

WISCONSIN STATE PATROL

2024–2028 Strategic Plan



wisconsindot.gov



Wisconsin State Patrol: Mission, Vision, Values



Table of Contents

- 1 Contact Us
- 2 Our Values
- 3 Organizational Chart and Regions Map
- 4 Executive Summary
- 5 **Goal 1:** Enhance Public Safety
- 6 **Goal 2:** Combat Crime and Terrorism
- 7 **Goal 3:** Leveraging Technology to Improve Efficiency, Effectiveness and Adaptability
- 8 **Goal 4:** Recruit, Hire and Retain a Professional Workforce
- 9 **Goal 5:** Build a Culture of Continuous Performance Improvement

Contact Us

WISCONSIN STATE PATROL
wisconsin.gov





Our Values

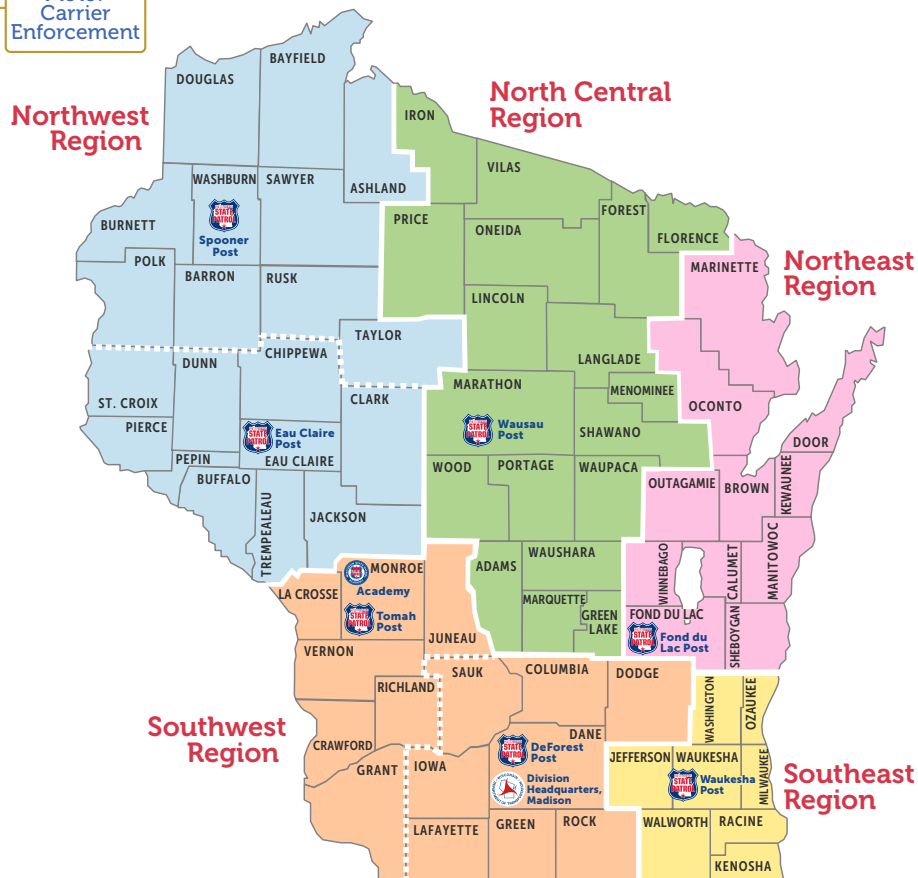
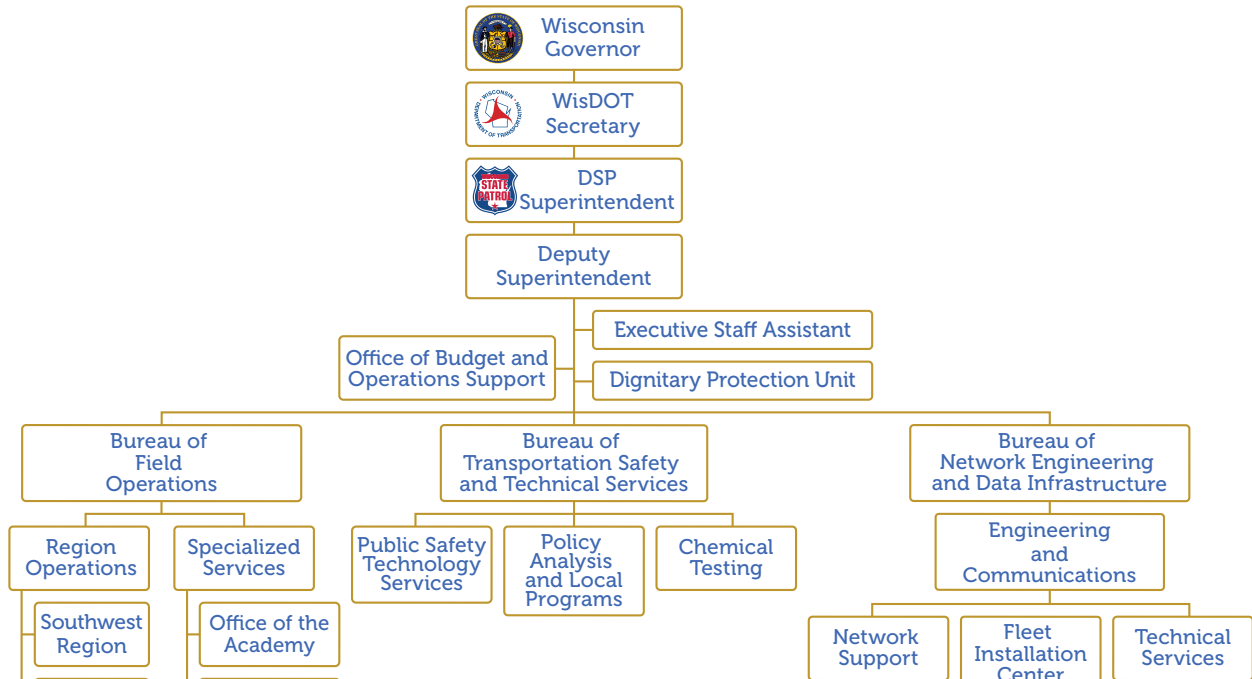


WisDOT
Integrity
Diversity
Excellence
Accountability

DSP
Honor
Leadership
Professionalism



Organizational Chart and Regions Map



Executive Summary



On behalf of the Wisconsin State Patrol leadership team, I am excited to present the 2024–2028 Strategic Plan. This five-year approach establishes goals and a framework for success that will focus on enhancing public safety, combating crime and terrorism, leveraging technology, improving our workforce, and building a culture of continuous performance improvement.

Strategic plans are forward looking and account for the evolving landscape of public safety. Whether it's new technology, new threats, or new missions, this plan is designed to position the WSP to adapt to new challenges and leverage novel opportunities.

The goals and associated strategies and tactics are designed to channel agency resources, messages, and investments as well as provide guidance to bureaus, regions, sections and subordinate units when developing refined planning that is tailored to their structures and functions.

As a division of the Wisconsin Department of Transportation, this plan complements WisDOT's

core values and goals. The efforts of the Wisconsin State Patrol are key to achieving the department's core initiatives in the areas of mobility, preservation, safety and service.

Staff from all areas of expertise in the division contributed their ideas to develop these five defined priorities. WisDOT's Division of Budget and Strategic Initiatives assisted in refining the message to ensure a clear overview of our mission, vision and values.

The division will continue to transparently monitor our progress in the next five years and share the results with our employees and the public in our annual reports. The Strategic Plan will allow us to continue moving forward as we work with other law enforcement agencies and transportation safety partners across Wisconsin.

Our employees are our most valuable resource. Regardless of classification, the cooperative impact of synergy – the combined power of people working together that is greater than the power of each working separately – has been the hallmark of this agency since its establishment in 1939 and will be key to the success of this ambitious plan.

This is our vision for the future of the Wisconsin State Patrol.

Tim Carnahan
Superintendent

Goal 1: Enhance Public Safety

The Wisconsin State Patrol's primary emphasis continues to be the improvement of public safety through, but not limited to, traffic law enforcement, motorist assistance, crash investigation and scene clearance, commercial motor vehicle inspections (school buses, motor coaches, and human service vehicles), educational outreach, criminal interdiction, mutual aid/assistance, civil disturbance response, aerial support, technical crash reconstruction and dignitary protection.

Strategies:

- » Enhance and increase utilization of data-driven approaches for resource allocation and enforcement efforts
- » Strengthen partnerships with governmental and private organizations to address public safety challenges
- » Enhance agency-wide emergency response capabilities to all-hazard events
- » Maintain a proactive and robust commercial motor vehicle enforcement program

Tactics:

- » Utilize predictive analytics tools to determine appropriate allocation of resources and enforcement methods
- » Enhance training and technology efforts to identify and interdict impaired drivers
- » Improve education, enforcement and community outreach strategies to encourage safe driving habits
- » Maximize funding opportunities



- » Enhance legislative communication and engagement
- » Increase Safety and Weight Enforcement Facility (SWEF) hours of operation
- » Collaborate with internal and external partners to provide consistent and uniform emergency response

Measures:

- » Crash and fatality rates
- » Safety belt usage rate and enforcement data
- » Operating While Intoxicated (OWI) and drug arrest figures
- » Training opportunities for Mobile Field Force, incident management and tactical teams
- » Coordinated enforcement detail results
- » Commercial motor vehicle crashes/fatality rate
- » Motor carrier compliance
- » Total Assist other Agencies (AOA) Calls for Service (CFS)
- » Total Commercial Motor Vehicle (CMV) inspections
- » Total number of motorist assists and crash investigations

Goal 2: Combat Crime and Terrorism

While criminal activity affects every state in the nation, Wisconsin is unique in several ways. We provide an efficient transportation system between several major Midwest cities. Criminal enterprises regularly use the Wisconsin transportation system to exploit their illegal activity between these and other cities. The state has significant critical infrastructure and key resources that are vital to society, along with symbolic venues such as the historic Lambeau Field in Green Bay, and the sites of the Experimental Aircraft Association (EAA), the Wisconsin State Fair and Summerfest that may be attractive targets for terrorism.

Strategies:

- » Expand services and capabilities to support stakeholders
- » Enhance criminal enforcement efforts
- » Support Homeland Security initiatives

Tactics:

- » Refine and improve protocols to share external and internal intelligence information
- » Foster ongoing strategic partnerships with other governmental and private organizations
- » Staff, train, and equip the Wisconsin State Patrol to properly and safely identify and handle threats
- » Remain vigilant at port-of-entry Safety and Weight Enforcement Facilities (SWEFs) for criminal and terrorist threats
- » Maintain an active role in multi-agency operations by exercising, supporting, planning and participating in various roles
- » Identify protocols and develop threat assessment models
- » Evaluate vulnerabilities with a focus on cyber security threats
- » Utilize the Wisconsin Crime Alert Network (WICAN) to improve internal intelligence-sharing capabilities
- » Educate and train community partners as it relates to the identification of criminal and terrorist threats



Measures:

- » Standardized training in criminal interdiction for all sworn staff
- » Number of tactical team deployments
- » Enforcement activity at port-of-entry SWEFs
- » WICAN reports disseminated
- » Presentations given related to the identification of criminal and terrorist threats
- » Number of community partners reached

Goal 3: Leveraging Technology to Improve Efficiency, Effectiveness and Adaptability

Technology is a part of our culture. The Wisconsin State Patrol intends to utilize all available technological tools to accomplish its objectives in a quick and cost-effective manner. The Wisconsin State Patrol is dedicated to seeking ways to be more effective and efficient in our processes to deliver better services.

Strategies:

- » Improve communications interoperability
- » Leverage innovative technologies
- » Utilize predictive analytic tools

Tactics:

- » Enhance voice and data communications systems
- » Optimize social media presence
- » Acquire and maintain technology that will improve service and safety
- » Stay up to date on voice and data technology
- » Utilize data to refine resource deployments
- » Expand use of Commercial Motor Vehicle (CMV) screening technologies
- » Utilize manned and unmanned aerial platforms for enforcement and intelligence gathering

Measures:

- » Number of personnel trained in the use of community maps
- » Social media engagement
- » Number of aerial deployments
- » Number of categories of IT equipment (e.g., laptops, monitors, software) inventoried within the appropriate asset management platform
- » Adherence to appropriate backup and recovery protocols
- » Increase in capacity and/or redundancy for critical IT infrastructure
- » Expansion of IT system monitoring capabilities and/or trainings



Goal 4: Recruit, Hire and Retain a Professional Workforce

The Wisconsin State Patrol will determine whether public safety is being enhanced by monitoring the current demographics of the Wisconsin State Patrol and working toward diversity consistent with demographics of the Wisconsin Department of Transportation and the State of Wisconsin.

Strategies:

- » Continue updates and improvements to the State Patrol website and marketing materials
- » Continue to expand outreach and facilitate ongoing recruitment
- » Maintain the annual recruit class and explore alternative recruit class training options
- » Continue hiring process updates and reduce inefficiencies
- » Utilize targeted recruitment
- » Promote a culture of employee appreciation and wellness

Tactics:

- » Leverage Wisconsin State Patrol social media presence to better recruit and retain a diverse workforce
- » Develop an annual recruitment plan to improve diversity in all positions
- » Utilize structured questionnaires or focus groups for employee feedback
- » Identify hiring efficiencies
- » Promote employee wellness and develop strategies to improve wellness for all positions



- » Cross-train staff to better utilize resources and ensure continuity of service
- » Increase the number of qualified personnel in specialized assignments
- » Maintain a diverse recruitment team that represents and relates to those we are trying to employ
- » Utilize data as an indicator of the effectiveness of ongoing diversity recruitment initiatives

Measures:

- » Collect recruitment data to create the annual recruitment plan
- » Utilize technology to track peer support and chaplaincy contacts
- » Track recruitment activity
- » Track numbers of qualified personnel assigned to specialized assignments annually
- » Number of recruitment-related social media posts

Goal 5: Build a Culture of Continuous Performance Improvement

Organizational performance is assessed, in part, by the Wisconsin State Patrol Annual Report and the Wisconsin State Patrol’s Highway Safety Plan. Current initiatives used to manage performance include various reports within our agency’s database: Report Manager, Info Stat meetings/reports, the Commercial Vehicle Safety Plan and other performance improvement plans.

Strategies:

- » Create a commitment to accountability
- » Develop competent and innovative leaders
- » Generate improvement concepts from all levels of the organization

Tactics:

- » Develop an active, supportive, uniform, and structured career development and training plan
- » Develop comprehensive, standardized performance measures
- » Provide state-of-the-art training for professional law enforcement and support personnel
- » Utilize After-Action Reports (AAR) and Boards of Review (BOR) to encourage best practices
- » Promote positive and exceptional performance
- » Continue to refine leadership development plans for all positions



Measures:

- » Recognize outstanding performance at the Region and Statewide level utilizing evaluations, performance reports and Division Awards
- » Use of a standardized performance measurement tool to collect and share performance data
- » Employee participation in the Division leadership initiatives
- » Number of training opportunities provided to all employees of the Division
- » Utilizing technology to measure employee satisfaction and engagement

