This will be the first time this has been measured.
The Region Two budget is approximately 41 million dollars. Our philosophy at the region is to provide financial information in a timely manner. This philosophy allows managers and staff to make business decisions that maximize benefits to the public. Further, managers and staff are able to responsibly utilize appropriations made by the Legislature and provide an environment that fosters good employee relations.

With these goals in mind, Administrative Services strives to provide stellar service both internally and externally with the following performance measurements:

**2010 Financial Statement Publishing**

Our accounting staff reviews transactions and coding to insure proper posting. For example, during the past year we found $57,000 in coding errors for vehicle charges, $20,000 in invoicing errors, and $23,000 in telephone savings from our analysis of financial data. In addition, we keep the Region's audit findings to a minimum.

**Performance Goal**

Publish 100% of financial statements for the previous month by the fifteenth day of the month.

**Accomplishment**

In addition to meeting the goal 11 of 12 months, Region Two was also able to provide managers analysis graphs for overtime, expenditures trends, remaining budgeted dollars versus forecasts, and individualized analysis for the statement users. Our average for publishing the financial statements is twelve days.

**2010 Monthly Inventory Balancing**

Region Two recognizes that inventory represents assets that are expensive and must be accounted for properly to give management a clear picture of road maintenance costs. We insist that inventory is balanced monthly, which minimizes the possibility of fraud and allows for immediate improvements to be made to systems if unusual counts arise.

**Performance Goal**

Provide balanced inventory counts to each station in the region by the 10th of the following month 100% of the time.

**Accomplishment**

Region Two was able to meet our goal in calendar year 2010. Our average invoice processing time was 15 days.
**ADDITION**

**2010 Damage Claims Invoiced and Collected**

Damage claims represent between a half and three quarters of a million dollars in any given year. The Legislature does not currently budget our maintenance stations to do the required repairs from the damages. Consequently, it is imperative that we invoice and collect the damage claims.

**Performance Goal**

Invoice and collect 80% of the total expenditures on damage claims.

**Accomplishment**

Region Two met its goals by invoicing 87% and collecting 88% of those damages invoiced. We are also actively working on speeding up the time frame for when the repairs are completed, invoiced and collected.

**2010 Customer Service Log**

Perhaps one of the most important functions of the Administrative Services Group is handling the public’s complaints. We field over 160 complaint calls each month at our front desk, ranging from customers asking directions while driving to serious issues that affect the safety of all drivers. We are responsible for logging the calls into the complaint log and routing them to the proper area for solutions and responses.

**Performance Goal**

Resolve 75% of complaints within seven days.

**Accomplishment**

We resolved 71% of the complaints within seven days, with only 3% of calls taking more than 30 days to resolve.

**2010 Payment Processing**

Region Two processes in excess of 600 invoice transactions each month. Timely processing helps to foster a good working relationship with vendors and the public.

**Performance Goal**

Process each invoice within 30 days of the date of the invoice.

**Accomplishment**

Region Two was able to meet our goal in calendar year 2010. Our average invoice processing time was fifteen days.
Region Two is comprised of Tooele, Salt Lake and Summit Counties. These counties have some of the fastest growing populations in Utah.

Grantville, Tooele, Herriman, South Jordan, Draper and many other municipalities in these counties have experienced rapid growth. In order to keep delays to a reasonable level, Region Two will face the challenge of budgetary needs for new construction, capacity, maintenance, etc. In addition, the challenge to fund innovative solutions such as Accelerated Bridge Construction, Continuous Flow Intersections, ThrUturns, etc. is also anticipated. Further, Region Two will be faced with balancing preservation needs with a diminishing allocation. Region Two personnel will continue to face these challenges in tough economic times.
While every project UDOT completes is valuable to the traveling public, many times those accomplishments may only be realized by the local traveler. We have chosen to highlight some projects that have had a major impact in Region Two.

The Continuous Flow Intersection (CFI) at 6200 South and Redwood Road has dramatically reduced delays. The majority of the funding on this project was ARRA and construction was accomplished in one season.

<table>
<thead>
<tr>
<th>Project Value ($MM)</th>
<th>Construction Complete</th>
<th>Before Construction</th>
<th>After Construction</th>
</tr>
</thead>
</table>
| $16.10              | June 2010             | • Major delay AM: Eastbound traffic on 6200 South: 2-3+ signal wait  
• Traffic at peak times backing onto mainline eastbound I-215  
• Backing on southbound Redwood from 6200 South to I-215 | • AM eastbound traffic on 6200 passes through on first signal  
• Significant reduction of backing onto mainline eastbound I-215  
• Significant decrease in delay on southbound Redwood from 6200 South to I-215 |

I-15 Widening From 500 North to I-215 also included a bridge replacement using accelerated bridge construction techniques. Upgrades to Beck Street were also included. This project has increased capacity and reduced delay times.

<table>
<thead>
<tr>
<th>Project Value ($MM)</th>
<th>Construction Complete</th>
<th>Before Construction</th>
<th>After Construction</th>
</tr>
</thead>
</table>
| $135.20             | June 2010             | • Frequent backing northbound I-15 from downtown  
• Frequent peak time delays southbound I-15 from North Salt Lake to Bountiful | • Traffic flows freely northbound I-15 at peak times  
• Traffic flows freely southbound I-15 at peak times |

114th South will be complete in early 2011. The I-15 interchange at 114th opened in September 2010. This project will open a badly needed east-west corridor.

<table>
<thead>
<tr>
<th>Project Value ($MM)</th>
<th>Construction Complete</th>
<th>Before Construction</th>
<th>After Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>$245.50</td>
<td>Winter 2010/2011</td>
<td>Considerable delays on 10600 South and 12300 South interchanges</td>
<td>Better business access and reduction in 10600 South and 12300 South interchanges. Expected to greatly reduce delays when 11400 South opens.</td>
</tr>
</tbody>
</table>