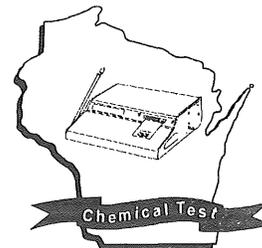


WISCONSIN STATE PATROL



1995 ANNUAL REPORT



THE DIVISION OF STATE PATROL

OUR MISSION

To promote highway safety and enhance the quality of life for all Wisconsin citizens and visitors by providing professional, competent and compassionate law enforcement services.

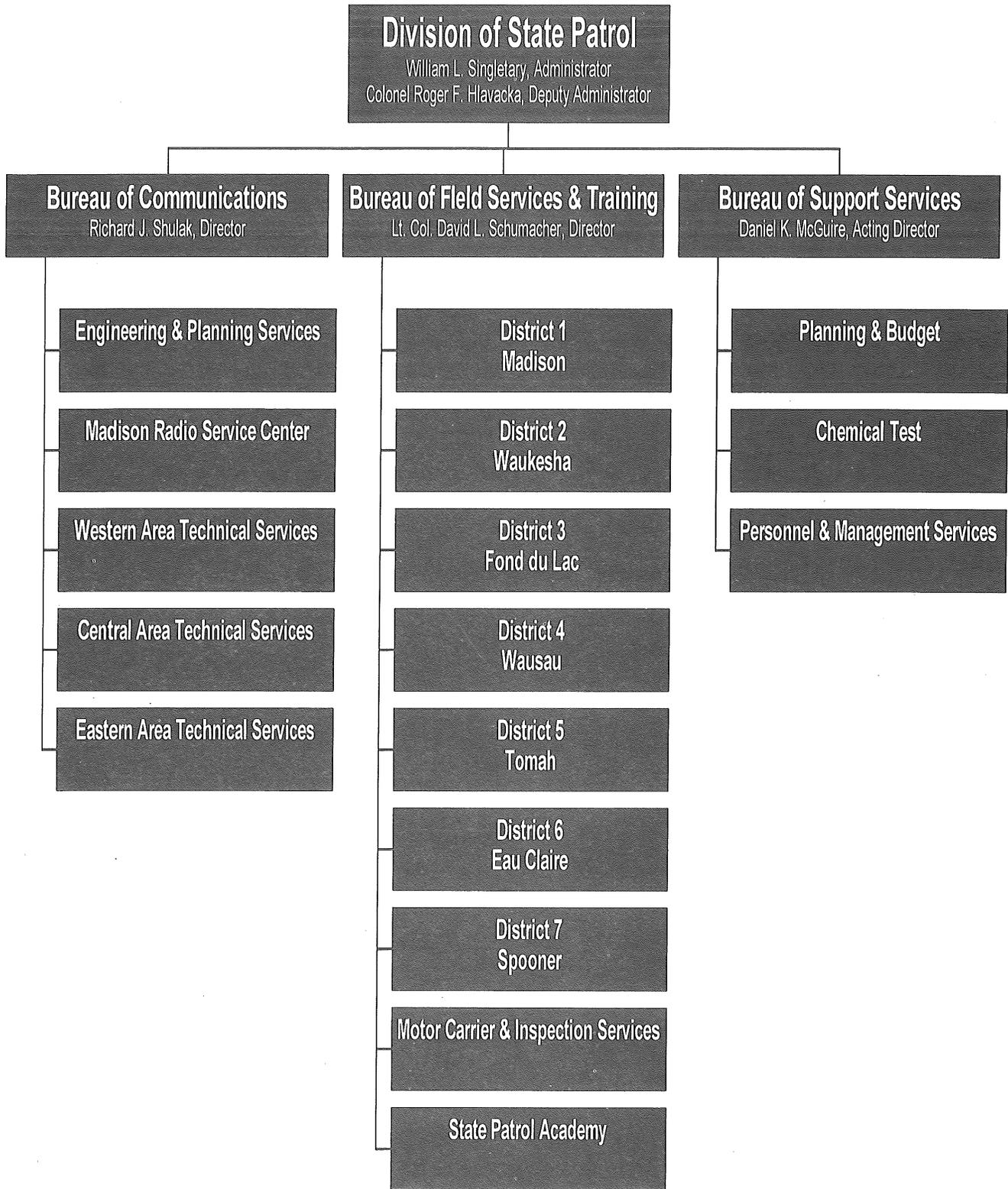
OUR VISION

People serving people with dignity and respect... enhancing a quality highway safety environment.

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ORGANIZATION



ADMINISTRATOR'S MESSAGE

TO: Charles H. Thompson, Secretary
Wisconsin Department of Transportation

I am pleased to present for your review, the Division of State Patrol's Annual Report for 1995. This report recognizes the many contributions by division staff, to our public safety mission. The State Patrol is committed to promoting highway safety by providing professional, competent and compassionate law enforcement services.

Our mission of improving highway safety has been carefully defined in our recently released State Patrol Operating Plan. Vehicle crash rates in Wisconsin have been reduced to the lowest levels in history. Contributing factors include improved public awareness of highway safety issues, the application of the latest law enforcement technologies to well defined problems, and the development of more creative and productive relationships with other police and government agencies.



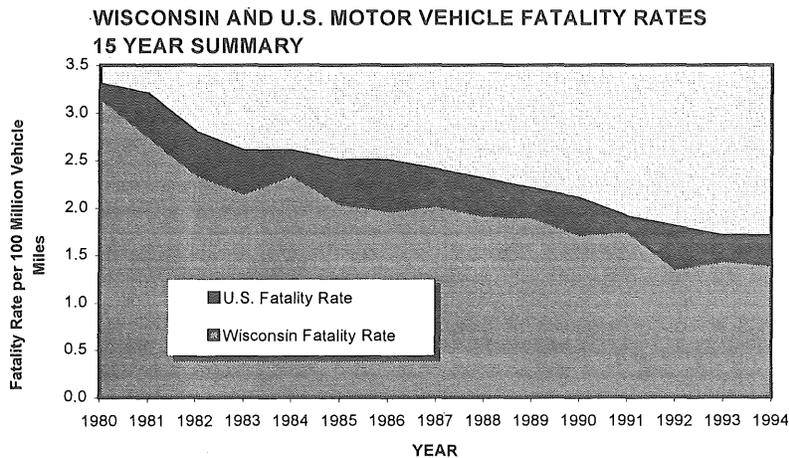
William L. Singletary, Administrator

I am inspired by the reactions to our Operating Plan. I am particularly proud of the excellent work that went into it. The Plan provides detail on how we intend to achieve our major goals, performance measures for our work and milestones for accomplishment. We have already started to implement several management and procedural reforms. We are improving our customer service, partnership relations, effectiveness and productivity.

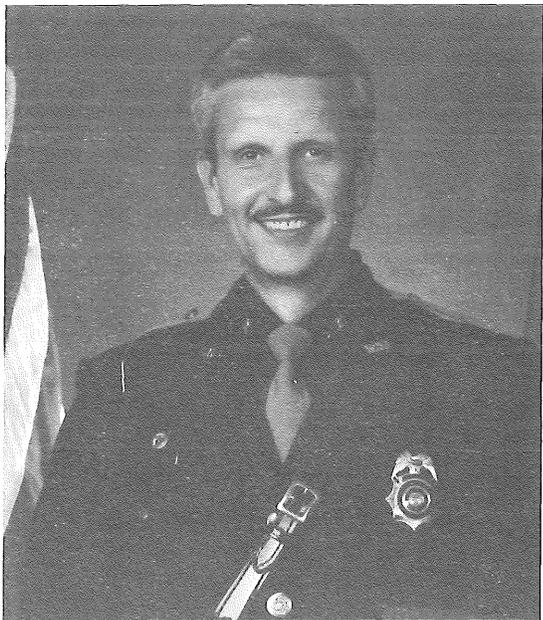
I am enthusiastic about the challenges we face today and tomorrow and am proud of the many fine people who work in the Division. I am confident that the Division of State Patrol will continue to rise to the constant challenge of improving highway safety in our great state.

Sincerely

William L. Singletary,
Administrator



AN OVERVIEW OF 1995 ACCOMPLISHMENTS



*Colonel Roger F. Hlavacka
Deputy Administrator*

I take great pride in presenting this 1995 summary of Wisconsin State Patrol accomplishments. These successes come as a result of our day-to-day efforts on behalf of Wisconsin's motoring public. I am proud of each member of the State Patrol team and want to take this opportunity to highlight a few of our successes.

Operating Plan

Last December we completed our Division Operating Plan. While the plan was well received, many who saw it were curious to know what we will do to make the plan a reality. The plan provides a description of specific projects that we intend to implement; performance measures for those projects; and details about objectives and milestones that will guide us to our goals. While the plan is fairly specific, it should not be viewed as static. We pursue continuous improvement of our operations through regular review and revision of our Operating Plan.

The Operating Plan is the product of extensive discussion, staff work and leadership. Experienced staff led "Project Action Teams" (PATs) for each of the eight goals identified in the Strategic Plan. These teams identified a variety of projects related to their respective strategic goals. The initial work of each PAT was reviewed by Division managers to ensure that project resources were available and to select projects for implementation. Division leadership set priorities, schedules, performance measures and provided project resource allocations. This involved extensive and healthy debate throughout the Division.

The purpose of the Operating Plan is to provide program guidance for the State Patrol. It will also provide a basis for discussion with the highway safety community and others who have an interest in road safety. We hope that it will elicit comment from the community we serve and be the foundation for legislative support of our programs.

The plan should be considered as a whole, with our goals, as it describes aspects of the Division's program. It is a living document that we will amend as we learn and discover more about how we can achieve our goals. I invite review and comment by our customers - Wisconsin's motoring public and law enforcement partners, who are working with us to improve highway safety.

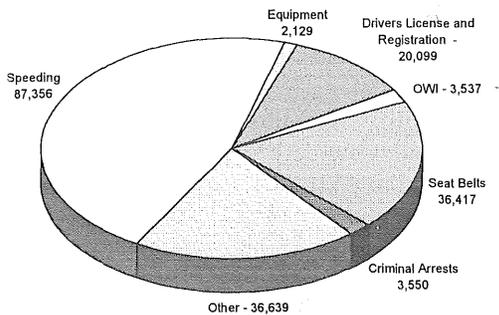
Traffic Law Enforcement

We know that motor vehicle crashes are not accidents but avoidable events, caused by a single variable or chain of variables. We are dedicated to reducing traffic fatalities and injuries by addressing the factors that cause them. Our enforcement efforts address the three main factors that contribute to the severity of motor vehicle crashes. These contributing factors are speed, alcohol consumption and the lack of safety belt use.

In 1995, nearly one half of the 186,585 arrests we made were speed related. Our speed law enforcement addresses excessive speed as one of the most common factors contributing to vehicle crashes. In 1995, we continued our enforcement

and safety education efforts to increase compliance with our highway speed laws.

Division of State Patrol Arrests 1995



Our philosophy of promoting voluntary compliance with highway safety rules is also applied to our motor carrier safety programs. In 1995, a number of technological and policy improvements were made in our motor carrier safety services to promote voluntary compliance with our motor carrier rules. These are described later in this report.

Safety belt use in Wisconsin has continued to increase since passage of the safety belt law in 1987. Safety belt use was only 26% in the spring of 1987, before the mandatory safety belt law was passed. Of all occupants observed in the most recent field survey, 64.2 percent were wearing their safety belts. The number of citations we have written over the past several years continues to decline as voluntary compliance with the seat belt law increases.

We wrote 3,537 alcohol-related citations in 1995. Known as "Operating While Intoxicated," these arrests decreased by 7% in the past year. We are happy to report that alcohol-related traffic crashes, fatalities and injuries continued a twenty year decline in Wisconsin. Alcohol related traffic fatalities have decreased by more than 42% in the past twenty years. Public safety education and fair enforcement of our highway safety laws have played an important role in the improvement of our highway safety environment.

Technical Advancements

In 1995, we began installation of our Mobile Data Communications System. During the initial phase

of this project 60 of our cruisers were equipped with mobile data terminals. These units are demonstrating the efficiencies of direct data base inquiry for the purpose of checking driver license and registration information. Officers are now able to make driver license and vehicle registration inquiries in less than half the time that is required if a dispatcher makes the inquiry. We have also completed renovation of our Communication Centers at our Tomah and Spooner district offices. This is in addition to the installation of digital microwave equipment at our communications tower sites. These refinements in the State Patrol communications system support local and federal law enforcement and as such, represent another important component of our law enforcement partnerships in Wisconsin.

Training

Considerable emphasis was placed on the development of new training initiatives to better meet the needs of local law enforcement agencies. Over 2000 students received training at the State Patrol Academy in 1995. More than 900 of these students were from agencies other than the State Patrol. In addition to our traditional programs related to Basic Recruit, Police Management, Crash Investigation, Motor Carrier, Traffic Law Enforcement, Instructor Development and staff In-Service training, we have planned for expansion of programs in several new areas. These are outlined in the Bureau of Field Services and Training portion of this report.

Partnerships

Our highway safety work involves a network of cooperating police and community organizations. In 1995, we expanded our cooperative efforts with many law enforcement agencies in Wisconsin and throughout the nation. Some examples of these team efforts include providing assistance to local law enforcement agencies at county fairs, festivals and other public gatherings and where help is needed because of a natural disaster. We frequently get calls to provide routine patrol in situations where local officers may be away for training, illness, a funeral or other personal reasons. These "behind the scenes" partnership efforts are the cement of our continuous effort to build a cohesive law enforcement system for Wisconsin citizens.

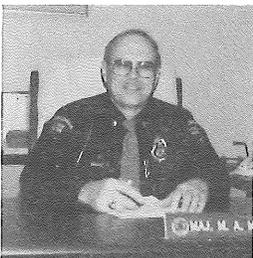
BUREAU OF FIELD SERVICES AND TRAINING



Lt. Colonel David L. Schumacher
Director, Bureau of Field Services and Training

Because of our long range planning effort over the past year, we have a better understanding of the broad range of factors that impact the highway safety environment. It is through our planning process that we seek to improve responsiveness to the public need for safe and efficient movement of people and property on our roadways. We employ a variety of programs and methods in pursuit of our primary goal of highway safety. These programs are carried out at our seven district offices located at Madison, Waukesha, Fond du Lac, Wausau, Tomah, Eau Claire and Spooner. In addition, we operate 19 truck scale facilities throughout the state.

Training



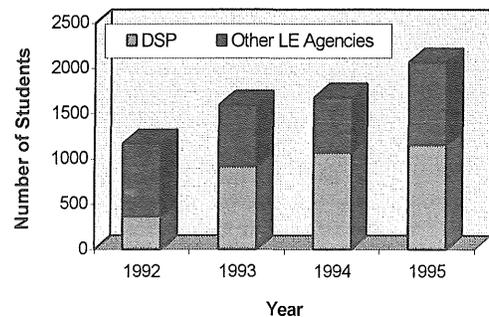
Major Michael A. Moore
Director of Training

Each of our highway safety-related programs is supported by a comprehensive training effort at

the Wisconsin State Patrol Academy, located at Fort McCoy, Wisconsin. In 1995, we completed an extensive training plan for the Academy. The Academy Long Range Plan provides us with guidance as we plan for the development of future training initiatives. It addresses the training needs of state, federal and local law enforcement agencies in such areas as; program development, instructor development and staffing, funding, technical improvements, population growth and facility expansion.

This was our first full year of operating our new Emergency Vehicle Operations Course (EVOC). In addition to Division sworn personnel, we provided EVOC training to personnel from the Madison Police Department, Department of Justice (DOJ), Tomah Ambulance Service and Training and Standards Instructors from the DOJ. Plans were made during 1995 for several new EVOC programs that will take place during the next training year.

Academy Student Population

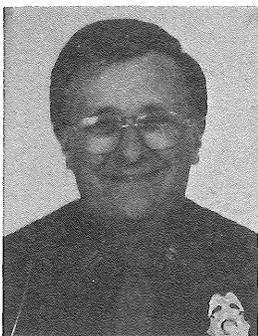


Police Firearms Instructor training has historically been a popular program at the Academy. During 1995, our staff developed a "Shotgun" Firearms Instructor program and offered the program twice. Each of these classes filled to capacity. This program will be repeated in 1996. This training initiative is another of our DOJ certified programs. In addition, the Academy has taken steps to gain Training and Standards certification as a regional training site in Defensive and Arrest Tactics (DAAT) and EVOC.

A contract with the Institute of Police Technology and Management, University of Northern Florida, was developed during 1995. The Institute provided a program on Specialized Crash Reconstruction to Division and local officers this past year and is scheduled to provide two more specialized programs during 1996. An Accident Reconstruction correspondence course was also developed during 1995. A contract with Northwestern University Traffic Institute was completed; this contract involves the development of a Motorcycle Operator and Instructor course at our facility in 1996.

In February, 1995, the Academy completed and signed an Articulation Agreement with the Western Wisconsin Technical College in La Crosse, providing educational credits for recruit programs conducted at the Academy. Since that initial agreement, other agreements have been completed, including those with Upper Iowa University and Lakeland College. Both of these institutions accept State Patrol Academy credits toward a Bachelor of Science degree.

In addition to our specialized training programs, the Academy also conducted basic training for the 45th Recruit Class. Twelve Motor Carrier Inspectors graduated on December 8, and were welcomed into the Division and the Department of Transportation.



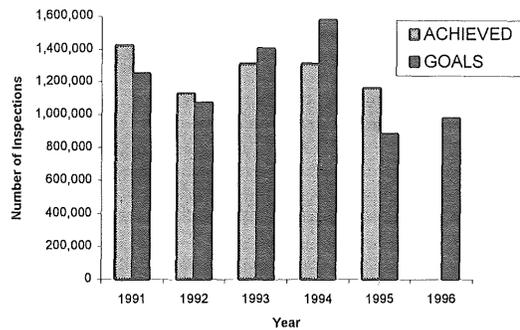
Motor Carrier Inspection Services

Captain Robert B. Young
Chief, Motor Carrier Inspection Services

When at full strength, 112 Motor Carrier Inspectors operate 18 permanent truck weight and inspection stations throughout the state. In 1995, we conducted 1,496,888 truck weight and 29,362 safety inspections procedures resulting in 7,052 trucks ordered out of service until needed

repairs were made and drivers met all safety regulations. We want to be sure that they can drive their trucks safely. We check truck logs to see if the driver has adequate rest and, of course, we are always watchful for indications of alcohol and drug use.

COMPARISON OF ANNUAL SIZE WEIGHT INSPECTIONS



Intelligent Transportation Systems

In view of the ever-increasing volume of truck traffic on our highways, we are seeking more efficient ways to ensure that these trucks are properly equipped and maintained. To this end State Patrol Motor Carrier Inspectors participate in the federal Department of Transportation Intelligent Transportation Systems (ITS) Steering Committee, a subcommittee of ITS America. Our Midwest chapter of ITS America coordinates ITS projects in the Gary--Chicago--Milwaukee corridor and the rural corridors of Interstate 90/94 from the Illinois to Minnesota state lines.

Initiatives by the State Patrol that take advantage of ITS technologies to meet transportation needs incorporate the following advantages:

- * Weigh-in-motion scales at inspection stations
- * Automatically screen trucks for overloads
- * Reduce time needed to weigh vehicles
- * Legal carriers proceed without delay
- * Eliminate truck inspection delays
- * Frees Enforcement staff for other inspection functions
- * Automatic checking of commercial vehicle/driver records
- * Cameras and computers read license plates at weigh stations

- * Compares plate number to real time inspection data file
- * Identifies vehicles and drivers warranting follow-up inspection
- * Weather and road condition reporting
- * Dial up service to obtain winter road condition report
- * Information for making travel choices

These are a few examples of initiatives that put the State Patrol at the forefront of strategic planning for and deployment of intelligent transportation technology in Wisconsin.

Motor Carrier Facilities Plan 1995--2020

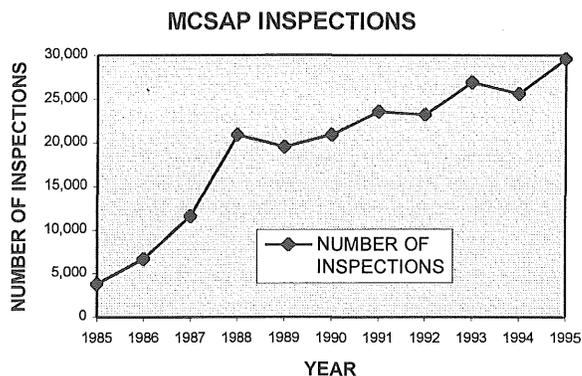
This plan, completed in May, addresses the physical conditions of the permanent weight enforcement and inspection facilities. It addresses questions related to appropriate size and efficiency of the current system as they relate to increased traffic volume expected through the year 2020. It proposes the relocation, rehabilitation and closing of motor carrier enforcement facilities. New technologies for conducting size and weight enforcement will be incorporated whenever a facility is rehabilitated or constructed. Personnel resources will be better utilized and portable scale enforcement strategies are emphasized in this plan.

Commercial Motor Vehicle Pilot Alcohol Research Project

In the spring of 1995, Motor Carrier Inspectors undertook a research project to determine if there was a problem related to alcohol and seat belt use by truck drivers. Until this time, no reliable data existed concerning this issue. It was generally believed that professional truck drivers exercise greater care related to these safety issues. In cooperation with the Office of Transportation Safety and with the assistance of a \$100,000 research grant from the National Highway Traffic Safety Administration, the Division conducted a three month investigation of these issues at the Kenosha and Racine permanent safety and weight enforcement facilities. During this research period, no citations were written for violation of the alcohol beverage laws. In addition, more than 90% of the truck drivers interviewed for this project were wearing seat belts.

Motor Carrier Safety Assistance

1995 was a record year for the Wisconsin MCSAP (Motor Carrier Safety Assistance Program), a federally funded program that reimburses states at 80% of the total cost of the program. Wisconsin State Patrol inspectors and troopers conducted nearly 30,000 commercial vehicle inspections, the most conducted in Wisconsin's MCSAP history. Inspection volume has increased from approximately 3,800 inspections in 1985 to 29,564 in 1995. The purpose of this program is to reduce accidents involving commercial vehicles by detecting violations of the Federal Motor Carrier Safety Regulations, Federal Hazardous Material Regulations, and compatible state regulations involving commercial vehicles.



Commercial vehicle inspections are conducted within sub-programs of MCSAP. These sub-programs include the Mobile Inspection and Size/Weight Program, the Traffic Enforcement Program, and the Basic Inspection Program. As part of the Mobile Inspection and Size/Weight Program, inspectors conduct safety inspections, measuring and weighing commercial vehicles along the roadside to determine compliance with federal and state safety regulations. Over 1,500 inspections were conducted under this sub-program. The Traffic Enforcement Program is conducted by specially trained troopers who conduct an interview of the commercial driver and do a cursory inspection of the vehicle as part of a traffic enforcement stop. Over 4,000 Traffic Enforcement inspections were conducted. The remaining inspections were completed as Compliance Reviews. These Compliance Reviews are conducted by inspectors at the carrier's principal place of business and involve an in-depth

review of the carrier's records to ensure that methods are in place to meet federal safety regulations.

HEKA Brake Tester

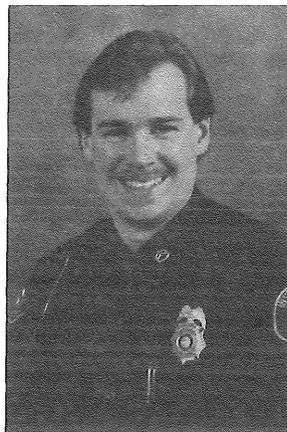
Wisconsin was awarded a grant, funded federally at 100%, to install and test an automatic brake testing device, designed and manufactured in Germany, to test brake efficiency. The device has been installed at the Hudson Scale in St. Croix County. A small number of inspectors have been chosen to participate in the research and development phase of the project to determine the equipment's accuracy and effectiveness. This project is being done in partnership with the Federal Highway Administration and is guided by Battelle Corporation; the research will continue through 1997.

100/200 Site Project

Wisconsin also received a 100% federal grant to participate in a congressionally mandated project. The goal of this project is to equip, nationwide, 100 sites by December of 1995 and another 100 sites by the middle of 1997 with electronic access to carrier safety and driver license data. Wisconsin will equip 18 permanent facilities with this capability and an additional five portable sites where pen-based lap-top computers will be used.

International Inspectors Competition Winner

Mark Abrahamson, a Wisconsin State Patrol inspector, won the "Grand Champion Trophy", the highest award given at the annual international inspectors' competition, **CHALLENGE**, held last year in New Orleans, Louisiana. The theme of the competition was "Spotlight on Quality." We continually strive to improve, expand, and strengthen the Wisconsin MCSAP program. Winning this rigorous competition demonstrates Mark's abilities and the quality of the Wisconsin MCSAP Program.



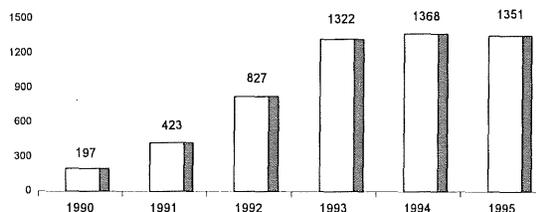
Inspector Mark J. Abrahamson, International Award Winner

Drug Interdiction

Since the beginning of our drug interdiction program five years ago, we have seen a more than 600% increase in the number of controlled substance arrests. In 1995, 1351 drug related arrests were made. These typically take place on our interstate highway system incidental to a contact made for a highway safety related offense.

All Troopers and Inspectors receive 23 hours of basic drug interdiction training and updated training at their annual in-service programs. In addition, staff at the Wisconsin State Patrol Academy are developing a Drug Interdiction Instructor Training Program. Graduates of this program train state, county and municipal officers in the latest drug interdiction techniques.

Controlled Substance Arrests



Public Safety Education

As one of our major goals, we promote voluntary compliance with our highway safety laws through increased public education. Citizens of all ages are given an opportunity to be a part of the numerous public education events promoting highway safety throughout the state.

One of our most popular safety awareness efforts is the "Little Convincer" program. In 1995, more than 1,200 youngsters attended this safety belt awareness program. Developed at State Patrol District 3, this program is targeted toward young children and stresses the importance of buckling up. A complete program has been developed for presentation in pre-schools and elementary schools.

Numerous public safety education efforts using television, radio, newspaper and personal appearances took place in 1995. More than 50,500 persons of all ages attended highway safety-related presentations by the State Patrol. Highway Safety topics included: safety belt and safety seat use and the effects of drinking and driving and excessive speed.

Cops in Shops

The Division of State Patrol entered into an agreement with the Office of Transportation Safety to work with local law enforcement agencies to provide officers for an undercover enforcement program targeting underage alcohol purchasers. The creation of the Cops in Shops program was a grassroots effort to curb underage drinking. This program provided plain clothes troopers and inspectors with the opportunity to work in local liquor stores to help stop the illegal sale of alcohol to minors. The program goals were to stop underage people from buying alcohol, using fake or altered identification cards and to stop adults from purchasing alcohol for underage persons. The Cops in Shops program improved the relationships between law enforcement and alcohol-selling establishments by providing them with common goals for the public good. There will be lasting benefits from increased community awareness of the problem of underage alcohol abuse and a new understanding that community policing is effective. Underage alcohol purchases are one of the biggest challenges faced by law enforcement and the Alcohol Retailers

Association. The program began in May and concluded in September. This pilot program was viewed as successful and received a great deal of community support.

Safety Seat Program

The Wisconsin State Patrol, in a cooperative effort with the International Association of Chiefs of Police (IACP) and the National Safe Kids Campaign, distributed 100 child safety seats free of charge. Four sites were designated to receive 25 car seats: the Lac Courte Oreilles Community Health Center, the South Madison Neighborhood Center, the Beloit Police Department and the Marathon County Health Department. Nationally, the IACP and the National Safe Kids Campaign distributed about 8,000 child safety seats valued at \$1.5 million to low income families. The seats are part of a \$51 million settlement in December, 1994, between General Motors and the National Highway Transportation Safety Administration. Properly securing a child in a child safety seat is the most important thing that can be done to protect a child in the event of a crash. It has been proven that child safety seats save lives. Through this program, the Division helps parents who otherwise cannot afford a child safety seat obtain one.

In Memory of Trooper William J. Harris

It was during 1995 that we experienced the death of Trooper William J. Harris. Having dedicated nearly 30 years of service to the Patrol, he was about to retire. He is gone but will be remembered always.

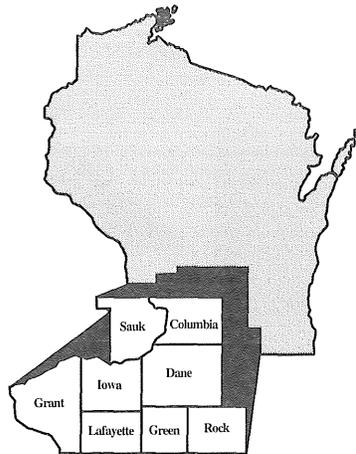
WISCONSIN STATE PATROL DISTRICTS

DISTRICT 1

4845 E. Washington Avenue
Madison, WI 53704
(608) 246-3220



**CAPTAIN
ALVIN L. BISHOP**



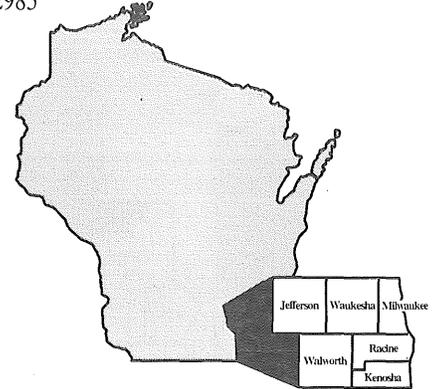
TROOPERS 55
INSPECTORS 24
TRUCK SCALES 4
POPULATION 714,487

DISTRICT 2

21115 Highway 18
Waukesha, WI 53186-2985
(414) 785-4700



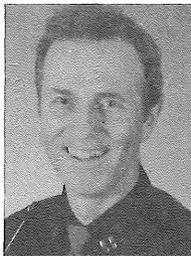
**CAPTAIN
DONALD R. HOLT**



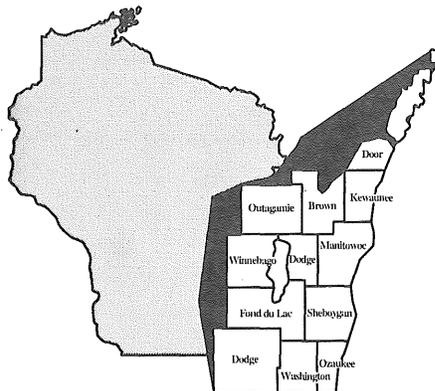
TROOPERS 46
INSPECTORS 21
TRUCK SCALES 2
POPULATION 1,709,988

DISTRICT 3

P.O. Box 984
(Junction Hwys. 151 & 41)
Fond du Lac, WI 54936-0984
(414) 929-3700



**CAPTAIN
WILBERT C. DEGUIRE**



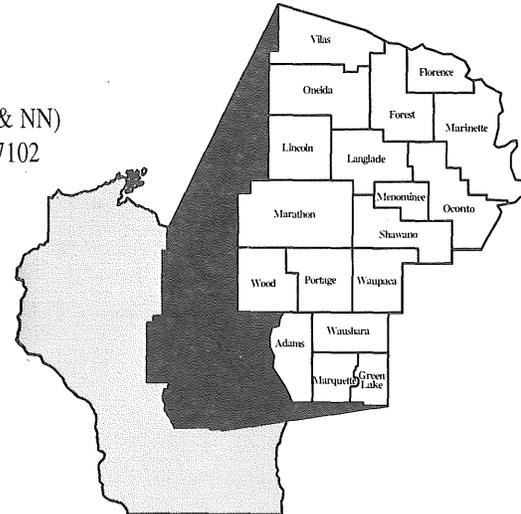
TROOPERS 59
INSPECTORS 11
TRUCK SCALES 3
POPULATION 1,073,382

DISTRICT 4

2805 Martin Avenue
(Junction Hwys. 51 & NN)
Wausau, WI 54401-7102
(715) 845-1143



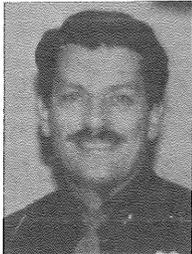
**CAPTAIN
TERRY D. BENGTSON**



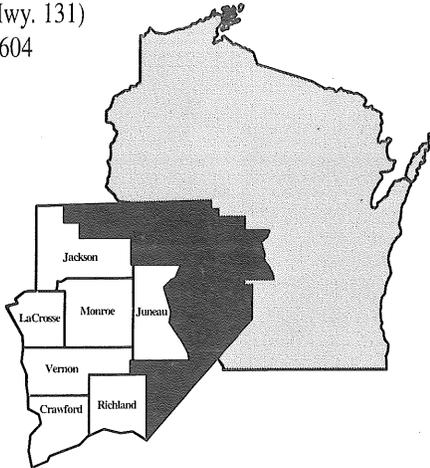
TROOPERS 44
INSPECTORS 12
TRUCK SCALES 4
POPULATION 583,734

DISTRICT 5

Route 3, Box 604
 (I 90, Tomah Exit, Hwy. 131)
 Tomah, WI 54660-0604
 (608) 374-0513



**CAPTAIN
 DOUGLAS L.
 VAN BUREN**



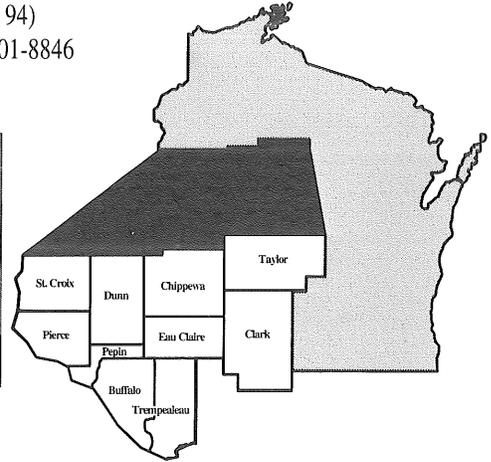
TROOPERS 40
INSPECTORS 13
TRUCK SCALES 3
POPULATION 231,853

DISTRICT 6

5005 Hwy. 53 South
 (Hwy. 53 South at I 94)
 Eau Claire, WI 54701-8846
 (715) 839-3800



**CAPTAIN
 MARSHA M. WILEY**



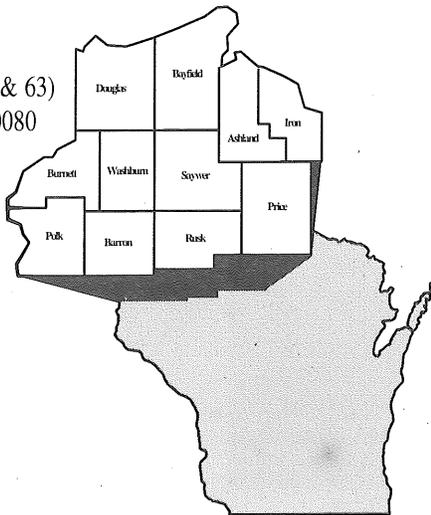
TROOPERS 41
INSPECTORS 17
TRUCK SCALES 2
POPULATION 352,970

DISTRICT 7

P.O. Box 80
 (Junction Hwys. 253 & 63)
 Spooner, WI 54801-0080
 (715) 635-2141



**CAPTAIN
 RICHARD C.
 FANKHAUSER**



TROOPERS 23
INSPECTORS 7
TRUCK SCALES 1
POPULATION 225,462



BUREAU OF COMMUNICATIONS



Richard J. Shulak, P.E.
Director, Bureau of Communications

The Bureau is composed of 18 communications supervisors and technicians located throughout the state at State Patrol District Offices and eight management, engineering and support staff located at Division of State Patrol Headquarters in Madison. This staff of highly trained and motivated communications experts is responsible for the construction and maintenance of the statewide communications system.

This section of the report reviews our construction and remodeling efforts at the district communication centers and our cruiser radio installation projects at the radio shop. It also describes a number of cost-saving technical innovations and services we have added to our communications system. These include: digital microwave technology; the Wisconsin Weather Warning System; Very High Frequency (VHF) Trunking and Mobile Data Terminals (MDT). We installed MDT units in 60 of our cruisers this year at a cost of \$1,190,200. These automated devices allow officers much faster access to driver record files because officers are no longer delayed by having to process the data inquiry through a dispatcher. It is estimated that this investment will be recovered through labor savings, in less than a year.

Communication Center Construction

New communications centers were completed this year at District 5 and District 7 headquarters.

The new communications centers were built to provide an improved acoustical environment for the Police Communications Operators. The acoustics were designed to reduce background noise, making the radio transmissions clearer and easier to understand. The communications center construction also provided an increase of 180 square feet over the old communications center to accommodate the increased demands placed on the centers. In addition to the remodeling, a filtered, un-interruptable AC power supply system was added. This supply filters the AC power and prevents surges and lightning from disrupting the sensitive electronic circuits in the communications center.

Construction of the new communications centers was completed in the spring of 1995. The move into the new communications centers was accomplished with virtually no downtime to the radio system and very little disruption to the communications center operations.

The results of these efforts have brought about state-of-the-art communications centers in Districts 5 and 7. Operational efficiency has been enhanced by the improved acoustics and by the increased space available in them. And to insure that this efficiency is maintained, the equipment reliability has been improved by filtering the AC electricity supply and grounding system.

Digital Microwave

Much of the information we work with every day is generated and stored using a digital method. We are in the process of converting our older analog microwave radio system to a digital microwave radio system. We are doing this in order to improve the accuracy, speed and capacity of the new digital information transmission.

In 1995, we completed digital microwave paths from Carey Mound to Wausau, and from Hill Farms to Waukesha. We also completed paths from Spring Prairie to Delafield and from Delafield to the Mayville tower. Five of our seven districts are now linked to Hill Farms by way of digital microwave.

Some recent uses of the new digital microwave system include high speed data transmission for the new Mobile Data Communications System and the Local Area Network systems. This high speed transmission system is also used in the monitoring and repair of our tower sites.

Wisconsin Weather Warning System

This Department of Transportation (DOT) project provides valuable road condition information to the highway maintenance personnel. It allows them to anticipate poor road conditions and do what is necessary to prevent accidents from occurring. The system consists of computer processing units (CPU) at each of the seven State Patrol District Offices. There are also road condition sensors at each of the monitored highway sites.

The information from the sensors was previously accessed through long distance telephone lines. To reduce costs it was decided to transmit sensor information on the State Patrol Statewide Microwave Network. To accomplish this, the sensor units must be linked by radio signal to the microwave towers. The Bureau of Communications (BOC) has been working very closely with DOT Highways to accommodate their needs. The BOC role in this project is to design radio links to microwave tower sites and provide the needed connection to the microwave terminals. At this time there are four pilot sensors linked to the Statewide Microwave Network. There are six more units that have been licensed by the FCC. There will be 29 CPU sites fully operational on the State Patrol Statewide Microwave Network by July of 1996.

Very High Frequency Trunking

The State Patrol Bureau of Communications is engineering a pilot project to demonstrate the efficiencies of a 150 MHz frequency rather than 800 MHz. DOT, empowered by statutory authority 85.12, Statewide Public Safety Radio Management Program, is working with the Wisconsin Interagency Committee On Radio Tower Sites (WICORTS), exploring new architectures for the next generation radio communications system. The pilot system will be used by many public safety entities in the Lake Winnebago area. State agencies include the DOT

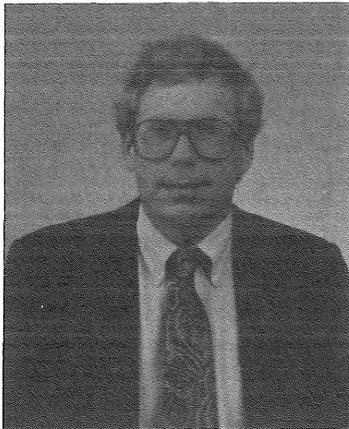
Division of State Patrol, the Department of Natural Resources, the Department of Justice, the Department of Health and Social Services, the Department of Corrections, the Department of Military Affairs, along with several local and federal agencies. The pilot will demonstrate cross agency communications, telephone interconnect, multiple agency talk groups, selective call, secure communications and alpha-numeric identification to all units. Trunking is a proven technology for multiple agency users. Trunking systems have typically been built in the more costly 800 MHz band. This system will use the more efficient 150 MHz band and be the first of its kind in the nation. Single site coverage is expected to be twice that of a comparable 800 MHz system, meaning that if the coverage was projected to statewide coverage, the number of tower sites required would be substantially reduced. While the emphasis of the pilot will be multi-agency trunking of voice communications, the inherent digital architecture can also accommodate Mobile Data Communications systems. This pilot system, on loan from Ericsson GE, is expected to be operational for ten weeks beginning February 10, 1996.

Radio Shop Services

The staff of four communications technicians at the State Patrol Radio Shop provides radio and other electronic equipment installation services to the seven State Patrol District Headquarters and mobile units, including, cruisers and motor carrier inspection vehicles. In 1995, 125 such installations were made. Another 14 vehicles from other state and local police agencies were serviced.

Radio Shop technicians provide mobile repair services throughout the state. They also maintain an inventory of spare parts, which are distributed throughout the state. In addition, Radio Shop services in 1995 included installation of the 60 Mobile Data Terminals described earlier in this report.

BUREAU OF SUPPORT SERVICES



*Daniel K. McGuire
Acting Director, Bureau of Support Services*

The Bureau of Support Services performs a variety of managerial functions in support of the primary traffic law enforcement activities of the Division. These include personnel services such as recruitment, payroll, affirmative action, and retirement services; planning and budget; and administration of the statewide chemical testing program.

The Chemical Test program supports the prosecution of drunk drivers through the provision of a systematic and standardized method of measuring the breath alcohol content of impaired motorists. In 1995, the Chemical Test Section maintained 248 Intoxilizer breath alcohol measuring devices and certified 12,806 officers as breath test instrument operators. Statewide, over 570 officers were trained to administer breath alcohol tests.

These efforts are described in more detail later in this report. These services are all bound together by a common operating philosophy of providing the most cost effective management of those efforts which address Division goals and objectives. I am pleased to present here a description of the many public safety oriented programs which work to promote highway safety in Wisconsin.

Personnel and Management Services

The Division's Personnel and Management Services Section continues to review its role in recruiting, hiring, and retaining the best qualified candidates for a career in law enforcement. This past year, we updated many of our recruitment and informational brochures. We developed recruitment display boards for use at job fairs and significantly revised Background Investigation forms to meet changing legal requirements.

A Law Enforcement Survey was implemented last January to address recruitment and retention problems for State Patrol inspectors and troopers. The survey provided for the collapsing of the Inspector and Trooper 1, 2 and 3 series into one level, and placed the single classification in a labor market competitive pay range. The survey provided significant pay increases for inspectors and troopers. The 12 member 45th Recruit Class was the first class to enter the Academy at the new higher pay range.

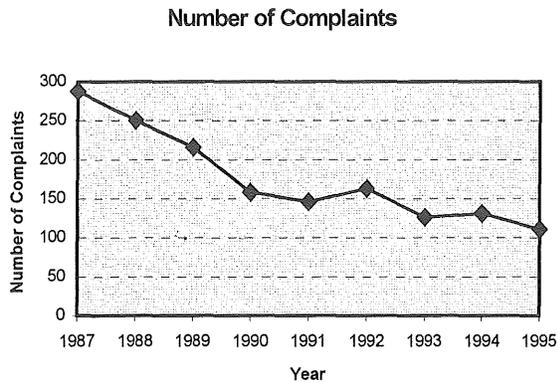
Focused recruitment efforts in the Division of State Patrol have been so successful that we no longer need to utilize expanded registers for most positions. For the first time since the Division began Affirmative Action recruitment in 1972, an Academy class was hired without the use of an expanded register.

This past year, the Division received approval to include State Patrol Inspector and Trooper classifications in the Entry Professional Program (EPP). The EPP will provide greater flexibility in the hiring process by increasing the number of candidates who receive selection consideration. The EPP will allow the Division to make job offers to those applicants who are the most qualified based on how well the candidate performs on all of the assessment methods. It will increase the State Patrol's ability to select the most qualified applicants, including women and minorities.

Like many other years, 1995 has been busy. The Personnel and Management Services Section continues to process complex personnel transactions in order to assure proper hires, transfers, retirements, promotions, pay increases, etc. for all of the Division's 663 employees.

Customer Service Complaints "Down"

An emphasis on courtesy, compassion, and service has been demonstrated through the continual decline in service complaints from the public in recent years. The quality of the State Patrol's contacts with the public assists the Division with "Promoting Highway Safety."



Promotions and Retirements

1995 Promotions

Deputy Director Richard J. Shulak __ Director,
Bureau of Communications
Lieutenant Terry D. Bengtson _____ Captain,
District 4
Sergeant Douglas R. Notbohm ___ Lieutenant,
District 4

1995 Retirements

Trooper Warren B. Holsbo _____	28 Years
Trooper Roy S. Smith _____	29 Years
Elizabeth A. Hanson _____	30 Years
Trooper Donald R. Randall _____	26 Years
Trooper Bill R. Vest _____	25 Years
Trooper Merle H. Neuman _____	29 Years
Trooper Gary K. Raabel _____	29 Years
Trooper Richard L. Snider _____	38 Years
PCO 2 Harold M. Skyrud _____	28 Years
Captain William A. Harvey _____	39 Years
Sergeant Patrick D. Byrne _____	31 Years
Sergeant Thomas L. Enos _____	28 Years
Trooper Wayne R. Wilson _____	27 Years
PAS-1 Edward J. Roberts _____	27 Years
Trooper Clinton R. Fruit _____	26 Years
Trooper Keith I. Nollenberg _____	28 Years

Chemical Test

In 1995, the Chemical Test Section hosted the annual conference of the International Association for Chemical Testing. This conference is held in different cities each year. In past years, the conference has been held in Chicago, Denver, Louisville, Little Rock, and Reno. This year's conference was held at the Milwaukee Marriott in Brookfield, Wisconsin, and was attended by representatives from 38 states, Canada and Sweden. Administrator William L. Singletary gave the keynote address to the group, describing the evolution of breath alcohol testing in Wisconsin and the State Patrol. Other notable attendees were Dr. Robert Borkenstein, developer of the Breathalyzer alcohol analyzer, Dr. Kurt Dubowski, director of the Oklahoma breath testing program and an important researcher in alcohol-related areas, and Dr. A.W. Jones, from Linkoping, Sweden, also an important researcher in alcohol-related areas. The Chemical Test Section put on a display of antique breath testing equipment and manuals that was well received by the attendees.

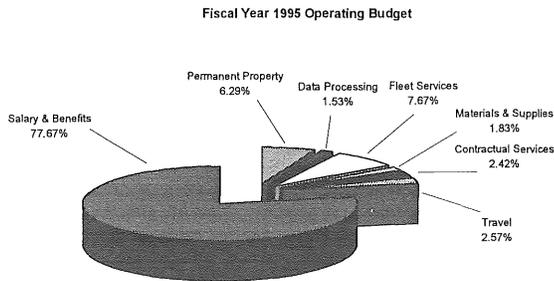
A rite of passage for Chemical Test Section technical personnel is attendance at a week-long course at Indiana University. Two of our Chemical Test Coordinators attended that course last spring. The course titled "Tests for BAC in Highway Safety Programs--Supervision and Expert Testimony," is unique because it is the only course in the world that brings leading experts in the breath alcohol testing field together to instruct others involved in breath alcohol testing.

The Chemical Test Section continued to perform its three basic functions: test and certify the accuracy of evidential breath testing instruments; train personnel to operate breath testing instruments; and provide expert court testimony on breath alcohol issues. A Chemical Test Section database was created in 1995 to help us track activities of the section and allow us to track trends in instrument certification and repairs as well as trends in drunk driving court cases. We look forward to a successful and productive 1996.

Planning and Budget

The Planning & Budget Section is responsible for the development of the biennial budget, the

annual operating budget, and the capital budget. Section activities in calendar year 1995 included finalizing the 1995-97 biennial budget and development of the fiscal year 1996 operating budget. The Section also shares responsibility for purchasing and other ongoing fiscal services. In fiscal year 1995, actual Transportation Fund expenditures for the Division of State Patrol amounted to \$38,674,104.



The Planning and Budget Section is also responsible for program evaluation, the analysis of issues that may affect the State Patrol and the development of strategic or operational plans. During 1995, Planning and Budget staff participated in the development of the Academy Long Range Plan, the evaluation of ancillary services funding alternatives, the development of business resumption and resource development plans and the writing of this Annual Report.

Information Technology

Local area network (LAN) technology was introduced into State Patrol District offices in 1995. A LAN was installed in the Wausau, District 4 office with a connection to the DOT wide area network (WAN) during 1995. The LAN became operational in August.

As a result of the installation and operation of the LAN at District 4, planning has begun to expand LAN technology into the District 5 office in Tomah, District 6 office in Eau Claire, and the District 7 office in Spooner during 1996. It is anticipated that LAN technology will be extended to District 3 in Fond du Lac, District 2 in Waukesha, and District 1 in Madison late in 1996 or early 1997.

Also during 1995, the Governor issued Executive Order 242. This executive order attempts to standardize workstation hardware and software throughout all state agencies. Late in 1995, the Department of Administration (DOA) issued standards outlining hardware and software configurations for state workers. The standards issued by the DOA call for a 95% compliance by the end of the 1999 fiscal year.

Prior to the issuance of Executive Order 242, the Division of State Patrol, in a desire to position itself more closely with current industry trends, began to develop plans for the migration to a more standardized workstation environment. As a result of these preparations the Division of State Patrol has made significant strides toward standardization and should be in strong position to comply with the Governor's directive without major budgetary impact.

Next year should prove to be an exciting period in the area of Information Technology as the Division of State Patrol implements further LAN technology and moves to greater standardization of the workstation environment.

Legislation

Another important activity of the Bureau of Support Services is research and analysis related to state and federal legislation.

Legislative emphasis during 1995 focused on weapons, juveniles, traffic violations, and budgets. The legislative response to a society increasingly concerned with the relationship between weapons and violence, the increase in crime among young people, dangerous driving habits, and a decrease in financial resources, was to often take a "hard-line" approach:

Weapons

Act 71 makes it illegal for a person to own or possess a firearm if they are under an injunction related to domestic abuse. The intent of the legislation is to protect spouses and friends who have been abused by making it difficult for violent persons to procure and/or possess a firearm. This action is partially dependent upon an enhanced criminal history data base used by law enforcement agencies.

Act 122 permits a private security person to possess and transport a firearm when in

possession of a certificate of proficiency, when performing assigned duties, when in uniform, and when the weapon is in full view.

Act 72 pre-empts all local gun control laws by stipulating that no political subdivision may enact ordinances or resolutions relating to the sale, purchase, purchase delay, transfer, ownership, use, possession, transportation, permitting, or licensing of firearms, that are more strict than state law.

Act 25 prohibits a convicted felon from possessing a device or container of pepper spray (oleoresin of capsicum).

Juveniles

Act 27, the State's budget bill, lowers the age at which young people may be tried in adult court from 18 years to 17 years of age.

Act 77, the juvenile justice code bill, lowers the age of delinquency from 12 years to 10 years of age, allows young persons aged 10 years or older to be tried in adult court for charges of homicide or attempted homicide, allows juvenile courts to waive jurisdiction over persons aged 15 years instead of 16 years of age, eliminates jury trials in juvenile court, and eases confidentiality requirements on juvenile records.

Traffic Violations

Act 27 increases traffic citation fines by approximately 22% for the fees and assessments applied to the base deposits.

Act 44 doubles the fines related to traffic violations committed within construction zones when work crews are present.

Act 127 permits drunk driving charges (OWI) to be filed against motorists in certain parking lots that are held open to the public.

Budget

Act 113, the Transportation Budget Bill, reduced overall funding to the Wisconsin Department of Transportation by approximately \$32 million. Among the casualties of the budget process were the postponement of the Patrol's purchase of mobile data terminals and a reduction in Patrol central office support positions.

The legislature did, however, provide for a few additional "tools" now available to law

enforcement, such as mandating an increased penalty for persons who use barricading to obstruct an officer attempting to apprehend someone, the inclusion of bicycles in the definition of emergency vehicles, and increased liability upon the owner of a vehicle failing to yield the right-of-way to an authorized emergency vehicle.

AWARDS

The State Patrol publicly honors those employees who have demonstrated outstanding service or performance. All of these have been recommended by fellow employees for performing actions deserving of special recognition. They are chosen by the Special Award Board; a five member committee composed of a captain, sergeant or inspector supervisor, trooper, motor vehicle inspector, and one non-sworn member of the Division of State Patrol. The Special Award Board reviews all commendation nominations from bureau directors. The division administrator makes the final award determination.

Types Of Awards

Medal of Valor

Recognizes actions taken by an employee who has demonstrated valor, courage, or bravery beyond normal expectations. The medal of valor consists of a certificate, medal, bar, and ribbon.

Purple Heart

Recognizes a Division employee who was seriously injured or wounded, or lost his/her life while in the performance of duty. The purple heart award consists of a certificate, medal, bar, and ribbon.

Meritorious Service Award

Recognizes a Division employee who performs a meritorious act while on duty. Examples would be a life-saving or noteworthy rescue effort. The meritorious service award consists of a certificate and bar.

Achievement Certificate

Recognizes accomplishments that contribute to the effectiveness of the Division and enhances our professional image.

Life Saving Effort Certificate

Recognizes a Division employee who performs a life-saving effort. The life-saving effort award consists of a certificate, bar and pin.

Outstanding Performance Award

Recognizes Division employees who have demonstrated an extraordinary commitment to the success of the Division Strategic Plan and

overall mission. The Outstanding Performance Award consists of a certificate and pin.

Length of Service Recognition

Recognizes Division employees who have thirty or more years of service to the State of Wisconsin. This award consists of a certificate and pin.

Award Recipients

TROOPER WILLIAM SCHOENBERGER

PURPLE HEART

On April 17, 1993, at approximately 1:10 p.m., Trooper Schoenberger, District 6, was at the scene of a vehicle fire on Interstate 94 in Eau Claire County. He had positioned his cruiser in a manner to afford the firemen at the scene additional protection from eastbound traffic as they extinguished the vehicle fire. Trooper Schoenberger's cruiser was struck from the rear by an eastbound tractor and trailer unit. The force of the impact caused mortal injuries to Trooper Schoenberger, to which he succumbed on April 22, 1993.

TROOPER RODNEY A. GILLMEISTER

MERITORIOUS SERVICE AWARD

On May 16, 1994, at 4:30 a.m., Trooper Gillmeister, District 5, responded to the scene of a house fire. Officers from the Sparta Police Department were already present. Trooper Gillmeister kicked in the door and tried to enter the house to ensure that no one was in the burning building. Trooper Gillmeister could only get about six to eight feet into the house because of the heat and smoke. The trooper got on his hands and knees, went another six to eight feet into the house and checked a bed in the area before he was forced to withdraw from the heat, smoke and flames. Trooper Gillmeister then tried the back door of the dwelling; it was also locked. The trooper punched and kicked his way inside. Trooper Gillmeister found himself inside the kitchen area. He got about ten to twelve feet inside; he checked left and right as best he could before he was again forced back by heat, smoke and flames. There were no further efforts to enter the burning dwelling. Subsequent investigation

uncovered that the owner of the home, having been despondent for quite some time, had in fact committed suicide. He set the house on fire, went upstairs, laid down on a bed and shot himself.

TROOPER EUGENE L. JOHNSON

MERITORIOUS SERVICE AWARD

On September 11, 1994, at about 12:43 p.m., Trooper Eugene Johnson, District 2, was on lunch break at Peaches Restaurant in the Town of Raymond, Racine County. A male individual, who noticed Trooper Johnson's marked cruiser parked outside of the restaurant, ran inside. He informed Trooper Johnson there was a woman outside in a pick-up truck with a five-day-old infant who was not breathing.

Trooper Johnson took immediate action and called the Town of Raymond Rescue. He then ran out and noticed the infant not breathing and turning blue. Trooper Johnson quickly started mouth-to-mouth resuscitation. After a few breaths, the infant began to respond. A short time later, the Raymond Rescue Squad arrived and assisted Trooper Johnson, in monitoring the baby. Raymond Rescue then conveyed the baby, Natalie Silva, along with her mother, Victoria Silva, to St. Mary's Hospital in Racine for further observation.

TROOPER BRYAN G. PETH

ACHIEVEMENT CERTIFICATE

In January, 1993, information was received that trucks were hauling overweight loads of clay to the Marinette County Landfill. Inspectors were assigned to check this out and did, in fact, cite trucks for being overweight. Trooper Bryan Peth, District 4, became aware of the complaint and also proceeded to cite some trucks for being overweight. Bryan then proceeded to obtain the landfill scale records under the Freedom of Information Act. A review of the scales weight records revealed a startling fact. Of 2,161 loads hauled and paid for by the county, 1,837 were illegal overloads. Trooper Peth used his personal computer to document and identify the individual trucks, owners and overloads. Trooper Peth's records of this case exceed 70 pages of typed material. This was a time consuming and lengthy process.

In September, 1994, the final case was adjudicated. None of the charges were disputed or

went to trial. A total of \$71,398.32 was collected as penalties. Trooper Peth ended up citing 295 trucks for axle overweight. Trooper Peth, on his own initiative, became involved in a complicated offense outside of his primary assignment.

TROOPER JAMES A. BINDER

MERITORIOUS SERVICE AWARD

On March 31, 1995, Trooper Binder, District 4, was off duty when he was contacted by the Waupaca Sheriff requesting assistance with an individual who had barricaded himself in his home. The barricaded man was reported to have been armed and allegedly had a bomb. Trooper Binder had prior dealings with this individual and it was thought that he would listen to Trooper Binder. Trooper Binder successfully talked the person into surrendering. In fact, the man would only surrender to Trooper Binder and then only if Trooper Binder would stay with him when they took him to the Fond du Lac Mental Health Facility. Both Sheriff Waid and the tactical Commander, Lt. Beggs, indicated that serious injury to law enforcement personnel or the barricaded subject would likely have occurred if Trooper Binder had not been available and willing to assist. Trooper Binder is being awarded the Division of State Patrol Meritorious Service Award for his actions in resolving this potentially dangerous situation.

TROOPER CYNTHIA S. LeGAULT

LIFE SAVING EFFORT CERTIFICATE

On May 16, 1995, Trooper LeGault, District 5, was enroute to a court hearing when she met a Monroe County Police Department Officer traveling with emergency lights and siren activated. She contacted him through radio channel and learned that he was enroute to support an ambulance call at a private residence. The officer requested her assistance. Trooper LeGault followed him to the residence where they were the first responders on the scene. A man was lying on a bed and was found to have no respiration or pulse. The officers placed the man on the floor and commenced Cardio Pulmonary Resuscitation until the ambulance arrived. All of their efforts combined could not restore a pulse or respiration. Trooper LeGault was awarded the Division of State Patrol Life Saving Effort Certificate for her effort in attempting to revive this individual.

TROOPER JOAN K. PETERSON

LIFE SAVING EFFORT CERTIFICATE

On March 27, 1995, Trooper Peterson, District 7, was contacted to assist the Barron County Sheriff's Department with a medical emergency involving an elderly gentleman who was down with a possible heart attack. When Trooper Peterson arrived at the residence, along with the County Deputy, they found the man lying in the snow at the end of his driveway. Trooper Peterson immediately checked the individual and found no respiration or pulse. She and the County Deputy started Cardio Pulmonary Resuscitation and continued their efforts for approximately 10 minutes. During this period, the individual did take some gulping breaths, but a pulse was never found. Efforts were continued by the Barron Ambulance crew upon their arrival at the scene. Trooper Peterson was awarded the Division of State Patrol Life Saving Effort Certificate for her actions in attempting to revive this individual.

TROOPER CHARLES W. TESTER

MERITORIOUS SERVICE AWARD

On December 8, 1994, Trooper Tester, District 5, monitored the Monroe County Police Department dispatch of an accident where a car was reported overturned and submerged in a ditch on US 12 west of Tomah. Trooper Tester responded to the scene and was advised that there were small children in the vehicle. Other officers on the scene had attempted to open the car door to no avail. With the assistance of a Wisconsin Power and Light boom truck, Trooper Tester and a person who stopped to assist were able to raise the vehicle enough to get inside. The person assisting Trooper Tester removed one child. Trooper Tester was advised there was another child yet in the overturned vehicle. Using his flashlight he checked the vehicle but could not see the child. Trooper Tester then crawled into the submerged vehicle to conduct a further search. Upon moving the back seat he found the child, unbuckled her safety belt and brought her out of the vehicle. Other rescue workers took the child to waiting ambulance personnel. Trooper Tester's actions were immediate and without hesitation. He realized the need and let nothing deter him from his heroic actions. For his heroic actions Trooper Tester was awarded the Division of State Patrol Meritorious Service Award.

TROOPER GERARD G. VULSTEK

LIFE SAVING EFFORT CERTIFICATE

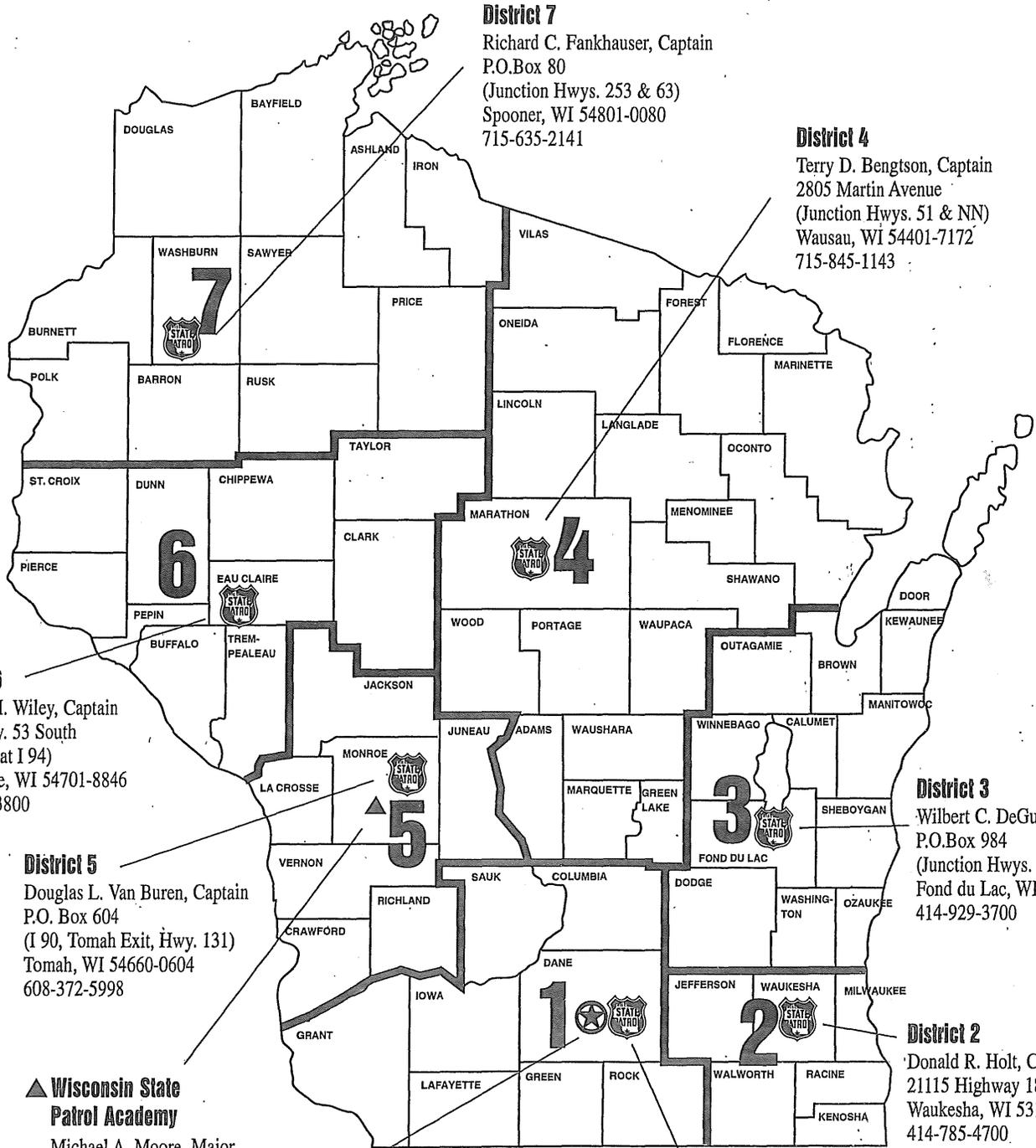
On August 20, 1994, Trooper Vulstek, District 1, received a call for assistance from the Columbia County Sheriff's Department at a personal injury accident at Smokey Hollow Road and I-90. Upon his arrival, he observed a vehicle that had gone down the embankment from Smokey Hollow Road onto I-90 blocking two of the westbound lanes. The driver had been ejected from the vehicle and was lying in the median. It was determined that the driver was intoxicated. When ambulance personnel attempted to offer first aid, the driver became combative. The driver was conveyed to the hospital and was still extremely combative. His condition deteriorated rapidly to the point where he was having trouble breathing and he soon slipped into a coma. The hospital staff inserted an airway. With only one nurse on duty in the emergency room, Trooper Vulstek was requested to operate the resuscitation bag to provide ventilation for the driver who could no longer breathe. The driver's condition continued to deteriorate and Med-Flight was called for transfer. Because of limited staffing on the Med-Flight Helicopter, Trooper Vulstek accompanied Med-Flight continuing his resuscitation efforts. As a result of the efforts of all medical personnel and Trooper Vulstek the driver survived. For his actions, Trooper Vulstek is awarded the Division of State Patrol Life Saving Effort Certificate.

JEROME R. KARCH

OUTSTANDING PERFORMANCE AWARD

Jerome Karch, Facility Repair Worker at District 2, Waukesha has continually performed beyond the requirements his position. He has eagerly taken on extra assignments within the District which have resulted in a more efficient, well organized operation and savings for the Division. He has built new cabinets and shelving in the Racine and Kenosha Weigh Stations, acquired shelving and new cabinets for the new evidence room and repairs and maintains equipment and furniture for the District Office and Weigh Stations. District 2 staff and supervisor, Glen Wedul, are proud to recognize Jerome Karch for his outstanding performance in furthering the mission and goals of the Division of State Patrol. Mr. Karch was awarded the Division of State Patrol Outstanding Performance Award.

WISCONSIN STATE PATROL DISTRICT MAP



District 7
 Richard C. Fankhauser, Captain
 P.O.Box 80
 (Junction Hwys. 253 & 63)
 Spooner, WI 54801-0080
 715-635-2141

District 4
 Terry D. Bengtson, Captain
 2805 Martin Avenue
 (Junction Hwys. 51 & NN)
 Wausau, WI 54401-7172
 715-845-1143

District 6
 Marsha M. Wiley, Captain
 5005 Hwy. 53 South
 (Hwy. 53 at I 94)
 Eau Claire, WI 54701-8846
 715-839-3800

District 5
 Douglas L. Van Buren, Captain
 P.O. Box 604
 (I 90, Tomah Exit, Hwy. 131)
 Tomah, WI 54660-0604
 608-372-5998

Wisconsin State Patrol Academy
 Michael A. Moore, Major
 800 South 10th Ave.
 Gate 15
 Ft. McCoy, WI 54656-5164
 608-269-2500

State Headquarters
 William L. Singletary, Administrator
 Roger F. Hlavacka, Colonel
 4802 Sheboygan Avenue
 P.O. Box 7912
 Madison, WI 53707-7912
 608-266-3212

District 1
 Alvin L. Bishop, Captain
 4845 East Washington Avenue
 Madison, WI 53704-3294
 608-246-3220

District 3
 Wilbert C. DeGuire, Captain
 P.O.Box 984
 (Junction Hwys. 151 & 41)
 Fond du Lac, WI 54936-0984
 414-929-3700

District 2
 Donald R. Holt, Captain
 21115 Highway 18
 Waukesha, WI 53186-2985
 414-785-4700

Division of State Patrol Values

Accountability

Being responsible to our governing body, the citizens we serve and each other

Attitude

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

Compassion

Showing empathy, consideration, care and courtesy to our customers.

Excellence

Consistently performing at the highest possible level.

Integrity

Providing our customers with the basis for trust, accountability and respect.

Loyalty

Demonstrating respect and support for the administration, our organization and each other.

Professionalism

Consistently demonstrating the highest level of leadership work ethic, appearance and demeanor.

Teamwork

We value People working together to achieve a common goal and creating partnerships to enhance our effectiveness.

Division of State Patrol

Major Goals

Improving Highway Safety

Promoting a helpful image and encouraging voluntary compliance with the law through service, education and enforcement.

Operating In a Businesslike Manner

Developing our skills and drawing on technology to make data-based decisions that maximize our resources and increase our effectiveness.

Building and Maintaining a Positive Attitude

Creating an organizational and individual attitude of "Feeling good about what we do".

Building Partnerships

Fostering positive relationships with public and private entities and the community at large to improve the quality of our service.

Promoting Education, Training and Personal Development

Encouraging personal and organizational growth through career-related, job-related and self improvement opportunities.

Emphasizing Courtesy, Compassion and Service

Treating everyone in the manner in which we would expect to be treated if the roles were reversed.

Developing Leadership

Developing an organizational philosophy and preparing tomorrow's leaders for their roles.

Implementing Quality Improvement

Continuously improving our service as qualified individuals operating in a team environment