

**COUNTY OF MILWAUKEE**  
Inter-Office Communication

Date: 11/7/2023

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

From: Chantell Jewell, Superintendent, Milwaukee County Community Reintegration Center (CRC)

Subject: 2023 Overtime Deficit

File Type: Informational Report

---

**POLICY**

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

**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 Community Reintegration Center (CRC) is currently projecting an overtime (OT) deficit of \$1,479,000 for 2023. This is due to having nearly 30 Correction Officer (CO) vacancies throughout the year, and an increased resident population. In September 2023, the average daily population (ADP) was 974, compared to the September 2022 ADP of 731. Providing staffing and resources for the additional 243 residents required opening an additional 4 dorms. Staffing patterns for these dorms requires 4.6 Correctional Officers per dorm or a total of 18.6 officers per day. The overtime deficit will not affect CRC’s overall budget due primarily to a surplus in staff salaries, attributed to our vacancies.

The CRC is working diligently to reduce overtime. This was identified as one of the main reasons that COs were leaving employment with the CRC. The efforts listed below have reduced the amount of mandatory overtime, which has increased CO retention. The turnover rate has dropped from 55% in 2022 to 24% through October 2023.

The following efforts have been made to mitigate overtime:

- Schedules are reviewed on all shifts daily by the operations Lieutenant, and

Correctional Manager to determine if there are posts that can remain vacant without affecting the ability to provide resident services, and do not result in a reduction of facility safety. This has resulted in the reduction of a significant number of officer posts which is not optimal for an adult detention facility.

- Additional overtime mitigation steps were taken to reduce mandatory overtime and increase employee retention. Mandatory overtime protections were implemented for all uniformed staff. Staff are not eligible to be mandated more than two days in a row. Staff who volunteer to come in four hours early or to stay four hours late are not eligible to be mandated for additional hours that day. Staff who stay four hours late are not eligible to be mandated for an early start the following workday. Staff working in specialty posts with irregular start times are eligible to be mandated for either four or eight hours as needed. Staff who are mandated on their off day will not be forced for in early or made to work an additional shift unless there is an institution emergency.
- The CRC continued to eliminate work crews for major festivals such as the State Fair.
- The CRC utilizes Sergeants in Correctional Officer posts, resulting in a reduction of supervision on the floor. Lieutenants are now providing Correctional 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.
- Several changes were made in the CRC backgrounds department resulting in a more efficient hiring process. These changes include: Implementing a requirement that all applicants must be contacted within 24 hours of the CRC backgrounds department receiving the applicant's name and information from Human Resources, applicants are given 48 hours to provide their signed release of information form, conditional employment offers were issued at hiring events, utilizing more of the CRC staff to assist in the new employee interview process, changing the rule that background packets can be handed in at the time of interview not before, backgrounds staff were provided access to Dayforce to process applicants themselves rather than relying on Human Resources, and a goal was set to hire 20 Correctional Officers per month.
- The CRC contracted with CGL Companies to study our scheduling and staff allocation process to help further determine minimum staffing levels and efficiency in filling posts. This analysis is scheduled to be completed December 2023.

**RECOMMENDATION**

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

**FISCAL EFFECT**

The CRC'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 CRC is projecting a break even.

**PREPARED BY:**

Michael Bickerstaff  
Public Safety Fiscal Administrator

Chantell Jewell, Superintendent CRC  
Chantell Jewell, Superintendent  
Milwaukee County Community Reintegration Center

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

**Certificate Of Completion**

Envelope Id: A9B6570C08C342C789E38005851F6303	Status: Completed
Subject: Complete with DocuSign: Overtime Deficit Report Final.docx	
Source Envelope:	
Document Pages: 3	Signatures: 1
Certificate Pages: 1	Initials: 0
AutoNav: Enabled	Envelope Originator:
Enveloped Stamping: Enabled	Michael Bickerstaff
Time Zone: (UTC-06:00) Central Time (US & Canada)	633 W. Wisconsin Ave.
	Suite 901
	Milwaukee, WI 53203
	Michael.Bickerstaff@milwaukeecountywi.gov
	IP Address: 204.194.251.5

**Record Tracking**

Status: Original	Holder: Michael Bickerstaff	Location: DocuSign
11/7/2023 1:51:52 PM		
	Michael.Bickerstaff@milwaukeecountywi.gov	

**Signer Events**

Signature	Timestamp
Chantell Jewell, Superintendent CRC Chantell.jewell@milwaukeecountywi.gov Superintendent Milwaukee County	Sent: 11/7/2023 1:53:15 PM Viewed: 11/7/2023 2:11:18 PM Signed: 11/7/2023 2:54:28 PM
Security Level: Email, Account Authentication (None)	Signature Adoption: Pre-selected Style Using IP Address: 204.194.251.5

**Electronic Record and Signature Disclosure:**  
Not Offered via DocuSign

In Person Signer Events	Signature	Timestamp
<b>Editor Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Agent Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Intermediary Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Certified Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Carbon Copy Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Witness Events</b>	<b>Signature</b>	<b>Timestamp</b>
<b>Notary Events</b>	<b>Signature</b>	<b>Timestamp</b>
<b>Envelope Summary Events</b>	<b>Status</b>	<b>Timestamps</b>
Envelope Sent	Hashed/Encrypted	11/7/2023 1:53:15 PM
Certified Delivered	Security Checked	11/7/2023 2:11:18 PM
Signing Complete	Security Checked	11/7/2023 2:54:28 PM
Completed	Security Checked	11/7/2023 2:54:28 PM
<b>Payment Events</b>	<b>Status</b>	<b>Timestamps</b>