

# CASE STUDY

## WAYNE COUNTY JUVENILE DETENTION FACILITY



### LOCATION

- » Detroit, Michigan
- » Maximum security juvenile detention facility
- » Serviced since November 2022

### PURPOSE

To start with a temporary staffing solution to support the JDF's operational challenges. Achieved a co-sourced staffing team seamlessly into the JDF facility.

### PERFORMANCE METRICS

- » **Reporting:** Weekly invoicing and huddles with county HR department
- » **Business Reviews:** Updates on recruitment, training, staffing, incidents, observations, and future planning
- » **Staffing:** Full staffing was achieved within 30 days

### STAFFING & MANAGEMENT

- » **24/7 Staffing:** Implemented the following management structure:
  - **Commander:** Oversees mobilization and operations
  - **Captain:** On-site full-time management
  - **Supervisors:** One per shift
  - **Team Leaders:** One for every four JDS
  - **JDS:** Experienced in care of juveniles and corrections

### PAIN POINTS VS. IMPROVEMENTS

Pain Points	Improvements
Current staff stressed & overworked	→ Staff relieved of mandatory OT
Sherrif department tasked with staffing	→ Sherrif department relieved
Suspension of services	→ Restoration of services
Suspension of recreation time	→ Restoration of recreation time
Lack of applicants for open positions	→ Over 300 staff hired by NPS

### SERVICES

- » **Safety and Security:** Maintain a secure living environment, preventing violence and resolving conflicts peacefully
- » **Behavior Management:** Monitor resident behavior, enforce rules, and document incidents
- » **Compliance:** Adhere to state and facility regulations.
- » **Recordkeeping:** Maintain accurate records of resident activities, behavior, and facility operations
- » **Basic Needs:** Assist residents with daily living activities, including meals and clothing
- » **Facility Maintenance:** Contribute to a clean living space
- » **Communications:** A command staff member is available 24/7 to address any issues
- » **Work comp case management**

### HIRING & MOBILIZATION

- » **Mobilization:** The management team and initial JDS were deployed according to JDF priorities. Hiring options:
  - Temp to Perm
  - Direct Hire
  - Outsourced
- » **Hiring:** Licensing required background checks for all staff include:
  - Drug testing
  - Sex offender registry
  - Driving records
  - Education verification
  - State and federal criminal background checks
  - State of Michigan Child Care Background Check Program

### TRAINING

- » Management staff was trained by the JDF facility team to ensure compliance with regulations. They then trained new team members.
- » JDS Staff receive onboarding training by NPS before entering the facility onboarding program.

