

WISCONSIN STATE PATROL

2018–2023 Strategic Plan



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Table of Contents

- 1** Contact Us
- 2** Wisconsin State Patrol: Mission, Vision, Values
- 4** Organizational Chart/Regions Map
- 5** Executive Summary
- 6** Goal 1: Enhance Public Safety
- 7** Goal 2: Combat Crime and Terrorism
- 8** Goal 3: Leverage Technology to Improve Efficiency, Effectiveness and Adaptability
- 9** Goal 4: Recruit, Hire and Retain a Diverse Workforce
- 10** Goal 5: Build a Culture of Continuous Performance Improvement

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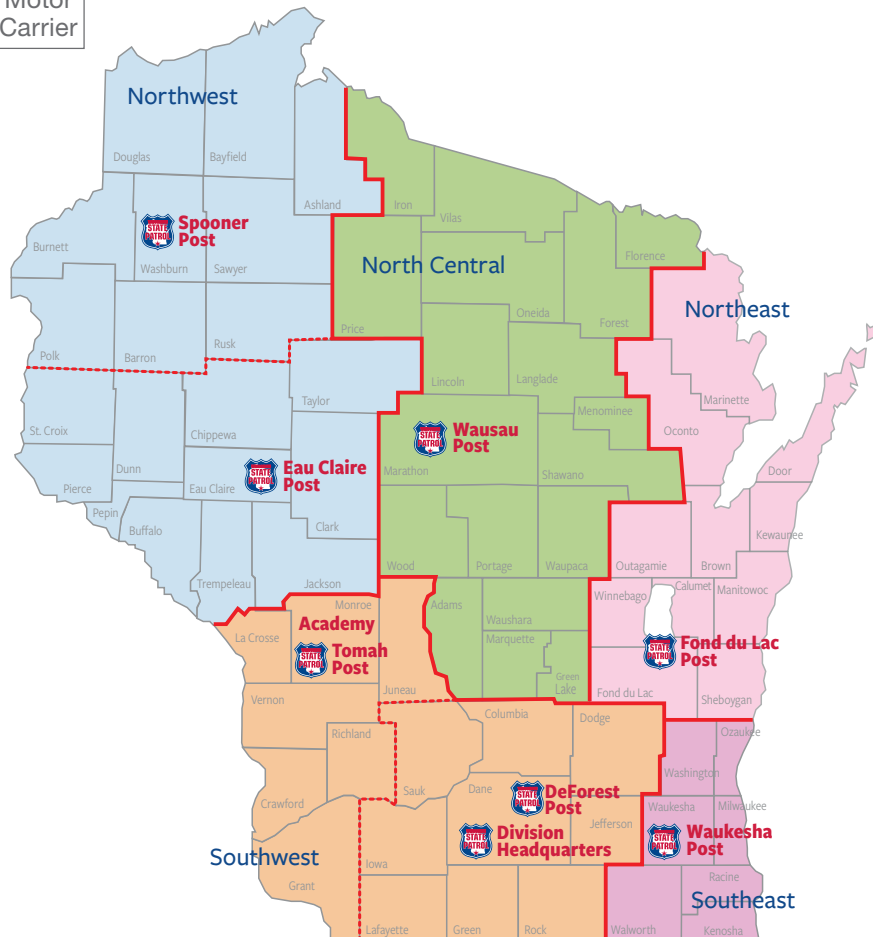
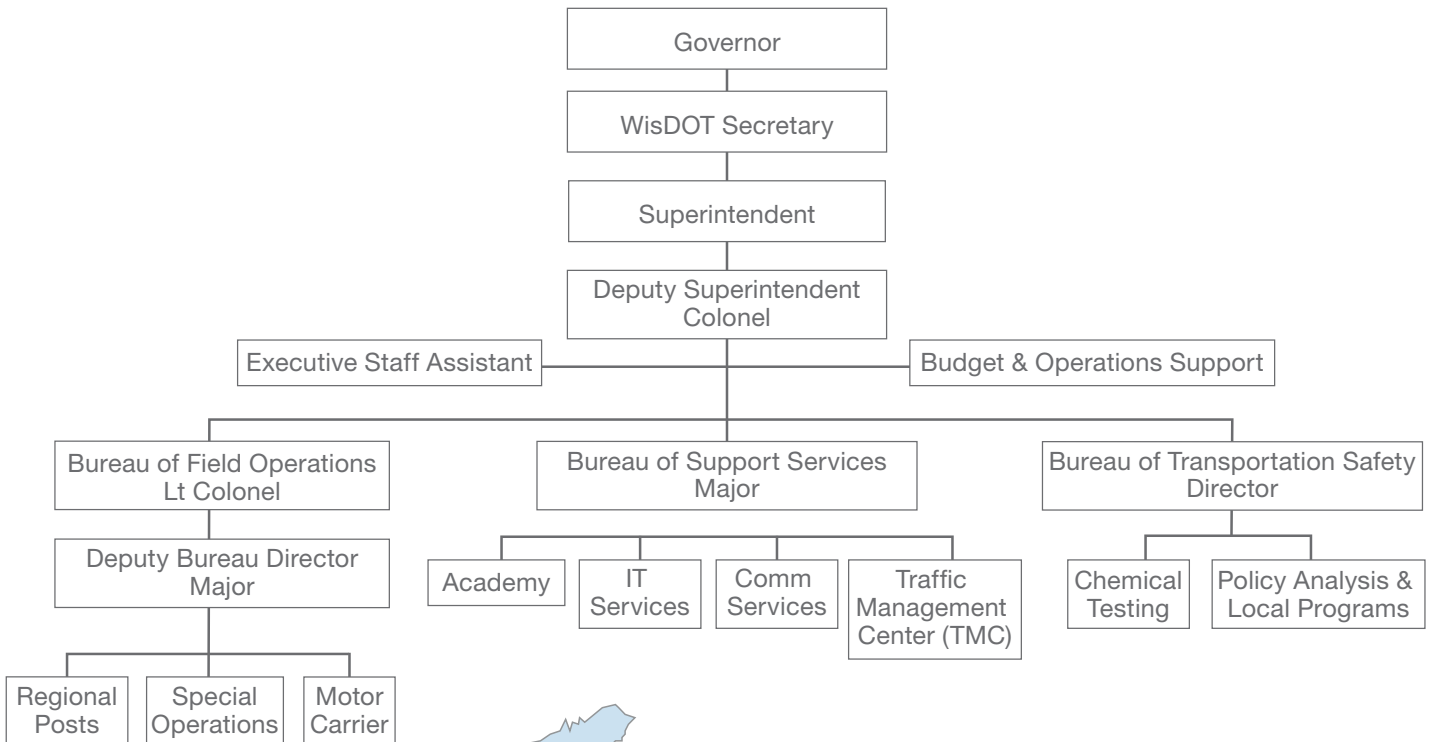
Wisconsin State Patrol: Mission, Vision, Values



Diversity
Honor
Leadership
Integrity
Professionalism
Character
Innovation
Compassion



Organizational Chart/Regions Map



Executive Summary

Since the establishment of the Wisconsin State Patrol in 1939, its core values of professionalism, integrity and compassion have not wavered. State Patrol members, sworn and civilian, who have embraced these core values have played an integral role in our agency's success.

An agency's strategic plan serves to provide clear direction, focus and a vision for the organization related to present and future activities, initiatives and efforts.

Personnel at all levels of the agency took part in the formulation and development of the Wisconsin State Patrol 2018–2023 Strategic Plan. The new plan paves the way forward by defining the mission, vision and values of the agency. In addition, it identifies the goals, strategies, tactics and measures to guide the daily efforts of serving and protecting the public.

Since the previous publication of the State Patrol Strategic Plan in 1994, the world and the environment in which we operate has changed significantly. New technologies, the threat of terrorism, incidents of civil unrest and heightened public expectations have had a direct impact on law enforcement. The new strategic plan forms the framework by which the Wisconsin State Patrol will address and meet the challenges of twenty-first century policing in the United States.

The Wisconsin State Patrol's reputation for excellence was earned over the course of many decades by those who previously served. The continued success of the agency does not rest on the shoulders of a few, but on all of those in the agency collectively. Working together, the members of the Wisconsin State Patrol will continue to have a positive impact on highway safety and on the overall quality of life for the citizens of Wisconsin.




J.D. Lind
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, 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:

- » Implement a data-driven approach for resource allocation and traffic enforcement efforts.
- » Develop partnerships with governmental and private organizations to address aggressive and hazardous driving behavior.
- » Enhance agencywide emergency response capabilities to all-hazard events.
- » Maintain a proactive and robust commercial motor vehicle enforcement program.

Tactics:

- » Utilize predictive analytics to drive scheduling and work assignments
- » Utilize saturation patrols
- » Use local, state and federal data to determine when and where crashes are occurring
- » Increase the number of enforcement hours
- » Enhance efforts to identify and interdict impaired drivers
- » Improve education and enforcement strategies to combat distracted driving
- » Develop and leverage a modern, professional social media presence
- » Maximize funding opportunities for motor carrier enforcement
- » Train all sworn officers in Advanced Roadside Impaired Driving Enforcement
- » Enhance legislative outreach
- » Increase Safety and Weight Enforcement Facility (SWEF) hours of operation

Measures:

- » Crash and fatality rates
- » Safety belt usage rate and enforcement data
- » Operating While Intoxicated (OWI) and drug arrest figures
- » Quick response, incident management and tactical teams are expertly and uniformly trained and prepared to deploy
- » Coordinated enforcement detail results
- » Interoperability enhancements
- » Commercial motor vehicle crashes/fatality rate
- » Motor carrier compliance



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:

- » Establish a protocol to share external and internal intelligence information
- » Develop strategic partnerships with other governmental organizations
- » Equip the Wisconsin State Patrol with the necessary tactical equipment to properly and safely handle threats
- » Increase vigilance at port-of-entry SWEFs for criminal and terrorist threats
- » Maintain an active role in multi-agency exercises in support, planning and participation roles
- » Identify protocols and threat assessment models
- » Evaluate internal vulnerabilities
- » Train all sworn staff as Threat Liaison Officers

Measures:

- » Criminal and warrant arrests
- » Usage of the “staffing allocation model”
- » Criminal intelligence and analytics capabilities
- » Use of standardized training in criminal interdiction
- » Number of tactical team deployments
- » CIR – Crime Index Reporting utilization
- » Enforcement activity at port-of-entry SWEFs



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 interoperability with voice communications.
- » Maximize innovative technologies.
- » Expand utilization of Mobile Architecture for Communications Handling (MACH).
- » Develop robust predictive analytic tools.

Tactics:

- » Increase mobile radio coverage
- » Enhance the use of social media
- » Acquire modern technology and equipment that will improve service
- » Explore and develop software and hardware that improves officer safety
- » Improve voice and data capabilities
- » Utilize data to ensure resources are deployed effectively and efficiently
- » Obtain more Commercial Motor Vehicle (CMV) screening technologies to increase efficiencies
- » Increase MACH capabilities
- » Extract new crash data by enhancing existing model to be more comprehensive
- » Utilize aircraft for enforcement and intelligence gathering

Measures:

- » Utilization of analytical tools to deploy Wisconsin State Patrol and partner agency personnel
- » Use of social media
- » Utilization of MACH by additional agencies
- » Efficient communications (voice and data)

Goal 4: Recruit, Hire and Retain a Diverse 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:

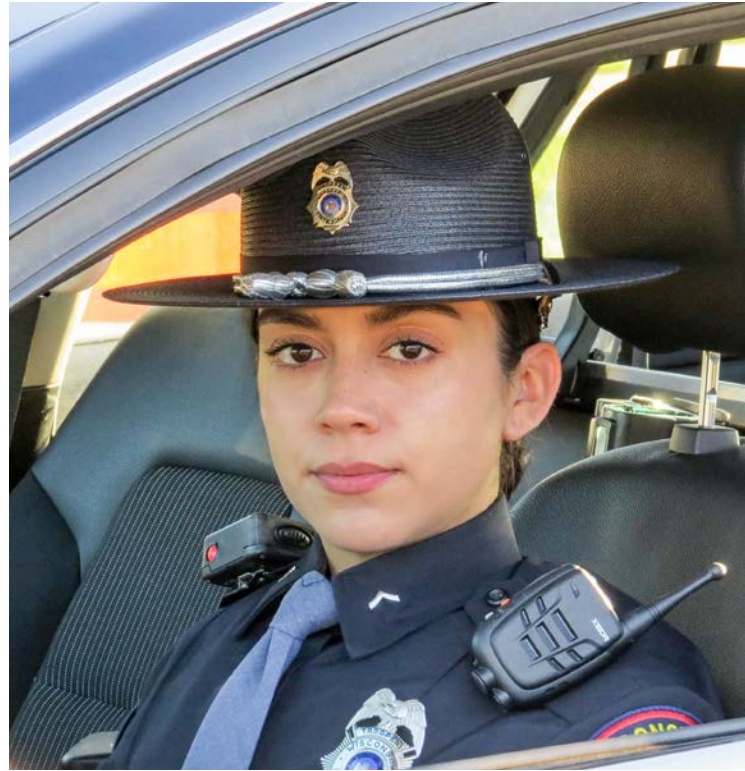
- » Modernize marketing materials and the Wisconsin State Patrol web site.
- » Expand outreach.
- » Pursue an annual recruit class.
- » Streamline and shorten hiring processes.
- » Utilize targeted recruitment.
- » Support career development for all positions and all levels.
- » Foster a culture of employee appreciation.

Tactics:

- » Develop social media accounts for Wisconsin State Patrol (single point of contact) promoting what people within the agency do daily
- » Target recruiting with an emphasis on diversity
- » Utilize survey instruments to regularly seek feedback from employees
- » Decrease the time it takes to hire for all positions
- » Recognize employee performance and achievement
- » Cross-train staff to better utilize resources and ensure continuity of service
- » Develop training curriculum for career development
- » Increase number of technical crash scene investigators
- » Enhance the Wisconsin State Patrol's wellness program
- » Establish a diverse recruitment team that represents and relates to those we are trying to employ

Measures:

- » Retention and attrition rates
- » Use data as an indicator of the effectiveness over time of ongoing diversity recruitment initiatives.
- » The number of employees leaving for employment with other Law Enforcement Agencies decreases



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.
- » Collaborate with those closest to the work to encourage innovation and identify emerging problems.

Tactics:

- » Prepare leaders for their roles in the agency
- » Develop an active, supportive, uniform, and structured career development plan
- » Develop comprehensive, standardized performance measurement
- » Implement an ongoing leadership training plan
- » Provide state-of-the-art training for professional law enforcement and support personnel
- » Create a robust law enforcement dispatcher training program
- » Develop guidelines for After-Action Reports (AARs) and Boards of Review (BOR) that increase participation and spur improvement
- » Promote safe driving behavior
- » Establish a performance tracking tool that accounts for all aspects of a position

Measures:

- » Consistent recognition of exceptional performance
- » Implementation of the Leadership Plan
- » Use of a standardized performance measurement tool at the post level
- » Implementation of a standardized law enforcement dispatcher training program
- » The number of fleet crashes





