

**State of Wisconsin
Department of Transportation**

**BIENNIAL REPORT
2011-2013**





Wisconsin Department of Transportation

www.dot.wisconsin.gov

Scott Walker
Governor

Mark Gottlieb, P.E.
Secretary

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October 15, 2013

The Honorable Scott Walker
Governor, State of Wisconsin
Room 115, State Capitol Building
Madison, Wisconsin 53702

Wisconsin State Legislators
State Capitol Building
Madison, Wisconsin 53702

Dear Governor Walker, Members of the Legislature, and Residents of Wisconsin:

I am pleased to submit the 2011-2013 Biennial Report for the Wisconsin Department of Transportation (WisDOT). During the 2011-13 biennium, the department emphasized cooperation with our local, federal, and industry partners to focus on continued economic development throughout Wisconsin.

Through these strong partnerships we have been able to support and improve Wisconsin's transportation network. Enhancing freight mobility is a top priority of WisDOT as Wisconsin businesses and consumers rely on an efficient and safe transportation system to remain competitive. During the last biennium WisDOT began a Freight Friendly Wisconsin Initiative, which will increase freight system efficiency, enhance safety for all travelers, and streamline the regulatory process. Through annual freight summits and continuing work between WisDOT and industry leaders, a Freight Mobility Action Agenda was developed to establish freight-related priorities over the next several years.

The department also chaired the Transportation Finance and Policy Commission which was tasked with examining issues related to the future of transportation finance in Wisconsin. The Commission's report, Keep Wisconsin Moving-Smart Investment, Measurable Results, recommended investments across all modes of transportation to maintain existing conditions, improve safety, provide limited highway modernization, and facilitate some multimodal improvements. The report also illustrated the challenges of maintaining Wisconsin's transportation infrastructure with the trend of declining revenue and loss of purchasing power.

The department is committed to providing safe and efficient transportation services to meet the needs of Wisconsin and its communities. During the 2013-15 biennium, WisDOT will continue to focus on the effective use of limited resources during a time when transportation needs are growing. Maintaining funding for transportation projects is critical for creating and maintaining business opportunities and improving the quality of life for both Wisconsin residents and travelers across the state.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark Gottlieb".

Mark Gottlieb, P.E.
Secretary

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WisDOT's Strategic Directions

The Wisconsin Department of Transportation's (WisDOT) mission, vision, and values provide the strategic foundation for the department.

Mission: Provide leadership in the development and operation of a safe and efficient transportation system.

Vision: Dedicated people creating transportation solutions through innovation and exceptional service.

Values:

Accountability. Being individually and collectively responsible for the impact of our actions on resources, the people we serve, and each other.

Attitude. Being positive, supportive, and proactive in our words and actions.

Communication. Creating a culture in which people listen and information is shared openly, clearly, and timely - both internally and externally.

Excellence. Providing quality products and services that exceed our customers' expectations by being professional and the best in all we do.

Improvement. Finding innovative and visionary ways to provide better products and services and measure our success.

Integrity. Building trust and confidence in all of our relationships through honesty, commitment, and the courage to do what is right.

Respect. Creating a culture where we recognize and value the uniqueness of all our customers and each member of our diverse organization through tolerance, compassion, care, and courtesy to all.

Teamwork. Creating lasting partnerships and working together to achieve mutual goals.

The department's MAPSS Performance Improvement program focuses on the five core goals and associated performance measures that guide WisDOT in achieving the mission:

Mobility - delivering transportation choices that result in efficient trips and no unexpected delays.

Accountability - the continuous effort to use public dollars in the most efficient and cost-effective way.

Preservation - protecting, maintaining, and operating Wisconsin's transportation system efficiently by making sound investments that preserve and extend the life of our infrastructure while protecting our natural environment.

Safety - moving toward zero deaths and injuries on our roadways.

Service - excellent service for our customers means high quality and accurate products and services delivered in a timely fashion by a professional and proactive workforce.

Establishing goals and measuring results is essential to running a successful organization, achieving its mission, and meeting public expectations. The department reports progress quarterly, with updates published in February, May, August, and November.

To gather feedback on performance, the department sent out a customer service survey to Wisconsin residents. Nearly 1,900 individuals completed the survey. The results show that 70 percent of respondents are satisfied or very satisfied with the department and only five percent dissatisfied. This overall performance rating of 70 percent is significantly higher than the 55 percent average for other departments of transportation in the north central U.S.

Customers gave especially high marks to DMV mail service, availability of DMV information on the Internet, DSP response to crashes and vehicle breakdowns, highway operations and maintenance and clearly signing construction work zones.

Respondents also voiced strong support for making infrastructure investments in the state's multi-modal transportation system, with 45 percent of those responding indicating the level of funding for transportation should increase over the next five years. In addition:

- 95 percent believe repairing and maintaining existing highways is important
- 86 percent want added turning/passing lanes
- 82 percent believe reducing traffic congestion is important
- 78 percent want the state to make it easier to move freight
- 77 percent believe it's important to expand transit for seniors and/or disabled individuals
- 75 percent think the state should add lanes to increase capacity

While the survey indicated WisDOT is moving in the right direction, customers identified some opportunities for improvement. Customer priorities include increasing the use of the state's 511 traveler information system, improving DMV phone and customer service centers, enforcing traffic laws and helping to prevent traffic crashes, keeping highways smooth and free of potholes, removing snow and ice from highways and ensuring striping on highways is visible at night and during wet weather.

More information on MAPSS can be found at <http://www.dot.wisconsin.gov/about/performance/index.htm>.

Department Organization and Schedules

Established in 1967, WisDOT supports all forms of transportation across Wisconsin. WisDOT works closely with other state, federal, and local agencies to meet changing and growing travel needs and to provide the safest, most efficient, and highest quality transportation services to the state, its citizens, and its many visitors.

The department is organized to include three executive offices and five program divisions that report to the Office of the Secretary:

- Executive Offices
 - Office of General Counsel
 - Office of Public Affairs
 - Office of Policy, Budget and Finance
- Division of Business Management
- Division of Motor Vehicles
- Division of State Patrol
- Division of Transportation System Development
- Division of Transportation Investment Management

WisDOT's main office is located in Madison, but the department maintains regional offices throughout the state as a way to preserve a local approach to transportation development and better serve customer needs.

More information on the department's organization including current organization charts and regional office locations is available at <http://www.dot.wisconsin.gov/about/index.htm>.

The department has 3,521.04 authorized FTE. As of September payroll records, the department presently has 3,047 filled full-time positions, which includes permanent, project, and unclassified positions. In addition, the department has 127 employees in part-time and seasonal positions, ranging from 0.40 FTE to 0.95 FTE. Based on operational needs and division-specific policies, employees may have the ability to work alternative work schedules while still meeting the business needs of internal and external customers.

Division Update: Executive Offices

The Executive Offices oversee department-wide operations and set overall policy direction for the agency.

Office of the Secretary

The Office of the Secretary directs and coordinates WisDOT programs, submits the department's biennial budget request to the Governor, plans the legislative program, and develops long-range plans for transportation development and maintenance.

Office of General Counsel (OGC)

OGC provides legal counsel and advice to the Secretary, division administrators, staff, the Governor, and other government officials in matters relating to transportation programs. The office also assists the Secretary in identifying needs and formulating the department's legislative and administrative rule making program. Additionally, OGC coordinates legal affairs with the Governor's Office, the Department of Justice, the Department of Administration, and other local, state, and federal offices in matters involving government regulation and transportation business.

Office of Public Affairs (OPA)

OPA provides communication expertise and services to increase public understanding and awareness of WisDOT's programs, policies, and services. The office works in partnership with program staff to inform and educate the public and WisDOT employees about department programs and services. OPA coordinates media relations, communications support, employee communication, and Web communication.

Office of Policy, Budget and Finance (OPBF)

OPBF supports the department in developing sound and innovative transportation, financial, and management strategies. Working under the direction of the Secretary's Office, OPBF provides:

- Budget development services for the department's biennial and operating budgets.
- Transportation Fund management and revenue bonding for major highway programs.
- Policy, program, and financial services.
- Financial reporting, data collection, and assurance to WisDOT and key stakeholders.
- Budget and policy information to WisDOT and key stakeholders.
- Performance improvement coordination across divisions.

Division Update: Division of Business Management

The Division of Business Management (DBM) provides reliable and cost-effective business support services to the department. DBM consists of three bureaus:

- The Bureau of Information Technology Services (BITS) introduces, manages, and supports IT solutions for the department.
- The Bureau of Business Services (BBS) provides support to the department in the areas of centralized procurement, fiscal and fleet services, facility services, employee safety, risk management, warehousing, distribution, research and library services, records and forms management, and graphic design services. The bureau also develops and leads the implementation of the department's Continuity of Operations Plan (COOP) and monitors Minority Business Enterprise (MBE) spending within the department.
- The Bureau of Human Resource Services (BHRS) administers the department's personnel, employment relations, employee assistance, payroll functions, benefits, training and development programs. The bureau also participates in the planning and implementation of various statewide human resource initiatives.

2011-2013 Accomplishments

Information Technology Management

- In alignment with the MAPPS Performance Improvement program, BITS began measuring and monitoring performance across various IT services. Processes under review include service desk performance (first call resolution), type of problems and incidents received, IT project execution and delivery, and planned and actual IT resource time allocation. The data collected will enable BITS management to identify issues, needs, and opportunities for improvement.
- In alignment with Executive Order 66 – Lean Government, BITS completed three Lean projects addressing known problem processes, and identified improvements and metrics to measure and track performance. Additionally, as a significant process improvement initiative, the department consolidated telecom expense processing within BITS resulting in savings in staff time and resources.
- BITS led the implementation of an Enterprise Agreement (EA) with Microsoft for the department. The EA focuses on desktop and client access licensing thereby taking advantage of vendor discounts, providing predictable costs to the divisions, and generating savings to the department over the life of the agreement.
- BITS implemented new technology to support division business needs and requirements in the areas of collaboration, electronic document management, wireless and mobile technologies including smartphones and tablets, 3D technology, remote access, and customer self-service.
- BITS implemented organizational changes to better align with and support division business customers and to improve service management and delivery by aligning related IT infrastructure functions together.

- To improve technical viability, operations, and reliability, BITS implemented an IT Service Management Governance structure and a phased IT Process Management framework. These changes focused on evaluating, designing and implementing IT service improvements, including IT services catalog, continuity of service desk operations, change management, and application development incident management.
- BITS continued its focus on the Business Relationship Manager Program, which engages IT managers with division management in both planning and tactical discussions. These discussions have led to improved communications and opportunities for alignment of technology with business direction.
- BITS continued to assess the technology portfolio within WisDOT identifying at-risk or end-of-life products, tools, and technologies. Many of these were eliminated, yielding an improved, supported, and stable technology portfolio. Examples of items eliminated included Filehandler, Internet Explorer 7, ArcGIS Desktop, and Windows Server 2000.

Business Services Management

- BBS continued its ongoing Continuity of Operations Plan (COOP) efforts which included establishing agreements with other state agencies to provide space for department staff during an emergency and providing space for three other agencies in the event they experience a COOP emergency. BBS conducted an assessment of all department essential services to identify IT systems required during a COOP event. BBS also revised the department's procedures to respond to changes in the U.S. Department of Homeland Security's coding system.
- The Local Receivable System was adjusted to provide invoices earlier in the project closeout process. This will assist local governments in having final cost information sooner and will reduce the dollar amount on the aged receivables report.
- The Fiscal Services Section within BBS assisted the federal government with their requests to close out Tier 3 projects so unobligated funds could be used elsewhere.
- In 2011-13, the WisDOT Research Program started 23 new state-sponsored research projects, completed 34 projects, and managed seven other ongoing projects. Staff in the research program managed WisDOT's participation in approximately 50 different pooled funds and partnered with UW-Madison to lead the Recycled Materials Resource Center pooled fund. The program conducted three research topical peer exchanges in 2011-13 and completed 30 transportation synthesis reports.
- BBS analyzed and adjusted the minimum insurance requirements for construction projects and professional services. Also, the Owner-Controlled Insurance Program for the Zoo Interchange project was implemented below projected costs.
- BBS implemented a mileage reimbursement schedule for Madison locations which resulted in a projected saving of \$20,000 annually.
- BBS continues to manage the department's vehicle fleet to provide quality fleet services in a cost-effective manner. This included disposal of 160 vehicles and equipment, the procurement, up-fitting, and assignment of 160 vehicles through the annual vehicle buy process, and development of vehicle maintenance programs using outside vendors.

Human Resource Management

- BHRM developed an online component for New Employee Orientation using the Moodle software. This eliminated the need for department employees to travel to Madison for a classroom-style orientation program. BHRM also partnered with the divisions of Motor Vehicles and State Patrol to further expand the use of the Moodle software for division-specific training. With an outdated and antiquated system to track training completion, BHRM also completed a request for proposal (RFP) to procure a Learning Management System. This included partnerships with division business customers to determine specific needs and functionality of an LMS. A vendor was selected in May 2013 with implementation of the WisDOT “LearnCenter” in September 2013.
- BHRM developed and implemented all new policies and procedures as a result of changes in the collective bargaining laws resulting from 2011 Wisconsin Acts 10 and 32. BHRM provided training to supervisors and managers and guidance to employees on the policy changes. Having these changes in place in January 2012 allowed the department to proactively implement best practices and reduce overall employee uncertainty related to future potential changes.
- In September 2012, BHRM began the inaugural department-wide Leadership Development Program (LDP). Twenty participants were selected from nearly 100 applications for this 12-month program. Participants were provided training in project management (Lean Government), leadership skills, communication skills, Myers Briggs Type Indicator (MBTI) training, teambuilding and handling change. Participants were divided into three groups and assigned a Lean project. The groups completed value stream mapping on their assigned projects, identified future needs and presented project results to the WisDOT Board of Directors. The department is continuing this effort with another group of participants starting in September 2013.
- In January 2012, BHRM hired a new Affirmative Action/Equal Employment Opportunity (AA/EEO) Officer. This position has worked closely with the divisions and internal HR staff to provide updated resources for diversity recruitment efforts. The AA/EEO Officer conducted several classroom and videotaped training sessions for department employees on diversity, which was highly attended and well-received. In addition, BHRM revised the department’s performance evaluation program, including six department-wide expectations for all employees, one of which was a new expectation for diversity.

2013-2015 Goals

IT Services

- DET IT Consolidation: BITS will develop plans and actions, in partnership with DOA, to implement the DET IT consolidation initiatives required by 2011 Wisconsin Act 20.
- eGovernment Initiatives: In partnership with the divisions, BITS will leverage the Wisconsin.gov eGovernment Services Contract to provide custom internet application development and hosting, and mobile applications development services supporting the business needs of its customers.
- State Transforming Agency Resources (STAR) Project and ERP: In partnership with DOA, state agencies, business partners, and WisDOT divisions, BITS will participate in and support the planning, development and implementation of the objectives of the STAR project and statewide Enterprise Resource Planning (ERP) initiatives.

- *IT Business Alignment*: BITS will assess and plan technology direction in partnership with all of the divisions in order to take advantage of opportunities to deploy technologies which support business strategies. BITS will track and assess IT activities to focus resources on evolving the IT Portfolio to ensure technical viability, operational effectiveness, and business reliability. In addition, BITS will proactively work with divisions to establish IT portfolio prioritization processes to further align business needs and priorities with IT projects and initiatives.
- *Business Continuity Management*: BITS will support COOP processes and ensure required IT technical and service facilities can be resumed within necessary business time frames.
- *LEAN Government and Metrics*: In alignment with Executive Order 66 – Lean Government, BITS will continue to execute projects and activities focused on achieving the goals and benefits of improved customer service, operational efficiencies, cost savings, and streamlined processing. In conjunction with the Lean efforts, BITS will continue to identify, collect, and use metrics to support data-driven decisions.
- *IT Service Management*: BITS will continue growth of its IT Service Management Program to ensure the quality of the IT services delivered meets the defined needs in the most cost effective and efficient manner. Specific focus areas will include security management, request fulfillment, problem management, and service asset and configuration management.
- *IT Performance Management*: BITS will initiate an assessment within the IT Strategy and Governance Section focused on IT architecture services and project and portfolio management services. The goal of these efforts is to improve service and technology delivery to customers and to improve operational efficiencies.

Business Services

- *Facility Investment Plan*: In accordance with DOA requirements, BBS will establish and implement a Facility Investment Plan which will encompass the six-year Capital Budget Plan and the 10-year Facilities Maintenance Plan. The Facility Investment Plan will provide long-term planning for WisDOT facility assets.
- *Integrated Workplace Management System (IWMS)*: An IWMS is a standard best practice for facility management organization. Implementation of an IWMS will provide accurate data for data driven decisions in the areas of facility maintenance, space utilization, leasing and real estate. This system will contain an inventory of WisDOT owned real property, thus allowing our agency to comply with newly established DOA requirements.
- *Peer Exchange in the WisDOT Research Program*: The WisDOT Research Program will conduct its federally-required program peer exchange during fiscal year 2014. The peer exchange will examine how to best manage the significant investment in the Research Program and how to maximize benefits for the department.
- *Customer Service to Division Business Customers*: BBS will implement process improvement strategies, within BBS program areas, based on customer survey results, business process mapping indicators, and metric outcomes.
- *On-the-Job Safety*: BBS will continue to track performance measures within the Worker's Compensation Program and focus on reducing lost time and hazardous duty incident rates per employee.

- *Integrated Library Cataloging System in WisDOT Library*: BBS will implement an integrated library cataloging system. This new system will allow staff to browse the library collection on-line, check availability, place holds and have materials delivered via inter-d mail. This system will provide access to WisDOT's library collection (more than 33,000 titles) as well as virtual access to the complete collection of Transportation Research Board reports.
- *Fleet Efficiencies*: BBS will study fleet utilization and personal vehicle mileage within the department, and propose cost reduction measures.

Human Resources

- *Implementation of the WisDOT LearnCenter*: BHRS will provide employees with a more streamlined process for registering and tracking training, as well as participating in classroom and online training. In addition, BHRS will use video and software technology to develop and deliver training to employees across the state, eliminating travel to attend classroom training. As part of the LearnCenter implementation, BHRS will purchase online SkillSoft training courses to allow department employees to participate in non-DOT lead training for differing perspectives on training topics. The LMS will also provide employees with better access to training records, as employees maintain required registrations/licensures from the Department of Safety and Professional Services (DSPS). BHRS will also revise the Supervisory Development Training program to incorporate a blended approach for learning – both online and a shorter classroom component.
- *Supervisory Assessment*: BHRS will develop a supervisory competency model and implement a “360 Degree Feedback Assessment” for all supervisors and managers. Results of this assessment will be used to create opportunities for supervisors and managers to improve leadership skills across the department. These efforts will assist the department in consistent implementation of policies, provide supervisors with skills in handling employee issues, and improve overall participation in performance improvement efforts.
- *Employee Compensation*: BHRS will continue implementation of discretionary compensation policies and procedures. BHRS will work with WisDOT's Board of Directors and other division managers to ensure current policies and tools for discretionary compensation are used effectively across the department. This includes conducting market and equity analyses as needed and providing guidance to management to address retention issues. BHRS will also review recruitment and retention issues within all divisions and identify strategies to address problem areas, which may include working with the Office of State Employment Relations (OSER) on compensation plan development for the next biennium.
- *Business Process Mapping*: BHRS will participate in business process mapping for the upcoming ERP project. Results of the business process mapping efforts will be used to create efficiencies with current processes, as well as support department needs in ERP planning.

Division Update: Division of Motor Vehicles

The mission of the Division of Motor Vehicles (DMV) is to provide driver, identity, and vehicle products and services. DMV:

- Improves safety by promoting responsible driving and regulating the use of vehicles.
- Advances the orderly movement of people and property through licensing, registration, and permitting.
- Provides driver and vehicle data essential for government and business by creating and supporting a statewide information system.
- Protects consumer interests by regulating driver and vehicle transactions and related industries.
- Provides resources for state and local transportation needs through the collection of revenue.

The Division is the “front door” of WisDOT, with over 11 million public contacts each year. More information about DMV activities can be found at <http://www.dot.wisconsin.gov/drivers/>. DMV office and service locations can be found at <http://www.dot.wi.gov/about/locate/dmv/index.htm>.

2011-2013 Accomplishments

Minimum In-Person Service Level of 20 Hours per Week

The 2011-13 Biennial Budget included statutory language requiring at least 20 hours per week of in-person service for driver license or identification card processing in all Wisconsin counties. This requirement was implemented in January 2012, and included the opening of 32 new locations and an increase of 32,000 hours of public service annually. There are now 31 offices open five days per week, 50 offices open 20 hours per week, and 11 other locations.

Issuance of REAL ID Compliant Driver License and Identification Cards

In December 2012, the U.S. Department of Homeland Security made a determination that the State of Wisconsin’s Driver License and Identification Card issuance processes met the standards of the federal REAL ID Act of 2005. In January 2013, the department began issuing compliant credentials, with the required markings, to customers who chose to apply for a compliant product and provided all required documentation for issuance.

Online Acceptance and Processing of Federal Medical Certification and CDL Tier Designation

As of January 30, 2014, federal rules require all commercial driver license (CDL) drivers to inform their state DMV where they drive commercially and, if they drive interstate, to file a current copy of their federal medical certificate. Wisconsin DMV has created outreach tools to make this easy and free for customers. Drivers and employers can provide, check and update their information using either DMV’s web-based FedMed application or our Employer Notification system.

Electronic Notification of Vehicle Renewal Notices

On July 1, 2013, Wisconsin implemented the new eNotify system, which allows customers to receive vehicle registration renewal notices via email and text message. Once enrolled, customers receive email renewal notices in place of paper notices for all vehicles that are eligible to be renewed online and can choose to also receive text reminders. The email includes the same information that is contained on current paper notices as well as a direct link to renew these plates online. If the plate is not renewed, eNotify customers will receive additional reminders 30 days and two days before registration expiration. Currently, nearly 1,200 customers are enrolled in eNotify.

Phone Service Improvements

In November 2012, all phone areas began recording calls for quality assurance purposes. In March 2013, an automated customer survey was implemented, which offers customers the opportunity to rate DMV service subsequent to the call. Based upon increased auditing, and an effort to maximize staff resources to respond to more calls, five percent more calls have been offered, and a 50 percentage point increase in calls answered within 2 minutes. Quality assurance scores have increased, and the number of calls escalated from representatives to supervisors has decreased during this same time period.

Increased Availability of Skills Test Appointments

In 2012, DMV began using the number of instructional permits issued per location as a means to determine demand for skills tests. The new demand modeling approach led to increased availability of skills tests within four weeks of eligibility, a decrease in customers driving to service center offices outside of their normal area, and a decrease in the number of days post-eligibility that a customer waits to obtain their probationary license.

Acceptance of Credit Cards in DMV Service Centers

Credit and debit card acceptance was implemented on a pilot basis; the first stations were installed in February 2013. After several weeks of successful performance, credit card acceptance was implemented on a rolling statewide schedule, with the last station going live in May 2013. DMV continues to work with the vendor to resolve minor performance issues, but overall the project has been successful; the division is currently processing approximately 2,000 credit/debit card transactions daily.

New Wisconsin Vehicle Emissions Inspection Program

There were changes to the Wisconsin Vehicle Emissions Inspection Program in July 2012. The inspection network in southeastern Wisconsin increased from the previous nine centralized stations to 200 decentralized Private Inspection Facilities (PIFs). The PIFs include private repair shops, oil change shops, and auto dealerships allowing customers to combine emissions inspection with other services, such as an oil change.

2013-2015 Goals

Veteran Marker

In December 2013, DMV will begin marking driver licenses and identification cards with “Veteran” status for those customers who request the designation and whose eligibility is on file with the Wisconsin Department of Veteran Affairs.

Collection of Fees for Organ Donation

In December 2013, Wisconsin DMV will implement the requirement to provide all driver license and identification card applications the opportunity to donate \$2 to “Donate Life Wisconsin”.

Renewed Emphasis on Quality Control with DMV Audit Unit

DMV is undertaking an initiative to improve the quality of all work products. Baseline audits are being conducted in all work areas, which are being used to identify training deficiencies and the need to develop best practices with core changes demonstrating improvement. The goal is to foster a “one and done” culture, where records and customer interactions are managed correctly the first time, which in turn will produce greater efficiencies and allow for better management of staff resources.

Improved Service Delivery Alternatives via the Wisconsin Portal Project

DMV will continue work to improve the DMV website and provide easier navigation and additional service alternatives. Goals include:

- Class D practice knowledge test “mobile application:” The application will display one practice question at a time, up to 10 questions per session, and tally correct answers with a reference to the Motorist Handbook for incorrect questions.
- Redesigned DOT/DMV website: The website will include a responsive design, a prominent search box, a robust search engine, and a block or tile display approach instead of long item lists.
- Expanded record and data sales (contractor-administered): Examples may include annual crash reports, weekly crash injured data, vehicle transaction activity file, manufacturer safety report, new vehicle report, vehicle address and name report, license plate file, driver record file and enforcement bulletin.
- Electronic transmission and update of medical information from providers: This change will fulfill federal medical requirements for CDL holders, will facilitate DMV’s ability to issue disabled parking hang tags without an in-person visit, and will securely transmit other general medical information which may be needed for licensing determinations.

MAPSS Goals:

DMV will continue its work to meet and exceed the scorecard measures included in WisDOT’s MAPSS performance program. Current goals include the following:

- Answer 80 percent of all phone contacts within two minutes or less.
- Serve 80 percent of in-person customers within 20 minutes or less of check-in.
- Offer 90 percent or more of necessary skills test appointments within four weeks of eligibility.
- Increase the number of electronic services provided by 2% annually.

Division Update: Division of State Patrol

The Division of State Patrol (DSP) promotes highway and public safety by providing and supporting law enforcement and traffic safety services. In addition to statewide law enforcement, DSP's public safety services include:

- Patrolling Wisconsin's state highways;
- Conducting motor carrier safety inspections and weight enforcement;
- Supporting mobile data communications for more than 140 agencies;
- Providing training and instrumentation for alcohol testing of drivers;
- Coordinating research, funding, and outreach for traffic safety programs; and
- Providing specialized law enforcement services like technical reconstruction, air support, drug or bomb-detection canines (K-9s), dignitary protection, and training facilities at the State Patrol Academy.

Each of the five DSP regions has a post (headquarters) with a communications center for dispatching troopers and inspectors. The geographically large southwest and northwest regions each have two posts. An overview of DSP's mission and structure can be found at:

<http://www.dot.wisconsin.gov/statepatrol/>

2011-2013 Accomplishments

Highway Safety and Law Enforcement

- Despite an unfortunate increase in fatalities to 601 in 2012, DSP continued to use intensified enforcement and effective traffic safety education in an effort to reduce fatalities and serious injuries from traffic crashes. Traffic fatalities in Wisconsin during recent years are at levels not seen since World War II. The average number of fatalities per year from 2006-2010 was 628, whereas the average number of traffic fatalities per year from 2008-2012 was 571, a nine-percent decrease in the rolling five-year traffic fatality average. The number of people injured in traffic crashes has decreased steadily from 46,637 in 2008 to 39,971 in 2012, a 14 percent decrease. The personal injury rate from traffic crashes in 2012 was the lowest rate recorded. The number of reported traffic crashes has also declined, and the traffic crash rate in 2012 of 184.92 crashes per 100 million vehicle miles traveled is seven percent below the prior five-year rolling average. Finally, safety belt usage in 2012 reached an all-time high of 79.9 percent.
- In partnership with the National Highway Traffic Safety Administration and law enforcement agencies throughout the state, the Bureau of Transportation Safety organized successful mobilizations backed by extensive public education messages in the media to increase safety belt use and decrease alcohol-impaired driving. In 2012, approximately 370 agencies around the state participated in the "Click It or Ticket" campaign and 320 participated in the impaired driving mobilizations efforts. Wisconsin continues to deploy its own media campaign to demonstrate how simple changes to driver behavior can prevent crashes; see DOT's "Zero in Wisconsin" website for more details: <http://www.zeroinwisconsin.gov/index.html>
- DSP emphasized training and enforcement efforts focused on highway criminal interdiction while maintaining its traffic enforcement efforts statewide. In CY 12, DSP issued more than 55,000 speed citations, more than 74,800 speed warnings, made approximately 3,100 OWI arrests, issued about 21,000 safety belt citations, and investigated more than 5,300 crashes. DSP personnel also provided almost 32,000 motorist assists in 2012 on roadways throughout Wisconsin. The Division of State Patrol's Air Support Unit (ASU) provided a consistent air enforcement presence in 2012,

completing 79 aerial traffic enforcement details, leading to 1,386 speed citations and 511 speed warnings. More information can be found at:

<http://www.dot.wisconsin.gov/statepatrol/enforcement/index.htm>

Motor Carrier Safety and Enforcement

- The Motor Carrier Safety Assistance Program (MCSAP) continued to advance the safe operation of commercial motor vehicles and drivers through safety inspections and traffic enforcement efforts. The program also includes audits and reviews of carriers to assure that they are meeting regulatory requirements. DSP trained a number of local, county, and tribal law enforcement agencies to conduct MCSAP inspections in their areas. Wisconsin's efforts to reduce Commercial Motor Vehicle (CMV)-related fatalities have reduced the number of large truck fatalities from 127 in 2002 to 71 in 2012. In addition, Wisconsin has experienced a 28 percent reduction in large truck crashes from 2002 to 2012, and a 47 percent reduction in incapacitating injuries from 2002 to 2012.
- The Size and Weight Program ensures that commercial vehicles operate within permitted size and weight limitations. Combined with MCSAP, more vehicles and drivers are subject to more intensive safety checks. In addition to checking more than 32,000 vehicles and/or drivers for compliance with state/federal regulations, DSP weighed over 3 million vehicles in FFY 12 using Weigh-in-Motion (WIM) technology and nearly 330,000 vehicles at WisDOT owned Safety and Weight Enforcement Facilities (SWEFs) located throughout the state. In addition, more than 2,000 CMVs were weighed by DSP using portable scales. More about DSP's promotion of safe trucking can be found at: <http://www.dot.wisconsin.gov/statepatrol/inspection/mcsap.htm> and <http://www.dot.wisconsin.gov/statepatrol/inspection/index.htm>

Wireless Communications Networks

- The first phase of an investment in Wisconsin public safety communication was launched with the initial award of a \$16 million federal grant by the former Wisconsin Office of Justice Assistance (OJA) Interoperability Council. This grant was awarded to implement WISCOM (Wisconsin Interoperable Communications), a statewide system which will allow emergency responders from different communities to communicate with one another during a large-scale incident. Initial build-out was designed to provide at least 95 percent statewide mobile radio coverage using 80 existing and future antenna towers and other infrastructure as the framework. Sharing of statewide infrastructure has resulted in long-term cost savings, avoided equipment duplication, and helped extend coverage capacity to meet local needs. The WISCOM system has now grown to 90 sites on the air statewide, and more are being added soon—this makes it the largest VHF trunking system in the U.S. This system recently added two 800 MHz sites in the Milwaukee area, with two more coming soon. These sites are seamlessly interoperable with the main VHF system, making it a “hybrid” network. There are currently almost 15,000 subscribers to the WISCOM system statewide for interoperable use.

More on the DSP's communications system can be found at:

<http://www.dot.wisconsin.gov/statepatrol/services/communications.htm>

- Major improvements were also made to tower infrastructure, including building new towers at Boulder Junction and the Lake Mills rest area, and occupying additional county or privately owned towers at strategic locations across the state, including Douglas, Sawyer, Iowa, Taylor and Kewaunee counties.
- The Bureau of Public Security and Communications upgraded 589 mobile data computers to the new Panasonic Toughbook with Windows 7 in 2012. A new two-factor authentication process will

be implemented in order to meet new US Department of Justice requirements. Additionally, the computer-aided dispatch system was upgraded to a more robust system that improved interoperability between posts, improved reporting, and added GPS functionality.

Academy

In addition to being the primary source of training for Division of State Patrol sworn staff, the State Patrol Academy offers training and education to municipal, county, state and federal law enforcement related personnel. Examples include:

- Soft skill topics such as leadership; supervisory and management; instructor development; traffic law; motor carrier enforcement; crash reconstruction; canine; chemical testing; and law enforcement dispatching.
- Tactical skills training such as firearms; defensive and arrest tactics; emergency vehicle operations; vehicle contacts; and professional communications.
- Specialized training includes: Interdiction for the Protection of Children, Canine Officer Training, Krav Maga, Salvage Vehicle Inspection, (ABATE) Safe Rider, White Collar Crime and Evidence Technician training.

The Academy serves as a residential training facility and provides meals, lodging and facility space for partner agencies such as the: Federal Bureau of Investigation (FBI), National Insurance Crime Bureau (NICB), Department of Justice, Department of Natural Resources, Department of Corrections, Madison Police Department, Capitol Police, Wisconsin National Guard, and Minnesota law enforcement agencies. The facility is used for meetings, classes, workshops, conferences, and driver training. The Academy trained 4,792 students in FY 12 and 6,082 students in FY 13 – an increase of 88 percent over the previous biennium. The State Patrol Academy increased training and meeting space by over 43 percent through the improvement and furnishing of underutilized areas. In March 2012, the Academy graduated 32 members of the 58th State Patrol Recruit Class. More information about the Academy is found at: <http://www.dot.wisconsin.gov/statepatrol/recruitment/academy.htm>

2013-2015 Goals

Reduce Fatalities and Improve Traffic Safety

- WisDOT MAPSS has set a goal for 2013-15 to reduce the number of fatal, serious injury, and property damage crashes by five-percent from the previous five-year average. The ultimate vision of the agency is to achieve zero preventable traffic fatalities in Wisconsin. DSP's goal is to use all available resources, including federal funding, to increase safety belt use in Wisconsin from 79.9 percent in 2012 to 86.5 percent by 2016 (which would exceed the current national average of 86 percent). The Air Support Unit has planned 80 aerial traffic enforcement details in 2013 to effectively enforce speed and aggressive driving laws.
- Aside from its partnerships with law enforcement agencies, DSP will continue to meet statutory requirements of providing outreach to each county Traffic Safety Commission. DSP will also continue to provide public information and education materials, safety training for citizens and professionals, equipment to local units of government, and research on new and emerging highway safety issues. DSP will continue to distribute and manage safety programming grants (currently about 600 grants annually, the vast majority to local governments) to address behavioral highway safety crashes in their localities. DSP will develop additional motorcycle awareness programming to heighten motorists' awareness of motorcyclists on our roadways and to encourage motorists to always look twice for motorcycles.

Maintain Chemical Testing Services and Training

The Chemical Testing Section will train and certify approximately 500 law enforcement personnel on the operation of the evidential breath test (EBT) instrument as well as the operation and calibration of Preliminary Breath Test (PBT) instruments approved by the section. The section will recertify approximately 5,000 current EBT operators and maintain and certify the 242 evidential breath test instruments throughout the state. The section will perform Ignition Interlock Device (IID), PBT and EBT evaluations and approvals as required, and respond to IID operational complaints. The section will also provide expert testimony, and public, prosecutorial and judicial training as requested. More information can be found at: <http://www.dot.wisconsin.gov/statepatrol/services/chemtest.htm>

Promote Motor Carrier Safety and Enforcement Activities

The Division of State Patrol's Motor Carrier Enforcement Section will incorporate the Federal Motor Carrier Safety Administration's (FMCSA) Compliance, Safety, and Accountability (CSA) model, as well as the department's MAPSS performance improvement program to help meet DSP's compliance and enforcement goals. This will:

- Increase highway safety and reduce large truck-related crashes;
- Protect the state's highway infrastructure through inspection, enforcement and enhanced regulatory coordination and administration;
- Provide efficient service to the motor carrier industry and the driving public; and
- Implement new technologies to improve highway safety and preserve highway infrastructure.

The Section will also use complete, timely, and accurate data to effectively implement policy and operational development. The division is required to report SWEF hours of operation and the number of vehicles weighed to the Federal Highway Administration (FHWA) as part of its annual recertification. The number of inspections is reported to the Federal Motor Carrier Safety Administration on a quarterly and annual basis. The State Patrol performance targets for safety and enforcement efforts are to ensure that SWEFs are operated 17,205 hours and to increase the number of inspections to 33,500 in FFY 13. More information can be found at:

<http://www.dot.wisconsin.gov/about/performance/measures/additionalmeasures/swef.htm>

Improve Interoperable Communications and Data Collection

High bandwidth secure wireless access points continue to be established and will be maintained at post facilities, WisDOT rest areas along interstate highways, and at SWEFs, allowing officers to wirelessly transfer electronic citations from the mobile data computers in their squad cars to the DSP servers. The Bureau of Public Security and Communications continues to build out the statewide WISCOM system installing digital narrowband voice base stations that incorporate the national P25 standard, enhancing interoperability and providing more secure voice transmission of sensitive information. Major network improvements were made to the DSP network infrastructure that added storage capacity, processing efficiency, and network reliability. The WISCOM system continues to add sites, users and updates to the system as it grows. Adding the additional "layer" of 800 MHz sites in the Milwaukee area will continue to improve interoperability in the metro area.

Wireless Communications Networks

DSP and the Department of Natural Resources law enforcement personnel have begun testing of the WISCOM for their agency's use. Planned migration to the WISCOM system for daily use should occur in the next year. Specific system upgrades are required for both agencies prior to migration.

Academy

The DSP Academy will:

- Recruit, select and train members of the 59th Recruit Class.
- Partner with the Wisconsin Department of Justice in order to facilitate Division of Criminal Investigation, Physical Fitness and Officer Wellness training and education. Facilitate the Training and Standards Bureau Law Enforcement Command College.
- Improve the educational experience of our participants in the classroom and dormitory through the technological enhancements of additional smart boards and increased wireless capability.
- Provide small meeting space using underutilized areas and improved furnishings.
- Partner with the Wisconsin Department of Natural Resources in providing additional training facilities, canine accommodation and pavilion space.
- Partner with the Wisconsin Department of Corrections in the facilitation of their entry level and management training.
- Create efficiencies that make the Academy more cost effective.
- Provide value-added training to Wisconsin's law enforcement community.

Division Update: Division of Transportation System Development

The Division of Transportation System Development (DTSD) provides leadership in the planning, development, and operation of safe, reliable and efficient transportation systems. The division is headquartered in Madison with field offices in Rhinelander, Wisconsin Rapids, Green Bay, Eau Claire, Superior, Waukesha, La Crosse, and Madison. More information about the regional field offices can be found at: <http://www.dot.wisconsin.gov/about/locate/dtd.htm>.

Improvement Projects and Studies by Region

Southeast Region

I-94 North-South Mega Project, Milwaukee, Racine and Kenosha Counties

Reconstruction continued on the I-94 North-South Freeway project to address safety, congestion, and long-term pavement needs. The Mitchell Interchange opened to traffic with three new tunnels and a modern design to improve traffic operations. An innovative bridge building technique was used on the Rawson Avenue over I-94 to expedite construction. Construction began in 2009 and will continue through 2021. Information on this project can be found at <http://www.plan94.org/>.

Zoo Interchange, Milwaukee County

Construction began to rebuild the state's busiest interchange and vital economic corridor. Expansion and improvements took place on WIS 100, Watertown Plank Road and various bridge structures to prepare for major core interchange work. This mega project is due for completion in 2018. Information on this project can be found at <http://projects.511wi.gov/web/zoo-interchange-project>.

I-794 Lake Interchange/Hoan Bridge Project, Milwaukee County

The design process was completed to make major long-term improvements to the Daniel Hoan Bridge and the I-794 Freeway. The project was recently awarded \$172.2 million; construction begins in fall 2013. WisDOT continues to partner with area officials on the Lakefront Gateway to extend Lincoln Memorial Drive and move I-794 ramps to open land for development. Information on this project can be found at <http://projects.511wi.gov/web/hoan-bridge-project>.

I-94 East-West, Milwaukee County

WisDOT is undergoing an environmental and engineering analysis of the I-94 East-West Freeway Corridor. The project will cover approximately 3.5 miles of I-94 between 70th Street and 16th Street in Milwaukee County. The project includes one system interchange (US 41/WIS 341/Miller Parkway) and five service interchanges (70th Street/68th Street, Hawley Road, Mitchell Boulevard, 35th Street, and 26th Street/St. Paul Avenue). Information on this project can be found at <http://www.dot.wi.gov/projects/seregion/94stadiumint/index.htm>

I-43 North-South, Milwaukee, Ozaukee counties

The I-43 North-South Freeway study addresses the freeway corridor between Silver Spring Drive and WIS 60 in Milwaukee and Ozaukee counties. Information on this project can be found at <http://www.dot.wi.gov/projects/seregion/43/index.htm>.

Northeast Region

US 41 Mega Project, Winnebago and Brown counties

Construction work on the US 41 Project spans 17 miles of highway in Winnebago County and 14 miles in Brown County. Work began in Winnebago County in 2009; major milestones were reached in 2013 with completion of the Lake Butte des Morts bridge and completion of all 17 miles of mainline construction. Work began in Brown County in 2010 and will last until 2017. Information on this project can be found at <http://us41wisconsin.gov/>.

US 10 and WIS 441 Tri-County Project

The department is developing plans to reconstruct the US 10/WIS 441 freeway. The WIS 441 Tri-County Project will reconstruct and expand approximately six miles of US 10/WIS 441 from Cold Spring Road to approximately one-half mile east of Oneida Street. US 10 is an important highway connecting the Fox Cities with the eastern side of Lake Winnebago and ultimately to Manitowoc. Construction is scheduled to start in summer 2014 and be completed in fall 2019. Information on this project can be found at <http://us41wisconsin.gov/wis441/overview/>.

WIS 15 Project, Outagamie County

The Transportation Projects Commission (TPC) recently rescheduled this project's start date. Construction is now slated to begin in 2018. The project will expand 11 miles of WIS 15 to a four-lane divided highway from US 45 to Lily of the Valley Drive in Outagamie County with a bypass around the village of Hortonville. Information on this project can be found at <http://www.dot.wi.gov/projects/neregion/15/index.htm>

WIS 23 Project, Fond du Lac and Sheboygan counties

WisDOT will begin work in 2015; the project will now take four years rather than three years and will be completed in 2018. The project will begin at US 151 in Fond du Lac and end at County Highway P in Plymouth. Current project costs are approximately \$140 million. More information on this project can be found at <http://www.dot.wi.gov/projects/neregion/23/index.htm>.

Southwest Region

I-39/90/94 Mega Project, Dane and Rock County

Project design is completed and preliminary construction work began in July 2013. Construction work included reconstruction of the WIS 11 (Racine Street) interchange in Janesville, temporary widening of southbound lanes between the Illinois state line and the Woodman Road overpass, and installation of additional message boards and traffic monitoring cameras. This project is anticipated to be completed in 2021. Information on this project can be found at <http://projects.511wi.gov/web/i-39-90-project>.

US 18/151 (Verona Road) Project, Dane County

Project design is completed and construction began in 2013 with preparation of alternate routes and reconstruction of the Seminole Highway Bridge. This project is anticipated to be completed in 2019. Information on this project can be found at <http://projects.511wi.gov/web/veronaroad-18-151/>.

WIS 26 Project, Rock, Jefferson, and Dodge County

The Janesville to Milton segment is completed as is the Milton bypass. The \$470 project began in 2008 and will be completed in 2015. Information on this project can be found at <http://www.dot.wisconsin.gov/projects/swregion/26/index.htm>.

US 12 Baraboo Bypass Project, Sauk County

The north segment was completed in 2011. The south segment is currently in design with construction scheduled to start in spring 2015 with a scheduled completion date of fall 2017. Information on this project can be found at <http://www.dot.wisconsin.gov/projects/swregion/12/index.htm>.

US 51 (Stoughton Road) Major Study, Dane County

The draft Environmental Impact Statement will be filed with USEPA in December 2013. Information on this project can be found at <http://www.dot.wisconsin.gov/projects/swregion/51/index.htm>.

US 12/14/18/151 Madison Beltline Major Study, Dane County

The traffic origin-destination study was completed in 2012. In 2013, policy and technical advisory groups were established and the Planning and Environment Linkages (PEL) stage introduced to the public. More information on this project can be found at <http://www.dot.wi.gov/projects/swregion/madisonbeltline/index.htm>.

I-39/90/94 Major Study, Dane and Sauk County

The corridor access study was started in 2013.

Northwest Region

WIS 64 St. Croix Crossing, St. Croix County

Construction on the St. Croix Crossing, a shared project between Minnesota and Wisconsin DOTs began in 2013, including construction of the bridge foundations. Design of the first WisDOT roadway project is complete and construction will begin on the new WIS 64 roadway between the St. Croix River and County Highway E and in spring 2014. Information on related-projects on the Wisconsin side of the crossing can be found at <http://www.dot.wisconsin.gov/projects/nwregion/stcroixcrossing/index.htm>.

Information on the bridge project itself can be found at <http://www.dot.state.mn.us/stcroixcrossing/>.

I-94 Corridor Expansion Study, St. Croix County

This major project has been approved for study by the TPC. The study will look at potential expansion of seven miles of I-94 between US 12 and WIS 65 in St. Croix County. Study completion is anticipated by the end of summer 2014. Once the study is completed, WisDOT will report its findings to the TPC who may then recommend the legislative enumeration of the project for construction to begin as early as 2018. Information on this project can be found at <http://www.dot.wisconsin.gov/projects/nwregion/94/index.htm>.

North Central Region

US 10 Project, Wood County

This project involved thirty-one miles of US 10 between Marshfield and Stevens Point and was completed on time and on budget in December 2012. The \$244 million investment in North Central Wisconsin is a major east/west commercial truck route connecting the Twin Cities and the Fox Valley.

2011-2013 Accomplishments

- Implemented Civil 3D design software, which produces a 3D model that can be used by contractors for global positioning system machine controlled construction operations. Eight key initiatives are underway with specific goals for the next one to three years.
- Promoted use of light detection and ranging (LiDAR) survey methods for surveying information used to deliver transportation projects. LiDAR will revolutionize the amount of information collected and the speed with which it is collected.

- Promoted use of the “Safety Edge” application that places an asphalt traversable slope on the edge of asphalt pavements in order to reduce pavement edge drop off accidents. A written design policy will be in place for full implementation in 2014.
- Promoted edge or centerline rumble strips on selected two lane roadways to alert motorists who inadvertently stray left or right while driving. A written design policy will be in place for full implementation in 2014.
- Developed a signal system modernization strategy for adaptive and responsive operation and successfully piloted this strategy on the I-94 Zoo Freeway project.
- Convened the Implements of Husbandry (IoH) Study Group, in partnership with the Wisconsin Department of Agriculture, Trade and Consumer Protection, in response to the growing size and weight of agricultural equipment and their impact on roadways. The study group’s most recent report can be found at <http://www.dot.wisconsin.gov/business/ag/docs/final-ioh-phase2-report.pdf>. Preliminary recommendations, intended to preserve infrastructure and ensure safe travel, were shared at a series of town hall meetings.
- The Bureau of Traffic Operations (BTO) created the *Strategic Traffic Operations Program Plan*. The plan describes program areas and associated resource needs for achieving the mission of the department’s Traffic Operations Program.
- The Wisconsin 511 Traveler Information System received 3.3 million web visits and almost 400,000 phone calls from July 2011 through June 2013. The 511 traveler information website was updated to include individual major construction project pages.
- The ITSNet fiber network connecting regional WisDOT offices, State Patrol Posts, traffic management devices and county emergency dispatch centers was extended from Eau Claire to Superior, Stevens Point and Wausau; Madison to Platteville; and Tomah to LaCrosse. This communications network supports traffic operations, intelligent transportation systems (ITS), security and emergency communications.
- DTSD completed its investigation of Accelerated Construction Technologies and completed its first project using the technology. In June 2013, the Rawson Avenue bridge decks in Milwaukee County were put in place using a self-propelled modular transporter (SPMT) to move the 3 million pound deck pieces and carry them from the side of the roadway into position over I-94. The use of this technology decreased the time to transition from bridge demolition to reopening to four weeks rather than the normal four to six months using traditional construction methods.
- DTSD conducted a two-phase Lean government initiative with the goal of improving the number of Let projects that could be closed within six months of work completion. Process improvements will be implemented between October 2013 and March 2014. An additional 40 DTSD staff members were trained on Lean government methodology as a result of this project.

2013-2015 Goals

Division initiatives for 2013-2015:

DTSD will launch many new initiatives and continue ongoing initiatives, including:

Innovation

The Division will work to implement the latest proven technologies to improve Wisconsin's highways and make operations safer and more efficient. Examples include:

- Implement a Rapid Innovation Committee to assist the department in accelerating the piloting, testing and adoption of promising materials, technologies and processes.
- Ensure that the \$10 million annual appropriation created by the 2013 Wisconsin Act 20 for ITS and signal stand-alone projects will provide maximum benefit to the department and users in a timely fashion. Annually, the department will prepare a report on expenditures from these appropriations.
- Ensure highway striping is visible at night during wet weather according to the expectations identified from the customer satisfaction survey. The traffic operations program will conduct an internal pavement marking program review and survey to assess future needs of policies and practices.
- Evaluate the implementation of additional mobile devices (smaller devices than traditional laptops) for use during construction in the areas of construction survey, inspection, contract administration and materials approval. The evaluation will include conducting surveys with other state DOTs and construction personnel in Wisconsin, as well as some small-scale piloting of select mobile devices.
- Implement innovative interchanges and intersections in Wisconsin, including echelon, single point, and diverging diamond interchanges. The department is developing strategies to increase general awareness, both internally and externally, obtain peer reviews on initial designs, and develop staff training and guidance materials.
- Develop and implement the NextGen 511 System. Using feedback from the Customer Satisfaction Survey, the department will improve the 511 system in order to provide enhanced real-time information for fast and safe travel decisions.
- 3D Strategic Initiative – The department will further adopt three-dimensional methods and seamless data flows throughout initial survey, design, contracting, construction, as-built survey and other applications included within the infrastructure lifecycle.

New employees/existing employee movement within the division

2013 Wisconsin Act 20 created 180 FTE highway engineer and related technical positions to increase the depth and range of staff engineering expertise, improve the department's ability to provide design and construction oversight on transportation projects, and reduce highway delivery costs. The division's goal is to fill these positions and achieve a 3% division vacancy rate by June 2014.

Training

Develop a technical training program that will meet the needs of our employees, including the 180 new positions provided in the 2013-15 biennial budget. Focus will be on introduction to WisDOT, mentor assignment, and development of Employee Specific Training Plans.

Leadership

In concert with statewide (Enterprise Leadership Program) and department leadership efforts the DTSD Leadership Initiative's goal is to develop, improve and sustain leaders at all levels in DTSD. A new

program will be rolled out in fall 2013 with the first annual Leadership Initiative Week. Targeted events and communications will emphasize the importance of leadership development.

Performance Management Plan

The division has successfully implemented forty-nine performance measures to help manage and improve system-wide performance. Additional measures are under development related to traffic reliability, traffic delay, program effectiveness, and delivery efficiency.

Partnership Plan

Continue to work with the Federal Highway Administration, the Wisconsin Department of Natural Resources, Wisconsin Counties Association, the American Council of Engineering Companies (ACEC) and the Wisconsin Transportation Builders Association (WTBA) to assess, develop and enhance key partnerships that efficiently and effectively meet DTSD's business needs and performance management goals.

Lean Government Close Out Initiative

Implement recommendations of the WisDOT Lean Close-Out Project to maximize projects closed out within six months.

Disadvantaged Business Enterprise

The department is committed to disadvantaged business participation in consultant design and construction administration contracts as well as let contractor construction contracts. WisDOT continues to meet with Wisconsin's Native American tribes to understand and address issues important to the tribes and to increase tribal participation in the project delivery and construction project let program. Information on this program can be found at:

<http://www.dot.wisconsin.gov/business/civilrights/index.htm>

Freight Friendly Wisconsin

The Division will continue to lead department-wide efforts to support the state's economy and growth opportunities through improving cost effective solutions to move freight and improve logistics. Solutions will focus on:

- Preserving or improving safety.
- Balancing economic benefits with the rate of infrastructure deterioration.
- Identifying and engaging in research to seek opportunities to improve freight efficiency and innovative solutions for freight.
- Identifying and coordinating opportunities to improve efficiency through intermodal solutions.
- Ensuring competitive and efficient freight regulation and infrastructure.

Division Update: Division of Transportation Investment Management

The mission of the Division of Transportation Investment Management (DTIM) is to plan and program resources to achieve a safe, effective and efficient inter-modal transportation system. DTIM is committed to fostering internal and external partnerships, increasing efficiencies, and improving transportation safety. DTIM's specific duties include:

- Coordinating, collecting, storing and distributing data required to optimize the use of available funding for state highway system project and program development. More information can be found at <http://www.dot.wisconsin.gov/projects/>.
- Developing urban and statewide multi-modal transportation plans, policies and strategies to help identify a comprehensive view of future transportation needs, direct program development and guide investment decisions. For more information please see <http://www.dot.wisconsin.gov/projects/state.htm>.
- Providing statewide leadership to enable communities to make sound mobility decisions and investments by anticipating and exploring opportunities, promoting and facilitating solutions, and providing financial and technical support. Additional information can be found at <http://www.dot.wisconsin.gov/localgov/>.
- Providing leadership to maintain and develop a safe and efficient air transportation system. Please see <http://www.dot.wisconsin.gov/modes/air.htm> for more information.

2011-2013 Accomplishments

Long-Range State Transportation Planning

In 2009, the department adopted *Connections 2030*, its statewide multimodal transportation plan: <http://www.dot.wisconsin.gov/projects/state/connections2030.htm>. Since that time, department staff continued work with partners, both internal and external to the agency, to implement the plan's recommendations. In addition, the department continued to work with our urban planning partners, the Metropolitan Planning Organizations, and assisted them in their efforts to address urban area long range planning requirements, which are an integral part of the state's long range planning efforts.

Corridor Management Program

Staff continued to oversee the state's corridor management program. The program funds corridor-level studies and facilitates policy and programmatic discussions to maintain a consistent approach to funding these studies. Department staff work collaboratively across divisions relative to data analysis, prioritization of corridor studies and management of the overall program.

State Highway Program

Staff continued to maximize benefits from highway improvement expenditures in line with departmental policies and objectives. This included providing asset management guidance and facilitating both resource allocations and financing of the Major Highway Program and the State Highway Rehabilitation Program. In FY 12, DTIM programmed \$1,039,000,000 for construction projects on the State Trunk Highway system. In FY 13, DTIM programmed an additional \$1,326,500,000. Additional information on the highway improvement program can be found at:

<http://www.dot.wisconsin.gov/projects/state/sixyear/index.htm>

Transportation Economic Assistance Program

The Transportation Economic Assistance (TEA) grant program provided financial assistance to communities for transportation improvements, to help businesses locate or expand and to create jobs in the state. During the biennium, \$6.5 million in TEA funds were awarded to 21 communities, creating 820 new jobs, retaining over 1,787 jobs that might have been eliminated or transferred to another state, and helping to generate another 2,382 indirect and induced jobs. Private investors contributed \$240 million in capital to create and expand businesses in Wisconsin. Information can be found at: <http://www.dot.wisconsin.gov/localgov/aid/tea.htm>

Traffic Forecasting and Travel Demand Modeling

During the biennium, WisDOT completed approximately 730 traffic forecast reports on Wisconsin intersection and roadway projects. Transportation planners and engineers use forecast reports that contain projections of future traffic volumes and other factors to design a transportation system correctly.

WisDOT supports twelve travel demand models that serve twenty-two geographic regions across Wisconsin and one statewide model. Recently, the department completed an update to nine travel demand models. Eight metropolitan planning organizations were involved in the update. Travel demand models incorporate road networks, land use and socioeconomic data to replicate existing traffic conditions, multimodal systems and to help produce future year forecast information. Travel demand models are used for day-to-day traffic forecast production, evaluating transportation project alternatives, metropolitan planning and state long-range transportation plan development efforts.

For the first time, the department published traffic forecasting procedures and policies on the Internet, as part of the *Transportation Planning Manual*. Publishing this information will advance the agency's efforts to establish consistency in how forecasts are developed and reported. For more information, see Chapter 9: <http://www.dot.wisconsin.gov/projects/planresources/tpm.htm>

Transit Performance Goal – Access to Transit

As part of WisDOT's MAPSS initiative, DTIM staff began measuring the percentage of Wisconsin residents with access to transit and established a mobility goal of 75%. The total population with access to transit is calculated by adding together the population that lies within one-quarter mile walking distance from a fixed bus route for Wisconsin's urban bus systems and the population within the service area for shared-ride taxi and other public transit systems (i.e. not fixed route). The total population with access is then divided by Wisconsin's total population to determine what percentage of the population has access to public transit each calendar year.

ARRA Funding

DTIM awarded over \$20 million in American Recovery and Reinvestment Act (ARRA) funds to 41 rural transit systems for capital projects across the state. DTIM has overseen the investment of these funds in various projects to improve transit infrastructure and support economic development. Projects include the construction of transit facilities for systems serving the Menominee Tribe, the City of Manitowoc, the Bay Area Rural Transit multi county area (Ashland / Bayfield), the Bad River Tribe, and Sawyer County. In addition, these ARRA funds were used to purchase transit buses and support vehicles, dispatch and scheduling software, maintenance equipment, and communications equipment among others. DTIM made final reimbursements for these projects in summer 2013.

Freight Rail and Harbors Projects

DTIM awarded more than \$17 million in 2012, and nearly \$12 million in 2013, for freight rail projects used to construct freight rail-related facilities, and preserve and upgrade rail infrastructure important to job growth and Wisconsin's economy. DTIM administered twelve loans totaling \$4,605,824 in 2012 and \$6,118,595 in 2013, through the Freight Railroad Infrastructure Improvement Program (FRIIP). DTIM

also administered six grants totaling \$12,846,591 in 2012, and \$5,836,763 in 2013, through the Freight Railroad Preservation Program (FRPP).

DTIM also awarded funds of over \$6.8 million in 2012, and over \$7.2 million in 2013, from the Harbor Assistance Program (HAP). The HAP provides financial assistance to harbor facilities on the Great Lakes and Mississippi River for projects that improve or maintain waterborne commerce. Awarded projects included a mix of emergency projects, dredging, repairs, and expansions.

Airport Projects

Eighty Wisconsin airports benefitted from \$191 million in WisDOT-administered improvements. These projects were primarily rehabilitation of runways, taxiways, aprons and roadway pavements. Large paving projects included runway intersection reconstruction at Milwaukee, new parallel taxiways at Merrill Municipal Airport and Price County Airport in Phillips and runway reconstructions at Prairie du Chien Municipal Airport and Platteville Municipal Airport. Federal Aviation Administration safety initiatives directed funding to the continuing runway safety area improvements at General Mitchell International Airport in Milwaukee, runway incursion prevention at Outagamie County Regional Airport in Appleton and Chippewa Valley Regional Airport in Eau Claire, and fencing and perimeter roads at Wittman Regional Airport in Oshkosh. Eight airports, including Central Wisconsin Airport in Mosinee, Southern Wisconsin Regional Airport in Janesville and Outagamie County Airport constructed or expanded terminal buildings, at a combined cost of \$21.4 million. Dane County Regional Airport in Madison enhanced their winter safety and airfield operations with the construction of a snow removal equipment building. Austin Straubel International Airport in Green Bay and Rhinelander-Oneida County Airport enhanced their fire-fighting capabilities with the construction of rescue and firefighting equipment/administration buildings. Aviation weather awareness was enhanced at ten airports with the installation of Automated Weather Observing System equipment. Information on the Airport Improvement Program can be found at: <http://www.dot.wisconsin.gov/localgov/aid/airport.htm>

Aviation Flight Safety

The department proactively coordinated with local airport owners to develop and implement active land use management strategies that improve flight safety for landing and departing aircraft. By taking proactive measures in off-airport land use, the airport ensures that no tress, towers or other flight hazards affect the approach or departure corridors of the airport.

Additionally, the department oversaw installation or major upgrades to a number of Automated Weather Observation Station (AWOS) units around the state. AWOS is a set of weather sensors connected by computer which outputs weather data in real-time to pilots both on the ground for planning purposes and in the air for time critical decision making. Information from these units is also made available to the general public, including many television and radio stations. In all, the agency supports the maintenance and continued operation of over 65 AWOS units at Wisconsin System Plan Airports. Additional information on specific AWOS units is located at: <http://www.dot.wisconsin.gov/travel/air/awos-asos.htm>

2013 – 2015 Goals

Long-Range Freight Transportation Planning

The department continues to develop and map multimodal freight data and continues to evaluate and update the link between freight data and programming. Development of a highway freight data factor to be utilized in project evaluation will be completed this biennium. In 2014, freight factors will be developed for other modes, including rail, air, water and intermodal facilities. In addition, the department will continue to monitor and assess federal guidance regarding implementation of MAP-21, the federal transportation legislation, relative to long range planning requirements.

Traffic Forecasting and Travel Demand Modeling

The department will update Wisconsin's statewide travel demand model. This update will link metropolitan planning organization models to the statewide model and will assist the department with traffic forecast reports, statewide long-range transportation plan development and transportation mode or investment analyses. The model future year will be 2050.

The department will also participate in the Federal Highway Administration's survey of Wisconsin resident travel choices and behaviors. The National Household Travel Survey will occur in the next biennium and will ask Wisconsin households why, how and when they travel. The department will use this information for travel demand modeling and long-range transportation planning.

Metropolitan Planning Organizations & Regional Planning Commissions Coordination/Outreach

Wisconsin's 14 Metropolitan Planning Organizations and eight Regional Planning Commissions are a critical stakeholder group for the department. WisDOT will continue to work with both stakeholder groups to analyze the 2010 Census data, conduct system-wide analyses and complete updates of their urban and regional long range transportation plans. Planning organization information is found at: <http://www.dot.wisconsin.gov/projects/planorg/index.htm>

Corridor Planning

WisDOT will continue to manage the state's corridor management program. In 2013, efforts will include the continued coordination with the department's five region offices to facilitate a consistent approach to corridor planning. Additional efforts will include identifying ways to implement the department's proposed multimodal freight network into program investment decisions utilizing the corridor management framework for freight data analysis.

State Highway Programs

WisDOT will provide asset management, program management and financial direction for the state's Major Highway Program, and the State Highway Rehabilitation Program (SHR). In addition, WisDOT will provide financial direction to the SE Mega Projects program. The department will establish, monitor and pursue goals for total level of highway improvement projects advertised and awarded for "LET" and the level of construction-related quantities used on highway improvement projects. The Bureau of State Highway Programs will maintain and develop complex algorithms and databases to monitor, preserve and improve the condition of the pavement on the state highway system. Performance measures will be established and used to assess the effectiveness of the highway program and guide future transportation investments. Focus will be placed on preserving and increasing the remaining life of the existing pavement, while utilizing the full range of available data to identify, assess and address safety and operational needs of the transportation system. Tools will be developed to better capture and evaluate the operational, economic and safety benefits of proposed highway projects. The department will continue to conduct audits of transportation projects to ensure that state and federal mandates and standards are met.

Airport Information Management System (AIMS)

The existing Airport Information Management System (AIMS) has become outdated and unfriendly to high volume users. The AIMS system is now being replaced with the Airport System Management (ASM) system, which is more comprehensive and user-friendly. Implementation of the ASM system will affect many aspects of the airport development process. Several independent data systems will be replaced by ASM. Implementation of ASM will mark the first time WisDOT will use one single system software to move proposed airport construction from the five year program, qualify those projects in the

state priority system and directly convert prioritized program items into a project financial statement for project administration. ASM will also allow the Division to use the updated State Airport System Plan as a living management tool, indentifying and tracking facility deficiencies in the system and directing program resources to correct, or support, the highest priority safety and efficiency needs.

As a result of this more comprehensive program and project management system, new policies and procedures are required to integrate ASM into the project development process. In addition to project programming, which is part of the current information system, project managers will also use the system to maintain project budgets. Contractor and consultant contract management will also be accomplished within the system. Process checklists will also be an integral part of the system to assist project managers and management with process control, project record keeping items like Record Drawings and documents must be loaded into the system.

Surface Transportation Program

The department will lead the implementation of a change management philosophy for the Surface Transportation Program (STP). This philosophy is part of an ongoing effort to improve stability within the local program, limit project slippage, and maximize efficiency and effectiveness of available resources.

WisDOT is also piloting a STP-Freight pilot program to allocate federal funds toward projects that improve freight connections. Projects that can be quickly delivered (i.e., within two years) will receive priority. STP-Freight is a new two-year pilot initiative for FY 14 and 15 that grew out of the Governor's Second Annual Freight Summit, held November 2012.

For More Information

<http://www.dot.wisconsin.gov/>

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