

**SCOTT COUNTY JUVENILE DETENTION  
AND DIVERSION PROGRAMS**

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**MEMORANDUM**

Date: 05/29/2018

To: Mary Thee, Human Resources Director

RE: Staffing Adjustments in Juvenile Detention Center

According to Scott County Human Resources Policy D. (Classification and Compensation) an adjustment to a Department's Table of Organization can be made outside the budget review process if "there are situations in which there is an increase in the documented volume of work which could not have been forecast during the most recent review process." This memorandum serves as a request for one additional permanent Full Time Employee be added to the Juvenile Detention Center Table of Organization based on the dramatic increase in workload experienced over the past year.

**Increased workload**

Over the course of the last eight years, the Scott County Juvenile Detention Center has averaged approximately 11 residents in its care per day. However, in FY18 we have experienced a significant increase in admissions and average daily population. To date in FY18, the juvenile detention center has averaged 17 residents per day. This is a 55% increase in juveniles in our care. The increase in amount of juveniles in our care adds significant documentation and overall workload. Not only must they be supervised twenty four hours a day, but we also must complete copious amounts of documentation surrounding admissions (45% increase), discharges (41% increase), behavior observation, medication distribution, food consumption, medical and psychiatric care, court proceedings, etc.

**Method used to determine the number of additional staff needed**

The state mandates a staff to resident ratio of 1:5. Averaging 11 residents per day, we needed to staff for at least 3 staff per shift. Averaging 17 residents per day, we need to staff for at least 4 staff per shift. We have been covering this with part time staff, but due to County policies and the ACA we're challenged to limit them to working 30 hours a week. Also, part time staff many times have other obligations that take priority over their position at JDC (full time job, family, etc.) Having a full time staff member will ensure we have enough staff in the building.

**Explanation as to why the situation could not have been anticipated**

As stated above, the first eight years in this position we have averaged approximately 11 residents per day. The increase began last summer, but there always seems to be an increase in the summer time. So at that time the increase did not seem atypical. There was an increase in fall but we were unsure if that

was an outlier. However, after collecting data for nearly 11 months, it seems now that averaging 17 residents per day is the new norm.

The Board of Supervisors as part of the budget process approved an additional 0.5 FT (part-time) Detention Youth Counselor. I have reviewed the work schedule and believe it is preferable that we utilize these 20 hours a week and combine them with an existing part-time staff member, thereby creating a full-time Detention Youth Counselor. The 40 hours a week are already provided for in the FY19 budget. Using a full-time staff member for these hours provides me with more accountability and predictability in staffing. I have discussed the matter with the Budget and Administrative Services Director and have identified the increased costs relate to potential insurance costs of \$7,119 (single) or \$17,847 (family). We have reviewed the revenues for programs and have determined that the costs could be absorbed by the department. It is for these reasons I am requesting two part-time staff members be exchanged for one full-time staff member in the Juvenile Detention Center's Table of Organization.

If you have any questions or need further evidence, please contact me at your convenience. Thank you for your time and consideration.

Sincerely,

*Jeremy Kaiser*

**Jeremy Kaiser, Director**  
Scott County Juvenile Detention

THE COUNTY AUDITOR'S SIGNATURE CERTIFIES  
THAT THIS RESOLUTION HAS BEEN FORMALLY  
APPROVED BY THE BOARD OF SUPERVISORS ON

\_\_\_\_\_  
DATE

\_\_\_\_\_  
SCOTT COUNTY AUDITOR

## R E S O L U T I O N

### SCOTT COUNTY BOARD OF SUPERVISORS

June 28, 2018

#### APPROVAL OF DETENTION YOUTH COUNSELOR STAFFING ADJUSTMENTS IN THE JUVENILE DETENTION CENTER

BE IT RESOLVED BY the Scott County Board of Supervisors as follows:

Section 1. That the table of organization for the Juvenile Detention Center be adjusted by decreasing the equivalent of 1.0 FTE to reflect the elimination of two part-time Detention Youth Counselors and the addition of one full-time 1.0 FTE Detention Youth Counselor for a total of 12 (full-time) FTE Detention Youth Counselors.

Section 13. This resolution shall take effect July 1, 2018.