

COUNTY OF MILWAUKEE
Inter-Office Communication

Date: 4/11/2025

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

From: Chantell Jewell, Superintendent

Subject: Community Reintegration Center 2024 Annual Report

File Type: Informational Report

This informational report provides a report on how the Milwaukee County Community Reintegration Center set and achieved its 2024 goals.

POLICY

This report aligns to Chapter 108: Achieving Racial Equity & Health.

Milwaukee County Code of General Ordinances:	Chapter 108: Achieving Racial Equity & Health
--	---

ALIGNMENT TO STRATEGIC PLAN

- 1A: Reflect the full diversity of the County at every level of County government
- 1B: Create and nurture an inclusive culture across County government
- 1C: Increase the number of County contracts awarded to minority and women-owned businesses
- 2A: Determine what, where, and how we deliver services to advance health equity
- 2B: Break down silos across County government to maximize access to and quality of services offered
- 2C: Apply a racial equity lens to all decisions
- 3A: Invest “upstream” to address root causes of health disparities
- 3B: Enhance the County’s fiscal health and sustainability
- 3C: Dismantle barriers to diverse and inclusive communities

Alignment to the above strategic goals is articulated in responses to the questions below.

1. **Department/Office's top goals in 2024. If you would like to add any additional information about the extent to which you accomplished your goals, please do so here.**

Innovative Programs and Partnerships

In 2024, we continued to implement programming aligned with our innovative programs and partnerships goal. We partnered with well-established community groups to expand the pool of resources we offer CRC residents.

Two programs received positive national attention – our Milwaukee Bucks partnership and an electrician pre-apprenticeship in partnership with federal, county and community organizations.

Employee Development

A new wellness program in 2024 addressed stress and burn-out (well-documented challenges in the corrections industry). Wellness sessions promoted strategies for work/life balance, mental health wellness and self-care. 96% of participants reported improved or stable perception of wellness culture at the CRC. This is relevant because a positive workplace culture improves retention and reduces our vacancy rate.

Institutional Identity

Beyond the earlier name change, the CRC is committed to the implementation of an evidence-based model of corrections. Internally, almost all officers are LESB trained and certified demonstrating an understanding of best practices. High profile awards affirm support and increase public understanding of CRC's reintegration initiatives.

2. **What key factors *enabled* progress toward accomplishing these goals?**

Innovative Programs and Partnerships

Programs are evidence-based and supported by research. Confidence among stakeholders and favorable reviews from residents create an environment that allows the programming to grow. Well-trained staff execute operational strategies that reinforce professionalism, security and hope.

Employee Development

Employee retention was a big focus in 2024. Mental health training for each employee helped staff navigate stress associated with the corrections industry. We also created a wellness room for staff.

The CRC's Backgrounds and Hiring department continued to increase candidate touch points and shortened the amount of time to initially reach out to a candidate. In 2025, the CRC eliminated our scheduled candidate test. Instead, we hosted an interview event with positive results. With this event, 114 people were interviewed in two days, through a collaboration of CRC staff and business partners.

Institutional Identity

When employees are well trained it enhances culture, increases pride and professionalism. Increased communication (internal and external) ensures clarity about CRC's vision and public service.

3. What key factors *hindered* progress toward accomplishing these goals?**Innovative Programs and Partnerships**

Limited staff and overtime expenses impacted programming.

Employee Development

Staffing: Mandatory overtime and non-traditional shifts continue to be stated as a reason for resignations. The Backgrounds Department only has two full-time investigators, which can make it difficult to process multiple candidates. However, in 2025, the CRC used an outside company to run applicant background checks. To date, it has significantly reduced the amount of time it takes to process a candidate.

Institutional Identity

Overtime can impact training capacity.

4. If any goals are changing, please list your Department/Office goals for 2025. (Please put "N/A" if your goals will remain the same.)

N/A

FISCAL EFFECT

The report is informational only and there is no fiscal impact.

VIRTUAL MEETING INVITES**PREPARED BY:**

Kim Brooks, Communications Manager

APPROVED BY:**ATTACHMENTS:**

Scorecard, PowerPoint

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