

**State of Wisconsin  
Department of Transportation**

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**BIENNIAL REPORT  
2019-2021**





**Wisconsin Department of Transportation**  
Office of the Secretary  
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Madison, WI 53705

**Governor Tony Evers**  
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October 8, 2021

The Honorable Tony Evers  
Governor, State of Wisconsin  
Room 117 East, State Capitol  
Madison, WI 53702

Wisconsin State Legislators  
State Capitol Building  
Madison, WI 53702

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

It is my pleasure to submit the 2019-2021 Biennial Report for the Wisconsin Department of Transportation. We continue to work with our local, tribal, federal, and industry partners to improve and maintain a safe, reliable, and efficient transportation system, facilitating mobility and economic development throughout the State. This report describes of the activities the Department accomplished during the 2019-2021 biennium to meet those goals.

Transportation plays a key role in all aspects of life, connecting people to health, education, and recreation and facilitating freight, commerce, and economic development, whether by air, land, or water, across urban and rural landscapes. Through our performance measure and continuous improvement initiative – Mobility, Accountability, Preservation, Safety, and Service (MAPSS) – and our asset management initiatives, the Department will continue to focus on effectively and efficiently meeting the needs of Wisconsin's transportation network in the 2021-2023 biennium and beyond.

Sincerely,

A handwritten signature in black ink, appearing to read "C. Thompson", is enclosed in a thin black rectangular box.

Craig M. Thompson  
Secretary

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## WisDOT's Strategic Direction

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:** The WisDOT IDEA

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

Diversity – Creating an environment that's inclusive of all people and opinions, and which cultivates opportunities to bring varied perspectives to our work and decision making.

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

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

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. It helps the Department be more transparent about the performance of the state's transportation system and be a data-driven agency.

MAPSS Scorecard measures are those that have been deemed of highest importance to our customers to show the current state of Wisconsin's transportation system. Some measures are important in demonstrating transparency and accountability but do not rise to the level of the Scorecard. The progress of these measures is reported publicly under the category of "additional measures."

In addition to the measures we report externally, we also track measures internally that are important for the smooth operations of the Department and support other important performance outcomes; these measures are reported to department managers and staff. More information about MAPSS can be found at: <http://wisconsin.gov/Pages/about-wisdot/performance/mapss/default.aspx>

The Department's Continuous Improvement Initiative is fully integrated with and supports the MAPSS effort. Department staff continue to participate in process improvement and Lean Six Sigma training opportunities. To date, staff have completed over 100 projects resulting in lead time reduction, elimination of process steps, staff hours repurposed, cost savings, and cost avoidance. These projects save time and taxpayer dollars and assist the Department in achieving its mission of providing leadership in the development and operation of a safe and efficient transportation system. More information about Lean can be found at: <http://wisconsin.gov/Pages/about-wisdot/performance/lean-gvmt/leangovt-practice.aspx>

## 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 six program divisions that report to the Office of the Secretary:

- Executive Offices
  - Office of General Counsel
  - Office of Public Affairs
  - Office of the Inspector General
- Division of Budget and Strategic Initiatives
- Division of Business Management
- Division of Motor Vehicles
- Division of State Patrol
- Division of Transportation Investment Management
- Division of Transportation System Development

WisDOT is headquartered in Madison, but the Department maintains regional offices throughout the state to preserve a local approach to transportation development and better serve customer needs.

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

The Department has 3,244.13 authorized full-time equivalent positions (FTE). According to June 19, 2021 payroll records, 2,934 of these are filled FTE, including permanent, project, and unclassified positions. The FTE of these positions ranges from 0.15 to 1.00 FTE. In addition, the Department has 238 limited-term employees. 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. In response to the COVID-19 pandemic, the Department now allows staff to work remotely up to sixty percent of their scheduled hours if their job duties allow and they maintain satisfactory performance.

## **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 agenda, 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, graphic design services, employee communication, and Web communication.

### *Office of Inspector General (OIG)*

OIG investigates and reviews department programs and initiatives for inefficiencies, waste, fraud, and abuse. This office reviews budget documentation for the Department, including detailed information regarding the appropriations and programs administered, and advises the Secretary about ways to increase efficiency and implement cost savings while preserving the state's commitment to public safety.

## Division Update: Division of Budget & Strategic Initiatives

The Division of Budget & Strategic Initiatives (DBSI) supports the Department in developing sound and innovative transportation, financial, and management strategies. DBSI is responsible for developing and implementing effective and efficient operating and biennial budgets; leading, coordinating and implementing department-wide policy development; developing and maintaining strong cross-state agency and federal partnerships; managing the Department's performance improvement program; leading and coordinating strategic initiatives; and providing agency-wide library and research services.

### *Bureau of Budget (BOB)*

BOB develops WisDOT's biennial and operating budgets, and analyzes policy, management, and financial issues for the Department. This office also manages transportation revenue bonding for the major highway program, monitors impacts of federal legislation on Wisconsin's transportation programs, and monitors and projects revenues to the state's segregated Transportation Fund.

### *Bureau of Performance Improvement, Research and Strategic Initiatives (PIRSI)*

PIRSI manages the Department's MAPSS, Continuous Improvement, and strategic initiatives programs and provides research and library services for the Department.

## 2019-2021 Accomplishments

### *Administrator's Office*

In 2020, the Division was also responsible for working across the department, and with the Department of Administration's Division of Personnel Management Human Resources Region 1 to develop WisDOT's Equity and Inclusion (E&I) Plan 2021-2023. The E&I Plan closely aligns with the agency's value on Diversity. The goals and strategies in the plan will help foster the Diversity value across the agency. The plan is effective from January 1, 2021 through June 30, 2023. Regular updates will be provided to agency management, employees and the Bureau of Equity and Inclusion (as requested) on the progress of the agency's goals and strategies in the plan. The resulting plan was published January 1, 2021 with a DEI Steering Committee formed in February of 2021. In April 2021, the department repurposed a position to create the first Agency Equity and Inclusion Program and Policy Advisor assigned management and oversight to implement the plan's recommendations.

### *Budget*

- *Business improvement processes:* BOB standardized procedures to track and process division vacancy rates, as well as division requests for large purchases, hiring, and out-of-state travel.
- *Fiscal impact estimation:* BOB re-assumed the responsibility of estimating fiscal impacts from proposed legislation to the State and local governments. This helps legislators make informed decisions about policy changes.
- *Driver tool development:* BOB compiled and inputted data for the Department's Midwest Driver Fee Calculator, which allows drivers to estimate the financial burden of vehicle ownership by car type, make, model, model year, miles driven, county, and municipality. The tool includes vehicle ownership costs in



neighboring states for comparison. The calculator is available here:  
<https://wisconsindot.gov/pages/projects/data-plan/cost-to-drive.aspx>.

- *Deficit reduction*: Transportation revenues were lower than expected for much of 2020 and 2021 due to the COVID-19 pandemic, producing a budget deficit for the Department. The Bureau of Budget developed a deficit reduction plan to address the budget gap and submitted the plan to the Joint Finance Committee for approval in March 2021. The Bureau ultimately helped the Department meet its required lapses and finish Fiscal Year 2021 without a deficit.
- *COVID expense tracking*: BOB coordinated with the Wisconsin Department of Administration to track and submit WisDOT's qualifying COVID-19-related expenses to the U.S. government for reimbursement.

#### *Performance Improvement, Research, and Strategic Initiatives*

- *Wisconsin Non-Driver Advisory Committee (WINDAC)*: In 2020, PIRSI helped form an advisory committee to discuss transportation mobility, safety, and accessibility considerations for Wisconsin's non-driving populations. The committee brings together a diverse group of stakeholders from state agencies, local government, academia, and private-sector and advocacy organizations from around Wisconsin.
- *Wisconsin Automated Vehicle (WAVE) Advisory Committee*: In 2020, PIRSI formed a committee to gather stakeholder input and advice on connected and automated vehicle (CAV) technology-related planning priorities, implementation policies, and impacts on the state's transportation system.
- *Internal Connected and Automated Vehicle (iCAV) Strategic Plan*: PIRSI drafted WisDOT's CAV strategic plan with the support of senior department leadership in 2021. The plan includes a comprehensive organizational approach to incorporate new and emerging transportation technology into current systems, critical infrastructure considerations, and public safety concerns.
- *Research and Library services*: PIRSI's Research and Library Unit has delivered over 565 documents in response to almost 300 inquiries, primarily from internal customers, in addition to conducting 21 formal literature searches. Research and Library also leads three pooled-funded research projects focusing on use of bridge preservation, mid-America freight coalition, and the utilization of recycled materials and industrial byproducts in transportation applications.
- *Continuous Improvement*: In FY20, WisDOT staff repurposed over 16,500 staff hours with nearly \$350,000 in annual cost savings and over \$730,000 in one-time cost savings across 34 projects. PIRSI spearheads continuous improvement efforts at WisDOT, including quarterly MAPSS performance data updates, progress reports in key goal areas to promote data-driven decision making, and communication with the public and policymakers on Department progress to promote transparency and accountability.

#### **2021-2023 Goals**

- *Connected and Autonomous Vehicles*: PIRSI will support the implementation of the iCAV Strategic Plan over the next several years.

- *Electric Vehicles (EVs)*: PIRSI, in coordination with Department leadership and other state agencies, is examining infrastructure improvements and corridor planning to reduce ‘range anxiety’ around EVs and provide charging stations that allow for long distance travel anywhere in the region. PIRSI will also lead research efforts to assess revenue source options to support EV infrastructure beyond the gasoline tax, including charging station use fees and registration fees.
- *Non-Driver Population Analysis*: PIRSI is undertaking a statewide non-driver population analysis to develop a planning tool that can be used by regional planners, state agencies, and local transit providers to assess where non-drivers are located across jurisdictions, in rural areas, and developing economic centers. The tool will assist in public multimodal transportation planning options that accommodate non-driver needs including time, affordability, flexibility, and service parameters.
- *Research and Library*: As WisDOT digitizes its library, PIRSI intends to implement a fully accessible statewide transportation library portal to browse the WisDOT inventory, request documents (readily available or by request), and link to other state and national library repositories.

## 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:

- **Bureau of Information Technology Services (BITS)** provides technology solutions and services to accomplish WisDOT business objectives by using industry-standard best practices, project management tools, and measures to deliver Information Technology (IT) in support of WisDOT transportation systems.
- **Bureau of Business Services (BBS)** provides a wide array of services including statewide management, maintenance and repair of WisDOT-owned facilities (56), lease management for leases (122), forms management, records management, statewide distribution services, worker's compensation and liability insurance, damage claims collection, Continuation of Operations/Continuation of Government efforts and management of WisDOT's fleet of 1,350 vehicles.
- **Bureau of Financial Management (BFM)** provides oversight of the Department's financial functions and processes and is overseen by the DOT Controller.

### 2019-2021 Accomplishments

#### *Information Technology Services*

- *IT Service Process Review:* BITS completed an evaluation of the IT Service Portfolio removing obsolete services, refreshing services that provide value to the business and revised policy, procedures, standards, and guidelines for uniformity and completeness.
- *Business Relationship Management Evaluation:* Created bi-weekly Business Relationship Managers (BRM) meetings to gauge the effectiveness of the BRM role. Surveyed customers and incorporated feedback for creating awareness and training to address deficiencies exposed by the survey results.
- *Increase Service Management Metrics Usage:* IT Operations utilized existing data to produce metrics in the form of easy-to-access dashboards within our IT service management application. Dashboards enable sections to better manage workload, performance, and customer metrics. These dashboards provide real-time data to assess organizational needs, statuses on priority incidents, and IT Operations service options. They provide historical and customer survey data to ensure continuous service improvement.
- *Application Portfolio Management Procedure:* BITS Business Relationship Managers (BRMs) use Application Portfolio Management (APM) tool data in planning meetings with the business areas to ensure WisDOT invests in applications that deliver business value while reserving some capacity to reduce technical debt.
- *WisDOT open data hub and Geoportal:* The agency implemented its public-facing, self-service WisDOT GIS Open Data website (available at <https://wigov.sharepoint.com/sites/dot-dbm/bits/es/gis/arcgis/SitePages/WisDOT-GIS-Open-Data.aspx>) to provide access to authoritative agency GIS data commonly requested by staff, partners, and the public. Users can easily search for WisDOT GIS data and download data in multiple formats. This new site improves WisDOT transparency, supports WisDOT's IDEAs of Excellence and Accountability to the citizens of Wisconsin, and increases efficiency of internal and

external data sharing. In addition, WisDOT updated the look-and-feel of its public-facing WisDOT Maps website, an interactive, cloud-based mapping platform that allows staff, business partners, and others to access publicly-shared web maps and applications that display GIS data pertaining to transportation in Wisconsin. Finally, WisDOT implemented its agency GeoPortal environment that allows WisDOT staff to explore, create, share, analyze, and use internal GIS data and mapping applications more securely.

- **Agency-wide Contact Center Application:** In September 2020, the BITS Service Desk went live with a new call center system called Centurion CARES. Following the successful BITS implementation, both the Division of Motor Vehicles and Division of Transportation Systems Development went live in February 2021. This was a long-awaited implementation, impacting hundreds of DOT employees and requiring collaboration across divisions. The new system allows the Division of Motor Vehicles to receive public calls, emails, and live chats while providing a consolidated platform within a single system.
- **Enabling remote workforce:** BITS began 2020 with the unprecedented task of rapidly enabling remote work for the whole department. This large, complicated, and unplanned effort required numerous changes to WisDOT technical environment and support methodology. BITS adapted quickly, providing customer service and serving a critical role in maintaining continuity of business operations during the pandemic.
- **IT Project Completion Rates:** BITS completed 236 projects from July 2019 to June 2021. Of these, 67 percent were completed on time. Resource constraints and the reprioritization of work due to COVID had a negative impact on on-time completion percentage. However, BITS still maintained an average above the industry standard of 60 percent.
- **BITS Incident and Service Performance:** Between July 2019 and June 2021, IT Service operations fulfilled 36,935 IT Service Requests and resolved 60,666 IT incidents. IT operations spent 326,504 hours on projects and solutions delivery and spent 505,758 hours to maintain current IT systems and infrastructure to restore service as quickly as possible. Additionally, 52 percent of service desk contacts were resolved on the first interaction, which increases productivity of WisDOT employees and reduces costs associated with callbacks to resolve IT problems.
- **Project Management Office:** The Project Management Office (PMO) improved on the transparency of BITS projects and services by expanding the use of the IT Enterprise Portfolio software (ResourceFirst) tool. In addition, the PMO collaborated with its partners in eliminating unnecessary metrics and services along with implementing an agile methodology framework.
- **Hardware Refresh project:** This project developed and documented the process for a standard image to be used in the deployment of new PCs. This standardization saved approximately 500 hours of time on the deployment of 493 new PCs, or nearly one hour per PC. Projected out to a full year, this approach should save WisDOT over 650 hours per year on approximately 670 deployments. It also creates a consistent and manageable process where PCs statewide use the same naming convention, installed applications, drivers, and shortcuts.

## *Business Services*

- *Repurposing Land Usage*: Collaborated with the Division of Transportation Systems Development to divide an underutilized parcel of land behind the Wisconsin Rapids Sign Shop/Materials Lab providing the Division of State Patrol the space and tools needed for proper evidence handling. The storage facility project is underway – the preconstruction meeting took place July 2021 and completion is expected by December 2021.
- *Update Facilities Staffing Model*: Working within existing staffing allocations, this effort resulted in a staffing model that expanded the number of HVAC Technicians serving WisDOT owned facilities to five in order to decrease travel time and response time, allowing better ability to provide proactive solutions and preventative maintenance, as well as lowering the number of situations requiring outside contractors. In addition, the model added a Contract Specialist position to improve management of the numerous facility contracts, helping improve contractor accountability and service to facilities. This position also takes on contract management work previously done by Facility Managers, allowing the Facility Managers higher capacity to manage and oversee more Capital Improvement projects and Operating and Maintenance projects.
- *Facility Funding Priority Plan*: This initiative provides planning guidance for facility replacement projects, prioritizing projects, and incorporating them into WisDOT’s Capital Facility Six-Year Plan. The Six-Year Plan includes joint projects in the 2023-2025 biennium to replace the Northeast Region Fond du Lac Division of State Patrol (DSP) Post and redevelop the Wrightstown Size and Weight Enforcement Facility (SWEF) near Green Bay, and to replace the Spooner DSP Post and Spooner DMV Service Center with a multi-divisional facility. The identified need for these efforts supported an increase in capital funding to \$13 million in the 2021-2023 state biennial budget, up from \$9 million per biennium in previous state budgets.
- *Reduce Fleet Vehicle Collisions*: Purchasing backup cameras and reverse sensing systems on fleet vehicles reduced the number of rear end collisions from 17 in Fiscal Year 2019 to nine in each of Fiscal Years 2020 and 2021.
- *Vehicle Maintenance Costs*: DOT Fleet receives maintenance requests from a third-party provider when maintenance or repair costs exceed \$1,000. Fleet staff now evaluate each request for legitimacy based on previous maintenance requests, Fleet staff auto knowledge, vehicle age and mileage, and planned disposal dates. This analytical review of hundreds of requests resulted in a cost savings of \$23,540 in Fiscal Year 2020 and \$28,382 in Fiscal Year 2021.
- *Training Innovation*: The COVID-19 pandemic postponed the Fiscal Year 2020 Annual Field Safety Training for Division of Transportation Systems Development staff. Within two months, BBS successfully transitioned the in-person training to virtual training allowing staff to successfully complete the training and keeping WisDOT compliant through the COVID-19 pandemic. The virtual training was updated in Fiscal Year 2021 to better meet field staff needs.
- *Process Automation*: BBS automated the supporting claims documentation process for Damage Claims, eliminating four steps from the process and reducing the average lead time by 12 days.

## *Financial Management*

- *Improve Customer Billing:* Developed in-house customer statements, sent out monthly to customers with open balances. The report helps the Department manage accounts receivable balances and helps customers identify discrepancies in their records, facilitating corrections in the state's financial system (STAR) when necessary.
- *Electronic Dispatch of Purchase Orders:* The Bureau has taken steps to dispatch purchase orders (PO) electronically until the system is configured to do this automatically. While not as automated, the Purchasing Section began sending out all purchase orders when possible through e-mail. The Section worked with our suppliers to collect e-mails and updated procedures to continue the practice.
- *Improve Payment Processing of Supplier Invoices:* The Bureau developed procedures to manage most supplier invoices electronically. BBS trained program area staff on procedures to submit invoices to the Expenditure Accounting Unit electronically through e-mail and document drop-boxes and expanded the Payment Request process in STAR to include direct (non-PO) charges. The Expenditure Accounting Unit worked with the Purchasing Section to update invoice instructions on purchase orders. In addition to general invoice processing, the Bureau worked with utility and telecom providers to streamline invoice processing and consolidate hundreds of accounts into combined invoices.
- *Increased use of ACH for Supplier Payments:* The Bureau has been working with our suppliers to increase the use of ACH payments as an alternative to paper checks. Reducing the number of checks saves staff time and delivers payments more promptly.
- *Continuing Education for Agency Staff:* The Bureau made a monthly training webinar available to all agency staff. Prior to the pandemic, we also invited staff from other agencies co-located in the Hill Farms State Office Building. Topics rotate through bureau sections and include financial reporting, budgeting, expense reports, accounts payable, requisitions, purchasing, auditing, and contract administration. These webinars are a valuable tool to keep staff up to date on financial policies, procedures, and use of the STAR system.
- *Consultant Financial Report and Consultant Report Masterworks Modules:* Implemented electronic submission and document workflow modules for Consultant Financial Reports and Consultant Reports in Masterworks, including final testing, form and instruction updates, and remote training to consultants. The modules convert paper and mail processes into secure electronic submissions and workflow. Electronic origination eliminates rekeying and redundant manual processes. The electronic modules bring WisDOT in line with peer states and provide transparent workflow statuses to consultants.
- *Electronic Consultant Contracts and Amendments:* Converted remaining paper processes for consultant contracts and amendments to electronic files, workflow, and signatures. The electronic process eliminated various manual steps and physical document conveyance delays providing a more efficient and timely process to internal and external partners.

## **2021-2023 Goals**

### *Information Technology Services*

- *Data governance and data catalog:* Plan for implementation of an agency-wide data governance program that includes policies, procedures, standards, and teams to optimize the availability, integration, usability,

quality, and security of WisDOT data throughout its lifecycle. This also includes activities to complete an agency-wide data inventory and data classification and implement an agency-wide data catalog to describe and track the WisDOT data inventory.

- WisDOT Security Roadmap: Complete a comprehensive review of the WisDOT IT security program and develop a 2-year roadmap for improving WisDOT IT security posture, including compliance with enterprise security policy standards and industry best practices.
- Application Development Modernization: Assess the effectiveness of IT software development lifecycle and identify areas for improvement in both process and technology. With this information, BITS will develop improvement plans and assess feasibility through platform and process modernization proof of concept exercises.
- Data storage strategy: Develop a storage strategy that will support interagency collaboration, business partner collaboration, and secure data sharing services. This strategy will define how data is obtained, utilized, and updated, and determine requirements for speed, security, sustainability, retrieval rate, retention/destruction, and governance. This strategy will also determine when cloud services are appropriate, and the costs, efficiencies, capabilities, and risks associated with each storage service.
- Mobility: Seek alternatives to improve mobility capabilities for DOT workers who qualify for remote work. Our goal is to allow near seamless transitions between working in the office and working at home in a full or part-time capacity.

#### *Business Services*

- On-site Surplus Disposal: Enable WisDOT Truax Campus to directly dispose WisDOT surplus items to facilitate timelier disposals and maximize revenue opportunity.
- Reduce Fleet Gasoline Consumption: Add alternative fuel vehicles to WisDOT's fleet. Currently WisDOT does not have any hybrid or alternative fuel vehicles in service.
- Update Facilities Staffing Model: WisDOT proposes piloting of a geographic-based model for Facility Managers (FMs) to serve WisDOT-owned facilities statewide. The pilot, if approved, would roll out in October 2021. This approach should limit FM travel to one region, providing overall efficiencies for DBM staff.

#### *Financial Management*

- Increase Use of Receiving Processes in STAR: The receiving process in STAR streamlines accounts payable processing. The receipt transaction uses three-way matching, ensuring that the agency receives its order through a purchase order, and the invoice price and quantity are correct. We have implemented this successfully with road salt contracts and plan to expand the process to other areas of the agency.
- Develop Electronic Training for Agency Staff: The Bureau is developing online training for staff, available in the Learn Center through STAR/Cornerstone. This is important for onboarding new staff, reassigning roles, and continuing education. On-demand training is an important tool for keeping staff knowledge current and efficient.

- Consultant Contract Audits: The COVID-19 pandemic delayed modern audit software implementation. The Audit Unit needs audit software for consultant contract audits, especially given the recent increase in virtual audit work. This will enable the Audit Unit to complete audits more efficiently and reduce the amount of time consultants wait for final resolution.
- Virtual Audit: Continue to implement virtual audit process updates, training, and considerations. The Audit Unit is implementing remote audit processes during travel restrictions to provide future efficiencies. WisDOT will continue to explore and update processes, audit programs, and technology uses. WisDOT is seeking professional training courses for virtual audit considerations and best practices to enhance this implementation.



## Division Update: Division of Motor Vehicles

The mission of the Division of Motor Vehicles (DMV) is: “Together, we save lives through superior service, security, and innovation.” DMV has more than 11 million public contacts each year. More information about DMV services can be found at <http://wisconsin.dmv.gov>. DMV office and service locations can be found at <http://wisconsin.dot.gov/Pages/online-srvcs/find-dmv/default.aspx>.

### 2019-2021 Accomplishments

#### Motor Vehicle Dealer License Revocation

2019 Wisconsin Act 4 changed motor vehicle dealer licensing and suspension and revocation procedures. WisDOT is responsible for the initial determination for motor vehicle dealer license denials, suspensions, and revocations. A licensee may appeal the determination to the Division of Hearings and Appeals. 2019 Act 4 provides that, in certain cases, license suspensions or revocations may take effect immediately, and applies to license denials, license suspensions, and revocation proceedings commenced on or after May 3, 2019. The Act made the administrative hearing process more efficient, helped protect consumers, and reduced staff time in two agencies.

#### Driver Education Instruction on Human Trafficking

2019 Wisconsin Act 27 required that driver education for commercial operation include instruction in the recognition and prevention of human trafficking. WisDOT also worked with the Department of Justice (DOJ) and the technical college system board to identify and establish industry-specific materials for use in this instruction.

#### Implementation of Autocycle Registration

2019 Wisconsin Act 50:

- Creates a definition for “autocycle” that includes certain vehicles that were defined as type 2 motorcycles under prior law.
- Provides that an autocycle may be registered for \$45 annually.
- Provides that a person may operate an autocycle with a regular Class D license.
- Allows a motor vehicle dealer engaged in the sale of autocycles with a dealership license to continue selling autocycles without having to acquire a different type of dealership license.
- The provision specifying that an autocycle is a Class D vehicle and may be operated with a Class D license took effect on November 24, 2019. The remaining provisions of the act take effect on May 1, 2020.

On May 1, 2020, DMV implemented programming to identify vehicles defined as “autocycle” per statute. Implementation included autocycle title and registration product issuance, new autocycle plate and registration types, and new autocycle registration fees. DMV also incorporated autocycle options into DMV online title and registration services.

#### Salvage Evidence of Ownership

2019 Wisconsin Act 53 provided insurers taking delivery of a salvage vehicle in Wisconsin a clear definition of “other evidence of ownership” as otherwise currently provided for in law. The effective date for insurers to begin the payment and notification process was February 1, 2020. To allow for the 30-day period for the insurer

to obtain title from the owner after the effective date of the statute, DMV began accepting applications in early March 2020. Prior to accepting applications, DMV successfully trained staff and communicated with stakeholders. DMV continues to train staff, review applications, and communicate with stakeholders on application requirements. In March 2020, DMV updated form MV2849 (Title Application and Branding Notification) to include the new requirements and accommodate the required insurer affidavit.

#### Driver Education Offices in Private Residences

2019 Wisconsin Act 89 excluded driver school offices that are maintained in residences from department rules if students and members of the public have no access to those residences. DMV made the required minor changes to the application process and auditing processes for driver education schools, allowing for home offices.

#### Permanent Revocation Correction

2019 Wisconsin Act 107 changed the counting method used for the Section 343.31(1m), Wisconsin Statutes, permanent revocation applied to individuals convicted of four or more OWIs. This correction excluded individuals if their prior OWI was 15 or more years prior. DMV IT systems have been updated to operate within these parameters.

#### Surviving Spouse Title Fee Waiver

When a motor vehicle's title transfers, the vehicle owner must pay a \$157 fee plus a supplemental fee of \$7.50. DMV waives the supplemental fee for transfers to a decedent's surviving spouse or domestic partner. 2019 Wisconsin Act 165 extended this policy to waive the \$157 title transfer fee as well for certificate of title applications received on or after March 5, 2020.

#### New Plates Implemented

Keeping the Lights On: December 2020

Operating Engineers Union 137: December 2020

#### Road Test Waiver Pilot Program

On May 11, 2020, WisDOT exercised statutory authority under section 343.75, Wisconsin Statutes, to conduct a pilot program waiving the requirement that probationary license applicants age 16-17 complete a road test. Under the pilot program, probationary license applicants under age 18 were able to earn a probationary license by completing a driver's education course, driving the required number of hours under guardian supervision, passing a written exam, and providing written consent from a legal guardian to waive the road test requirement.

DMV conducted this pilot to protect tester and DMV staff health during the COVID-19 pandemic without negatively impacting highway safety. Similar policies in Iowa and Nebraska have not yielded any reported negative safety impacts. Nebraska conducted a three-year program evaluation and affirmed that road test waivers did not correlate with negative safety outcomes. Additionally, high rates of drivers under age 18 in Wisconsin pass the road test on the first attempt, indicating high rates of readiness among prospective drivers.

Approximately 90 percent of parents/guardians of eligible drivers opted to exercise the waiver during the pilot period. The Division of State Patrol's Bureau of Transportation Safety gathered data on safety outcomes for

youth who obtained licenses during the pilot period. Table 1 below compares safety outcomes for pilot participants by road test waiver status as of August 2021 and shows that the road test waiver did not negatively impact road safety.

**Table 1: Road Test Waiver Program Safety Outcomes by Waiver Status, May 2020 - August 2021**

	n	Pct
Total probationary driver licenses issued during pilot (age 16-17)	63,947	100.00
Group A: Skill Test Waived	57,305	89.60
Conviction	1,150	2.00
Crash	1,135	2.00
Conviction & Crash	411	0.70
Group B: Skill Test Taken	6,642	10.40
Conviction	156	2.30
Crash	176	2.60
Conviction & Crash	62	0.90

Online Driver License Renewal Pilot Program

On May 11, 2020, WisDOT exercised statutory authority under section 343.75, Wisconsin Statutes, to conduct a pilot program waiving the requirement that drivers age 18-64 complete an eye test and in-person appearance to renew a regular (Class D) driver’s license (DL) if they completed their immediate prior renewal in person. Pilot participants were able to renew a Class D DL online.

DMV conducted the online driver license renewal pilot program to protect the health and welfare of applicants and staff by eliminating the need for an in-person DMV visit to renew a DL during the COVID-19 pandemic. From May 11, 2020 to August 31, 2021, 144,250 people renewed a Class D DL online. DMV believed there would be no negative safety impacts because most Americans live in states that allow online DL renewals and there are no reported negative safety outcomes from this policy. Federal Real ID requirements already accommodate this policy by allowing for the use of ID photos up to 16 years old.

Additionally, prior DMV analysis suggested fewer than one percent of applicants fail the DMV eye test, most of whom subsequently passed with use of prescribed visual aids (e.g., they attempted to take the test without their glasses then passed by wearing their glasses).

The Bureau of Transportation Safety compared safety outcomes for Class D DL renewals during the pilot period by renewal type, summarized in Table 2.

**Table 2: Online Driver’s License Renewal Pilot Program Safety Outcomes by Renewal Type, May 2020 – August 2021**

	<b>n</b>	<b>Pct</b>
Total Class D DLs Renewed (age 18-64)	374,478	100.00
Group A: Online Renewal	116,263	31.00
Convictions	933	0.80
Crashes	581	0.50
Conviction & Crash	104	0.10
Group B: In-Person renewal	258,215	69.00
Conviction	1,956	0.80
Crash	1,433	0.60
Conviction & Crash	244	0.10

The pilot results demonstrate that there have been no negative safety outcomes associated with the waiver program.

## 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 180 agencies and over 4,300 users;
- Providing training and instrumentation for alcohol testing of drivers;
- As the state highway safety office, securing federal funding for local partners, coordinating research, funding, and outreach for behavioral traffic safety programs; and
- Providing specialized law enforcement services like technical reconstruction, air support, drug or bomb-detection canines (K-9s), Mobile Field Force, SWAT, dignitary protection, and training facilities at the State Patrol Academy.

The DSP is made up of five regions, each with its own headquarters, called a post. The geographically large Southwest and Northwest Regions each have two posts. Each DSP regional post uses a communications center for dispatching troopers and inspectors. An overview of DSP's mission and structure can be found at:

<http://wisconsindot.gov/Pages/about-wisdot/who-we-are/dsp/dsp.aspx>

### 2019-2021 Accomplishments

#### *Highway Safety and Law Enforcement*

- There were 511 traffic fatalities in 2019 in Wisconsin. The DSP Bureau of Transportation Safety (BOTS) has continued to combine enforcement with traffic safety education to reduce fatalities and serious injuries from traffic crashes. The number of people injured in traffic crashes has increased steadily from 39,701 in 2014 to 41,124 in 2018 (a 3.6 percent increase). The number of reported traffic crashes also increased in recent years. There were 214.12 crashes per 100 million vehicle miles traveled in 2017, a crash rate 9.1 percent above the prior five-year rolling average. Fortunately, safety belt usage in 2019 reached an all-time high of 90.4 percent.
- In partnership with the National Highway Traffic Safety Administration (NHTSA) and law enforcement agencies throughout the state, DSP/BOTS successfully mobilized an extensive, high visibility public education campaign. The COVID-19 pandemic impacted enforcement of this program in 2020.
- In 2019, 343 Wisconsin law enforcement agencies participated in the "Click It or Ticket" national enforcement campaign. Only 313 agencies participated in 2020.
- In 2019, 306 agencies participated in the "Driver Sober or Get Pulled Over" enforcement campaign. In 2020, 476 participated in the effort. Participants helped improve traffic safety across the state.
- WisDOT continues to deploy a media campaign promoting simple changes to driver behavior to prevent crashes. See WisDOT's "Zero in Wisconsin" website for more details: <http://www.zeroinwisconsin.gov/>.
- COVID-19 disrupted BOTS' plans to deploy a predictive analytics (PA) initiative in 2020. In coordination with the University of Wisconsin TOPS lab, BOTS is developing a matrix for performance monitoring. NHTSA

Region 5 has approved the PA initiative as a standalone project. BOTS identified 12 pilot counties (Marathon, Pierce, Clark, Wood, Portage, Walworth, Dodge, Columbia, Waupaca, Brown, Fond du Lac, and Kenosha) to pilot proof-of-concept operations. This coordinated effort of DSP, local agencies, and entities through the Traffic Safety Commissions aims to use PA to design “Safe Systems” activities to promote traffic safety in participating counties.

- Provided civil disturbance support – including sworn personnel, support staff, and equipment – to state, county, and local partners to assist with over 43 multi-day crowd demonstrations throughout Wisconsin, including Milwaukee, Madison, and Kenosha.
- Responded to an Emergency Management Assistance Compact (EMAC) request from the Minnesota State Patrol to assist with civil unrest in the City of Minneapolis. The mission began May 31, 2020 and ended June 4, 2020. DSP deployed 15 personnel to provide security assistance at the Minnesota State Capitol, working alongside Minnesota State Patrol and the National Guard.
- Provided extensive support to Wisconsin Emergency Management and the Wisconsin Department of Health Services to respond to the COVID-19 pandemic including.
  - 24/7 security for the personal protective equipment warehousing site prior to statewide distribution.
  - From December 2020 to February 2021, DSP conducted 159 transportation missions with 599 deliveries of the COVID-19 vaccine to designated locations around the state without incident.
- All five regions provided personnel to assist with dignitary protection and crowd control during the 2020 Presidential Campaign season without incident.
- Assisted federal, state, and local law enforcement partners in planning and coordination phases of the Democratic National Convention in Milwaukee, including a smooth transition to a virtual event caused by the COVID-19 pandemic.

• **Table 3: Statewide Pursuit Data Collection (All Wisconsin Law Enforcement Agencies)**

Year	Total Pursuits	Reason	Outcome	Average Top Speed	Average Distance	Injuries	Deaths
2019	2,778	1,475 traffic offense 1,092 criminal offense 128 warrants/wanted 83 other	1,276 terminated 986 apprehended 516 eluded	78 mph	2.6 miles	343	9
2020	2,836	1,525 traffic offense 1,105 criminal offense 123 warrants/wanted 83 other	1,440 terminated 1,003 apprehended 393 eluded	83 mph	4.5 miles	257	3

Bureau of Field Operations–Regional Operations

- The Northeast Region, in coordination with local, state, and federal partners, participated in months of planning in preparation of the 2020 Ryder Cup event at Whistling Straits Golf Course in Sheboygan. Due to the ongoing COVID-19 pandemic, the international event was rescheduled to September 2021. Nearly 50,000 spectators from across the world attended. DSP assigned approximately 150 State Patrol personnel to support safe and efficient traffic management at the event.
- As part of a division reorganization, the Bureau of Network Engineering and Data Infrastructure (BNEDI) re-oriented around communications infrastructure by upgrading in-vehicle equipment, enhancing towers, and improving interoperability with partners.
- BOTS now provides “Technical Services,” reinforcing a commitment to collect, analyze, and share timely traffic safety data, increasing overall efficiency, and strategically deploying resources.
- WisDOT established official “Wisconsin State Patrol” Facebook and Twitter pages to clarify Division roles and responsibilities, educate the public, and support recruitment and retention efforts.
- DSP partnered with the Division of Criminal Investigation (DCI) in the Wisconsin Department of Justice to combat human trafficking. All Wisconsin State Patrol officers are now trained to recognize indicators of human trafficking.
- The Air Support Unit (ASU) expanded to include the Unmanned Aircraft Systems (UAS) program comprised of 10 drones and 11 trained pilots in addition to the manned aircraft program comprised of three fixed wing aircraft and six pilots. The ASU supported 211 public safety missions, including 123 traffic enforcement missions. The remaining 88 missions were missing person searches, flood and tornado damage assessments, SWAT operations, criminal surveillance efforts, and fleeing fugitive manhunts.
- The Technical Reconstruction Unit investigated 818 cases involving crash and scene forensic mapping, including several high-profile crash reconstruction cases that resulted in extensive courtroom testimony and convictions.

#### 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 meet regulatory requirements. DSP trained several local, county, and tribal law enforcement agencies to conduct “Size and Weight” and MCSAP Inspections in their areas. Wisconsin’s efforts to reduce Commercial Motor Vehicle (CMV)-related fatalities reduced large truck fatality crashes by 21 percent, from 68 in 2019 to 54 in 2020. Large truck injury crashes decreased by 31 percent in the same period, from 3,087 to 2,129, per federal data.
- The “Size and Weight” program ensures that commercial vehicles operate within permitted size and weight limitations. Commercial motor vehicles and drivers are subject to more intensive safety checks. In addition to inspecting more than 40,000 vehicles and/or drivers for compliance with state/federal regulations in 2019, DSP weighed over 1.47 million vehicles in 2019 and 1.25 million in 2020 using Weigh-in-Motion (WIM) technology. In 2019, DSP weighed 266,159 vehicles on static scales at WisDOT-owned Safety and Weight Enforcement Facilities (SWEFs) located throughout the state. In 2020, DSP weighed 201,693 vehicles. Additionally, DSP weighed more than 3,000 CMVs utilizing portable and private scales from 2019-2020. DSP

completed several major SWEF construction projects in the latter half of 2020 in Beloit, Madison, and Kenosha. This will significantly increase DSP weighing capacity.

### Wireless Communications Networks

- DSP uses, maintains, and hosts WISCOM (Wisconsin Interoperable System for Communications), a statewide trunked radio system, for the benefit of public safety users throughout the state. WISCOM has grown to 126 sites statewide making it the largest VHF trunking system in the U.S. WISCOM continues to operate several 800 MHz sites in the Milwaukee, Madison, and Fox Valley regions, and at several Department of Corrections facilities around the state. These sites are seamlessly interoperable with the main VHF system, creating a “hybrid” network. Over 34,000 subscriber radios statewide can access WISCOM. Currently, 11 state, 14 federal, and two tribal agencies use WISCOM, in addition to several out-of-state agencies, two railroad police operations, and numerous private EMS or air ambulance groups. As of May 2019, 862 public safety agencies and 69 non-governmental agencies used the network. WISCOM continues to be the interoperable communications choice during Wisconsin Badger football games in Madison between all participating agencies.
- Beginning in March 2020, BNEDI technical and professional staff supported the Department of Military Affairs Office of Emergency Communication’s (OEC) civil site assessment of state- and non-state-owned WISCOM towers and shelters. BNEDI staff provided existing tower site documentation and engineering studies for 60 towers. BNEDI staff also assisted with logistical scheduling and review of engineering reports completed by the consultant that was hired by OEC to complete the assessment. OEC used the information from this audit to request funding for a tower improvement Request for Proposal (RFP).
- DSP replaced and enhanced Academy wireless access points in 2020 to facilitate solid connectivity from the administrative area to classrooms and dorms. This network provides high-speed private network service to DSP staff and public internet to Academy guest personnel.
- BNEDI staff, who are members of the State of Wisconsin Communications Unit (COMU), operated at civil disturbance events around the state in support of DSP and external partners. These members have completed Incident Command System (ICS) training and served as Communications Unit Leaders (COML) or Communications Technicians (COMT). They were instrumental in developing an incident communications plan, installing communications assets, and managing communications needs throughout an incident. The longest consecutive deployment was two weeks in the city of Kenosha. BNEDI staff were the primary communications support during the incident after being activated by the initial Suburban Mutual Assistance Response Team (SMART) request. BNEDI COML provided support for active civil unrest and election year visits from presidential candidates. Additionally, in response to an Emergency Management Assistance Compact request from the state of Oregon, a BNEDI COML was approved by the Division, department, and Governor’s office to support wildland fire operations. Fortunately, the fire activity decreased before a response was needed.

### Academy

In addition to serving as the primary source of training for DSP 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, including leadership; supervisory and management; instructor development; traffic law; motor carrier enforcement; crash reconstruction; canine; chemical testing; and law enforcement dispatching.
- Tactical skills training, including firearms; defensive and arrest tactics; emergency vehicle operations; vehicle contacts; and professional communications.
- Specialized training, including Interdiction for the Protection of Children; Canine Officer Training; Defense and Arrest Tactics; 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 including the Federal Bureau of Investigation (FBI), National Insurance Crime Bureau (NICB), Wisconsin Department of Justice, Wisconsin Department of Natural Resources, Wisconsin 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 3,934 students in 2020 and 2,581 students in 2021. In March 2020, the Academy graduated 42 members of the 65<sup>th</sup> State Patrol Recruit Class. The Academy also graduated 42 members of the 66<sup>th</sup> State Patrol Recruit Class in July 2021. More information about the Academy can be found at: <https://wsp.wi.gov/Pages/wspa.aspx>.

## **2021-2023 Goals**

### *Reduce Fatalities and Improve Traffic Safety*

- WisDOT MAPSS aims to reduce the number of fatalities by two percent and serious traffic injuries and total traffic crashes by five percent from the previous five-year average. DSP plans to accomplish this by using all available resources to increase safety belt use in Wisconsin and the Air Support Unit to enforce speed and aggressive driving laws.
- DSP will develop motorcycle awareness programming to heighten motorists' awareness of motorcyclists on our roadways and to encourage motorists to look twice for motorcycles. Aside from its partnerships with law enforcement agencies, DSP and BOTS will continue to meet statutory requirements of providing outreach to each county Traffic Safety Commission. BOTS will also continue to provide public information and education materials, safety training for citizens and professionals, overtime funding and equipment to local units of government for conducting ongoing high-visibility enforcement activities and research on new and emerging highway safety issues. BOTS will continue to distribute and manage safety programming grants (BOTS handled 528 grants in 2019 and 473 in 2020, mostly to local governments) to address behavioral highway safety crashes in their localities.

### *Maintain Chemical Testing Services and Training*

- The Chemical Testing Section will train and certify approximately 500 law enforcement personnel to operate the evidential breath test (EBT) instrument and recertify approximately 3,100 current EBT operators annually. Additional training includes preliminary breath test (PBT) device operation and calibration for over 800 law enforcement personnel as well as educational presentations to the public, prosecutors, and judges. The Section also evaluates and approves new EBT, PBT, and ignition interlock devices as requested for use in Wisconsin. Furthermore, the Section will maintain and certify over 240 EBT instruments in use at law

enforcement agencies throughout the State and provide expert testimony on instrumentation and symptoms of impairment when called upon by the courts. More information can be found at <http://wisconsindot.gov/Pages/about-wisdot/who-we-are/dsp/spec-svcs/chemtest.aspx>.

- In addition to instrumentation and training, the Section is also the record custodian for many documents related to OWI adjudication, receiving, and responding to about 500 open records requests annually. To make these documents more accessible, a project is underway to generate a public-facing webpage where frequently requested records will be available to anyone. This project is meant to enhance the Section's accountability, communication, integrity, and customer service.

#### Promote Motor Carrier Safety and Enforcement Activities

The DSP Motor Carrier Enforcement Section will incorporate the Federal Motor Carrier Safety Administration's (FMCSA) Compliance, Safety, and Accountability (CSA) model to help meet DSP's compliance and enforcement goals. This will:

- Utilize predictive analytics to increase highway safety and reduce large truck-related crashes by identifying high crash rate areas and target law enforcement deployments to these areas;
- 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 ensuring that SWEFs are operated 17,200 hours and completing 30,000 inspections in federal fiscal year (FFY) 2022.

#### Enhance Field Operation Activities

DSP's Bureau of Field Operations will:

- Continue inter-agency partnerships related to Highway Criminal Interdiction efforts, human trafficking, reckless driving, speeding, and OWI enforcement initiatives.
- All regions participate in traffic enforcement details using "Predictive Analytics" data focused on impaired driver enforcement, highway criminal interdiction, crash reduction, and Air Support Unit speed and aggressive driving details.
- Coordinate multi-agency criminal interdiction details with Division of Criminal Investigation, Drug Enforcement Administration, the US Attorney's Office, and the National Guard Counter Drug Unit—resulting in the seizure of drugs, currency, and numerous criminal arrests.

#### 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, crashes and criminal reports from the mobile data computers in their squad cars to the DSP

servers. BNEDI 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 additional sites to the “layer” of 800 MHz sites in the Milwaukee, Madison, and Fox River Valley areas will continue to improve interoperability in those metro areas.

### Wireless Communications Networks

BNEDI will consult with the Department of Military Affairs on the ongoing support, operation, and maintenance for the statewide public safety interoperable communication system.

### Academy

The DSP Academy will:

- Recruit select and train members of the 67<sup>th</sup> and 68<sup>th</sup> Recruit Classes.
- Partner with the Wisconsin Department of Justice 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 through the technological enhancements of additional smart classroom equipment.
- Implement an additional Learning Management System to improve both the student experience and student interactions with instructors.
- Partner with the Wisconsin American Legion Law Enforcement Career Academy (WALLECA) as host agency providing first-hand experiences and insight into the operation of law enforcement agencies.
- 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 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 multimodal transportation system. DTIM is committed to improving transportation safety, fostering internal and external partnerships, and increasing efficiencies. The Division consists of one office and four bureaus, each with specific duties related to planning and developing multimodal transportation programs.

- **Office of Asset and Performance Management** develops and oversees the Department’s asset management program. It conducts comprehensive asset and system needs analyses that form the basis for the Department’s highway improvement programs.
- **Bureau of Aeronautics** oversees improvement programs focused on increasing aviation safety, developing air transportation facilities, and providing aviation information and technical expertise to an array of external and internal customers.
- **Bureau of Planning and Economic Development** develops and maintains the Department’s multimodal long-range transportation planning goals and plans that help guide transportation investment decisions, policies, and strategies. This is accomplished through a combination of quantitative and qualitative analysis, stakeholder engagement, and public outreach.
- **Bureau of State Highway Programs** collects and maintains roadway asset condition and attribute data for the entire state highway system and National Highway System. It also coordinates the use of key asset management datasets to develop, fund, and implement the state’s highway improvement programs.
- **Bureau of Transit, Local Roads, Railroads, and Harbors** provides statewide leadership to enable communities to make reasonable and responsible transportation infrastructure investments to increase mobility across modes. This is accomplished through multiple state and federal funding programs aimed at providing safe, effective, and efficient local transportation options.

### 2019-2021 Accomplishments

#### *Office of Asset and Performance Management (OAPM)*

- ***Asset Management Policy Development:*** Coordinated efforts with the Division of Transportation Systems Development to establish an Asset Management Executive Committee (AMEC). The AMEC will work to establish key policy issues related to asset management principles and identify cross-divisional opportunities for innovative asset management practices.
- ***Programmatic Safety Analysis Improvement:*** Successfully led negotiations with the Federal Highway Administration (FHWA) to approve new predictive modeling analyses to aid in the ongoing identification of Highway Safety Improvement Program (HSIP) projects.

### *Bureau of Aeronautics (BOA)*

- *Aeronautical Safety improvements:* Assisted eight Wisconsin airports to identify opportunities to incorporate the Federal Aviation Administration's (FAA) NextGen flight procedures into their airport approaches. These projects will increase airport safety through improved airport approach capabilities.
- *Airport Improvement Program Management:* Oversaw the development and implementation of over \$72 million in airport improvements at 44 Wisconsin airports. These projects included safety, rehabilitation, and reconstruction projects at airports in communities such as Manitowoc, Shawano, La Crosse, Viroqua, and Hartford.

### *Bureau of Planning and Economic Development (BPED)*

- *Long-Range Transportation Planning:* Developed an update to *Connections 2030*, the Department's multimodal long-range transportation plan. The new plan, *Connect 2050*, will streamline the plan by referencing other WisDOT plans, technical reports, and policy documents, allowing the plan to remain current over time. This includes the creation of a website linking WisDOT's planning efforts and make it clear how WisDOT's planning efforts work together. These efforts are currently underway and are expected to be completed by early 2022. For more information, please see <https://connect2050.wisconsin.gov/>.
- *Transportation Facilities Economic Assistance and Development Program (TEA):* Over the biennium, more than \$7.6 million in TEA grants were awarded to communities to support the creation or retention of nearly 2,200 jobs and over \$1 billion in private capital investment in the state. The TEA program provides grants to local governments for road, rail, harbor, and airport improvements to support economic development projects that encourage businesses to locate or expand in Wisconsin. The program provides \$5,000 for each job created in the state up to 50 percent of the total project cost or \$1 million, whichever is less.

### *Bureau of State Highway Programs (BSHP)*

- *Major Highway Improvement Program:* Hosted two Transportation Projects Commission (TPC) meetings to review Major Highway Improvement Program projects. The December 2020 meeting resulted in two High-Cost Major projects being approved for construction.
- *Federal Highway Improvement Funding:* Wisconsin was awarded an additional \$105 million in federal highway improvement funds over the biennium through annual federal redistribution awards. This is roughly \$60 million more than expected in biennial budget estimates. States must program and fully obligate all federal funds initially allocated to the state to qualify for federal redistribution funds.

### *Bureau of Transit, Local Roads, Railroads, and Harbors (BTLRRH)*

- *Local Transit Program Assistance:* Facilitated the distribution of approximately \$445 million in emergency supplemental federal transit assistance from the Coronavirus Aid, Relief, and Economic Security (CARES) Act, Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA), and American Rescue Plan Act (ARPA). These funds enable transit systems to appropriately respond to COVID-19 pandemic.

- Local Program Delivery Improvements: Worked closely with local government stakeholders and FHWA to streamline program development and project delivery. Examples include partnering with the Wisconsin County Highway Association to launch the Local Bridge Low-Risk Pilot program, which limits pre-construction planning and design reporting.
- Freight Rail Programs: The Freight Rail Preservation Program (FRPP) awarded grants totaling roughly \$27 million over the biennium to enable acquisition, construction, and rehabilitation of freight rail-related facilities. An additional \$7 million in loans were awarded through the Freight Railroad Infrastructure Improvement Program (FRIIP) to fund construction and rehabilitation projects on publicly owned rail systems. These improvements strengthen and increase Wisconsin's rail-based job economy.
- Passenger Rail Programs: WisDOT improved passenger rail service throughout the state by securing multiple federal grants for rail equipment and infrastructure improvement projects. Examples include: A second platform at the Milwaukee Airport Rail Station; the Muskego Yard Bypass project; Twin Cities-Milwaukee-Chicago service; and new Amtrak Thruway Bus Service connecting Green Bay, Appleton, Oshkosh, and Fond du Lac to the Hiawatha Service and General Mitchel Airport in Milwaukee.
- Harbor Assistance Program (HAP): Awarded \$43 million to 17 harbor improvement projects over the biennium to promote waterborne freight and assist harbor-related economic development. This included a \$29 million project for a new dockwall and bulkhead in Marinette to accommodate the construction of larger vessels.

## 2021 – 2023 Goals

### *Office of Asset and Performance Management (OAPM)*

- Pavement Analysis Improvements: OAPM will continue to work with the Bureau of State Highway Program's Pavement Data Unit to identify and improve the engineering elements of pavement prediction algorithms. The goal is to expand on key improvements made in pavement deterioration modeling and treatment recommendations.
- Safety Analysis Improvements: OAPM will continue to work with the Bureau of State Highway Programs to identify opportunities to integrate the Safety Certification Process into traditional programming methodologies.

### *Bureau of Aeronautics (BOA)*

- Airport Improvement Program Management: Master plans are essential planning documents for airports to document existing conditions, forecast future utilization of the airport, and plan and justify upcoming improvements. Several airport master plan updates are expected to be completed in the 2021-2023 biennium. Several other master plan update efforts will begin in the 2021-2023 biennium. These master planning documents allow for the orderly growth of airports and establish preliminary budgets for capital improvement projects.
- US Customs and Border Protection (USCBP) clearing at Wisconsin airports: WisDOT is working to complete a project at the Kenosha Regional Airport to establish a new USCBP clearing and screening facility for international flights. The facility is expected to be completed, compliant, staffed, and

functioning during the next biennium (2021-2023). Project funding for the facilities will be provided by state and federal government agencies and administered by BOA.

- *Aircraft Registration System*: Wisconsin's Aircraft Registration System (ARS) is being updated and converted to a new hosting platform. The ARS conversion project will yield several benefits, including a customer self-service web portal allowing customers to submit and renew aircraft registration applications online, as well as pay fees via credit card. The objective is to have the new ARS implemented by June 2023.

#### *Bureau of Planning and Economic Development (BPED)*

- *Long-Range Transportation Planning*: WisDOT will begin updating the State Freight Plan in late-2021. An updated plan is expected to be completed by December 2022. WisDOT is currently assessing the feasibility of updating additional plans such as the Wisconsin Bicycle Transportation Plan and the Wisconsin Pedestrian Policy Plan. Updating these plans will better synchronize their goals and priorities with more recently updated plans such as Connect 2050 and the Transportation Asset Management Plan.
- *Statewide Electric Vehicle Corridor Planning*: The Division is coordinating with other divisions within WisDOT and several other state agencies to assess statewide electric vehicle charging needs. The goal is to develop a reasonable approach to identifying statewide electric vehicle charging needs and encouraging private investment in electric vehicle charging corridors.
- *MPO and RPC Coordination*: WisDOT continues to coordinate and work with Metropolitan Planning Organizations (MPOs) and Regional Planning Commissions (RPCs) to implement federal regulations, conduct system-wide analyses, and complete federally requested updates of urban and regional long-range transportation plans. Any new federal authorization bill will be assessed for changes to these procedures or impacts to state and local transportation planning efforts.

#### *Bureau of State Highway Programs (BSHP)*

- *All Roads Network of Linear Referenced Data (ARNOLD)*: The ARNOLD Initiative will improve the collection, management, integration, analysis, and visualization of data for a myriad of mission-critical state highway and local road programs using a GIS-based roadway network as the foundation. WisDOT anticipates beginning stage 3 (deployment) of the initiative in the next biennium to meet FHWA deadlines for linear reference system updates.
- *Transportation Asset Management Plan (TAMP)*: Asset management is a critical part of developing the state's highway improvement program. Federal regulations require the Department to update its current TAMP by October 25, 2022. This plan will utilize new analytical procedures, incorporate new budget assumptions, and update asset condition assessments.

#### *Bureau of Transit, Local Roads, Railroads, and Harbors (BTLRRH)*

- *Transit Programs*: WisDOT will work with transit agencies and other stakeholders to consider evaluative measures for transit service. Potential additional metrics would supplement current department data collection and analysis efforts with the aim of enhancing equity and efficiency in policy development, program delivery, and financial stewardship.



- *Local Road Program Improvements:* The Department will continue to review existing aid and assistance programs and operations for efficiencies. As part of this effort, the Department will enhance the existing Local Roads Improvement Program online application (LRIPWeb) to allow for the incorporation of projects awarded at a greater than 50 percent cost share (generally through LRIP-Supplements). Within the Transportation Aids System (TAS) dashboard, the Department will implement changes to General Transportation Aids (GTA) calculations due to statutory changes included as part of the 2021-2023 Wisconsin Biennial Budget (2021 Wisconsin Act 58).
  
- *Freight Rail and Safety Programs:* WisDOT will maintain positive relationships with the rail transit commissions, local communities, and the railroads to preserve and improve safety and freight rail service to Wisconsin businesses and communities. The following goals, projects, and improvements are planned for the freight rail preservation and safety programs in 2021-2023:
  - Completion of the Grade Crossing State Action Plan
  - Completion of bridge rehabilitation and bridge replacement projects on state-owned rail lines
  - Track rehabilitation and rail replacement projects
  - Crossing safety projects
  - Assisting railroads, where needed, to maintain rail service for Wisconsin customers
  - Continue development of a GIS application for the state-owned rail system
  - Continue to develop video of rails and databases of agreements and payments
  - Review property along FRPP projects for encroachments and either work to remove or properly document
  - Continue to provide railroad coordination for highway projects
  - Complete Safe Transportation of Energy Products by Rail (STEP) grant assessment



## 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://wisconsin.gov/Pages/about-wisdot/who-we-are/dtsd/dtsd-region-offices.aspx>.

WisDOT awarded a total of 749 projects with contract costs exceeding \$2.3 billion over the 2019-21 biennium. These projects improved a total of 1,290 miles of roadway and 875 bridges. Below are highlights summarized by region.

### North Central Region

- ***Business 51 (Post Road)***: This project improves safety and operations with construction of a center median, turn lanes, upgraded intersection designs, new street lighting, and improved pedestrian accommodations. The project also upgrades sanitary sewer, water utilities, and storm water management systems. Work started in 2021, is scheduled to finish in Fall 2022. It results from 20 years of planning between WisDOT and Plover.
- ***US 51 SB Lincoln County***: This project replaced the severely deteriorated pavement on 8.6 miles of US 51 southbound in northern Lincoln County. The project reconstructed 4.5 miles of the highway, overlaid a concrete deck on the Wisconsin River bridge, and replaced culvert pipes. Several contract modifications reduced costs by roughly \$1 million and accelerated construction by 11 weeks over the original plan.
- ***WIS 29 and Shawano County U***: This Highway Safety Improvement Program (HSIP) project is in the process of reconstructing the WIS 29 and Shawano County U intersection, replacing the stop-controlled intersection of the County U and WIS 29 with a hybrid j-turn intersection. The hybrid j-turn intersection is to reduce risk of high-speed angle crashes (T-bones), while making turns generally easier at the intersection.
- ***WIS 47 Keshena***: Originally scoped as a resurfacing effort in 2008, more than ten years of collaboration between WisDOT and the Menominee Indian Tribe of Wisconsin resulted in a grant of nearly \$1 million from the Bureau of Indian Affairs to improve safety of WIS 47 in Keshena. The tribe is providing additional funding to reconstruct the roadway with an urban template, including curb and gutter, sidewalk, storm sewer, and street lighting.

### Northeast Region

- ***WIS 15 Expansion***: The WIS 15 Expansion and Bypass project in Outagamie County began construction in June 2021. This project focuses on safety and economic development by expanding 11 miles of WIS 15 from Greenville to New London to four lanes while creating a bypass around Hortonville. Construction is expected to finish in late 2024.

- WIS 23 Expansion: Reconstruction is underway on all 19.1 miles of the project to expand WIS 23 as a four-lane divided highway from US 151 in Fond du Lac to County P in Sheboygan County. Work on the third and final stage of construction in Fond du Lac began in 2021 and includes a new interchange at County K. New lanes also opened in Sheboygan and rural Fond du Lac County in 2021. The Sheboygan County portion of construction is concluding in 2021 with the Fond du Lac portion finishing in 2022.
- I-41 Study: Design and public outreach continues for the prospective I-41 Expansion Project in Outagamie and Brown counties. The project will stretch 23.6 miles between WIS 96 (Wisconsin Avenue) in Grand Chute and County F in De Pere. WisDOT held three public hearings in summer 2021 showing the preferred alternative to widen the highway from two lanes to three lanes in each direction to reduce congestion and enhance safety. Numerous interchange modifications were displayed as well. Construction is tentatively planned from 2025 to 2029.

### Northwest Region

- St. Croix Crossing Loop Trail: The Stillwater Lift Bridge – after nearly three years of extensive repairs and restoration – opened to bicycle and pedestrian traffic on June 1, 2020, completing a 4.7 mile bicycle/pedestrian loop trail system connecting the historic bridge, St. Croix Crossing and other trails as part of a joint project of the Wisconsin and Minnesota Departments of Transportation.
- US 2/53 (East 2nd Street), City of Superior, Douglas County: Two segments of US 2/53 (East 2nd Street), a four-lane main thoroughfare through Superior, were improved in 2020 and 2021. Construction included bridge rehabilitation, concrete repairs, resurfacing and sidewalk/curb ramp replacements.
- US 53 interchange in the Washburn County Town of Trego: A two-year project started in March 2021 to build a new interchange on US 53 to address existing safety and operational issues at the County E and US 53 intersections in Trego, Washburn County. The 2021 work included construction of a new west frontage road from Mackey Road to County E, turn lanes along US 53 at existing intersections, including Mackey, O'Brien and Ross roads, and a new Wild Rivers State Trail bridge over US 53.
- Chippewa Valley Trail System Completion: After years of planning and effort, six local communities were connected in 2020 by more than 70 miles of trails, encompassing the Red Cedar, Old Abe and Chippewa River state trails. The route runs through scenic, suburban and downtown areas of Menomonie, Durand, Eau Claire, Lake Hallie, Chippewa Falls and Cornell.

### Southeast Region

- Zoo Interchange - North Leg (I-41/US45): The North Leg project began in Spring 2021 and constitutes the final step in the full reconstruction of the Zoo Interchange. Work in 2021 focused on the reconstruction of the Union Pacific Railroad bridge and the Meinecke Avenue Bridge along with the prep work to facilitate traffic shifts for reconstruction of the mainline roadway. Work is scheduled through 2023.

- *I-94 North/South*: Work was substantially completed in 2020 for the I-94 North/South project with the expansion of 18 miles of mainline Interstate. This was the final stage of the overall reconstruction of I-94 from the Mitchell Interchange to the Wisconsin-Illinois border.
- *WIS 50 Major*: In early 2021, work began in Kenosha County to reconstruct a four-mile segment of WIS 50 to improve safety, mobility, and access on this major east-west commercial corridor. Widening the roadway from four to six lanes and providing more capacity at local road intersections will improve traffic flow along this gateway into the city of Kenosha. The project is scheduled to finish in early 2023.
- *I-43 North-South (enumerated)*: The I-43 North-South Freeway project spans 14 miles from Silver Spring Drive north to WIS 60, in Milwaukee and Ozaukee counties. WisDOT will reconstruct I-43 to modern standards and add a third lane in each direction. The work gained state authorization in 2019 and the Federal Highway Administration approved and signed the re-evaluation of the Final Environmental Impact Statement (FEIS) in 2020. In late summer 2021, crews began work zone prep activities along the corridor. Major construction will begin in 2022 with completion scheduled in 2025.

### Southwest Region

- *I-39/90 Expansion*: Crews are on track for a late Fall 2021 completion of the 45-mile expansion of I-39/90 between the Illinois state line near Beloit and Madison. The work brings the Interstate from four to six lanes with an eight lane expansion (four in each direction) through the Janesville area, from WIS 11/Avalon Road north to the WIS 26/Milton Avenue interchange. The project also modernizes 11 interchanges, including three roundabout interchanges and three Diverging Diamond Interchanges (DDI), including the state's first DDI back in 2016.
- *US 18/151 (Verona Road)*: The multi-year Verona Road (US 18/151) Project in Madison and Fitchburg finished in November 2020. Work began at the Seminole Highway bridge over the Madison Beltline (US 12/18), and crews continued to expand the existing footprint throughout the corridor while also creating new interchanges to facilitate safe traffic flow. Crews also worked intently with the community and nearby businesses to make the project a success.
- *Beltline Flex Lane*: Set to open in 2022, the Madison Beltline (US 12/18) in Dane County is being reconfigured to enable median shoulders to serve as part-time travel lanes. The work also resurfaces deteriorating pavement, improves drainage, and replaces the median barrier wall. Upgrading shoulders for through travel is known as "part-time shoulder use," which is branded in Wisconsin as the Flex Lane. The shoulder travel lanes would typically be open during peak periods to safely increase capacity between Whitney Way and the Interstate.
- *I-39/90 and US 12/18 (Beltline) Interchange*: Reconstruction of the Beltline Interchange is set for completion in November. The improvements accommodate I-39/90 traffic levels with a focus on safety issues that affect Interstate travel through the US 12/18 interchange and to ensure compatibility with the I-39/90 Expansion Project, south of US 12/18 to the Illinois state line. When complete, I-39/90

southbound will be expanded to three lanes through the Beltline Interchange and I-39/90 northbound will have two lanes through the core of the interchange. In addition, the existing left exit for I-39/90 northbound to US 12/18 westbound will be reconfigured as a right exit to US 12/18 east or west.

## **2019-2021 Accomplishments**

### Continued Operations

Throughout the pandemic, the Division prioritized the health and safety of all employees, consultants, and contractors by adjusting work settings and policies where appropriate.

- Developed Adaptive Scheduling procedures to change scheduling, on-site hours and staging for roughly 100 construction and maintenance projects, taking advantage of low traffic volumes in mid-2020.
- Kept planning processes on track
  - The Plans, Specifications, and Estimates tracker showed 82.6 percent of projects met timely milestones in 2020, compared to 84.9 percent and 81.7 percent in 2019 and 2018 respectively.
  - The Design on Time tracker ended 2020 at 96 percent, the best year since 2016.
- Created virtual solutions for public involvement. As some gained popularity, the Division is committed to continue development. A working group now meets to explore technology and new opportunities.
- Assisted with staffing for several emergency details, including contact tracing, unemployment claims, staffing at the State Emergency Operations Center, and vaccine logistics and distribution.
- Offered seating expansion solutions through a parklet program in state highway right-of-way.
- Shared space at the Truax facility to support an N95 mask cleaning and disinfection facility.
- Supported the commercial trucking business by allowing heavier-than-legal loads to meet sharp demand for groceries and household supplies. Also kept all rest areas operational to support driver rest periods.
- Advanced 42 highway and bridge projects into 21 and FY22, using \$147 million in federal COVID relief.

### Efficiency and Service

- Completed 14 Lean Continuous Improvement projects, including cloud-based data solution adoption and e-business process enhancements. These projects are instrumental to saving time while creating budgetary and process efficiencies.
- Tracked nearly \$3.4 million in savings by working with contractors to implement 26 ideas to save money on project work through the Cost Reduction Incentive (CRI) program. The Department uses a cost reduction incentive contract clause to partner with industry on innovative ideas.

- Significantly upgraded the oversize-overweight (OSOW) permitting system. Typically, there are 70,000 OSOW permits a year and now more than 70 percent of those permits are self-issued, saving time and money for both industry and the Department.
- Recycled more than 3.5 million tons of roadway material in improvement projects in 2019 and 2020, creating an estimated \$46.9 million in savings and surpassing the Department’s goal of replacing at least 10 percent of virgin materials in projects each year.
- Launched a design-build program to help streamline planning, contracting and delivery of certain projects. The first three projects for the program will be US 45 in Waupaca and Shawano counties, WIS 125 in Outagamie County and WIS 130 in Richland County. Design-build is a collaborative contracting process where the engineering and construction firms begin working together early in the project.
- Increased focus on the Disadvantaged Business Enterprise (DBE) program through a new working group, an ArcGIS database, and an adjustment to bidding processes has led to a dramatic reduction in Good Faith Effort (GFE) requests, in which prime contractors state they are unable to find adequate service from prospective DBE subcontractors.
- Remade the “In This Together” business coordination guide to include more interactive elements meant to foster meaningful conversations between project staff and the business community. The Department also launched an internal review effort to determine opportunities to improve business outreach.
- Finalized two Value Engineering studies, creating an estimated \$9.7 million cost avoidance for the I-43 North/South Freeway and US 12/18 Madison Beltline projects.
- Saved 280 million pounds of salt, worth more than \$11.4 million, by working with county highway departments on liquid de-icing strategies and other winter best practices. The Department purchased 26 high-capacity brine makers for 25 counties – in addition to six purchased directly by the counties. In addition, 18 counties currently have requests in for high-capacity brine makers to be purchased in the next few years.
- Continued to overhaul highway lighting systems. The amount of LED lighting in the state highway system has increased from 24 percent to 87 percent of total inventory. Annually, the program is expected to yield utility cost savings of over \$1 million along with maintenance and operations cost savings of \$325,000. The project received more than \$400,000 from the Focus on Energy rebate program incentive. Savings generated by the program will fully cancel out costs by approximately 2026.
- Surpassing surplus land sales goals with roughly \$5.7 million in sales recorded in 2020 and 2021 combined. Additionally, the Division continues to create efficiencies in the appraisal process.
- Focused on statewide and regional opportunities for innovation and process improvement through the nationally recognized DTSD Innovation Program. Key areas of focus included:
  - ArcGIS and interactive mapping solutions.
  - Creation of a WisDOT-wide Spatial Data Repository for location-based data.
  - Unmanned Aerial Systems for structures inspections.
  - Statewide process for electronic plan review, including expanded use of Bluebeam software on plats, utility, traffic management plans, design alternatives.

- eSignatures (DocuSign) for various project documents and day-to-day business processes.
  - Research and pilot testing of tools and software for electronic materials ticketing processes.
  - Evaluation of paper-driven documentation processes to determine paperless feasibility.
  - Research and pilot testing of Digital As-Built processes for improving post-construction documentation that can be leveraged throughout a facility's lifecycle.
- Implemented the Structures Certification Tool (SCT) to complement the Wisconsin Structures Asset Management System (WISAMS) planning and investment application. The WISAMS approach focuses on safety and seeks to extend the usable life of a structure (versus replacement) when feasible, practical, and cost-effective by using identified preservation techniques. After WISAMS makes initial project recommendations, SCT facilitates communication to reach final certification of bridge project scope with shared input among Bureau of Structures and Region Planning, Programming, and Maintenance.
  - Used cold-in-place recycling method on six projects, totaling just under 60 centerline miles of roadway. Cold-in-place recycling mills the existing asphalt road surface and processes the material on-site for reuse by way of a convoy of equipment that crushes, adds new liquid asphalt and paves simultaneously.

### Safety and Mobility

- Upgraded the 511wi.gov website to better integrate with weather data, “Waze” alerts, and other critical traveler information, including a specified set of information for commercial drivers. Roughly 25 million site visits have been logged since the site first launched in 2008.
- Supported numerous special events, such as the Ryder Cup championship golf match, the Milwaukee Bucks championship, and others.
- Replaced 34,900 linear miles of pavement markings and 73,800 traffic signs. These sign maintenance replacements include routine replacements due to age or knockdowns. Additional signage and marking duties are handled within improvement projects.
- Logged 1,098,161 miles and 35,110 service hours and made 7,595 motorist assists through the Freeway Service Team and State Farm Safety Patrol.
- Trained 5,030 emergency responders and county highway employees through the Traffic Incident Management Enhancement (TIME) program on safety protocols for working adjacent to traffic. Trainings were adjusted to a web-based format to continue service in the pandemic.
- Increased use of living snow fence to aide in drift control, a cost-effective method to enhance driver safety by reducing the amount of blowing snow on the roadways. More than 107,000 feet of living snow fence was installed over the past two years. Additionally, the Department uses native species that are pollinator friendly.
- Worked closely with county maintenance teams and other stakeholders to manage storms and emergencies, including a string of flood activities in Northern Wisconsin throughout June 2020 requiring emergency action on portions of WIS 27, WIS 29, US 10, US 12 and US 63.

## **2021-2023 Goals**

### *Safer work zones*

The Division developed a series of public service announcements in 2021 under the theme “every driver makes a difference” to stress the importance of slower speeds and undivided attention in work zones. Internally, management continues to encourage a strong culture of safety under the mindset that “every worker makes a difference.” There is always continued room for improvement for safer work zones.

### *Refining strategic direction*

It’s an exciting time to be in transportation, amid the continuous development of connected and autonomous vehicles as well as other technologies. The focus will continue to be on equity, inclusivity, and the individual employee to provide a stable working environment to learn, lead or both in any given day. A core challenge moving forward will be that roughly 25 percent of DTSD is retirement-eligible in the next five years.

### *Streamlining improvements*

In July 2019, the Department launched a process to streamline delivery and oversight of certain projects within the Local Bridge Program. The success of that initial effort led to expand the program to take on additional road and bridge work. Additionally, the Bureau of Structures is creating a standardized bridge project that offers a catalogue of readymade solutions to benefit planning and design of certain bridge types.

### *Strengthening utilities processes*

Utility coordination is critical to a project’s success, and the Division has been working with industry for modern solutions that leverage technology, increase communication, and influence positive outcomes through good policy and processes. The Division will continue to work on outreach, coordination, and scheduling.

### *Enhancing mobility*

DTSD is preparing a number of large projects for the coming years including I-94 East/West; US 51, Stoughton to McFarland; I-39/90/94 Wisconsin River Bridges; I-41 in Brown and Outagamie counties; and the Blatnik Bridge, a major connection between Superior and Duluth that’s currently load posted for 40 tons.

### *Continuing to cut salt in winter maintenance*

In the 2019-20 winter alone, 55 of Wisconsin’s 72 counties improved their salt efficiency compared to five-year averages. Statewide collaboration and education on salt management and increased use of liquid brine (11.4 million gallons in 2019-20 alone) will continue to make important inroads against a tough financial challenge as salt continues to increase in price, up 168 percent over the past 20 years.

### *Broadening ArcGIS assets*

In 2020, the Department won a prestigious award from the technology company Esri, signifying the success in using an ArcGIS platform to standardize data on thousands of culverts throughout the state highway system. ArcGIS modules continue to be developed and mature in the richness of data they are providing. The Division

continues to increase focus in this area both in the interest of consistent data governance and oversight as well as a broader storytelling opportunity with the general public.

*Focusing on quality pavements*

WisDOT continues to be a national leader in using and implementing a concrete quality program. The Department has developed specifications implementing the new air tests and is working on implementing new durability testing protocols. Additionally, the asphalt unit continues to work on development of performance testing of asphalts as we work toward piloting balanced mix design protocols that look to reduce cracking while maintaining the stability of the pavement. Both teams are working with industry and FHWA through national research programs to ensure developments are in line with national developments. These improvements will lead to longer lasting roads and reduced maintenance.



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