

# DIVISION OF PUBLIC SAFETY AND RESOURCE PROTECTION

STRATEGIC PLAN 2022 - 2023

*PROTECTING PEOPLE & NATURAL RESOURCES*



The Wisconsin Department of Natural Resources – Division Of Public Safety And Resource Protection (DPSRP) provides law enforcement, public safety, environmental protection, resource protection and recreational education services to all people who live, work and recreate in Wisconsin. Our staff works with tireless passion to provide a high level of service to the people and resources of our great state through education, enforcement and community involvement. Our staff makes us capable, our partnerships make us strong, and our commitment to the natural world makes us relevant to all.

For decades, the DPSRP has used strategic plans linked to the Wisconsin Department of Natural Resources Mission to guide our thinking, our goals and our work. By reflecting on the past, evaluating the present and exploring the future, we endeavor to guide the DPSRP in a progressive, responsible and mindful way. Trends and cultures change over time so through strategic planning DPSRP remains adaptable, forward-thinking and relevant. While change is inevitable and important, our timeless focus is on protecting, promoting, enhancing and passing on Wisconsin's natural resources to future generations.

The foundation of the Division Of Public Safety And Resource Protection strategic plan is four overarching goals:

**1. We Serve Our Residents** - Enhance public safety and enjoyment of outdoor recreational experiences and being ready to respond to emergencies.

**2. We Protect Our Environment and Resources** - Protect public health and our air, land and water and promote healthy and diverse habitats and fish and wildlife populations.

**3. We Care About Future Generations** - Promote appreciation of our natural resources and the benefits they provide to everyone, lead by example in conservation and pass on the conservation ethic to future generations through education and outdoor opportunities.

**4. Our Staff Are Our Strength** - Provide our staff with fulfilling careers while leading and adapting to achieve our mission.





# GOAL 1

**We Serve Our Residents** - Enhance public safety and enjoyment of outdoor recreational experiences and being ready to respond to emergencies.

**Strategic Objective 1.1:** Work collaboratively with Bureau of Parks and Recreation Management (BPRM) to provide a balanced and holistic enforcement program on recreational properties while prioritizing public safety.

- 1. Tactic:** Work with Alignment Oversight Committee (AOC) to balance the Division's enforcement efforts by empowering and determining beneficial training (E.g. Professional communications, de-escalations, etc.) for non-credentialed, recreational property staff to address commonly encountered Ch. NR 45 violations and public assistance requests.
- 2. Tactic:** Enhance the ability of Division staff to work complex investigations by providing and/or seeking out and attending specialized training (E.g. Death investigations, sexual assault, arson, etc.).
- 3. Tactic:** Identify and train at least three personnel in crisis management that are capable of responding throughout the state for significant events requiring crisis management experts.
- 4. Tactic:** Work with BPRM to identify recreational properties with facilities capable of providing adequate office space for Division staff and, when practical, relocate Division staff offices accordingly.
- 5. Tactic:** Work with AOC and our partners with BPRM to evaluate funding opportunities to hire, train, and retain additional LTE staff to work at state recreational properties to supplement and further enhance enforcement and public safety efforts.
- 6. Tactic:** Share results from the 2022-2023 Strategic Planning Committee Stakeholder survey with members of the AOC to be used as a source of public input to help guide alignment efforts.

**Strategic Objective 1.2:** Rapidly deploy and provide resources and personnel to emergency events.

- 1. Tactic:** Provide up-to-date specialized equipment and an operational equipment inventory.
- 2. Tactic:** Maintain fully staffed Mission Ready Teams (MRTs) with properly trained and certified members while evaluating and considering geographical locations and distributions.
- 3. Tactic:** Evaluate the need for a specified number of staff distributed across the state to have additional training and equipment for response to civil unrest type events.

**Strategic Objective 1.3:** Maintain emergency equipment and competencies for response readiness.

- 1. Tactic:** Develop, review, and maintain concise Incident Action Plans.
- 2. Tactic:** Provide reality based training in emergency management to include ICS 300 minimum level for credentialed and other appropriate DPSRP staff.
- 3. Tactic:** Increase awareness of the technology and capabilities of the UAS (drone) and Investigative Warden (IW) teams. To include opportunities of UAS and other surveillance equipment usage to monitor for illegal activity, search and rescue efforts, and mapping and photography of incident scenes.
- 4. Tactic:** Provide first aid training sessions during even numbered years.
- 5. Tactic:** Continue to mark emergency patrol vehicles as opportunities arise and deemed appropriate based on station needs.

# GOAL 1

**We Serve Our Residents** - Enhance public safety and enjoyment of outdoor recreational experiences and being ready to respond to emergencies.

**Strategic Objective 1.4:** Develop and maintain partnerships to ensure strategic, effective and timely response to emergencies and high profile events.

- 1. Tactic:** Maintain relationships with internal and external partners including community emergency response personnel by participating in local events and training exercises.
- 2. Tactic:** Update or develop publications educating public safety partners and stakeholders on DPSRP capabilities and specialty MRTs.
- 3. Tactic:** Deploy MRTs and other properly trained personnel to high profile events (Ryder Cup, etc.).
- 4. Tactic:** Research and evaluate our involvement with local, state and federal task force groups.

**Strategic Objective 1.5:** Promote recreational vehicle safety with a primary goal of accident reduction.

## **1. Education / Outreach Tactics**

- a. Tactic:** Address outreach with new user demographics buying recreational vehicles to include kayaks, paddle boards and canoes.
- b. Tactic:** Continue to work with partners to enhance recreational vehicle safety awareness through messaging campaigns designed to reduce unsafe operation.
- c. Tactic:** Increase outreach with dealerships, outdoor outfitters, specialty shops, canoe/kayak/rafting outfitters, dive shop rentals and dealers, etc.
- d. Tactic:** Provide public education on primary crash factors by vehicle type.
- e. Tactic:** Promote community outreach for events to include sponsorship with stakeholders (dealers or manufacturers, helmet fitting events, promotional items, etc.).
- f. Tactic:** Distribute the Recreational Vehicle Safety, Education, and Enforcement Annual Report, Wisconsin Hunter Education Annual Report, and Sporting Heritage Council Biennial Report to the Legislature and Natural Resources Board via staff liaisons.

## **2. Enforcement Tactics**

- a. Tactic:** Continue to promote and create specialized recreational vehicle safety campaigns (i.e. Operation Safe Trails, Seat Belt Saturday, Operation Sled Safe, Operation Dry Water).
- b. Tactic:** Partner with user groups to support development of legislative changes to improve consistency, conformity, and enforceability of recreational vehicle laws and incorporating OWI penalties and prior convictions on the same platform regardless of vehicle type.
- c. Tactic:** Provide standardized training aids to train local law enforcement partners on OHV and boating enforcement.

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## 3. Recreational Vehicle Accident Investigation Tactics

- a. Tactic:** Evaluate accident investigation practices; procuring relevant training, equipment and funding to ensure adequate coverage.
- b. Tactic:** Provide advanced crash training for recreational wardens.
- c. Tactic:** Provide field wardens with refresher crash training.
- d. Tactic:** Evaluate the need for a crash investigation and reconstruction position.
- e. Tactic:** Provide public education of crash reporting requirements and conduct an analysis of compliance.

## Strategic Objective 1.6: Continue working to improve warden authority

- 1. Tactic:** Participate in joint trainings, or provide training to, local law enforcement agencies.
- 2. Tactic:** Ensure that public safety organizations are engaged partners in the process to seek improved warden authority without the concern of state interference.
- 3. Tactic:** Engage the department legislative liaison to pursue sponsorship of a full police authority bill with assistance from the policy officer.



# GOAL 2

**We Protect Our Environment and Resources** - Protect public health and our air, land and water and promote healthy and diverse habitats and fish and wildlife populations.

**Strategic Objective 2.1:** Protect public health and the quality of Wisconsin's resources through efficient and prioritized enforcement efforts.

- 1. Tactic:** Partner with environmental program staff to increase awareness of applicable environmental regulations, understand program priorities, improve enforcement strategies, and identify compliance trends and emergent issues to promote efficient and consistent compliance, education and enforcement activities. This will be accomplished through regular meetings between EE/IW Supervisors, EE program liaisons and environmental program management.
- 2. Tactic:** Support collaboration and integration of environmental program staff in conservation warden team meetings, site inspections, ride-a-longs and joint field enforcement efforts to promote integration and educational opportunities. This will be accomplished by applicable Division supervisors contacting EE and/or environmental program supervisors to schedule appropriate trainings for the conservation warden meetings based upon a recognized need for educational opportunities in a given program or area.
- 3. Tactic:** Provide ongoing support as requested to county district attorneys for prosecution of environmental cases by coordinating appropriate regulatory experts within the department, contacts within the DOJ Public Protection Unit, and training materials regarding environmental regulations.

**Strategic Objective 2.2:** EE Outreach - Enhance communication with external environmental groups, businesses, and communities.

- 1. Tactic:** Provide environmental enforcement case information via a publicly accessible database and appropriate media outlets for awareness and education.

**Strategic Objective 2.3:** External Agency Partnerships - Partner with state and local agencies on integrated and collaborative enforcement strategies.

- 1. Tactic:** Create training to help Division staff understand the roles and responsibilities of state and local partners.
- 2. Tactic:** Develop processes for integration, collaboration, and resolution of cases with regulatory overlap with state and local partners.
- 3. Tactic:** Explore partnerships and creative resolutions using local ordinances or other statutes with other law enforcement agencies and local prosecutors to address environmental issues.

**Strategic Objective 2.4:** Enhance training and the utilization of technology in environmental cases.

- 1. Tactic:** Create electronic learning resource modules covering environmental program enforcement for DPSRP staff education.
- 2. Tactic:** Develop quick reference field guides with regulatory program information for field warden investigations.

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**Strategic Objective 2.5:** Create efficiencies, reduce economic impacts and promote a level playing field for all citizens and businesses through the rule making and legislative process.

- 1. Tactic:** Work toward a statute change creating a single and consistent falsification of records violation for all environmental programs.
- 2. Tactic:** Work with our internal and external partners and stakeholders to implement new citation authority options related to illegal wildlife harvest, sale and commercialization of natural resources and for commonly occurring environmental violations.
  - Buy, sell, barter, serve or trade native wild animals or their parts. Or implement a tiered system in the statute where the transaction amount determines whether it's a crime or civil forfeiture.
  - Burning of prohibited items
  - Manure Spills
  - Explore options within other regulatory programs in the department
- 3. Tactic:** Work to update wild animal protection surcharge values and implement a trophy wildlife enhancer for illegally harvested trophy wildlife.

**Strategic Objective 2.6:** Streamline enforcement tools for the Public Drinking & Ground Water Program.

- 1. Tactic:** Work with the program and legal services to streamline process for consent orders, including developing templates for orders. Work with the program on developing and implementing a process for handling the nitrate exceedance sunset clause.

**Strategic Objective 2.7:** Commercialization of Our Natural Resources – Monitor the activities and enforce the laws relating to the commercialization of state's natural resources.

- 1. Tactic:** Partner with forestry staff to monitor and address compliance of forest related harvest, sale, and access laws.
  - a.** Work with local forestry staff to verify cutting notices are properly filed.
  - b.** Work with forestry staff on state land timber harvest by monitoring and auditing harvest and harvest records.
  - c.** Work with forestry staff to identify areas with valuable timber (birch poles, pine boughs, burls) and proactively monitor for illegal harvest.
- 2. Tactic:** Implement training on new and emerging resource commercialization trends, including investigative techniques, regionally and at a statewide level.
- 3. Tactic:** Utilize the Regional Internet Investigation team to proactively monitor for online resource commercialization.
- 4. Tactic:** Organize and lead a specialized work unit with DPSRP, Fisheries, Wildlife and NHC staff to identify and address commercial trade of native reptiles and amphibians.



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- 5. Tactic:** Organize and lead a specialized work unit with DPSRP, Fisheries, neighboring state investigators, and the US Fish and Wildlife Service to identify and address the illegal commercialization of Aquatic Organisms in Trade and native reptiles and amphibians.
- 6. Tactic:** Complete on-water and dockside inspections of commercial fishing operations, including shovelnose sturgeon harvest, to ensure compliance statewide with fishing gear restrictions, net marking, harvest quotas, and the EFHRS system where applicable.

**Strategic Objective 2.8:** Aquatic Invasive Species – Proactively protect our state’s waterways from aquatic invasive species.

- 1. Tactic:** Conduct in-person pet store and trade markets visits to look for and identify prevalence of illegal and aquatic invasive species offered for sale/trade.
- 2. Tactic:** Conduct an inspection of wholesale fish dealer vehicles, commercial fishers, or live fish hauler vehicles to ensure compliance with commercial fishing laws, record-keeping laws, and aquatic invasive species laws.
- 3. Tactic:** Continue to seek out funding and grant opportunities to further dedicated efforts to investigate illegal activity associated with aquatic invasive species.

**Strategic Objective 2.9:** Chronic Wasting Disease (CWD) and Tuberculosis (TB) - Participate in integrated Department efforts to manage CWD and prevent TB from infecting the wild cervid herd through enforcement and education.

- 1. Tactic:** Coordinate region-wide enforcement details targeting illegal baiting activity.
- 2. Tactic:** Through collaboration with department wildlife staff, Division staff will work to increase public awareness and enforcement efforts on the transportation of wild cervid carcasses within our state and from other states into our state.
- 3. Tactic:** Working cooperatively with department wildlife staff, work to educate the public on ways they can manage their property for deer and other wildlife without utilizing bait or feed material and conduct outreach to local businesses that sell deer bait and feed material with a focus in counties affected by CWD.
- 4. Tactic:** Share results from the 2022-2023 Strategic Planning Committee Stakeholder survey with leadership within wildlife management.



# GOAL 3

**We Care About Future Generations** - Promote appreciation of our natural resources and the benefits they provide to everyone, lead by example in conservation, and pass on the conservation ethic to future generations through education and outdoor opportunities.

**Strategic Objective 3.1:** Increase outreach and engagement with stakeholders by increasing the Division's virtual and/or remote presence.

- 1. Tactic:** Work with Division Public Information Officer (PIO) to develop a broad communications plan to include outreach with an expanded audience with relevant messages from across the Division. To include a variety of information platforms (social media, digital, radio, print, and public events).
- 2. Tactic:** Increase offerings of connected virtual classes such as Fishing for Dinner, Learn to Hunt, and Hunt for Food by 2 opportunities per DNR Region, targeting priority areas such as Milwaukee and with a focus on adults, females, families, and diversity.
- 3. Tactic:** Draft and seek approval of a revised Shooting Sports Program strategic plan to address increasing interest in recreational target shooting and need for public firearm safety training.
- 4. Tactic:** Draft and seek approval of a Recruitment Committee strategic plan. The plan should state the goals of the committee over the next 2-5 years, document recruitment strategies, and outline strategies for evaluation and adaptive management.

**Strategic Objective 3.2:** Increase outreach and engagement with new stakeholders by increasing the Division's physical presence.

- 1. Tactic:** Increase offerings of connected in-person programs such as Fishing for Dinner, Mobile First Catch Center, Learn to Hunt, and Hunt for Food by 2 opportunities per DNR Region in priority areas such as Madison and Milwaukee, with a focus on adults, females, families, and diversity.
- 2. Tactic:** Reach out to the Department of Public Instruction and Department of Public Health to review priorities in outdoor education and explore partnership opportunities. Document potential next steps such as the establishment of a dedicated liaison position.
- 3. Tactic:** Implement an improved internship program as part of the in-person efforts of the Recruitment Committee.

**Strategic Objective 3.3:** As a Division, take an active role in agency-wide efforts to engage with a broad array of stakeholders.

- 1. Tactic:** Create an ad-hoc committee to review the Fish and Wildlife Relevancy Roadmap, raise awareness of the document among Division staff, and make recommendations of incorporating content of the Roadmap to the FY24-25 Strategic Planning Committee.
- 2. Tactic:** Increase collaboration with staff from other Department Divisions to explore the intersection of hunting, fishing, trapping, and shooting with other types of outdoor recreation.
- 3. Tactic:** Identify and reach out to 3 new external groups per region to form long-term relationships and partnerships.



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**Strategic Objective 3.4:** Increase education and outreach efforts related to Environmental Enforcement and the Recreational Safety and Outdoor Skills section.

- 1. Tactic:** Work with Division PIO to create a communications plan identifying platforms and opportunities to improve promotion of the EE and RSOS sections internally and externally.
- 2. Tactic:** Take steps to balance staffing requirements with the expected outputs of the R3 and Shooting Sports programs—by pursuing federally funded FTE or project positions, evaluating section staff responsibilities and SEGs, and evaluating the roles and responsibilities of partners and volunteers.
- 3. Tactic:** Establish a cross-divisional Learn to Hunt Committee, creating opportunity for increased engagement between RSOS staff, credentialed and non-credentialed field staff, researchers, program managers, and external partners. Committee will have potential to pivot to other R3 topics in the future.





# GOAL 4

**Our Staff Are Our Strength** - Provide our staff with fulfilling careers while leading and adapting to achieve our mission.

**Strategic Objective 4.1:** Empower Division staff to focus on high-priority work by analyzing and prioritizing work tasks.

- 1. Tactic:** Form a diverse internal committee to complete and implement a workload analysis to determine work priorities at a station/position level. The committee shall also complete a cost-benefit analysis of Division staff specialists (e.g. drone team, background investigations). Use the analysis to determine if workload can be better managed across teams, regionally and the Division. The LEMT is to review the workload analysis prior to implementation.
- 2. Tactic:** Supervisors will support staff in triaging or de-prioritization of identified low priority tasks by clear communication of expectations to staff or to the public when needed. Create a guidance document detailing implementation.

**Strategic Objective 4.2:** Promote and support the DPSRP peer support team and Chaplin program to instill a DPSRP culture of exceptional mental health, physical health, and well-being for all DPSRP staff. (See Appendix 1 for more information)

- 1. Tactic:** Provide peer support introduction and mental health training for all new hires in the Division.
- 2. Tactic:** Provide annual continuing education training for the Division peer support team.
- 3. Tactic:** Provide annual refresher training on mental health, physical health, and well-being for all Division staff.
- 4. Tactic:** Provide annual training for Division management staff on assisting staff through critical incidents, mental health, physical health, and well-being situations.
- 5. Tactic:** Research hiring a Division peer support coordinator (FTE) promoting a Division culture of employee health and wellness.
- 6. Tactic:** Research hiring or contracting with a mental health professional that is available to all Division staff.
- 7. Tactic:** Research permitting mental health consultation while in paid status annually for Division staff to meet with a mental health professional.

**Strategic Objective 4.3:** Strive for work life balance for employees while providing exceptional customer service.

- 1. Tactic:** Create a pilot program of a team coverage model by creating a standard procedure for staff to designate points of contact within their core work areas during days off or for vacant positions.



# GOAL 4

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**Strategic Objective 4.4:** Reduce workload for Conservation Wardens by streamlining and consolidating administrative tasks for time reporting, records management, and form processing.

- 1. Tactic:** Seek a budget initiative to identify, implement and adjust data and record management systems to manage workflow and reduce redundancies. Hire 2 FTEs or adjust staff responsibilities to manage these systems.
- 2. Tactic:** Create a Division-wide “who does what” document and update the document biannually once completed.

**Strategic Objective 4.5:** Pursue incentives for employees to improve their physical and mental fitness.

- 1. Tactic:** Continue to pursue ways to financially compensate staff for their efforts in improving their physical fitness by identifying/ drafting a request to include in the next compensation package.
- 2. Tactic:** Explore and identify avenues for employees’ to use assigned equipment to utilize digital media to increase their overall wellness (i.e. using apps and streaming services).

**Strategic Objective 4.6:** Complete a survey of all Division staff, retirees, and significant others that is more specific to employee wellness than the employee engagement survey to better understand where our employee wellness stands.

- 1. Tactic:** Complete a survey of all Division staff, a relative sample of retirees, and relative sample family members or significant others that is more specific to employee wellness than the employee engagement survey.
- 2. Tactic:** Use the results of the survey to identify and address critical wellness concerns in the next strategic plan.

**Strategic Objective 4.7:** Ensure all Division staff have access to relevant professional and career development training and opportunities.

- 1. Tactic:** Add position-specific required training components for all Division staff into the annual standard evaluation guidelines (SEGs).
- 2. Tactic:** Annually research and manage relevant training opportunities for job-specific training for each Division position.
- 3. Tactic:** Allow at least one professional growth training per employee per year.

**Strategic Objective 4.8:** Incorporate and normalize fitness and nutrition in trainings and in monthly news articles.

- 1. Tactic:** Work with the training committee to incorporate physical fitness and nutritional information into at least two of the required annual division trainings.
- 2. Tactic:** Work with additional state partners to provide resources quarterly related to physical fitness, nutrition, and mental health.

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**Strategic Objective 4.9:** Ensure all eligible staff has opportunities to put in for committee, workgroup, and liaison opportunities before the selection is made.

- 1. Tactic:** Ensure each committee's charter is readily accessible and explains the membership selection process, membership eligibility requirements, term limits, minimum and maximum membership numbers, and participation requirements.
- 2. Tactic:** Ensure when filling committee, workgroup, and Division liaison opportunities, all eligible Division staff members are made aware of the opportunity and receive a chance to put in for the position before selection is made. Create a standard process and timeline.

**Strategic Objective 4.10:** Continue to show value for Division staff member's extraordinary work through award recognition and retention initiatives.

- 1. Tactic:** Develop an internally facing awards workgroup consisting of credentialed and non-credentialed staff members to review award criteria, review award equity and inclusion, create and maintain a list of awards to include award eligibility and award deadlines, and create a list of past award winners. This workgroup should also explore opportunities for expanding who can nominate a Division staff member for an award.
- 2. Tactic:** Ensure all Division staff are eligible for an equitable percentage of internal awards based on their percentage of the division.

**Strategic Objective 4.11:** Improve external customer service and increase efficiencies for Division of Public Safety and Resource Protection for when residents find dead wildlife that they would like to purchase from the State and take possession of (E.g. Car-killed bobcat, non-vehicle killed deer, etc.).

- 1. Tactic:** Collaborate with hotline staff to increase external customer service to citizens who find dead wildlife and would like to legally take possession of them.
  - a.** Identify opportunities for citizens to contact the DNR violation hotline, or other similar DNR contact number, when they would like to take possession of wildlife found dead and a local warden is unavailable.
  - b.** Identify stream-lined process for hotline staff to communicate to the local warden when they authorized a citizen to take possession of wildlife found dead.

**Strategic Objective 4.12:** Work to minimize turnover of Conservation Wardens in high turnover administrative areas.

- 1. Tactic:** Establish a stand-alone committee or work with relevant, existing committee, to review and evaluate suspected retention related issues with field warden stations identified as high turn-over stations.