



HOUSE OF CORRECTION

Milwaukee County

Michael Hafemann • Superintendent

October 15, 2018

Pursuant to your request about Correction Officer (CO) staffing, the HOC is providing a summary of data in the following areas:

1. Staff Turn Over & Number of Correctional Officers Hired
2. Officer Morale
3. Pay Disparity
4. Mandatory Overtime Requirements & Mitigation Strategies

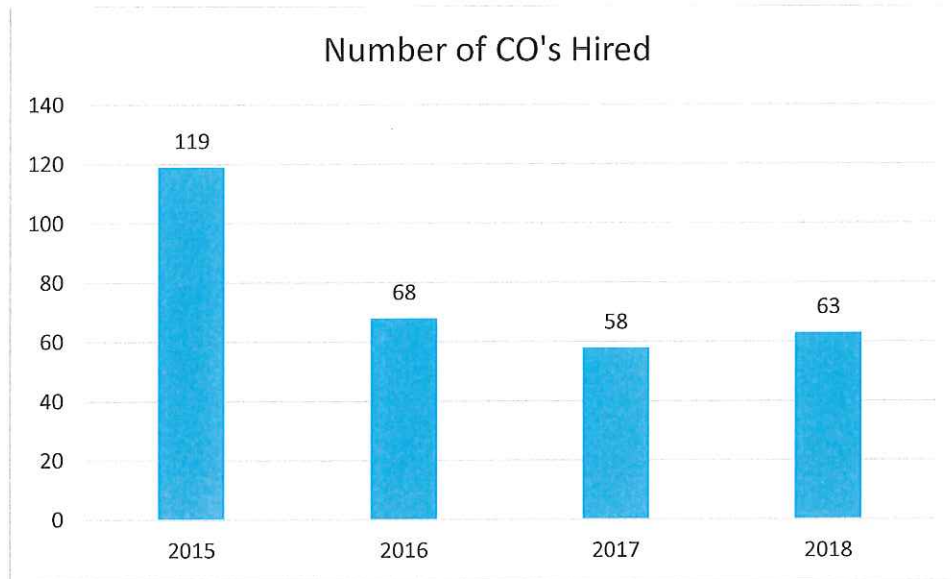
Please let us know if you require further details.

Michael Hafemann, Superintendent

A handwritten signature in blue ink, appearing to read 'M. Hafemann', is written over the printed name.

1. Staff Turn Over & Number of Correctional Officers Hired

While the HOC has increased advertising and assigned two command staff, as well as the Superintendent's Executive Assistant, to focus on hiring, we have been unable to increase the number of qualified new hires. The chart below shows the number of new hires:



The retention numbers are as follows:



This chart shows the time period from 12/22/2012 through 09/22/2018. From 12/22/2012 to 01/17/15, officer counts would jump and then fall but the average

would be fairly static. Then, from 01/17/2015 to 10/24/2015, the total count jumped from 219 to 277 officers. Since 10/24/2015 to 09/22/2018, the count is a continual downward trend, to 207 officers on 09/22/2018.

Keep in mind that when Average Daily Population (ADP) was higher, the HOC required 270 COs. In 2016, the HOC's ADP was about 1,320. Currently, the HOC requires 248 COs since the ADP has decreased to about 1,171. The average for 2017 was similar at 1,185.

Listed below are some of the Recruitment & Retention strategies being utilized by the HOC:

- Bus ads
- Radio ads
- Bublr Bikes ads
- Billboard ads
- Church bulletin and web site ads
- Facebook
- Employee engagement and retention committee monthly meetings
- Annual employee appreciation cookout
- Family appreciation activities; meeting with and providing tours of the HOC for staff family members and friends – so – family members and friends understand the HOC work environment and duty responsibilities
- On site instructional programs provided to staff free of charge regarding personal finances and potential entrepreneurial pursuits
- Removal from the force list twice each week to attend off site educational pursuits/activities
- Volunteer distribution of staff Christmas gifts (to demonstrate appreciation for the difficult work challenges officers and support staff must address)

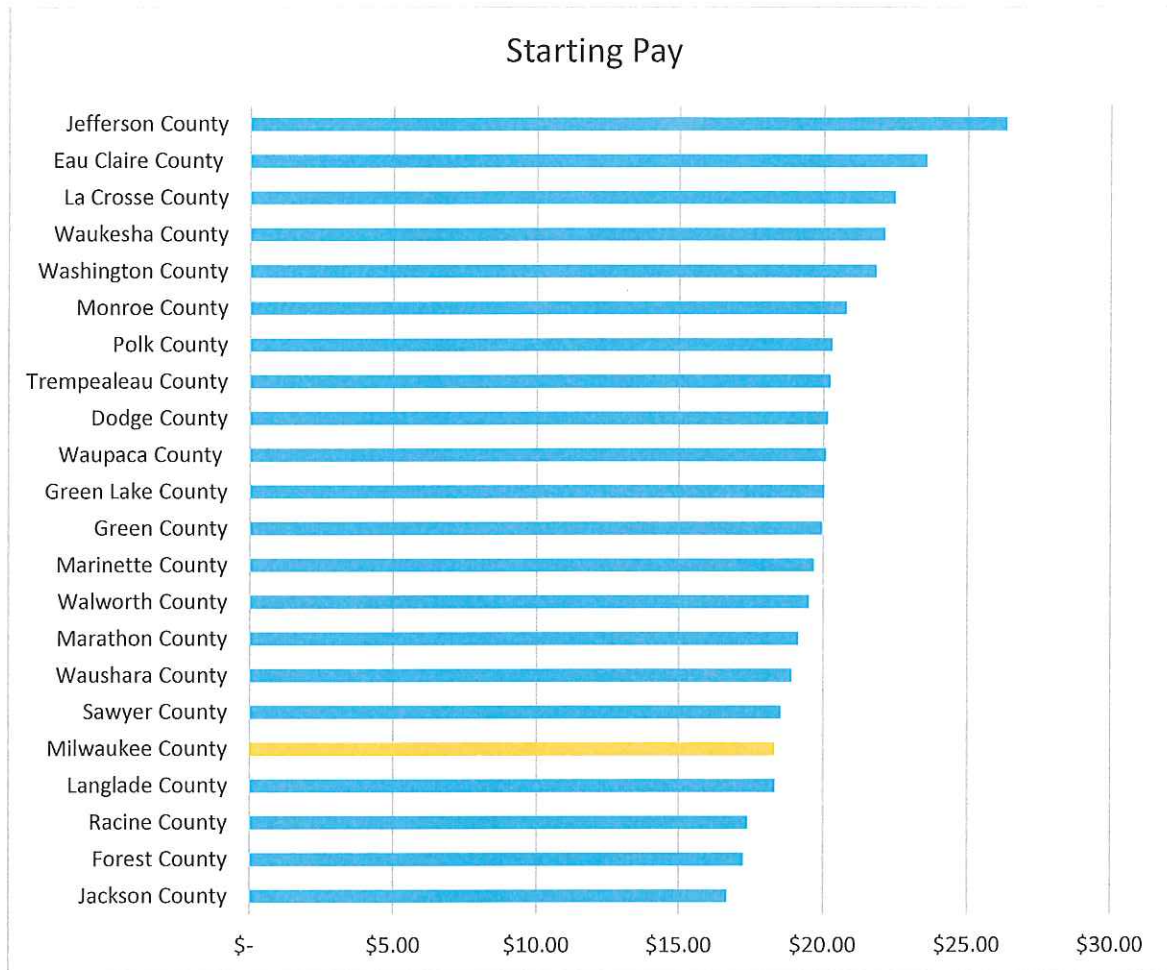
2. Officer Morale

Officer Morale is a mixed process; some staff volunteer for as much overtime as they can possibly work and others feel the burden and are adversely effected by the significant amount of mandatory or forced overtime. Being forced to work overtime on a scheduled off day or work up to 16 hours in a day can have a demoralizing effect. While the large amount of overtime benefits some staff, the

disruption forced overtime has on staff personal lives creates a situation wherein staff seek other employment alternatives.

3. Pay Disparity

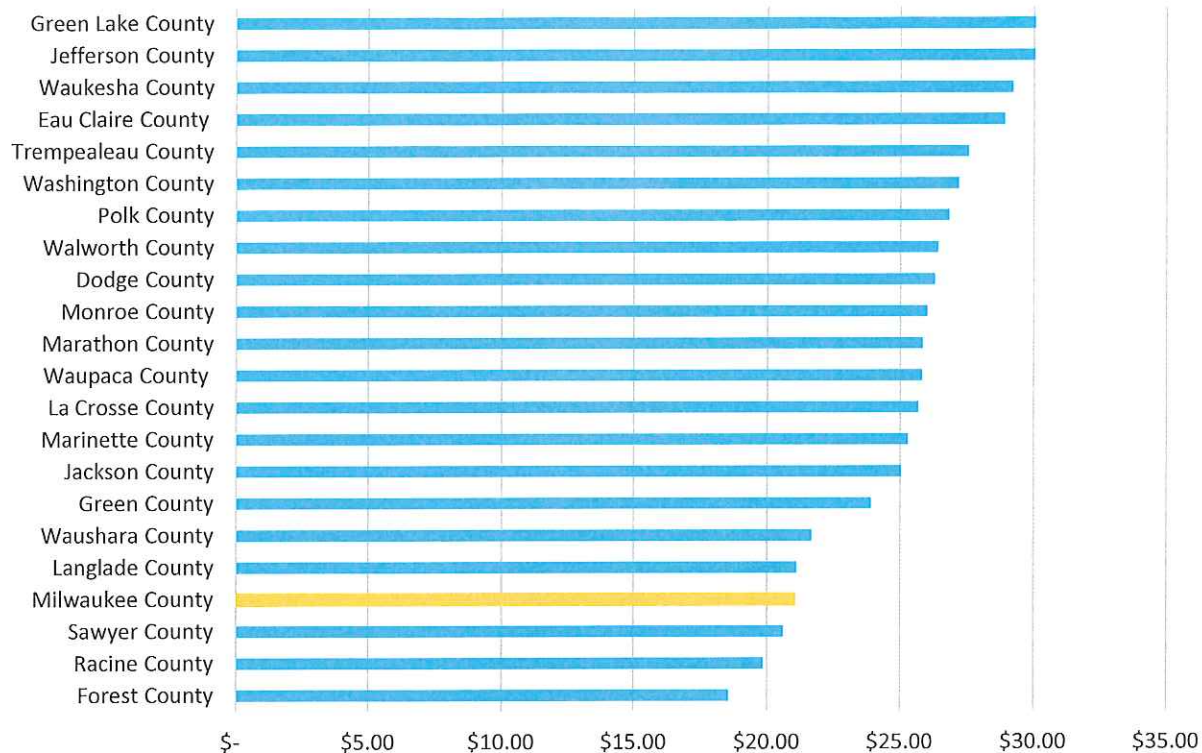
A study was recently completed by the HOC's Budget & Management Analyst to help improve CO pay in Milwaukee County. As shown below, the starting pay and range is less than many other nearby agencies.



Location	Starting Wage	Maximum Wage
Jackson County	\$ 16.70	\$ 25.05
Forest County	\$ 17.26	\$ 18.57
Racine County	\$ 17.40	\$ 19.87

Langlade County	\$ 18.34	\$ 21.13
Milwaukee County	\$ 18.34	\$ 21.07
Sawyer County	\$ 18.54	\$ 20.64
Waushara County	\$ 18.92	\$ 21.70
Marathon County	\$ 19.15	\$ 25.86
Walworth County	\$ 19.52	\$ 26.45
Marinette County	\$ 19.68	\$ 25.30
Green County	\$ 19.96	\$ 23.93
Green Lake County	\$ 20.04	\$ 30.07
Waupaca County	\$ 20.09	\$ 25.84
Dodge County	\$ 20.16	\$ 26.33
Trempealeau County	\$ 20.24	\$ 27.59
Polk County	\$ 20.30	\$ 26.85
Monroe County	\$ 20.80	\$ 26.04
Washington County	\$ 21.84	\$ 27.21
Waukesha County	\$ 22.14	\$ 29.24
La Crosse County	\$ 22.49	\$ 25.69
Eau Claire County	\$ 23.59	\$ 28.92
Jefferson County	\$ 26.39	\$ 30.06

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Marathon County	\$ 19.15	\$ 25.86
Monroe County	\$ 20.80	\$ 26.04
Dodge County	\$ 20.16	\$ 26.33
Walworth County	\$ 19.52	\$ 26.45
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4. Mandatory Overtime Requirements & Overtime Mitigation Strategies

Overtime Requirements

Staff cannot be required to work more than 16 contiguous hours. Forced overtime is rotated through a master force list. Once an officer is forced, they are moved to the bottom of the force list. However, with the current staffing numbers officers moved to the top of the force list within a couple of days.

Mitigation Strategies

This year, the HOC began a review of all operations and procedures and identified the following to reduce mandatory CO overtime:

Position reduction -

- Programs staff reassigned
- K-9 unit staffing decreased
- Special assignment cleaning crew to two days a week

- Records, visiting and classification staff used to provide housing responsibilities support
- Visiting hours decreased- Closed at 6:00pm and Sunday

Movement -

- Restructured IN2WORK program
- Moved 33 program series to Huber inmates only (this eliminates movement staff, thereby, reducing the number of officers needed to conduct this program)
- All female programs to E6 (eliminates movement staff)
- Reduced faith based services in GP to decrease inmate movement
- Armor discontinued all second shift inmate program group activities
- All new programming requests have been placed on hold until further notice

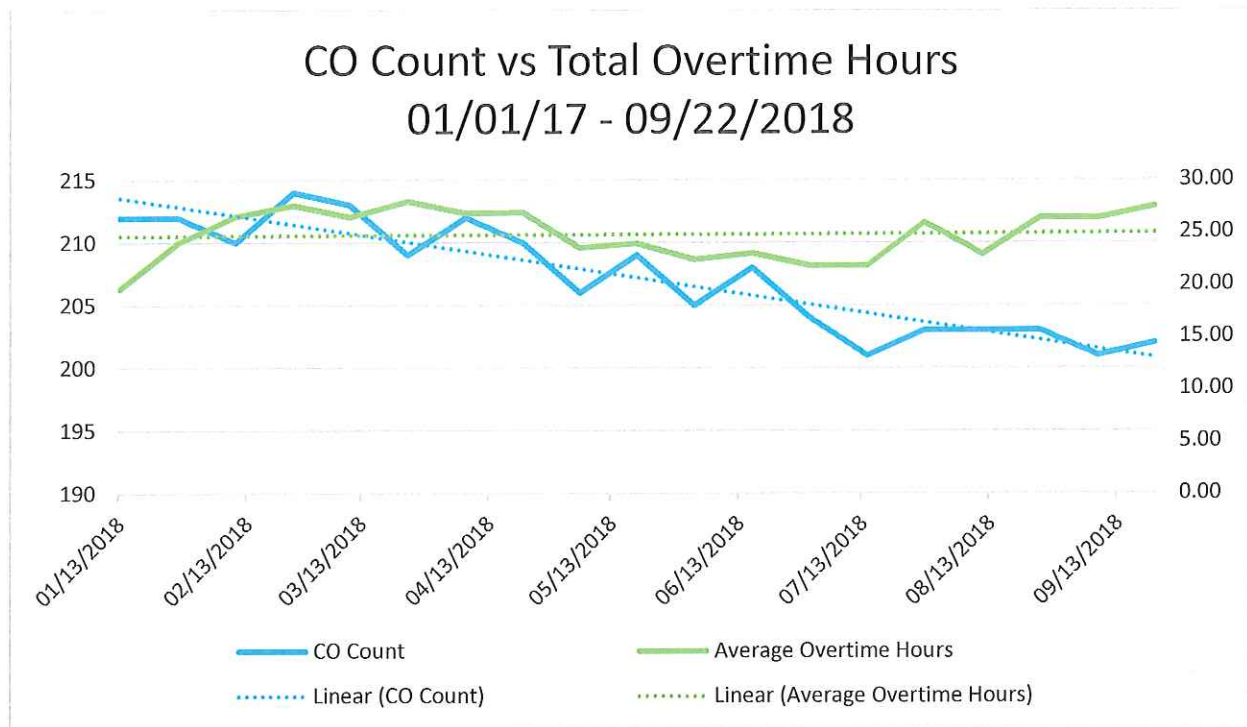
Management -

- All lieutenants are being trained in the strategic use of staff resources
- Soliciting shift switches to reduce overtime (staff are reassigned from one shift to another to address an unanticipated shift vacancy)
- Work schedules, tasks and responsibilities are being evaluated and reevaluated on every shift

As of October 8, 2018, third shift has zero forced overtime. Currently, first and second shift forced overtime remains high due to jailor training class.

Summary

It is important to note that although fewer officers have been added, the actions that the department has taken has held the trend line for overtime hours flat.



The HOC's goal is 10 hours or less of CO overtime per two-week pay-period. Without a sufficient number of COs, we are unable to achieve the goal, but do and will continue to seek new hiring and retention strategies.