

# CRC Annual Report

June 2024



**MILWAUKEE  
COUNTY**

The Milwaukee County Community Reintegration Center is the largest county-run correctional facility in the state.

Go inside.





MILWAUKEE COUNTY  
COMMUNITY  
REINTEGRATION  
CENTER



## MISSION

Promote successful community reintegration by providing programming and resources that comprehensively meet the needs of residents in our care, which support opportunities for positive change.

## VISION

We enhance public safety and quality of life through the successful reintegration of residents in our care.

## CORE VALUES

To be infused in every aspect of our work.

**Humanity:** Value all differences treating everyone with dignity and respect

**Integrity:** Operate from the highest ethical character while maintaining a strong sense of honesty and morality

**Security:** Maintain a safe and secure institution

**Competency:** Achieve excellence through recruitment, training, and leadership

**Community:** Engage partners to increase access to services



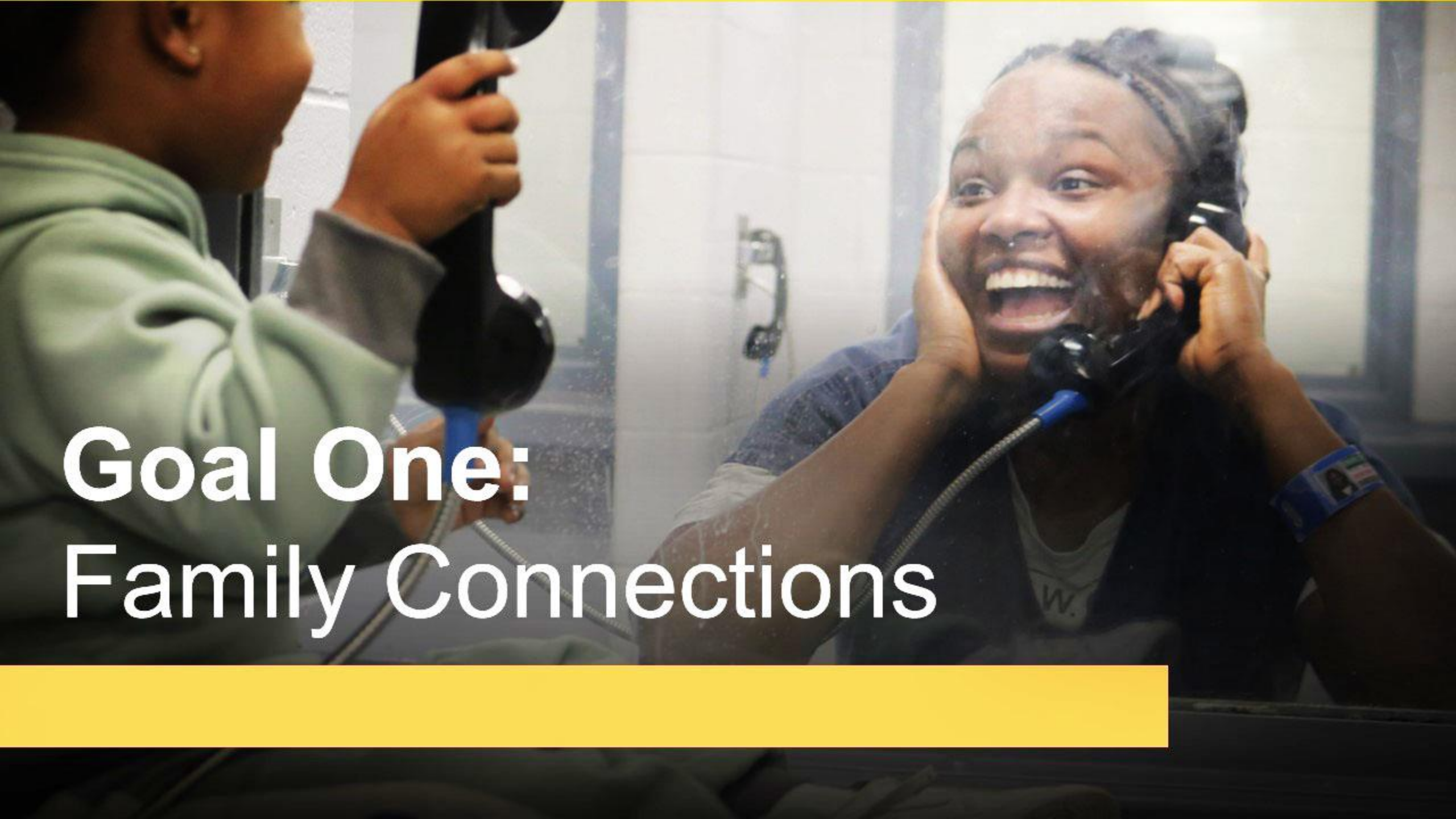








- Investing in Equity through job skills training. (3A)
- Dismantling barriers to diverse and inclusive communities. (3B)
- Determine what, where, and how we deliver services to advance health equity. (2A)



# Goal One: Family Connections

1

## **Reconnection. Focus on family.**

Aligns with County Goals 2C, 3A

Why this matters:

Strong family ties support successful reintegration.

Decrease the likelihood of reoffending



# Goal One: Family Connections

## What we did:

- Reopened in-person visits December 2023  
More than **700 visits** Dec 2023 – Feb 2024
- Hired Family Resource and Outreach Coordinator  
**1435** resident contacts  
**135** family and community contacts
- Family Engagement Center  
**19** residents completed Family Engagement program  
**31** family engagement center visits  
**13** residents released, no re-offenses.



Our actions.  
Our results.



# Goal One: Family Connections

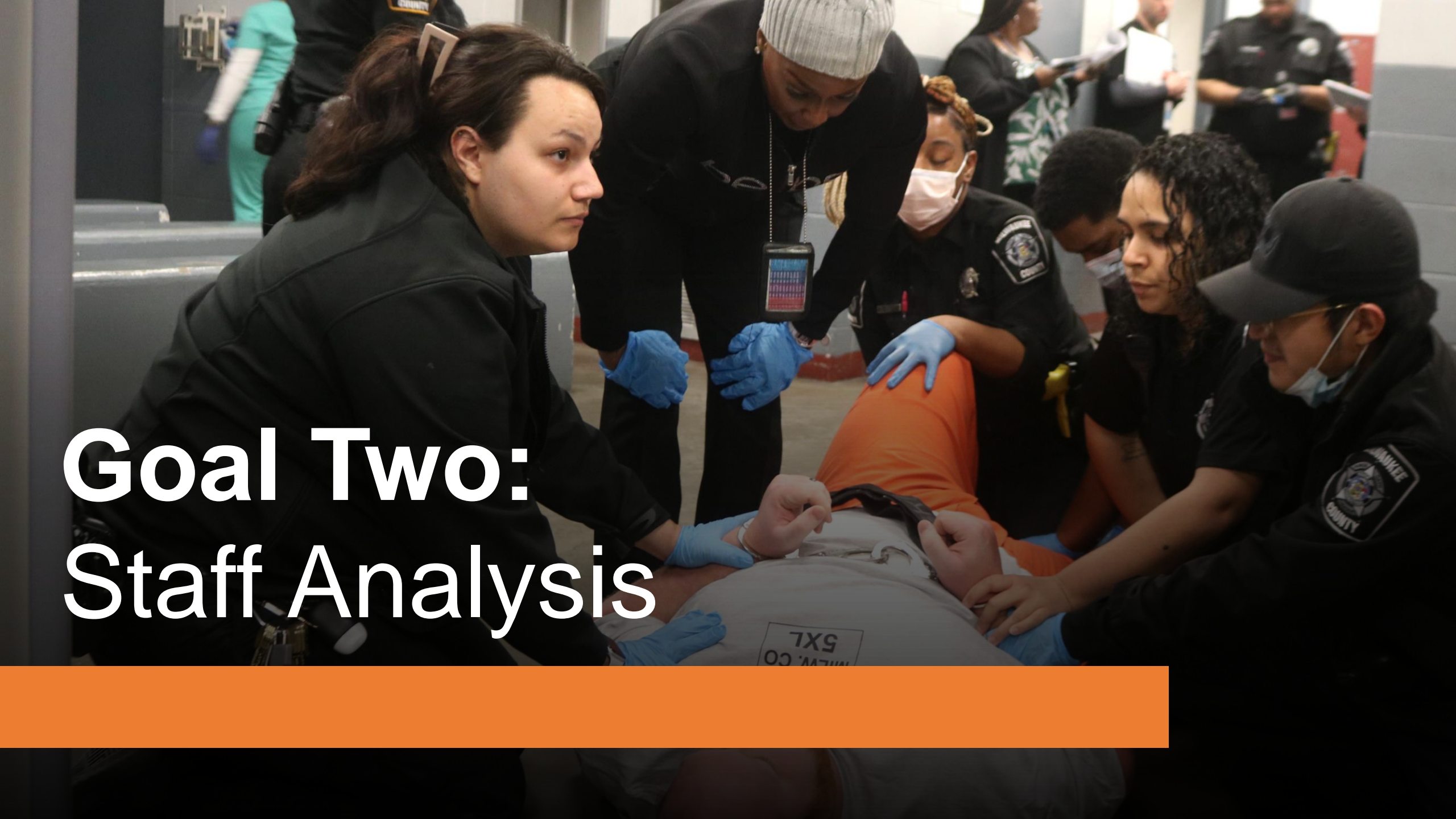
## What helped us.

Availability of data, evidence-based programming to support and prioritize initiative.

## What challenged us.

Additional staffing costs.  
Limited financial resources.





# Goal Two: Staff Analysis

2

## Analysis.

### **Better Serve Residents and Constituents.**

Aligns with County Goals 1A, 3B

Why this matters:

This objective analysis proactively identifies staffing needs and capacity to ensure safety, efficiency and effectiveness.

Enhances fiscal health and sustainability.



# Goal Two: Analysis

## What we did:

- April 2023 - Secured contract with CGL
- May 2023 – CGL started assessment with report due first quarter of 2024
- Identified scope of analysis and data to use as foundation for future staffing plans.



# Goal Two: Analysis

## What helped us.

Milwaukee County partnerships and collaboration with DAS – Procurement.

## What challenged us.

The Request for Proposal (RFP) timeline.





# Goal Three: Reduce Vacancy Rates





3

**Reduce CRC Vacancy Rates by 10%.**

**Maintain 200 front line staff (average) in 2023**

Aligns with 2C, 3A

Why this matters:

Appropriate staffing impacts support, holistic approach to care, supervision and programming.

# CRC Goals: Reduce Vacancy Rates

What we did.

**WE ACCOMPLISHED  
OUR GOAL!**

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- Reduced vacancy rate from 38% to 17%.
- Hired 134 diverse applicants
- Net gain: 59 officers
- Attended more community events and hosted hiring events.



# Goal Three: Reduce Vacancy Rates

## What helped us.

- Hiring events at Zoofari Conference Center (attracted 27% of applicants)
- Faster, increased outreach
- Increased retention initiatives including town hall and Employee Engagement Committee Meetings
- Increased focus on Mental Health and Wellness

## What challenged us.

Resignations due to mandatory overtime and non-traditional work shifts.

Only two full-time investigators to evaluate candidates.







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COUNTY**