

**STATE OF WISCONSIN DEPARTMENT OF  
TRANSPORTATION**

**AGENCY PRIMER: “WHAT YOU NEED TO KNOW”**

JANUARY 2023



**INSTITUTE FOR  
REFORMING GOVERNMENT**

## TABLE OF CONTENTS

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FROM THE DESK OF CJ SZAFIR	2
REPORT SUMMARY	3
BACKGROUND	4
AGENCY DESCRIPTION, MISSION, & FUNCTION	5
AGENCY BUDGET TRENDS	7
AGENCY LEADERSHIP	12
ORGIZATIONAL CHART	13
ATTACHED COUNCILS, TASK FORCES, COMMITTEES	14
RELATED ENTITIES	15
MAJOR PAST INITIATIVES (2011-Present)	18
STAKEHOLDERS	20
PAST EXECUTIVE ORDERS	22
GOVERNMENT REFORM OPPORTUNITIES	24
CONCLUSION	24

## FROM THE DESK OF CJ SZAFIR

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Freedom and Opportunity. Those are ideals that bind us together as a state. Unfortunately, the size and scope of state government too often gets in the way of individuals and families being able to achieve their full potential as they build their share of the American Dream.

We can do better, and we must do better. We all should ask, – “Is the mission of state government, — of each and every agency, bureau, and division —, aligned with the vision that everyday Wisconsinites have for Wisconsin? Is state government set up to help citizens succeed, or is it a roadblock to success? We need a conservative vision for state government, indeed for each and every agency.

Last spring, with support from our donors and Board of Directors, the Institute for Reforming Government started an ambitious project to help answer those questions about the biggest state agencies to help answer those questions because we believe the best way to enhance liberty is to improve transparency. This project was the work of eight experts in Wisconsin state government, including three senior-level cabinet officials, a budget director, and subject matter experts. In addition, our team had regular meetings with former top officials in state government as well as business leaders and other experts outside of government. We looked at past revenue and spending trends. The findings are not surprising.

State agencies are massive. They spend record amounts of taxpayer dollars year over year. They too often get in the way of individual success and are set up as enforcement agents instead of partners in creating a better Wisconsin. They need reform. We need leaders to bring forward conservative visions to the agencies.

In these briefings, we shine light onto state agencies to help all citizens diagnose what is broken. Later, based on these and discussions with people all over Wisconsin, we'll offer government reform ideas and detailed budget analysis to help chart a new course for Wisconsin, - one where each and every individual in our state has the freedom and opportunity to succeed.

Sincerely,

CJ Szafir  
*President*  
Institute for Reforming Government

# SUMMARY

## “Light and liberty go together”

Thomas Jefferson, In a letter to Tench Coxe, 1795”

This document prepared by the Institute for Reforming Government (IRG) is intended to inform policy makers and the public of the full scope of the Wisconsin Department of Transportation (DOT). Our partners at the IRG Action Fund will release conservative, free market, and liberty minded policy reforms specifically for the DOT in a separate document.

For the general public, the executive branch of Wisconsin state government can be a mystery. There are countless agencies with billions of tax dollars flowing through them. Although some may have an understanding of an agency because of their daily work or real-world experience, few people in Wisconsin have a handle on the entirety of the executive branch. Each agency has its own mission, functions, and programs. Some agencies generate their own revenue, some rely on state tax dollars, and many of them take some sort of federal funding. Each agency has unique powers and authorities. The goal of this briefing document is to pull back the veil and show Wisconsinites how their government taxes, spends, and regulates.

Over the course of months, a team of policy experts at IRG pored over all of the information on Wisconsin's biggest agencies. In this briefing document, you will see agency functions, budget trends, a list of past appointees, and policy concerns. These items create a basis for understanding the scope and history of each agency in an effort to inform policy makers in Madison as they carry out their work in the coming legislative session.

Created in 1967, today's Wisconsin Department oversees over 115,000 miles of roads, and also promotes and supports statewide air, rail, water transportation and transit too. The agency employs over 3,000 full-time employees, has 5 regional offices throughout the state, and a Department of Motor Vehicles in each of the 72 counties. The biennial budget is approximately \$6.8 billion dollars, of this amount, approximately \$2.6 billion is spent on roads.



# BACKGROUND

Prior to the start of the 20th century, there was no need for a state agency to oversee transportation in Wisconsin. However, the advent of internal combustion powered vehicles changed that, and in 1911, the Wisconsin Highway Commission was created. The Commission was authorized to provide aid for the construction and maintenance of public highways. In 1939, the legislature created the Motor Vehicle Department and consolidated registration, licensing, and enforcement within it. A few years later, in 1945, the legislature created the Aeronautics Commission to regulate air travel and partner with federal regulatory agencies.

The executive branch reorganization in 1967 saw the consolidation of these three predecessor agencies into one agency, the Wisconsin Department of Transportation (WisDOT). Further reform happened in 1977, when the organizational structure was changed to give the Secretary authority over the divisions within the agency, rather than the Governor.

Today, the department has many of the same responsibilities it had when its authority was split among several small agencies. The agency is generally charged with providing highway aid to local governments, maintenance and construction of Wisconsin's state highway and interstate system, and traffic law enforcement. The agency is the main hub for state identification cards, vehicle registration, and examinations for drivers licenses. The Department also supports rail transportation, although it is important to note the railroads are regulated by the Office of the Commissioner of Railroads.

Today, WisDOT manages a biennial budget of nearly \$7 billion dollars. Revenue for the agency comes from various sources, mainly federal funds, and segregated revenue from gas tax and vehicle registrations. The department has a footprint in all 72 counties and operates regional with five offices around the state.



# AGENCY DESCRIPTION, MISSION, & FUNCTION

*Information in this section was pulled directly from public sources on the Department of Administration and Department of Transportation websites.*

## Agency Descriptions

The Department is responsible for the planning, promotion and protection of transportation systems in the state. The Department's major responsibilities include highways, motor vehicle regulation, traffic law enforcement, railroads, harbors and water transport, transit, and aeronautics. The powers and duties of the department are specified in state statutes. The Department is headed by a Secretary who is appointed by the Governor with the advice and consent of the Senate. Under the direction of the Secretary, these responsibilities are carried out by six divisions and four executive offices.

## Mission

The department's mission is to provide leadership in the development and operation of a safe and efficient transportation system. The vision of the department calls for dedicated people creating transportation solutions through innovation and exceptional service.

## Function

The functions of the Department of Transportation are organized within six divisions and four offices:

### **Office of the Secretary**

This office is headed by the Secretary of the department. The Secretary is appointed by and serves at the pleasure of the Governor. Within the office, the Secretary has several appointees that are charged with overseeing the operations of the department, external relations, legislative relations, communications, and legal issues. There are a number of civil service positions that help handle the workload of the appointees and take on other tasks related to outreach to local governments.



### **Office of General Counsel**

The Office of General Counsel is headed by the department's chief legal counsel, who serves at the pleasure of the Secretary. The office oversees the promulgation of rules and generally provides legal services to both the Secretary and the department as a whole.

### **Office of Public Affairs**

The Office of Public Affairs coordinates the production and distribution of all department communication material. The office is headed by the Director of Public Affairs who is appointed and serves at the pleasure of the Secretary.

### **Office of Inspector General**

The office is responsible for risk-based audits of programs and reviews department performance, looking for areas that need improvement or efficiencies.

### **Division of Transportations System Development**

The division oversees the state highway system. This includes the maintenance, future project planning, and operation of the system. The division ensures that there is uniformity within the highway system with a focus on safety. The functions of the division are delivered through six bureaus and five regional offices.

### **Division of Transportation Investment Management**

The division is charged with the future planning of multimodal transportation in Wisconsin. The division is divided into bureaus with specialized areas of focus: aeronautics, state highways, transit, local roads, railroads and harbors. They do the research and analysis that informs the use of state and federal transportation funding.

### **Division of State Patrol**

The Division of State Patrol is one of the more visible aspects of the department. The State Patrol is a law enforcement agency charged with enforcing criminal and traffic laws across the entire state of Wisconsin. The division provides support to local law enforcement in times of natural emergencies or civil disturbances. They also oversee the state's radio infrastructure, provide safety analysis, and operate their own academy for State Patrol cadets. The division is an original part of the Department of Motor Vehicles that was created by the legislature in 1939.

### **Division of Motor Vehicles**

The Division of Motor Vehicles has roughly 750 employees in 90 locations around the state. The division issues driver's licenses, registers vehicles, distributes license plates, provides emissions testing, and regulates auto dealerships. They are potentially the most visible and best known part of the Department of Transportation.

### **Division of Budget and Strategic Initiatives**

The division is responsible for the department's biennial budget and serves as the liaison for federal transportation related issues.

### **Division of Business Management**

The Division of Business Management is responsible for the administrative functions of the department including facilities, fleet, finance, IT, and purchasing.





# AGENCY BUDGET TRENDS

The state budget process begins in September of every even year when each agency sends its budget requests to the Department of Administration. The Governor then has several months to put together the executive budget proposal that is forwarded to the Legislature. The Legislature, through the work of the Joint Finance Committee, then holds hearings and votes on the budget through the spring and summer of the odd year. This culminates with the signing of the budget document that summer. While technically due by July 1 of the budget year, often budget debates will drag into the Summer and sometimes the Fall. However, the government does not shut down in Wisconsin as it does at the federal level when there is a budget impasse - it simply continues on the current spending plan until a new budget is adopted.

Funding for the Department of Transportation has stayed relatively flat over the past few budget cycles. However, with the passage of the Infrastructure Investment and Jobs Act, commonly referred to as the Bi-Partisan Infrastructure Bill, Wisconsin is set to receive \$5.2 billion for highway improvements, \$225 million for bridge replacement and maintenance, \$592 million for public transit, and \$79 million for electric vehicle infrastructure over the next couple of years.

## Agency Budget Trend

Fund	2017 ACT 59	2019 ACT 9	2021 ACT 58
GPR	\$246,757,800	\$315,373,000	\$192,915,000
FED	\$1,776,898,700	\$1,775,345,200	\$1,819,687,100
PR	\$21,249,800	\$21,618,000	\$22,306,600
SEG	\$3,604,472,200	\$4,042,160,300	\$4,123,508,900
SEG-Local	\$230,651,200	\$230,651,200	\$230,651,200
SEG-S (Revenue Bonds Proceeds)	\$189,389,200	\$247,693,800	\$227,529,200
Transportation Revenue Bonding	\$123,900,000	\$142,254,600	\$128,258,200
Transportation Fund Supported General Obligation Bonding	\$26,100,000	\$174,000,000	\$95,300,000
GPR Supported, Obligation Bonding	\$252,400,000	\$10,000,000	\$0
<b>TOTAL</b>	<b>\$6,471,818,900</b>	<b>\$6,959,096,100</b>	<b>\$6,840,156,200</b>



**FTE Position Summary**

<b>Fund</b>	<b>2017 ACT 59</b>	<b>2019 ACT 9</b>	<b>2021 ACT 58</b>
GPR	0	0	0
FED	822.82	825.82	825.82
PR	19	18	18
SEG	2395.29	2395.29	2390.09
SEG-S (Revenue Bonds Proceeds)	5	5	5
<b>TOTAL</b>	<b>3242.11</b>	<b>3244.11</b>	<b>3238.91</b>

# AGENCY LEADERSHIP

As the head of a cabinet agency, the Secretary is appointed by the Governor with the advice and consent of the Senate and serves at the pleasure of the Governor. The Secretary of each agency then must appoint the other members of their team to help them carry out the duties and responsibilities of the agency. Descriptions of each appointed position are listed below:

## SECRETARY

Appointed by the Governor, the Secretary leads and represents the agency. The position is responsible for directing and managing the agency to execute the Governor's agenda while ensuring the efficient operation of the agency per state statute. The position is also responsible for reporting on the agency's matters to the Governor and Legislature.

## DEPUTY SECRETARY

The Deputy Secretary serves at the pleasure of the Secretary and is primarily responsible for assisting the Secretary with carrying out the mission of the agency including but not limited to, personnel management, day-to-day operations, and external affairs.

## ASSISTANT DEPUTY SECRETARY

The Assistant Deputy Secretary also serves at the pleasure of the Secretary and is responsible for assisting both the Secretary and Deputy Secretary. Responsibilities may include but are not limited to day-to-day operations and external affairs aligned with the agency's mission.

## CHIEF LEGAL COUNSEL

The Chief Legal Counsel serves at the pleasure of the Secretary and provides legal counsel and support involving the agency's affairs.

## LEGISLATIVE LIAISON

The Legislative Liaison is primarily responsible for facilitating and managing relationships with the Legislature and external stakeholders to provide information as needed and requested. The position also helps develop the agency's legislative agenda to align with the Governor's priorities, current industry standards and respond to stakeholder concerns.

## COMMUNICATIONS DIRECTOR

The Communications Director supports the Secretary's Office in strategic communications and responds to media inquiries. The position may also speak on behalf of the Secretary and represent the agency in the media.



## DIVISION ADMINISTRATOR

Division Administrators, appointed by the Secretary, are responsible for providing leadership, personnel management and guidance on day-to-day operations for their assigned division. These positions typically report to the Deputy Secretary, communicating activities and providing advice to ensure the division is in line with the agency's mission.

## COMMISSIONER OF RAILROADS

The Commissioner of Railroads, appointed by the Governor and confirmed by the senate for a six-year term, is responsible for overseeing public safety at railroad crossings in the State of Wisconsin.

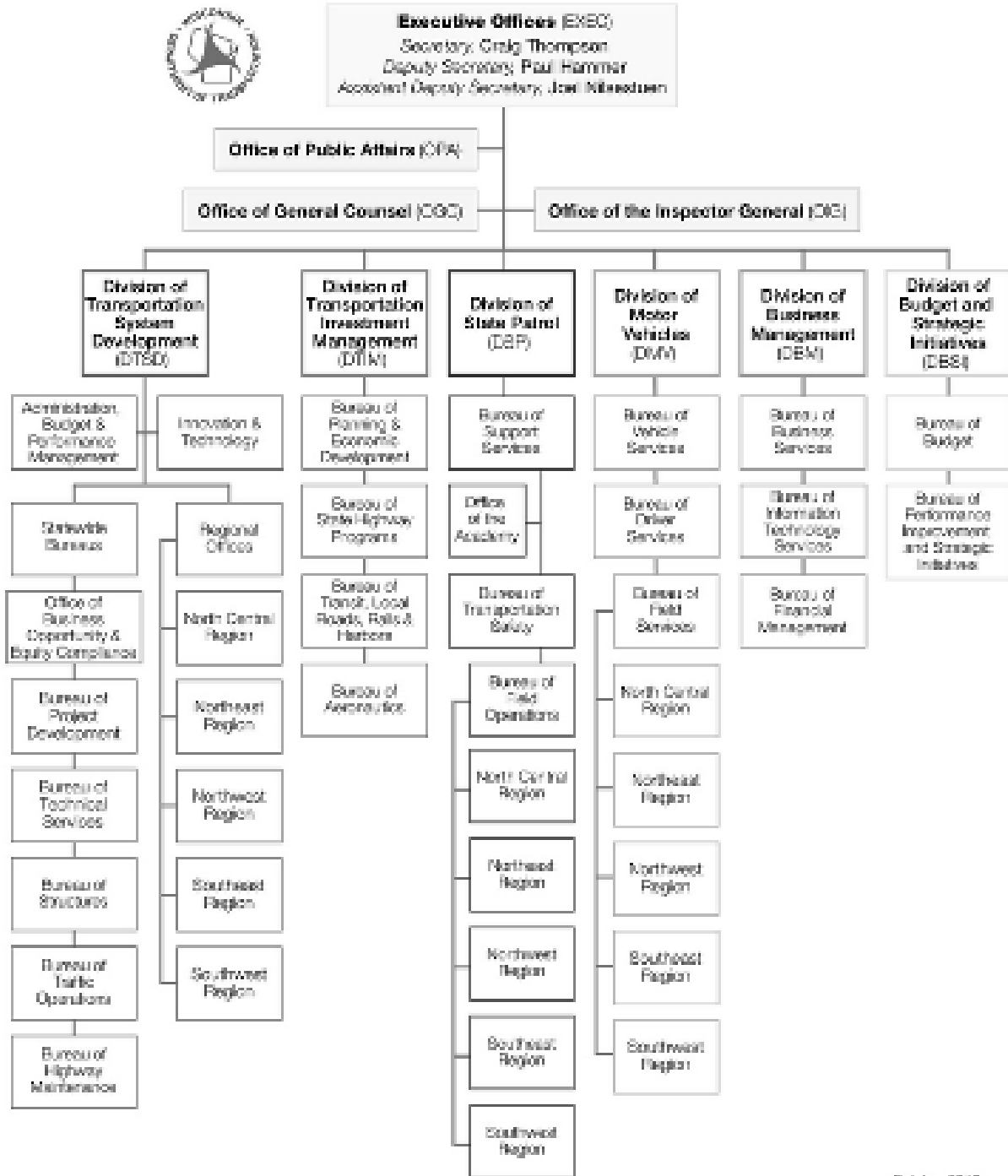
These appointments may change during the 4-year term of a governor. Listed here are the teams serving under Gov. Evers in mid-2022, as well as the team that served at the end of Gov. Walker's final term.

### Agency Leadership

POSITION	EVERS	WAIKER
SECRETARY	Craig Thompson	Dave Ross
DEPUTY SECRETARY	Paul Hammer	Bob Seitz
ASSISTANT DEPUTY SECRETARY	Joel Nilsestuen	Jen Esser
CHIEF LEGAL COUNSEL	Carrie Cox	Rebecca Roeker
COMMUNICATIONS DIRECTOR	Kristin McHugh	Christian Schneider
LEGISLATIVE DIRECTOR	Kathy Bilek	Kaleb Vander Wiele
DIVISION ADMINISTRATORS		
OFFICE OF MANAGEMENT AND BUDGET	N/A	Dana Burmaster
BUDGET AND STRATEGIC INITIATIVES	Aileen Switzer	N/A
BUSINESS MANAGEMENT	Casey Newman	Jeff Weigand
MOTOR VEHICLES	Kristina Boardman	Kristina Boardman
STATE PATROL	Anthony Burrell	J.D. Lind
TRANSPORTATION INVESTMENT MANAGEMENT	Joe Nestler	Aileen Switzer
TRANSPORTATION SYSTEM DEVELOPMENT	Rebecca Burkel	Joe Nestler
OFFICE OF INSPECTOR GENERAL	Bob Reed	Craig Meyer
OFFICE OF THE COMMISSIONER OF RAILROADS	Yash Wadhwa	Yash Wadhwa

# ORGANIZATIONAL CHART

## Wisconsin Department of Transportation (WisDOT) Organizational Structure



October 2019



# ATTACHED COUNCILS, TASK FORCES, & COMMITTEES

Like most agencies, the Department of Financial Institutions has Boards and Councils that are charged with various responsibilities. Generally, these groups either give advice to the Secretary or they are part of the regulatory process itself.

## **Transportation Projects Commission**

The commission was created in the early 1980's to provide recommendations to both the Governor and legislature regarding the major highway projects that should be included in the next biennial budget. The commission consists of five members of the Senate, five members of the Assembly, three members of the public, and the Governor serves as the chair. The WisDOT Secretary serves as a non-voting member.

## **Rustic Roads Board**

The board oversees the selection of county highways and local roads that were nominated by local governments to be designated as a "Rustic Road". These are lightly traveled roads that offer great views of Wisconsin's natural beauty, great for motorists and outdoor enthusiasts alike.

## **Council on Highway Safety**

The council advises the department on highway safety issues.

## **Council on Uniformity of Traffic Citations and Complaints**

This council recommends forms that are to be used statewide for traffic citations.

## **Freight Advisory Committee**

This committee was established by the department to help in the development of freight related policies, processes, and projects.

## **Transportation Stakeholders Task Force**

This task force was created by Governor Evers to solicit input from stakeholders on transportation related needs that could be included in the budget.

## **Automated Vehicle External Advisory Committee**

The committee was formed to gather stakeholder input to inform planning for the integrations of automated vehicles into Wisconsin's transportation system.

## **Non-Driver Advisory Committee**

This committee was formed in 2020 to advise the department on issues facing non-driving citizens across Wisconsin.

# RELATED ENTITIES

## **The Office of the Commissioner of Railroads**

Before 1993, the Office of the Commissioner of Railroads (OCR) was housed under the former Office of the Commissioner of Transportation. When that was eliminated, duties and responsibilities for state railroad regulation were vested in the newly created and independent Railroad Commissioner. Today, OCR has a staff of six and has a budget of roughly \$1 million. The commission is administratively connected to the Public Service Commission because of the similarities in how the two agencies operate.



# MAJOR PAST INITIATIVES (2011-Present)

Most major policy initiatives happen during the budget process. The Governor, and sometimes the Legislature, will propose a major reduction or increase in spending for any number of programs. The major initiatives dating from 2011 to the present for the Department of Transportation is listed below:

## Major Past Initiatives

INITIATIVE	GOVERNOR	ENACTED	NOTES
Creating the Office of Inspector General	Walker	Executive Order	IG reports to Secretary of DOT
GPR transfer of one-quarter of one percent of new revenue to the transportation fund	Walker	Yes	
Alternative delivery also known as design build	Evers	Yes	
Federal swap program	Walker	Yes	
Covert mass transit funding from the transportation fund to the general fund.	Walker	No	Deleted by JFC
Eliminate southeast Wisconsin transit capital assistance program	Walker	Yes	
Eliminate license plate stickers	Walker	No	Sticker requirements and fees restored by JFC
Online renewal of identification cards; electronic notice of renewal requirements	Walker	Yes	
10% increase for paratransit aid	Walker	Yes	
Modernize state highway map printing	Walker	Yes	



Create a transit safety oversight program	Walker	Yes	Modified by JFC
Create freight rail preservation program	Walker	Yes	Modified by JFC
Funding southeast Wisconsin freeway megaprojects program	Walker	Yes	Modified by JFC
High-cost state bridge reconstruction	Walker	Yes	Modified by JFC
Fund seniors and individuals with disabilities specialized transportation services	Walker	Yes	
Funding two new locomotives on the Amtrak Hiawatha rail service line	Walker	Yes	
Limit Condemnation Authority of Railroad Corporations	Walker	Yes	
Increase forfeiture for inattentive driving and texting while driving	Walker	No	Deleted by JFC
Transfer human resources functions to DOA	Walker	Yes	
Increase the motor vehicle fuel tax rate	Walker	No	Deleted by JFC
Increase the base motor vehicle title and title transfer fees	Evers	Yes	Modified by JFC
10% increase in mass transit operating assistance	Evers	Yes	Modified by JFC
Provide a 10% increase for paratransit aid.	Evers	Yes	
Provide Funding for Tribal Elderly Transportation Grant Program	Evers	Yes	
Freight Rail Preservation Program	Evers	Yes	Modified by JFC
Fund "Next Generation Air Traffic Control Systems."	Evers	Yes	



Automatic Voter Registration -- Transfer of Information	Evers	No	Deleted by JFC
Extend allowed use of identification card receipts for voting, from 60 days to 180 days	Evers	No	Deleted by JFC
Funding Public Safety Radios	Evers	Yes	Modified by JFC
Increase Paratransit Aids	Evers	Yes	
2.5% funding increase seniors and individuals with disabilities specialized assistance program	Evers	Yes	
Funding of body-worn cameras for State Patrol	Evers	Yes	

# STAKEHOLDERS

Every agency has a number of organizations, professions, and industries that are uniquely interested in the policy or regulatory decisions that could affect their membership or industry. The groups are commonly organized into trade associations and are represented by registered lobbyists that stay in touch with agency leadership. These lobbyists keep their membership informed on current policy debates and use their expertise to educate policy makers on the issues important to their industries. Below is a non exhaustive list of stakeholders that are interested in the Department of Transportation.

STAKEHOLDER	TYPICAL ISSUES
Wisconsin Transportation	Advocate for more transportation funding
Builders Association	
Operating Engineers	Prevailing wage, federal wage requirements, private sector union issues
Design Engineers	Proposed studies, new roads
Wisconsin Counties Association	General Transportation Aids
Wisconsin Towns Association	General Transportation Aids
League of Municipalities	General Transportation Aids
Transportation Development Authority	More money in the transportation fund for all modes
Transit Systems	Funding for transit
1000 Friends	prevent new highways from being built
Construction Business Group	Misclassification of employees, road funding, monitor compliance of MOU between State, WTBA and Counties
Wisconsin Asphalt Pavers Association	Advocate for more asphalt projects



Wisconsin Concrete Pavers Association	Advocate for more concrete projects
Wisconsin Earth Movers Association	Interested in issues related to excavation and road construction
WMC	Supports a modest increase in the gas tax, highway road maintenance and regulations to support industry transportation needs.
ABC	Free enterprise in construction projects, apprenticeship programs, prevailing wage, workforce development issues
Motor Carriers Association	Weight limits, advocates against tolling in Wisconsin
Schneider National	Weight limits, advocates against tolling in Wisconsin

# PAST EXECUTIVE ORDERS

Formal actions by the Governor are conveyed through executive order. These orders often direct state agencies to carry out the Governor's policy goals within their statutory authority. They can be used to create councils to explore public policy solutions, bring the state into compliance with federal requirements, direct agencies to take certain actions, and carry out powers granted to the Governor under Chapter 14 of the Wisconsin Statutes. Below is a list of executive orders that pertain to the Department of Transportation.

GOVERNOR	EO #	DATE	DESCRIPTION	STATUS
Evers	Emergency Order 2, 14, 24,	3/14/20	Waive overweight permit fees for grocery haulers	expired
Walker	310	8/17/18	Damage to infrastructure during a flood	expired
Walker	244, 248, 249, 303, 304, 305, 306	8/20/18	Response to floods, infrastructure	expired
Walker	295	6/16/18	Response to floods, infrastructure	expired
Walker	227, 263	11/3/17	Exempt Hours of Service requirements for transporting propane during an emergency	expired
Walker	255	7/7/17	Creation of the Inspector General	Active
Walker	252	9/8/17	Emergency relief supplies to states affected by hurricane Irma	expired



Walker	245	5/18/17	Autonomous and Connected Vehicle	expired
Walker	240	3/31/17	Transportation of Hay exemption from weight requirements	expired

# GOVERNMENT REFORM OPPORTUNITIES

Wisconsin government has grown too big and too expensive. This has precipitated issues across the whole of the executive branch that have become a barrier to the success of Wisconsin residents and businesses alike. The Institute for Reforming Government endeavors to shine light on these issues as prime opportunities for bold reform. Below you will find a non-exhaustive list of policy concerns that we have highlighted for the Department of Transportation.

## **DMV services and Locations**

DMV has moved many services online. As a result, there are over 50 items that can be completed online. In addition, license plate and photo IDs are no longer issued at the counter. With all of these services transitioning out of the DMV center, it doesn't make sense to keep them all open. Policymakers should look at ways to reduce the footprint of DMV centers around the state.

## **Transportation Fund**

The road building industry will argue there is approximately \$1 billion worth of projects that currently do not have a funding source. Going into the 2017-19 budget cycle, the Legislative Fiscal Bureau demonstrated how the budget for transportation projects would be affected if all bonding was eliminated and the department needed to rely entirely on the transportation fund. The result was a shortfall of approximately \$939 million. This figure has been used by the industry to argue that there is a \$1 billion shortfall.

Gas tax and registration fees are the main revenue levers, making up nearly 90% of all revenues that go into the transportation fund. The gas tax has been a declining source of revenue due to more fuel efficient cars. At a time when vehicle miles traveled is at all time highs, people are simply using the road more and are paying less.

Attempts to increase revenues have been done through raising registration fees and setting higher fees for electric and hybrid vehicles. In addition, there was a one time increase in new revenue from the general fund. With these new revenues, industry will argue that there is now a \$750 million dollar hole (or higher due to inflation).



### **Single Bids on Projects**

Each month WisDOT holds a bid letting (the process by which the department receives bids from contractors for projects) where a certain amount of projects goes out to bid. What has drawn the ire of the legislature in recent years, is the amount of single bids for projects. A single bid occurs when only one contractor bids on a project, and in most cases, is then awarded the contract. WisDOT has the ability to reject the bid and to restart the bid letting. The argument goes that when there are more bidders, the taxpayers benefit.

### **Professional Services**

The Department of Transportation has hundreds of engineers on staff. A 2017 audit by the Legislative Audit Bureau showed that DOT employed 680 structural and civil engineers. Yet, the Department still contracts with engineers outside of DOT as well. In recent years, the Department has had a tough time hiring engineers, because private firms often pay more. As of October 2022, the state employment jobs board, Wisc.jobs, is accepting applications for entry, advanced, and senior civil engineer positions on a rolling basis to try and fill the vacancies with signing bonuses in some cases. Lawmakers should look at whether agencies like DOT need to hire such a large amount of professional service positions (like engineers) or look to private firms to render these services.

### **Disadvantaged Business Enterprise Requirements**

The Evers administration implemented a burdensome process into the bid letting system by creating Additional Special Provision 3, commonly referred to as ASP 3. ASP 3 is a 37 page document that lays out the disadvantaged business enterprise (DBE) requirements that contractors need to comply with. Compliance with ASP 3 has resulted in increased project costs and rejection of bids due to bureaucratic mandates.



# CONCLUSION

At the Institute for Reforming Government we know that the government isn't the way of the future - people are. And we believe that in order to empower people and ideas to flourish, our government needs to get out of the way.

This is nothing new for Wisconsinites- we have a long history as the standard bearer for government reform - we were the first state to implement unemployment insurance, Wisconsin Works (W-2), and we were on the cutting edge of major collective bargaining reform. But today the state we love is beginning to lag behind. Our executive branch has become bloated, slow, and expensive - a burden to the state's economy instead of a catalyst.

The solution to this problem isn't more government, it's less. What we need is a conservative vision for the state. This introductory document lays bare the issues and problems that are standing in the way for Wisconsin. In the coming months, IRG will be releasing a series of reforms that will cast a conservative vision for key executive branch agencies in the state.

Now is the time to renew our faith in the people of Wisconsin, not the government.

