

**COUNTY OF MILWAUKEE**  
Inter-Office Communication

Date: July 27, 2022

To: Marcelia Nicholson, Chair, Milwaukee County Board of Supervisors

From: Chantell Jewell, Superintendent, Milwaukee County House of Correction (HOC)

Subject: 2022 Overtime Deficit

File Type: Informational Report

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**POLICY**

Milwaukee County Code of General Ordinances:	MCGO 56.02(1)
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**BACKGROUND**

This report is submitted consistent with the guidance of Section 56.02 of the Milwaukee County Code of General Ordinances. This ordinance states that, whenever “an overtime deficit of at least one million dollars (\$1,000,000) will occur or is projected to occur for the division,” a written report shall be submitted.

The Milwaukee County House of Correction is currently projecting an overtime (OT) deficit of \$1.9 Million for 2022. This is due to having nearly 100 Correction Officers (CO) vacancies throughout the year. The overtime deficit will not affect the HOC overall budget due primarily to a surplus in salaries, which is because of the nearly 100 vacancies.

The HOC is working diligently to curb overtime. Overtime has been identified as one of the main reasons that COs tend to leave employment with the HOC.

In response to these severe staffing shortages the following efforts have been made to mitigate overtime:

- Schedules are reviewed daily by the operational Lieutenant and Correctional Manager to determine if there are posts that can safely go unfilled to reduce overtime. At times, this has resulted in the reduction of a significant number of officer posts which is not optimal for an adult detention facility.

- The HOC has also eliminated work crews for major festivals including the State Fair, this year. The In2Work program has been eliminated due to staff shortages.
- The HOC has placed Sergeants in Officer posts, effectively eliminating a layer of supervision on the floor. Lieutenants are now providing Officer relief and filling escort posts in addition to their supervisory duties. The Correctional Managers (Captains) are providing coverage for the Lieutenants as well as performing their administrative duties.
- The HOC has been unable to accept sanction transfers from Milwaukee Secure Detention Facility (MSDF) since December. MSDF has recently requested the transfer of some 81 residents to HOC to which could not be accommodated. Accepting transfers would have required the HOC to open two dormitories which would require 6 additional Officers daily. This will also adversely impact the revenue generated from the DOC for the sanctioned residents.
- The HOC has also limited transfers from the CJF out of necessity. There are currently twelve (12) housing units closed due to staffing shortages and minimum staffing requirements. Each housing unit that opens requires an additional 3 Officers daily or 5 officer weekly, due to relief factors, all on overtime.
- The HOC tried to alter the OT sign up system to encourage more voluntary OT vs mandatory OT. The thought process was that if more staff volunteered, there would be less sick call ins and OT would lessen. Unfortunately, the new method did not work. The HOC is now exploring going to mandatory 12-hour shifts. This could potentially reduce the amount of OT and reduce sick call ins. The primary driver for calling in sick is to simply get a day off that the current schedule does not allow due to shortages. The HOC also have instituted a "physician's certificate" to hold staff accountable for misusing their sick allowances. If staff exhibits patterns of usage (holidays, before or after vacation, on weekends, etc...) they must bring in a doctor's note every time they call in sick (non-FMLA) for six months. Sick call ins are one of the primary drivers of OT.

The HOC has also issued a Request for Proposal (RFP) to bring in a consultant to study our scheduling process to help further determine minimum staffing levels and efficiency in filling posts. The RFP closed on July 22, 2022. Once the RFP process is complete the HOC will bring the recommended contract back to the Board for approval.

### **RECOMMENDATION**

This report is informational only there is no request at this time.

### **FISCAL EFFECT**

The House of Correction's fiscal team closely monitors and has frequent discussions with the Administration regarding overtime. Vacant positions are creating a surplus large

enough to cover the overtime deficit. Currently, the HOC is projecting a slight surplus.

**PREPARED BY:**

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Public Safety Fiscal Administrator

*Chantell Jewell*

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Chantell Jewell, Superintendent  
Milwaukee County House of Correction

cc: Kelly Bablitch, Chief of Staff, Milwaukee County Board of Supervisors  
Janelle M. Jensen, Legislative Services Division Manager, Office of the County Clerk

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