



REENTRY
A BRIDGE TO SUCCESS!

Council on Offender Reentry Meeting

6/21/17 1:30pm-3:30pm

3099 E. Washington Avenue

Madison, WI 53707

Call to Order:

Silvia Jackson called to order the quarterly meeting of the Council on Offender Reentry at 1:32 pm on June 21, 2017.

Member attendees:

Attendees included Chuck Brendel, Chytania Brown, Karen Cumblad, Beth Dodsworth, Patrick Hughes, Dashal Young, Silvia Jackson, Constance Kostelac, Jon Nejedlo, Michael Knetzger, Michael Oberbrunner, Antwayne Robertson, Steven Landreman, and Carolyn Stanford-Taylor.

Members not in attendance:

Members not in attendance included Jerome Dillard, Angela Mancuso, Susan Opper, Ann Perry, Paul Rifelj, and Honorable Stephanie Rothstein.

Guests:

Guests included Vonda Benson (Reentry Unit, Department of Corrections), Ted Izydor (Lafayette Human Services Project), Schauna Rasmussen (Dean, Madison College School of Workforce and Economic Development), Theresa Valencia (Full Time Faculty and Program Director, Industrial Maintenance Program), and Mona Gauthier (Associate Dean, Milwaukee Area Technical College Manufacturing Technical and Applied Science), Kristine Palmer (Reentry Unit, Department of Corrections), Courtney Pedersen (Reentry Unit, Department of Corrections).

Introduction of new members:

Silvia Jackson noted Chytania Brown (Administrator, Division of Employment and Training) will be representing the Department of Workforce Development on the Council on Offender Reentry. Dashal Young (Director, Office of Urban Development) will represent the Department of Children and Families.

Approval of Minutes:

The minutes for the March 2017 meeting were approved without discussion at 1:37pm.

Introduction to Council Member – Jon Nejedlo

Jon Nejedlo talked about his professional background with law enforcement and as an adjunct faculty at the technical college. He talked about getting feedback from people in the field to bring to the Council.

Enhancing Intrinsic Motivation

Vonda Benson, Motivational Interviewing Coordinator, Department of Corrections Reentry Unit
Ted Izydor, Independent Clinical Supervisor, Lafayette Human Services Project

The Council continued their review of the Principles of Effective Intervention, this time focusing on the principle of Enhancing Intrinsic Motivation. Vonda Benson of the Department of Corrections discussed what is meant by motivational interviewing by using the example of exercise and what is required for behavior change to happen. With regard to crime, she discussed how the focus on punishment only is not effective, and we need offenders to be motivated to make change for themselves. She discussed ambivalence being one of the key takeaways from this discussion; there are often many reasons why people do not make changes. When we discuss behavioral change with offenders, we need to keep in mind the reasons they have to put off making change and normalize this – “ambivalence is a normal step on the road to change.” She showed a short video about the natural tendency to respond to an offender by pointing out the obvious reasons someone would want to make a change. In turn, the offender’s natural response would then be to come up with arguments against change. The more effective method would be to have that person come up with his or her own reasons for change. If the interviewer reflects this back to the client, it is powerful for that person. Some of the important skills involved in motivational interviewing are summarized with the OARS acronym: Open-ended questions, Affirmations, Reflections, and Summarization.

Ms. Benson went over the DOC’s accomplishments in promoting motivational interviewing in the past year, and described the WIDOC Motivational Interviewing Process. She pointed out how it is less impactful to tell offenders what needs to happen than to evoke this change through motivational interviewing. She used the example of her experience as an agent in which she felt good about her conversation with an offender and she expected to see change, but no change occurred.

Vonda Benson and co-presenter Ted Izydor demonstrated a role play for the group during which they used motivational interviewing skills in an interview about making healthy choices for eating. Chuck Brendel noted this is a different method because Vonda was not telling him what to do. Dr. Jackson pointed out she could hear Ted’s ambivalence in the role play. Council member Steve Landreman noted that Ted had come up with his own solutions with this conversation. Mr. Izydor talked about incorporating this method of communication into business and his work as an Independent Clinical Supervisor with the Lafayette Human Services Project. Mr. Izydor shared the history of the Lafayette Human Services project, noting Shane Schumacher from this agency had gone through motivational interviewing training. Over time, Shane Schumacher began incorporating motivational interviewing into the services provided by the agency, and he began to see results. He decided to search for an independent clinical supervisor with motivational interviewing skills to oversee staff and this is when he hired Izydor. Ted Izydor spearheaded a staff survey and discovered there was not an overwhelming positive response at that time. Mr. Izydor discussed job satisfaction being a key variable in determining whether someone will stay with their job. In probation and parole, burnout is often part of the job. Increasing job satisfaction could lead to financial savings for the organization. He talked about turnover cost as a percent of annual base salary, and noted motivational interviewing is an evidence-based and effective method to save money for the organization.

He also discussed the possibility of this initiative being ineffective. Specifically, he talked about the potential for the creation of a “bottleneck.” A bottleneck refers to when there is not enough support from supervisors so fewer employees are interested in it. If the bottle necks can be removed, the training program will be much more effective. There are two important keys to accomplishing this: a business approach and a business framework. He referenced Dr. William Deming who studied continuous process improvement, discussing the setup for success and the total Quality Management Approach - *By adopting appropriate principles of management, organizations can increase quality and simultaneously reduce costs by reducing waste, rework, staff attrition and litigation while increasing customer loyalty.* It takes internal leadership to set up the best chance of success. He talked about McKinsey 7-S Framework, the hard S’s, the soft S’s, etc. He closed by talking about successful implementation “bridges to be crossed.”

Beth Dodsworth of DHS shared that her team has been implementing motivational interviewing for five or six years. She commented that it is a long process and information that was surprising to her was that some people are not going to change and having to ask and answer the question of whether these employees stay with the agency or go elsewhere. She noted DHS hiring staff are encouraged to hire people with these skills and experience or hire people who are able to make changes. The goal is to have staff spend less time telling people what to do and more time guiding people. She stated this year there are additional requirements for staff members to reach a certain degree of competency with motivational interviewing.

Moraine Park Technical College Dairy Farm Worker Training for Waupun Farm Inmates
Chuck Brendel, Associate Dean, Moraine Park Technical College

Chuck Brendel from Moraine Park Technical College noted there are about 850 farm openings reported annually in Wisconsin. He stated many of the workers are able to work their way up to the \$16-\$18 pay range relatively quickly. The dairy farm work in particular is steady employment, as the dairy farms operate year round. A one-hour informational session was done at John C. Burke Correctional Center. They found there was a relatively short window for doing the training at the farm. The workers are there between about three months and eight months on average. In selecting participants, they were looking for interest in the program and at least a ninth grade reading level. There were some obstacles in developing this training program, including selecting meaningful training for a short duration of stay, transportation and classroom logistics, getting qualified adjunct instructors, and scheduling classes with security staff availability. The dairy worker certificate includes 48 hours of training and two credits during a two-month timeframe. The first credit includes training in milking, feeding, and handling skills (24 hours of classroom/lab work). The second credit includes training in reproduction, fresh cow, and calf skills (24 hours of classroom/lab work). This includes working with pregnant cows, working through the birth and raising of the calf. Some of the feedback they have received on the training includes the following: students have been very interested in the subject matter, two have been working on the farm and have felt like this training program has helped improve their knowledge and their ability to do their job, the farm supervisor learned a lot in listening in and wished his staff could go through training also. Wayne Wedepohl, the adjunct instructor, is very knowledgeable and has a lot of energy for this. Mr. Brendel noted the staff at the John C. Burke Center have been very helpful in working out the necessary

logistics to allow the inmates to participate in this program. Farm staff would prefer the trainings occur more in the spring. The instructor of this training program was confident that all of the participants who went through the program were job-ready upon completion of the program.

Madison College Industrial Maintenance Program

Schauna Rasmussen, Dean, School of Workforce and Economic Development

Theresa Valencia, Full Time Faculty and Program Director, Industrial Maintenance Program

Madison College is focusing on career pathways. This refers to small attainable steps that connect training to work, preparing students for employment with industry-validated credentials. Theresa talked about the Industrial Maintenance Fundamentals Courses. The program includes metal processes, employability skills, workplace communication, machine tool math courses, safety, interpreting engineering drawings, and fluid power courses. There are over 400 openings in industrial maintenance in this district. Connecting with DOC has been a great match because there are groups of offenders who need employment, and Madison College has connections with employers who need employees. Ms. Valencia noted it would be helpful for work release centers to have approved participants before employers try to hire. There is currently an issue with employers trying to hire offenders prior to work sites being approved for work release. Dasha Young asked how much a credit hour costs; this is about \$140 for a credit for someone off the street.

Mike Oberbrunner asked if this was an apprenticeship program. Theresa responded that they started an Industrial Maintenance apprenticeship program. Mike Oberbrunner pointed out it is difficult to come in with some credits as opposed to a journeyman status. Theresa Valencia talked about how sponsoring an apprenticeship is a very large investment, and employers might be more willing to hire them without this commitment. She noted getting hired is not and has not been an issue because there is such a high demand. Dr. Silvia Jackson noted the process of implementing apprenticeships within the DOC has a lot of complications; DOC has contracts in various fields (i.e., welding, culinary arts), and DOC needs to follow all of the requirements of the apprenticeship in that area. There is coursework with a certified instructor in-house, and then they need to be connected with an employer in that field who is willing to supervise and pay them. There would have to be jobs either in the prison system or in the community. DOC is interested in doing more, but it is not a simple thing to do. Ms. Valencia noted the Industrial Maintenance program is four to five years long. Mike Oberbrunner stated the inmates who are getting woodworking training at KMCI are not job-ready when they get out. Ms. Valencia noted that area does not have as many jobs, and she talked about the difficulty in getting transportation from the centers and having funding to provide additional training (i.e., for students who want additional electrical coursework to increase their pay potential).

Jon Nejedlo asked if the program was for people on probation. Dr. Jackson stated participants were chosen based on whether they were eligible for work release. If they are staying in this community after release, they could go to school at Madison College to continue this training just like anyone else. If they are WIOIA-eligible, they may be able to get financial assistance to continue with this training in the community. (This WIOIA path would also add a case management piece which would be helpful for this population.) Madison College has been working closely with the workforce development board of south central Wisconsin, with Windows to Work, and with the CCEP program. Dr. Jackson asked about which

employers are hiring in this area. Since last year, the wage rates have gone up about \$1.20 an hour for Industrial Mechanic. Some of the employers include Madison Kipp, Seneca, manufacturing companies, and Stoughton Trailers. Some HVAC companies have been interested but it does not work out with the restrictions around offenders working on residential job sites.

Milwaukee Area Technical College (MATC) – CNC Training and Pell Grant Initiative

Mona Gauthier, Associate Dean, Milwaukee Area Technical College Manufacturing Technical and Applied Science

Mona Gauthier spoke about the CNC Training at Milwaukee Area Technical College. She stated the first cohort of training was on third shift. Offender participants would work all day in their work release assignment, go back to the institution to eat and sleep, and then going back to the school at 10pm to participate in training. They maintained this schedule five days a week. This was funded through a Fast Forward grant, and there was a full-time case manager who went into the centers to recruit people who were interested in getting into this trade. This case manager handled a lot of the logistics, including registering the students and helping students acclimate to the educational setting. There were two Education assistants, one to help in the shop, and one who focused on reading and math. This second assistant also helped student develop their portfolios so they had materials to use for their job search. Under the Fast Forward grant, the program had five cohorts and graduated 56 students. The program was run from 4pm-midnight and from 4pm-10pm. Some individuals who had been released prior to participation were included. There was a group of 14 women who participated, and all 14 graduated. For the last group that graduated, 10 of the 13 were employed at the time of graduation, and there was another employer attending the graduation who was ready to take on additional workers. With the fifth cohort, the program was staffed well.

MATC was selected as a Pell grant pilot site as a new way to pay for CNC training of offenders. Students could apply for financial aid and come through the program, but there was no case manager or educational support staff. The process of getting them through financial aid was difficult. If the individuals did not sign up for selective service when they became of age, this was a flag and the appropriate paperwork needed to be completed, which was an obstacle. Another piece that was changed was the curriculum. Some of the books were very pricey, and this put students over the amount they received in financial aid. As the students come back, there will be an automatic transition. She noted there is a lot of communication with the Department of Corrections; instructors are sending emails to staff at the centers to maintain frequent communication. With the Fast Forward grant there was funding to have a security person with them for all hours of training. When this funding was taken away there were some students who were wandering and not doing what they were supposed to be doing. Using the video cameras has been effective. They are working to establish the eighth cohort after finishing two cohorts with the Pell Grant funding. Council chair Silvia Jackson talked about getting a “pipeline” of participants for these programs, and DOC will have to conduct a strong assessment process including for determining who is job ready, looking at labor market trends, and have employment plans for individuals so they can be moved to the right place at the right time. A lot of preparation is involved in preparing for this process of moving inmates to where those opportunities are located. The Council will be tasked with talking about where we will go next as we branch out with funding. Dr. Jackson

emphasized the importance of partnerships in accomplishing these opportunities for offenders. Ms. Gauthier talked about how DOC will have a four-hour in-session with instructors to talk about guidance around working with inmates.

Schedule future meetings:

Dr. Jackson presented some potential dates for the September meeting, and the group decided on:
September 7th from 1:30 – 3:30pm
December 6th from 1:30 – 3:30pm
March 8th from 1:30 – 3:30 pm
June 21st from 1:30 – 3:30pm

In the next meeting, the group will talk about the biennial budget as it relates to reentry.