

Lisa Ruth

From: Anna Kosloski
Sent: Wednesday, July 10, 2019 8:07 PM
To: matthew.hansen@state.co.us
Subject: Declined: Invitation: Prison Normalization Meeting @ Thu Jul 11, 2019 11am - 1pm (MDT)
(akoslosk@uccs.edu)

Matt,

Thank you for the invitation. I apologize that I will be unable to attend as I teach a class at UCCS during the same time. Morgan Jackson Griffin and Katy Cathcart from the UCCS OPA team will be there. I will be at Headquarters in the afternoon and will be available from 2pm-3pm if you would like to speak in person. Thank you,

-Anna

From: [Anna Kosloski](#)
To: [DOC_NormGroup](#)
Subject: RE: Normalization Meeting
Date: Tuesday, September 3, 2019 4:26:47 PM
Attachments: [image002.png](#)
[image001.jpg](#)

Good afternoon team,

I can make the call. Thanks Merideth for providing the conference call information.

Kindest Regards,

Anna

Anna E. Kosloski, PhD.

Associate Professor and Director, BA Criminal Justice
School of Public Affairs
Undergraduate Research Academy, Director
University of Colorado Colorado Springs
Email: akoslosk@uccs.edu
Phone: 719-255-4044



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From: McGrath - DOC, Merideth <merideth.mcgrath@state.co.us>
Sent: Tuesday, September 3, 2019 4:14 PM
To: DOC_NormGroup <doc_normgroup@state.co.us>
Subject: Re: Normalization Meeting

I'm available...conference line we can use:

1-855-787-5797 access code 1956#

Merideth McGrath, Associate Director
CO DOC/ Division of Adult Parole
Broadway Administrative Units
Executive Clemency
Commissioner/Interstate Compact
P 303.763-2409 | C 303.601.9991
940 Broadway, Denver, CO 80203

On Tue, Sep 3, 2019 at 3:58 PM Long - DOC, Jeff <jeff.long@state.co.us> wrote:

Good afternoon,

Could our group conduct a conference call tomorrow? I believe it is imperative we collectively discuss the most recent presentations (strengths/weaknesses, etc...). Is everyone available at 10:00 a.m.?

Jeff Long
Sterling Correctional Facility
Warden



P. 970-521-8202
12101 CO-61, Sterling, CO 80751
jeff.long@state.co.us | www.doc.state.co.us

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To unsubscribe from this group and stop receiving emails from it, send an email to doc_normgroup+unsubscribe@state.co.us.

Lisa Ruth

From: Anna Kosloski
Sent: Tuesday, November 19, 2019 5:15 PM
To: 'Hansen - DOC, Matthew'; Rick Vyncke
Subject: RE: Reminder Invitation to Participate in Staff Survey on Normalizing Initiative from UCCS Research Team

Matt,

Thanks. We can further clarify when we send another reminder email, however, perhaps the Norm group can also discuss if CDOC may want to put out an email. Given that we will continue to want to get input from staff, it might be good to clarify the relationship.

Kindest Regards,

Anna

From: Hansen - DOC, Matthew <matthew.hansen@state.co.us>
Sent: Tuesday, November 19, 2019 5:07 PM
To: Rick Vyncke <rick.vyncke@state.co.us>; Anna Kosloski <akoslosk@uccs.edu>
Subject: Fwd: Reminder Invitation to Participate in Staff Survey on Normalizing Initiative from UCCS Research Team

See below. Perhaps more than one confused about the affiliation with CDOC?

----- Forwarded message -----

From: **Skinner - DOC, Annie** <annie.skinner@state.co.us>
Date: Tue, Nov 19, 2019 at 5:05 PM
Subject: Re: Reminder Invitation to Participate in Staff Survey on Normalizing Initiative from UCCS Research Team
To: Matthew Hansen - DOC <matthew.hansen@state.co.us>

Thanks! I will let this staff member know.

On Tue, Nov 19, 2019 at 5:00 PM Matthew Hansen - DOC <matthew.hansen@state.co.us> wrote:

They are

On Nov 19, 2019, at 4:51 PM, Skinner - DOC, Annie <annie.skinner@state.co.us> wrote:

Hi!

I got this email, and am just checking if UCCS is doing this normalization survey for us?

thanks,

Annie

----- Forwarded message -----

From: **Aronson - DOC, Michael** <michael.aronson@state.co.us>

Date: Mon, Nov 18, 2019 at 10:40 PM

Subject: Fwd: Reminder Invitation to Participate in Staff Survey on Normalizing Initiative from UCCS Research Team

To: Annie Skinner - DOC <annie.skinner@state.co.us>

Hello,

I have received repeated emails from this person at UCCS, and have not responded to them. I have not had any prior interaction with this organization, so I'm not sure why I'm on their email list. I figured that I should probably forward this to you, as I have not received any form of permission to participate in these surveys.

Thanks,

Sgt. Aronson

DWCF Graves

----- Forwarded message -----

From: **Anna Kosloski** <akoslosk@uccs.edu>

Date: Mon, Nov 18, 2019 at 1:21 PM

Subject: Reminder Invitation to Participate in Staff Survey on Normalizing Initiative from UCCS Research Team

To: Anna Kosloski <akoslosk@uccs.edu>

Good afternoon,

This is a friendly reminder that you are invited to participate in the survey from the UCCS Research Team on the CDOC's Normalizing Initiative. Our research team wants to hear your input. Here is a link to the survey:

<https://www.surveymonkey.com/r/NORMPI>

The survey will take between 15-20 minutes to complete. The survey will **NOT** ask for your name or collect an IP address. We will provide an aggregate or report of average responses to the Department of Corrections so that you can participate anonymously in the survey. The survey asks about your knowledge of the Normalizing Initiative, thoughts about possible physical changes to facilities, thoughts

about program changes in facilities. The survey also asks about your thoughts on how Normalizing impacts staff safety, job duties, and job satisfaction.

We value your time and your feedback and hope that you will participate in the survey. Please click on the link above to access the survey. To participate, **please complete the survey by close of business on Friday, November 22nd, 2019.**

Thank you for considering participation in the survey on Staff Perceptions for the Normalizing Initiative. If you have any questions, please feel free to reach out to me at akoslosk@uccs.edu

Kindest Regards,

Anna

Anna E. Kosloski, PhD.

Associate Professor and Director, BA Criminal Justice
School of Public Affairs
Co-director, Center for Student Research
University of Colorado Colorado Springs
Email: akoslosk@uccs.edu
Phone: 719-255-4044

<image001.png>

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From: Anna Kosloski

Sent: Friday, November 8, 2019 2:26 PM

To: Anna Kosloski <akoslosk@uccs.edu>

Subject: Invitation to Participate in Staff Survey on Normalizing Initiative from UCCS Research Team

Good afternoon,

You are receiving this email because you are an employee of the Colorado Department of Corrections. The Colorado Department of Corrections is beginning a new initiative on Prison Normalizing. They have contracted with our research team at the University of Colorado, Colorado Springs (UCCS), to provide information on this initiative.

Our research team is interested in your input. We would like to know your thoughts on the Normalizing Initiative and what suggestions you may have for the Normalizing Initiative. We have included a link to a survey below. The survey will take between 15-20 minutes to complete. The survey will **NOT** ask for your name or collect an IP address. We will provide an aggregate or report of average responses to the Department of Corrections so that you can participate anonymously in the survey. The survey asks about your knowledge of the Normalizing Initiative, thoughts about possible physical changes to facilities, thoughts about program changes in facilities. The survey also asks about your thoughts on how Normalizing impacts staff safety, job duties, and job satisfaction. We value your time and your feedback and hope that you will participate in the survey. Please click on the link below to access the survey. The survey will be available for two weeks. To participate, please complete the survey by close of business on **Friday, November 22nd, 2019**.

Survey Link: <https://www.surveymonkey.com/r/NORMPI>

Thank you for considering participation in the survey on Staff Perceptions for the Normalizing Initiative. If you have any questions, please feel free to reach out to me at akoslosk@uccs.edu

Kindest Regards,

Anna

Anna E. Kosloski, PhD.
Associate Professor and Director, BA Criminal Justice
School of Public Affairs
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<image001.png>

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Public Information Officer
Colorado Department of Corrections
Office: 719-226-4773
Cell: 719-322-8228
www.colorado.gov/cdoc

--

Public Information Officer
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--

Matthew Hansen
Director of Prisons



P [719-226-4724](tel:719-226-4724)
1250 Academy Park Loop, Colorado Springs, CO. 80910
matthew.hansen@state.co.us | www.colorado.gov/cdoc

Lisa Ruth

From: Anna Kosloski
Sent: Friday, November 15, 2019 2:21 PM
To: 'Vyncke - DOC, Rick'; doc_normgroup@state.co.us; David (DJ) Johnson - DRDC; Michelle Nelson; Deb Goheen; Rick Thompkins - DOC; Richard Stewart; Matthew Hansen
Cc: morgan.jackson; Chris Pappas - DOC
Subject: RE: DOC Prison Normalization Staff Survey participation... to date

Thanks, Rick.
I will be sending reminder emails as well.

Kindest Regards,

Anna

Anna E. Kosloski, PhD.

Associate Professor and Director, BA Criminal Justice
School of Public Affairs
Co-director, Center for Student Research
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From: Vyncke - DOC, Rick <rick.vyncke@state.co.us>
Sent: Friday, November 15, 2019 1:33 PM
To: doc_normgroup@state.co.us; David (DJ) Johnson - DRDC <DavidM.Johnson@state.co.us>; Michelle Nelson <michelle.brodeur@state.co.us>; Deb Goheen <deb.goheen@state.co.us>; Rick Thompkins - DOC <rick.thompkins@state.co.us>; Richard Stewart <richard.stewart@state.co.us>; Matthew Hansen <matthew.hansen@state.co.us>
Cc: Anna Kosloski <akoslosk@uccs.edu>; morgan.jackson <morgan.jackson@state.co.us>; Chris Pappas - DOC <chris.pappas@state.co.us>
Subject: DOC Prison Normalization Staff Survey participation... to date

All,

The Prison Normalization Staff Perception Survey has been out for one week and following is the current participation level by Division:

- Adult Parole: 97 **
- Clinical & Correctional Services: 547

- Finance & Administration: 89
- Human Resources: 22
- Information Technology: 20
- Prison Operations: 850

** There was an issue in the email routing to Parole and they received the survey later than the rest of the department.

Following is the Subject Line of the survey invitation email that was sent on Nov 8:

Subject: Survey Invitation - Please Respond by 11/15/18

Would appreciate you asking staff to participate if they haven't already. One week until the survey closes and we'd love our staff voices to be heard on this important initiative.

Thank you!

Richard Vyncke
Associate Director, Office of Planning & Analysis



P 719.226.4365
1250 Academy Park Loop, Colorado Springs, CO 80910
rick.vyncke@state.co.us | www.colorado.gov

From: [Anna Kosloski](#)
To: ["Hansen - DOC, Matthew"](#); [Ashley Hamilton](#); shannon.sliva@du.edu; morgan.jackson
Subject: RE: Good Morning!
Date: Friday, July 12, 2019 11:00:01 AM
Attachments: [image002.png](#)
[image001.jpg](#)

Matt,

Thank you for the kind note and the introduction to Shannon and Ashley. I apologize again that I could not attend the meeting yesterday due to class but am happy to have gotten a chance to meet and talk with you in person in the afternoon.

Shannon and Ashley,

Hello! I look forward to working with you on this important project. I think it would be great to meet and I actually live in the Denver area so it may be easy to find a time to get together. I am traveling next week for a research project but perhaps we can find a time to meet the week of the 22nd of July. Is email the best way to get a hold of you?

Kindest Regards,

Anna

Anna E. Kosloski, PhD.

Associate Professor and Director, BA Criminal Justice

School of Public Affairs

Undergraduate Research Academy, Director

University of Colorado Colorado Springs

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From: Hansen - DOC, Matthew <matthew.hansen@state.co.us>

Sent: Friday, July 12, 2019 8:26 AM

To: Anna Kosloski <akoslosk@uccs.edu>; Ashley Hamilton <ashley.hamilton@du.edu>; shannon.sliva@du.edu; morgan.jackson <morgan.jackson@state.co.us>

Subject: Good Morning!

I just wanted to send a quick email to introduce all the academic types on our normalization group, thank you for your participation and reiterate how grateful I am to you all for your willingness to take part in this momentous endeavor! We correctional professionals "know what we know" and your input, expertise and participation is critical to the success of this initiative. I look forward to continued work with you all and have a great weekend!

--

Matthew Hansen
Deputy Director of Prison Operations

Image removed by sender.



P [719-226-4725](tel:719-226-4725) | F [719-226-4710](tel:719-226-4710)
1250 Academy Park Loop, Colorado Springs, CO. 80910
matthew.hansen@state.co.us | www.colorado.gov/cdoc

From: [Anna Kosloski](#)
To: ["Hansen - DOC, Matthew"; Shannon Sliva](#)
Cc: [morgan.jackson](#)
Subject: RE: Link to Staff Perception on CDOC's Prison Normalization Initiative
Date: Friday, August 2, 2019 1:08:09 PM
Attachments: [image001.png](#)

Good afternoon,

I think there are some great ideas here. Shannon and Matt, thank you. I appreciate the careful review of the survey. My responses to each point are below. Morgan and I will work to turn it around early next week.

Thank you and happy Friday!

Anna

Anna E. Kosloski, PhD.

Associate Professor and Director, BA Criminal Justice
School of Public Affairs
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From: Hansen - DOC, Matthew <matthew.hansen@state.co.us>
Sent: Friday, August 2, 2019 12:20 PM
To: Shannon Sliva <Shannon.Sliva@du.edu>
Cc: morgan.jackson <morgan.jackson@state.co.us>; Anna Kosloski <akoslosk@uccs.edu>
Subject: Re: Link to Staff Perception on CDOC's Prison Normalization Initiative

Here's the non-researcher take on your feedback. Thanks Shannon and have a great weekend all!

(1) Demographics Page(s): I'm just curious why we ask about gender but not race/ethnicity. Not concerned per se, but they seem equally valuable (or not valuable, depending on how we expect opinions would differ by gender/race).

Agree. Let's gather as much information as we can.

We originally had more demographics, including race and ethnicity. We cut them back this because we are hearing that correctional staff are concerned about anonymity and therefore are not responding as frequently to surveys (e.g. HR projects). Therefore, since the demographics are less important for this survey than facility-specific information, we limited the number of demographic questions. Gender was left in the survey to see if specific differences arose between males and females, which could be helpful to address in future training. We can add these back into the survey and stress that the data will be aggregated and explain what that means in the consent form.

(2) Overview Page: The early item related to Aesthetics, Dynamic Security, and Offender Led Programming seems like it might be unclear for those who haven't been involved in our process to date. I'm not sure whether some or all of these terms are intuitive for staff, but suspect that at least "aesthetics" may not be. In addition, I wonder whether the talk of "phases" and "concepts" will really make sense to those who aren't familiar. I'd suggest something like: "The Prison Normalization Initiative will draw upon a number of strategies to create positive outcomes. These may include, but are not limited to, the following. What is your reaction to each? (a) Changes to the physical environment of prisons, such as painting, light, and green space (b) Dynamic security practices, such as ... (c) Development of offender-led programming such as... Then perhaps "What are your suggestions for other strategies that should be considered?"

Staff are not familiar with concepts from the perspective of those we as an agency are entertaining. There is a buzz currently about what normalization means that must be addressed via Dean's email (in draft atm) and this survey. I like what you propose. It's clear and direct.

Morgan and I agree. Similarly, Rick Vyncke expressed the lack of definition around the larger phases categories. I think for this survey we should exclude the questions surrounding the larger phase categories until the working group has discussed all of the Prison Normalization phases. It's important to know what each phases expectations and benchmarks. We can also be more clear on the language that describes possible changes.

(3) Aesthetics Page 1: I think there is the possibility that you've just asked how positive or negative they feel about aesthetics, and then they click next and see "we're starting with aesthetics!" What if they hated it? I'm not sure how to mitigate this, but as I suggested in the meeting, it might be good to get feedback from a few staff on a pilot run. I like the new format for a likert scale and the phrasing of the question. Thanks for entertaining my suggestion. Is there a difference between "change the fluorescent lighting" and "create more natural lighting?"

We will definitely be piloting the survey with executive staff and can/should include more. Can't speak to question on lighting so I defer to Morgan and co. for response.

Good point. We do pilot a survey before we send it out widely. With the lighting example, there is a difference in fluorescent lighting and creating more natural lighting. The changes with natural lighting usually accounts for structural modification to the facility, but can have a major impact on

health and wellbeing. The natural lighting option may take more time and money to achieve. Fluorescent lighting modifications can change mood, productivity and alertness. There is a distinction between both in the literature. Breaking these into different categories may be beneficial. Some facilities will not be able to easily make structural changes (e.g. more windows) but may add more florescent lighting. We can look at ways to simplify the options to get better feedback from the correctional staff.

(4) Aesthetics Pages 2-3: I like these questions! This will give us a lot more info about their concerns. I wonder if “security of your facility” and “prison security dynamics” are redundant, but this may be due to my limited knowledge of security dynamics. In addition, I’m not sure how aesthetics would possibly affect offender programming, so this may not be a necessary question.

They are two separate concepts as I interpret them. Security of facility as an overall environmental state, dynamics being how those process designed to foster that environment play out daily but not sure if my interpretation is on point. Agree on last, not able to correlate contextually.

I understand why these seem redundant, however, they are meant to be two separate concepts. There is a difference in security of your facility and prison security dynamic. Security of your facility refers to policies and procedures currently in place for managing offenders and facility operations. The concept of prison security dynamics refers to different ways of operating a facility that is outside of policy. An example of prison security dynamics would be utilizing the sally ports to process in vendors and volunteers for a large event, instead of utilizing the front entrance. We can try and be more clear in explaining these differences.

(5) Aesthetics Page 4: The Outdoor/Indoor space questions seem a little out of the blue to me, though I may not be privy to the aim. I’d just suggest matching the likert more closely to the question. Is there enough space? = “some space” doesn’t quite work. In addition, I’m not sure “neutral” makes sense as a middle point as it isn’t really in between “not much” and “some.” I’d suggest something like “How would you best describe the amount of outdoor space available (to inmates?)” [None, Very Little, A Fair Amount, Quite a Lot, Too Much]

Agree.

Agreed. We can exclude these questions.

(6) I had communicated with Matt some hesitance about retaining the word “offender” in the definition if a future principle might be humanizing language, and to my knowledge he was exploring this. Can you check with Matt to confirm any changes to the definition? If yes, I’d just echo that here related to all items with word “offender” in them. I can also understand leaving these items outside of the definition if new terminology has not yet been rolled out.

Initial discussion I've had with executive staff are supportive of dispensing with the term "offender". Returning to the utilization of "inmate" gained the most support so far in those discussion but can't say that topic is settled.

I completely understand. I think this is something moving forward that we can push for as we normalize. Right now, given possible resistance to normalizing I think that the word change could

have a negative impact on the survey. I know some organizations use “inmate” and others “client” but I think keeping with “offender” for this initial survey makes sense given the population. Let’s keep talking about this as we move forward.

(7) Finally, it occurs to me that folks in some of the departments (e.g. parole) may not be able to answer many or most of these questions as they aren’t located in a facility. Will the survey screen them out of the questions, or should there be an answer choice for not applicable?

We absolutely need to add parole and HQ to any surveys. We are reaching out to all DOC staff.

We absolutely agree. We will work on some normalizing questions for parole and HQ.

From: [Anna Kosloski](#)
To: doc_normgroup@state.co.us
Cc: [Matthew Hansen](#)
Subject: RE: PowerPoint presentation for AVCF tomorrow
Date: Friday, August 30, 2019 12:17:03 PM
Attachments: [image003.png](#)
[image001.jpg](#)
[image002.jpg](#)

I am happy to join the call at 2pm.

Kindest Regards,

Anna

Anna E. Kosloski, PhD.

Associate Professor and Director, BA Criminal Justice
School of Public Affairs
Undergraduate Research Academy, Director
University of Colorado Colorado Springs
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From: Ashley Hamilton <Ashley.Hamilton@du.edu>
Sent: Friday, August 30, 2019 11:59 AM
To: doc_normgroup@state.co.us
Cc: Matthew Hansen <matthew.hansen@state.co.us>
Subject: Re: PowerPoint presentation for AVCF tomorrow

I'm sorry all but Shannon and I aren't able to make a call at 2:00pm. Is there another time we can talk? Or, if you want to fill us via email after the call that works too.

Best,
Ashley and Shannon

Ashley Lauren Hamilton, PhD
Assistant Professor, Department of Theatre
Founder and Co-Director, DU Prison Arts Initiative
University of Denver

From: BogerLinder - DOC, Rhonda <rhonda.bogerlinder@state.co.us>
Sent: Friday, August 30, 2019 11:31:48 AM
To: DOC_NormGroup <doc_normgroup@state.co.us>
Cc: Matthew Hansen <matthew.hansen@state.co.us>
Subject: Re: PowerPoint presentation for AVCF tomorrow

2 works for me

Rhonda Boger-Linder
Facility Management Services | Architecture & Planning Manager



State of Colorado | Department of Corrections | Office of Finance & Administration
P 719.226.4127 | C 719.291.5831 | F 719.226.4605
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On Fri, Aug 30, 2019 at 11:08 AM Jackson - DOC, Morgan <morgan.jackson@state.co.us> wrote:

OPA and UCCS can meet at 2pm. I definitely think we need a conference call. Thanks Merideth!

On Fri, Aug 30, 2019 at 11:04 AM McGrath - DOC, Merideth <merideth.mcgrath@state.co.us> wrote:

It's probably worth convening the group via phone conference sooner than later, in lieu of multiple emails...next week we have Denver and Limon on Tuesday and YOS/SCCF/LV Thursday.... is anyone available this afternoon 1 or 2 pm?

Merideth McGrath, Associate Director
CO DOC/ Division of Adult Parole
Broadway Administrative Units
Executive Clemency
Commissioner/Interstate Compact
P 303.763-2409| C 303.601.9991
940 Broadway, Denver, CO 80203
merideth.mcgrath@state.co.us | www.doc.state.co.us

On Fri, Aug 30, 2019 at 10:53 AM Vyncke - DOC, Rick <rick.vyncke@state.co.us> wrote:

Thanks Matt!

Regarding our goals for these presentations... We've been explaining the concepts of normalization and then providing some broad examples with the goal of soliciting staff input/feedback. We have received several questions regarding WHAT principles the department has rolled out and/or has decided on.

Are there specific normalization principles that we should be sharing with staff? Even if they are happening at other facilities? Your thoughts?

Richard Vyncke

Associate Director, Office of Planning & Analysis

Image removed by sender.



P 719.226.4365
1250 Academy Park Loop, Colorado Springs, CO 80910
rick.vyncke@state.co.us | www.colorado.gov

On Fri, Aug 30, 2019 at 10:21 AM Matthew Hansen - DOC <matthew.hansen@state.co.us> wrote:

You should feel free to expand the window for staff outreach based on your experience with previous. Most important thing is we do it right and get that engagement!

On Aug 30, 2019, at 10:12 AM, Licano - DOC, Mark <mark.licano@state.co.us> wrote:

I also agree on the multiple facility days...for example:
September 10th: BVCF 9:00 am/CTCF 1330...on a good day, that is a 1 h 33m drive. There will not be any time for a debrief and very little time to receive all of the conversation from staff at BVCF.

Captain Mark Licano
Use of Force and Basic Training Supervisor
Corrections Training Academy
Colorado Department of Corrections

P: 719-269-4415
C: 719-369-8051
mark.licano@state.co.us

On Fri, Aug 30, 2019 at 9:29 AM Vyncke - DOC, Rick
<rick.vyncke@state.co.us> wrote:

I agree with Mark's suggestion that an email should be sent to each facility prior to the presentations. Reassuring staff that normalization is about "prison normalization" (which impacts both staff and Offenders) is an important step and one that will likely need continued reinforcement.

If some "principles of normalization" have been identified I think it would be beneficial to talk about them. We need to be transparent and when principles have been identified those need to be communicated to them which will help to dispel the rumor mill. We are communicating that these have not been identified and we are there to solicit their ideas... if actions are taken that don't align with that communication it could work to undermine what the strategy is trying to accomplish. I think it would be beneficial to discuss strategies that might already be underway at other facilities. Painting a clearer picture of what this might look like (to them) will help us gain buy-in.

Finally, given the length of the first two presentations I think we need to modify the schedule and limit to one presentation per day. I don't see it being possible to present at multiple facilities especially with travel required. We could consider establishing hard stops for each and thereby limiting the time but doing so may limit some of the benefit of interacting with them. Thoughts?

Thanks

Richard Vyncke

Associate Director, Office of Planning & Analysis

Image removed by sender.



P 719.226.4365
1250 Academy Park Loop, Colorado Springs, CO 80910
rick.vyncke@state.co.us | www.colorado.gov

On Fri, Aug 30, 2019 at 8:34 AM Licano - DOC, Mark
<mark.licano@state.co.us> wrote:

All, I have some thoughts on our Facility Presentations:

I believe a communication should be sent out to advise staff that we are meeting in their facilities to provide a small presentation and gain their feedback/not provide training (it would likely need to be a DOC_message as we cannot be sure who will attend).

-A lot of staff have been thinking that it would be training that would provide them directives to return to their work place and implement as opposed to a conversation forum-which they actually like!

-Most believe that Normalization will only benefit the offender population and diminish security practices (this leads to quite a bit of time working through that perception during the meetings).

-There has been some concern by staff that their management team not attending shows a lack of regard to Normalization from them when, in fact, it has been set up this way so that we can capture their un-pressured responses.

Just some thoughts. I believe we could create more interaction time collecting thoughts/data if they knew just a bit of why we were conducting these. Have a great weekend, all!

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On Wed, Aug 28, 2019 at 3:58 PM Morgan Jackson - DOC
<morgan.jackson@state.co.us> wrote:

Please see the attached PowerPoint file for tomorrow's presentation; a copy is also saved in the Talking Tours info folder in Google Drive.

Thanks!

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Morgan Jackson
Senior Professional Research Assistant
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