

COUNTY OF MILWAUKEE
INTEROFFICE COMMUNICATION

DATE: May 10, 2016

TO: Theodore Lipscomb, Sr., Chairman, Milwaukee County Board of Supervisors

FROM: Héctor Colón, Director, Department of Health & Human Services
Prepared by: Mark Mertens, Administrator, Delinquency and Court Services Division

SUBJECT: From the Director, Department of Health and Human Services, requesting authorization to implement an incentive program to enhance staffing coverage in the Juvenile Detention Center

Issue

The Delinquency and Court Services Division (DCSD) Juvenile Detention Center has been experiencing a Juvenile Correctional Officer (JCO) staffing shortage and a youth census above capacity in the facility as a result of the issues which have surfaced at the State of Wisconsin Lincoln Hills facility for boys. As of April 23, there were 18.5 vacancies in Juvenile Correctional Officer (monolingual and bilingual) positions with 51 of 69.5 budgeted positions filled. Of those 51, however, 11 are on FMLA, Worker's Compensation leave or pending termination.

A description of the census and resulting staffing issue are described in greater detail in an informational report to the County Board this May cycle. As just one example, while the Detention Center was budgeted to operate with five pods open in 2016, the Center has needed to operate with seven pods open (and resulting extra staff needs) due to the added Lincoln Hills issues.

This report seeks to address the staffing issue by creating a temporary incentive program for Delinquency & Courts Services Division (DCSD) employees other than JCOs to receive training and then be available to provide extra shift coverage working as JCOs on a volunteer basis at the Juvenile Detention Center. This voluntary incentive program is also supported by the State of Wisconsin jail inspector.

In order to implement the incentive program, DHHS is seeking a temporary exception to Milwaukee County Ordinance Chapter 17 concerning overtime compensation for non-exempt and exempt employees.

The incentive program would allow these non-exempt DCSD employees to receive overtime at time and one-half for all volunteer extra shifts worked as JCOs even if the employee didn't work more than 40 hours in a given week due to vacation and/or other factors. In addition, the

program would allow exempt DCSD employees to be compensated for extra shifts as JCOs at time and one-half as opposed to straight time or compensatory time.

Background

Program Summary: As selected and approved by DHHS leadership and after having received the appropriate training, a pool of county employees will be identified as eligible to work as juvenile corrections officers on a voluntary basis. Any hours worked as corrections officers will be above and beyond those of their regular county positions.

Compensation: For each covered shift as approved and directed by DHHS leadership, eligible staff will receive the following:

- A non-JCO employee who is normally non-exempt and has worked 40 hours that work week in his or her regular position will receive overtime for these approved JCO shifts per the normal calculation as conducted by payroll.
- A non-JCO employee who is normally non-exempt and has not worked 40 hours that week (due to taking vacation or other factors) will receive 1.5 times his or her standard hourly rate for all hours in this volunteer JCO role as approved by DHHS leadership.
- A non-JCO employee normally in an exempt position will receive 1.5x his or her 'hourly rate' (as calculated by dividing their weekly rate of pay by 40) for all hours in this volunteer JCO role as approved by DHHS leadership. These exempt employees will not be eligible for compensatory time in addition to this compensation for these hours.

Employees can, at the discretion of management, be dropped from this program at any time. All hours signed up for will be voluntary in nature.

In order to confront the staffing shortage and to avoid mandating overtime, the department solicited volunteers to work extra shifts from among DCSD employees in mid-April. As of May 9, 24 DCSD employees volunteered to work rotating shifts to staff the Detention Center. These staff are in the process of being trained and are receiving their TB tests and physicals.

This incentive program is a temporary measure to address the staff shortage and will end once the majority of the 18.5 position vacancies are filled. This is anticipated to occur by early June with the hire and training of the following additional employees:

- 6 starting May 9 – available for shifts May 23
- 8 full time and 1 part-time starting May 23 – available for shifts June 6 (vacancy will drop to 5%)
- 2 starting June 6 – available for shifts June 20 (vacancy will drop to 2.9%)

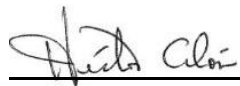
Recommendation

The Director, Department of Health and Human Services, recommends that the County Board of Supervisors approve the extra shift coverage incentive program for the Juvenile Detention Center starting April 23 to June 30, 2016 allowing a temporary exception to the county's existing overtime policy.

Fiscal Impact

The total cost anticipated as a result of the staffing coverage incentive program is \$23,000. A fiscal note form is attached.

Respectfully Submitted:



Héctor Colón, Director
Department of Health & Human Services

cc: County Executive Chris Abele
Raisa Koltun, County Executive's Office
Kerry Mitchell, Director, Department of Human Resources
Kelly Bablitch, County Board
County Supervisor Peggy Romo-West, County Board
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