



# CORRECTIONS STAFFING DISCUSSIONS

SEPTEMBER 14, 2021

**Louisville Metro Department of Corrections**  
**Dwayne A. Clark, Director**

# PERSONNEL FACTS

- Positions: 589 (441 Sworn, 148 non-sworn).
- Present Staff Vacancies: 90 Sworn, 40 Civilian (includes 8 new civilian posts).
- Historical Look at Vacancies Beginning Fiscal Year:

Historical Look At Vacancies			
Year	Sworn	Non-Sworn	Total
2017	66	16	82
2018	80	13	93
2019	79	24	103
2020	74	27	101
2021	76	24	100

Year	Sworn	Non-Sworn	Total
2017	474	138	612
2018	475	139	614
2019	459	139	598
2020	441	140	581
2021*	441	148	589

- Sworn Vacancies: 20.5%
- Department Wide: 22.0%

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# FACTS

- **Vacancies Exacerbated by COVID Delta Variant**
  - Past Weekend several people were scheduled for vacation
  - Presently have 23 people out with COVID or COVID exposure
  - Several people called in sick over the weekend.

# PROBLEMS WITH STAFFING

## ■ (1) Nationwide Labor Shortage

### ■ “The Great Resignation of 2021”

- SHRM reports that 52% of Americans surveyed indicate they will look for a new job this year.
- A Gallup poll indicates that 48% of those looking are doing so actively. 3.6 Million Americans quit their job in May alone.
- COVID, Child Care worker shortages, school closures impacting worker desire and ability to return to work.
- Internally, crossing guards, police, EMTs, corrections officers, public works staffers.
- Externally, employers are searching for nurses, teachers, bus drivers, factory workers, logistics employees.

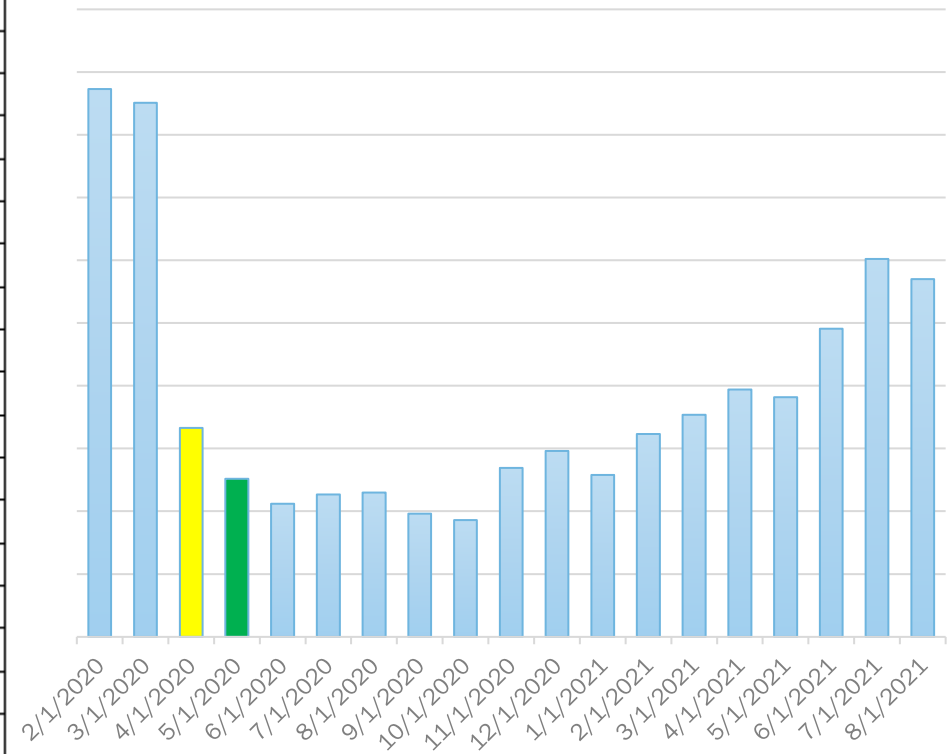
# PROBLEMS WITH STAFFING

- (1) Nationwide Labor Shortage
- (2) Inmate Population is Increasing
- Our staff is seeing additional pressures because the job is getting harder.
- Inmate Populations on rise
- COVID onset in April 2020
- CCC Closed in May 2020
- We are housing this many inmates without CCC
- State prisons are shutting doors during Delta
- Main Jail designed to only hold 1353 inmates

2/13/2020	1873
3/13/2020	1851
4/13/2020	1333
5/13/2020	1252
6/13/2020	1212
7/13/2020	1227
8/13/2020	1230
9/13/2020	1196
10/13/2020	1186
11/13/2020	1269
12/13/2020	1296
1/13/2021	1258
2/13/2021	1323
3/13/2021	1354
4/13/2021	1394
5/13/2021	1382
6/13/2021	1491
7/13/2021	1602
8/13/2021	1570

TODAYS COUNT: 1636

Inmate Populaton Data



# PROBLEMS WITH STAFFING

- (1) Nationwide Labor Shortage
- (2) Inmate Population is Increasing
- (3) COVID has presented additional problems with staffing
  - Our staff is not well vaccinated. Only 42% of staff is fully vaccinated.
  - Operating a full-time testing clinic and vaccinating inmates and staff internally clinic.
  - Attempting to quarantine and separate inmates puts additional pressures on staff—they have COVID duties

<b>% Completed</b>	<b>83%</b>
% Completed Vaccinated	42%
% Completed Declination Form	41%
<b>% Report Missing</b>	<b>17%</b>

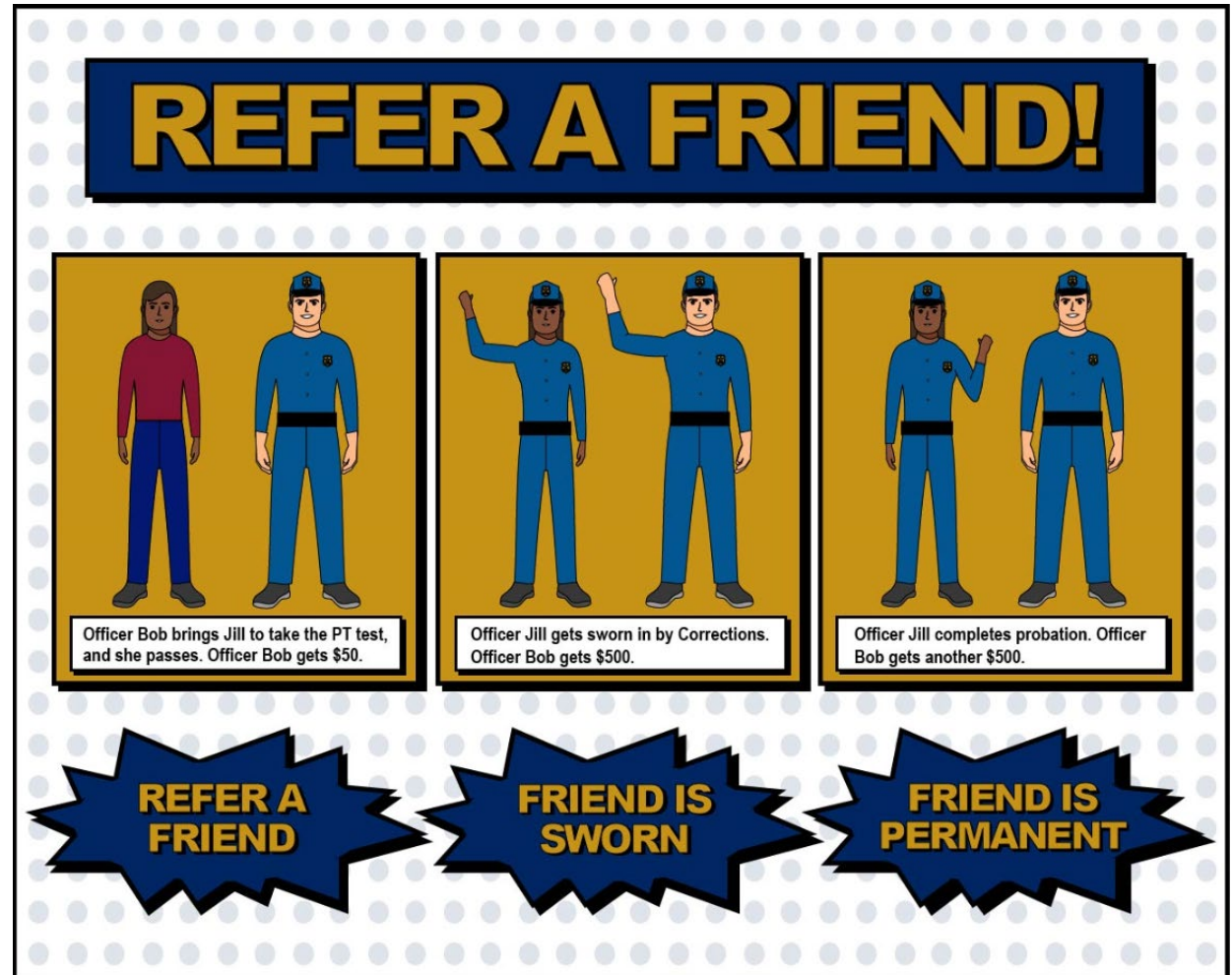
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## **PROBLEMS WITH STAFFING**

- (1) Nationwide Labor Shortage
- (2) Inmate Population is Increasing
- (3) COVID has presented additional problems with staffing
- (4) Stresses on our Corrections Officers and Civilian Staff

## IMMEDIATE FIXES

- Launched Recruitment, Retention and Referral Incentive Pilot Programs
  - “Sign On \$2000,” “Stay On \$2000” “Bring On \$1050”
- These incentives were set up with Union Support
- Rolled out August 31, 2021.
- Already seeing some change.





# IMMEDIATE FIXES



- Met with most members of the Public Safety Committee to “socialize” the incentive programs and gain support.
- Set Up Social Media Links on Instagram and Facebook to rectify lack of presence.
  - <https://www.facebook.com/LouisvilleMetroCorrections>
  - <https://www.instagram.com/louisvillemetrocorrections/>
- Union is helping us step-up social media presence.
- Councilman directed us to resources at JCPS to develop a pipeline in their public safety programs
- Kentuckiana Works is helping feature our Corrections jobs.
- Council demanded a Recruitment Plan as part of the budget process to be delivered 9/30/21

# ONGOING AND FUTURE FIXES

- Develop Recruitment and Retention Plan by September 30, 2021
  - Includes:
    - Standing up contract with Incipio Group firm to brand, market and increase social media presence.
    - Taking hand off of social media from the Mayor's office
    - Establishing Mentoring Program.
    - Evaluation Retention, Recruitment and Referral Incentives.
    - Conduct Satisfaction Stay Surveys and Implement Changes.
    - Improve Employee Recognition Program
    - Create and implement Employee Wellness Program to include training on Corrections Fatigue, Employee Resilience, financial literacy program, and more.

## Louisville Metro Department of Corrections



Recruitment and Retention Plan  
September 2021

September 2021

Recruitment and Retention Plan





**Louisville Metro Department of Corrections**  
**Dwayne A. Clark, Director**

**QUESTIONS?**

**FROM CORRECTIONS:**

**DWAYNE CLARK**  
**ERIC TROUTMAN**  
**STEVE DURHAM**  
**MARTIN BAKER**  
**WANICE BLAND-TUNSTULL**