

**City of Milwaukee
Department of Public works
Milwaukee Tow Lot**

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Summary

The Milwaukee Tow Lot is authorized to fill five positions. These positions include one Tow Lot Assistant and four Tow Lot Attendants. The Department of Public Works is requesting that 1) the minimum requirements for these positions be upgraded, 2) a reclassification study be authorized, and 3) the job classification of Tow Lot Assistant and Tow Lot Attendant be combined.

The current minimum requirements for either position do not include either a high school diploma or relevant experience. During the past eight years, there has been an average of 108% turnover in staff. The expected turnover average, given the specific demographics for these positions, is 20%. In addition, the last two candidates hired were terminated within their probationary period. Neither of the probationary candidates was able to satisfactorily perform the requirements of this position.

The job skills required for employees in all positions at the Tow Lot has changed dramatically since its inception in 1995. Numerous services, such as sales permits, parking permits, vehicle registration and vehicle titling, have been added. Operations are automated and require specialized computer knowledge, advanced customer service skills, and administrative skills typically obtained with post high school education and specialized experience.

Part One: Employment and Retention Statistics

As indicated below, there has been significant turnover above the expected value in both of the primary positions at the Tow Lot. This can be attributed to two factors: The increased skill level and the nature of the position.

SKILL LEVEL REQUIRED: Of those positions terminated, discharged, resigned or transferred, 73% of these employees had documented difficulties performing many of the required tasks. This includes both long term (five years or more) and short term employees. As noted above, the previous two hires were terminated during the probationary period.

Chart: Turnover Statistics

Type	Positions Authorized	Turnover	8 year Percent Turnover
Management	4	2	50%
Tow Lot Assistant	9	15	167%
Tow Lot Attendant	12	10	83%
Total	25	27	108%

Chart: Reason for Leaving

Type	Number	Percent of Total
Resigned	8	30%
Discharged/Terminated	8	30%
Transferred	5	19%
Medical	4	15%
Retired	1	4%
Work Comp	1	4%

Chart: Difficulty Factor among Previous Employees by Experience

	Total	Difficulty meeting Position Requirements	Percentage with Difficulty
Short term employees resigned, discharged or transferred	15	11	73%
Long term employees resigned, discharged or transferred	12	5	42%
Total long and short term resigned, discharged or transferred	27	17	63%

NATURE OF POSITION: The Tow Lot positions differ from many other City positions. The number of customers and revenue has doubled.

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Abuse by Customers: As written in a recent 2011 Milwaukee Journal Jim Stigl article, there are “no happy customers” at the Tow Lot. Three facts: We have near tripled the number of customers served, people are not pleased when their car is towed, and twenty percent of tows are due to potential criminal activity. It takes a specific personality type and substantial experience to take customer abuse while maintaining a high level of customer service.

Cash handling: The tow lot generates in excess of six million dollars per year, the majority cash. Currently, there are no financial history safeguards, bonding or background checks required. Note: This is over double the cash received since 2001.

Chart: 2011 Tow Lot Positions Authorized

Management	Grade	Authorized Positions	Union	Grade	Authorized Positions
Tow Lot Manager	9	1	Tow Lot Assistant IV	460	2
Tow Lot Assistant Manager	6	1	Tow Lot Crew Leader	235	1
Vehicle Salvage Supervisor	4	1	Tow Lot Assistant III	445	7
Tow Lot Supervisor	4	1	Tow Lot Attendant	220	11

Part Two: How the Job has changed

The Milwaukee Tow Lot has near tripled the number of customers, dramatically increased services and automated the tow process. The below table is a partial summary of the additional responsibilities assumed by Tow Lot personnel.

Assumes Responsibility of MPD Stolen Vehicle desk	Automated Vehicle Sales and Assessment	Utilization of Ownership Tracking Data Through DOR, DOJ, DMV
Issue Summons and Complaints for Milwaukee Municipal Court on Behalf of the Milwaukee City Attorney	DMV Services for Vehicle Registration, Titling,	Implements Emergency Snow Towing Program
Digital Filming and Archiving	Access to DOJ Law Enforcement Vehicle Identity and Stolen Searches to Include: NCIC, CIB, DMV	Implements Street Sweep Tow System
Payment Plan for Outstanding Citations	Incorporates Tax Intercept Program	Administers Automated Vehicle Tracking and Inventory System
Administers Vehicle Night Parking, Sales Permit Program	Implements Vehicle Registration Hold System	

Part Three: Parity and Disparity

The new programs and requirements have impacted the job duties of many employees. However, not all employees are performing these newer programs and tasks. There is a skill level and responsibility disparity between employees. For example, all employees (Tow Assistants and Attendants) are required to be cross trained, however several employees are unable or unwilling to satisfactorily perform some essential tasks.

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It is in the best interest of the organization to combine these titles and potentially upgrade them to a more appropriate classification. This would help ensure the future success of the division as well as for prospective employees. However, this potential upgrade should not come unconditionally to all current employees. It is recommended that the potential upgrade for current staff be contingent upon the successful, competent performance of all requirements for the potentially upgraded classification or title. Those employees unable to successfully perform the required job duties and authorizations would remain at their present title and classification.

Part Four: Pre-Employment Screening Recommendations

For licensure, certification and access requirements established by the Wisconsin Department of Justice and Wisconsin Division of Motor Vehicles, background checks must be administered to any applicant as a condition of employment. These checks are required to include criminal history and should be expanded to include credit background because of the amount of cash handling.

Part Five: Comparable Education and Experience Chart

Skill	Education	Corresponding Experience	Why
Oracle Database Inquiries and Queries	Oracle or Database Coursework	Inventory, Automotive Sales, Service Writer, Parts Specialist	Over 70% of this position involves the use of an Oracle Database. Employees must be able to locate vehicles, create lists for recycling and establish stolen or other relevant statuses.

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Skill	Education	Corresponding Experience	Why
Advanced Customer Service	Customer Service, Business Classes	Automotive Service Writer, Warehouse, Stock Room, Vehicle Sales, Customer Service	Most time is spent helping customers directly. Our last hire was terminated in part for poor customer service skills. This position is classified above an OA III and must have skills above this level.
Legislation Analysis	Political Science, Public Administration, Business, Government Relations, Economics, Law Related Coursework	DMV Customer Service Center, Legislative Aide	Based on current law, employees must advise customers regarding regulations about vehicle release, handling and disposition.
Data Entry	Microsoft Certification or Related Coursework, Oracle or Other Database	Data Entry, Website Maintenance, Accounts Payable/Receivable, Customer Service Representative, Vehicle or Auto Part Sales, Internet Sales	60% of the job duties involve the use of computers. Persons without skills in data entry will not hit the productivity standard. A recent hire was terminated for poor productivity. There are millions of dollars of inventory at any one time and data entry errors can be very costly.
Data Quality Control	Mathematics, Statistics, Quality Control	Service Manager, Parts Coordinator, Inventory Specialist	There are millions of dollars of inventory at any one time and data entry errors can be very costly.

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Skill	Education	Corresponding Experience	Why
Uploading to Websites	Web Applications, Operations or Administration, JAVA, HTML, Video	Website Operations, Updates or Entry, Adobe, Photo Shop	Every vehicle is videotaped upon intake and photos are taken for complaints. Videos and photos are used for legal or open record purposes. They are enhanced for MPD usage and are often subpoenaed. The attendant or assistant will have to download, locate and possibly upload to the Internet for vehicle sales purposes.
Vehicle Evaluation	Automotive Service, Insurance Adjusting	Vehicle Sales, Automotive Parts, Managerial, Inventory	Each vehicle that enters the Tow Lot must be evaluated for price. This is highly important as this evaluation determines whether the vehicle is recycled or sold. It is also used to determine if a bid is accepted. Inaccuracies can cause great harm to a customer and directly effects how long a vehicle is held.
Ability to Communicate: Written Reports	Business Writing, Journalism, Communications	Customer Service	Vehicles are often the subject of litigation. The documents written by Tow Lot employees are often used in legal proceedings. If written improperly or unclearly, they create significant liability.

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Skill	Education	Corresponding Experience	Why
Inventory	Economics	Warehouse, Stock Room	There are millions of dollars of inventory at any one time and data entry errors can be very costly. If you cannot locate a vehicle, then the city is liable. The employee must be able to manipulate the Oracle System to locate a vehicle using a variety of fields and creating queries.
Ability to Communicate Verbally	Communications, Customer Service, Telephone	Customer Service, Automotive Parts, Recycling Coordinator	Employees must be able to articulate to customers and contractors what is legal and within policy and what is not.
Cash Handling	Accounting, Economics, Business	Government Type Cashiering and Customer Service, DMV Service Center	The Milwaukee Tow Lot handles over 7 million dollars annually. A large percentage is cash.
Security Clearance	Law Enforcement, Security	As required for Wisconsin Department of Justice, Certification for NCIC (Same as MPD)	We must determine if vehicles are stolen. Tow Lot employees are required to pass a security check as required by the Wisconsin Department of Justice. This standard applies to any employee working at the Milwaukee Tow Lot.

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Skill	Education	Corresponding Experience	Why
Interdepartmental Relations: MPD, Health, DMV	Political Science, Public Administration, Business, Government Relations, Economics	Customer Service	Tow Lot employees work directly with customers, City departments and state agencies. Tow Lot employees must understand jurisdiction criterion as well as applicable regulations.
Regulatory Compliance	Political Science, Public Administration, Business, Government Relations, Economics	Service Center Experience	In order to seize or impound any vehicle, there is a multitude of changing regulations. Tow Lot employees must be able to interpret grey areas of the law and act upon them. This involves issues of impoundment, sales, recycling and customer release criterion.
Mathematical Skills: Basic Statistics	Statistics, Mathematics	Inventory Experience	Employees must understand averages for vehicle weight calculations, quality control calculations for verifying data integrity, and be able to account for vehicles with basic inventory.
Tow a Vehicle	Will Train	Will Train	Tow trucks operate differently. As long as the applicant has a driver's license and no physical driving limitations, we are able to train in towing.

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Skill	Education	Corresponding Experience	Why
Drive a Vehicle	Wisconsin DL Required	Wisconsin DL Required	This is a state requirement.
Ability to Work any Shift and Rotate Shifts including Holidays and Weekends	Physical Requirement	Physical and Mental Requirement	As with seniority, new employees work third, second and rotating shifts. They will be required to make decisions independently as limited supervisors are available.
Exceptional Clerical Speed	Basic Business Operations, Clerical and Office Operations	Clerical, Managerial, Data Entry	Since we are heavily data dependent, persons without superior data entry skills will not meet the productivity requirement.
Ability to Work Independently	Coursework Requiring Independent Study	Independent Job or Exercises Independent Decision-Making in Previous Position	Employees are required to work without supervision at times and to make independent decisions based on policy and procedure.
Telephone	Communications, Customer Service, Telephone	Customer Service, Automotive Parts, Recycling Coordinator	Must be able to efficiently and correctly answer telephone inquiries.
Microsoft Products	Excel	Working knowledge of Excel, Word, Outlook	We use and manipulate spreadsheets for ownership, inventory, recycling and quality control purposes daily. Employees must be able to generate a query in Oracle, then download and manipulate the data in a spreadsheet.

Part Six: Changes in Scope and Duties of Position

The Tow Lot has been through dramatic changes in volume and scope since its inception in 1995. Volume has increased by more than 100% and substantial customer service activities have been added. The chart below summarizes duties that have either been added or changed. Some of these duties and responsibilities are in preparation for items that are implemented and monitored by management staff.

Item	Category	Name	Description	Specific Skills Required	Change
1-A	Software Utilization	NCIC (Wilenet, Etime)	Replaced stolen vehicles desk function for towing, check ownership, check if vehicle or plates are stolen	Data entry, background security check, must be able to pass background check, reading comprehension, query parameters, maneuver in system.	In 2006, this access was prompted by the elimination of the stolen vehicle desk at MPD. The Tow Lot now runs vehicles for stolen status.
1-B	Software Utilization	DMV	Registration, ownership, QA/QC, searches, temporary plates, titles, payment of holds, clearing incidents, TVRP holds	Data entry, verify ownership and information (do not want to suspend wrong person), must be accurate, upload info into DMV's database by Excel, data validation, query, customer service, clerical speed and accuracy, independent decision making	Since 2007, the Tow Lot has progressed towards becoming a full service DMV subunit. This includes registrations, titles, temporary plates and trailer permits.
1-C	Software Utilization	TRIP through WI Dept. of Revenue	Tax intercept, look up tax info based on social security number or driver's license number, remove from tax intercept, monitor daily and monthly reports, answer customer questions	Data validation, data entry, accounting skills for amounts and tracking, annual training required through Dept. of Revenue and also collection training, credit checks, collections and accounting programs	This procedure is based on new legislation that allows the collection of fees through the tax refund interception.

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Item	Category	Name	Description	Specific Skills Required	Change
1-D	Software Utilization	DMV- Agency Partnership Unit (APU)	Payment of forfeitures related to registration holds from Milwaukee, DMV quarterly audit, registration renewals, issuing titles and plates	Accounting, advanced computer and data accuracy skills	2009: Payment of forfeitures related to registration holds from Milwaukee. Because of the large volume of Milwaukee registration holds, the Milwaukee Tow Lot was granted special permission to access internal DMV databases that allow our customers to identify and pay any registration holds.
1-E	Software Utilization	TriVIN	Registration and title information	Data entry, query and data manipulation/retrieval	2009: TriVIN is the current vendor for DMV tracking, payments received and DMV services applied at the City of Milwaukee Tow Lot. This is accounting and tracking software.

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Item	Category	Name	Description	Specific Skills Required	Change
1-F	Software Utilization	Accurint	Search engine for updating addresses, social security numbers and business ownership	Accounting, advanced computer, and data accuracy skills	2009: This is a fee based software system that identifies historical and current addresses, including aliases for the purposes of owner identification. This includes people and businesses.
1-G	Software Utilization	WAMS	Requires background checks, fingerprints and online training	Must have for any state application, queries and data entry. Data cannot be transposed.	2005: WAMS is the portal for any state application. It allows access to a number of state and federal programs administered by the state. Access includes the Department of Justice, Department of Revenue and specific DMV applications.

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Item	Category	Name	Description	Specific Skills Required	Change
1-H	Software Utilization	Auto Process	Vehicle and financial tracking software	Data entry, test, generate reports and queries	Auto Process is an Oracle based vehicle citation and tracking system. The application was recently upgraded (2010) to include comprehensive vehicle sales and inventory tracking as well as permit, summons and other new applications.
1-I	Software Utilization	Adhoc	Queries	Data entry, test, generate reports and queries	Adhoc is the querying system with the Auto Process application. It requires the use and development of existing and user generated queries for financial and vehicle tracking. Updated in 2010.
1-J	Software Utilization	J-Bid	Track vehicle sales, inventory	Data entry, test, generate reports, financials, cashiering vehicle knowledge, and queries	2009: Financial, proper notice, data entry, verify and input data, customer service.

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Item	Category	Name	Description	Specific Skills Required	Change
1-K	Software Utilization	Pitney Bowes System	Generate and track certified mail, all mail correspondence, invoice totals, check to ensure notification, open records requests, invoice verification	Data entry, queries, invoices, tracking, scanning required, postage units, QA/QC	2008: In order to reduce the costs associated with required notification, the Milwaukee Tow Lot began the use of a web based postage tracking system for certified and first class mailing. Additional cost saving through the program is paperless tracking through the web for all notifications.
1-L	Software Utilization	Microsoft Excel	Inventory, reports, financial, invoices, IRI's	Data entry, test, generate reports, vehicle terminology and queries	2010: Microsoft Excel, besides the reporting applications, is used as the transfer mechanism for any database downloads. In addition, Excel is used to upload transitions to the Department of Revenue for TRIP.

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Item	Category	Name	Description	Specific Skills Required	Change
1-M	Software Utilization	Microsoft Word	Legal, correspondence, reports, notifications, DMV forms, salvage vehicle (MV11), suspensions for merge (MV2502), mail merge, auto format	Proper correspondence formats, basic vehicle knowledge, vehicle terminology	Increasingly, the Milwaukee Tow Lot is involved in legal transactions to include open records requests and responses. This includes all correspondence. The tracking system was established in 2009.
1-N	Software Utilization	Security Round System	Used to ensure security rounds	Data entry, test, generate reports and queries	2007: This new program, "Deggy," tracks the required electronic security check points for employees performing security rounds.
1-O	Software Utilization	Digital Video Security	Used to monitor the facility and lot	Upload video, operate video camera, video archive and retrieval	The Milwaukee Tow Lot is under 24/7 video monitoring. This system was recently upgraded to include 32 cameras. These are digitally stored. This is an ongoing change.

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Item	Category	Name	Description	Specific Skills Required	Change
1-P	Software Utilization	Phone Recording System	Used to monitor all customer calls	Data entry, test, generate reports and queries	In 2009, the Milwaukee Tow Lot began recording all customer phone transactions for quality purposes. This is a computer based application that stores and allows retrieval of specific phone calls. It is used for quality purposes.
1-Q	Software Utilization	Outlook	Used for communications, scheduling and calendar	General computer inquiry	In 2010, all schedules are distributed electronically through Outlook. This is planned for implementation for Tow Lot Attendant staff in 2011.

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Item	Category	Name	Description	Specific Skills Required	Change
1-R	Software Utilization	Notary Site	Used to verify notary status	General computer Inquiry	In 2008, the number of false or inadequate notarizations rose dramatically. This requires staff to be trained in and utilize (where necessary) the Wisconsin Secretary of State database to determine the validity of the notary as well as examine each notarized item for authenticity and compliance.
1-S	Software Utilization	Secretary of State, Articles of Incorporation	Verify business ownership	General Computer Inquiry	In 2007, because of questionable business ownership in vehicle requested releases, it became necessary to use the Articles of Incorporation database to determine the validity of parties signing for business owned vehicles.

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Item	Category	Name	Description	Specific Skills Required	Change
1-T	Software Utilization	Office Supply System	Ordering Supplies	General computer inquiry, financials, data entry	In 2008, all supplies are ordered through the automated supply order system. Several key employees were issued Procards.
1-U	Software Utilization	Download Video	Sony System	Upload video, operate video camera, video archive and retrieval	In 2007, the Tow Lot converted from analog to digital for all electronic recordings of vehicles. This involves the uploading, archiving and retrieval of digital files. There are currently 4 terabytes of data stored.
1-V	Software Utilization	Scanning System	Corporate Express	General computer inquiry, scanning and upload	In 2011, the department intends to scan and electronically store all documentation. This will require all employees to be able to scan and upload images and files.
1-W	Software Utilization	People Soft Financials	Financial System	General computer inquiry, financials, data entry	In 2011, the department will increase the number of employees with access to the People Soft financials for direct entry of receivable and payable accounts.

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Item	Category	Name	Description	Specific Skills Required	Change
1-Z	Software Utilization	Black Book Database	Vehicle Evaluation Database	General computer inquiry	In 2006, a new electronic database of used car values was used for evaluation purposes for sales or recycling.
2-A	Customer Service	Deceased Owners	Policy	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	New safeguards were implemented in 2008 to establish proper ownership in probate cases.
2-B	Customer Service	Personal Property	Policy	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	2008: Personal property searches and releases. Updated policies for item release in conjunction with MPD.
2-C	Customer Service	Seizures (MPD, Court)	Policy	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	2006: MPD seizures of applicable vehicles. Seizure of vehicles for municipal purposes.
2-D	Customer Service	Businesses, Multi-Owner	Policy	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	Ongoing changes to ordinances and statutes.

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Item	Category	Name	Description	Specific Skills Required	Change
2-F	Customer Service	Payment Plans	Process Multiple Citation Payment Plans	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	In 2010, the Tow Lot was allowed to implement the payment plan procedure for customers.
2-G	Customer Service	Repossessions	Perform Vehicle Releases for Owners, Lien Holders or Authorized Parties	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	Repossession laws changed in 2009. This change effected the notification and seizure requirements necessary for the release of a potentially repossessed vehicle.
2-H	Customer Service	Insurance	Perform Vehicle Releases for Owners, Lien Holders or Authorized Parties	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	In July of 2010, Wisconsin became a mandatory insurance state. This required all persons to show proof of insurance prior to vehicle release.
2-I	Customer Service	Power of Attorney/Deceased Owners	Perform Vehicle Releases for Owners, Lien Holders or Authorized Parties	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	2008: Updated policy and procedure includes the use of domiciliary letters and established criteria in accordance with DMV policies to release accordingly.

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Item	Category	Name	Description	Specific Skills Required	Change
2-J	Customer Service	Divorce	Perform Vehicle Releases for Owners, Lien Holders or Authorized Parties	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	Ongoing changes to ordinances and statutes.
2-K	Customer Service	Recovered Stolen	Perform Vehicle Release Waivers for Owners, Lien Holders or Authorized Parties	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	2006: Retrieval and examination of fees which include the requirements for police reporting as well as the examination for tow authorization in conjunction/compliance with the City Attorneys Office.
2-L	Customer Service	Health Tows	Perform Vehicle Releases for Owners, Lien Holders or Authorized Parties. Assess and Authorize disposal.	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	Ongoing changes to ordinances and statutes.
2-M	Customer Service	Evidence	Perform Vehicle Releases for Owners, Lien Holders or Authorized Parties	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	Ongoing changes to ordinances and statutes.

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Item	Category	Name	Description	Specific Skills Required	Change
2-N	Customer Service	Abandoned	Perform Vehicle Releases for Owners, Lien Holders or Authorized Parties	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	Ongoing changes to ordinances and statutes.
2-O	Customer Service	Title Turn-In	Perform Vehicle Releases for Owners, Lien Holders or Authorized Parties	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	Ongoing changes to ordinances and statutes.
2-P	Customer Service	Lien Perfections	Perform Vehicle Releases for Owners, Lien Holders or Authorized Parties	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	Repossession laws changed in 2009. This change effected the notification and seizure requirements necessary for the release of a potentially repossessed vehicle.
2-Q	Customer Service	Hold Harmless	Perform Vehicle Releases for Owners, Lien Holders or Authorized Parties	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	2010: New requirements for insurance carriers or attorneys when retrieving a vehicle on behalf of the vehicle owner.
2-R	Customer Service	Voluntary Surrender	Perform Vehicle Releases for Owners, Lien Holders or Authorized Parties	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	Ongoing changes to ordinances and statutes.

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Item	Category	Name	Description	Specific Skills Required	Change
2-S	Customer Service	Court Order/Judgment	Perform Vehicle Releases for Owners, Lien Holders or Authorized Parties	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	Ongoing changes to ordinances and statutes.
2-T	Customer Service	Multiple Lien Holders	Perform Vehicle Releases for Owners, Lien Holders or Authorized Parties	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	In 2007, because of questionable business ownership in vehicle requested releases, it became necessary to use the Articles of Incorporation database to determine the validity of parties signing for business vehicles.
2-U	Customer Service	Registration Issues	Process registration applications in accordance with DMV guidelines	Interpretation of complex legislation, statutes, ordinances, regulatory compliance, customer service, clerical speed and accuracy, independent decision making	Ongoing changes to ordinances and statutes.
2-V	Customer Service	Night Parking Permits	Process Applications for Parking Permits	Interpretation of ordinances, customer service, clerical speed and accuracy	Ongoing changes to ordinances and statutes.
3-A	Legal	Summons Issuance	Issue Summons to Appear in Court	Respond in writing or verbally, interpretation of legislation, customer service, decision making, clerical speed and accuracy	Ongoing changes to ordinances and statutes.

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3-B	Legal	Notice of Appearance	Issue Summons to Appear in Court	Respond in writing or verbally, interpretation of legislation, customer service, decision making, clerical speed and accuracy	Ongoing changes to ordinances and statutes.
3-C	Legal	Open Records	Process and respond to Open records requests	Respond in writing or verbally, interpretation of legislation, customer service, decision making, clerical speed and accuracy	2007: Complexities of requests have changed dramatically from the media and legal representatives.
3-D	Legal	Receive Subpoenas	Testify, supply documentation or appear as required	Respond in writing or verbally, interpretation of legislation, decision making	Provide legal testimony as required (ongoing).
3-E	Legal	Court Appearance	Testify, supply documentation or appear as required	Respond in writing or verbally, interpretation of legislation, decision making	Provide legal testimony as required (ongoing).
3-F	Legal	City Attorney Waivers	Process, investigate, obtain documents/video for processing of complaints	Respond in writing or verbally, interpretation of legislation, decision making	New electronic tracking and produce responses for claims or inquiries (ongoing).
3-G	Legal	Court Ordered Dispositions and Waivers	Process, investigate, obtain documents/video for processing of complaints	Respond in writing or verbally, interpretation of legislation, decision making	New electronic tracking and produce responses for claims or inquiries. This is ongoing since 2005.
4-A	Data Entry/Validation	VINs	Validate and Enter Vehicle Identification Data	Data validation, 17 digit data entry, alpha numeric, clerical speed and accuracy	New electronic VIN reader proposed for 2011.
4-B	Data Entry/Validation	Plates	Validate and Enter Vehicle Identification Data	Data validation, 17 digit data entry, alpha numeric, clerical speed and accuracy	New in 2010 is the ability to issue plates, temporary plates and registration.

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Item	Category	Name	Description	Specific Skills Required	Change
4-C	Data Entry/Validation	Tow Record Descriptions	Validate and Enter Vehicle Identification Data	Data validation, 17 digit data entry, alpha numeric, clerical speed and accuracy	Produce queries to identify and correct (ongoing).
4-D	Data Entry/Validation	Memos	Enter Descriptive Notes in Tow Records	Data validation, 17 digit data entry, alpha numeric, clerical speed and accuracy	Notes required in electronic form for any discrepancy in tow record or unusual circumstance. Ongoing since 2004.
4-E	Data Entry/Validation	Notes	Enter descriptive notes in Tow records	Data validation, 17 digit data entry, alpha numeric, clerical speed and accuracy	Notes required in electronic form for any discrepancy in tow record or unusual circumstance. Ongoing since 2002.
4-F	Data Entry/Validation	Financial	Determine Ownership Using Appropriate Software, Verify and Update as Required	Data validation, 17 digit data entry, alpha numeric, clerical speed and accuracy	TriVIN, TRIP, TVRP and other financial systems are new since 2008.
5-A	Accuracy/Quality Control	VINs	Determine Ownership Using Appropriate Software, Verify and Update as Required	Verify Data, Data Entry, Data Analysis, Searches	Verify new data and ensure accuracy (ongoing).
5-B	Accuracy/Quality Control	Financial	Track Project Expenses by Category	Verify Data, Data Entry, Data Analysis, Searches	Required to track project expenses (ongoing).
5-C	Accuracy/Quality Control	DMV	Process, Issue DMV Related Documents	Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service	New in 2009: Track payments, collect taxes and receive City share.

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Item	Category	Name	Description	Specific Skills Required	Change
6-A	Website	Upload Pictures, Files, Scan Files	Paperless Scanning Program	Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service, Data Retrieval	Proposed in 2011: Upload vehicle auction data to website and implement electronically. Expand out of state sales.
7-A	Vehicle Evaluation	Determine Current Market Value	Evaluate Vehicles Based on Current Market Value	Vehicle Evaluation, Software Inquiries	In 2008, the Tow Lot used new resources such as an electronic black book for vehicle evaluation.
7-C	Vehicle Evaluation	Determine if Preferable to Fix	Assess Vehicle for Repair and Possible Value Enhancements	Vehicle Evaluation, Software Inquiries	In 2007, the Tow Lot utilized secondary auctions and repaired vehicles to increase sales value.
7-D	Vehicle Evaluation	Notification Requirements	Notify all Interested Parties of Vehicle Towing per Statute. Track and Archive Notifications	Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service	Ongoing changes to ordinances and statutes.
7-E	Vehicle Evaluation	Salvage Requirements	Determine if a vehicle is to be recycled or sold at auction.	Vehicle Evaluation, Software Inquiries	Ongoing changes to ordinances and statutes.
7-G	Vehicle Evaluation	Health Tow Assessment	Process Vehicles Deemed as Health Nuisances	Vehicle Evaluation, Software Inquiries	In 2008, the Tow Lot used new resources such as an electronic black book for vehicle evaluation.
7-I	Vehicle Evaluation	RP Bid: Parts, Sales, Inventory	Inventory and Sales or Abandoned Vehicle Contents	Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service	The RP (recycled for parts) Bid process was instituted in 2008.

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Item	Category	Name	Description	Specific Skills Required	Change
8-A	Verbal Communication	Phone	Utilize Phone Recording system	Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service	In 2009, the Tow Lot started using the AVAYA phone system. Use reports to track staffing and quality.
8-C	Verbal Communication	Other Departments	Process Interdepartmental Requests	Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service	Since 2008, the Tow Lot is working with multiple agencies such as DMV, DOT, and DOR on a much expanded basis.
8-G	Written Communication	Auction House	Vehicle Assessment for Secondary Auction or Re-bid	Write Correspondence	In 2008, secondary auction houses were utilized for better prices.
8-H	Written Communication	Legal Inquiries	Process Open Records Requests and Claims	Write Correspondence, Investigation Skills	In 2010, electronically automate and track correspondence.
8-I	Verbal Communication	Insurance Companies and Lien Holders	Process Verbal/Written Requests from Insurance and Lien Holders	Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service	Ongoing changes to ordinances and statutes.
8-J	Verbal Communication	Repossessions	Process Verbal/Written Requests from Insurance and Lien Holders	Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service	Ongoing changes to ordinances and statutes.
9-A	Schedule	Produce Daily Schedule	Follow Schedule and Assignment	Organizational	In 2010, all clerical schedules were developed and tracked electronically.
9-F	Schedule	Productivity	Maintain Productivity based on Evaluations	Organizational	In 2011, productivity will be monitored electronically to determine efficiency.

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Item	Category	Name	Description	Specific Skills Required	Change
10-A	Analytical	TVRP	Quarterly Report, Financial Reconciliation, Fund Account for Future Transactions	Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service	In 2010, quarterly reporting was required from the DMV.
10-B	Analytical	TRIP	Upload Eligible Tax Intercept Customers, Process Inquires and Clear Holds as Indicated	Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service	New in 2010: Download transactions to Excel form Oracle. Upload these transactions to TRIP.
10-E	Analytical	Compliance Reporting	Evaluate Tow Compliance with Established Towing Standards, Reconcile Invoices, Provide Recommendations for Non-Contractual Compliance and Recommend Penalties	Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service, Basic Accounting	In addition to invoice reviews, contractor penalties as described in 2009 towing contracts must be evaluated for compliance. This requires complex query download and analysis. The contracts are valued at \$3.5 million.
11-A	Written Communication	Open Records	Process and Investigate Open Records Requests	Verbal and Written Skills	The volume and complexity of requests have increased substantially since 1995.
11-C	Written Communication	Dispute Billing, Holds or Intercept	Process Initial Abandoned Vehicle Billing Claims and Complaints, Respond Accordingly	Verbal and Written Skills, Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service	In 2010, a dispute process was implemented for recycling bills.

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Item	Category	Name	Description	Specific Skills Required	Change
11-F	Written Communication	Dispute Appeals	Investigates Appeal Requests for Abandoned Vehicle Bills	Verbal and Written Skills, Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service, Decision Making	In 2010, an appeals process was implemented.
11-G	Written Communication	Notification for Tax Intercept	Provide Proper Notification for Persons Eligible for TRIP/TVRP Based on Vehicle Status	Verbal and Written Skills, Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service, Decision Making	In 2010, electronic changes were made.
13-B	Cash Handling	J-Bid	Process Payments from Vendors in J-Bid Sales Program	Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service	Implemented in 2010.
13-C	Cash Handling	ACH Electronic Deposits	Process and Reconcile DOR Direct Deposits	Basic Accounting, Verify Data, Data Entry, Data Analysis, Searches, Cashiering, Customer Service	In 2010, accounts receivable from DOR are received electronically.
14-A	Inventory	Miller Weights	Compile Annual Weight Average and Report for Recycled Vehicle (Annual)	Basic Statistics and Excel	In 2005, annual weight verification was implemented as was reconciliation with Miller Compressing.
14-B	Inventory	In-House Tracking of Invoices	Track all Items Purchased	Maintain Complete Inventory, Update as Ordered	In 2010, electronic inventory of all capital and supply was implemented.

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Item	Category	Name	Description	Specific Skills Required	Change
15-A	Security	Enforce "No Soliciting" and Restrictions	Enforce Insurance Tow Policy	Policy Analysis	In 2010, mandatory insurance was put in place. This requires the checking of all tow drivers for insurance and proper licensure. Vendors must be monitored for soliciting violations. Violations must be reported to MPD.
15-B	Security	Licensure for all Visitors, Insurance Agents, Lien Holders, J-Bid Agents	Enforce Security Policy for Outside Entrants	Policy Analysis	In 2008, security requirements for all outside personnel were put in place.

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Item	Category	Name	Description	Specific Skills Required	Change
16-B	Interdepartmental	Billing/Inventory for Evidence Vehicles, Health Tows and other Intra/Inter Departmental Charges	Bill as Appropriate for Abandoned or Recycled Vehicles. Bill Utilities for Relocations.	Basic Accounting, Advanced Computer and Data Accuracy Skills	2010 changes occurred in interdepartmental billing for MPD vehicles in the anticipated addition of an indoor storage facility. Provide storage and monitoring for evidence vehicles. Proposed and planed for implementation in 2011.
17-B	Regulatory Compliance	Salvage Vehicles	Assist MPD and Take Payments for Salvage Vehicle Clients	Cashiering, Data Entry, Data Validation	Assist MPD with salvage vehicle inspections and provide cash collection for services.
17-C	Regulatory Compliance	Notaries	Enforce Policy for Notary Authorization, Notify Secretary of State for Violations	Correspondence, Policy Analysis and Typing	In 2009, non-compliance reports were sent to the Secretary of State for notary discrepancies.
18-A	Statistical	Monitor and Enter Production Daily	Review, Run and Evaluate Productivity	Statistical	2011 productivity tracking.
20-E	Towing Related	Photograph Damage	Take Digital Pictures	Digital Photography, Upload Videos or Images, Retrieve Archived Images	Since 2005, employees are to assess and photograph alleged damage claims (digital). This requires download, storage and retrieval of digital files.

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Item	Category	Name	Description	Specific Skills Required	Change
20-F	Towing Related	Remove and Recycle Plates	Tow Vehicles	Towing	The volume of tows has more then doubled. Tows to the Recycling facility have been added (ongoing).
20-G	Towing Related	Bobcat for Snow and Sweeping	Operation of Skid Steer Loader	Ability to Operate a Skid Steer Loader, Training is Available	A skid steer loader was purchased in 2008 for sweeping, snow removal and vehicle relocation. This was previously contracted out.
20-H	Towing Related	Use Laptop for Inventory	Field Computer use for Inventory and Evaluation	Vehicle Evaluation, Basic Vehicle Parts, Terminology, Computer Skills	In 2009, a wireless laptop to perform vehicle inventory and assess vehicles was purchased.
20-K	Towing Related	Cross Training	All Employees Must be able to Perform Both Duties of Tow Lot Attendant and Tow Lot Assistant	Comprehensive Set	In 2008 it was required, where feasible, for all employees to be able to perform assistant and attendant duties.
20-M	Towing Related	Locksmith Monitoring	Monitor Locksmiths for Compliance with Policy	Verbal and Written Communication and Customer Service	In 2010, a locksmith policy for insurance and signage requirements for entry were implemented.
20-N	Towing Related	Street Sweeps	Perform Street Sweeping Tow Operations as Required	Organization, Verbal and Written Communication	In 2006, street sweeping was implemented in specified areas.

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Item	Category	Name	Description	Specific Skills Required	Change
20-Q	Towing Related	For Sale Permit Inspections	Process and Issue Vehicle Sales Permits	Data Entry, Customer Service, Data Lookup	In 2007, permits for vehicles for sale on public streets require inspections by Tow Lot Attendants.
21-A	Auxiliary Systems	Bar-coding Vehicles	Inventory of Vehicles	Data Entry, Customer Service, Data Lookup	Use of handheld devices for vehicle intake proposed in 2011.
21-B	Auxiliary Systems	Scanning of Driver's Licenses for Data Entry	Electronic Process of Identification	Data Entry, Customer Service, Data Lookup	Proposed 2011
21-C	Auxiliary Systems	Ticket/Citation Scanner	Barcode scanning of Citations and Permits	Data Entry, Customer Service, Data Lookup	Proposed 2011

Chart: Reason for Leaving by Position (Detailed)

Vacancy ID	Position	Comments	Short or Long Term Employee	Category	Reason for Leaving: Notes
794	Tow Lot Assistant	Long Term Employee	L	Transferred	Lateral Transfer
336	Tow Lot Assistant	Long Term Employee , difficulty with position	L	Transferred	Lateral Transfer
671	Tow Lot Attendant	Short Term Employee, difficulty with position	S	Discharged	Work Performance
481	Lead	Long Term Employee , difficulty with position	L	Medical	Medical Reasons
173	Supervisor	Short Term Employee, difficulty with position	S	Resigned in lieu of discharge	Work Performance
289	Tow Lot Assistant	Short Term Employee, difficulty with position	S	Transferred	Did not want to work with customers
584	Tow Lot Assistant	Short Term Employee, difficulty with position	S	Terminated	Work Performance
474	Tow Lot Assistant	Short Term Employee, difficulty with position	S	Resigned	Work Performance

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Vacancy ID	Position	Comments	Short or Long Term Employee	Category	Reason for Leaving: Notes
618	Tow Lot Assistant	Long Term Employee	L	Resigned	Did not want to work with customers
791	Tow Lot Attendant	Short Term Employee, difficulty with position	S	Discharged	Work Performance
638	Tow Lot Attendant	Long Term Employee	L	Medical	Medical Reasons
568	Tow Lot Attendant	Short Term Employee	S	Resigned	Unknown
763	Tow Lot Attendant	Long Term Employee	L	Medical	Medical Reasons
686	Tow Lot Attendant	Long Term Employee	L	Injury	Medical Reasons
37	Tow Lot Assistant	Short Term Employee, difficulty with position	S	Resigned	Did not want to work with customers, worked less then three months
219	Tow Lot Attendant	Long term Employee with difficulty	L	Discharged	Work Performance
120	Tow Lot Assistant	Short Term Employee, difficulty with position	S	Discharged	Work Performance
924	Supervisor	Short Term Employee, difficulty with position	S	Resigned	Unknown (Short term)
597	Tow Lot Attendant	Long Term Employee , difficulty with position	L	Discharged	Work Performance

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Vacancy ID	Position	Comments	Short or Long Term Employee	Category	Reason for Leaving: Notes
587	Tow Lot Assistant	Long Term Employee , difficulty with position	L	Resigned	Longer term, struggled with position
124	Lead	Long Term Employee	L	Transferred	Lateral
933	Tow Lot Assistant	Short Term Employee	S	Resigned	Did not want to work with customers
863	Tow Lot Assistant	Long Term Employee	S	Transferred	Lateral
968	Tow Lot Attendant	Short Term Employee, difficulty with position	S	Discharged	Work Performance
613	Tow Lot Attendant	Long Term Employee	L	Discharged	Work Performance
942	Tow Lot Assistant	Short Term Employee, difficulty with position	S	Medical	Could not meet minimum physical, retired
49	Tow Lot Assistant	Short Term Employee	S	Retired	Retired