

2022 Annual Report

Milwaukee County Community Reintegration Center
Superintendent Chantell Jewell



**MILWAUKEE
COUNTY**

Created by Lt. Rachel Kuhl



CRC Mission and Vision

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.

CRC Goals

1: Decrease the CRC's turnover rate and increase staffing

2: Increase the overall safety and security of the facility through staff training and development and increased communication

3: Increase the number of avenues available to residents for positive change

Goal 1: Decrease the CRC's turnover rate and increase staffing

- Negative impact on officers, residents and the community due to high turnover rate and staffing issues

Goal → reduce turnover rate to 25% and sustain workforce of 200 Officers and Sergeants

- Retaining veteran staff is key to reducing recidivism and maintaining safe and secure environment

Goal → ensure safe and secure environment which includes resident programming such as MAT, job skills, education and housing. Will address root cause of health disparities in County (3A)





Goal 2: Increase the overall safety and security of the facility through staff training and development, and increased communication

- Security is crucial to maintaining staff and resident safety
- Can achieve through staff training and development



Goal 3: Increase the number of avenues available to residents for positive change

- Goal → create safer communities by:
 - Providing Evidence-Based Programming
 - Treat all people in our custody with dignity and respect
 - Give them the opportunity to reach full potential



| Front Line Staff Turnover Rate | | | |
|--------------------------------|-------------------|------------------------------|--------------------|
| 2021 | 2022 | 2022 Q4 (after \$3/hr raise) | 2023 Q1 |
| 49% | 55% | 39% | 20% |
| Net loss: 30 staff | Net loss: 9 staff | Net gain : 15 staff | Net gain: 21 staff |

To what extent were these goals accomplished in 2022?

Goal 1:

- CRC reduced turnover rate by offering more competitive wages in 2022
- Making \$3.00 an hour permanent significantly reduced turnover rate



To what extent were these goals accomplished in 2022?

Goal 2:

- CRC Hired Security Director
- 98% of uniformed staff completed Incident Command System 100 and 200
- Entrance procedures modified
- Two new metal detectors installed
- In 4th quarter, monthly facility searches resulted in:
 - 53% decrease in excess linen and clothing
 - 22% decrease in damaged items and nuisance contraband
- 38% reduction in fights
- 43% reduction in assaults



To what extent were these goals accomplished in 2022? Goal 3

- Hired a Human Service Worker to assess the needs of residents in our care and make necessary referrals
- 75 residents were assessed and released with reentry plans during the 3rd and 4th quarter
- Hired Housing Navigator who served 171 residents helping them obtain vital documents
- She has also secured Section 8 Housing for two residents, one receiving housing benefits of \$999 monthly. She assisted a resident in securing \$7,155.00 from Community Advocates, and had a landlord dismiss the eviction
- 66 Residents participated in the Driver's License Recovery Program through the City of Milwaukee Municipal Court



To what extent were these goals accomplished in 2022? Goal 3

- 28 residents received cognitive programming through Employ Milwaukee and 30 obtained full-time employment with their assistance
- 9 residents successfully completed courses and earned 6 college credits from Marquette University
- 160 residents were served in the Medically Assisted Treatment (MAT) Program to address opioid addiction and reduce overdose upon release
- Opened Family Engagement Center in Q4
- Provided services to both incarcerated and non-incarcerated parent and children of 3 families



To what extent were these goals accomplished in 2022? Goal 3

- 175 women received gender-responsive programming
- 20 new voters were registered while at the CRC
- Created a partnership with the Milwaukee Bucks which led to the employment of 5 residents



What factors enabled progress?

Addressing Pay Inequity

- Addressing the pay inequity between Milwaukee County and our surrounding counties
- The hiring process was shortened
- Job fairs held at the Zoo also proved fruitful
- Our Employment Engagement Committee allowed our staff to have a voice and express concerns directly to Administration, thus improving relations with our officers

Internal Security Audit

- An internal audit of security issues was completed
- Monthly meetings took place between Executive staff and Captains
- Quarterly meetings were implemented by the Security Director with all Lieutenants and Captain in attendance
- Four Law Enforcement Standards Board (LESB) Certified Jail Officer Academies were completed

What factors enabled progress?

Enabled Programs and Activities

- Grant Funding for programs
- Administration utilized county, city and state relationships and common interests to provide comprehensive
- Breaking down silos across governmental entities allowed the CRC to partner with the Department of Health and Human Service Housing Division to bring a Housing Navigator on site at the CRC, along with partnering with the City of Milwaukee to have a Drivers' License recovery program at the CRC.

Administration Making Decisions through a Racial Equity Lens

- Administration makes decisions through a racial equity lens
- CRC leaders were born, raised, and lived in the same areas most of the residents that are under CRC's care
- Ensuring that race should never be a factor in determining health outcomes has been a priority for CRC- leadership intentionally invested in programs to address root causes of health disparities

What Factors Hindered Progress?

- Inability to offer a competitive wage with desirable schedules
- The \$3.00 an hour premium status during most of 2022 did not have any effect on retention or attracting new recruits. We did we see a positive return of investment until it was made permanent
- Lack of staffing and financial constraints restricted security
- Significant amount of mandatory overtime
- Facilities and equipment need repair or upgrades
- Lack of staff contributed to the hindrance of providing more programming for residents.
- Not having an actual programs' budget and relying on grants and acts of kindness for programs



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Status of the development of the CRC strategic plan?

- We are in the process of solidifying goals and objectives for 2023 which align with the CEX and County Board, that also bring us back to the original purpose of CRC which is rehabilitation.



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