

COUNTY OF MILWAUKEE
Inter-Office Communication

Date: 4/22/2026
To: Marcelia Nicholson-Bovell, Chairwoman,
Milwaukee County Board of Supervisors
From: Chantell Jewell, Superintendent
Subject: Community Reintegration Center 2025 Annual Report
File Type: Informational Report

This informational report provides a report on how [Department/Office Name] set and achieved its 2025 goals.

POLICY

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

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

In 2025, CRC made significant progress across its strategic priorities, particularly in staffing stabilization, leadership development, and reentry programming. While operational and workforce constraints impacted full achievement of some goals, CRC remains well-positioned to meet its long-term objectives through continued focus on recruitment, staff development, and evidence-based program expansion.

Innovative Programs and Partnerships

GOAL: Increase the percentage of sentenced residents with a reentry plan within 60 days of release to 50% by December 31, 2027

Progress:

CRC achieved a 48% reentry plan completion rate in 2025, demonstrating strong progress and positioning the program on track to meet the 2027 target. Performance trends indicate the goal would likely have been achieved had staffing remained stable through year-end.

Factors That Enabled Progress:

- Continued expansion of evidence-based reentry programming
- Strong collaboration with internal teams and external partners
- Consistent program implementation and tracking mechanisms

Factors That Hindered Progress:

- Unexpected resignation of a Human Service Worker, reducing program capacity
- Resident eligibility limitations and complex individual needs
- Institutional disruptions (e.g., keep-separate issues, disciplinary interruptions) typical in a correctional environment

GOAL: Increase the percentage of sentenced residents participating in CRC programming to 50% by December 31, 2027

Progress:

In 2025, we exceeded this goal. 67% of sentenced residents participated in programs. Furthermore, the recidivism rate for sentenced residents participating in CRC programs is only 9%. This outcome further demonstrates the effectiveness and value of CRC's programming.

Factors That Enabled Progress:

- Ongoing expansion of programming opportunities
- Alignment with evidence-based practices supporting resident engagement
- Commitment to holistic reintegration services

Factors That Hindered Progress:

- Short average length of stay (106–112 days), limiting engagement time
- Staffing levels not fully aligned with program demand (400+ participants annually)
- Requirement for dedicated security staff to supervise programming, creating operational strain
- Risk of resident non-compliance or termination from program participation

Employee Development

GOAL: Reduce the correctional officer vacancy rate at the CRC to 10% or less by December 31, 2027

Progress:

CRC successfully achieved this goal in Q4 2025 through focused recruitment and retention strategies. While this milestone reflects significant progress, vacancy rates remain dynamic.

Factors That Enabled Progress:

- Targeted recruitment efforts, including multiple hiring events
- Focused retention strategies to stabilize staffing levels
- Organizational commitment to workforce development

Factors That Hindered Progress:

- Ongoing turnover and separations
- External labor market competition
- Staffing fluctuations impacting long-term sustainability

GOAL: Achieve 100% of mid-level staff completing leadership training by December 31, 2027

Progress:

CRC achieved 91% completion by the end of 2025, reflecting a 71% increase from 2024 and demonstrating strong progress toward full completion.

Factors That Enabled Progress:

- Strong collaboration with the Department of Human Resources
- Organizational emphasis on leadership development
- Structured training tracking and accountability

Factors That Hindered Progress:

- Staff availability limitations due to medical leave or scheduled time off
- Recently promoted supervisors pending training completion

Institutional Identity

GOAL: Training Department 100% certified to teach Crisis Intervention by end of 2025

Progress:

CRC achieved approximately 20% certification of Training Department staff. While the goal was not met within the established timeframe, foundational progress was made.

Factors That Enabled Progress:

- Strong strategic commitment to evidence-based practices
- Initial certification efforts and program implementation

Factors That Hindered Progress:

- Operational demands requiring training staff to remain onsite
- Staffing limitations restricting ability to release staff for training
- Certification requirement of a full week of off-site attendance

Our progress in 2025 reflects the strength, professionalism, and commitment of our staff, as well as our continued focus on safety, accountability, and successful reentry.

Through strategic partnerships, evidence-based practices, and a culture grounded in our core values including competency, integrity, humanity community and security, we accomplished goals aligned with our strategic plan.

While challenges remain, we are encouraged by the momentum we have built. We remain committed to our work and the community we serve.

FISCAL EFFECT

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

VIRTUAL MEETING INVITES

Chantell Jewell, Superintendent, Community Reintegration Center
Shayla Fenceroy, Assistant Superintendent, Community Reintegration Center
Lance Tardiff, Security Director, Community Reintegration Center
Kimberly Brooks, Public Relations Manager, Community Reintegration Center

PREPARED BY:

Kimberly Brooks, Public Relations Manager
Milwaukee County Community Reintegration Center

APPROVED BY:

Chantell Jewell

Chantell Jewell, Superintendent
Milwaukee County Community Reintegration Center

ATTACHMENTS:

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