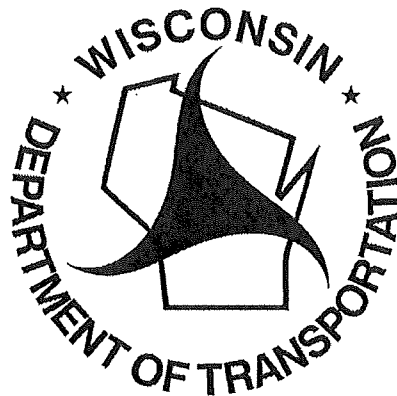
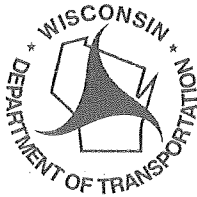


**State of Wisconsin  
Department of Transportation**

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**BIENNIAL REPORT  
2009-2011**





## Wisconsin Department of Transportation

[www.dot.wisconsin.gov](http://www.dot.wisconsin.gov)

Scott Walker  
Governor

Mark Gottlieb, P.E.  
Secretary

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November 30, 2011

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

Wisconsin State Legislators  
State Capitol Building  
Madison, Wisconsin 53702

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

I am pleased to submit the 2009-2011 Biennial Report for the Department of Transportation. The Department was successful in accomplishing many of its performance goals established for the previous biennium. Looking forward, our objectives for the next two years will emphasize maintaining strong partnerships and growing Wisconsin's economy.

In 2011 the Department celebrated the 100<sup>th</sup> anniversary of a Wisconsin transportation agency. It is through a long history of working with other state, federal, and local agencies that we have been able to support and improve Wisconsin's transportation network. During the 2009-11 biennium, the Department focused on a number of projects to meet the changing and growing travel needs of Wisconsin. Reconstruction of the I-94 North-South freeway in Milwaukee began in 2009. This project will improve safety and help ease congestion by modernizing this transportation artery. Construction work on US 41 to expand traffic lanes and improve interchanges also began, representing a significant step forward for Wisconsin and its economy as this corridor connects over half of the state's population, manufacturing facilities, and businesses. Soon, the Department will begin work on the Zoo Interchange reconstruction project. These important projects help to ensure a safer and more efficient transportation system.

Wisconsin's ability to remain competitive depends on the efficient transport of people and goods. Investing in transportation infrastructure will help foster Wisconsin's economic recovery. Transportation projects encourage economic growth by creating job and business opportunities in addition to improving the quality of life for the people who live, work, and travel on the system.

Your comments and inquiries regarding this report are welcome. Transportation impacts everyone and the Department is committed to providing safe and efficient transportation services to meet the needs of Wisconsin and its communities.

Sincerely,

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

Mark Gottlieb, P.E.  
Secretary

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## DOT's Strategic Directions

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

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

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

**Values:**

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

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

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

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

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

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

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

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

A new initiative at DOT is the "MAPSS Performance Dashboard." MAPSS reviews the five key goals and over-arching performance measures that guide the Department 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. MAPSS will be launched in 2012 and will be on the Department's public internet site for public review. More information can be found at <http://www.dot.wisconsin.gov/about/performance/index.htm>.

## Department Organization and Schedules

Established in 1967, DOT supports all forms of transportation across Wisconsin. DOT 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 that report to the Office of the Secretary and five program divisions:

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

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

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

The Department presently has 3,018 filled full-time positions working more than 479 different work schedules; this includes permanent, project, and unclassified positions, based on September 2011 payroll records. These schedules allow employees to adjust their starting and leaving times and lunch breaks. DOT also allows three- and four-day workweeks for some employees.

The Department's 88 permanent part-time employees and 3 seasonal employees use over 65 different work schedules. These range from 0.3 to 0.95 FTE.

## Division Update: Executive Offices

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

### Office of the Secretary

The DOT Secretary plans, directs, coordinates, and executes statutory requirements relating to the Wisconsin Department of Transportation. The Secretary makes appointments according to state law and is the Governor's designated highway safety representative.

The Office of the Secretary provides the overall direction to DOT programs, submits the Department's biennial budget request to the Governor, directs the legislative program, and develops long-range plans for transportation development and maintenance.

### Office of General Council (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 DOT's programs, policies, and services. The office works in partnership with program staff to inform and educate the public and DOT employees about department programs and services. OPA coordinates media relations, communications support, employee communication, and Web communication.

### Office of Policy, Budget and Finance (OPBF)

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

- Budget development services for the Department's biennial and operating budgets.
- Transportation Fund management and revenue bonding for major highway programs.
- Policy, program, and financial services.
- Financial reporting, data collection, and assurance to DOT and key stakeholders.
- Budget and policy information to DOT and key stakeholders.

## 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 regional offices in Rhinelander, Wisconsin Rapids, Green Bay, Eau Claire, Superior, Waukesha, La Crosse, and Madison. More information about the Region offices can be found at: <http://www.dot.wisconsin.gov/about/locate/dtd.htm>.

### 2009-2011 Accomplishments

#### I-94 North-South Mega Project

Reconstruction continued on the I-94 North-South Freeway in Milwaukee, Racine, and Kenosha counties to address safety, congestion, and long-term pavement needs. The project runs from the Illinois state-line to the Mitchell Interchange in Milwaukee. Construction began in 2009 and will continue through 2021. Information on this project can be found at <http://www.plan94.org/>.

#### US 41 Mega Project

This project reconstructs 31 miles of roadway in northeastern Wisconsin -- 17 miles of highway in Winnebago County from 2009-2016 and 14 miles in Brown County from 2010-2018. Information on this project can be found at <http://us41wisconsin.gov/>.

#### American Recovery and Reinvestment Act (ARRA) Projects

DTSD achieved ARRA-related successes in local and state projects and reporting activities.

- **Local and State Projects:** Since 2009, 332 projects were let for a total of \$517.4 million -- 255 local projects worth \$217.8 million and 77 state projects worth \$299.6 million. These projects ranged in size and complexity and were located across all 5 regions.
  - 66 projects in the Southwest Region totaling \$100.6 million.
  - 98 projects in the Southeast Region totaling \$186.5 million.
  - 57 projects in the Northeast Region for \$92.9 million.
  - 52 projects in the North Central Regions at \$66.2 million.
  - 59 projects in the Northwest Region totaling \$71.2 million.

Additional funding was spent on design. As of September 30, 2011, the program is 92% complete (based on cost) with 0.5% cost overrun and 45% of projects internally closed. The Department anticipates having all ARRA projects closed out before the Federal Highway Administration (FHWA) goal of September 30, 2013.

- **Reporting Activities:** Since March 2009, DOT has reported as required on ARRA-funded highway projects. The general content of these reports focuses on fund obligations, costs, work-progress, and employment data. DTSD provides quarterly reports used by the federal Office of Management and Budget, monthly data reports to the Federal Highway Administration Recovery Act Database, and reports requested by the Congressional Committee on Transportation and Infrastructure. DTSD also produces a monthly ARRA progress report for the DOT Secretary. Additional ARRA information, including project lists, can be found at <http://www.dot.wisconsin.gov/projects/recovery/>.



### Recycled materials

The Department's goal is to annually incorporate 2.5 million tons of recycled materials into our projects and strive to find new material to recycle. In FY 2011 the Department incorporated 3.17 million tons of recycled materials into our projects. These materials included recycled asphalt pavement, recycled asphalt shingles, fly ash, boiler slag, and recycled concrete.

### **2011-2013 Goals**

#### Disadvantaged Business Enterprise (DBE) goals:

DOT is committed to maintaining strong Disadvantaged Business participation in consultant design and construction administration contracts and let contractor construction contracts. DOT continues to meet with Wisconsin's Native American tribes in a variety of forums to understand and address issues important to the tribes and to increase tribal participation in the project delivery and construction project let program. Information on the DBE program can be found at <http://www.dot.wisconsin.gov/business/engrserv/dbe-main.htm>.

#### New employees / existing employee movement within the division:

The Division's goal is to lower its vacancy rate to 5 percent by March 2012 from a high of nearly 15 percent in early 2011 in order to properly support and oversee project delivery and maintenance programs required by state and federal law. By November 2011, approximately one-half of this goal has been accomplished. More than 150 employment transactions have occurred to date involving approximately 90 internal transfers or promotions and 60 external hires.

#### Innovation:

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

- Implementing new design software (Civil 3D) that produces a 3D model that can be used by contractors for GPS machine controlled construction operations.
- Investigating and implementing Accelerated Construction Technologies including precast bridge elements and roll in place bridge construction.
- Promoting use of LiDAR (light detection and ranging) survey methods for surveying information used to deliver transportation projects. LiDAR will revolutionize the amount of information collected and the speed with which it is collected.
- Promoting use of the "Safety Edge" application that places an asphalt traversable slope on the edge of asphalt pavements in order to reduce pavement edge drop off accidents.
- Promoting edge or centerline rumble strips on selected two lane roadways to alert motorists who inadvertently stray left or right when driving our two lane highways.

#### Division initiatives for 2011-2013:

DTSD will launch or continue many new initiatives, including:

- Mega Project Plan - Define DOT Mega Project scope and develop organizational structure framework and multi-level management systems to promote efficiency and consistency statewide in Mega-Project Delivery.
- Performance Management Plan - Develop a comprehensive performance management system for DTSD, including development of division level performance measures that will be tracked and managed at strategic intervals throughout the division.
- Training - Develop a technical training program that will meet the needs of our newest employees and the needs of the many division employees who are moving within the division.

- Partnership Plan - Assess, develop and enhance key partnerships with FHWA, the American Council of Engineering Companies (ACEC) and the Wisconsin Transportation Builders Association (WTBA) that efficiently and effectively meet DTSD's business needs and performance management goals.
- Economic Development Plan - Find innovative ways to enhance economic development opportunities while maintaining safety and mobility on the transportation system.
- Compensation Strategy - Develop a DTSD Compensation strategy that supports division business objectives
- Project Letting Plan (PLP) Plan - Develop a performance management system and oversight process for the PLP process that ensures yearly program cost and schedule stability of the PLP and completes the statutorily required 65% plans on the shelf effort by July 1, 2014.

*Freight initiative and reform legislation.*

The Division is leading a Department-wide effort to develop a vision of a "Freight Friendly Wisconsin." Issues being considered include higher truck weights, longer vehicles, and process efficiency. The elements of this vision will include:

- Preserving or improving safety.
- Ensuring competitive and efficient freight regulation and infrastructure.
- Balancing economic benefits and the rate of infrastructure degradation.
- Streamlining and minimizing required procedures.
- Striving to maintain a level playing field.

## Division Update: Division of Transportation Investment Management

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

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

### 2009-2011 DTIM Accomplishments

#### Long-Range State Transportation Planning

In 2009, the DOT adopted *Connections 2030*, its statewide multimodal transportation plan: <http://www.dot.wisconsin.gov/projects/state/connections2030.htm>

#### Corridor Management Program

The Department continues to oversee the state's corridor management program. The program funds corridor-level studies and facilitates policy and programmatic discussions to maintain a consistent approach to funding these studies.

#### State Highway Program

Staff continued to maximize benefits from highway improvement expenditures in line with departmental policies and objectives. This included the Backbone and Majors Programs, and facilitating both resource allocations and financing of the State Highway Rehabilitation Program. In FY 2010, DTIM programmed \$1,161,011,300 for construction projects on the State Trunk Highway system. In FY 2011, DTIM programmed an additional \$1,304,074,500. Additional information on the highway improvement program can be found at: <http://www.dot.wisconsin.gov/projects/state/sixyear/index.htm>

#### Transportation Economic Assistance Program

The Transportation Economic Assistance (TEA) grant program provided financial assistance to communities for transportation improvements to help businesses locate or expand and create jobs in the state. During the biennium, \$5 million in TEA funds were awarded to 17 communities, creating 2,660 direct and indirect jobs and retaining over 1,226 jobs that might

have been eliminated or transferred to another state. Private investors contributed \$208 million in private capital in order to create and expand these businesses in Wisconsin. More information on program specifics can be found at: <http://www.dot.wisconsin.gov/business/econdev/tea.htm>

#### *Development of Sand Mining and Processing Plants*

Due to the increasing demand for silica sand in western Wisconsin, DTIM helped facilitate its transport by providing railroad access and improving the local roads system. The sand mined and processed in the state is used for domestic and global exploration of oil and natural gas. The recent increase in mining activity has created new investment and employment opportunities for Wisconsin's residents.

#### *Traffic Forecasts*

DTIM completed over 728 traffic forecasts and systems analyses on Wisconsin's roadways. Traffic forecasts provide information for planners, engineers and policy makers. They include total traffic volume projections extending 20-years beyond a project's estimated time of construction, highway geometric design factors, heavy truck classification estimates for pavement design and turning movement projections.

#### *Tribal Elderly Grants*

DTIM staff worked with Tribal Aging leaders in developing an application process and reaching a consensus on distribution of Tribal Elderly Transportation funds. Beginning in 2010, the program provided funding to federally recognized tribes in Wisconsin for operation of transit services to elderly and disabled persons. All eleven tribes received an equal amount of the total grant funding (\$22,500 each totaling \$247,500). Funding is used for direct service, purchased service, trip reimbursement, and transit management. For more information, see: <http://www.dot.wisconsin.gov/localgov/transit/tribal-elders.htm>

#### *ARRA Funding*

DTIM awarded over \$20 million in stimulus funds to 41 rural transit systems for capital projects across the state. As of October 2011, DTIM has overseen the investment of more than \$13 million in various projects to improve transit infrastructure and support economic development. Completed projects include the construction of an administrative and maintenance facility on the Menominee Indian Reservation, as well as the purchase of transit buses and support vehicles (both standard and hybrid engine), dispatch and scheduling software, maintenance equipment, and communications equipment among others. In 2012, four more transit facility construction projects are scheduled to be completed and the remaining capital items are expected to be purchased.

#### *Airport Projects*

Eighty-two Wisconsin airports received benefit from \$189 million worth of improvements, an 8% increase from the previous biennium. As priorities dictated, rehabilitation of runway, taxiway, apron and roadway pavements topped the list. The long-term effort to improve the runway safety areas at General Mitchell International Airport in Milwaukee was one of the largest undertakings at \$48 million. The Federal Aviation Administration safety initiatives directed funding to runway safety area improvements which included runway incursion prevention, runway and taxiway realignments and runway approach clearing. Other large paving projects included the reconstruction of a parallel taxiway to the primary runway at Dane County Regional Airport in Madison at \$12.9 million, the construction of a new parallel taxiway to the primary runway at La Crosse Municipal Airport at \$13.6 million and the reconstruction of portions of the

primary runway at Wittman Regional Airport in Oshkosh at \$7.1 million. Seven airports undertook construction of terminal buildings at a combined cost of \$10 million. Sixteen airports enhanced their winter safety and airfield operations with the purchase of \$2.5 million of snow removal equipment. Runway extensions at four airports made runways more accessible for larger aircraft, meeting the needs of local businesses. Information on the Airport Improvement Program can be found at: <http://www.dot.wisconsin.gov/localgov/aid/airport.htm>

#### Wisconsin's Airport Classification Update

The volume and trend of changes in general aviation activity at Wisconsin's airports created the need to review and update airport classifications. Classification names were simplified and definitions were updated to reflect the current and future types of general aviation airports. A new planning tool, Typical Facility and Service Attributes, was also added to enhance airport classifications. These attributes provide guidance to airport owners on items their airport should have in place to best fill its system role and meet the needs of projected users. This approach is consistent with Wisconsin law which states, local governments own the airports and have the authority to take or decline the initiative to improve or change the facilities. The entire classification review and update can be found at:

<http://www.dot.wisconsin.gov/projects/state/docs/air-classification-update.pdf>

#### Aviation Flight Safety

The Division oversaw installation or major upgrades to nine Automated Weather Observation Station (AWOS) units around the state. An AWOS is a set of weather sensors that are connected by computer which outputs weather data in real time to pilots both on the ground for planning purposes and in the air for time critical decision making. Information from these units is also made available to the general public including many television and radio stations. In addition the Division supports the maintenance and continued operation of over 40 AWOS units at Wisconsin System Plan Airports. Additional information on specific AWOS units is located at: <http://www.dot.wisconsin.gov/travel/air/awos-asos.htm>

### **2011 – 2013 Goals**

#### Long-Range Freight Transportation Planning

In 2011, the Department initiated the analysis and proposed development of a Multimodal Prioritized Freight Transportation Network. The analysis, stakeholder outreach, and final set of recommendations are expected to be completed in 2012.

#### Travel Demand Models

The Department will update, develop and maintain travel demand models throughout the state in cooperation with Metropolitan Planning Organizations' long-range plan updates and statewide goals. Models incorporate road networks, land use, demographic and economic data to replicate existing traffic conditions and forecast future conditions based on changes to these or other variables. U.S. Census 2010 data will be incorporated as part of these efforts.

#### Metropolitan Planning Organizations & Regional Planning Commissions Coordination/Outreach

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

### Corridor Planning

DOT will continue to manage the state's corridor management program. In 2012, efforts will include the continued coordination with the Department's five region offices to facilitate a consistent approach to corridor planning. In addition, efforts will also include identifying ways to implement the Department's proposed multimodal freight network into the program.

### State Highway Programs

DTIM will manage and provide financial direction for the Major Highway Program, Backbone Program and the State Highway Rehabilitation Program (SHR). Targets for let levels and quantities will be established, monitored and sought after. Asset management algorithms will be maintained and data management activities will be pursued. Audits of transportation projects will continue and contracts for upcoming projects will be processed.

### Airport Information Management System

The tool currently used to assist in administering all airport projects, airport contact information, and house airport facility data has become very unstable and is no longer supported by the vendor. DTIM is in the process of upgrading to an improved platform called Airport System Management (ASM). ASM will consolidate business processes and other peripheral support applications into one application thereby increasing data accuracy, reporting possibilities, communication, and business efficiency. Benefits for this system include workload efficiency, enhanced data retrieval, and improved project tracking from initial conception to final payment closeout for each project. ASM will also replace the current aircraft registration system.

### State Airport System Plan

The last State Airport System Plan (SASP) was completed in 2000. The updated SASP will focus on the needs of eight Commercial Service and 90 General Aviation airports and guide the type, extent, location, timing and cost of airport development needed in Wisconsin to maintain a safe and efficient system of airports. A system "report card" will be introduced with the goal of identifying system facilities or functions that are in some way deficient. The report card will identify those areas of the system and on an ongoing basis, re-measure those areas to track the progress of corrective action. Once identified, those areas will be addressed by focusing financial resources in the airport development programming process and by directing staff and educational resources to support corrections and improvements. The system plan will both serve traditional planning needs and also become a working management tool to qualify and quantify areas of concern and measure the success in addressing those areas.

## 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 over 140 agencies.
- Providing training and equipment for alcohol testing of drivers.
- Coordinating research, funding, and outreach for traffic safety programs.
- Providing specialized law enforcement services like technical reconstruction, air support, drug sniffing canines (K-9s), dignitary protection, and training facilities at the State Patrol Academy.

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

### 2009-2011 Accomplishments

#### *Highway Safety and Law Enforcement*

Through intensified enforcement and effective traffic safety education, DSP helped reduce fatalities and serious injuries from traffic crashes. In 2010, there were 562 traffic fatalities – the second lowest amount since World War II. The number of people injured has decreased steadily from 46,637 in 2008 to 41,589 in 2009 and 40,889 in 2010.

In partnership with the National Highway Traffic Safety Administration and law enforcement agencies throughout the state, the Bureau of Transportation Safety organized successful mobilizations backed by extensive public education messages in the media to increase safety belt use and decrease alcohol-impaired driving. Approximately 350 agencies around the state participated in the "Click It or Ticket" campaign and 315 participated in the impaired driving mobilizations efforts in 2010. In addition, Wisconsin continues to deploy its own media campaign to demonstrate how simple changes to driver behavior can prevent crashes. See DOT's "Zero in Wisconsin" website for more details. <http://www.zeroinwisconsin.gov/index.html>

DSP emphasized training and enforcement efforts focused on highway criminal interdiction while maintaining its traffic enforcement efforts statewide. In CY 10, DSP issued more than 54,300 speed citations, almost 74,800 speed warnings, made approximately 4,500 OWI arrests, issued about 41,000 safety belt citations, and investigated approximately 5,600 crashes. More information can be found at <http://www.dot.wisconsin.gov/statepatrol/enforcement/index.htm>.

#### *Motor Carrier Safety and Enforcement*

The Motor Carrier Safety Assistance Program (MCSAP) continues to advance the safe operation of commercial motor vehicles and drivers through safety inspections and traffic enforcement efforts. The program also includes audits and reviews of carriers to assure that they are meeting regulatory requirements. DSP trains a number of local, county, and tribal enforcement agencies to conduct MCSAP inspections in their areas. Wisconsin's efforts toward reducing Commercial Motor Vehicle (CMV) related fatalities have reduced the number of fatalities from 97 in 2000 to 53 in 2010. In addition, Wisconsin has experienced a 27.8%

decrease in large truck crashes from 2000 to 2010. Wisconsin has also experienced a 39.5% reduction in incapacitating injuries from 2000 to 2010.

The Size and Weight Program ensures that commercial vehicles operate within permitted size and weight limitations. Combined with MCSAP, more vehicles and drivers are subject to more intensive safety checks. In addition to checking over 36,000 vehicles and/or drivers for compliance with state/local regulations, DSP weighed nearly 500,000 vehicles at Safety and Weight Enforcement Facilities, over five million vehicles using Weigh-in-Motion technology, and over 2,000 carriers using portable scales in 2010. More about DSP's promotion of safe trucking can be found at <http://www.dot.wisconsin.gov/modes/trucks.htm>.

#### Wireless Communications Networks

DSP continues to make improvements in mobile data communications. The first phase of a much needed investment in Wisconsin public safety has been launched with the award of a \$16 million federal grant by the Wisconsin Office of Justice Assistance (OJA) Interoperability Council. This grant was awarded to implement WISCOM (Wisconsin Interoperable Communications), a statewide system which will allow emergency responders from different communities to communicate with one another during a large-scale incident. Initial build-out has provided nearly 95% statewide mobile radio coverage using 68 existing antenna towers and other infrastructure as the framework. Sharing a statewide infrastructure will result in long-term cost savings, avoid equipment duplication, and extend coverage capacity to meet local needs. More on the DSP's communications system can be found at <http://www.dot.wisconsin.gov/statepatrol/services/communications.htm>.

Major improvements were also made in tower infrastructure, including building new towers at the Wausau post, purchasing a new tower in Juneau County, and occupying additional county or privately owned towers at strategic locations across the state (e.g. Pierce and Shawano Counties).

#### Academy

The State Patrol Academy offers training and education to municipal, county, state and federal law enforcement related personnel. Examples include:

- Soft skill topics such as leadership, supervisory and management, instructor development, traffic law, motor carrier enforcement, salvage vehicle inspection, crash reconstruction, canine, chemical testing, and police communication officers.
- Tactical skill training such as firearms, defensive and arrest tactics, emergency vehicle operations, vehicle contacts, and professional communications.

A residential facility, the Academy provides meals, lodging and space for partner agencies: Federal Bureau of Investigation, Department of Justice, Department of Natural Resources, Department of Corrections, Madison Police Department, Capitol Police, Wisconsin National Guard, and Minnesota law enforcement agencies that use the facility for meetings, classes, workshops, conferencing, and driver training. The Academy trained 3,143 students in FY10 and 2,641 students in FY11. In October 2011, the 58<sup>th</sup> State Patrol Recruit Class started training new DSP recruits. More information about the Academy is found at <http://www.dot.wisconsin.gov/statepatrol/recruitment/academy.htm>.

The Academy has been the home of the Division's Technical Reconstruction Unit (TRU) since its founding in 2006. The TRU provides investigative services, evidence collection and mapping expertise. Federal, state and local transportation officials have all recognized the monetary and



safety value of rapid scene clearance for crashes on Wisconsin highways, crime scene mapping, simulation and animation. Division reconstructionists have assisted law enforcement and other state agencies in the prosecution and defense of offenders and victims of crime. The TRU and Division reconstructionists investigated and reconstructed 329 crashes in FY10 and 354 crashes in FY11.

## **2011-2013 Goals**

### *Reduce Fatalities and Improve Traffic Safety*

The goal for the 2011-13 biennium is to reduce the number of fatal, serious injury, and property damage crashes from the previous three-year average. DSP will use all available resources, including federal funding, to increase safety belt use in Wisconsin from 79.2% in 2010 to 85% by 2013.

### *Maintain Chemical Testing Services and Training*

The Chemical Testing Section will train and certify approximately 500 law enforcement personnel on the operation of the evidential breath test instrument (EBT) as well as the operation and calibration of Preliminary Breath Test (PBT) instruments approved by the section. The section will recertify approximately 5,000 current EBT operators and maintain and certify the 240 evidential breath test instruments throughout the state. The section will perform Ignition Interlock Device (IID), PBT and EBT evaluations and approvals as required, and respond to IID operational complaints. The section will also provide expert testimony, and public, prosecutorial and judicial training as requested. More information can be found at <http://www.dot.wisconsin.gov/statepatrol/services/chemtest.htm>.

### *Promote Motor Carrier Safety and Enforcement Activities*

The State Patrol's Motor Carrier Enforcement Section will incorporate Compliance, Safety, and Accountability (CSA) to improve the effectiveness of the agency's compliance and enforcement program to:

- Increase highway safety and reduce large truck-related crashes.
- Protect the State's highway infrastructure through inspection, enforcement and enhanced regulatory coordination and administration.
- Provide efficient service to the motor carrier industry and the driving public.
- Implement new technologies to improve highway safety and preserve highway infrastructure.
- Assure complete, timely, and accurate data and use that information to effectively implement policy and operational development.

### *Improve Interoperable Communications and Data Collection*

High bandwidth secure wireless access points have been established and will be maintained at post facilities and SWEFs allowing officers to wirelessly transfer electronic citations from the mobile data computers in their squad cars to the DSP servers. The Bureau of Public Security and Communications has begun 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.

### Wireless Communications Networks

DSP and the Department of Natural Resources will begin migration to the WISCOM system during the second and third quarters of 2012. Procurement of WISCOM compatible, narrowband compliant dispatch equipment and upgrades to the communications centers will occur in the first half of 2012.

The Bureau of Public Security and Communications will be upgrading 589 mobile data computers to the new Panasonic Toughbook with Windows 7 during the first quarter of 2012. A new two-factor authentication process will be implemented in order to meet new Department of Justice requirements. In addition, the computer aided dispatch system will be upgraded to a more robust system that will aid interoperability between posts, improve reporting, and add GPS functionality.

### Academy

The State Patrol Academy will:

- Recruit, select and train personnel as members of the 58th Recruit Class.
- Partner with the Wisconsin Department of Justice in order to provide law enforcement education on a state-wide basis.
- Drive technology that enhances the educational experience of our participants.
- Create efficiencies that make the Academy more cost effective.
- Provide value-added training to Wisconsin's law enforcement community.

## Division Update: Division of Motor Vehicles

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

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

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

### 2009-2011 Accomplishments

#### Improved and Enhanced Current Systems and Applications

The Division completed the first phase of its transition to a new mainframe image and workflow management system and implemented a new system for interstate motor carrier registration processing. DMV also made significant progress with online and Web-based applications including implementation of the following systems:

- Business Licensing Information System.
- The completion of applications to allow Web-based inquiries of vehicle registration status, and existence of liens on vehicle titles.

#### Developed Effective Service Delivery Alternatives

The Division developed Web-based applications that allow for customer self-service. These new systems allow customers to:

- Apply for a duplicate driver license and identification card online.
- Request and receive a copy of the customer's driver or vehicle record online.
- Process and pay for a heavy vehicle registration renewal online.
- Reinstate a driver's license online.
- Search for availability of personalized plate messages online.

DMV online services can be found at: <http://www.dot.wisconsin.gov/drivers/online.htm>

#### Implemented State and Federal Mandates

DMV continues to make progress towards full compliance with the federal REAL ID Act. The Division implemented changes to the customer queuing system in preparation of centrally issuing REAL ID compliant products to customers. DMV also began capturing an image of every customer who applies for a product in fulfillment of federal security requirements. DOT continued to make progress on the IT project that will allow for full implementation of central issuance.

DMV implemented commercial drivers license (CDL) compliance legislative changes effective January 1, 2010. These changes included several new types of disqualifications for operators of

commercial motor vehicles, as well as appropriately reflecting administrative per se violations on a driver's record in accordance with federal regulation. Automation to implement these changes was successfully rolled out at the same time. For more information on CDL changes, see <http://www.dot.wisconsin.gov/drivers/drivers/apply/types/cdl-changes-2010.htm>.

DMV implemented system changes effective July 1, 2010 to coincide with 2009 Wisconsin Act 100. The system changes allow DMV to impose ignition interlock devices (IIDs) on operating privileges and vehicle records. In addition, the automation also calculates the appropriate revocation time based on jail/prison sentence imposed by the court. DMV activities to combat drunk driving are outlined at <http://www.dot.wisconsin.gov/drivers/drivers/enforce/owi.htm>.

Pursuant to 2011 Wisconsin Act 23, and effective July 1, 2011, DMV implemented system and operations changes to issue Identification Cards, free of charge, if requested for voting purposes; see <http://www.dot.wisconsin.gov/drivers/drivers/apply/idcard.htm>.

## **2011-2013 Goals**

### *Improve and Enhance Current Systems, Applications and Data Quality.*

Improvements will include:

- Continuing migrating IT applications as the legacy driver licensing system is retired.
- Merging duplicate customer records in order to have one customer record per customer, a prerequisite to enhancing additional systems.
- Beginning to send drivers' license renewal notices via postcards.
- Continuing the transition to a new mainframe image and workflow management system.
- Partnering with law enforcement and other stakeholders to revise the collection of crash data to enhance data quality and value in improving safety.
- Partnering with the Oneida Tribe to include their vehicle registration information in the DMV database and make it available to law enforcement via the Department of Justice.

### *Develop Effective Service Delivery Alternatives.*

The Division will continue to explore and develop Web-based applications that allow for customer self-service, including:

- Sending title information electronically to lien holders for non-individual customers and creating an online application to view title information for individuals.
- Allowing fleet renewals online.
- Completing a title and registration application for private vehicle sales online.
- Providing an e-mail inquiry form that will prompt customers to supply the correct identifying information so their e-mail can be answered in one response.
- Creating a mobile friendly web presence to facilitate online customer transactions via a mobile device.
- Allowing customers to renew their ID card online.
- Allowing customers to apply for an occupational driver license online.

DMV will also expand the use of credit and debit cards and other electronic payment methods for web-based transactions, analyze how Class D driving skills tests can be administered in the most efficient and effective way possible, and revise the metrics used in the customer satisfaction index to more accurately assess and improve service delivery.

Implement State and Federal Mandates.

The Division will:

- Continue work towards meeting federal REAL ID requirements for driver licensing and identification product security and comply with statutory language that allows DMV to simultaneously issue both REAL ID-compliant and non-compliant products. This work will include the issuance of newly designed credentials, which meet all federal security standards, from a secure central print facility.
- Implement programming changes in the driver licensing system to comply with federal CDL issuance requirements.
- Work with a third-party vendor to develop a new system to successfully implement the Wisconsin Vehicle Inspection Program.
- Complete system enhancements to enforce federal sanctions against motor carriers that have been ordered out-of-service for safety violations.
- DMV will work with the Division of Business Management and the Department of Administration to prepare and open 32 new service center locations to provide 20 hours per week of driver's license and identification card services in every Wisconsin county.

## Division Update: Division of Business Management

The Division of Business Management (DBM) provides reliable and cost-effective business support services in the areas of facilities management, procurement, risk and safety management, fleet, fiscal and research services, human resource management and information technology management. DBM consists of three bureaus:

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

### 2009-2011 Accomplishments

#### Human Resource Management

- As part of maintaining a quality workforce, BHRS partnered with divisions to staff 66 project positions associated with the American Recovery and Reinvestment Act (ARRA). BHRS assisted in developing a staffing plan to stagger filling these project positions to address increased workload and ensured positions had correct classifications.
- In January 2011, BHRS implemented "My WisDOT Pay," an online, web-based system to provide employees access to their electronic pay information. This eliminated mailing paper statements to employees who registered with "My WisDOT Pay." Implementation of this system has created a number of cost efficiencies for the Department.
- DOT's Employee Assistance Program (EAP) was awarded the Gold Level Award for the Governor's Worksite Wellness Award. DOT is the first state agency to receive the Gold Level Award, which was provided in recognition of the extensive program offerings provided to employees to assist with health and wellness.
- During the 2009-11 biennium, BHRS partnered with BITS to implement a web filtering software to safeguard the Department's IT systems and create efficiencies with overall bandwidth. This software limits access to non-business-related internet sites that require excessive bandwidth like internet TV and radio.

#### Information Technology Management

- BITS instituted a Relationship Manager Program to improve communication and alignment of technology direction with the divisions.
- A Divisional Information Technology Strategic Planning Process was established in the fall of 2009. This planning process is available to all divisions to help plan for deploying

technologies that support their unique business strategies. BITS helped DTSD establish a division IT plan from which IT projects are prioritized and initiated.

#### Business Services Management

- The DOT Library successfully incorporated thousands of items from the Southeast Region and Materials Lab libraries that are no longer maintained by DTSD. Key items include national standards manuals and a variety of historic information on the initial planning development of the Southeast freeway system in the 1950s and 1960s.
- Fifty-five different state-sponsored research projects were completed in 2009-2011, providing new information and recommendations to change practices for the design, maintenance and construction of pavements and structures, along with key data and ideas for policy implementation. Additional information on the research can be found at: <http://wisdotresearch.wi.gov/>
- An internal privacy website was developed and launched in calendar year 2010. The Privacy Website tag line is "Information collected is Protected" and the site has several sections including, the DOT Privacy Statement, Privacy Policies/Standards, a listing of divisional Privacy Representatives and an Action Plan for Privacy Training. The site offers relevant links to items such as the initial State of Wisconsin Privacy Assessment, also known as the Metavante Report; the Wisconsin Office of Privacy; and a summary report of the DOT Privacy Peer Exchange which was held in October 2010.
- For several years, DOT has utilized a risk management strategy referred to as an owner-controlled insurance program (OCIP), in which insurance for large DOT highway projects is purchased by the Department rather than by each contractor. The combined insurance purchase is accompanied by strong assurance to the insurance companies regarding safety and loss control programs, resulting in dollar savings, improved worker safety, and avoidance of project delays. In this biennium, DOT was able to renegotiate OCIPs for two projects (I-94 Corridor and USH 41 Corridor) based on more refined project and loss control information, resulting in combined savings of nearly \$28.8 million.

#### **2011-2013 Goals**

##### IT Business Alignment

BITS will assess and plan technology direction in partnership with all of the divisions in order to take advantage of opportunities to deploy technologies which support business strategies. BITS will track and assess IT activities to focus resources on evolving the IT Portfolio to ensure technical viability, operational effectiveness, and business reliability.

##### Improve DOT Facilities

To achieve cost savings in both construction and building, DBM will improve management of DOT facilities through improved project management and maintenance management tools.

##### Continue to develop and implement the DOT COOP Plans

DBM will refine and continue the implementation of an all-hazards emergency response plans for significant business interruptions, including training and regular exercising of the plan.

### Implementation of Wisconsin Privacy Program

To ensure DOT's compliance with the established Wisconsin Privacy Program, the Administrator Office will continue with the roll out of agency privacy policies and standards and the procurement and presentation of training on privacy awareness.

### Maintaining a Quality Workforce

Goals include:

- Analyze and create efficiencies in the delivery of employee development training to Department staff. This includes using Moodle software to create and implement an online version of the Department's New Employee Orientation Program (NEOP) to eliminate travel to Madison for training and provide immediate training to new employees.
- Develop and implement policies and procedures to address changes associated with the new collective bargaining law. BHRS will analyze business needs and create consistent Department policies for implementing the Department's transfer process, overtime and compensatory time, and professional development time off.
- To address maintaining a quality workforce, BHRS will continue to partner with divisions on workforce planning efforts. BHRS will help establish a Department-wide Leadership Development Program, where current business experts across the agency serve as trainers for employees interested in leadership roles in the agency.
- BHRS will lead efforts to develop a strong and effective diversity recruitment strategy for the agency. This includes attracting a diverse workforce in relation to race, gender and age. This also includes ensuring that new talent can be brought into the organization to address critical hiring needs and improve legacy systems and processes.



## For More Information

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

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