

Nebraska Department of Correctional Services

Community Corrections Center – Omaha

Prison Staffing Analysis

November 16-18, 2015

DRAFT

Table of Contents

Staffing Analysis Team Information	1
Facility Design and Location	1
Institutional Profile	3
Operations	9
Programs	9
Additional Services	10
Activity Schedule	10
Activity Schedule Charts	11
Shift Relief Factors (SRF)	13
Summary of Observations	13
Summary of Post Planning Results	16
Current Minimal Post Staffing Analysis Biennium Budget	16
Proposed Minimal Post Staffing Analysis	20
Custody Post Analysis Summary	21
Calculation of Custody Relief Requirements	28
Additional FTE Requirements	29
Facility Specific Recommendations	29
Attachment: Facility Map	31
Attachment: Collateral Duty List	32
Attachment: Van Schedule	33
Attachment: Proposed NDCS Staffing Model	34

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

COMMUNITY CORRECTIONAL CENTER – OMAHA

Prison Staffing Analysis

November 16-18, 2015

Staffing Analysis Team (SAT)

The SAT held an organizational meeting prior to conducting the analysis. Assignments were given to ensure all posts were analyzed on all three shifts. The observations on post took approximately 2 ½ days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Barbara Lewien, Warden – Omaha Correctional Center
- Ed Fabian, Associate Warden – Omaha Correctional Center
- Brad McConville, Lieutenant – Work Ethic Camp
- Seth Perlman, Captain – Omaha Correctional Center
- Robert Jimenez, Lieutenant – Nebraska Correctional Youth Facility
- James Ellinger, Unit Manager – Omaha Correctional Center

Facility Design and Location

The Community Correctional Center – Omaha (CCCO) is a community A/B security facility located in East Omaha near the Omaha Correctional Center. In October 1967, Legislative Bill 569 established the work release program. In July 1985, CCCO was opened to accept inmates. It was constructed at a cost of 1.2 million dollars. The original design included 3 buildings and 90 beds to accommodate both male and female inmates. Currently, CCCO has 180 beds with 24 of those available for female inmates. Inmates must be classified to community A or B status and are typically near discharge of their sentence or parole hearing. Inmates may be eligible for passes and/or furloughs at CCCO; therefore, canteen, hair care, etc. are not available on-site and require a pass or furlough.

Inmates assigned to work details (community A custody) traditionally work at CCCO, OCC, NCYF or other detail jobs at the State Office Building or other state agency areas. Work release inmates (community B custody) are required to pay \$12 per day for room and board. Also 5% of their net earnings are placed in a savings account for their eventual release. Historically, CCCO reserves 60 beds for male inmates on work detail and 96 beds for male inmates on work release. The 24 beds reserved for female inmates are not designated as work detail or release but are rather assigned based strictly on bed space availability and not assignment. The facility operates consistently around 175% of the original design capacity. CCCO relies heavily on shared services with OCC. All records, business office functions, safety and sanitation, human resources, emergency management, health services, mail services, training, religious

services, education and maintenance assistance are completed in partnership with OCC. Inmates who may not be suitable for community custody are also returned to OCC then reclassified to a more appropriate custody level. There have been no staff assaults, staff grievances are very low, staff mandatory overtime is zero, voluntary overtime is low and sick leave usage is average. Inmate on inmate assaults and fights are very rare. Inmate grievances are also low.

There are a total of 3 buildings with only one building serving as the administration and housing. The other two buildings are small storage areas. There is no fencing and no vehicle sally ports. Only one pedestrian entrance is used for all visitor, inmate and staff traffic.

There are several maintenance projects CCCO is preparing for in the upcoming year. If these projects require outside contractors, constant supervision of the contractors is not a requirement of community corrections; however, the projects may hamper some services. For instance, two of the laundry rooms are to be renovated. Other projects CCCO is looking to complete this year are door lock replacement, gutter replacement, parking lot resurfacing, concrete replacement in outside recreation area, addition of new cameras and equipment upgrade and additional program space identified.

Please see attached Institutional Profile providing more specific information about CCCO.

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INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: CCCO

Date: 11/17/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	No
Does the facility provide specialized chronic care services such as dialyses, hospice or geriatric?	No - all medical services provided by OCC
Does the institution have or will have prison industry(s) programs	No
Is there any specialized housing such as pre or post disciplinary confinement	No - male inmates returned to OCC; female inmates returned to NCCW
Administrative Confinement	No
Immediate Segregation	No
Protective segregation	No
Intensive Management	No
Disciplinary Segregation	No
Court Imposed Segregation	No
Does the facility house special populations	No
Boarder Cell County Safe Keeps	No
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No

Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	90
What is the facility Operational Capacity	135
Average Daily Population for the last year	162
Custody Level	Community A and B
What are the external boundaries of the facility	No fencing - inmates are allowed to walk the area in front of the building and utilize the exercise pad in the back area
Does internal surveillance and supervision include	
Control Rooms	No
Cameras	Yes
Gates	No
Cross Fencing	No
Turnkeys	No
Internal towers	No
Other	No
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	There are 16 cameras total; the front entrance is locked only during overnight hours
Is the barrier sufficient to detain/delay escape	No
Are there any impairments to good sight lines e.g. terrain; fence.	No
What is the frequency and severity of visibility impairment such as fog or dust storms	Winter storms/Fog

Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	There are no vehicle entry points; pedestrian traffic is through the building Main entrance
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility
What type of perimeter vehicle is available, and is it a fixed or mobile post	No perimeter patrol
Communications	
Do all staff in inmate areas have radios	UCW's, Food Service, Maintenance and 3 rd shift custody staff only
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes – staff with a radio also have a body alarm
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Unsecure rooms
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes cameras have been installed
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Unit staff provide supervision on first and second shifts; custody staff provide supervision on third shift; the front desk is the only assigned post
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Inmate room doors are unsecured
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	2015 – 570 MR's with 35 being class I
What is the frequency and seriousness of inmate on staff assaults	0
What is the frequency and seriousness of inmate-on-inmate assaults	2014 -1; no weapons 2015 – 0
Have there been any recent escapes, escape attempts or walkaways if so explain	2014 – 6 2015 - 1
Have there been recent changes in severity of sentences or conditions of confinement	No

Is the population relatively stable or is there considerable turnover	There is a steady turnover rate due to inmates completing sentences or parole
Is there significant gang or STG influences	No
Disciplinary Process	Per policy
Operations and Activities	
Movement	
Do inmates move within the facility:	Yes
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes when needed for an inmate to be returned to a higher security level
unrestricted, open campus style	Yes
via pass system	No
time specific lines	No
combination depending on inmate status	No
Visitation	
What is the visitation schedule	Sa/Su 230-1530
Are visits contact or non-contact or both	Contact only
What is the process for visitor registration/sign-in and are security staff assigned full-time	Visitors will be signed in to visit by front desk staff; visits occur in the lobby area
What is the duration of visits	Each inmate can visit on Saturday and Sunday
What are the search requirements for inmates and visitors	Random pat/strip searches on inmates; no searches required on visitors
Work Assignments	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Food service, HU porters, maintenance, outside details
Are there any essential work details in the community	Yes - State Office Bldg., Dept. of Roads

What work details are optional/can be shut down	Outside details, maintenance, porters
Food Service	
Is food service contracted or state run	State
Are any inmates fed in-cell, if so how many	No
Are inmates fed in central dining areas or in common areas in housing units	Central Dining plus many inmates take a sack lunch if on work release or working a detail off-site
How are inmates escorted/sent to dining areas	Intercom announcement
How many staff are assigned to dining areas	Food service staff only
Programs	
List of Programs by:	
Number and types	Education, ABE/GED, NRTS, limited mental health, off-site community providers
Hours of operation	Programs occur daily - see activity chart; most programs are off-site community providers
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Institutional or community providers
Are programs considered as a function or determining factor in inmate release	Yes
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	
Medical, Dental, Mental health	0
Hospital stays TO's	0 - furloughs are utilized
Court appearances	0
Transfers	2015 - 3 hours total
At outside hospitals, is there a prison ward, or	Outside hospital stays may be done by medical

does the sending institution provide security	furlough; return to OCC for treatment
Are there other routine outside transports	Van runs daily all day for jobs/job searches/appts.
Administrative/External Factors	
Do any of the following affect staffing levels	Yes
Budget constraints	
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Douglas County pays substantially more, Low unemployment rate.
Attendance issues (e.g., overtime, sick leave abuse)	Sick leave is average; mandatory overtime is zero; voluntary overtime is very low
Staff grievances concerning post assignments, overtime, training, and so forth.	2014 - 3 2015 - 4
Critical incidents within the past five years	Contraband introduction of synthetic marijuana has led to various medical emergencies; alcohol usage on the rise
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes
ACA Accreditation Standards affecting staffing	No

Operations

CCCO operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Both first and second shift do not have custody staff assigned and operate with Unit Case Workers as the main assigned staff. The Unit Case Managers will typically provide any supervisory functions needed for the shift. Only one post is assigned, front desk/reception, and no staff are assigned specifically to a housing unit area. Third shift operates solely with custody staff. One or two Corporals and a Sergeant are the typical staff complement. The highest ranking custody staff are Sergeants assigned to third shift. The Security Administrator is the Assistant Warden. Unit Case Managers and Unit Case Workers make up the majority of staff available to the inmate population. CCCO currently has a Unit Administrator assigned; however, this is a double staffing position through OCC and upon the UA moving on to another institution or leaving NDCS, this position will be eliminated. Day shift staff includes administrative and support staff. The total number of staff assigned to CCCO is 34.

There are many shared services between the Omaha facilities. OCC provides the following services to CCCO:

- Emergency Management
- Inmate Records
- Human Resources
- Business Office
- Supply
- Maintenance
- Safety/Sanitation
- Medical/Dental
- Inmate Mail

Programs

Inmate programs are limited at CCCO as inmates have community access to programs, etc. Programs available at the facility and in the community do afford educational and treatment opportunities. Programs offered at CCCO are provided by: an active volunteer base, health services staff, re-entry partners, contract employees and CCCO employees. The following programs and services are provided but not limited to:

- Domestic Violence Programming
- Outpatient Substance Abuse Programming
- Adult Basic Education/GED
- Community College courses
- Moral Reconciliation Therapy
- Community Recreation
- Religious Services

- Library Services

Additional Available Services

A medical clinic is located at OCC. Medical needs of the population are met by the OCC health services department. CCCO inmates are processed into OCC for these services requiring OCC staff to conduct searches of the inmate in/out of the facility. Additionally, OCC staff provide escort of these inmates to the medical clinic.

The Physician and other clinic staff do respond to CCCO for medical emergencies.

A dental clinic is located within the medical area of OCC. Currently a contract exists for a dentist and his assistants to provide services to the CCCO inmate population.

CCCO staff trained in medication distribution provide any medication to the inmate population at designated times; however, these medications are prepared and managed by the OCC health services.

Inmates needing care beyond that of the OCC health services, may travel to outside providers. Inmate needing overnight hospital stays may be placed on a furlough until such time the inmate is released from the hospital. Travel orders for medical related services are rare. There is van service to get inmates to appointments, job interviews and job searches.

Activity Schedule

Since CCCO is a community custody facility, the inmates move about the facility relatively unrestricted. Inmates may use the area in front of the facility to exercise. There is limited vehicular traffic and signs are posted indicating pedestrians are in the area. A small outdoor recreation space is also located on the back side of the facility. No gymnasium is available. Inmates eligible for passes and/or furloughs must have an itinerary.

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be a medical emergency.

Please see the CCCO Activities Charts for both week days and weekends.

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Unit Case Worker

- The only assigned post at CCCO is the front desk/reception.
- There is no clear leader on shift and UCW's are assigned as shift leader on a rotating basis by the Unit Administrator. Staff indicated confusion about the chain of command and typically route questions/concerns through the Assistant Warden.
- The main responsibility of the shift leader is to ensure the front desk has a staff member available at all times. Since this is not always possible, other staff including the teacher, Unit Case Managers, Asst. Warden and others have worked at the desk to assist with coverage.
- There are no standard operating procedures for this; however, there is an understanding among UCW's that the following duties will be completed: front desk monitoring, check in/out of inmates, ankle monitor (GPS) application, verification of employment addresses and routes, verification of job seeking routes with bus routes, conduct room searches, complete area checks, safety/sanitation inspection, monitor inmate behavior, ensure scheduled programs are conducted and monitoring of GPS system.
- Many inmates including sex offenders are placed on the GPS system. UCW's are responsible for monitoring the whereabouts of these inmates; however, there is a high demand for these same staff to conduct the other duties as outlined leaving very little to no time for GPS monitoring.
- Additional collateral duties are also assigned to UCW's including: clothing issue, inmate property, vehicle coordinator and FTO. Collateral duties are somewhat difficult to complete due to lack of privacy at the front desk or too many other assigned duties.
- During team observations of UCW's, no room searches were conducted nor were the hourly checks completed. Instead these were completed only twice per shift.

Van Driver

- The main goal of the van driver is to provide transportation into the community for inmates with job seeking passes, appointments and/or jobs in the community.
- There is no post order but a standard operating procedure is available and utilized for guidance.
- Additional duties are assigned when the van is not out transporting to include front entrance, check in/out of inmates and room searches.
- The van schedule does not provide for this staff person to be available to assist the shift for extended periods of time.

- No relief for the weekends has been assigned to van driver. Nor is there anyone available to cover for training and holidays.

Third Shift Sergeant

- The Sergeant reported there is commonly only two staff assigned to third shift.
- A duty of the Sergeant is phone monitoring. Due to confidentiality needed with the inmate phone system, this duty does not get completed when only two staff are assigned to the shift as this cannot be done at the front desk.
- Staff noted an increase in synthetic THC usage and the need to transport inmates to the hospital or to OCC for medical purposes, leaving only one staff member at the facility. There have also been occasion to transport an inmate to NCCW which leads to calling a staff person in for overtime.

Third Shift Corporal

- Collateral duties assigned to a Corporal include evidence handling and ordering departmental forms, etc.
- Corporals indicated ability to complete tasks with the exception of when only two staff are assigned. This causes a hardship in completing any assignments that would take staff away from the front desk.
- Staff indicate concern for emergencies with only two staff on duty. They rely on OCC to assist in these cases. This can cause a hardship for OCC as well.
- Another Corporal has the assigned collateral duty of sending tax credit forms to inmate employers spending about 9 hours a week on this task. The same staff member also fills chemicals nightly for over an hour. Typically, these duties get completed; however, any unusual or emergency circumstances change this and no assignments are completed then.
- There is a need for both male and female staff to be available on each shift due to PREA standards and to address other inmate needs. This was not consistently accomplished.

Food Service

- Appears to be a great deal of down time. Multiple occasions where FSS staff observed with little to nothing to do.
- Food service staff indicated they do not need additional staff and that they are currently over staffed by one position.

Additional Observations

- CCCO has a significant need to keep the van going to transport inmates within the community for various appointments and work assignments. There are not enough designated staff for this post.
- Most staff indicated too many collateral duties for several staff and not enough for others. A redistribution of these duties would alleviate the inequities noted by staff. Additionally, it is

recommended cross-training occur to ensure staff know how to perform the collateral duties of others. CCCO has a small staff compliment; therefore, there is a great need for multiple people to be able to fill in as needed.

- All Security Administrator duties have been delegated to the Assistant Warden. Additionally, there is no intel function or custody chain of command.
- A day shift Sergeant is recommended to accommodate all property, key and armory needs. This person could also conduct PHO duties.
- Food service staff appeared to have a significant amount of down time. It is recommended this area be re-evaluated with regard to the number of positions as well as the schedule of the food service staff.
- There is no established chain of command. This causes some difficulties when an emergency occurs and in every day assignments. It is recommended supervisory staff be added and staff be assigned specific posts.
- It is recommended the Unit Case Worker positions become custody positions to allow continuity among shifts and allow for overtime coverage from shift to shift. Furthermore, if there is a need for overtime into the next shift, this could be done easily with all staff working within the same department of custody.
- GPS monitoring and tracking as well as the activities inmates are involved in the community go largely unsupervised due to staffing and workloads. Staff dedicated specifically for this purpose could enhance community safety.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Current Post Plan)
 - ✓ Custody
 - ✓ Unit Management
 - ✓ Food Service
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
 - ✓ Case Management
- Custody Post Analysis Summary
- Calculation of Custody Relief Requirements

**Minimal Staffing Summary Form
Biennium Budget FY 2013 - FY 2015**

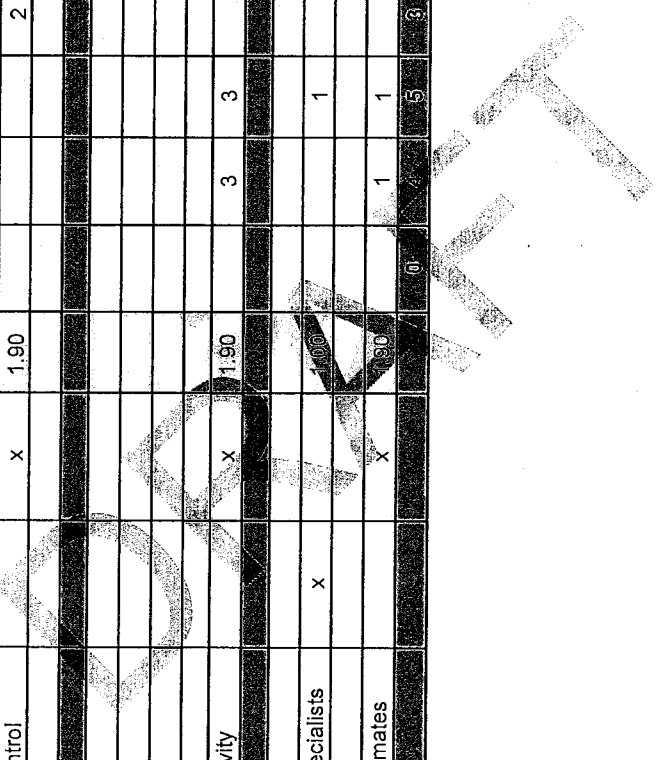
Institution: Community Corrections Center - Omaha

Date: 2/27/2012

CCC-O Summary

Summary by Job Position Title

Post Position Title	Duties & Responsibilities	Type		Relief Factor?	Day	# of Posts by Shift			Total FTE Req.	FTE Auth'd 1-Jul-11	Variance
		5 day	7 day			1st	2nd	3rd			
Administrative											
Lieutenant											
Sergeants	Monitor inmate activities		x	1.90				1	1.90	2.00	0.10
Corporals	Maintain security & control		x	1.90				2	3.80	3.00	-0.80
Officers											
Administrative											
Unit Administrator											
Unit Manager											
Case Manager											
Caseworker	Supervise inmate activity		x	1.90		3	3	3	11.40	10.50	-0.90
Administrative											
Food Service Manager	Supervise food service specialists		x	1.00				1	1.00	1.00	
Food Service Director											
Food Service Specialist	Supervise food service inmates		x	1.90		1	1	1	3.80	2.00	
						9	5	3	21.90	18.50	



**Minimal Post Staffing Analysis
Biennium Budget FY 2013 - FY 2015**

Institution: Community Corrections Center - Omaha (CCC-O)

Date: 11/18/2015

Custody

Must include only *existing* posts. Include administrative posts

Post #	Existing Post Location	Post Position Title	Duties & Responsibilities	Type		Relief Factor?	# of Posts by Shift				Total FTE Req.	FTE Auth'd 1-Jul-11	Variance
				5 day	7 day		Day	1st	2nd	3rd			
1						1.00					0.00		
	SUBTOTAL	Administrative					0	0	0	0	0.00		
2													
	SUBTOTAL	Lieutenants					0	0	0	0	0.00		
3													
	Sergeant		Shift Leaders	x		1.90				1	1.90		
	SUBTOTAL	Sergeants					0	0	0	1	1.90	2.00	0.10
4													
	Corporal		Security and Inmate Movement	x		1.90				2	3.80		
	SUBTOTAL	Corporals					0	0	0	2	3.80	3.00	0.80
5													
	SUBTOTAL	Officers					0	0	0	0	0.00		
TOTALS											5.00	(0.70)	

* use the appropriate relief factor for each post. If it is a 5 day post with a relief factor, use 1.3; if it is a 7 day post with a relief factor, use 1.9. If no relief is needed, use 1.0

**Minimal Post Staffing Analysis
Biennium Budget FY 2013 - FY 2015**

Institution: Community Corrections Center - Omaha (CCC-O)

Date: 11/18/15

Must include only **existing** posts. Include administrative posts.

Unit Management

Post #	Existing Post Location	Post Position Title	Duties & Responsibilities	Type			Relief Factor?	# of Posts by Shift			Total FTE Req.	FTE Auth'd 1-Jul-11	Variance
				5 day	7 day			Day	1st	2nd			
1	Unit Admin.	Unit Administrator	Housing Unit Admin.										
	SUBTOTAL	Unit Administrator					0	0	0	0	0.00	0.00	0.00
2	Unit Manager	Unit Manager	Supervision of unit										
	SUBTOTAL	Unit Managers					0	0	0	0	0.00	0.00	0.00
3	Case Manager	Unit Case Mgr.	Caseload Management				1.00	2	2	2			
	SUBTOTAL	Case Managers					0	2	2	0	4.00	0.00	0.00
4	Caseworker	Unit Caseworker	Supervise inmate activity				1.90	3	3	3			
	SUBTOTAL	Unit Caseworkers					0	3	3	0	11.40	10.50	-0.90
TOTALS											10.50	-0.90	

* use the appropriate relief factor for each post. If it is a 5 day post with a relief factor, use 1.3. If it is a 7 day post with a relief factor, use 1.90. If no relief is needed, use 1.0

**Minimal Post Staffing Analysis
Biennium Budget FY 2013 - FY 2015**

Institution: Community Corrections Center- Omaha

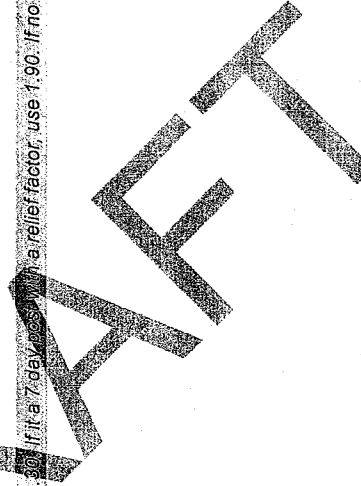
Date: 11/18/2015

Food Service

Must include only existing posts. Include administrative posts

Post #	Existing Post Location	Post Position Title	Duties & Responsibilities	Type		Relief Factor?	# of Posts by Shift			Total FTE Req.	FTE Auth'd 1-Jul-11	Variance
				5 day	7 day		Day	1st	2nd			
1	Food Service	Director	Supervise Food Service Manager	X		1.00	1					
	SUBTOTAL	Director					1	0	0	0.00	1.00	0.00
2	Food Service	Manager	Manage Food Service Operation	X		1.00	1			1.00		
	SUBTOTAL	Food Service Manager					1	0	0	1.00	0.00	0.00
3	Food Service	Specialists	Supervise Food Services inmates.		X	1.90		1	1	3.80		
	SUBTOTAL	Food Service Specialist					0	1	1	3.80	2.00	(1.80)
TOTALS											3.00	-1.80

* Use the appropriate relief factor for each post. If it is a 5 day post with a relief factor, use 1.90. If it is a 7 day post with a relief factor, use 1.90. If no relief is needed, use 1.0



**Minimal Post Staffing Analysis
Biennium Budget FY 2015 - FY 2017**

Institution: Community Corrections Center - Omaha

Date: 11/19/2015

Custody

Proposed Post Plan

Post #	Post Location	Post Position Title	Duties & Responsibilities		Type		Relief Factor?	# of Posts by Shift				Total FTE Req.	FTE Auth'd 1-Jul-15	Recommended
			Security Administrator	Operations	5 day	7 day		Day	1st	2nd	3rd			
1	Major's Office	Major					1.00							
2	Captains Office	Captain			X		1.00	1					0.00	1.00
SUBTOTAL		Administrative						1	0	0	0		0.00	1.00
3	Lieutenants	Lieutenant	Shift Supervisor			X	1.74			1	1		0.00	4.00
SUBTOTAL		Lieutenants						0	1	1	0		0.00	4.00
4	Sergeant	Sergeant	Shift Supervisor			X	1.74			1	1	2	2.00	5.00
	Sergeant	Sergeant	Administrative		X		1.25	1					0.00	1.00
SUBTOTAL		Sergeants						1	1	1	2		2.00	6.00
5	Control Center	Corporal	Control Facility Moves			X	1.74			1	1	1	3.00	6.00
6	Utility	Corporal	Security			X	1.74			1	1	1	0.00	6.00
7	Van Driver	Corporal	Transportation			X	1.25			1	1		0.00	2.00
8	Community Resource	Corporal	Community Supervisor			X	1.00			1	1		0.00	2.00
SUBTOTAL		Corporals						0	4	4	2		3.00	16.00
TOTAL											27.63	5.00	27.00	

* use the appropriate relief factor for each post. If it is a 5 day post with a relief factor, use 1.25. If it is a 7 day post with a relief factor, use 1.74. If no relief is needed, use 1.0. Note: All Caseworker posts have been merged to Corporal. Van Drivers are currently double staffed - no FTE has been established.

Facility: Community Corrections Center - Omaha

JOB CLASS	NEW ANALYSIS LEVEL	HOL/NHOL FTE'S
Correctional Major	0	0/0
Emergency Preparedness Specialist	0	0/0
Correctional Captain	1	0/1
Correctional Lieutenant	4	4/0
Correctional Sergeant	6	5/1 *
Correctional Corporal	16	16/0
TOTAL FTE'S	27	

*1 Sergeant NHOL -

Armory/Keys/Tool/Property/PHO

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CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	Day	<u>Shift</u>			Comments:
		1st	2nd	3rd	
Captain	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

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CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Shift Lieutenant*	N/A	2	2	0	Per staffing model
TOTAL	N/A	2	2	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 4.0- 7 Day Lieutenants

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CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Shift Sergeant*	N/A	1	1	3	Per staffing model
TOTAL	N/A	1	1	3	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.0 - 7 Day Sergeants

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CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Armory/Key/Tool/Property/PHO	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 1 - 5 Day Sergeant

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CUSTODY POST ANALYSIS

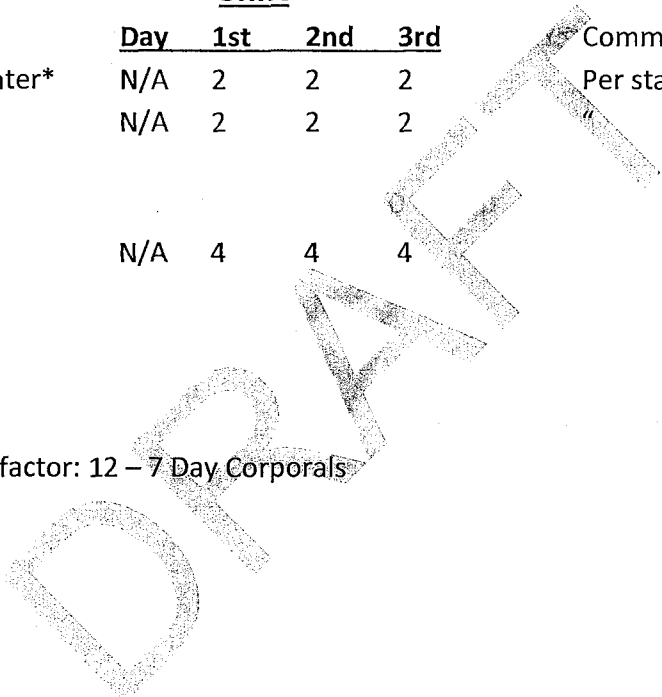
AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Front Entrance/Control Center*	N/A	2	2	2	Per staffing model
Utility*	N/A	2	2	2	" "
TOTAL	N/A	4	4	4	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 12 – 7 Day Corporals



CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Community Resource	0	1	1	0	Per staffing model
Van Driver*	0	1	1	0	" "
TOTAL	0	2	2	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 4- 5 Day Corporals

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Calculation of Custody Relief Requirements

Step 1 Total # of eight hour shifts each staff would be available during a consecutive 365 work year

a)	Total work year days	365
b)	Total number of holidays	12
c)	Regular days of (two days off per seven day period)	104
d)	Average days authorized leave taken/employee	33.53
e)	Average days of training/employee	6

Step 2 Determine relief factors for 8 hours/5 days per week (8/5) and 8 hours/7 days per week (8/7) posts

$$8/5 = 1 \text{ (post)} \times 8 \text{ hours} \times 261 \text{ days/year} = 2088 \text{ hours divided by } 1,670.4 = 1.25$$

$$8/7 = 1 \text{ (post)} \times 8 \text{ hours} \times 365 \text{ days/year} = 2920 \text{ hours divided by } 1,678.16 = 1.74$$

Step 3 Summary of basic post requirements (rounded to the nearest tenth)

1	One (1) eight hour, five day per week post requires	8/5	1.25
2	One (1) sixteen hour, five day per week post requires	16/5	2.50
3	One (1) eight hour, seven day per week post requires	8/7	1.74
4	One (1) sixteen hour, seven day per week post requires	16/7	3.48
5	One (1) twenty-four hours, seven day per week post requires	24/7	5.22

Step 4 Total custody post requirements

8/5	One (1) 8/5 post = 1.25 + 0.1 =	1.35	FTEs
16/5	One (1) 16/5 post = 2.50 + 0.2 =	2.7	FTEs
8/7	One (1) 8/7 post = 1.74 + 0.1 =	1.84	FTEs
16/7	One (1) 16/7 post = 3.48 + 0.2 =	3.68	FTEs
24/7	One (1) 24/7 post = 5.22 + 0.3 =	5.52	FTEs

Additional FTE Requirements

This section addresses each area identified and potential additional costs.

Captain – 1 FTE = \$56,853.89

Lieutenants – 4 FTE's x \$52,882.75 = \$211,531.00/yr

Shift Sergeants – 4 FTE x \$48,131.20 = \$192,524.80/yr

Administrative Sergeant – 1 FTE = \$48,131.20/yr

Van Driver Corporal – 2 FTE's x \$43,308.20 = \$86,616.40/yr

Shift Corporals – 9 FTE's x \$43,308.20 = \$389,773.80/yr

Community Resource Corporal – 2 FTE's x \$43,308.20 = \$86,616.40/yr

Please note the UCW positions would be eliminated. Currently, there are 10.5 UCW positions that would be absorbed into custody positions. Also, some custody positions already exist. These numbers are not included in the above figures since they are currently authorized.

The above figures are salary plus benefits annually. Additional costs would also be associated with adding new staff to include uniform issue, radios and other PPE, training costs, etc.

- Uniform issue costs for custody - \$729.95
- Uniform costs for UCW - \$635.71

CCCO Specific Recommendations

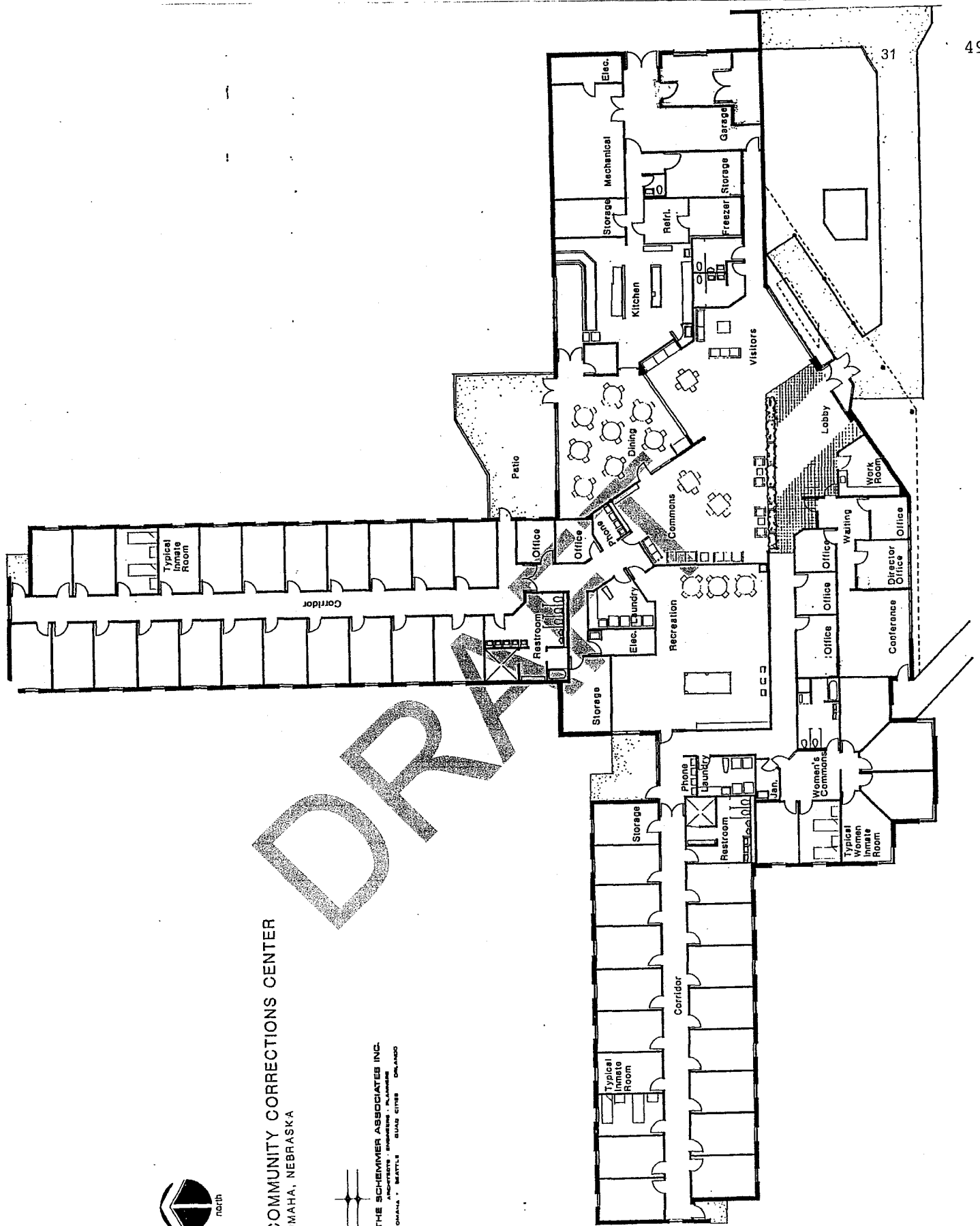
- A community resource officer is recommended to assist with any details needing attention within the community, GPS monitoring, job search issues, etc. Currently, there is no one able to conduct these assignments. This position could add a great deal to public safety and assist in growing confidence within the community that we provide follow-up with the inmate population.
- Recommend adding a Captain for Security Administrator and other duties currently assigned to the Assistant Warden. These duties could include intel, investigations, PREA coordinator, etc.
- Key/Tool/Property Control and PHO – Add a custody officer due to work load and security concerns. These assignments are currently collateral duties. This would be a day shift position.

- Post assignment to front desk/control and utility will assist in ensuring all areas are covered.
- Establish a chain of command similar to all other institutions.
- Eliminate UCW positions and replace with custody staff as noted on new post plan. Maintain current staffing with Unit Case Managers.
- Establish relief positions for Van Driver as they do not exist currently.

Attachments

- A. Map
- B. CCCO Collateral Duty List
- C. CCCO Van Schedule
- D. Proposed NDCS Staffing Model

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COMMUNITY CORRECTIONS CENTER
OMAHA, NEBRASKA



THE SCHEMMER ASSOCIATES INC.
ARCHITECTS ENGINEERS PLANNERS
OMAHA • NEBRASKA • ILLINOIS • INDIANA

Community Corrections Center-Omaha

Van schedule 08/03/15

TIME	PICKUP/DROP-OFF LOCATION	DAYS OF VAN RUNS
5:30 AM	16TH & Farnam	Monday-Friday
6:00 AM	16TH & Farnam	Monday-Friday
6:30 AM	State Office Drop Off ONLY	Monday-Friday
9:00 AM	16TH & Farnam	Monday-Friday
9:30 AM	State Office Drop Off ONLY	Monday-Friday
10:15 AM	16TH & Farnam	Monday-Friday
11:00 AM	16TH & Farnam	Monday-Friday
12:30 PM	16TH & Farnam	Monday-Friday
2:00 PM	16th & Farnam / State Office Pick Up	Monday-Friday
3:00 PM	Farnam	Monday-Friday
4:00 PM	16th & Farnam	Monday-Friday
5:00 PM	16th & Farnam / State Office Pick Up	Monday-Friday
6:30 PM	16th & Farnam	Monday-Friday
8:00 PM	16th & Farnam	Monday-Friday

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Custody Staffing Model - Unit Staffing				
Building Sergeant	Shift			
Custody Level	1	2	3	Day
Maximum		8/5		8/5
Medium		8/7		
Minimum A Cells		8/5		
Minimum A Bay/Dorm		8/5		
Minimum B		8/5		
Community A				
Community A				

Minimum Sgts. Will not have weekends

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

Unit Officers	Shift		
Custody Level	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7 8/7	8/7 8/7	
Med. Control Center	8/7	8/7	8/7
Med. Floor	8/7 8/7	8/7 8/7	
Min A. Control Center	8/7	8/7	
Min A. Floor (Bay/Dorm)	8/7 8/7	8/7 8/7	8/7 8/7
Min. A Control Center			
Min A. Floor (Cells)	8/7 8/7	8/7 8/7	8/7
Min B. Control Center			
Min B. Floor	8/7 8/7	8/7 8/7	8/7 8/7
Com A Control Center			
Com A Floor	8/7	8/7	
Com B Control Center			
Com B Floor	8/7	8/7	

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Unit Staffing Internal Movement			
Prototypical Building size Maximum 256 Medium 256 Minimum A Minimum B Community A Community B			
Internal Movement Officers	Shift		
	Custody Level	1	2
Max.	8/7 8/7	8/7 8/7	8/7
Med. Internal Movement	8/7	8/7	8/7
Min A. Control Center			
Min A. Floor			
Min B. Control Center			
Min B. Floor			
Com A Control Center			
Com A Floor			
Com B Control Center			
Com B Floor			

SHIFTS	
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
Administrative	8/5	8/5		
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS				
		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(Off Shift Post)	8/7	8/7		
	8/7	8/7		
Education / programs	8/7	8/7		
Library	8/7	8/7		
Religious Center	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk		8/5		
Visiting *(off shift post)		8/5		
		8/5		
		8/5		
Administrative Support				
Disciplinary				8/5
				8/5
Intel				8/5
Property	8/5	8/5		
Industries (1 shop only)				8/5
Canteen				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7		
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7		
	8/7	8/7		
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7		
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Medium				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
Education / programs	8/7	8/7		
Library	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/7	8/7		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk		8/5		
Visiting* (off shift post)		8/5		
		8/5		
		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
				8/5
Property	8/5	8/5		
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7		
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7		
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Minimum				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Entry/Exit Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Education / programs	8/7	8/7		
Library	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk		8/5		
Visiting		8/5		
		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
Property				8/5
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7		8/5
External Transport Staff				
Travel Order staff				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance				8/5
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen	8/7	8/7	8/7	
	8/7	8/7		
Classrooms/ Programs	8/7	8/7		
Gym	8/7	8/7		
Medical Area	8/7	8/7		
Medical Unit	8/7	8/7	8/7	
Visitation		8/5		
		8/5		
		8/5		
Pass Clerk		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
				8/5
Intel				8/5
				8/5
Property				8/5
Industries (1 shop only)				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7		
Facility Escorts	8/7	8/7		8/5
	8/7	8/7		8/5
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7	8/7	
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS		
DAY		0800-1630
1ST		0550-1400
2ND		1350-2200
3RD		2150-0600

Custody Staffing Model - Facility Staffing - Medium				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen	8/7	8/7	8/7	
Classrooms/ Programs	8/7	8/7		
Gym	8/7	8/7		
Medical Area	8/7	8/7		
Medical Unit	8/7	8/7	8/7	
Visitation		8/5		
		8/5		
		8/5		
Pass Clerk		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
				8/5
Property				8/5
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7		8/5
				8/5
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7	8/7	
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Minimum				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Classrooms/ Programs	8/7	8/7		
Gym	8/7	8/7		
Medical Area	8/7	8/7		
Medical Unit	8/7	8/7	8/7	
Visitation		8/5		
Pass Clerk		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
Property				8/5
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7		8/5
External Transport Staff				
Travel Order staff				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance				8/5
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Restrictive Housing Units will have one staff per gallery (1st and 2nd) and a staffed Control Center. 3rd will have one staff per two non I/M galleries and a staffed Control Center.
Model based off of TSCI SMU East.

Custody Possitions	Shift		
	1	2	3
Sergeant	8/7	8/7	8/7
Control Center Officer	8/7 8/7	8/7 8/7	8/7
Floor Officer	8/7 8/7 8/7 8/7 8/7	8/7 8/7 8/7 8/7 8/7	8/7 8/7 8/7

DRAFT

Gates, Traci

From: Lewien, Barb
At: Wednesday, January 20, 2016 3:43 PM
To: Frakes, Scott
Subject: RE: CCC-O Staffing Analysis Draft

We have talked about the model as a team just last week and so far what we put together is working and fits. I am very anxious to get the TSCI report because I think that may give us more information as well as the NSP which starts next week. Is there something in particular you wanted from us that we have not provided? You are our expert so any additional direction would be great. I don't know if we have enough information reported specifically for us to dig down deeper. Our last analysis is scheduled for the week of Feb 9 so hoping to gain more insight from you next week along with the individual analysis to help push us in the right direction.

From: Frakes, Scott
Sent: Wednesday, January 20, 2016 3:31 PM
To: Lewien, Barb
Subject: RE: CCC-O Staffing Analysis Draft

Will you have more work done on the overall staffing model for NDCS?

From: Lewien, Barb
Sent: Wednesday, January 20, 2016 12:08 PM
To: Frakes, Scott; Sabatka-Rine, Diane; Rothwell, Michael
Cc: Capps, Michele; Kinney, Michael; Peters, Chris; English, Tom
Subject: FW: CCC-O Staffing Analysis Draft

Attached is the final DRAFT of the CCCO staffing analysis for discussion at next week's meeting. The overall staff increase is 12 recommended. 2 of these are already double staffed as van drivers so these would become new FTE's.

I will have the TSCI, NCYF and CCCL reports shortly to share prior to the meeting.

From: Bryl, Chasidy
Sent: Wednesday, January 20, 2016 11:59 AM
To: Lewien, Barb
Subject: CCC-O Staffing Analysis Draft

Chasidy Bryl

Administrative Assistant to the Warden
 Omaha Correctional Center
 2323 E. Ave J Omaha, NE 68110
 Office: (402)522-7125
 Fax: (402)595-2227
chasidy.bryl@nebraska.gov

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Gates, Traci

From: Lewien, Barb
Sent: Thursday, January 21, 2016 2:08 PM
To: Frakes, Scott; Sabatka-Rine, Diane
Cc: Capps, Michele; English, Tom; Kinney, Michael; Peters, Chris
Subject: FW: Finalized NCYF Report
Attachments: Staffing Analysis NCYF- Draft.pdf

Here is the final draft of NCYF

From: Bryl, Chasidy
Sent: Thursday, January 21, 2016 12:03 PM
To: Lewien, Barb
Subject: Finalized NCYF Report

Please see the attached.

Thanks,

Chasidy Bryl

Administrative Assistant to the Warden
Omaha Correctional Center
2323 E. Ave J Omaha, NE 68110
Office: (402)522-7125
Home: (402)595-2227
chasidy.bryl@nebraska.gov

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NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

Nebraska Correctional Youth Facility

Prison Staffing Analysis

December 4th, 8th, 9th & 10th, 2015

Table of Contents

Staffing Analysis Team Information	1
Facility Design and Location	1
Institutional Profile	3
Operations	9
Programs	9
Activity Schedule	10
Activity Charts	11
Shift Relief Factors (SRF)	14
Summary of Observations	14
Summary of Post Planning Results	16
Current Minimal Post Staffing Analysis Biennium Budget	17
Proposed Minimal Post Staffing Analysis	22
Custody Post Analysis Summary	23
Calculation of Custody Relief Requirements	30
Additional FTE Requirements	31
Facility Map	32
Proposed NDCS Staffing Model	33

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA CORRECTIONAL YOUTH FACILITY

Prison Staffing Analysis

December 4, 8-9, 2015

Staffing Analysis Team (SAT)

The SAT held an organizational meeting on November 24, 2015 at NCYF prior to conducting the analysis. At the meeting the SAT prepared a Staffing Analysis Schedule and took a tour of the facility. Assignments were given to ensure all custody and housing unit posts were analyzed on all three shifts. The observations on post took approximately 3 days to complete. Each SAT team member completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Thomas English, Major – Omaha Correctional Center
- Trish Bernhards, Assistant Warden – Nebraska Correctional Youth Facility
- Curt Wees, Unit Administrator – Omaha Correctional Center
- Rob Britten, Administrative Assistant III – Omaha Correctional Center
- Jason Cihal, Lieutenant – Omaha Correctional Center
- Steve Ruiz, Lieutenant – Nebraska Correctional Youth Facility

Facility Design and Location

The Nebraska Correctional Youth Facility (NCYF) is a maximum/medium/minimum security facility for youthful male offenders convicted as adults. The facility encompasses 56,000 gross square feet and sits on approximately 15 acres of land. The facility officially opened on August 18, 1998. Legislative Bill 988 provided the funding for construction of the NCYF at a total project cost of \$10,768,954. The physical plant consists of three structures. "A" building consists of Administration, Visiting, Food Service, Canteen, Supply, Laundry and Utility Plant. The Housing Units consists of HU 1, HU 2 and SMU. "E" building consists of the Educational/Medical/Programming/Gymnasium Building. The original design capacity was 76 single cells with 8 cells being designated for Special Management Unit (SMU).

The NDCS established a Rule 10 Special Purpose High School in January 2008 to meet the educational needs of the NCYF inmate population. High School courses that are taught by certified teachers include courses in English, Mathematics, Science and Social Studies, Career and Technical Education, Physical Education and visual/performing arts. Students are assigned to classes based on review of past school transcripts and their identified deficits required to graduate. The primary curriculum used at NCYF includes the P.A.S.S. (Portable Assisted Study Sequence) Program which was designed to provide the flexibility of instruction to meet the needs of each student, Virtual High School courses (presently offered through NovaNet), and teacher developed courses. Adult Education (A.E.) Course includes basic and advanced classes. The advanced classes are primarily GED test preparation courses and are reserved for those students who are preparing to take their GED tests in the near future. *College coursework is also available through Metropolitan Community College.

NCYF's mission is based upon a culture of accountability and comprehensive programming that is established on evidence based practices that provide youthful offenders with the necessary skills to successfully reenter their communities. The Transition Team works on all phases of each individual's incarceration, from initial intake to their eventual release to the community. Within the institution NCYF staff has developed transition steps that break down the process points along the pathway to release. NCYF also partners with a variety of community agencies to provide basic needs such as clothing, shelter and employment for its residents, should they require those needs upon release.

Please see attached Institutional Profile providing more specific information about NCYF.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: Nebraska Correctional Youth Facility

Date: December 1, 2015

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	YES
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	NO
Does the institution have or will have prison industry(s) programs	NO
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	YES
Immediate Segregation	YES
Protective segregation	YES
Intensive Management	NO
Disciplinary Segregation	YES
Court Imposed Segregation	YES
Does the facility house special populations	
Geriatric/convalescent population	NO
Drug treatment or other residential therapeutic programs	NO
Youthful Offenders	YES
Inmates sentenced to the death penalty	NO
Secure Mental Health Unit	NO
Sex Offenders Inpatient	NO
Physical Design Characteristics - Facility Configuration	

What is the facility Design Capacity	76
What is the facility Operational Capacity	124
Average Daily Population for the last year	75
Custody Level	Maximum, medium and minimum
What are the external boundaries of the facility	-Double, 14 foot chain link fence with double roll of razor wire -15 acres of land; microwave & e-flex fence detection system
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes
Turnkeys	No
Internal towers	No
Other	N/A
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	No towers; microwave detection system in Gate #3; E flex fence detection system
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	Yes-Building structures
What is the frequency and severity of visibility impairment such as fog or dust storms	Infrequent
Is the perimeter and yard lighting level sufficient	Perimeter-Yes Internal Yard-Yes Big Yard area-No
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Contractors-3X a week Foot traffic daily
What is the location/design of inmate visitors' entrance/exit	Visitors enter through the main entrance in the Administration Building
What type of perimeter vehicle is available, and is it	Mobile Post-pick-up truck or car

a fixed or mobile post	
Communications	
Do all staff in inmate areas have radios	YES
Does the facility have operational intercoms/ paging systems	YES
Are staff equipped with personal body alarms or other emergency notification equipment	YES
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	YES
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	SINGLE CELLS, DOUBLE CELLS
Does the line of sight provide good visibility; or if not is it supplemented with cameras	NO-CAMERAS ARE INSTALLED BUT SIGHT LINES ARE STILL DIFFICULT. STAFF CONTROL AREA DOES NOT PROVIDE DIRECT LINE OF SITE
Is inmate supervision provided through direct supervision, remote/secure supervision or both	DIRECT-CENTRAL CONTROL ALSO MONITORS INMATE ACTIVITY
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	REMOTE LOCK/UNLOCK BY CONTROL PANEL BUT STAFF CAN ALSO MANUALLY KEY THE DOORS
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	AGENCY HAS NOT SET A PERCENTAGE
What is the frequency of inmate disciplinary misconducts & types	1714 (NOV 14-NOV 15)
What is the frequency and seriousness of inmate on staff assaults	4 inmate on staff assaults
What is the frequency and seriousness of inmate- on-inmate assaults	14
Have there been any recent escapes, escape attempts or walkaways if so explain	2005-ATTEMPTED ESCAPE BY MULTIPLE INMATES WITH DIVERSIONARY ALTERCATION
Have there been recent changes in severity of sentences or conditions of confinement	None noted
Is the population relatively stable or is there considerable turnover	42 new arrivals in past year
Is there significant gang or STG influences	YES-80% OF POPULATION IS STG
Disciplinary Process	YES

Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	YES
under escort (if so, what is the ratio requirement)	YES 1:1 OR 2:1
unrestricted, open campus style	NO
via pass system	YES
time specific lines	YES
combination depending on inmate status	N/A
Visitation	
What is the visitation schedule	4 DAY SCHEDULE, INCLUDING WEEKENDS (Fri-Mon)
Are visits contact or non-contact or both	CAPABILITY FOR BOTH
What is the process for visitor registration/sign-in and are security staff assigned full-time	APPROVED VISITORS SIGN IN, PAT SEARCHED, MONITORED BY SECURITY STAFF-YES ONE FULL TIME PASS CLERK WHO ALSO SUPERVISES VISITING DURING VISITS.
What is the duration of visits	2.0 HOURS PER SESSION
What are the search requirements for inmates and visitors	VISITORS-PAT SEARCHED INMATES-STRIP SEARCHED
Work Assignments	
Are work details supervised by security staff	YES
What are the essential work details inside the facility	HOUSING UNITS, ADMINISTRATION BUILDING/VISITING, FOOD SERVICE, MAINTENANCE, EDUCATION BUILDING
Are there any essential work details in the community	NO
What work details are optional/can be shut down	DEPENDS ON THE CIRCUMSTANCES, THEY COULD ALL BE SHUT DOWN
Food Service	
Is food service contracted or state run	STATE RUN

Are any inmates fed in-cell, if so how many	YES-SMU INMATES-VARIES
Are inmates fed in central dining areas or in common areas in housing units	CENTRAL DINING
How are inmates escorted/sent to dining areas	ONE WING OF ONE HOUSING UNIT IS CALLED AT ONE TIME, ONCE SEATED ANOTHER WING IS CALLED
How many staff are assigned to dining areas	3-4
Programs	
List of Programs by:	
Number and types	A.R.T.; ANGER MANAGEMENT; VICTIM IMPACT; PROTECTIVE CUSTODY GROUP; GREENTHUMB HORTICULTURE; PAWSITIVE OUTCOME DOG TRAINING; WITHIN MY REACH; HIGH SCHOOL EDUCATION; COLLEGE COURSES; DRUG/ALCOHOL EDUCATION; 7 HABITS; AA; MENTORING PROGRAM; MRT; VOCATIONAL; CHOIR; KEYBOARD/GUITAR; RELIGIOUS PROGRAMS; RECREATION LEAGUES; CHESS CLUB
Hours of operation	VARIES
Total participants and individual class/group size	VARIES
Contracted or institutional staff supervised	FACILITY STAFF, CONTRACTED STAFF AND VOLUNTEERS
Are programs considered as a function or determining factor in inmate idleness	YES
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	
Medical,	124/1 hospital coverage
Dental,	Included in Medical above
Mental health,	N/A
Court appearances	0
At outside hospitals, is there a prison ward, or does the sending institution provide security	Facilities provide security
Are there other routine outside transports	Parole Hearings to CCC-O=11 New Arrivals=42
Administrative/External Factors	
Do any of the following affect staffing levels:	
Budget constraints	YES
Hiring issues, such as barriers to hiring new	

security staff (e.g., location, competition)	YES
Attendance issues (e.g., overtime, sick leave abuse)	YES
Staff grievances concerning post assignments, overtime, training, and so forth.	NO
Critical incidents within the past five years	YES
Current NEBRASKA Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	YES
Union agreements/contract	YES
Agreed upon and/or imposed (court) standards and requirements	NO
Specific statutory and umbrella agency policy and directives	NO
New administrative regulations governing staff workload, classifications or holidays	NO
New laws regarding provision of services to inmates i.e., PREA	PREA-ESPECIALLY CONCERNING SEPARATION OF YOUTHFUL OFFENDERS
ACA Accreditation Standards affecting staffing	NO

Operations

NCYF operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a shift Supervisor, typically a Lieutenant, and a shift of custody staff. Each housing unit operates on first and second shift with a Case Manager and Unit Caseworkers assigned to each unit. The housing units are operated by custody staff on third shift. Days shift staff includes administrative and support staff as well as various additional staff such as canteen, maintenance, supply and laundry.

There are many shared services between the Omaha facilities. The Omaha Correctional Center provides services to the Nebraska Correctional Youth Facility (NCYF) in the following areas:

- Emergency Management
- Human Resources
- Safety/Sanitation
- Medical/Dental

Programs

Inmates are offered a variety of programming at the NCYF. Programs afford educational and treatment opportunities. Programs offered at NCYF are provided by: an active volunteer base, health services staff, re-entry partners, contract employees and NCYF staff. The following programs and services are provided, but not limited to.

- Mental Health Counseling
- Anger Management
- Victim Impact
- Aggression Replacement Training
- Pawsitive Outcomes Program
- Project Green Thumb Horticulture Program
- High School
- College Coursework
- Mentor Program
- Impact One
- Religious Services
- Inmate Music Program
- Recreational Programs and Services
- Inmate Work Programs

Activity Schedule

An activities chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however they are significant in that they require staff to complete these tasks.

Please see the NCYF Activities Charts for both weekdays and weekends.

	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400
Religion Library			Wednesdays and Thursdays																					
NA Pipe Ceremony			Thursdays												1645-1615									
Bible Study			Tuesdays																					
7 Habits on the Inside			Wednesdays					1630-1610																
Impact One-Gang Prevention			Monday																					
Community Service			Monday																					
MRT			Tuesday												1630-1610									

DRAFT

	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400
General Pop. Yard								0930-1045						1430-1015				1800-2000						
Prof. Custody Yard																								
Orientation Yard																								
Inmate Dining						0605-0745				1020-1200						1620-1800								
Official Counts																								
Informal Counts																								
Inmate Visitation																								
Law Library								0830-1100					1030-1530				1730-2000							
Library							0500-1030					1230-1430												
Work Lines							620																	
Pill Call																								
PAWSitive Outcomes										0900-1100 (Sat)												2000		
Recreation/Gym																								
SMU Pill Call								0755-0855																
Trash Detail																								
Keyboard/Guitar												1230												
SMU Law Library (upon request)																								
Mail Call								0830-1100																
Art Classes																								
Keyboard/Guitar																								
Word of Truth Bible Study																								
Catholic Services																								
Protestant Services																								
College Classes																								
AA								0730-1100																

Every 30 minutes, not to exceed 40 minutes throughout a shift

SECRET

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of Staff Analysis Team Observations

The following comments reflect the observations and findings of the Staff Analysis Team:

Education Corporal (E-Building)

- Position has one day Shift Corporal (Education Corporal) assigned 0700-1530, and one Corporal on First and Second Shift.
- Minimum staffing is one Corporal. The E-Building Corporal is assigned as Utility Corporal at times.
- Heavy amount of inmate traffic at the beginning of the day, during hourly doors and breaks from class. Greater than 30 inmates may need to be processed into E-building at one time.

Day Shift Corporals: Disciplinary and Laundry Corporal

- Both Corporals are assigned essential duties. There is no relief factor built into their positions. When they take time off a staff person must be pulled from First shift to fill in.

Housing Units

- Housing Units (3) are mostly busy with minimal staffing of one Case Worker.
- Sight lines within the unit from the Case Worker work station have several blind spots.
- Case Worker work stations do not have a secure control station to secure equipment, property or to provide refuge if needed.
- It is impossible to complete an area check of the inmate rooms with a minimal staffing of one without leaving the Case Worker work station unsupervised.
- If additional staff is assigned, they are often reassigned to assist with activities such as Transportation Orders, new arrival orientation, intake of new arrivals, and dining hall supervision.
- Unit Case Managers scheduled work hours are not consistent with those of the Case Workers they supervise.

Gym

- The gymnasium is staffed by a Recreation staff person and at times is assisted by the Education Building Corporal. Yard/Utility Corporals are required to search inmates upon entry and exit from the gym.
- No additional FTE's are necessary. The gym is adequately staffed.

Central Control

- One Corporal assigned to manage facility entry, phone lines, distribution of keys and security equipment, monitor cameras, operate doors, dispatch vehicles and operate the vehicle east gate.
- Manageable responsibility for one staff to handle.

Intel/STG

- There currently is no FTE to give the necessary attention to gathering intelligence. The Administrative Lieutenant is currently assigned the additional duties of Intel and STG Coordinator. With an STG population of 80% of the facility population there is more than enough work to show the value.
- Mail and phone monitoring is shared by Custody Shift Supervisors.

Shift Command Staff – Lieutenants/Sergeants

- First and Second shifts are each assigned two Lieutenants and one Sergeant with two of the three assigned the same days off. At times this creates scheduling problems when a supervisor requests leave.
- Third shift is assigned one Lieutenant and one Sergeant. The Sergeant relieves the Lieutenant for supervisory coverage on the Lieutenant's days off. No relief factor is built in for relief of either the Lieutenant or Sergeant. This supervisory coverage can make it difficult to adequately provide consistent and effective supervision while supporting supervisor absences.

Pass Clerk/Visiting Corporal

- One Corporal is assigned to both Pass Clerk and the Visiting Room. Duty hours are Friday – Monday, 1200-2030 and Tuesday, 0800-1630.
- Additional duties assigned to the Pass Clerk/Visiting Corporal include inmate picture program, inmate property release, processing incoming mail, relief for Institutional Disciplinary Corporal and weekly Urine Analysis courier to Lincoln NSP lab.
- Typically, there are no visits for Orientation inmates on Mondays due to inmates being completed with Orientation and assigned to general population by the time the Visitation Request Form is processed and approved.
- Mentor visits occur Tuesday evenings supervised by the Religious Coordinator.

Kitchen

- No custody staff is assigned to the kitchen. Food Service staff provides all supervision for inmates working in the kitchen.
- Custody staff provides supervision during meal times.

Yard Staff/Supervision

- Current authorization of staff is challenging particularly on when there are inmate visits.
- Staff at times are pulled to assist with other details which take them away from yard supervision.
- Staff are concerned there are not enough staff at times available to effectively respond and resolve a critical incident.
- On weekends when there is only one supervisor scheduled it is routine to have one yard officer assigned to the gym, one officer assigned to the yard and one assigned to visiting covering for the Pass Clerk while she is processing visitors.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post staffing Analysis (Current Post Plan)
 1. Custody
 2. Unit Management
- Proposed Minimal Post Staffing Analysis (Post Plan)
 1. Custody/Units
 2. Case Management
- Custody Post Analysis Summary
Calculation of Custody relief Requirements

**Minimal Post Staffing Analysis
Biennium Budget FY 2015 - FY 2017**

Institution: Nebraska Correctional Youth Facility

Date: 10-Feb-14

Custody

Must include only existing posts. Include administrative posts

Post #	Existing Post Location	Post Position Title	Duties & Responsibilities	Type		Relief Factor?	# of Posts by Shift			Total FTE Req.	FTE Auth'd 1-Jul-11	Variance
				5 day	7 day		Day	1st	2nd			
1	A Bldg	Captain	Supervise security operations	X		1.00	1			1.00		
SUBTOTAL							0	0	0	1.00		0.00
2	A Bldg	Admin Lieutenant	Intell, Investigations, Post Orders	X		1.00				1.00		0.00
3	A Bldg	Shift Lieutenant	Supervise 1st, 2nd, 3rd shifts	X		1.74	1	1	1	5.22	5.00	(0.22)
SUBTOTAL							1	1	1	6.22	6.00	(0.22)
4	A Bldg	Shift Sergeant	Monitor inmate activities & movement	X		1.74	1	1	1	5.22		
SUBTOTAL							0	1	1	5.22	3.00	(2.22)
5	Clothing Issue	Corporal	Maintain clothing issue property rooms	X		1.00				1.00		
6	DCC	Corporal	Coordinate Disciplinary Committee	X		1.00	1			1.00		
7	Central Control	Corporal	Facility access, communications, security	X		1.74				1.74		
8	Perimeter Patrol	Corporal	Respond to fence alerts, secure perimeter	X		1.74	1	1	1	5.22		
9	Yard	Corporal	Inmate escorts, movement and security	X		1.74	1	1	1	5.22		
11	SMU	Corporal	Security for inmate living area	X		1.74				1.74		
12	HU1	Corporal	Security for inmate living area	X		1.74				1.74		
13	HU2	Corporal	Security for inmate living area	X		1.74				1.74		
13	E Bldg CPL	Corporal	Security for classrooms, medical & gym	X		1.74	1	1	1	3.48		
14	Pass Clerk	Corporal	Process visitors, VRF's, supervise visits	X		1.25	1	1	1	2.50		
SUBTOTAL							2	5	6	28.66	30.00	1.34
SUBTOTAL							0	0	0	0.00	40.00	-1.30

* use the appropriate relief factor for each post. If it is a 5 day post with a relief factor use 1.9. If it is a 7 day post with a relief factor use 1.9. If no relief is needed, use 1.0

**Minimal Post Staffing Analysis
Biennium Budget FY 2015 - FY 2017**

Institution: Nebraska Correctional Youth Facility

Date: 10-Feb-14

Must include only *existing* posts. Include administrative posts

Unit Management

Post #	Existing Post Location	Post Position Title	Duties & Responsibilities	Type		Relief Factor?	# of Posts by Shift			Total FTE Req.	FTE Auth'd 1-Jul-11	Variance
				5 day	7 day		Day	1st	2nd			
	SUBTOTAL	Administrative					0	0	0	0.00		0.00
1	Housing Unit	Unit Administrator	Supervise unit staff, classification	X		1.00	1			1.00		
	SUBTOTAL	Unit Administrator					0	0	0	1.00		0.00
	SUBTOTAL	Unit Managers					0	0	0	0.00		0.00
2	Housing Units	Unit Case Managers	Supervise UCW's, prepare inmate reports	X		1.00	1	1		2.00		
	SUBTOTAL	Case Managers					0	1	1	2.00		0.00
3	Housing Unit 1	Unit Caseworker	Security on unit, daily inmate activities	X		1.74	1	1		3.48		
4	Housing Unit 2	Unit Caseworker	Security on unit, daily inmate activities	X		1.74	1	1		3.48		
5	Special Mgmt Unit	Unit Caseworker	Security on unit, daily inmate activities	X		1.74	1	1		3.48		
	SUBTOTAL	Case Workers					0	3	3	10.44		2.56
TOTALS										16.00		2.56

* use the appropriate relief factor for each post. If it is a 5 day post with a relief factor use 1.74. If it is a 7 day post with a relief factor use 1.74. If it is a 7 day post with a relief factor use 1.74. If it is a 7 day post with a relief factor use 1.74.

**Minimal Post Staffing Analysis
Biennium Budget FY 2015 - FY 2017**

Institution: Nebraska Correctional Youth Facility

Date: 8-Jan-16

Custody

Proposed Post Plan

Post #	Post Location	Post Position Title	Duties & Responsibilities	Type		Relief Factor?	# of Posts by Shift				Total FTE Req.	FTE Auth'd 1-Jul-11	Variance
				5 day	7 day		Day	1st	2nd	3rd			
1	A Bldg	Captain	Supervise security operations	X		1.00	1				1.00		
SUBTOTAL							1	0	0	0	1.00	1.00	0.00
2	A Bldg	Admin Lieutenant	Intell, Investigations, Post Orders	X		1.00					1.00		0.00
3	A Bldg	Shift Lieutenant	Supervise 1st, 2nd, 3rd shifts	X		1.74	1	1	1	1	5.22	5.00	(0.22)
SUBTOTAL							1	1	1	1	6.22	6.00	(0.22)
4	A Bldg	Sergeant	Monitor inmate activities & movement	X		1.74				1	1.74		
		Sergeant	Monitor inmate activities & movement	X		1.74	1	1	1	1	5.22		
		Sergeant	Intel	X		1.00	1				1.00		
		Sergeant	Supervise Housing Units	X		1.74		1			1.74		
SUBTOTAL							1	2	2	2	7.96	5.00	(2.96)
5	Clothing Issue	Corporal	Maintain clothing issue property rooms	X		1.00					1.00		
6	DCC	Corporal	Coordinate Disciplinary Committee	X		1.00	1				1.00		
7	Central Control	Corporal	Facility access, communications, security	X		1.74	1	1	1	1	5.22		
8	Perimeter Patrol	Corporal	Respond to fence alerts, secure perimeter	X		1.74	1	1	1	1	5.22		
9	Lead Yard	Corporal	Yard Supervision	X		1.74	1	1	1	1	5.22		
9	Yard	Corporal	Inmate escorts, movement and security	X		1.74	1	1	1	1	5.22		
11	SMU	Corporal	Security on unit, daily inmate activities	X		1.74	1	1	1	1	5.22		
12	HU1	Corporal	Security on unit, daily inmate activities	X		1.74	1	1	1	1	5.22		
13	HU2	Corporal	Security on unit, daily inmate activities	X		1.74	1	1	1	1	5.22		
13	E Bldg CPL	Corporal	Security for classrooms, medical & gym	X		1.74	1	1	1	1	5.22		
14	Pass Clerk	Corporal	Process visitors, VRF's, supervise visits	X		1.25	1	1	1	1	3.48		
SUBTOTAL							2	9	9	7	44.52	30.00	(14.52)
SUBTOTAL							0	0	0	0	0.00	42.00	-17.70
TOTALS											42.00	42.00	-17.70

* use the appropriate relief factor for each post. If it is a 5 day post with a relief factor, use 1.25 for a 7 day post with a relief factor, use 1.74 if no relief is needed, use 1.00
Note: All Caseworker posts have been merged to Corporal

Facility: Nebraska Correctional Youth Facility

JOB CLASS	NEW ANALYSIS LEVEL	HOL/NHOL FTE'S
Correctional Captain	1	0/1
Correctional Lieutenant	6	5/1
Correctional Sergeant	10	9/1
Correctional Corporal	45	41/4
TOTALS	62	55/7

- * 1 Lieutenant NHOL - Administrative
- * 1 Sergeant NHOL - Intel
- * 4 Corporal NHOL -
 - 1 Clothing Issue
 - 1 DCC
 - 2 Pass Clerk

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Captain	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift Lieutenant	1	1	1	1	Per staffing model
TOTAL	1	1	1	1	

*Relief factor of 1.74

Total FTE to include relief factor: 5.22 -- 7 Day Lieutenants

Total FTE 1.0 -- 5 day Lieutenant

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Shift Sergeant*	N/A	1	1	1	Per staffing model
Unit Sergeant*	N/A	0	1	0	" "
TOTAL	N/A	2	2	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 8.70 – 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Intel Sergeant*	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

*Relief factor of 1.00

Total FTE: 1.0 – 5 Day Sergeant

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Central Control*	N/A	1	1	1	Per staffing model
Perimeter Patrol*	N/A	1	1	1	" "
Yard – Lead*	N/A	1	1	1	" "
Yard – 1*	N/A	1	1	1	" "
Restrictive Housing Unit*	N/A	1	1	1	" "
Housing Unit 1*	N/A	1	1	1	" "
Housing Unit 2*	N/A	1	1	1	" "
E Building*	N/A	1	1	0	" "
TOTAL	N/A	8	8	7	

*Relief factor of 1.74

Total FTE to include relief factor: 40.02 – 7 Day Corporal

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Pass Clerk	0	1	1	0	Per staffing model
Disciplinary	1	0	0	0	" "
Clothing Issue	1	0	0	0	" "
TOTAL	2	1	1	0	

*Relief factor of 1.25

Total FTE to include relief factor: 4 – 5 Day Corporals

Calculation of Custody Relief Requirements

Step 1 Total # of eight hour shifts each staff would be available during a consecutive 365 work year

a) Total work year days	365
b) Total number of holidays	12
c) Regular days of (two days off per seven day period)	104
d) Average days authorized leave taken/employee	33.53
e) Average days of training/employee	6

Step 2 Determine relief factors for 8 hours/5 days per week (8/5) and 8 hours/7 days per week (8/7) posts

$8/5 = 1 \text{ (post)} \times 8 \text{ hours} \times 261 \text{ days/year} = 2088 \text{ hours divided by } 1,670.4 =$	1.25
$8/7 = 1 \text{ (post)} \times 8 \text{ hours} \times 365 \text{ days/year} = 2920 \text{ hours divided by } 1,678.16 =$	1.74

Step 3 Summary of basic post requirements (rounded to the nearest tenth)

1 One (1) eight hour, five day per week post requires	8/5	1.25
2 One (1) sixteen hour, five day per week post requires	16/5	2.50
3 One (1) eight hour, seven day per week post requires	8/7	1.74
4 One (1) sixteen hour, seven day per week post requires	16/7	3.48
5 One (1) twenty-four hours, seven day per week post requires	24/7	5.22

Step 4 Total custody post requirements

8/5	One (1) 8/5 post = $1.30 + 0.1 =$	1.4	FTEs
16/5	One (1) 16/5 post = $2.48 + 0.2 =$	2.68	FTEs
8/7	One (1) 8/7 post = $1.74 + 0.1 =$	1.84	FTEs
16/7	One (1) 16/7 post = $3.48 + 0.2 =$	3.68	FTEs
24/7	One (1) 24/7 post = $5.22 + 0.3 =$	5.52	FTEs

Additional FTE Requirements

This section addresses each area identified and potential additional costs. Please note there would be cost savings if Unit Caseworker positions were replaced by Unit Officers.

Shift Sergeant – 1 FTE = 48,131.20

Intel Sergeant – 1 FTE = 48,131.20

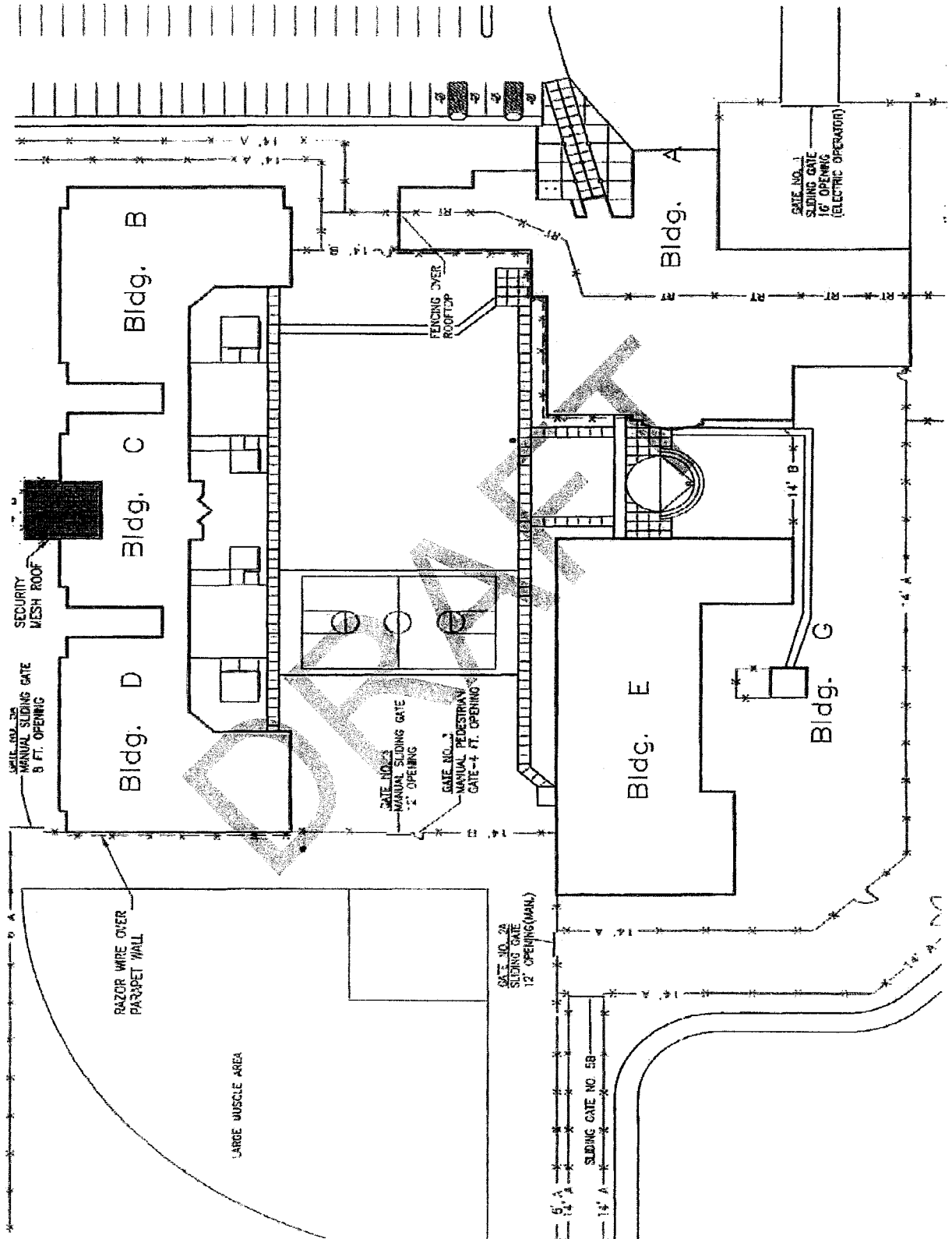
Unit Sergeant – 1 FTE = 48,131.20

Lead Yard Corporal – 3 FTE's x 43,308.20 = 129,924.60

Housing Units (1, 2, SMU) No additional Unit Caseworker FTE's. UCW's replaced with Corporals.

The above figures are salary plus benefits annually. Additional costs would also be associated with adding new staff to include uniform issue, radios and other PPE, training costs, etc.

- Uniform issue costs for custody - \$729.95
- Uniform costs for UCW - \$635.71



Custody Staffing Model - Unit Staffing				
Building Sergeant	Shift			
Custody Level	1	2	3	Day
Maximum		8/5		8/5
Medium		8/7		
Minimum A Cells		8/5		
Minimum A Bay/Dorm		8/5		
Minimum B		8/5		
Community A				
Community A				

Minimum Sgts. Will not have weekends

Prototypical Unitsize	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

Unit Officers	Shift		
Custody Level	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7 8/7	8/7 8/7	
Med. Control Center	8/7	8/7	8/7
Med. Floor	8/7 8/7	8/7 8/7	
Min A. Control Center	8/7	8/7	
Min A. Floor (Bay/Dorm)	8/7 8/7	8/7 8/7	8/7 8/7
Min. A Control Center			
Min A. Floor (Cells)	8/7 8/7	8/7 8/7	8/7
Min B. Control Center			
Min B. Floor	8/7 8/7	8/7 8/7	8/7 8/7
Com A Control Center			
Com A Floor	8/7	8/7	
Com B Control Center			
Com B Floor	8/7	8/7	

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Unit Staffing Internal Movement																	
<table border="1"> <tr> <td colspan="2">Prototypical Building size</td> </tr> <tr> <td>Maximum</td> <td>256</td> </tr> <tr> <td>Medium</td> <td>256</td> </tr> <tr> <td>Minimum A</td> <td></td> </tr> <tr> <td>Minimum B</td> <td></td> </tr> <tr> <td>Community A</td> <td></td> </tr> <tr> <td>Community B</td> <td></td> </tr> </table>				Prototypical Building size		Maximum	256	Medium	256	Minimum A		Minimum B		Community A		Community B	
Prototypical Building size																	
Maximum	256																
Medium	256																
Minimum A																	
Minimum B																	
Community A																	
Community B																	
Internal Movement Officers	Shift																
Custody Level	1	2	3														
Max.	8/7 8/7	8/7 8/7	8/7														
Med. Internal Movement	8/7	8/7	8/7														
Min A. Control Center																	
Min A. Floor																	
Min B. Control Center																	
Min B. Floor																	
Com A Control Center																	
Com A Floor																	
Com B Control Center																	
Com B Floor																	

SHIFTS	
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
Administrative	8/5	8/5		
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Entry/Exit Security				
Vehicle Gate				8/5
OFFICERS				
		Shift		
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(Off Shift Post)	8/7	8/7		
	8/7	8/7		
Education / programs	8/7	8/7		
Library	8/7	8/7		
Religious Center	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk		8/5		
Visiting *(off shift post)		8/5		
		8/5		
		8/5		
Administrative Support				
Disciplinary				8/5
				8/5
Intel				8/5
Property	8/5	8/5		
Industries (1 shop only)				8/5
Canteen				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7		
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Medium				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
Education / programs	8/7	8/7		
Library	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/7	8/7		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk		8/5		
Visiting* (off shift post)		8/5		
		8/5		
		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
				8/5
Property	8/5	8/5		
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7		
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7		
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Minimum				
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Education / programs	8/7	8/7		
Library	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk		8/5		
Visiting		8/5		
Canteen		8/5		8/5
Administrative Support				
Disciplinary				8/5
Property				8/5
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7		8/5
External Transport Staff				
Travel Order staff				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance				8/5
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen	8/7	8/7	8/7	
	8/7	8/7		
Classrooms/ Programs	8/7	8/7		
Gym	8/7	8/7		
Medical Area	8/7	8/7		
Medical Unit	8/7	8/7	8/7	
Visitation		8/5		
		8/5		
		8/5		
Pass Clerk		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
				8/5
Intel				8/5
				8/5
Property				8/5
Industries (1 shop only)				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7		
Facility Escorts	8/7	8/7		8/5
	8/7	8/7		8/5
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7	8/7	
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Medium				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS				
		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen	8/7	8/7	8/7	
Classrooms/ Programs	8/7	8/7		
Gym	8/7	8/7		
Medical Area	8/7	8/7		
Medical Unit	8/7	8/7	8/7	
Visitation		8/5		
		8/5		
		8/5		
Pass Clerk		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
				8/5
Property				8/5
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7		8/5
				8/5
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7	8/7	
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unitsize	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Minimum				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Classrooms/ Programs	8/7	8/7		
Gym	8/7	8/7		
Medical Area	8/7	8/7		
Medical Unit	8/7	8/7	8/7	
Visitation		8/5		
Pass Clerk		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
Property				8/5
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7		8/5
External Transport Staff				
Travel Order staff				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance				8/5
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Restrictive Housing Units will have one staff per gallery (1st and 2nd) and a staffed Control Center. 3rd will have one staff per two non I/M galleries and a staffed Control Center.

Model based off of TSCI SMU East.

Custody Positions	Shift		
	1	2	3
Sergeant	8/7	8/7	8/7
Control Center Officer	8/7 8/7	8/7 8/7	8/7
Floor Officer	8/7 8/7 8/7 8/7 8/7	8/7 8/7 8/7 8/7 8/7	8/7 8/7 8/7

Gates, Traci

From: Lewien, Barb
Sent: Thursday, January 21, 2016 2:56 PM
To: Frakes, Scott; Sabatka-Rine, Diane; Rothwell, Michael
Cc: Capps, Michele; Kinney, Michael; English, Tom; Peters, Chris
Subject: FW: CCC-L Staffing Analysis Draft
Attachments: CCC-L Staffing Analysis - Draft.pdf

Here is draft of CCCL report

From: Bryl, Chasidy
Sent: Thursday, January 21, 2016 2:30 PM
To: Lewien, Barb
Subject: CCC-L Staffing Analysis Draft

Chasidy Bryl

Administrative Assistant to the Warden
 Omaha Correctional Center
 2323 E. Ave J Omaha, NE 68110
 Office: (402)522-7125
 Fax: (402)595-2227
chasidy.bryl@nebraska.gov

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NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

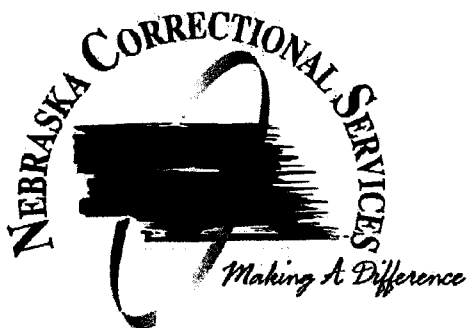
Community Corrections Center - Lincoln

Prison Staffing Analysis

January 6-8, 2016

Table of Contents

Staffing Analysis Team Information	1
Facility Design and Location	1
Institutional Profile	3
Operations	11
Programs	11
Activity Schedule	11
Activity Schedule Charts	13
Shift Relief Factors (SRF)	16
Summary of Observations	16
Summary of Post Planning Results	19
Current Minimal Post Staffing Analysis Biennium Budget	20
Proposed Minimal Post Staffing Analysis	21
Custody Post Analysis Summary	23
Calculation of Custody Relief Requirements	30
Additional FTE Requirements	31
CCC-L Caseworker Duties /Responsibilities	32
Audit Team Members' Reports	40
Attachment: Facility Map	46
Attachments: Proposed NDCS Staffing Model	47



Pete Ricketts, Governor
Scott R. Frakes, Director

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

COMMUNITY CORRECTIONS CENTER LINCOLN

Prison Staffing Analysis

January 6-8, 2016

Staffing Analysis Team (SAT)

The SAT conducted a staffing analysis audit from January 6-8, 2016 of the Community Corrections Center Lincoln. Assignments were given to ensure all custody and housing posts were analyzed on all three shifts. The observations on post took approximately 2 ½ days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. At the conclusion of the audit the SAT met and discussed all of their findings and made final recommendations. The SAT members were:

- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center
- Edward Fabian, Associate Warden – Omaha Correctional Center
- Joseph Baldassano, Assistant Warden – Community Correction Center Lincoln
- Mathew Hill, Administrative Assistant III – Diagnostic and Evaluation Center

Facility Design and Location

CCCL is a community custody facility located in Lincoln Nebraska. CCCL is located on West Van Dorn street east of the Diagnostic and Evaluation Center (DEC0 and Lincoln Correctional Center). Due to its close proximity to DEC and LCC there are many shared services including: use of DEC's Medical Clinic and LCC's restrictive housing. LCC also will assist CCCL by sharing staff when emergencies cause them to go below minimum staffing levels (ie travel order on Third Shift).

CCCL opened in July of 1993 as a 200 bed community custody facility but currently can house 400 inmates (312 male and 88 female) at any given time. CCCL has four housing units (three

male and 1 female). Due to the classification type of inmates housed at CCCL major incidents such as altercations are rare.

Prison Staffing Analysis

National Institute of Corrections

2015

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: CCCL

Date: January 7, 2016

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Agency
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	No, DEC, NSP or outside provider handle
Does the institution have or will have prison industry(s) programs	No, Work Release Center
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	No
Immediate Segregation	No
Protective segregation	No
Intensive Management	No
Disciplinary Segregation	No
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No

Prison Staffing Analysis

National Institute of Corrections

2015

Physical Design Characteristics - Facility/Configuration	
What is the facility Design Capacity	200
What is the facility Operational Capacity	300 (According to the 2014 NDCS Master Plan)
Average Daily Population for the last year	392.14
Custody Level	4A (Detail) & 4B (Community)
What are the external boundaries of the facility	Fence
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes
Turnkeys	No
Internal towers	No
Other	
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Cameras
Is the barrier sufficient to detain/delay escape	No
Are there any impairments to good sight lines e.g. terrain; fence	No
What is the frequency and severity of visibility impairment such as fog or dust storms	Rare/Fog.
Is the perimeter and yard lighting level sufficient	Yes

Prison Staffing Analysis

National Institute of Corrections

2015

What is the type and frequency of vehicular/pedestrian traffic at the facility gates	No Facility Gates
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby.
What type of perimeter vehicle is available, and is it a fixed or mobile post	No perimeter vehicle.
Communications	
Do all staff in inmate areas have radios	Yes.
Does the facility have operational intercoms/paging systems	Yes.
Are staff equipped with personal body alarms or other emergency notification equipment	No, mostly just security.
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	8 person rooms
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes, but need more cameras.
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct 0600-2200. Both 2200-0600.
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Both by staff
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	See the attached response Page 3.5
What is the frequency of inmate disciplinary misconducts & types	See the attached response Page 3.5
What is the frequency and seriousness of inmate on staff assaults	None in recent history (3 years)
What is the frequency and seriousness of inmate-on-inmate assaults	Very infrequent—not serious
Have there been any recent escapes, escape attempts or walkaways if so explain	Yes, 3 since November 2015.
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	During CY2015, there were 853 transfers at CCC-L (760 transfers of inmates into the facility, and 93 transfers of inmates out to other places. Just eyeballing these numbers, the community centers probably have the most turnover after DEC, and I'd guess that the average length of stay in the facility as right around 6 months.

Prison Staffing Analysis

National Institute of Corrections

2015

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: CCCL

Date: January 7, 2016

	Inmate Population
<p>What is the percentage of overrides from agency custody level criteria allowed</p>	<p>There isn't currently a threshold for the maximum amount of overrides we can have in our system. Given that a number of important factors are incorporated into classification as mandatory and discretionary override factors rather than as a component of someone's overall score (ex: sentence length, program completion), we have a fairly high override rate. For the department, as a whole, it's around 40%; I'm not sure what the level is for CCC-L inmates, specifically. However, even if we incorporate the overrides as scored items, we'd still have a need for overrides to account for situations we can't anticipate or adjust for at this time (ex: NDCS needs, where iHelp is offered).</p>
<p>What is the percentage of overrides from agency custody level criteria allowed</p>	<p>See Table on the following page</p>

	Class I	Class II	Class III	Total
January 2015	9	6	9	24
February 2015	3	0	1	4
March 2015	8	4	2	14
April 2015	9	3	3	15
May 2015	3	1	4	8
June 2015	3	5	2	10
July 2015	5	8	7	20
August 2015	4	2	3	9
September 2015	7	7	4	18
October 2015	4	3	3	10
November 2015	1	0	2	3
December 2015	4	2	1	7
Total:	60	41	41	142

Prison Staffing Analysis

National Institute of Corrections

2015

Is there significant gang or STG influences	Very Small Influence
Disciplinary Process	Per policy.
Operations and Activities	
Movement	
Do inmates move within the facility:	Yes
under general supervision	No
under escort (if so, what is the ratio requirement)	N/A
unrestricted, open campus style	Yes
via pass system	No
time specific lines	No
combination depending on inmate status	No
Visitation	
What is the visitation schedule	Units B & E Saturday 1300-1545 Sunday 1900-2145 Units C & D Saturday 1900-2145 Sunday 1300-1545
Are visits contact or non-contact or both	Contact only.
What is the process for visitor registration/sign-in and are security staff assigned full-time	Visitors do not sign in, CCCL staff enter visitors into NICaMS
What is the duration of visits	2 hours 45 minutes
What are the search requirements for inmates and visitors	None
Work Assignments	
Are work details supervised by security staff	All work detail inmates are supervised but some are not supervised by security or NDCS staff.
What are the essential work details inside the facility	Kitchen.

Prison Staffing Analysis

National Institute of Corrections

2015

Are there any essential work details in the community	Yes, 20 Contracts or Letters of Agreement with NDCS facilities and other state entities.
What work details are optional/can be shut down	All of the rest.
Food Service	
Is food service contracted or state run	State run.
Are any inmates fed in-cell, if so how many	No
Are inmates fed in central dining areas or in common areas in housing units	Fed in Central Dining.
How are inmates escorted/sent to dining areas	Inmates called 1 Unit at a time, females go first and eat separately from the males.
How many staff are assigned to dining areas	1
Programs	
List of Programs by:	
Number and types	See attached list
Hours of operation	Varies.
Total participants and individual class/group size	Varies.
Contracted or institutional staff supervised	Contracted
Are programs considered as a function or determining factor in inmate idleness	No
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	757 = Medical & Dental combined, and reflects transports to a neighboring facility and the community. To address the question of frequency, 757/365 = 2 per day. Duration is unknown.
Medical,	} 757 for 2015
Dental,	
Mental health,	CCCL does not transport inmates for MH appointments. We do make referrals and MH staff come to CCCL.
	N/A

Prison Staffing Analysis

National Institute of Corrections

2015

Court appearances	
At outside hospitals, is there a prison ward, or does the sending institution provide security	5 in 2015—All on Medical Furlough; no staff supervision; placed on Electronic Monitoring
Are there other routine outside transports	127 Detail & 50 Work Release
Administrative/External Factors	
Do any of the following affect staffing levels	Yes
Budget constraints	
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Lancaster County pays substantially more. Low unemployment rate.
Attendance issues (e.g., overtime, sick leave abuse)	OT is high, understaffed. Sick leave is still an issue.
Staff grievances concerning post assignments, overtime, training, and so forth.	0
Critical incidents within the past five years	Yes, numerous, primarily related to the effects of K-2
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes
ACA Accreditation Standards affecting staffing	No

Operations

CCCL operates with staff assigned to day shift business hours, First Shift (0600-1400), Second Shift 1400-2200) and Third Shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. CCCL has four housing units that require intermediate supervision. There is one Case Manager assigned to each housing unit and 2 caseworkers. There is no minimum staffing requirement for unit staff however the facility does try to plan to have a minimum of two caseworkers on duty during First and Second Shift. Day shift staff includes administrative and support staff. Due to the small size of the facility Corporals are assigned various specialty tasks. (visiting form review, ID card printing, etc...).

CCCL uses the DEC Clinic for Medical passes and also will transfer inmates from CCCL to DEC whenever a serious rule infraction has been committed. This can occur at any point in the Day

Programs

Inmates have access to various different programs at CCCL. Programs afford educational and treatment opportunities. Due to inmates at CCCL being community custody they are allowed to participate in programs in the community.

Current programs at CCCL include:

Work detail

Work release

Educational release

Furloughs

Community activity passes (recreation, shopping, religious)

ABE/GED and substance abuse programing

Other programing may be arranged through the community support programs and agencies.

Additional Available Services

CCCL has a fully functional kitchen that provides food for the inmates as well as job opportunities for inmates housed there.

CCCL also has a Medical Clinic area that allows for inmates to receive medical care on site. For serious medical issues or after hours issues inmates may be transported to DEC or a outside community medical center.

Activities Schedule

CCCL is a community custody level facility. It is important to note that housing units only require intermediate supervision. Also due to being a community custody facility CCCL will almost always have assigned inmates working in the community without staff supervision. Inmates move freely throughout the facility without the use of a pass system. There is one female housing unit in the facility that remains secured at all times. Staff must let female inmates in and out of this unit to prevent male inmates from entering the unit.

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order.

Facility Name: Community Corrections Center-Lincoln

Date Prepared: 10/13/2015

Weekday Institutional Activities Chart

ACTIVITY	TIME	FREQ.	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00
Formal Count	2 HRS	Daily																								
Medication Dist.	2-2.5 HRS	Daily																								
Supervise Dining	6 HRS	Daily																								
Perimeter Check	1.5 HRS	Daily																								
Supervise Inmate Porters	3 HRS	Daily																								
Shift Change/Roll Call	1.5 HRS	Daily																								
Mail Sorting/Dist.	3 HRS	Daily																								
Property	5 HRS	Daily																								
Transportation Waivers	1 HR.	Daily																								
Shift Lieutenant	3 HRS	Daily																								
Shift Sergeant #1	3 HRS	Daily																								
Shift Sergeant #2	3 HRS	Daily																								
Utility 304	3 HRS	Daily																								
Utility 305	3 HRS	Daily																								
Utility 306	3 HRS	Daily																								
Central Control	3 HRS	Daily																								
Central Control Relief	4 HRS	Daily																								
Daily Inmate Interviews	2 HRS	Daily																								
Chemical Distribution	3 HRS	Daily																								
Yard Checks	1.5 HRS	Daily																								

- First Shift
- Second Shift
- Third Shift

Facility Name: Community Corrections Center-Lincoln

Date Prepared: 10/13/2015

Weekday Institutional Activities Chart

ACTIVITY	TIME	FREQ.	10:00	10:30	11:00	11:30	12:00	12:30	13:00	13:30	14:00	14:30	15:00	15:30	16:00	16:30	17:00	17:30	18:00	18:30	19:00	19:30	20:00	20:30	21:00	21:30	22:00	22:30	23:00	23:30	00:00	
Van Driver 1	10 HRS	Tue-Thu																														
Van Driver 2	10 HRS	Friday																														
Van Driver 3	10 HRS	Mon-Thu																														
Van Driver 4	10 HRS	Tue-Fri																														
Medical at DEC	1 HR	Fri-Mon																														
Eye Clinic at NSP	3 HRS	Tuesday																														
		M or T																														

First Shift

Second Shift

Third Shift

Shift Relief Factor (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

Problem:

The current authorized Full Time Employees (FTE) responsible for security of CCCL is 3 Lieutenants, 4 Sergeants, 15 Corporals and 8 Caseworkers for a total of 30 FTE. Currently there are 3 Lieutenant Positions (even), 6 Sergeant positions (+2), 19 Corporals positions (+4) and 10 Caseworker positions (+2) for a total of 8 positions over the authorized FTE. Currently CCCL is using more staff than authorized to operate the facility.

Solution:

Add more FTE for proper security and inmate accountability. (Specific additions will be discussed in the audit recommendation section).

Problem:

Currently there are no post orders for CCCL. When staff were asked questions about certain job duties they were very helpful and consistent with their answers however no one could show where their job duties were documented. Staff did certain details because that was how they were trained and what they were told. It should be noted that the department does not require community centers to operate with Post Orders.

Solution:

Implement post specific Post Orders to provide direction to staff with responsibilities and schedules. CCCL is currently in the process of developing Post Orders.

Problem:

Hourly Checks are not consistently performed. At times the only Utility Officer is responsible for monitoring AA programing. For up to three hours per day a Utility Corporal has to sort mail, process money orders and other details that are normally covered by Mail Room staff (CCCL has no Mail Room staff. Utility Corporal are also responsible for processing property into the facility. Currently family members and friends can bring property (TVs, cologne, tobacco products, ect.) into the facility for inmates. This is unique to the Community level Custody. Utility Corporals must search the property, place it on the inmate's property sheet and issue it to the inmate. All of these duties prevents them from performing rounds.

Solution:

More FTE will allow for staff to be available to perform hourly properly.

Problem:

Currently the minimum staffing level for CCCL is three (3) custody staff. A Shift Supervisor, a Control Officer and a Utility. During emergencies (medical issues, fights, fire and other types) there would be one staff to respond. That one staff would have to handle the emergency, provide crowd control, communicate with the shift supervise, while still be able to provide supervision for the rest of the facility.

Solution:

With additional FTE authorized, review new minimum staffing levels to increase the number to 4 for Third Shift (2200-0600) and 6 for First Shift (0600-1400) and Second Shift (1400-2200).

Problem:

Electric Monitoring devices are not checked unless there is intelligence.

Solution:

Add two (2) FTE assigned to community supervision (job checks, pass checks, furlough checks, sponsor reviews, ect.). This position would also be responsible for random checks of the electric monitoring devices. By having two (2) FTE responsible for community supervision (much like a parole officer), there would be much more accountability for the inmates and that would increase public safety. Preferably these positions would be supervised by the Intel Coordinator for better information sharing.

Problem:

There is no mandatory minimum for unit staff. All Caseworkers and Case Managers can be approved leave for the same day. CCCL does attempt to have a minimum of two caseworkers but there is no requirement to cover the post in occurrences of unscheduled absence.

Solution:

Adding Unit Corporal Positions responsible for unit security will ensure that there is always unit supervision on shift. An added benefit would be that Caseworkers and Case Managers would have more time to focus on Case Management duties. A concern would be that Caseworkers to assist with Case Management duties and there would be the need for Case Managers with the eliminated Caseworkers.

Problem:

Currently only four (4) Case Managers are assigned to CCCL. This is a low number considering the facility frequently operates with over 350 inmates that are all community level custody (4A and 4B). This is a very high case load for these Case Managers.

Solution:

This audit was focused on security and custody primarily and it is recommended that the amount of Case Managers be reviewed by another team at a later date.

Problem:

The Security Administrator is currently the Assistant Warden who is also responsible for overall day to day operation of the facility. He also has the additional responsibilities of being the Religious Coordinator, the PREA Compliance Manager, and having the direct supervision of all Lieutenants, the Investigative Sergeant, the Program Administrator (Unit Administrator) and the Records Clerk.

Solution:

Add a FTE at the rank of Captain to be the Security Administrator. This would allow for a clear leader of the Custody positions who was solely responsible for security functions of the facility. By having an administrative level staff member in the Custody rank security would have a higher focus. Currently the Assistant Warden has many areas to oversee and still be the Security Administrator. The Captain would also be able to be the chairman for Institutional Disciplinary Committee which currently tasked to the First Shift Lieutenant, thus pulling the First Shift Lieutenant away from shift duties. The Captain would also be the head of the Intel Department (Currently the head of the Intel Department is the Second Shift Lieutenant).

Problem:

Currently there is no Intel Department and various parts of Intel are shared between the Second Shift Lieutenant and the Day Shift Sergeant. This causes a lack of intelligence gathering and lack of inmate accountability.

Solution:

The addition of Captain to oversee the Intel Department would provide a clear leader of the department. It is also recommended that another Day Shift Sergeant be added to assist with the Intel department and perform Principle Hearing Officer (PHO) duties. This would allow the

second Day Shift Sergeant to focus primarily on Armory, Keys, Tools, and Disciplinary Committee Coordinator (DCC) duties. Additionally by adding two (2) community supervision Corporal that would be supervised by the Captain, CCCL would have a fully functional Intel team consisting of: A Captain, A Sergeant and two (2) Corporals. This would provide adequate supervision and security of inmates in the facility and community.

Problem:

Key control responsibility is assigned to a maintenance staff member. This is not in line with other facility where a Custody staff member is responsible for Key Control. Due to high security of Key Control it is recommended that the duties be transferred to a Sergeant.

Solution:

Assign Key Control duties to the Armory Sergeant.

Problem:

Central Control staff experience periods of extremely heavy work loads (phone calls, passes, inmate movement through the secure front door, medication distribution, distribution of keys and other security equipment, and other duties). This may lead to an inmate being released without proper approval or other count errors.

Solution:

By adding additional FTE for Utility duties, Utility staff can step into Central Control and assist during busy periods.

Audit recommendations

All recommendations are based off of current staffed posts, not authorized FTE.

Add one (1) FTE at the rank of Captain to act as Security Administrator, head of Intel and IDC chairman. (Relief factor 1.00)

Add one (1) additional day shift Sergeant. The job duties would be split up accordingly:

Day Shift Sergeant #1 – PHO and Intel (Relief Factor 1.25)

Day Shift Sergeant #2 – Armory, Keys, Tools, DCC (Relief Factor 1.00)

Add two (2) Housing Unit Corporals on First and two (2) on Second Shift to provide Unit supervision. (Relief factor 1.74)

Add two (2) Community Supervision Corporals to community supervision (job checks, pass checks, furlough checks, sponsor reviews, ect.). This position would also be responsible for random checks of the electric monitoring devices. Preferably one (1) on First Shift and one (1) on Second Shift. (Relief Factor 1.00)

At one (1) property/mail Corporal to perform the majority of inmate property duties as well as perform mail duties. (Relief Factor 1.25).

With the proposed additions The Total FTE for Captain, Lieutenant, Sergeant and Corporal (including Caseworkers) would change from 30 to 43 FTE. There would likely be needed additions for Case Managers as well but that will be determined at a later date.

Summary of Post Planing Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Current Post Plan)
 - ✓ Custody
 - ✓ Unit Management
 - ✓ Food Service
- Proposed Minimum Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
- Calculation of Custody Relief Requirements.

**Minimal Staffing Summary Form
Biennium Budget FY 2015 - FY 2017**

Institution:

Date:

SUMMARY BY JOB POSITION TITLE

Summarize the Subtotal lines for each Position from the Minimal Post Staffing Analysis

Post Position Title	Type		Relief Factor?	# of Posts by Shift				Total FTE Req.	FTE Avail'd 1-Jul-13	Variance
	5 day	7 day		Day	1st	2nd	3rd			
Lieutenant		X	1.90		1	1	0.00		0.00	
Sergeants		X	1.90		1	1	5.70	3.00	(2.70)	
Sergeants	X		1.30	1			5.70	3.00	(2.70)	
Corporals		X	1.90		1	1	1.30	1.00	(0.30)	
Corporals		X	1.90		3	4	19.00	8.00	(11.00)	
Corporals		X	1.90		2	2	9.50	3.00	(6.50)	
Corporals	X		1.00	1			1.00	1.00	0.00	
Unit Manager	X		1.00	1			1.00	1.00	0.00	
Case Manager	X		1.30	4			5.20	4.00	(1.20)	
Case Worker		X	1.90		4	4	15.20	8.00	(7.20)	
							0.00		0.00	
							0.00		0.00	
Food Service Director	X		1.00	1			1.00	1.00	0.00	
Food Service Specialist	X		1.90	2	2		7.60	4.00	(3.60)	
				8	14	8	77.90	40.00	(37.90)	

*** Dog handler position has been reassigned to ICC.**

if the number of posts that need staffing is greater than your staff complement, please list below those posts that can be eliminated, starting with the posts that have the least impact on facility operations.

Provide a description of the suggested change, and the impact on other posts or staffing.

Post #	Existing Post Location	Post Position Title	Duties & Responsibilities	Type		Relief Factor?	# of Posts by Shift			Total FTE Req.	FTE Avail'd 1-Jul-13	Variance
				5 day	7 day		Day	1st	2nd			
										0.00		0.00
										0.00		0.00
												(37.90)

DESCRIPTION:

**Minimal Post Staffing Analysis
Biennium Budget FY 2015 - FY 2017**

Institution: Community Corrections Center Lincoln

Date: 1/8/2016

Proposed Post Plan

Custody

Post #	Post Location	Post Position Title	Duties & Responsibilities	Type		Relief Factor?	Day	# of Posts by Shift			Total FTE Req.	FTE Auth'd 1-Jul-15	Recommended
				5 day	7 day			1st	2nd	3rd			
	Captain's Office	Captain	Security, Admin/Intel	x		1.00	1	0	0	0	1.00	0.00	1.00
	SUBTOTAL	Administrative											
	Shift Supervisor	Lieutenant	Shift Supervisor		x	1.74		1	1	1	5.22		
	SUBTOTAL	Lieutenants					0	1	1	1	5.22	3.00	3.00
	Shift	Sergeant	Supervise staff and inst.		x	1.74		1	1	1	5.22		
	Admin	Sergeant	PHO/Intel	x		1.25	1				1.25		
	Armory	Sergeant	Armory Key Top/DCC	x		1.00	1				1.00		
	SUBTOTAL	Sergeants					2	1	1	1	7.47	4.00	7.00
	Control Center	Corporal	Control Facility Moves		x	1.74		1	1	1	5.22		
	Utility	Corporal	Supervise internal moves	x		1.74		2	2	2	10.44		
	Drivers	Corporal	Drive inmates to work, ect.		x	1.74		2	1	1	5.22		
	Housing Units	Corporal	Supervise living units:	x		1.74		2	2	2	6.96		
	Com. Supervision	Corporal	Monitor inmates in the public	x		1.00		1	1	1	2.00		
	Mail/Property	Corporal	Handle mail/inmate property	x		1.25	1				1.25		
	SUBTOTAL	Corporals					1	8	7	3	31.09	23.00	31.00
	TOTALS						4	10	9	5	44.78	29.00	42.00

* use the appropriate relief factor for each post. If it is a 5 day/post with a relief factor, use 1.25. If it is a 7 day post with a relief factor, use 1.74. If no relief is needed, use 1.0

Note: All Caseworker, Corporal and Officer positions have been combined to Corporal

DAYS OFF		STAFF MEMBER		STATE SENIORITY DATE	EMPLOYEE AB & AGENCY POSTION
Sgt. F/S	M or F	Cynthia Wokoma	04/04/1987	AB 113554	#04609352
Sgt. W/T	M or F	Jose Terrazas	02/16/2010	AB 5719659	#04609354
S/S	M or F	Candace Hanes	04/19/1999	AB 115093	#04609358
M/T	M	Tanner Bice	12/08/2014	AB 80010453	#04609332
W/T	M	Steven Casarez	12/08/2014	AB 1963035	#04609342
T/F	F	Alicia Draeger	07/26/2007	AB 4383754	#04609710
T/W	F	Alyssa Quezada	05/12/2014	AB 80008119	#04609333
F/S/S	M or F	Dayl Pinz (0715 hours - 1515 hours)	03/02/2004	AB 1883877	#60005121
S/S/M	M or F	Ron Walker (0715 hours - 1715 hours)	04/06/1992	AB 111301	#60005120
T/W/Th	M or F	Michael Smith (0715 hours - 1715 hours)	12/08/2014	AB 80010500	#60003306
2 nd Shift					
Sgt. S/M	M or F	Eric Shepard	09/28/2009	AB 5424109	#04609655
Sgt. T/W	M or F	Anthony Slupe	10/27/2005	AB 3587436	#60008282
M/T	M	Joseph Rockwell	09/24/2012	AB 80002223	#04609338
S/S	M or F	Jeffery Walraven	01/22/2007	AB 4307650	#04609336
T/F	F	Patricia Pearson	06/24/2008	AB 4276445	#04609337
T/W	F	Korrie Miller	07/27/2015	AB 80013148	#04609360
W/T	M	Brian Curin	10/28/2013	AB 80006292	#60005119
S/S/M	M or F	Adam Aldera (1500 hours - 2100 hours)	08/05/2013	AB 80005355	#04609709
3 rd Shift					
Sgt. S/M	M or F		07/01/2013	AB 80005060	#60008281
M/T	M	Wessley Grassi	09/22/2014	AB 80009824	#04609359
T/F	F	Danley Walkington	08/05/2013	AB 80005358	#04609356
W/T	M	Cole Giesman	08/05/2013	AB 80005389	#04609713
T/W	F	Gloria Cerna	02/17/2015	AB 80011086	#04609339

EFFECTIVE DATE - November 16, 2015

Custody Post Analysis Summary

Facility: Community Corrections Center Lincoln

JOB CLASS	NEW ANALYSIS LEVEL	HOL/NHOL FTE'S
Correctional Major	0	0/0
Emergency Preparedness Specialist	0	0/0
Correctional Captain	1	0/1
Correctional Lieutenant	3	3/0
Correctional Sergeant	7	5/2 *
Correctional Corporal/Officer	31	28/3 **
TOTAL FTE'S	42	

*2 Sergeants NHOL - PHO/Intel
Armory, Key, Tool/DCC

**3 Corporal/Officer NHOL - 2 Community supervision Corporals
1 Property/Mail

Custody Post Analysis Summary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	Day	<u>Shift</u>			Comments:
		1st	2nd	3rd	
Captain	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

*Relief factor of 1.00

TOTAL FTE to include relief factor: 1 - 5 Day Captain

Custody Post Analysis Summary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Shift Lieutenant*	N/A	1	1	1	Due to community custody and low number of staff to supervise only three recommended.
TOTAL	N/A	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 Day Lieutenants

Custody Post Analysis Summary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	Day	<u>Shift</u>			Comments:
		<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift Sergeant*	N/A	1	1	1	Per staffing model
TOTAL	N/A	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 Day Sergeants

Custody Post Analysis Summary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
PHO/ Intel*	1	0	0	0	Per staffing model
Armory, Keys, Tools/ DCC#	1	0	0	0	" "
TOTAL	2	0	0	0	

*Relief factor of 1.25

#Relief factor 1.00

TOTAL FTE to include relief factor: 2.25 - 5 Day Sergeants

Custody Post Analysis Summary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Corporal/Officer
 POST TYPE: 7 Day

Post Title	Day	<u>Shift</u>			Comments:
		1st	2nd	3rd	
Control Center*	N/A	1	1	1	Per staffing model
Utility*	N/A	2	2	2	" "
Housing Unit*	N/A	2	2	0	" "
Drivers*	N/A	2	1	0	" "
TOTAL	N/A	7	6	3	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 20.88 – 7 Day Corporals/Officers

Custody Post Analysis Summary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Corporal/Officer
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Property/Mail*	1	0	0	0	Per staffing model
Community supervision#	0	1	1	0	" "
TOTAL	1	1	1	0	

*Relief factor of 1.25

#Relief factor 1.00

TOTAL FTE to include relief factor: 3.25 – 5 Day Corporals/Officers

Calculation of Custody Relief Requirements

Step 1 Total # of eight hour shifts each staff would be available during a consecutive 365 work year

a)	Total work year days	365
b)	Total number of holidays	12
c)	Regular days of (two days off per seven day period)	104
d)	Average days authorized leave taken/employee	33.53
e)	Average days of training/employee	6

Step 2 Determine relief factors for 8 hours/5 days per week (8/5) and 8 hours/7 days per week (8/7) posts

8/5 = 1 (post) X 8 hours X 261 days/year = 2088 hours divided by 1,670.4 =	1.25
8/7 = 1 (post) X 8 hours X 365 days/year = 2920 hours divided by 1,678.16 =	1.74

Step 3 Summary of basic post requirements (rounded to the nearest tenth)

1 One (1) eight hour, five day per week post requires	8/5	1.25
2 One (1) sixteen hour, five day per week post requires	16/5	2.50
3 One (1) eight hour, seven day per week post requires	8/7	1.74
4 One (1) sixteen hour, seven day per week post requires	16/7	3.48
5 One (1) twenty-four hours, seven day per week post requires	24/7	5.22

Step 4 Total custody post requirements

8/5	One (1) 8/5 post = 1.25 + 0.1 =	1.35	FTEs
16/5	One (1) 16/5 post = 2.50 + 0.2 =	2.7	FTEs
8/7	One (1) 8/7 post = 1.74 + 0.1 =	1.84	FTEs
16/7	One (1) 16/7 post = 3.48 + 0.2 =	3.68	FTEs
24/7	One (1) 24/7 post = 5.22 + 0.3 =	5.52	FTEs

Additional FTE Requirements

This section addressed each area identified and potential additional cost. Please note there would be cost savings if UCW positions were replaced by Unit Corporals and Unit Manager positions were replaced by Sergeants.

Captain – 1 FTE = \$64,671.51/yr.

Armory, Keys, Tools/ DCC Sergeant – 1 FTE = \$48,131.20/yr.

Housing Unit Corporals – cost unknown based upon decision of actual title of staff placed in unit. Current Cpl. Salary plus benefits – \$43,308.20/yr.; Current UCW Salary plus benefits = \$45,367/yr.

Community Supervision Corporal – 2 FTE x \$43,308.20 = \$86, 616.40/yr.

Mail/Property Corporal – 1.25 FTE x \$43,308.20 = \$54135:25/yr.

CCCL CASEWORKER'S DUTIES/RESPONSIBILITIES:

INDIVIDUAL PASSES

Ensure that all passes are filled out fully and correctly, etc. including names, number, addresses, times in/out for personal/family passes and most of all make sure they list Lincoln, Nebraska for pass location. All passes must be logged on the P-drive under Housing Staff (Activity Pass Log). They have from Friday after 4:00 pm until the following Tuesday by 8:00 am to turn in passes for the upcoming week. The pass week runs from Monday through Sunday. Personal needs passes and group functions will take place on the corresponding gender days notated on a posted calendar. Case Managers or above must approve job seeking, apartment seeking and all personal needs passes.

INMATE INTERVIEW REQUEST FORMS

They will consist of everything from phone calls (which can be made from your office if Control is too busy and you have time), clothing request (make sure they have sizes and why they need an exchange), request for work release, etc. There will always be some that you are not sure of, so you may pass them to your Case Manager. There are some that should be answered by the Case Manager.

FILING

If the file comes green, we do not replace with a manila file.

There is a certain order that things go in the inmate treatment file and on a certain side of the file. We follow the A.R.

LEFT SIDE

Classification Forms
Class Study
FBI report if available
Blue Divider
Work Reports

RIGHT SIDE

File Audit Sheet
Inmate Flow Chart
Inmate Contact Notes
Personalized Plans
Unit Classification Notes
Notification of Dispositions/Parole Paperwork
Blue Divider
Miscellaneous

AUDIT OF FILES

Every month each file needs to be audited on the Audit File Sheet in front of file. It is to ensure everything is present and gets checked off when added. Extra sheets are in the file cabinet.

NEW ARRIVALS

When new inmates arrive, we conduct orientation if the assigned Caseworkers are not here, issue keys. Give them a tour of the building and the unit explaining dayroom, mailboxes, etc. Also, we put a new file together including flow chart, add to Activity Pass Log on the computer, debit card receipt and personalized plan. The Case Manager does the personalized plan but we may be called upon to read them to the inmate.

INMATE PAYROLL CHECKS

We receive checks and make a copy of the stub to put in the work release book. All checks, etc. are entered onto the Payroll Accountability Sheet. You need to keep track of the checks to ensure that they are turning them in on time. The checks may be mailed in or brought in by the inmate. Make sure when looking at the stub that they are not having anything taken out of their checks that the unit does not know about. Also, some inmates have direct deposit. We need a copy of their pay stub to fax over to Inmate Accounting. If we do not send their pay stubs over, their monies will not be transferred to their account from the states' account. Some of the direct deposits go directly to Inmate Accounting, and the unit will receive their stub through email. We will copy those through the email and give the inmate a copy and keep a copy for the book.

BED CHANGES

We only let inmates change once within the room. They cannot switch rooms for any reason. There are Housing Unit Change Sheets for bed moves. One needs to be filled whenever a move takes place. Give the sheet to Control when the move is complete so a new count sheet can be made.

MISCONDUCT REPORTS

You will need to assist with the unit disciplinary. It all takes place on the computer and very rarely do we have any IDC cases. We make a copy for C.I.P. purposes.

C.I.P. (COMMUNITY INCENTIVE PROGRAM)

You may be asked to assist with C.I.P. Usually, the Case Manager totals them but you may be asked to read them to the inmates and have them signed. C.I.P. is how the inmates gain points for longer furloughs and more passes. You may be asked to help with the programming totals etc. also.

VISITING FORMS

You may be asked to approve/disapprove visiting forms. You need to look at their N.C.I.C. checks and ensure the form is filled out completely. They can be on as many family members as they have locked up but only one friend. The forms go from us to Program Administrator for approval. If you are unsure, give to Case Manager for review.

INMATE ORIENTATION

We are responsible for inmate orientation. There is a list on all the units for inmate orientation. Program Administrator, Case Managers in his absence, will assign the units and rooms. All of the orientation paperwork is located in the C-Unit Caseworker's office. There is a notebook with directions on where and to whom the paperwork goes. Caseworkers may assign the rooms with approval of Case Manager. There is a list of what day each Caseworker is responsible for orientation in absence of the assigned Caseworker assigned orientation.

SPONSOR PACKETS

There are no longer sponsor classes held at CCCL. It is all done through packets of paperwork. They need to submit a check to CCCL for 50 cents a piece. The packets may be located on your unit or up front in the administration area. They are responsible or

either releasing them or mailing them out. They can get the envelopes and stamps at the canteen. They can also release them.

PAROLE BOARD

First shift caseworkers are the back up for the day shift caseworkers for sitting Parole Board Hearings/Reviews each month with Second shift relieving as necessary. It goes on a rotating basis. There is a list on each unit of the rotation. Parole Board Reviews are always held the first Wednesday of each month. Parole Board Hearings are always held the last Wednesday of each month. If parole hearings run past 1400 hours, second shift Caseworkers may be asked to relieve.

WORK RELEASE ORIENTATION

You will need to help with work release orientation if the day shift caseworker responsible is gone. The orientation is on the P-Drive under Housing Unit Staff>CCCL Orientation>Work Release Powerpoint. There is a packet of paperwork to have them sign. Also, if the inmate needs their license, social security card, etc. that is located in Records, unit staff will retrieve. The inmate needs to fill out an interview request to receive it. That way unit staff will have documentation of who has these items. They need to be returned to Records as soon as they receive a job unless they are approved to drive.

WORK RELEASE SCHEDULES

We have to ensure that all of our unit inmates have current and up-to-date schedules in the box in Central Control and the unit. If inmates have weekly schedules, they need to be responsible to hand them so we do not have to remind them. If their hours stay the same, we have them give us schedules for the month. We are required to adjust the time they are allowed to leave and check back in. We are also required to enter them on the Check In/Out screen.

VOLUNTEER HOURS

Our inmates perform community service and it is our responsibility to help keep track of these hours. Make sure to keep copies of the volunteer passes and place them on the clip board in the Case Manager's office. These are totaled up at the end of each month and given to the Case Manager to forward to the Administrative Assistant for ACA purposes.

A.C.A.

You may have some standards assigned to you. You may also assist someone else with theirs.

ROOM KEYS

Each room should have a total of 10 to 12 keys in the key box. A monthly key report is filed each month. If a key is missing at that time, notate it on form and pass to Facility Maintenance Leader. If an inmate loses a key, they must write a check to CCCL for \$5.00.

KEY INVENTORY REPORTS

Fill out a key inventory report each month and give to the Facility Maintenance Leader. They should be located in your key book in the caseworker's office. If you are missing keys, forward the form to Facility Maintenance Leader.

PERSONALIZED PLANS

You may be asked to read a personalized plan to an inmate once the Case Manager completes. If he happens to be gone on an extended leave, you may have to do them yourself. The other Case Managers can be of assistance.

GROUP PASSES

You need to type up group passes for church, sweatlodge, volunteer work, programming for your unit. These passes are put out and picked up the same as individual passes. Group passes are for three or more inmates to sign up on.

INMATE JOB PERFORMANCE SCORES (FOR CIP POINTS)

Each unit is responsible for different areas. Each unit has a list of which areas they are responsible for. They need to be sent out by the 10th of each month. When you receive it back from your area, you need to make copies for the other units. There is a list that is sent out to each unit with your areas of responsibility.

GRIEVANCES

We as Caseworkers are only allowed to hand out the white informal grievances. They need to get the blue and pink from the Case Managers. If the Case Manager is going to be gone, we are allowed to give the blue and pink to the inmate. Put the date, inmate's name and your initials in the top left corner of the grievance. When complete, forward to Case Manager.

BULLETIN BOARDS

Help to make sure the bulletin boards are up-to-date. This will include new menus, canteen schedules, van schedules, current AA/NA meetings, J-8's for medical, dental, etc. Inmates are responsible to read everything posted whether it is on the wall, door, bulletin boards, etc.

CLEANLINESS

Every unit staff member needs to help ensure the unit and the rooms are clean. Beds need to be made correctly, no boxes or papers under beds, no clothing hanging out, no items on back desks or window sills, only authorized items on shelves, towels/washcloths hanging on end of bunks, vacuumed, windows clean, only shoes and laundry bags under beds, etc. We need to ensure the porters have the proper cleaning supplies. Third shift fills chemicals and paper products are kept outside of the west sallyport. There is picture on the bulletin board of how their areas are supposed to look like.

FILLING OF MEDS

If the unit is out of the Tylenol, anti-acids, etc. There is a form that needs to be filled out and forwarded to the Pharmacy through the med box in Control. They will come back

from the Pharmacy and Control will forward to the units. The completed med sheets that the inmate fill out for over-the-counter meds go to the nurse once per month.

SHAKEDOWNS

We are responsible for six shakedowns per week. Make sure you mark them off the clip board in Control or you will not get credit. You need to do at least 24 per month.

FILES TO RECORDS

It is our responsibility to return all treatment files with all paperwork included to Records as soon as the inmate is returned to DEC, paroles or discharges. The paperwork we need to include is the furlough book, personalized plan, work release paperwork, CIP, clothing forms and key sheets. When discharging, a Discharge Sheet needs to be completed upon returning file to Records.

TYPING

There is much to be typed on the unit. There are several forms that we have to type on like the Work Release Honor Pledge, work release cards, group passes. There is a repeat on all of the typewriters.

CHECKS

Each inmate is given a debit card upon arrival at CCCL. Each week they are allowed to submit up to \$100.00 on a debit card check. All checks are due Sunday by noon. The checks can be for any amount up to the \$100.00 but no change. We keep track of the debit each week on a current count sheet. If the inmate wants monies for shopping or personal needs, they need to put that on the same check with their spending cash. If their checks are over the \$100.00 limit, they need to submit an interview request form explaining what they are using the extra money for. Caseworkers can approve up to \$250.00 and anything over that amount needs to be approved by the Case Manager. Inmates need to have the checks for over \$250.00 to the Case Managers before they leave on Fridays. If they want their accounts checked, they need to submit an interview request form. Upon receiving all checks and listing them on the count sheet, ensure that all checks are signed on the "APPROVED" legibly, once on the main part of check with your first and last name and once on the stub with your first initial and last name. Ensure that the check is filled out completely and correctly. On the bottom of each check, we will list the inmate's account balance as of Sunday at noon. The checks are then bundled in alphabetical order and put in a manila envelope and placed in the Business Manager's box. They will have access to their funds each Thursday. If they need to send home support, they need to ensure their rent is paid. The check needs to have a stamped addressed envelope attached. We need to check to make sure their rent is paid and they physically have the money on their account before submitting. They cannot send in any check in anticipation of the money being on their accounts. The last two weeks of the month inmates are not allowed to draw any extra cash. Inmate Accounting wants them to have a month's rent and \$150.00. CASE MANAGER'S HAVE ACCESS TO LOOK AT ALL THEIR DEBIT CARD TRANSACTIONS.

FURLOUGHS

All furloughs need to be turned in at least two weeks or 14 days in advance of when they want to go. They may not put in for a furlough if they do not have the correct amount of points. They cannot put in early or before they receive their points. First time furloughs are sent by the Secretary. The others all stay here in the building and are to be given to your Case Manager first. Inmates must fill out a Furlough Justification form that will be good for 90 days. You must initial off on the items that are assigned to the Caseworkers on the Furlough Request form. If they are going to a movie, restaurant, etc., they must list date, times, address, phone and return with a receipt. It must be typed on the furlough that the inmate needs to return with receipt and call if not going on activity. If they are furloughing to a motel, it must be typed on the furlough that they must call immediately upon arrival with their room number. When typing the itinerary, make sure they list names, times, dates, complete addresses with city and phone number. All furlough addresses need a zip code along with the address and phone number. All outside activities need to take place in the same county as the furlough. All furloughs need to be logged in the Activity Pass Log. They also cannot put in a furlough with a sponsor that has not yet been approved. They may only furlough with immediate family members. All furloughs are typed on the computer. All furloughs must have a return time of 9:00pm or earlier. All times listed on furlough include travel time to and from destination. They must attach a Furlough Property Form listing what they will be taking out/bringing back from their furlough. The clothing they are wearing counts towards their amounts. **THEY MUST HAVE A LANDLINE FOR FURLOUGH AND/OR ACTIVITY ON FURLOUGH.**

VICTIM/WITNESS NOTIFICATIONS

If an inmate has a victim/witness notification, they are located on top of the Audit File Sheet in the treatment file. It also needs to be notated on the Activity Pass Log. These need to be sent when they go on furloughs that are 24 hours or longer, change custody status, death, hospital, etc. These forms are located on the P-drive under Victim/Witness Notifications.

DEBIT CARDS

When notified by the Business Manager, we pick up the debit cards from her office. We sign and date for them. We then call the inmates into the office or allow them to use the phone on the wall to activate their cards. Remind them to keep their paperwork as it has the address they need to give the bank if they lose their card, forget their pin number, etc. Send the original Debit Card Agreement to Records and keep one for the unit.

BUS PASSES

When an inmate is placed on work release, they are allowed to receive two bus passes through CCCL. The inmate needs to write a check for \$17.00. We then put the check in the safe or take them to the Business Manager's office to retrieve the bus pass. Before the inmate is allowed the bus pass, they are required to sign the Bus Pass Log that is located in the unit. They are good for 31 days from the first time they are swiped. They are not allowed to give or receive a bus pass from another inmate. They are also not allowed a low income bus pass unless it comes from Vocational Rehabilitation. When

they need additional bus passes, they will be required to get them on their own. They should ask permission from unit staff.

RULES FOR PASSES

- When going to the parks, they need to follow curfew set by CCCL. The pass cannot be past the park curfew even they say they are going to the park first.
- They need to list times in the in/out columns for the times for each place on personal needs passes.
- They are not allowed to purchase items in the community that are sold at the CCCL Canteen.
- Make sure they have the proper number points to go on the pass.
- Make sure they have the certain programming (AA, NA, mental health, etc.) listed on their personalized plans.
- They are only allowed two outside AA/NA passes per week unless otherwise approved by Case Manager or NRTS. Talking Circle, RIP and Celebrate Recovery count as AA/NA passes.
- For sponsor at large, they only need to list their names and phone numbers. For a personal sponsor, they need to list full address, city, state and phone number.
- If going to programming, they need to list what time the meeting starts and ends or what time their appointment is on pass.
- If taking a state van, make sure that the starting time on pass matches up with the van schedule.
- They can only turn passes in one week in advance.
- They need to ensure on programming passes that the Activity Attendance has been signed off.
- All family/personal needs passes have to be back by 9:30 pm. Programming passes may be back by 9:30 pm.
- AA/NA passes are allotted 2 ½ hours each unless Celebrate Recovery, RIP, and Talking Circle.
- They are not allowed to participate in volunteer work unless they have CIP points.
- Men and women go on AA/NA and personal needs passes on opposite days. Refer to the calendar that is sent out.
- Medical passes are allowed if approved from CCCL Medical.
- The times listed on passes include their travel time to and from destination. They get no extra time for travel.

CORRESPONDANCE, KITES, PASSES, ETC.

- All clothing issues interview request forms go to the Business Manager, Sharon Baker
- Sponsor paperwork and questions go to UCW Hinzman
- All checks go to the Business Manager, Sharon Baker
- All records questions go to Mary Wellman
- Telephone interview request forms and questions go to Cpl. Draeger
- Law library interview request forms go to Cpl. Walraven

- Medical, dental, mental health, eye clinic interview request forms go to the nurse, Ina Thiel and placed in the medical mailbox
- Drug Education, Continuing Care, etc. go to NRTS, Pam Florang
- Kitchen interview request forms and surveys go to Belinda England
- Maintenance work orders and kites for repairs go to Jerry Rotschafer
- Visiting interview request forms and visiting forms go to Cpl. Geismann
- Telephone interview request forms go on the clip board in Control
- Property Approval forms go in the book outside of Control
- Job Placement Forms – keep one copy for the unit and one copy goes to Records
- Individual Passes – White copy if programming to Records if anything else, throw away, Yellow copy goes to the unit to filed in inmate's file, Pink goes to the inmate
- Group Passes – Make a copy for each inmate's file that attended. Make sure to cross off those that did not go.
- Interview Request Forms – Keep and file all white copies except account balances. Yellow go to inmate
- Activities not allowed are listed in the Inmate Rule Book.
- They can only go immediate family member' homes on passes and furloughs with a landline telephone.
- Family/personal needs passes back by 9:30pm/Furloughs need to be back by 9:00pm
- Sex offenders are not allowed at parks or Champion Fun Center.
- Notaries in building include: Lorna Ellinger
- Canteen requests go to Denise Korinek

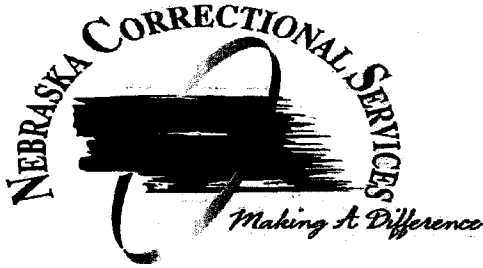
ASSISTING CUSTODY STAFF

- When Custody Staff only has three people, we are required to do their outside tasks and details.

INMATE FORMS

- Ensure your unit dayroom has a supply of kites, passes, property forms, checks, etc.

LORNA ELLINGER
DECEMBER 29, 2015



PETE RICKETTS – GOVERNOR
SCOTT R. FRAKES – DIRECTOR

Date: January 13, 2016
To: Michael Kinney, Lieutenant, DEC
From: Edward Fabian, Associate Warden, OCC
Subject: STAFFING ANALYSIS – CCC-L

From January 6th through January 8th, 2016 I participated in the staff analysis of the Community Corrections Center – Lincoln (CCC-L). The analysis was based on observations, interviews with staff and review of the facility' procedures.

Inmate Living Area

During the first day of our visit to the facility and after a tour of the facility this analyst spent time on a wing of the facility where inmates are housed. The facility has four wings. Each wing is staffed by a unit case manager and two unit case workers (one assigned to first shift and the other assigned to second shift). The wing is not considered a post. The Department does not require community custody facilities to have post orders so there were no post orders to review or evaluate. This analyst was provided with a list of caseworker job duties that had been compiled by a long term employee to help new caseworkers learn their jobs. The duty list was extensive, but only included three security functions. Those were maintaining a key inventory to the inmate rooms for issue to inmates, supervising inmate porters on the wing, and conducting searches of inmate living areas. The remainder of the list concentrated on unit case management tasks. At times there are no case managers or caseworkers on the unit. During those time inmate activity is periodically monitored by security staff. Inmate porters that work during periods when staff are not present work on an honor system. Hourly checks of the living areas are made by security staff members who pass through the wings. Through observation and a review of a log place in a lock box at the end of each wing these checks are sporadic at best.

Security Staff

On January 7, 2016 this analyst spent time with custody staff on second shift. Again there were no post orders to review. CCC-L minimal staffing is three and does not include unit management staff. Other than the control room, CCC-L assigns duties to be completed during the shift rather than assigning staff by post as do most facilities. Such duties include monitoring the dining room, conducting a perimeter inspection, completing checks, distributing medication, relieving the control room corporal and attending to

diabetic inmates. There are numerous duties completed during a shift but are not specifically assigned. Although there are no post orders staff know what their roles and duties were and with great consistency are able to explain what other staff members roles are as well. Regardless of what tasks or areas a sergeant or corporal are assigned they all are responsible for completing 24 living area searches during the month. On the evening of the visit there was one case worker on shift. A sergeant floated between the other wings getting inmates items they needed and addressing issues. Staff members were not able to address with confidence was how the facility would respond to an emergency utilizing the Department's tactical plan with only three staff on duty. Other issues identified are custody staff are pulled from security functions to complete other tasks such as distributing medication, sorting mail, and making van runs. The facility also utilizes electronic monitoring (EM) to track inmates in the community. The process of applying and removing the electronic devices is time consuming and also pulls staff away from their other duties. Staff readily acknowledged that they spend little time monitoring inmates on EM and that the system is used more to verify where an inmate has been after information has been received that the inmate to a location without authorization. The facility does not staff to cover all of its van runs and when EM was introduced no additional staff were assigned to maintain surveillance of those inmates in the community.

Areas of Concern

- The minimal staffing at the facility is three staff members. This raises concern about the facility's ability to respond to an emergency and provide the daily supervision of inmates.
- The lack of post orders. Post orders would provide a list of responsibilities and tasks to be performed by each shift.
- The lack of monitoring inmate activities in the community.



Pete Ricketts—Governor
Scott R. Frakes—Director

CCCL Staffing Analysis Audit
January 6-8, 2016

Page 1 of 2

On January 6th 7th and 8th, 2016, I Assistant Warden Joe Baldassano, was a member of the Staffing Analysis Audit Team for the Community Corrections Center in Lincoln. The following information is my observations of the activities which occurred at the Central Control post during the times indicated.

First Shift

- ❖ Corporal Alicia Draeger
 - ❖ 1139 to 1200 hours (21 minutes)
 - ❖ 1253 to 1352 hours (59 minutes)
- } 1 hour 20 mins

- ✓ Check in two inmate workers for the canteen
- ✓ 16 Telephone calls
- ✓ 10 Radio calls
- ✓ 24 Control Center Panel Actions (opening doors/silencing alarms etc.)
- ✓ 17 Inmates were checked in or out (secure side window)
- ✓ 10 Activities involving staff and/or members of the public were handled on the free side window (key/radio exchanges—passes etc.)
- ✓ 06 Paperwork activities (completing logs)
- ✓ 15 Staff members entered and exited the Control Center
- ✓ 10 Key exchange activities

Second Shift

- ❖ Corporal Jeffrey Walraven
 - ❖ 1352 to 1500 hours (1 hour 8 minutes)
 - ❖ 1605 to 1700 hours (55 minutes)
- } 2 hours 3 mins

- ✓ 07 Telephone calls
- ✓ 04 Radio calls
- ✓ 05 Control Center Panel Actions (opening doors/silencing alarms etc.)
- ✓ 02 Inmate activities (secure window side—non check in & out)
- ✓ 47 Inmates check in & out (secure window side)

COMMUNITY CORRECTIONS CENTER – LINCOLN

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CCCL Staffing Analysis Audit
January 6-8, 2016

Second Shift (continued)

- ✓ 13 Activities involving staff and/or members of the public were handled on the free side window (key/radio exchanges—passes etc.)
- ✓ 05 Control Center Panel Actions (opening doors/silencing alarms etc.)
- ✓ 07 Paperwork activities (completing logs)
- ✓ 17 Staff members entered and exited the Control Center
- ✓ 08 Key exchange activities
- ✓ 02 Activities related to medication

During the 1600 hour count (1600 to 1700)

- ✓ 05 Activities involving staff and/or members of the public were handled on the free side window (key/radio exchanges—passes etc)
- ✓ 11 Telephone calls
- ✓ "B" Unit had counting issues (recount 5 times—at minimum staffing 3)
- ✓ 56 Inmates came in during the count and sat in the visiting area. They are considered an out count.

Combined Totals

Over 3 hours and 23 minutes, on first and second shift, the following occurred in the Control Center.

- 34 Telephone calls
- 14 Radio calls
- 29 Control Center Panel Actions (opening doors/silencing alarms etc.)
- 64 Inmates were checked in or out (secure side window)
- 28 Activities involving staff and/or members of the public were handled on the free side window (key/radio exchanges—passes etc.)
- 13 paperwork activities (completing logs/passes etc.)
- 32 Staff members entered and exited the Control Center
- 18 Key exchange activities
- 02 Inmate activities (secure window side—non check in & out)
- 02 Activities related to medication
- 56 Inmates came in during the count and sat in the visiting area. They are considered an out count.
- 292 Total Activities

In 203 minutes there were 292 activities or an activity every 1.4 minutes.



PETE RICKETTS – GOVERNOR
SCOTT R. FRAKES – DIRECTOR

MEMORANDUM

DATE: January 8, 2016
TO: All Concerned
FROM: Matthew Hill, Administrative Assistant III
RE: Staffing Analysis of the Community Corrections Center Lincoln

On January 6th, 7th, and 8th, of 2016 I participated in the staffing analysis audit of the Community Corrections Center Lincoln (CCC-L). The audit team was focused on security functions and staffing of CCC-L. The following is a narrative report of my observations from that analysis.

CCC-L is a community based housing facility for work release and work detail classified male and female inmates. CCC-L's daily average population is approximately 385. The minimum staffing for this facility is three staff for all three shifts. While inmates at this classification level do not require direct supervision, a potential problem does arise during significant events. With a dedicated Central Control that requires 1 staff to operate at all times, 24 hours per day, the shift supervisor would need to relieve this post if incident command is needed. This leaves periods of time that only 1 person would manage a variety of emergency situations (medical, altercations, weather, fire, etc). It would also require the incident commander to become the Central Control operator which could affect their ability to focus on the emergency. This is a more prominent problem on third shift as it is common for the facility to be running at minimum during these hours (2200-0600). It is recommended by this audit team that the minimum staffing patterns should be increased to six (6) custody staff for first shift (0600-1400) and second shift (1400-2200). With the minimum increased to four (4) custody staff for third shift (2200-0600).

As stated previously CCC-L is a community based facility. A majority of inmates are allowed to go out into the community at various hours, during the day, and for a wide variety of needs (work, programming, furloughs, shopping passes etc.). CCC-L staff works very hard to maintain supervision of inmates while in the community, however this largely appeared to be reactionary and only after information had been received or after an incident had occurred. Given the wide array of duties custody line staff are responsible for during the course of day to day operations in the facility which includes but is not limited to mailroom, property control and recording, accounting functions for money

orders and employer pay checks, area searches, area checks, pat searches, strip searches, medication distribution, installing EM/GPS devices, ERT, sanitation, and count there is very little time for proper inmate supervision while in the community. The audit team also recommends that two day shift Community Supervision Corporal positions should be developed in order to provide inmate supervision similar to that of a parole officer. This position would provide accountability for job checks, physical residence checks on furloughs, monitoring EM/GPS devices through the veritracks system, monitoring areas identified as potential trafficking sites for contraband and unauthorized personal contacts with felons and parolee's (city bus stops). This position would ideally be supervised by the Intel supervisors.

During interviews CCC-L staff demonstrated that they are highly knowledgeable and skilled in a variety of duties and areas. This knowledge and understanding of duties is due to a team based work culture, which relies on communication and lead by example principles. However it is also recommend by the audit team that a measured approach to developing post orders would help define roles and alleviate confusion over responsibilities. It would also be more necessary if other recommendations by this audit team are implemented.

Finally due to the demanding role of the Security Administrator and the need to have a cohesive and coordinated approach to security, intel, and systems control such as keys control or armory; it is recommended by the team that a Captain level Security Administrator position be developed in order to establish clear leadership and direction for security staff and their duties.

M. Hill

Matthew Hill, Administrative Assistant III, DEC

Custody Staffing Model - Unit Staffing				
Building Sergeant	Shift			
Custody Level	1	2	3	Day
Maximum		8/5		8/5
Medium		8/7		
Minimum A Cells		8/5		
Minimum A Bay/Dorm		8/5		
Minimum B		8/5		
Community A				
Community A				

Minimum Sgts. Will not have weekends

Unit Officers	Shift		
Custody Level	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7 8/7	8/7 8/7	
Med. Control Center	8/7	8/7	8/7
Med. Floor	8/7 8/7	8/7 8/7	
Min A. Control Center	8/7	8/7	
Min A. Floor (Bay/Dorm)	8/7 8/7	8/7 8/7	8/7 8/7
Min. A Control Center			
Min A. Floor (Cells)	8/7 8/7	8/7 8/7	8/7
Min B. Control Center			
Min B. Floor	8/7 8/7	8/7 8/7	8/7 8/7
Com A Control Center			
Com A Floor	8/7	8/7	
Com B Control Center			
Com B Floor	8/7	8/7	

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Unit Staffing Internal Movement			
Prototypical Building size Maximum 256 Medium 256 Minimum A Minimum B Community A Community B			
Internal Movement Officers	Shift		
	Custody Level	1	2
Max.	8/7	8/7	8/7
	8/7	8/7	
Med. Internal Movement	8/7	8/7	8/7
Min A. Control Center			
Min A. Floor			
Min B. Control Center			
Min B. Floor			
Com A Control Center			
Com A Floor			
Com B Control Center			
Com B Floor			

SHIFTS	
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
Administrative	8/5	8/5		
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Entry/Exit Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(Off Shift Post)	8/7	8/7		
	8/7	8/7		
Education / programs	8/7	8/7		
Library	8/7	8/7		
Religious Center	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk		8/5		
Visiting *(off shift post)		8/5		
		8/5		
		8/5		
Administrative Support				
Disciplinary				8/5
				8/5
Intel				8/5
Property	8/5	8/5		
Industries (1 shop only)				8/5
Canteen				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7		
	8/7	8/7		
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7		
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS		
DAY		0800-1630
1ST		0550-1400
2ND		1350-2200
3RD		2150-0600

Custody Staffing Model - Facility Staffing - Medium				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
Education / programs	8/7	8/7		
Library	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/7	8/7		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk		8/5		
Visiting* (off shift post)		8/5		
		8/5		
		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
				8/5
Property	8/5	8/5		
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7		
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7		
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Minimum				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Entry/Exit Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Education / programs	8/7	8/7		
Library	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk		8/5		
Visiting		8/5		
		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
Property				8/5
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7		8/5
External Transport Staff				
Travel Order staff				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance				8/5
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
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1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen	8/7	8/7	8/7	
	8/7	8/7		
Classrooms/ Programs	8/7	8/7		
Gym	8/7	8/7		
Medical Area	8/7	8/7		
Medical Unit	8/7	8/7	8/7	
Visitation		8/5		
		8/5		
		8/5		
Pass Clerk		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
				8/5
Intel				8/5
				8/5
Property				8/5
Industries (1 shop only)				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7		
Facility Escorts	8/7	8/7		8/5
	8/7	8/7		8/5
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7	8/7	
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
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Minimum A	200
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Community A	200
Community B	200

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3RD		2150-0600

Custody Staffing Model - Facility Staffing - Medium				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen	8/7	8/7	8/7	
Classrooms/ Programs	8/7	8/7		
Gym	8/7	8/7		
Medical Area	8/7	8/7		
Medical Unit	8/7	8/7	8/7	
Visitation		8/5		
		8/5		
		8/5		
Pass Clerk		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
				8/5
Property				8/5
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7		8/5
				8/5
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7	8/7	
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
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Minimum A	200
Minimum B	200
Community A	200
Community B	200

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Custody Staffing Model - Facility Staffing - Minimum				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Classrooms/ Programs	8/7	8/7		
Gym	8/7	8/7		
Medical Area	8/7	8/7		
Medical Unit	8/7	8/7	8/7	
Visitation		8/5		
Pass Clerk		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
Property				8/5
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	8/5
	8/7	8/7		
External Transport Staff				
Travel Order staff				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance				8/5
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Restrictive Housing Units will have one staff per gallery (1st and 2nd) and a staffed Control Center. 3rd will have one staff per two non I/M galleries and a staffed Control Center.
Model based off of TSCI SMU East.

Custody Positions	Shift		
	1	2	3
Sergeant	8/7	8/7	8/7
Control Center Officer	8/7 8/7	8/7 8/7	8/7
Floor Officer	8/7 8/7 8/7 8/7 8/7	8/7 8/7 8/7 8/7 8/7	8/7 8/7 8/7

Gates, Traci

om: Lewien, Barb
nt: Thursday, January 21, 2016 2:57 PM
To: Frakes, Scott; Sabatka-Rine, Diane
Cc: Peters, Chris; English, Tom; Kinney, Michael; Capps, Michele
Subject: FW: TSCI Staffing Analysis- Draft
Attachments: TSCI Staffing Analysis- Draft.pdf

Here is the draft of TSCI

From: Bryl, Chasidy
Sent: Thursday, January 21, 2016 2:51 PM
To: Lewien, Barb
Subject: TSCI Staffing Analysis- Draft

Thanks,

Chasidy Bryl

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Omaha Correctional Center
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Office: (402)522-7125
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NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

Tecumseh State Correctional Institution

Prison Staffing Analysis

November 16-18, 2015

Table of Contents

Staffing Analysis Team Information	1
Facility Design and Location	1
Institutional Profile	4
Operations	10
Programs	10
Additional Services	11
Activity Schedule	11
Activity Schedule Charts	13
Shift Relief Factors (SRF)	14
Summary of Observations	20
Summary of Post Planning Results	22
Current Minimal Post Staffing Analysis Biennium Budget	23
Proposed Minimal Post Staffing Analysis	26
Custody Post Analysis Summary	29
Calculation of Custody Relief Requirements	38
Additional FTE Requirements	39
Attachment: Facility Map	42
Attachments: Proposed NDCS Staffing Model	43

Staffing Analysis Team (SAT)

The SAT met on November 16, 2015 to discuss the expectations of the analysis team and distribute assignments to ensure all custody and housing unit posts were analyzed on the two current shifts. At this time we discussed the importance of focusing on staffing as it would be on three eight hour shifts opposed to the current twelve hour staffing pattern. The observations on post took 3 days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Michele Capps, Deputy Warden- Tecumseh State Correctional Institution
- Rich Brittenham, Captain- Nebraska State Penitentiary
- Keith Ernst, Assistant HR Administrator- Central Office
- Craig Gable, Lieutenant- Tecumseh State Correctional Institution
- Amber Gigstad, Case Manager- Tecumseh State Correctional Institution
- James Jansen, Major- Tecumseh State Correctional Institution
- Christopher Ulrick, Sergeant- Tecumseh State Correctional Institution

Facility Design and Location

The Tecumseh State Correctional Institution (TSCI) is a medium/maximum security facility located one and a half miles North of Tecumseh, Nebraska. The site consists of 200 acres and approximately 350,000 gross square feet of building area. The facility was established by LB150 in 1997 and in December of 1998 ground was broken and construction commenced. TSCI began accepting inmates in December of 2001. It is the second largest facility within the Nebraska Department of Correctional Services (NDCS). It was built with a designed capacity of 964 inmate beds and over the last several years additional bunks were added to existing single bunk cells, increasing the count to 1210.

Housing Unit	Single or Double		Total Beds
1ABCD	Double Bunked	Protective Management	256
1E	Double Bunked	Residential Substance Abuse Program	64
1F	Double Bunked	Active Seniors	64
2ABCD	Double Bunked	Maximum Custody	256
3ABCD	Double Bunked	Medium Custody	256
SMU A gallery	½ gallery Double bunked	Secure Mental Health Gallery / RHU	62
SMU B gallery	Single Cell	Restricted Housing - *3 Observation cells	36
SMU C gallery	Single Cell	Intensive Management	16
SMU D	Double Bunked	Transitioning to Residential Population Max	32
SMU E	Double Bunked	Transitioning to Residential Population Max	84
SMU F	Double Bunked	Transitioning to Residential Population Max	84
SNIF	Single Cell	10 skilled nursing beds	10

*The 3 observation cells and 10 skilled nursing beds are not considered in total bed count.

All inmates at TSCI are males and are classified as adults and classified to medium or maximum custody. TSCI had a population of 4774. The facility has a capacity of 1210 inmates, of which 840 are general population. There are 64 beds in the residential substance abuse unit and 320 beds assigned to Protective Management/Mission Based Housing Unit. The 64 bed residential substance abuse unit will be converted into treatment for Protective Management in the near future. The facility also includes a 114 bed Special Management Unit for inmates who are being held on Immediate Segregation or classified to Administrative Confinement, Disciplinary Restrictive Housing and Intensive Management statuses.

The design for this institution is based on a multi-building, campus style, and site layout concept with General Population Housing Units, an In-Patient Substance Abuse Unit, a Protective Custody Unit, a Special Management Unit and several support service buildings. The facility provides spaces for a number of special programs directed at rehabilitation and returning inmates to society as law-abiding and productive citizens.

housing Units utilize a direct supervision, unit management philosophy with an enclosed officer control station in conjunction with the day room caseworkers. Contact visitation for the general population is accommodated in a centralized visitation area.

Restrictive housing inmate's visitation is accommodated via a CCTV/Video visitation system. The administration and support services buildings form a central building spine that connects with at 45,000 square foot correctional industry building, which provides employment opportunities for inmates.

The primary methods of facility security are a central door control system, a 12' high double perimeter fence, (which incorporate razor ribbon obstacles, an electronic detection system, CCTV surveillance), a central tower and two armed perimeter mobile patrol units

The gatehouse, warehouse, vehicle maintenance shop, and support services building are located outside of the secure perimeter fence of the facility. Primary access into facility is through a secure underground tunnel from the gatehouse to the administration building. Vehicles enter through a sally port that enters a non-inmate accessible service area.

TSCI has been faced with several challenges in recruiting and retaining staff. 79% of TSCI's Officers, 61% of Corporals, 48% of Sergeants, and 50% of the Lieutenants have five years or less with the Nebraska Department of Corrections. They consistently have a large number of vacant positions open, sometimes reaching into the fifties, sixties and even seventies. The vacancies for 2015 ranged from 27 to 76 total institutional vacancies. TSCI had a total of 33 staff assaults for 2015 and total staff grievances during 2015 were 7. TSCI employees used on average 60.37 hours of sick leave for 2015.

There are several maintenance projects in process at TSCI. There is another expansion of the CSI Woodshop, many roof repairs and replacement projects, installation of ice machines on the unit, and ongoing issues related to construction and replacement of items that were damaged or destroyed from the disturbance on 05-15-15.

Please see attached Institutional Profile providing more specific information about TSCI.

Prison Staffing Analysis

National Institute of Corrections

2015

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: TSCI

Date: 11/16/15

Correctional

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Yes
Does the facility provide specialized chronic care services such as dialyses, hospice or geriatric	Yes
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as post disciplinary confinement	Yes
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	Yes
Intensive Management	Yes
Disciplinary Segregation	Yes
Court Imposed Segregation	Yes
Does the facility house special populations-SNF	Yes
Boarder Cell County Safe Keeps	No
Geriatric/convalescent population	Yes
Drug treatment or other residential therapeutic programs	Yes
Youthful Offenders	No
Inmates sentenced to the death penalty	Yes
Secure Mental Health Unit	Yes

Prison Staffing Analysis

National Institute of Corrections

2015

Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	960
What is the facility Operational Capacity	1210
Average Daily Population for the last year	1025
Custody Level	Max/Med
What are the external boundaries of the facility	Double J Top, with Razor Wire, One Tower
Does internal surveillance and supervision include	ate of t
Control Rooms	
Cameras	Ye gn -
Gates	Sex fen Y.S
Cross Fencing	Yes
Turnkeys	Yes
Internal towers	Yes
Other	Two vehicle perimeter patrol
<i>Perimeter</i>	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence.	No
What is the frequency and severity of visibility impairment such as fog or dust storms	Occasional winter storms/ Frequent fog

Prison Staffing Analysis

National Institute of Corrections

2015

Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Entrance is through TSCI Perimeter
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby,
What type of perimeter vehicle is available, and is it a fixed or mobile post	Car or Van- Mobile
<i>Communications</i>	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/ paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes
<i>Inmate Housing</i>	
Is the inmate housing construction type appropriate for population housed	Lighting level sufficient
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Units 2 and 3 are GP, double bunked. Unit 1 is GP based, double bunked. SMU is GP and double bunked. ISDP and some AC cells are single bunked.
Does the line of sight provide visibility or if not is it supplemented with cameras	Yes and cameras have been installed
Is inmate supervision provided through direct supervision, remote/sec. supervision or both	Direct supervision
Are the doors remote locked , all staff inmate or manually keyed and if so by staff	Remote
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	Total to date, Jan.2015-Oct.2015 IDC- 2001 UDC- 3518 Total -5519
What is the frequency and seriousness of inmate on staff assaults	Jan. 2014 to present is 37 without serious injury and 1 with serious injury .
What is the frequency and seriousness of inmate-on-inmate assaults	Jan. 2014 to present is 52 assaults.
Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No

Prison Staffing Analysis

National Institute of Corrections

2015

Is the population relatively stable or is there considerable turnover	Relatively stable
Is there significant gang or STG influences	Yes
Disciplinary Process	Per policy
Operations and Activities	
<i>Movement</i>	
Do inmates move within the facility:	Yes
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Nat
unrestricted, open campus style	No
via pass system	No
time specific lines	No
combination depending on inmate status	No
<i>Visitation</i>	
What is the visitation schedule	Wed-Sun 0830-1130, 1200-1500, CCTV 0800-1700
Are visits contact or non-contact or both	Both
What is the process for visitor registration/sign-in and are security staff assigned full-time	TSCI Pass Clerk will process visitors into the visiting room. Visiting room staff aids in monitoring visits. Custody staff will escort the inmates and complete the strip search in and out of visiting
What is the duration of visits	Each inmate gets 1 visit session per week.
What are the search requirements for inmates and visitors	Inmates are strip searched. Visitors pass through metal detector and are pat search.
<i>Work Assignments</i>	
Are work details supervised by security staff	Yes

Prison Staffing Analysis

National Institute of Corrections

2015

What are the essential work details inside the facility	Food Service
Are there any essential work details in the community	No
What work details are optional/can be shut down	All but food service
<i>Food Service</i>	
Is food service contracted or state run	State ran
Are any inmates fed in-cell, if so how many	Varies by location, 97 in SMU East
Are inmates fed in central dining areas or in common areas in housing units	HU1 AP in Dining station and general
How are inmates escorted/sent to dining areas	How many staff are assigned to dining areas
List of Programs by:	See attached
Number and types	Varies by program, usually 1 hour
Hours of operation	See attached
Total participants and inmate size	Institutional staff
Contracted or institutional staff supervised	Yes
Are programs considered as a function or determining factor in inmate idleness	
<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	See attached
Medical,	Grouped with Medical
Dental,	Grouped with Medical
Mental health,	See attached

Prison Staffing Analysis

National Institute of Corrections

2015

Court appearances	
At outside hospitals, is there a prison ward, or does the sending institution provide security	Sending institution provides or staff from local facility
Are there other routine outside transports	No
Administrative/External Factors	
Do any of the following affect staffing levels	Yes
Budget constraints	
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Lancaster/Douglas County pays substantially more. Low unemployment rate.
Attendance issues (e.g., overtime, sick leave abuse)	Currently no problem
Staff grievances concerning post assignments, overtime, training, and so forth.	0
Critical incidents within the past five years	Age local Lance 5-10-15
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief is the factor.	institution provide se
Union agreements/contract	
Agreed upon and/or imposed (collective) standards and requirements	Yes
Specific statutory and regulatory policy and directives	Yes
New administrative regulations governing staff workload, classification, or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes
ACA Accreditation Standards affecting staffing	No

Operations

TSCI currently operates with staff assigned to two twelve hour shifts, due to the significant disturbance on 05-10-2015. The two shifts consist of day shift (0600-1800) and the night shift (1800-0600). Prior to 05-10-15, TSCI operated with first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). The shifts operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. Each housing unit operates on first and second shift with a Unit Manager, Unit Case Managers and Unit Case Workers assigned to each unit. The units are operated by custody staff on third shift. Day shift staff includes administrative and support staff as well as various additional specific to work areas such as Cornhuskers State Industries, maintenance, mental health, medical, mailroom, recreation, education, substance abuse, warehouse, clothing exchange, safety/sanitation and emergency specialist.

with staff ass.

2015. The two

05-10-15 TSCI op

0600). The shift

Programs

Inmates are offered a variety of programs and services. Programs offered at TSCI include an active volunteer base, health service staff, re-entry partners, contract employees, and unit case workers. The following programs and services are provided but not limited to:

- Mental Health Counseling
- Inpatient Substance Abuse Programming
- Cornhusker State Industries
- Adult Basic Education/GED/High School
- Parenting-Inside out Dads
- 7 Habits on the Inside
- Moral Recognition Therapy
- Recreation Programs and Services
- Inmate Clubs
- Religious Services
- Library Services

Additional Available Services

A medical clinic is located in within the facility, where inmates are assessed as they enter medical and are escorted to exam rooms as needed for further evaluation.

TSCI also utilizes an area in medical as an emergency room and another for X-rays.

A dental cline is located with the medical area. Currently a contract exists for a dentist and his assistant to enter TSCI to provide these services.

TSCI operates with a central pill call located outside of the pharmacy. Pill call is conducted three times a day and requires custody staff to monitor this activity. Due to TSCI's current controlled movement the majority of the medications are being delivered to the housing units and requires several custody escorts to accomplish. TSCI is a maximum security nursing facility that is consistently used to its capacity.

The facility is faced with many travel orders that are required for medical exams and procedures that cannot be accomplished with the medical staff. TSCI provides these travel orders are accomplished with custody staff and completed in compliance with the Nebraska Security Manual. Travel orders were considered by the SAT during the analysis and contribute to the overall staff needs. TSCI houses most of the department, high risk inmates and several of these travel orders require additional staff because of the inmate's behavior and/or escape risk.

Activity Schedule

TSCI operates under a control movement principle and uses the big yard for traveling only to and from activities. Inmates leaving the unit are traveling to a particular event, such as a visit, meals, programing or exercise yard.

An Activities Chart is attached and provides an overview of when the activities occur within the facility. The institution has been adding activities back to the daily schedule as resources have allowed following the 5-10-15 disturbance. While this chart captures regularly scheduled events, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently, but at irregular intervals, thus making it difficult to chart actual dates and

times; however, they are significant in that they are require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order.

F / Name: _____ TSCI _____

Institutional Activities Chart

Date Prepared: October 3, 2015

Activity	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	
Restrictive Housing Exercise																									
Restrictive Housing Feeding						0615-0730					1000					1630-1730									
Restrictive Housing Showers																									
Education																									
Official Counts															1530-1630										
Informal Counts																									
Inmate Dining																									
Inmate Visitation			WEDNESDAY-FRIDAY																						
Med Escorts																									
Law Library																									
Phones/Showers																									
CSI Lines						615-831																			
Courts/ Ball Field																									
Diabetic Lines																									
SMU Medical																									
RH Laundry/Supplies																									
Med Pass/Clinic																									
Canteen																									
Trash Detail																									
SMU Diabetics																									
Travel Orders																									
SMU Visits																									
SMU Law Library																									
SMU Court/Medical																									
SMU Med dist																									
SMU Med rounds																									
Blood Draws																									
SMU Book Cart																									
Hair Cuts																									
Mini-Yards																									
Religion																									
Kitchen Work Lines																									

Every 30 minutes, not to exceed 40 minutes throughout a shift

0800-2000

Only 2 per day times vary

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Recommendations

The following comments reflect the observations and findings of the SAT are indicated by number on the proposed recommendations:

#11. Housing Unit (1 Medium/Maximum) Sergeant

- Each unit (AB, CD, EF) have one Unit Case Worker (UCW) assigned. As indicated below the Unit Case Workers were replaced with Housing Unit Corporals.
- The Sergeant would assist in custody recommendations allowing unit staff to focus on the inmate population and their caseloads.
- Housing Unit 1 is transitioning from ABCD based housing as ABCD will be housing Protective Management. The proposed rehousing the Protective Management Impatient Substance Abuse Unit (1 M and F houses Active Seniors).
- Sergeants would provide 7 days a week coverage on either first or second shift in this unit. Each unit would be scheduled to there would be a sergeant available each day, but not necessarily on first and second shift.

#12. Housing Unit (2 Maximum) Sergeant

- Each unit (AB and CD) have one Unit Case Worker (UCW) assigned. As indicated below the Unit Case Workers would be replaced with Housing Unit Corporals.
- The addition of one Sergeant in this building would assist in custody staff supervision, allowing unit staff to focus on the inmate population and their caseloads.

- Sergeants would provide seven day a week coverage on either first or second shift in this unit. Days off would be scheduled so there would be a sergeant available each day, but not necessarily on first and second shift.

#13. Housing Units (3 Medium) Sergeant

- Each unit (AB and CD) have one Unit Case Worker (UCW) assigned. As indicated below the Unit Case Workers would be replaced with Housing Unit Corporals.
- The addition of one Sergeant in this building would assist in custody staff supervision, allowing unit staff to focus on the inmate population and their caseloads.
- Sergeants would provide seven day a week coverage on first and second shift in this unit. Days off would be scheduled so there would be a sergeant available each day on second shift.

#21. Special Management Unit (SMU) Corporals

- Additional corporals were added to this area to assist with escorts to various activities on the East side.
- This is an increase of three corporals per first and second shift.

#22. Response and Monitoring Corporals for SMU

- These staff would be designated as responders and assist with escorts to and from SMU West.
- This is an addition of two corporals on first and second shift.

#23. Housing Unit 1 AB Corporals (Maximum) Protected Management

- Housing Unit 1AB has two Unit Case Workers (UCW) assigned. As indicated in this report, the Unit Case Workers would be replaced with two Housing Unit Corporals on first and second shift.

- This is an increase of one staff member per shift, from the original minimum staffing, as additional staff were needed to supervise the area once it was repurposed with strictly maximum custody inmates.

#24. Housing Unit 1 CD Corporals (Medium) Protected Management

- Housing Unit 1CD has one Unit Case Worker (UCW) assigned. As indicated in this report, the Unit Case Worker would be replaced with one Housing Unit Corporal on first and second shift.

#25. Housing Unit 1 EF Corporals (Medium) Protected Management

- Housing Unit 1EF has one Unit Case Worker assigned. As indicated in this report, the Unit Case Worker would be replaced with one Housing Unit Corporal on first and second shift.

#26. Housing Unit 2 AB Corporals (Maximum) General Population

- Housing Unit 2AB has two Unit Case Workers (UCW) assigned. As indicated in this report, the Unit Case Workers would be replaced with two Housing Unit Corporals on first and second shift.
- This is an increase of one staff member from the original minimum staffing, as additional staff were needed to supervise the area once it was repurposed with strictly maximum custody inmates.

#27. Housing Unit 2 CD Corporals (Maximum) General Population

- Housing Unit 2AB has two Unit Case Workers (UCW) assigned. As indicated in this report, the Unit Case Workers would be replaced with two Housing Unit Corporals on first and second shift.
- This is an increase of one staff member, per shift from the original minimum staffing, as additional staff were needed to supervise the area once it was repurposed with strictly maximum custody inmates.

#28. Housing Unit 3 ABCD Corporals (Medium) General Population

- Housing Unit 3 ABCD has three Unit Case Workers (UCW) assigned. As indicated in this report, the Unit Case Workers would be replaced with Housing Unit Corporals on first and second shift.
- This is an increase of one staff member per shift, from the original minimum staffing, as additional staff were needed to supervise the area with the increased movement of this population.

#29. Control Room SMU

- SMU DEF's count increase from 100 beds to 200 beds.
- An additional computer is being installed to assist in the additional movement of inmates.
- An increase of one corporal per first and second shift will need to be added to assist in supervision. Additional staff will be added to assist in supervision.

#30. Travel Order Team Corporals of this population

- These new positions, Col Rosin SMU, are additional staff who work five days a week to complete the institution's transfers and transfers of inmates.

#31. Response and K. An at Unit Corporals

- These positions were renamed from the original Transfer/Escort/Yard positions that are indicated on the original minimum staffing report.
- There is a decrease of one corporal on third shift in this area, as other positions have been added overall to cover duties that typical this staff member would be utilized for.

#32. Facility Escort Corporals

- These positions were renamed from the original Transfer/Escort/Yard positions that are indicated on the original minimum staffing report.

- The restructuring of staff for escorts increases the total number of corporals needed by six. This addition will require two additional corporals needed on first, second and third shift.

#37. CSI-Woodshop Corporals

- This is an increase of one corporal needed to cover the current expansion of the woodshop.

#38. Maintenance Gate Corporal

- This is a reduction of one staff on second shift. This post is no longer covered on second shift and the traffic through the gate no longer warrants it.

#39. Kitchen Corporals

- Previously there were two corporals at a second shift in the kitchen.
- As indicated in this report, it is recommended that the food service specialists (previously 7 FTEs) are converted into two Corporals. This would only be adding two corporals per shift (3.48 FTE's) still saving in overall staffing of the kitchen provide consistent supervision by custody and increase the chances of recruitment. This is a reduction on recruitment.

#44-46. A&R (Recreation) Kitchen

- Previously there was seven Recreation staff for supervising activities between first, day and second shift.
- As indicated in this report, it is recommended that the Recreation Specialists (previously 7 FTEs) are converted into Recreation Corporals. This would be adding seven corporals to first, day and second shift and would provide consistent supervision by custody and increase the chances of recruitment.

#49. Property Corporals

- Previously there were two corporals assigned.

- As TSCI's population increased the need for one additional five day a week position was warranted.

#55. Investigative Assistants Corporals

- Previously there were two corporals assigned.
- As TSCI's population increased the need for one additional five day a week position was warranted due to the increasing number of STG activities in the institution.

#67. Tower Officers

- Previously there was one corporal assigned.
- As TSCI's population increased the need for corporals title staff member per first and second shift was needed. One corporal was adequate for supervising all four sides of the tower and still were corporals to manage traffic across the yard, courts, ball field and mini-yards. Population increase was warranted.

#68. Facility Escort Officers

- These positions were removed from the original Transfer/Escort/Yard positions that are indicated on the original minimum staffing report. Please note that these are in addition to previously assigned Escort Corporals.
- The restructuring of escorts decreases the total number of officers on first and second shift by one each and increases the amount on third shift by one.

Summary of SAT Recommendations Observations:

Shift Lieutenant/Supervisor

- The Shift Lieutenants do spend a great deal of time completing forms, documents and computer work in the supervision of their shift. A great deal of time is spent with Telestaff, Kronos, EDC performance plans, scheduling training, and other paper or computer work associated with the position. This removes the ability for the Supervisor to be visible and out observing staff on post and overall shift management.
- Allowing Sergeants to complete evaluations and assist in KRONOS/Telestaff may alleviate the amount of office work complete by lieutenant and allow for more supervisory functions.

Yard Staff

- There was very few yard staff with Telestaff, Kronos, EDC, or other paper or computer work in the yard. These staff were pulled to take escorts, take access newly transferred inmates, complete strip searches in the yard, escort vendors, search, assisting in restrictive housing, all shift management, escort Protective Management inmates to various locations. Allowing Sergeants to provide coverage for other posts when needed to include completing analysis collections as well. They average three to four travel orders per day which are typically assigned to the Yard staff. 2015's numbers are low because of the institutional emergency that happened on 05-10-15. This emergency limited travel orders for several months after the disturbance. This position also fills other post vacancies. It was noted the Yard staff were assigned to so many details the yard was left unsupervised the majority of the time.
- Yard staff also assists in the units to assist in locking down inmates after activities.

- Regarding incident and/or emergency management, it was noted there are so many activities needing supervision that should an incident occur, there would not be sufficient staff available to manage and resolve an incident.

Additional Observations

- Staff were generally satisfied with their jobs. A few mentioned being compensated through step raises for years of services and/or compensation for performance or receiving more money per hour based on the facility you are assigned to. Several staff indicated that mandatory overtime was an issue under normal operations and seen the consistent vacancies as an issue. They would like to be able to schedule time off and be able to use vacation time when needed.
- There were varying opinions concerning the 12 hour shift. Some staff seemed to like their current schedule and others expressed an interest on returning back to 8 hour shifts.
- In general it was difficult assessing staff satisfaction compared to the demands of the individual posts because of the long shifts. Staff also reported it was difficult to determine appropriate compensation since the number of vacancies was so high. Several staff commented that if they actually had the allowed number of staff in their area and were not so many hours of mandatory overtime, it would be easier to be able to manage the work load if the work load was appropriate and staffed correctly for the individual post.
- SMU West recently converted to general population and doubled its capacity. Staff reported to be concerned with repurposing this restrictive housing unit into general population, considering the challenges with increased numbers and physical plant concerns.
- Post orders were discussed at length and a recommendation was made to reduce the amount of information in them. Some post orders were sixty to over one hundred pages in length.

**Minimal Post Staffing Analysis
Biennium Budget FY 2015 - FY 2017**

Institution: Tecumseh State Correctional Institution

Date: Current

Custody

Must include only **existing** posts. Include administrative posts

Post #	Existing Post Location	Post Position Title	Duties & Responsibilities	Type			# of Posts by Shift				Total FTE Req.	FTE Auth'd 1-Jul-11	Variance
				5 day	7 day	Relief Factor?	Day	1st	2nd	3rd			
1	Admin Bldg	Major	Institutional Security Administrator	x		1.00	1				1.00	1.00	0.00
2	Admin Bldg	Captain	Internal Investigations/Intel	x		1.00	1				1.00	1.00	
3	SMU	Captain	Custody/SMU/CSI	x		1.00	1				1.00	1.00	
4	Education	Captain	Dayshift/Post Orders/UA Program	x		1.00	1				1.00	1.00	
SUBTOTAL		Administrative					4	0	0	0	4.00	4.00	0.00
5	Admin Bldg	Lieutenant	Shift Supervisors		x	1.90		1	1	1	5.70		
SUBTOTAL		Lieutenants					0	1	1	1	5.70	6.00	0.30
6	Armory	Sergeant	Armory/Key Control	x		1.00	1				1.00		
7	Admin Bldg	Sergeant	Asst Shift Supv		x	1.90		1	1	1	5.70		
8	SMU	Sergeant	Supervises Seg Operation		x	1.90		2	2	1	9.50		
9	SMU	Sergeant	Handles Disciplinary/DCC	x		1.00	1				1.00		
10	Religion/Admin	Sergeant	PHO/Administrative	x		1.00	2				2.00		
11	So Vehicle Gate	Sergeant	Control Traffic	x		1.30	1				1.30		
12	CSI	Sergeant	Supervise Security	x		1.30		1	1		2.60		
13	Yard	Sergeant	Supervise Yard Staff	x		1.30		1	1		2.60		
SUBTOTAL		Sergeants					5	5	5	2	25.70	25.00	(0.70)
14	Central Control	Corporal	Oversees Central Staff		x	1.90		1	1	1	5.70		
15	Central Control	Corporal	Oversees Central Staff	x		1.00	1				1.00		
16	SMU	Corporal	Conducts counts & monitors		x	1.90		10	10	6	49.40		
17	Transfer/Escort/Yard	Corporal	shakedowns, checks, TOs		x	1.90		5	5	5	28.50		
18	Visitation Clerk	Corporal	Supervises Visiting Rm		x	1.90		1	1	0	3.80		
19	Gatehouse	Corporal	Control Vehicle/Visitors		x	1.90		1	1	1	5.70		
20	CSI - Laundry	Corporal	Control CSI workers	x		1.30		2	2		6.20		
21	Kitchen	Corporal	Supervise kitchen workers		x	1.90		2	2		7.60		
22	Library	Corporal	Control inmates/shakedowns		x	1.90		1	1		3.80		
23	Canteen	Corporal	Inmate mvmt/shakedowns	x		1.30	1				1.30		
24	Gym	Corporal	Oversees inmate gym act		x	1.90		1	1		3.80		
25	Education	Corporal	Control Mvmt,shakedowns/act.	x		1.30		1	1		2.60		
26	Infirmery	Corporal	Control inmate mvmt		x	1.90		1	1	1	5.70		
27	Clinic	Corporal	Control inmate rfe mvmt		x	1.90		1	1		3.80		
28	Maintenance Gate	Corporal	Control access	x		1.30		1	1		2.60		
29	Pass Clerk	Corporal	Process visitors into institution		x	1.90		1	1		3.80		
30	Control Room Seg	Corporal	Control door operations		x	1.90		4	4	2	19.00		
31	Property	Corporal	Oversee property	x		1.30	2				2.60		
32	PHO/Religion	Corporal	PHO/Administrative	x		1.30	1				1.30		
33	Key Control	Corporal	Monitors Keys & Locks	x		1.30	1				1.30		
34	Tool Control	Corporal	Monitors all tool/Tools for institution	x		1.30	1				1.30		
35	DCC	Corporal	Assist with Disciplinary activities	x		1.30	2				2.60		
36	DR 1 F	Corporal	Conduct counts, monitors unit		x	1.90		1	1	1	5.70		
37	K-9 Corporals	Corporal	Drug interdiction w/ K-9s	x		1.00	1				1.00		
38	Investigative Asst.	Corporal	Assist Investigative Captain / Lt.	x		1.00	2				2.00		
39	Training	Corporal	Assist Trng Spec/Conducts Trng	x		1.00	1				1.00		
40	Recycling/Chemical	Corporal	Oversees Programs		x	1.90	1				1.90		
41	CSI - Woodshop	Corporal	Oversees custody operations	x		1.30	2				2.60		
SUBTOTAL		Corporals					16	34	34	17	176.60	169.00	(7.60)
42	Central Control	Officer	Control Movement & Doors		x	1.90		2	2	1	9.50		
43	Perimeter Patrol	Officer	Oversees via vehicle		x	1.90		2	2	2	11.40		
44	Tower	Officer	Views Yard		x	1.90		1	1		3.80		
45	Visitation	Officer	Monitors visits		x	1.90		1	1		3.80		
46	Transfer/Escort/Yard	Officer	Shakedowns, checks, TO's		x	1.90		3	3		11.40		
47	Control Room-Seg	Officer	Operates doors on seg unit		x	1.90				2	3.80		
48	HU #1 A/B Control	Officer	Monitors and controls doors in Unit		x	1.90		1	1	1	5.70		
49	HU #1 C/D Control	Officer	Monitors and controls doors in Unit		x	1.90		1	1	1	5.70		
50	HU #2 A/B Control	Officer	Monitors and controls doors in Unit		x	1.90		1	1	1	5.70		
51	HU #2 C/D Control	Officer	Monitors and controls doors in Unit		x	1.90		1	1	1	5.70		
52	HU #3 A/B Control	Officer	Monitors and controls doors in Unit		x	1.90		1	1	1	5.70		
53	HU #3 C/D Control	Officer	Monitors and controls doors in Unit		x	1.90		1	1	1	5.70		
54	HU #1 E/F CC	Officer	Monitors and controls doors in Unit		x	1.90		1	1	1	5.70		
55	Turnkey/Gatehouse	Officer	Supervises Community Inmates		x	1.90		1			1.90		
SUBTOTAL		Officers					0	17	16	12	85.50	93.00	7.50
TOTALS											297.00	-0.50	

the appropriate relief factor for each post. If it is a 5 day post with a relief factor, use 1.3. If it a 7 day post with a relief factor, use 1.9. If no relief is needed, use 1.0

**Minimal Post Staffing Analysis
Biennium Budget FY 2015 - FY 2017**

Institution: Tecumseh State Correctional Institution

Date: Current

Must include only *existing* posts. Include administrative posts

Unit Management

Post #	Existing Post Location	Post Position Title	Duties & Responsibilities	Type		Relief Factor?	# of Posts by Shift				Total FTE Req.	FTE Auth'd 1-Jul-11	Variance
				5 day	7 day		Day	1st	2nd	3rd			
SUBTOTAL		Administrative					0	0	0	0	0.00		0.00
1	Admin Bldg	Unit Administrator	Supervises Unit Mgmt	x		1.00	1				1.00		
SUBTOTAL		Unit Administrator					1	0	0	0	1.00	1.00	0.00
2	1 A/B	Unit Mgr	Supervise UM staff & inmate	x		1.00	1				1.00		
3	1 CD/EF	Unit Mgr	Supervise UM staff & inmate	x		1.00	1				1.00		
4	2 A/B	Unit Mgr	Supervise UM staff & inmate	x		1.00	1				1.00		
5	2 C/D	Unit Mgr	Supervise UM staff & inmate	x		1.00	1				1.00		
6	3 A/B	Unit Mgr	Supervise UM staff & inmate	x		1.00	1				1.00		
7	3 C/D	Unit Mgr	Supervise UM staff & inmate	x		1.00	1				1.00		
8	SMU	Unit Mgr	Supervise UM staff & inmate	x		1.00	1				1.00		
SUBTOTAL		Unit Managers					7	0	0	0	7.00	7.00	0.00
9	SMU	Unit Case Mgr	Sup. assigned staff,	x		1.00	1	2	0	0	5.00		
10	3A/B	Unit Case Mgr	Sup. assigned staff,	x		1.00	0	1	0	0	2.00		
11	3C/D	Unit Case Mgr	Sup. assigned staff,	x		1.00	0	1	0	0	2.00		
12	2A/B	Unit Case Mgr	Sup. assigned staff,	x		1.00	0	0	0	0	2.00		
13	1A/B	Unit Case Mgr	Sup. assigned staff,	x		1.00	0	1	0	0	2.00		
14	2C/D	Unit Case Mgr	Sup. assigned staff,	x		1.00	0	1	0	0	2.00		
15	1CD/EF	Unit Case Mgr	Sup. assigned staff,	x		1.00	0	1	0	0	3.00		
SUBTOTAL		Case Managers					8	8	0	0	18.00	18.00	0.00
16	3C/D	Unit Caseworker	Monitor & control inmate mvmt	x		1.00	0	1	1	0	3.80		
17	3A/B	Unit Caseworker	Monitor & control inmate mvmt	x		1.00	0	1	1	0	3.80		
18	2A/B	Unit Caseworker	Monitor & control inmate r	x		1.00	0	1	1	0	3.80		
19	2C/D	Unit Caseworker	Monitor & control inmate	x		1.00	0	2	2	0	7.60		
20	1A/B	Unit Caseworker	Monitor & control inmate	x		1.00	0	1	1	0	3.80		
21	1CD/EF	Unit Caseworker	Monitor & control inmate m	x		1.00	0	2	2	0	7.60		
23	SMU	Unit Caseworker	Monitor & control inmate	x		1.00	0	2	2	0	7.60		
SUBTOTAL		Case Workers					0	10	10	0	38.00	34.00	(4.00)

* use the appropriate relief factor for each post. If it is a 5 day post, use 1.0. If it is a 7 day post with a relief factor, use 1.9. If no relief is needed, use 1.0



Minimal Post Staffing Analysis
Biennium Budget FY 2015 - FY 2017

Institution: Tecumseh State Correctional Institution

Date: Current

Food Service

Must include only *existing* posts. Include administrative posts

Post #	Existing Post Location	Post Position Title	Duties & Responsibilities	Type		Relief Factor?	# of Posts by Shift				Total FTE Req.	FTE Auth'd 1-Jul-11	Variance
				5 day	7 day		Day	1st	2nd	3rd			
1	Kitchen	FS Director	Supervises staff & inmates	x		1.00	1				1.00	1.00	0.00
SUBTOTAL		Food Service Director					1	0	0	0	1.00	1.00	0.00
2	Kitchen	FS Manager	Supervise staff & inmates	x		1.00		1	1		2.00		
SUBTOTAL		Food Service Manager					0	1	1	0	2.00	2.00	0.00
3	Kitchen	FS Worker	Monitor/control food prep		x	1.90		2	2		7.60		
SUBTOTAL		Food Service Specialist					0	2	2	0	7.60	7.00	(0.60)
TOTALS											10.00	10.00	-0.60

* use the appropriate relief factor for each post. If it is a 5 day post with a relief factor, use 1.3. If it is a 7 day post with a relief factor, use 1.9. If no relief is needed, use 1.0

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**Minimal Post Staffing Analysis
Biennium Budget FY 2015 - FY 2017**

Institution: Tecumseh State Correctional Institution

Date: Staffing Analysis Recommendations 1/20/2016

Custody

Must include only existing posts. Include administrative posts

Post #	Existing Post Location	Position	Duties & Responsibilities	Type		Relief Factor	# of Posts by Shift			Total FTE Req.	FTE Auth'd 1-Jul-11	Variance	
				5 day	7 day		Day	1st	2nd				3rd
1	Admin Bldg	Major	Institutional Security Administrator	x		1.00	1			1.00			
2	Visiting	Captain	Internal Investigations/Intel	x		1.00	1			1.00			
3	Operations	Captain	Custody	x		1.00	1			1.00			
4	SMU	Captain	Dayshift/PREA Coordinator	x		1.00	1			1.00			
SUBTOTAL Administrative							4	0	0	0	4.00	4.00	0.00
5	Admin Bldg	Lieutenant	Shift Supervisors		x	1.74		1	1	1	5.22		
6	Religion	Lieutenant	Admin Lieutenant	x		1.00					1.00		
SUBTOTAL Lieutenants							0	1	1	1	6.22	6.00	(0.22)
7	Armory	Sergeant	Armory	x		1.25	1				1.25		
8	Admin Bldg	Sergeant	Asst Shift Supv		x	1.74		1	1	1	5.22		
9	SMU	Sergeant	Supervises Seg Operation		x	1.74		2	2	1	8.70		
10	SMU	Sergeant	Handles Disciplinary/DCC	x		1.00	1				1.00		
11	HU 1 (Med/Max)	Sergeant	Housing Unit Custody Supervisor		x	1.74		1	1		3.48		
12	HU 2 (Max)	Sergeant	Housing Unit Custody Supervisor	x		1.25		1	1		2.50		
13	HU 3ABCD (Medium)	Sergeant	Housing Unit Custody Supervisor		x	1.74			1		1.74		
14	Admin Bldg	Sergeant	Administrative	x		1.00	2				2.00		
15	So Vehicle Gate	Sergeant	Control Traffic	x		1.25	1				1.25		
16	CSI	Sergeant	Supervise Security	x		1.25		1	1		2.50		
17	Response/Movement	Sergeant	Supervise R/M Staff		x	1.74		1	1		3.48		
18 Sergeants							5	7	8	2	25.00	25.00	(0.00)
19	Central Control	Corporal	Oversees Central Staff	x		1.74		1	1		3.48		
20	Central Control	Corporal	Oversees Central Staff	x		1.00	1				1.00		
21	SMU	Corporal	Conducts counts & monitors	x		1.74					1.74		
22	SMU Response/Move	Corporal	ERTs/Yard Supervision	x		1.74		2	2		3.48		
23	HU 1AB (Max)	Corporal	Supervise unit activities/Floor	x		1.74		2	2		3.48		
24	HU 1CD (Medium)	Corporal	Supervise unit activities/Floor	x		1.74		1	1		3.48		
25	HU 1EF (Medium)	Corporal	Supervise unit activities/Floor	x		1.74				1	1.74		
26	HU 2AB (Max)	Corporal	Supervise unit activities/Floor	x		1.74		2	2		3.48		
27	HU 2CD (Max)	Corporal	Supervise unit activities/Floor	x		1.74				2	3.48		
28	HU 3ABCD (Medium)	Corporal	Supervise unit activities/Floor	x		1.74				4	6.96		
29	Control Room RH	Corporal	Control door operations	x		1.74				1	1.74		
30	Travel Order Team	Corporal	Travel Orders	x		1.74					1.74		
31	Response/Movement	Corporal	ERTs/Yard Supervision	x		1.74		2	2		3.48		
32	Facility Escort	Corporal	Escorts	x		1.74		2	2	2	6.96		
33	Visitation Clerk	Corporal	Supervises Visiting Rm	x		1.74				1	1.74		
34	Gatehouse	Corporal	Control Vehicle/Visitors	x		1.74		1	1	1	3.48		
35	Pass Clerk	Corporal	Process visitors into institution	x		1.74		1	1		3.48		
36	CSI - Laundry	Corporal	Control CSI workers	x		1.74		2	2		3.48		
37	CSI - Woodshop	Corporal	Oversees custody operations	x		1.74					1.74		
38	Maintenance Gate	Corporal	Control access	x		1.74		1			1.74		
39	Kitchen	Corporal	Supervise kitchen workers	x		1.74		4	4		6.96		
40	Library	Corporal	Control inmates/shaked	x		1.74		1	1		3.48		
41	Canleen	Corporal	Inmate mvmt/shaked	x		1.25	1				1.25		
42	Gym	Corporal	Oversees inmate gym	x		1.74		1	1		3.48		
43	Education	Corporal	Control mvmt,shaked,sha	x		1.25	1	1	1		3.75		
44	A&R	Corporal	Clubs	x		1.00	1				1.00		
45	A&R	Corporal	Hobby	x		1.00	1				1.00		
46	A&R	Corporal	Supervise recreation activities	x		1.00	1	2	2		5.00		
47	SNF	Corporal	Control inmate mvmt	x		1.74		1	1	1	5.22		
48	Clinic	Corporal	Control inmate mvmt r to mvmt	x		1.74		1	1		3.48		
49	Property	Corporal	Oversee property	x		1.25	3				3.75		
50	PHO/Religion	Corporal	PHO/Administrative	x		1.25	1				1.25		
51	Key Control	Corporal	Monitors Keys & Locks	x		1.25	1				1.25		
52	Tool Control	Corporal	Monitors all tools for institution	x		1.25	1				1.25		
53	DCC	Corporal	Assist with Disciplinary activities	x		1.25	2				2.50		
54	K-9 Corporals	Corporal	Drug Interdiction w/ K-9s	x		1.00	1				1.00		
55	Investigative Asst.	Corporal	Assist Investigative Captain / LL	x		1.00	3				3.00		
56	Recycling/Chemical	Corporal	Oversees Programs	x		1.25	1				1.25		
Corporals							27	56	55	16	246.80	169.00	(77.80)
57	Central Control	Officer	Control Movement & Doors	x		1.74		2	2	1	8.70		
58	HU #1 A/B Control	Officer	Monitors and controls doors in Unit	x		1.74		1	1	1	5.22		
59	HU #1 C/D Control	Officer	Monitors and controls doors in Unit	x		1.74		1	1	1	5.22		
60	HU #2 A/B Control	Officer	Monitors and controls doors in Unit	x		1.74		1	1	1	5.22		
61	HU #2 C/D Control	Officer	Monitors and controls doors in Unit	x		1.74		1	1	1	5.22		
62	HU #3 A/B Control	Officer	Monitors and controls doors in Unit	x		1.74		1	1	1	5.22		
63	HU #3 C/D Control	Officer	Monitors and controls doors in Unit	x		1.74		1	1	1	5.22		
64	HU #1 E/F Control	Officer	Monitors and controls doors in Unit	x		1.74		1	1	1	5.22		
65	Control Room-RH	Officer	Operates doors on seg unit	x		1.74				1	1.74		
66	Perimeter Patrol	Officer	Oversees via vehicle	x		1.74		2	2	2	6.96		
67	Tower	Officer	Views Yard	x		1.74		2	2		3.48		
68	Facility Escort	Officer	Escorts	x		1.74		2	2	1	8.70		
69	Visitation	Officer	Monitors visits	x		1.74		1	1		3.48		
70	Turnkey/Gatehouse	Officer	Supervises Community Inmates	x		1.74		1			1.74		
68 Officers							0	17	16	12	78.30	93.00	14.70
TOTALS										368.44	297.00	-71.66	

Minimal Post Staffing Analysis

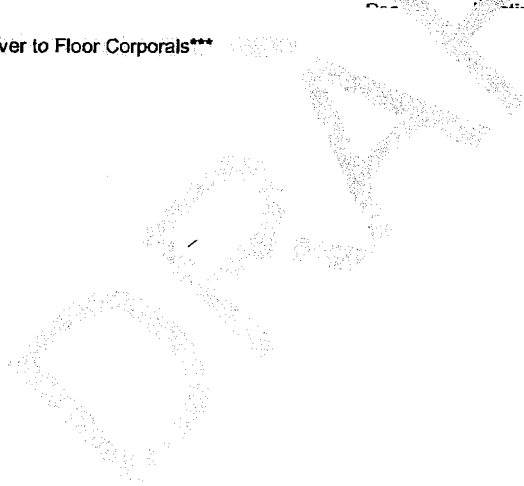
Institution: Tecumseh State Correctional Institution

Recommend Changes for Staffing Analysis

Unit Management

Post #	Existing Post Location	Post Position Title	Duties & Responsibilities	Type		Relief Factor?	# of Posts by Shift				Total FTE Req.	FTE Auth'd 1-Jul-11	Variance
				5 day	7 day		Day	1st	2nd	3rd			
SUBTOTAL		Administrative					0	0	0	0	0.00		0.00
1	Admin Bldg	Unit Administrator	Supervises Unit Mgmt	x		1.00	2				2.00		
SUBTOTAL		Unit Administrator					2	0	0	0	2.00	1.00	(1.00)
2	1 A/B	Unit Mgr	Supervise UM staff & inmates	x		1.00	1				1.00		
3	1 CD/EF	Unit Mgr	Supervise UM staff & inmates	x		1.00	1				1.00		
4	2 A/B	Unit Mgr	Supervise UM staff & inmates	x		1.00	1				1.00		
5	2 C/D	Unit Mgr	Supervise UM staff & inmates	x		1.00	1				1.00		
6	3 A/B	Unit Mgr	Supervise UM staff & inmates	x		1.00	1				1.00		
7	3 C/D	Unit Mgr	Supervise UM staff & inmates	x		1.00	1				1.00		
8	SMU	Unit Mgr	Supervise UM staff & inmates	x		1.00	2				2.00		
SUBTOTAL		Unit Managers					8	0	0	0	8.00	7.00	(1.00)
9	SMU	Unit Case Mgr.	Sup. assigned staff,	x		1.00	5				5.00		
10	HU 1	Unit Case Mgr	Sup. assigned staff,	x		1.00	1.5	1	0		7.00		
11	HU 2	Unit Case Mgr	Sup. assigned staff,	x		1.00	1	0			6.00		
12	HU 3	Unit Case Mgr	Sup. assigned staff,	x		1.00	1	0			6.00		
13	Admin Bldg	Unit Case Mgr	Grivance Coordinators	x		1.00	1				2.00		
SUBTOTAL		Case Managers					10	1	0	3	24.00	18.00	(6.00)
TOTALS											34.00	26.00	-8.00

Case Workers were converted over to Floor Corporals



**Minimal Post Staffing Analysis
Biennium Budget FY 2015 - FY 2017**

Institution: Tecumseh State Correctional Institution

Recommended Changes for Staffing Analysis

Food Service

Must include only *existing* posts. Include administrative posts

Post #	Existing Post Location	Post Position Title	Duties & Responsibilities	Type		Relief Factor?	# of Posts by Shift				Total FTE Req.	FTE Auth'd 1-Jul-11	Variance
				5 day	7 day		Day	1st	2nd	3rd			
1	Kitchen	FS Director	Supervises staff & inmates	x		1.00	1				1.00		
SUBTOTAL		Food Service Director					1	0	0	0	1.00	1.00	0.00
2	Kitchen	FS Manager	Supervise staff & inmates	x		1.00	1	1			2.00		
SUBTOTAL		Food Service Manager					0	1	1	0	2.00	2.00	0.00
TOTALS											3.00	3.00	0.00

Converted Food Service Workers to Food Service Corporals

Custody Post Analysis Summary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution

JOB CLASSIFICATION: Correctional Major

POST TYPE: 5 Day

Post Title	Shift			
	Day	1 st	2 nd	3 rd
Major	1	0	0	0

CLASSIFICATION: Correctional

Comments: Per staffing model POST TYPE.

Custody Post Analysis Summary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution

JOB CLASSIFICATION: Correctional Captain

POST TYPE: 5 Day

Post Title	Day	Shift			
		1 st	2 nd	3 rd	
Investigative	1	0	0	1	
Operations	1	0	0	0	Tecur
Administrative	1	0	CLASSIFICATION		

Comments: Per staffing model sta

Custody Post Analysis Summary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution

JOB CLASSIFICATION: Correctional Lieutenant

POST TYPE: 5 Day

Post Title	Shift			
	Day	1 st	2 nd	3 rd
Lieutenant	1	0	0	0

Tecumseh

CLASSIFICATION: Correctional

Comments: Per staffing model POST TYPE.

Custody Post Analysis Summary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution

JOB CLASSIFICATION: Correctional Lieutenant

POST TYPE: 7 Day

Post Title	Shift			
	<u>Day</u>	1 st	2 nd	3 rd
Lieutenant	0	1	1	1

*Relief factor of 1.74

Total FTE to include relief factor: 5.22 – 7 Day Lieutenants

Custody Post Analysis Summary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution

JOB CLASSIFICATION: Correctional Sergeant

POST TYPE: 5 Day

JSI NA

Post Title	Day	Shift			Comments:
		1 st	2 nd	3 rd	
Armory*	1	0	0	0	POST ANALYSIS Per staffing model
DCC**	1	0	0	0	AUDITOR WORKSHEET Per staffing model
Unit #2*	1	1	0	0	Per staffing model
South V Gate*	1	0	0	0	Per staffing model
Administrative**	2	0	0	0	Per staffing model
Industries*	1	0	0	0	Per staffing model

*Relief factor of 1.25

**Relief factor of 1.00

Total FTE to include relief factors: 10.50 – 5 Day Sergeants

Custody Post Analysis Summary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution

JOB CLASSIFICATION: Correctional Sergeant

POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1 st	2 nd	3 rd	
Shift Sergeant*	0	1	1	1	Per staffing model
SMU*	0	2	2	1	Per staffing model
Unit Sergeant*	0	1	1	1	Per staffing model
Response/Movement*	0	1	1	1	Per staffing model

*Relief factor of 1.74

Total FTE to include relief factor: 22.62 – 7 Day Sergeants

Custody Post Analysis Summary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution

JOB CLASSIFICATION: Correctional Corporal

POST TYPE: 5 Day

Post Title	Day	Shift			Comments:
		1 st	2 nd	3 rd	
Central Control **	1	0	0	0	Per staffing model
Travel Order**	6	0	0	0	Per staffing model
Woodshop*	3	0	0	0	Per staffing model
Maintenance Gate*	0	1	0	0	Per staffing model
Canteen*	1	0	0	0	Per staffing model
Education*	0	1	1	0	Per staffing model
A&R**	3	2	0	0	Per staffing model
Property*	3	0	0	0	Per staffing model
PHO*	1	0	0	0	Per staffing model
Key Control*	1	0	0	0	Per staffing model
Tool Control*	1	0	0	0	Per staffing model
DCC*	2	0	0	0	Per staffing model
Canine**	1	0	0	0	Per staffing model
Investigative**	3	0	0	0	Per staffing model
Recycle/Chemical*	1	0	0	0	Per staffing model

*Relief factor of 1.25

** Relief factor of 1.00

Total FTE to include relief factor: 36.00— 5 Day Corporals

Custody Post Analysis Summary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution

JOB CLASSIFICATION: Correctional Corporal

POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1 st	2 nd	3 rd	
Central Control *	0	1	1	1	Per staffing model
SMU*	0	13	13	6	Per staffing model
SMU R/Movement*	0	2	2	0	Per staffing model
HU Floors*	0	11	11	0	Tecumseh State Correctional Institution
Control RH*	0	5	5	0	Correctional Corporal Per staffing model
R/Movement *	0	5	5	0	7 Day Per staffing model
Facility Escort*	0	2	2	0	Per staffing model
Visitation*	0	1	1	0	7 Day Per staffing model
Gatehouse*	0	1	1	1	Central Control * Per staffing model
Pass Clerk*	0	1	1	0	Per staffing model
CSI Laundry*	0	2	2	0	Per staffing model
Kitchen*	0	4	4	0	Per staffing model
Library*	0	1	1	0	Per staffing model
Gym*	0	1	1	0	Per staffing model
Clinic*	0	1	1	0	Per staffing model

*Relief factor of 1.74

Total FTE to include relief factor: 208.80—7 Day Corporals

Custody Post Analysis Summary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution

JOB CLASSIFICATION: Correctional Officer

POST TYPE: 7 Day

Post Title	Day	Shift			Comments
		1 st	2 nd	3 rd	
Central Control	0	2	2	1	Per staffing model
HU Control Centers	0	7	7	7	Per staffing model
SMU Control Centers	0	0	0		Per staffing model
Perimeter Patrol	0	2	2		Per staffing model
Tower	0	2	2		Per staffing model
Facility Escort	0	2	2	1	Per staffing model
Visitation	0	1		0	Per staffing model
Turnkey/Gatehouse	0	1	0	0	Per staffing model

*Relief factor of 1.74

Total FTE to include relief factor: 78.30 – 7 Day Officers

Calculation of Custody Relief Requirements

Step 1 Total # of eight hour shifts each staff would be available during a consecutive 365 work year

a)	Total work year days	365
b)	Total number of holidays	12
c)	Regular days of (two days off per seven day period)	104
d)	Average days authorized leave taken/employee	33.53
e)	Average days of training/employee	6

Step 2 Determine relief factors for 8 hours/5 days per week (8/5) and 8 hours/7 days per week (8/7) posts

8/5 = 1 (post) X 8 hours X 261 days/year = 2088 hours divided by 1,670.4 =	1.25
8/7 = 1 (post) X 8 hours X 365 days/year = 2920 hours divided by 1,678.16 =	1.74

Step 3 Summary of basic post requirements (rounded to the nearest tenth)

1 One (1) eight hour, five day per week post requires	1.25
2 One (1) sixteen hour, five day per week post requires	1.67
3 One (1) eight hour, seven day per week post requires	1.74
4 One (1) sixteen hour, seven day per week post requires	3.48
5 One (1) twenty-four hours, seven day per week post requires	5.22

Step 4 Total custody post requirements

8/5	One (1) 8/5 post	Average days authorized	1.35	FTEs
16/5	One (1) 16/5 post	Average days authorized	2.7	FTEs
8/7	One (1) 8/7 post	Determine relief factor	1.84	FTEs
16/7	One (1) 16/7 post	Determine relief factor	3.68	FTEs
24/7	One (1) 24/7 post	Determine relief factor	5.52	FTEs

Additional FTE Requirements

This section addresses each area identified and potential additional costs.

#11. Housing Unit (1 Medium/Maximum) Sergeant-4 FTE's x \$48,131.20 = \$192,524.80

#12. Housing Unit (2 Maximum) Sergeant-3 FTE's x \$48,131.20 = \$144,393.60

#13. Housing Units (3 Medium) Sergeant-2 FTE's x \$48,131.20 = \$96,262.40

#21. SMU Gallery Corporals-6 FTE's x \$43,308.20 = \$259,849.20

#22. Response/Movement Corporals for SMU= 7 FTE's x \$43,308.20 = \$303,157.40/yr

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Positions #23 through #28 indicate the replacement of case workers with floor corporals in housing unit 1, 2 and 3. The recommendation is also to eliminate the case workers assigned to SMU as floor corporals already exist in that area. The previous staffing for case workers were 38 FTE's across all housing units (38 CW FTE's x \$45,367.40 = \$1,723,961.20) The total amount of Corporals to replace them would be 47 FTE's (47 Cpl. FTE's x \$43,308.20 = \$2,035,485.40) This would actually be a net increase of \$311,524.40/yr. *Please note that the minimum staffing in these units were affected by the repurposing of the inmate population and the 2015 disturbance.

#23. Housing Unit 1 AB Corporals (Maximum) Protected Management
 • 2 Cpl. FTE's x \$43,308.20 = \$86,616.40/yr – 1 CW FTE (\$45,367.40/yr) = \$41,249.00

#24. Housing Unit 1 CD Corporals (Medium) Protected Management
 • 1 Cpl. FTE's x \$43,308.20 = \$43,308.20/yr – 1 CW FTE (\$45,367.40/yr) = \$2,059.20

#25. Housing Unit 1 EF Corporals (Medium) Protected Management
 • 1 Cpl. FTE's x \$43,308.20 = \$43,308.20/yr – 1 CW FTE (\$45,367.40/yr) = \$2,059.20

#26. Housing Unit 2 AB Corporals (Maximum) General Population
 • 2 Cpl. FTE's x \$43,308.20 = \$86,616.40/yr – 1 CW FTE (\$45,367.40/yr) = \$41,249.00

#27. Housing Unit 2 CD Corporals (Maximum) General Population
 • 2 Cpl. FTE's x \$43,308.20 = \$86,616.40/yr – 1 CW FTE (\$45,367.40/yr) = \$41,249.00

#28. Housing Unit 3 ABCD Corporals (Medium) General Population
 • 2 Cpl. FTE's x \$43,308.20 = \$86,616.40/yr – 2 CW FTE (\$45,367.40/yr) = \$90,734.80

#29. Control Room SMU-2 FTE's x \$43,308.20 = \$86,616.40

#30. Travel Order Team Corporals-6 FTE's x \$43,308.20 = \$259,849.20

#31. Response and Movement Corporals-25 FTE's x \$43,308.20 = \$1,082,705.00

#32. Facility Escort Corporals-11 x \$43,308.20 = \$476,390.20

#37. CSI-Woodshop Corporals-1 x \$43,308.20 = \$43,308.20

#38. Maintenance Gate Corporal-**Remove one FTE = A savings of \$43,308.20/yr.**

#39. Kitchen Corporals-6 FTE's x \$43,308.20 = \$259,849.20

Positions #44 through #46 indicate the replacement of Recreation Specialist with Corporals.

#44-46. A&R (Recreation) Corporals 7 FTE's x \$43,308.20 = \$303,157.40 subtracting the previous 7 Recreation Specialist Corporals \$43,308.20 = \$307,370.00 leaving an actual increase of \$4,212.60/yr.

#49. Property Corporals-1 FTE x \$43,308.20 = \$43,308.20

#55. Investigative Assistants-1 FTE x \$43,308.20 = \$43,308.20

#67. Tower Officers-3 FTE x \$41,896 = \$125,688.00

#68. Facility Escort Officers- This position was renamed from Transfer/Escort/Yard. The previous position called for 12 FTE's, the recommendation is reducing that number to 9 FTE's= a savings of 3 Ofc. FTE's (9 Ofc. FTE's(\$377,064) -3 Ofc.FTE's (\$125,688.00) = a savings of \$251,376.00/yr.

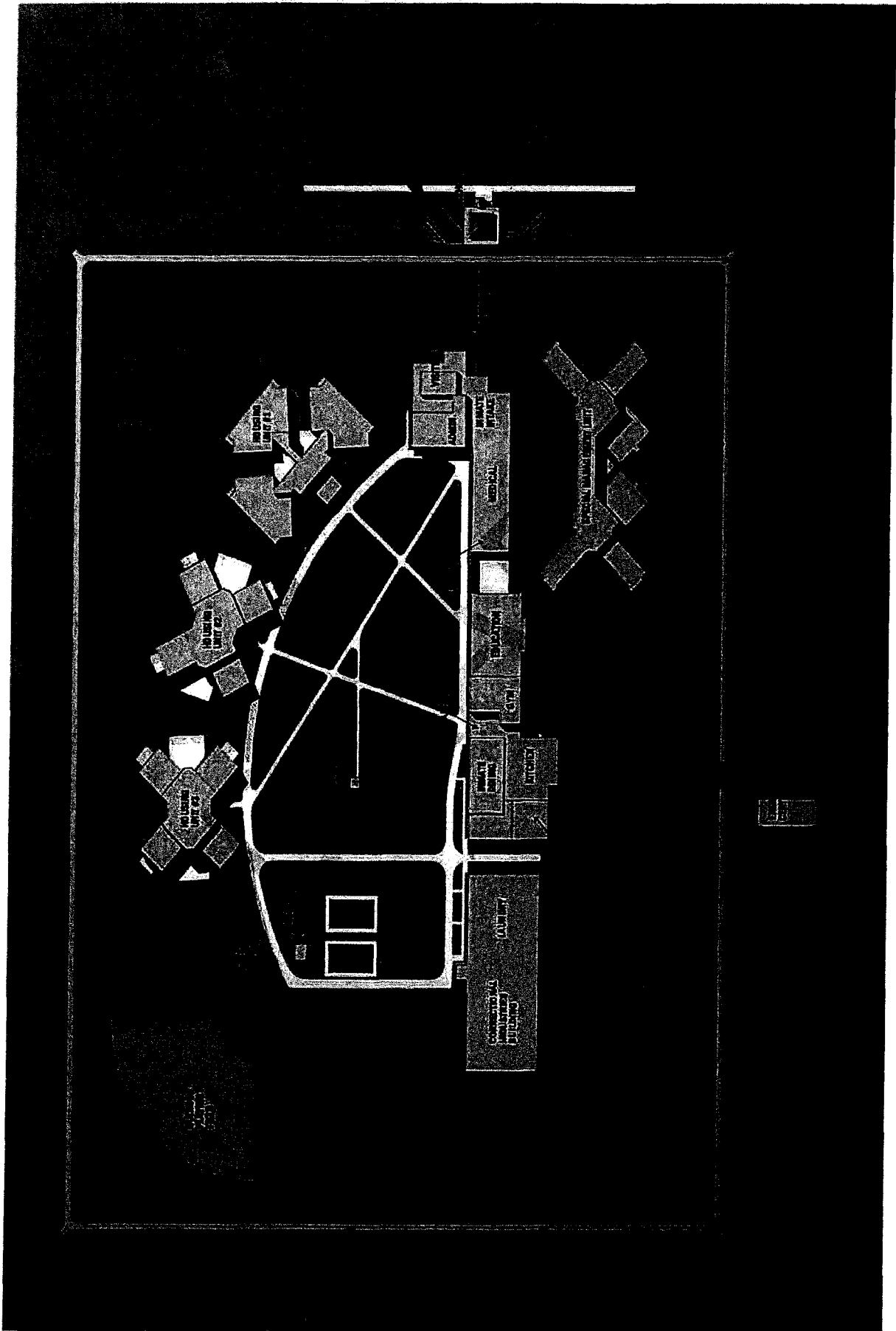
The above figures are salary plus benefits annually. Additional costs would also be associated with adding new staff to include uniform issue, radios and other PPE, training costs, etc.

- Uniform issue costs for custody - \$729.95

- Uniform costs for UCW - \$635.71

Attachments

- A. Map
- B. Proposed NDCS Staffing Model



Custody Staffing Model - Unit Staffing				
Building Sergeant	Shift			
Custody Level	1	2	3	Day
Maximum		8/5		8/5
Medium		8/7		
Minimum A Cells		8/5		
Minimum A Bay/Dorm		8/5		
Minimum B		8/5		
Community A				
Community A				

Minimum Sgts. Will not have weekends

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

Unit Officers	Shift		
Custody Level	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7 8/7	8/7 8/7	
Med. Control Center	8/7	8/7	8/7
Med. Floor	8/7 8/7	8/7 8/7	
Min A. Control Center	8/7	8/7	
Min A. Floor (Bay/Dorm)	8/7 8/7	8/7 8/7	8/7 8/7
Min. A Control Center			
Min A. Floor (Cells)	8/7 8/7	8/7 8/7	8/7
Min B. Control Center			
Min B. Floor	8/7 8/7	8/7 8/7	8/7 8/7
Com A Control Center			
Com A Floor	8/7	8/7	
Com B Control Center			
Com B Floor	8/7	8/7	

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Unit Staffing Internal Movement			
Prototypical Building size Maximum 256 Medium 256 Minimum A Minimum B Community A Community B			
Internal Movement Officers	Shift		
Custody Level	1	2	3
Max.	8/7 8/7	8/7 8/7	8/7
Med. Internal Movement	8/7	8/7	8/7
Min A. Control Center			
Min A. Floor			
Min B. Control Center			
Min B. Floor			
Com A Control Center			
Com A Floor			
Com B Control Center			
Com B Floor			

SHIFTS	
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
Administrative	8/5	8/5		
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Entry/Exit Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(Off Shift Post)	8/7	8/7		
	8/7	8/7		
Education / programs	8/7	8/7		
Library	8/7	8/7		
Religious Center	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk		8/5		
Visiting *(off shift post)		8/5		
		8/5		
		8/5		
Administrative Support				
Disciplinary				8/5
				8/5
Intel				8/5
Property	8/5	8/5		
Industries (1 shop only)				8/5
Canteen				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7		
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size		
Maximum		128
Medium		128
Minimum A		200
Minimum B		200
Community A		200
Community B		200

SHIFTS		
DAY		0800-1630
1ST		0550-1400
2ND		1350-2200
3RD		2150-0600

Custody Staffing Model - Facility Staffing - Medium				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
Education / programs	8/7	8/7		
Library	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/7	8/7		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk		8/5		
Visiting* (off shift post)		8/5		
		8/5		
		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
				8/5
Property	8/5	8/5		
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7		
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7		
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Minimum				
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Ext/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Education / programs	8/7	8/7		
Library	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk		8/5		
Visiting		8/5		
		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
Property				8/5
Industries (All shops)				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7		8/5
External Transport Staff				
Travel Order staff				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance				8/5
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen	8/7	8/7	8/7	
	8/7	8/7		
Classrooms/ Programs	8/7	8/7		
Gym	8/7	8/7		
Medical Area	8/7	8/7		
Medical Unit	8/7	8/7	8/7	
Visitation		8/5		
		8/5		
		8/5		
Pass Clerk		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
				8/5
Intel				8/5
				8/5
Property				8/5
Industries (1 shop only)				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7		
Facility Escorts	8/7	8/7		8/5
	8/7	8/7		8/5
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7	8/7	
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Medium				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen	8/7	8/7	8/7	
Classrooms/ Programs	8/7	8/7		
Gym	8/7	8/7		
Medical Area	8/7	8/7		
Medical Unit	8/7	8/7	8/7	
Visitation		8/5		
		8/5		
		8/5		
Pass Clerk		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
				8/5
Property				8/5
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7		8/5
				8/5
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7	8/7	
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Minimum				
SERGEANTS		Shift		
Post/area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory				8/5
Tool/Key				8/5
Intel				8/5
PHO				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
OFFICERS		Shift		
Post/area	1ST	2ND	3RD	Day
Programs/Activities				
Classrooms/ Programs	8/7	8/7		
Gym	8/7	8/7		
Medical Area	8/7	8/7		
Medical Unit	8/7	8/7	8/7	
Visitation		8/5		
Pass Clerk		8/5		
Canteen		8/5		8/5
Administrative Support				
Disciplinary				8/5
Property				8/5
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7		8/5
External Transition Staff				
Travel Order staff				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	
Perimeter/Entry/Exit Security				
Front Entrance				8/5
Tower/ perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Restrictive Housing Units will have one staff per gallery (1st and 2nd) and a staffed Control Center. 3rd will have one staff per two non I/M galleries and a staffed Control Center.
 Model based off of TSCI SMU East.

Custody Positions	Shift		
	1	2	3
Sergeant	8/7	8/7	8/7
Control Center Officer	8/7 8/7	8/7 8/7	8/7
Floor Officer	8/7 8/7 8/7 8/7 8/7	8/7 8/7 8/7 8/7 8/7	8/7 8/7

Gates, Traci

From: Lewien, Barb
Sent: Thursday, January 21, 2016 3:00 PM
To: Frakes, Scott
Subject: RE: CCC-O Staffing Analysis Draft

I talked to the team members. We are wondering if it is possible to get a staffing model from Washington so we have a better understanding of what you would like. Is this something you have or who would I contact to get it from?

From: Frakes, Scott
Sent: Thursday, January 21, 2016 6:12 AM
To: Lewien, Barb
Subject: RE: CCC-O Staffing Analysis Draft

I was hoping for more structure around the staffing model document. The final analysis of the facilities has to be driven by a standard model that establishes the baseline staffing at each custody level – with exceptions then determined based on specific facility needs. Without a good model, we can't support funding requests in a systematic way.

From: Lewien, Barb
Sent: Wednesday, January 20, 2016 3:43 PM
To: Frakes, Scott
Subject: RE: CCC-O Staffing Analysis Draft

We have talked about the model as a team just last week and so far what we put together is working and fits. I am very anxious to get the TSCI report because I think that may give us more information as well as the NSP which starts next week. Is there something in particular you wanted from us that we have not provided? You are our expert so any additional direction would be great. I don't know if we have enough information reported specifically for us to dig down deeper. Our last analysis is scheduled for the week of Feb 9 so hoping to gain more insight from you next week along with the individual analysis to help push us in the right direction.

From: Frakes, Scott
Sent: Wednesday, January 20, 2016 3:31 PM
To: Lewien, Barb
Subject: RE: CCC-O Staffing Analysis Draft

Will you have more work done on the overall staffing model for NDCS?

From: Lewien, Barb
Sent: Wednesday, January 20, 2016 12:08 PM
To: Frakes, Scott; Sabatka-Rine, Diane; Rothwell, Michael
Cc: Capps, Michele; Kinney, Michael; Peters, Chris; English, Tom
Subject: FW: CCC-O Staffing Analysis Draft

Attached is the final DRAFT of the CCCO staffing analysis for discussion at next week's meeting. The overall staff increase is 12 recommended. 2 of these are already double staffed as van drivers so these would become new FTE's.

We will have the TSCI, NCYF and CCCL reports shortly to share prior to the meeting.

From: Bryl, Chasidy
Sent: Wednesday, January 20, 2016 11:59 AM

To: Lewien, Barb
Subject: CCC-O Staffing Analysis Draft

225

Chasidy Bryl

Administrative Assistant to the Warden
Omaha Correctional Center
2323 E. Ave J Omaha, NE 68110
Office: (402)522-7125
Fax: (402)595-2227
chasidy.bryl@nebraska.gov

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Gates, Traci

From: Lewien, Barb
Sent: Friday, January 22, 2016 7:49 AM
To: Frakes, Scott
Subject: RE: CCC-O Staffing Analysis Draft

Okay, sorry. yes I still have it. I will go back to it. I apologize for asking again.

From: Frakes, Scott
Sent: Thursday, January 21, 2016 5:42 PM
To: Lewien, Barb
Subject: RE: CCC-O Staffing Analysis Draft

Barb,

I provided the Washington model to you at the beginning of the project. It is the document that shows post requirements by custody level. I gave you the staffing model, and at least one copy of a custody post audit done for a specific facility. If you don't have that, I'll find it when I get back to the office. Go back through everything I gave you - it's there. The work the team showed me at the last meeting reflected the beginning of a "model".

Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

From: "Lewien, Barb" <Barbara.Lewien@nebraska.gov>
Date: 01/21/2016 2:59 PM (GMT-06:00)
To: "Frakes, Scott" <scott.frakes@nebraska.gov>
Subject: RE: CCC-O Staffing Analysis Draft

I talked to the team members. We are wondering if it is possible to get a staffing model from Washington so we have a better understanding of what you would like. Is this something you have or who would I contact to get it from?

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From: Bryl, Chasidy
Sent: Wednesday, January 20, 2016 11:59 AM
To: Lewien, Barb
Subject: CCC-O Staffing Analysis Draft

Chasidy Bryl

Administrative Assistant to the Warden
Omaha Correctional Center
2323 E. Ave J Omaha, NE 68110
Office: (402)522-7125
Fax: (402)595-2227
chasidy.bryl@nebraska.gov

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Gates, Traci

From: Lewien, Barb
Sent: Friday, January 22, 2016 9:58 PM
To: Frakes, Scott; Sabatka-Rine, Diane
Subject: RE: Custody Staffing Model (CCCO)

Thank you. I really appreciate it. We really want to get this right and give you the best possible work. I think the folks on the team have been doing a great job, working a lot of time to give the department what is needed. Have a great weekend,

Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

From: "Frakes, Scott" <scott.frakes@nebraska.gov>
Date: 01/22/2016 9:40 PM (GMT-06:00)
To: "Sabatka-Rine, Diane" <Diane.Sabatka-Rine@nebraska.gov>
Cc: "Lewien, Barb" <Barbara.Lewien@nebraska.gov>
Subject: RE: Custody Staffing Model (CCCO)

Barb,

Please accept my apology. I failed to scroll down far enough in the document - so missed the excellent work you and your team did on the staffing model. I need to sit down with a printed copy and study it closer, but this is what I was looking for. I'm sorry for the extra work and stress I put you through.

Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

From: "Sabatka-Rine, Diane" <Diane.Sabatka-Rine@nebraska.gov>
Date: 01/22/2016 6:58 PM (GMT-06:00)
To: "Frakes, Scott" <scott.frakes@nebraska.gov>
Cc: "Lewien, Barb" <Barbara.Lewien@nebraska.gov>
Subject: Custody Staffing Model (CCCO)

Scott,

I had an opportunity to talk to Barb this afternoon. Earlier in the day she had reviewed the Washington Staffing Model example, contacted Meg Savage and NIC in an effort to gain additional clarity on the development of a custody staffing model. Based on the Workgroup's training and the review of the noted referenced materials, the group is of the understanding that the attached excerpt from the CCCO draft analysis report contains the same information as the Washington model (it is also included in each of the other draft reports). If this is not what you want - more guidance/direction will be needed. If that is the case - I'll be in tomorrow morning if you want to talk through it. Thanks!

Diane Sabatka-Rine
 Deputy Director – Institutions
 Nebraska Department of Correctional Services

-----Original Message-----

From: dcscopiers@nebraska.gov [<mailto:dcscopiers@nebraska.gov>]
Sent: Friday, January 22, 2016 5:14 PM
To: Sabatka-Rine, Diane
Subject: Message from "RNP00267390B9AB"

This E-mail was sent from "RNP00267390B9AB" (MP C4503).

Scan Date: 01.22.2016 18:13:55 (-0500)
Queries to: dcscopiers@nebraska.gov

Gates, Traci

From: Lewien, Barb
Sent: Friday, February 12, 2016 9:37 AM
To: Frakes, Scott; Sabatka-Rine, Diane
Cc: Beaty, Jeffry
Subject: RE: Staffing Analysis

Okay that was my thought. Thank you!

Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

From: "Frakes, Scott" <scott.frakes@nebraska.gov>
Date: 02/11/2016 7:36 PM (GMT-06:00)
To: "Sabatka-Rine, Diane" <Diane.Sabatka-Rine@nebraska.gov>, "Lewien, Barb" <Barbara.Lewien@nebraska.gov>
Cc: "Beaty, Jeffry" <jeffry.beaty@nebraska.gov>
Subject: RE: Staffing Analysis

Still a work in progress - not ready for release.

Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

From: "Sabatka-Rine, Diane" <Diane.Sabatka-Rine@nebraska.gov>
Date: 02/11/2016 6:50 PM (GMT-06:00)
To: "Lewien, Barb" <Barbara.Lewien@nebraska.gov>
Cc: "Frakes, Scott" <scott.frakes@nebraska.gov>, "Beaty, Jeffry" <jeffry.beaty@nebraska.gov>
Subject: RE: Staffing Analysis

Barb,

I think that what you have told him is good for now. These reports are not yet finished documents, so it would be premature to release them to anyone at this point.

Once they are finished, the Director's Office can determine if/how to disseminate them.

I've copied in Scott in case he wants to proceed differently.

Thanks!

Diane Sabatka-Rine
puty Director – Institutions
Nebraska Department of Correctional Services
Phone: 402-479-5733

From: Lewien, Barb
Sent: Thursday, February 11, 2016 6:45 PM
To: Sabatka-Rine, Diane
Subject: Fwd: Staffing Analysis

How would you like me to proceed here?

Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

From: "Lewien, Barb" <Barbara.Lewien@nebraska.gov>
Date: 02/11/2016 3:14 PM (GMT-06:00)
To: "Koebernick, Doug" <dkoebernick@leg.ne.gov>
Subject: RE: Staffing Analysis

Hi Doug, all of the reports are not complete and all are still in draft form. Let me discuss with central office to ensure I follow the directives of Director Frakes on this and I will get back with you very soon. I hope all is going well with you. take care,

From: Doug Koebernick [<mailto:dkoebernick@leg.ne.gov>]
Sent: Thursday, February 11, 2016 8:23 AM
To: Lewien, Barb
Subject: Staffing Analysis

Warden Lewien,

When I visited your facility you talked about the staffing analysis that is being done at each facility. I had someone else mention that to me the other day and I wondered if it is possible to receive the staffing analysis for each facility from you. I think it would really help me build on my understanding of each facility and their needs and challenges.

Thanks so much for your consideration.

Doug Koebernick
Office of Inspector General

Gates, Traci

From: Lewien, Barb
Sent: Thursday, March 31, 2016 2:32 PM
To: Frakes, Scott
Cc: Sabatka-Rine, Diane; Capps, Michele; English, Tom; Peters, Chris; Kinney, Michael; Bryl, Chasidy
Subject: Staffing analysis final draft

Good afternoon, I delivered a hard copy of the Prison Staffing Analysis (final draft) for custody staff to your office today.

Please let me know how you wish to proceed once you have had an opportunity to review it.

You will also be receiving an electronic copy soon.

Thanks,

Sent from my Verizon Wireless 4G LTE smartphone

Gates, Traci

From: Lewien, Barb
Sent: Friday, April 01, 2016 1:53 PM
To: Frakes, Scott; Sabatka-Rine, Diane
Cc: Bryl, Chasidy; Capps, Michele; Peters, Chris; English, Tom; Kinney, Michael
Subject: FW: Final Rough Draft - NDCS Staffing Analysis
Attachments: NDCS Staffing Analysis -Final Draft.pdf

Here is an electronic copy of the report. Please see below regarding specific instructions on how to view and/or access attachments.

Exceptional work by Chasidy Bryl putting this together and making it easy to navigate on the computer. Thanks Chasidy!

From: Bryl, Chasidy
Sent: Friday, April 01, 2016 1:45 PM
To: Lewien, Barb
Subject: Final Rough Draft - NDCS Staffing Analysis

Please note, you may **click** on the listed attachments on the Main Table of Contents (page 2) or on the Attachment List (page 6 and at the end of every specific attachment) to be linked directly to a specific attachment.

There is also a hot link button titled "Main Table of Contents" with the NDCS logo at the bottom, right hand corner of selected pages in the report. If you **scroll your mouse** over that NDCS icon, you will be taken back to the Main Table of Contents at the beginning of the report (page 2) and may navigate to any specific attachment of the report.

The pages are **not** linked on the Table of Contents (IE: Table of Contents for CCCL – page 18) in the specific reports at this time.

Should anyone need to print, please notify me as I have a separate copy saved for printing purposes.

Thanks,

Chasidy Bryl

Administrative Assistant to the Warden
 Omaha Correctional Center
 2323 E. Ave J Omaha, NE 68110
 Office: (402)522-7125
 Fax: (402)595-2227
chasidy.bryl@nebraska.gov

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**NEBRASKA
DEPARTMENT OF
CORRECTIONAL
SERVICES**

**Prison Staffing Analysis
Custody Staff
August 2015 – March 2016**

Team Members:

Barbara Lewien, Warden – Omaha Correctional Center
Michele Capps, Deputy Warden – Nebraska State Penitentiary
Thomas English, Major – Omaha Correctional Center
Michael Kinney, Lieutenant – Diagnostic & Evaluation Center
Chris Peters, Business Manager – Federal Surplus Property
Chasidy Bryl, Administrative Assistant I – Omaha Correctional Center

Table of Contents

Executive Summary	1
Brief History and Preparation	2
Statewide Recommendations	3
Fiscal Impact	4
Conclusion	5
Attachment 1: Complete NDCS Staffing Model	1-1
Attachment 2: CCCL Staffing Analysis	2-1
Attachment 3: CCCO Staffing Analysis	3-1
Attachment 4: DEC Staffing Analysis	4-1
Attachment 5: LCC Staffing Analysis	5-1
Attachment 6: NCCW Staffing Analysis	6-1
Attachment 7: NCYF Staffing Analysis	7-1
Attachment 8: NSP Staffing Analysis	8-1
Attachment 9: OCC Staffing Analysis	9-1
Attachment 10: TSCI Staffing Analysis	10-1
Attachment 11: WEC Staffing Analysis	11-1

Executive Summary

This project was initiated by the Nebraska Department of Correctional Services (NDCS) in August 2015 when NDCS agreed to host a training offered by the National Institute of Corrections (NIC) on Prison Staffing Analysis. This report contains information and language from the report written by the NIC Consultants as a result of observations made during the training period.

Twenty NDCS staff members were identified for participation in the training which served as the starting point for a comprehensive review of the staffing systems for the state's correctional facilities. The Director selected a team of five from this training to move forward with a full scale staffing analysis of all custody positions within the NDCS.

The report that follows contains a brief history and summary of the individual analyses completed throughout the Department. Since Nebraska has a relatively small correctional system, the team was able to complete a staffing analysis at each facility. It is recommended that further analysis be performed in other job classifications and departments within each facility, Central Office and Staff Training Academy.

Please note changes may have been made to positions, posts and schedules throughout the Department since this project began. For example, a post needing a female staff member may have been placed open for bid. The bidding process may have resolved this need.

Brief History and Preparation

On August 10-13, 2015, selected participants attended the NIC Prison Staffing Analysis training which included on-site training at three of the NDCS facilities. NIC Consultants, Joseph Tony Stines, Meg and Russ Savage and Kevin Gilson were the selected Technical Resource Providers.

On August 25, 2015, a small team was formed from the training participants to lead NDCS through the comprehensive staffing analysis of custody staff throughout the Department. The Staffing Analysis Team members were:

- Barbara Lewien, Warden – Omaha Correctional Center
- Michele Capps, Deputy Warden – Nebraska State Penitentiary
- Thomas English, Major – Omaha Correctional Center
- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center
- Chris Peters, Business Manager – Federal Surplus Property

Chasidy Bryl, Administrative Assistant I – Omaha Correctional Center was asked to join the team to provide administrative support.

Other staff who participated in the NIC training were called upon to assist in the individual analyses held at each facility.

Schedule

Prior to beginning the staffing analysis, the team met multiple times to discuss the approach and schedule. Tours of the larger facilities were also arranged and completed. Each team member was assigned to chair two facility staffing analyses and to complete the subsequent reports. The schedule was set up as follows:

- Omaha Correctional Center (OCC) – October 2015
- Community Corrections Center – Omaha (CCCO) – November 2015
- Tecumseh State Correctional Institution (TSCI) – November 2015
- Nebraska Correctional Youth Facility (NCYF) – December 2015
- Lincoln Correctional Center (LCC) – January 2016
- Community Corrections Center – Lincoln (CCCL) – January 2016
- Diagnostic and Evaluation Center (DEC) – January 2016
- Nebraska Correctional Center for Women (NCCW) – January 2016
- Nebraska State Penitentiary (NSP) – February 2016
- Work Ethic Camp (WEC) – February 2016

Staffing Analysis Data Collection Instruments

The approach focused on four factors central to staffing decisions within NDCS. First, is the Institutional Profile. Next, the routinely scheduled activities conducted within the facility as recorded on an Activities Chart. Then, the actual staffing rosters identified as Current Post Plan – Previous Relief Factor, Current

Post Plan – Current Relief Factor and Proposed Post Plan are provided. Last, the staffing model for each custody level. The team developed the staffing model specifically for NDCS as one did not previously exist. Each analysis contains these documents as well as other specific information and recommendations for that facility.

The main components of the Institutional Profile are mission, physical design, population characteristics and programming and operational issues. The mission of each facility can have a significant impact on staffing. All ten facilities, while sharing the same overall mission of public safety, are difficult to compare, even those with the same or similar custody classifications. Making the assumption each facility would need the same staffing would be a critical error given that each facility's mission and physical plant can drive staffing decisions. The mission directs employees to make decisions consistent with operational goals and ensures employees are utilized in an appropriate manner. Caution should be taken to avoid having the physical plant as the sole factor in dictating staffing patterns.

It is necessary to determine the custody level of the inmates and any rules governing staffing requirements. Many of the facilities throughout NDCS have multiple custody levels within a single perimeter. In such cases, the inmate population drives the decisions to staff for each individual location housing different custody levels.

Facility operational issues relating directly to a facility will have an impact on staff such as the methods used for inmate movement, visitation and so on.

The Daily Activities Chart is a snap shot of the most important daily activities occurring within the facility. It can provide a view of where employees should be throughout a 24-hour day. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be a medical emergency.

The Current and Proposed Post Plan documents are detailed documents showing the existing and recommended post plan for a facility. These documents show the staffing patterns for 24-hour periods, show relationships between posts, ensure backup and cover all operations and activities.

The staffing model indicates the basic staffing patterns for each of the security levels identified within NDCS to include: maximum, medium, minimum, community and TSCI Restrictive Housing. Lastly, the housing unit staffing model for each custody level is also included. Since NDCS has no two facilities alike, each facility has specific staffing patterns deviating from the model.

Statewide Recommendations

Relief Factor – The relief factor was calculated using the formula provided by NIC with the assistance of the Human Resource Department.

The relief factor utilized for these analyses for an 8-hour day, 7-day position is 1.74. The relief factor for an 8-hour day, 5-day position is 1.25. These relief factors were previously 1.90 and 1.30, respectively.

Please note the Current Post Plan is shown using the previous relief factors as well as the current relief factors utilized.

These relief factors should be reviewed regularly to ensure they are reflective of the needed staffing patterns.

Roster Management System and Administrative Support – The current system utilized is a good system; however, it is noted the Lieutenants spend a great deal of time with roster management and not enough time is available for supervising and leading employees. Consideration should be given to utilizing an Administrative Assistant position at each facility to manage this system so that supervisors can be present and visible throughout their facility, assist staff as needed, provide direction, training and other essential tasks.

Inmate Transportation – This is likely the most significant staffing shortfall within the Department. A large number of travel orders and transfers occur with no staff allotted for these facility needs. Inmate transportation from secure facilities takes staff away from assigned duties and creates overtime.

Unit Management – With the exception of the Work Ethic Camp where Unit Caseworkers provide much of the inmate programming, it is recommended that Unit Caseworkers, Corporals and Officers be classified into one job classification. For the purposes of this report, the title of Corporal was used on all proposed staffing post plans.

Post Orders – Many post orders are lengthy and difficult for staff to follow. Consideration should be given to removing language and information from post orders that is not necessary to a particular post.

Incident Management – The analyses address whether sufficient employees are assigned to ensure safety while supplying the needed control and observation of inmates. While adding employees does not necessarily increase safety, a strong visible command and control of the facility has the ability to improve officer and inmate safety.

Video Monitoring /Intel – This has often been assigned as a collateral function onto other positions. Dedicated staff for the purposes of monitoring and surveillance have the potential to increase officer and inmate safety as well as assist in quick identification for intel purposes.

Supervisory – The SAT recommends utilization of the Unit Management philosophy. Unit staff should be assigned a case load and custody assigned to supervise the housing unit operations and security. Assigning Sergeants to the overall supervisory functions will add a strong, visible command within the units.

Yard Staff – It was noted during the analyses that yard staff were utilized for many assignments, removing them from the yard supervision. These positions should be designated and not pulled for other assignments.

Front Entrance Security – Establishing the tone upon entrance into the facilities will assist in overall facility control and safety. It is vital to all NDCS facilities for entry/exit points to be of the highest security. Dedicating staff positions to these entry points is highly recommended.

Fiscal Impact

Upon completion of the Department-wide analyses, the following summarizes the staffing requests and fiscal impact. Please refer to the individual facility staffing analysis for detailed information pertaining to each facility.

It is recommended the Department review the dollar amount spent on overtime and the overall human factor impact it has on the individual staff members working overtime (i.e.: risk, stress, fiscal impact).

NEW POSITIONS									
Facility	Position				Unit	TOTALS	PSL	Benefits	
	Corporal	Sergeant	Lieutenant	Captain	Caseworker				
CCCL	3	1	0	1	NA	5	192,192	57,658	
CCCO	(1)	4	3	1	NA	7	307,936	92,381	
DEC	2	9	0	0	NA	11	415,838	124,751	
LCC	29	22	0	0	NA	51	1,851,859	555,558	
NCCW	12	12	0	0	NA	24	877,818	263,345	
NCYF	(2)	7	0	0	NA	5	200,242	60,072	
NSP	32	15	0	0	NA	47	1,686,264	505,879	
OCC	23	17	0	0	NA	40	1,451,455	435,437	
TSCI	26	10	0	0	NA	36	1,285,860	385,758	
WEC	4	5	2	0	1	12	459,948	137,984	
TOTALS	128	102	5	2	1	238	8,729,413	2,618,824	
Salary & benefits total							\$11,348,236		

Conclusion

We would like to thank the facility administrations in accommodating the teams completing the analyses. Also, thank you to all individuals who assisted in the analyses and supervisors giving staff time to complete these tasks. Lastly, thank you to Director Frakes, the Central Office Administration and the NIC Consultants for assistance and guidance provided throughout this project.

As we move forward as an agency, a continuation of these efforts into other job classifications and departments should be considered. The agency will benefit from ensuring the right number of staff are assigned to the right place at the right time doing the work appropriate to the job classification.

To view the individual attachments, please click on the specific attachment below.

Attachments:

1. Complete NDCS Staffing Model
2. Community Corrections Center – Lincoln (CCCL) Staffing Analysis
3. Community Corrections Center – Omaha (CCCO) Staffing Analysis
4. Diagnostic and Evaluation Center (DEC) Staffing Analysis
5. Lincoln Correctional Center (LCC) Staffing Analysis
6. Nebraska Correctional Center for Women (NCCW) Staffing Analysis
7. Nebraska Correctional Youth Facility (NCYF) Staffing Analysis
8. Nebraska State Penitentiary (NSP) Staffing Analysis
9. Omaha Correctional Center (OCC) Staffing Analysis
10. Tecumseh State Correctional Institution (TSCI) Staffing Analysis
11. Work Ethic Camp (WEC) Staffing Analysis

Attachment 1



NDCS Proposed Custody Staffing Model

DRAFT

Custody Staffing Model - Unit Staffing

Building Sergeant Custody Level	Shift			
	1	2	3	Day
Maximum		8/5		8/5
Medium		8/7		
Minimum A Cells		8/5		
Minimum A Bay/Dorm		8/5		
Minimum B		8/5		
Community A				
Community A				

Minimum Sgts. will not have weekends off

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	100
Community B	100

Unit Corporals Custody Level	Shift		
	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7 8/7	8/7 8/7	
Med. Control Center	8/7	8/7	8/7
Med. Floor	8/7 8/7	8/7 8/7	
Min A. Control Center	8/7	8/7	
Min A. Floor (Bay/Dorm)	8/7 8/7	8/7 8/7	8/7 8/7
Min. A Control Center			
Min A. Floor (Cells)	8/7 8/7	8/7 8/7	8/7
Min B. Control Center			
Min B. Floor	8/7 8/7	8/7 8/7	8/7 8/7
Com A Control Center			
Com A Floor	8/7	8/7	
Com B Control Center			
Com B Floor	8/7	8/7	

Community Floor Corporal will watch multiple units
(intermediate supervision)

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
MAJOR	Shift			
Post/Area	1ST	2ND	3RD	Day
Security Administration				
Shift	8/5			
CAPTAIN	Shift			
Post/Area	1ST	2ND	3RD	Day
Security Management				
Administrative				8/5
Intel				8/5
Operations				8/5
LIEUTENANTS	Shift			
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Administrative				8/5
SERGEANTS	Shift			
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory/Key				8/5
Tool				8/5
Intel				8/5
Administrative	8/5	8/5		
Principle Hearing				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
CORPORALS	Shift			
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
	8/7	8/7		
Education / Programs	8/7	8/7		
Library	8/7	8/7		
Religious Center	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk				8/5
Visiting *(off shift post)				8/5
				8/5
				8/5
Administrative Support				
Disciplinary				8/5
				8/5
Intel				8/5
				8/5
Property	8/5	8/5		
Industries (per shop)				8/5
Canteen				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Video Monitoring	8/7	8/7		
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7	8/7	
Tower/ Perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

DRAFT

Custody Staffing Model - Facility Staffing - Medium				
MAJOR	Shift			
Post/Area	1ST	2ND	3RD	Day
Security/Administrator				
Shift	8/5			
CAPTAIN				
Shift				
Post/Area	1ST	2ND	3RD	Day
Security/Management				
Administrative	8/5			
Intel	8/5			
LIEUTENANTS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
SERGEANTS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement Supervision				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory/Key	8/5			
Tool	8/5			
Intel	8/5			
Principle Hearing	8/5			
Activities/Programs				
Industries	8/5			
Perimeter/Entry/Entrance Security				
Vehicle Gate	8/5			
CORPORALS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
Education / Programs	8/7	8/7		
Library	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/7	8/7		
Pass Clerk		8/5		
Visiting* (off shift post)		8/5		
		8/5		
		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
				8/5
Property	8/5	8/5		
Industries (All shops)				8/5
				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7		
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	
Video Monitoring	8/7	8/7		
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7		
Tower/ Perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Minimum				
CAPTAIN		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
LIEUTENANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory/Key				8/5
Tool				8/5
Intel/Video				8/5
Principle Hearing				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
CORPORALS		Shift		
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Education / Programs	8/7	8/7		
Activities/Clubs	8/7	8/7		
Clinic	8/7	8/7		
Pass Clerk		8/5		
Visiting		8/5		
		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
Property				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
External Transport Staff				
Travel Order staff				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Community				
CAPTAIN		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
LIEUTENANT		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/5	8/5	8/5	
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Administrative Support				
Armory/Discipline				8/5
Principle Hearing/Intel				8/5

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	100
Community B	100

CORPORALS		Shift		
Post/Area	1ST	2ND	3RD	Day
Administrative Support				
Community Resource	8/5	8/5		
Property				8/5
Response/Movement				
Utility	8/7	8/7	8/7	
	8/7	8/7	8/7	
External Transport Staff				
Drivers	8/7	8/7		
	8/7			
Control Center				
Central Control	8/7	8/7	8/7	

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Restrictive Housing Unit
Model based off of TSCI RHU East

Custody Positions	Shift		
	1	2	3
Sergeant	8/7	8/7	8/7
Control Center Corporal	8/7 8/7	8/7 8/7	8/7
Floor Corporal	8/7 8/7 8/7 8/7 8/7	8/7 8/7 8/7 8/7 8/7	8/7 8/7 8/7



Prison Staffing Analysis Custody Staff August 2015 – March 2016

To view the individual attachments, please click on the specific attachment below.

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9. Omaha Correctional Center (OCC) Staffing Analysis
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11. Work Ethic Camp (WEC) Staffing Analysis

Attachment 2

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

COMMUNITY CORRECTIONS CENTER - Lincoln

Prison Staffing Analysis

January 6-8, 2016

Table of Contents

Staffing Analysis Team Information	2-2
Facility Design and Location	2-2
Institutional Profile	2-3
Operations	2-7
Programs	2-7
Additional Services	2-7
Activity Schedule	2-7
Activity Schedule Charts	2-9
Shift Relief Factors (SRF)	2-10
Summary of Observations	2-10
Summary of Post Planning Results	2-13
Current Post Plan/Previous Relief Factor	2-14
Current Post Plan/Current Relief Factor	2-15
Proposed Post Plan	2-16
Custody Post Analysis Summary	2-17
Calculation of Custody Relief Requirements	2-24
Additional FTE Requirements	2-25
Facility Specific Recommendations	2-26
Attachment: Facility Map	2-27
Attachment: Facility Proposed NDCS Staffing Model	2-28

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

COMMUNITY CORRECTIONS CENTER - Lincoln

Prison Staffing Analysis

January 6-8, 2016

Staffing Analysis Team (SAT)

The SAT conducted a staffing analysis audit from January 6-8, 2016 of the Community Corrections Center - Lincoln (CCCL). Assignments were given to ensure all custody and housing posts were analyzed on all three shifts. The observations on post took approximately 2 ½ days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. At the conclusion of the audit the SAT met and discussed all of their findings and made final recommendations. The SAT members were:

- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center
- Edward Fabian, Associate Warden – Omaha Correctional Center
- Joseph Baldassano, Assistant Warden – Community Correction Center - Lincoln
- Matthew Hill, Administrative Assistant III – Diagnostic and Evaluation Center

Facility Design and Location

CCCL is a community custody facility located in Lincoln, Nebraska. CCCL is located on West Van Dorn street east of the Diagnostic and Evaluation Center (DEC) and Lincoln Correctional Center (LCC). Due to its close proximity to DEC and LCC, there are many shared services including use of DEC's Medical Clinic and LCC's Restrictive Housing. LCC also will assist CCCL by sharing staff when emergencies cause them to go below minimum staffing levels (i.e. travel order on third shift).

CCCL opened in July of 1993 as a 200 bed community custody facility but currently can house 400 inmates (312 male and 88 female) at any given time. CCCL has four housing units (3 male and 1 female). Due to the classification type of inmates housed at CCCL major incidents such as altercations are rare.

Please see the attached Institutional Profile regarding more specific information for CCCL.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: CCCL

Date: January 7, 2016

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Agency
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	No, DEC, NSP or outside provider handle
Does the institution have or will have prison industry(s) programs	No, Work Release Center
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	No
Immediate Segregation	No
Protective Segregation	No
Intensive Management	No
Disciplinary Segregation	No
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	200
What is the facility Operational Capacity	300 (According to the 2014 NDCS Master Plan)
Average Daily Population for the last year	392.14
Custody Level	4A (Detail) & 4B (Community)
What are the external boundaries of the facility	Fence
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes

Cross Fencing	Yes
Turnkeys	No
Internal towers	No
Other	
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Cameras
Is the barrier sufficient to detain/delay escape	No
Are there any impairments to good sight lines e.g. terrain; fence	No
What is the frequency and severity of visibility impairment such as fog or dust storms	Rare/fog and snow storms.
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	No Facility Gates
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby.
What type of perimeter vehicle is available, and is it a fixed or mobile post	No perimeter vehicle
Communications	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	No, mostly just security.
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration, i.e., Single cells; unsecure rooms; open bay dormitories	8 person rooms
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes, but need more cameras.
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct 0600-2200. Both 2200-0600
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Both by staff
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	Low number of Class I and low number of Class II. Most MRs are Class III. 1,205 total for 2015.
What is the frequency and seriousness of inmate on staff assaults	None in recent history (3 years)
What is the frequency and seriousness of inmate-on-inmate assaults	Very infrequent—not serious
Have there been any recent escapes, escape	Yes, 3 since November 2015.

attempts or walkaways if so explain	
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	High turnover rate.
Is there significant gang or STG influences	Very small influence
Disciplinary Process	Per policy
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	No
under escort (if so, what is the ratio requirement)	N/A
unrestricted, open campus style	Yes
via pass system	No
time specific lines	No
combination depending on inmate status	No
Visitation	
What is the visitation schedule	Units B & E Saturday 1300-1545 Sunday 1900-2145 Units C & D Saturday 1900-2145 Sunday 1300-1545
Are visits contact or non-contact or both	Contact only.
What is the process for visitor registration/sign-in and are security staff assigned full-time	CCCL staff enter visitors into NICAMS. Staff are not assigned full time.
What is the duration of visits	2 hours 45 minutes
What are the search requirements for inmates and visitors	None
Work Assignments	
Are work details supervised by security staff	All work detail inmates are supervised but some are not supervised by security or NDCS staff.
What are the essential work details inside the facility	Kitchen
Are there any essential work details in the community	Yes, 20 Contracts or Letters of Agreement with NDCS facilities and other state entities.
What work details are optional/can be shut down	All of the rest.
Food Service	
Is food service contracted or state run	State run.
Are any inmates fed in-cell, if so how many	No
Are inmates fed in central dining areas or in common areas in housing units	Fed in Central Dining.
How are inmates escorted/sent to dining areas	Inmates called 1 unit at a time, females go first and eat separately from the males.
How many staff are assigned to dining areas	1 utility staff covers dining.

Programs	
List of Programs by:	Various programs to include community based programming if approved.
Number and types	Varies.
Hours of operation	Varies.
Total participants and individual class/group size	Varies.
Contracted or institutional staff supervised	Volunteers/institutional staff
Are programs considered as a function or determining factor in inmate idleness	No
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	Average is 2 per day. Duration varies.
Medical,	757 for 2015
Dental,	
Mental health,	CCCL does not transport inmates for MH appointments. CCCL does make referrals and MH staff come to CCCL.
Court appearances	N/A
At outside hospitals, is there a prison ward, or does the sending institution provide security	5 in 2015 - All on Medical Furlough; no staff supervision; placed on Electronic Monitoring
Are there other routine outside transports	127 Detail & 50 Work Release
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Lancaster County pays substantially more. Low unemployment rate.
Attendance issues (e.g., overtime, sick leave abuse)	OT is high, understaffed. Sick leave is still an issue.
Staff grievances concerning post assignments, overtime, training, and so forth.	0
Critical incidents within the past five years	Yes, numerous, primarily related to synthetic THC effects.
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

CCCL operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. CCCL has four housing units that require intermediate supervision. There is one Unit Case Manager assigned to each housing unit and two Unit Caseworkers. There is no minimum staffing requirement for unit staff however the facility does try to plan to have a minimum of two Unit Caseworkers on duty during first and second shift. Day shift staff includes administrative and support staff. Due to the small size of the facility, Corporals are assigned various specialty tasks (visiting form review, ID card printing, etc.).

CCCL uses the DEC Clinic for Medical passes and also will transfer inmates from CCCL to DEC whenever a serious rule infraction has been committed. This can occur at any point in the day.

Programs

Inmates have access to various programs at CCCL. Programs afford educational and treatment opportunities. Due to inmates at CCCL being community custody they are allowed to participate in programs in the community.

Current programs at CCCL include:

- Work detail
- Work release
- Educational release
- Furloughs
- Community activity passes (recreation, shopping, religious)
- ABE/GED
- Substance abuse programming
- Other programming may be arranged through the community support programs and agencies.

Additional Available Services

CCCL has a fully functional kitchen that provides food for the inmates as well as job opportunities for inmates housed there.

CCCL also has a Medical Clinic area that allows for inmates to receive medical care on site. For serious medical issues or after hours issues, inmates may be transported to DEC or an outside community medical center.

Activities Schedule

CCCL is a community custody level facility. It is important to note that housing units only require intermediate supervision. Also due to being a community custody facility CCCL will almost always have assigned inmates working in the community without staff supervision. Inmates move freely throughout the facility without the use of a pass system. There is one female housing unit in the facility that remains

secured at all times. Staff must let female inmates in and out of this unit to prevent male inmates from entering the unit.

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order.




Please see the attached CCCL Activities Chart.

Facility Name: Community Corrections Center-Lincoln

Date Prepared: 10/13/2015

Weekday Institutional Activities Chart

ACTIVITY	TIME	FREQ.	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00
Formal Count	2 HRS	Daily																					
Medication/Dist.	2-7.5 HRS	Daily																					
Supervise Dining	6 HRS	Daily																					
Perimeter Check	1.5 HRS	Daily																					
Supervise Inmate Porters	3 HRS	Daily																					
Shift Change/Roll Call	1.5 HRS	Daily																					
Mail Sorting/Dist.	5 HRS	Daily																					
Property	5 HRS	Daily																					
Transportation Waivers	1 HR	Daily																					
Shift Lieutenant	3 HRS	Daily																					
Shift Sergeant #1	3 HRS	Daily																					
Shift Sergeant #2	3 HRS	Daily																					
Utility 304	8 HRS	Daily																					
Utility 305	8 HRS	Daily																					
Utility 306	8 HRS	Daily																					
Central Control	8 HRS	Daily																					
Central Control/Relief	4 HRS	Daily																					
Daily Inmate Interviews	2 HRS	Daily																					
Chemical Distribution	3 HRS	Daily																					
Yard Checks	4.5 HRS	Daily																					

-  First Shift
-  Second Shift
-  Third Shift

Shift Relief Factor (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Utility Corporal

- Hourly checks are not consistently performed. At times the only Utility Corporal is responsible for monitoring AA programming.
- For up to three hours per day a Utility Corporal has to sort mail, process money orders and other details that are normally covered by Mail Room staff (CCCL has no Mail Room staff).
- Utility Corporals are also responsible for processing property into the facility. Currently family members and friends can bring property (TVs, cologne, tobacco products, etc.) into the facility for inmates. This is unique to the community centers. Utility Corporals must search the property, place it on the inmate's property sheet and issue it to the inmate. All of these duties prevent them from properly performing hourly security checks.
- Additional staff will allow for enhanced security.

Housing Unit Staff

- Currently there is no mandatory minimum staff for Unit Caseworkers. Potentially there could be days that all Unit Caseworkers are on leave (vacation, sick leave, etc.). During these days Utility staff are responsible for making checks of the housing unit.
- It is recommended that two Housing Unit Corporals be added and be responsible for checks of the housing units.

Armory Sergeant

- Armory Sergeant is tasked with all Armory duties, Intel functions, and Principle Hearing.
- Per the NDCS staffing model, Key Control duties should be assigned to the Armory Sergeant.
- It is recommended to add a second day shift Sergeant to assist with administrative duties. The breakdown of duty assignments would be as follows:
 - Armory Sergeant – Armory, Key Control, Tool Control and Disciplinary
 - Administrative Sergeant – Principle Hearing and Intel.

Key Control

- Key control responsibility is assigned to a maintenance staff member. This is not in line with other facilities where a custody staff member is responsible for Key Control. Due to high security of Key Control it is recommended that the duties be transferred to a Sergeant.
- It is recommended that Key Control duties be assigned to the Armory Sergeant.

Drivers

- Drivers are tasked with driving inmates to various job sites and other locations throughout the Lincoln area based on inmate needs.
- Drivers are also tasked with performing cell searches during down time, however depending on how busy a daily schedule could be cell searches may be hurried.

Community Resource

- Currently there are not staff assigned to this position. The SAT recommends two new positions.
- By adding two positions assigned to Community Resource (job checks, pass checks, furlough checks, sponsor reviews, etc.) there would be staff responsible for random checks of the electric

monitoring devices. By having two staff responsible for community supervision (much like a parole officer), there would be much more accountability for the inmates and that would increase public safety. Preferably these positions would be supervised by the Intel Coordinator for better information sharing.

Unit Case Managers

- Currently only four Unit Case Managers (UCM) are assigned to CCCL. This is a low number considering the facility frequently operates with over 350 inmates that are all community level custody (4A and 4B). This is a very high case load for these UCM.
- This audit was focused on security and custody primarily and it is recommended that the amount of UCM be reviewed by another team at a later date.

Security Administrator

- The Assistant Warden is the Security Administrator responsible for overall day to day operation of the facility. He also has the additional responsibilities of being the Religious Coordinator, the PREA Compliance Manager, and having the direct supervision of all Lieutenants, the Investigative Sergeant, the Program Administrator (Unit Administrator) and the Records Clerk.
- It is recommended that one position at the rank of Captain be the Security Administrator. This would allow for a clear leader of the custody positions who was solely responsible for security functions of the facility. By having an administrative level staff member in the custody rank security would have a higher focus. The Captain would also be able to be the chairman for Institutional Disciplinary Committee, which is currently tasked to the first shift Lieutenant, thus reassigning the first shift Lieutenant away from shift duties. The Captain would also be the supervisor of the Intel Department (the current supervisor of the Intel Department is the second shift Lieutenant).

Intel Department

- Currently there is no Intel Department and various parts of intel are shared between the second shift Lieutenant and the day shift Sergeant. This causes a lack of intelligence gathering and lack of inmate accountability.
- It is recommended that the addition of Captain oversees the Intel Department and would provide a clear leader of the department. It is also recommended that another day shift Sergeant be added to assist with the Intel department and perform Principle Hearing duties. This would allow the second day shift Sergeant to focus primarily on Armory, Keys, Tools, and Disciplinary Committee Coordinator (DCC) duties. Additionally by adding two Community Resource Corporals that would be supervised by the Captain, CCCL would have a fully functional Intel team consisting of: one Captain, one Sergeant and two Corporals. This would provide adequate supervision and security of inmates in the facility and community.

Central Control

- Central Control staff experience periods of extremely heavy workloads (phone calls, passes, inmate movement through the secure front door, medication distribution, distribution of keys and other security equipment, and other duties). This may lead to an inmate being released without proper approval or other count errors.
- By adding additional Corporals for utility duties, utility staff can step into Central Control and assist during busy periods.

Mail/Property

- There are no mail room staff assigned to CCCL. The duties of searching and sorting mail are assigned to a Utility Corporal.
- It is recommended that a Mail/Property Corporal be assigned to the facility to handle mail duties as well as assist utility staff with personal property that is dropped off for inmates.

Additional Observations

- There is no mandatory minimum for unit staff. All Unit Caseworkers (UCW) and Unit Case Managers (UCM) can be approved leave for the same day. CCCL does attempt to have a minimum of two UCW, but there is no requirement to cover the post in occurrences of unscheduled absence. Adding Unit Corporal positions responsible for unit security will ensure that there is always unit supervision on shift. An added benefit would be that UCM would have more time to focus on case management duties. A concern would be the need for additional UCM with the eliminated UCW positions to cover all case management duties.
- Currently, the minimum staffing level for CCCL is three custody staff- a Shift Supervisor, a Control Officer and a Utility Officer. During emergencies (medical issues, fights, fire and other types) there would be one staff to respond. That one staff would have to handle the emergency, provide crowd control, communicate with the Shift Supervisor, while still being able to provide supervision for the rest of the facility.
- Currently there are no post orders for CCCL. When staff were asked questions about certain job duties they were very helpful and consistent with their answers however no one could show where their job duties were documented. Staff completed details based on verbal direction. It should be noted that the Department does not require community centers to operate with Post Orders.
- The computer program for logging inmates in and out of the facility is outdated and not very user friendly. The system does not trigger an alarm when inmates are late from a job assignment or pass. Currently CCCL Central Control staff will occasionally look through the inmate passes to see if anybody is not back according to schedule.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimum Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
- Calculation of Custody Relief Requirements.

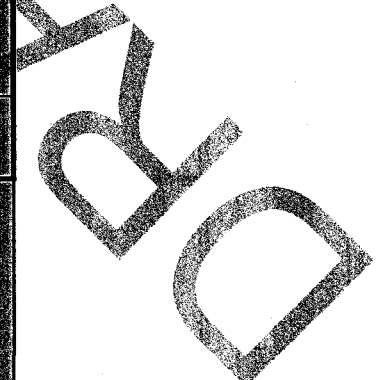
Minimal Post Staffing Analysis

Current Post Plan / Previous Relief Factor

Institution: Community Corrections Center - Lincoln

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Shift Supervisor	Lieutenant	Shift Supervisor	X				1	1	1	1.00	3.00	
SUBTOTAL	Lieutenants				0	1	1	1			3.00	0.00
Asst. Shift Supr.	Sergeant	Asst. Shift Supervisor		X		1	1	1	1.90	5.70		
Administrative	Sergeant	AV, PHP, Orientation	X		1				1.30	1.30		
SUBTOTAL	Sergeants				1	1	1	1		7.00	6.00	(1.00)
Central Control	Corporal	Control Center		X		1	1	1	1.90	5.70		
Utility	Corporal	Utility		X		3	3	4	1.90	19.00		
Drivers	Corporal	Van drivers		X		2	2	1	1.90	9.50		
SUBTOTAL	Corporals				0	6	6	6		34.20	18.00	(16.20)
Housing Units	Unit Caseworker	Supervise inmate activity		X		4	4	4	1.90	15.20		
SUBTOTAL	Unit Caseworkers				0	4	4	0		15.20	10.00	(5.20)
TOTALS										37.00	(22.40)	

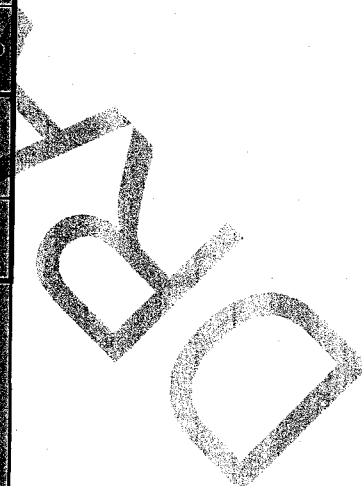


Minimal Post Staffing Analysis

Institution: Community Corrections Center - Lincoln **Current Post Plan / Current Relief Factor**

Custody & UCW

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd					
Shift Supervisor	Lieutenant	Shift Supervisor	X			1	1	1		1.00	3.00		
SUBTOTAL	Lieutenants				0	1	1	1			3.00	3.00	0.00
Asst. Shift Supr.	Sergeant	Asst. Shift Supervisor		X		1	1	1		1.74	5.22		
Administrative	Sergeant	AV, PHP, Orientation	X		1					1.25	1.25		
SUBTOTAL	Sergeants				1	1	1	1			6.47	6.00	0.47
Central Control	Corporal	Control Center		X		1	1	1		1.74	5.22		
Utility	Corporal	Utility		X		3	3	4		1.74	17.40		
Drivers	Corporal	Van drivers		X		2	2	1		1.74	8.70		
SUBTOTAL	Corporals				0	6	6	6			31.32	18.00	13.32
Housing Units	Unit Caseworker	Supervise inmate activity		X		4	4			1.74	13.92		
SUBTOTAL	Unit Caseworkers				0	4	4	0			13.92	10.00	3.92
TOTALS											37.00	(17.71)	



Minimal Post Staffing Analysis

2-16

Institution: Community Corrections Center - Lincoln

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Recommend
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Captain	Security Admin/Intel	X		1				1.00	1.00		
SUBTOTAL	Administrative				1	0	0	0	1.00	1.00	0.00	1.00
Shift Supervisor	Lieutenant	Shift Supervisor	X		1	1	1	1	1.00	3.00	3.00	3.00
SUBTOTAL	Lieutenants				0	1	1	1	3.00	3.00	3.00	3.00
Shift	Sergeant	Supervise staff and inst.		X	1				1.74	5.22		
Principle Hearing / Intel	Sergeant	PHO/Intel	X		1				1.25	1.25		
Armory / Disciplinary	Sergeant	Armory, Key, Tool / DCC	X		1				1.00	1.00		
SUBTOTAL	Sergeants				2	1	1	1	7.47	7.47	6.00	7.00
Central Control	Corporal	Control Facility Moves		X	1	1	1	1	1.74	5.22		
Utility	Corporal	Supervise internal moves		X	2	2	2	2	1.74	10.44		
Drivers	Corporal	Drive inmates to work, etc..		X	2	1			1.74	5.22		
Housing Units	Corporal	Supervise living units		X	2	2			1.74	6.96		
Property / Mail	Corporal	Handle mail/inmate property	X		1				1.25	1.25		
Community Resource	Corporal	Monitor inmates in the public	X		1	1	1	1	1.00	2.00		
SUBTOTAL	Corporals				1	8	7	3	31.09	42.56	28.00	31.00
TOTALS										42.56	37.00	42.00

Note: All Caseworker posts have been merged to Corporal

Total new FTE recommended: 5.00

Custody Post Analysis Summary

Facility: Community Corrections Center Lincoln

JOB CLASS	NEW ANALYSIS LEVEL	HOL/NHOL FTE'S
Correctional Captain	1	0/1
Correctional Lieutenant	3	3/0
Correctional Sergeant	7	5/2 *
Correctional Corporal	31	28/3 **
TOTAL FTE'S	42	36/6

*2 Sergeants NHOL - Principle Hearing/Intel
 Armory, Key, Tool/Disciplinary

**3 Corporals NHOL - Community Resource (2)
 Property/Mail

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 - 5 Day Captain

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

TOTAL FTE to include relief factor: 3.00 - 5 Day Lieutenants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
JOB CLASSIFICATION: Correctional Sergeant
POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 Day Sergeants

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	Day	<u>Shift</u>			Comments:
		1st	2nd	3rd	
Principle Hearing/ Intel*	1	0	0	0	Per staffing model
Armory / Disciplinary	1	0	0	0	Per staffing model
TOTAL	2	0	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 2.25 - 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Central Control*	0	1	1	1	Per staffing model
Utility*	0	2	2	2	Per staffing model
Housing Unit*	0	2	2	0	Facility specific
Drivers*	0	2	1	0	Per staffing model
TOTAL	0	7	6	3	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 27.84 – 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Property/Mail*	1	0	0	0	Facility specific
Community Resource	0	1	1	0	Per staffing model
TOTAL	1	1	1	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 3.25 – 5 Day Corporals

Calculation of Custody Relief Requirements

Step 1 Total # of eight hour shifts each staff would be available during a consecutive 365 work year

a)	Total work year days	365
b)	Total number of holidays	12
c)	Regular days off (two days off per seven day period)	104
d)	Average days authorized leave taken/employee	33.53
e)	Average days of training/employee	6

*Average annual hours per 1 staff member = $2088 - 8(33.53+6+12) = 1,675.76$ hours

Step 2 Determine relief factors for 8 hours/5 days per week (8/5) and 8 hours/7 days per week (8/7) posts

8/5 = 1 (post) X 8 hours X 261 days/year = 2088 hours divided by 1,675.76 =	1.25
8/7 = 1 (post) X 8 hours X 365 days/year = 2920 hours divided by 1,675.76 =	1.74

Step 3 Summary of basic post requirements (rounded to the nearest tenth)

1 One (1) eight hour, five day per week post requires	8/5	1.25
2 One (1) sixteen hour, five day per week post requires	16/5	2.50
3 One (1) eight hour, seven day per week post requires	8/7	1.74
4 One (1) sixteen hour, seven day per week post requires	16/7	3.48
5 One (1) twenty-four hours, seven day per week post requires	24/7	5.22

Additional FTE Requirements

This section addressed each area identified and potential additional cost. Please note there would be cost savings if Unit Caseworker (UCW) positions were replaced by Unit Corporals.

<u>FTE Position Title</u>	<u># of FTE</u>	<u>Cost/FTE</u>	<u>Total Cost</u>
Corporal	3 FTE	\$45,041	\$135,123
Sergeant	1 FTE	\$50,057	\$ 50,057
Captain	1 FTE	\$64,672	\$ 64,672
TOTAL	5 FTE		\$249,852

The above figures are annual salary plus benefits. Additional costs would also be associated with adding new staff to include uniform issue, radios and other personal protective equipment, training costs, etc.

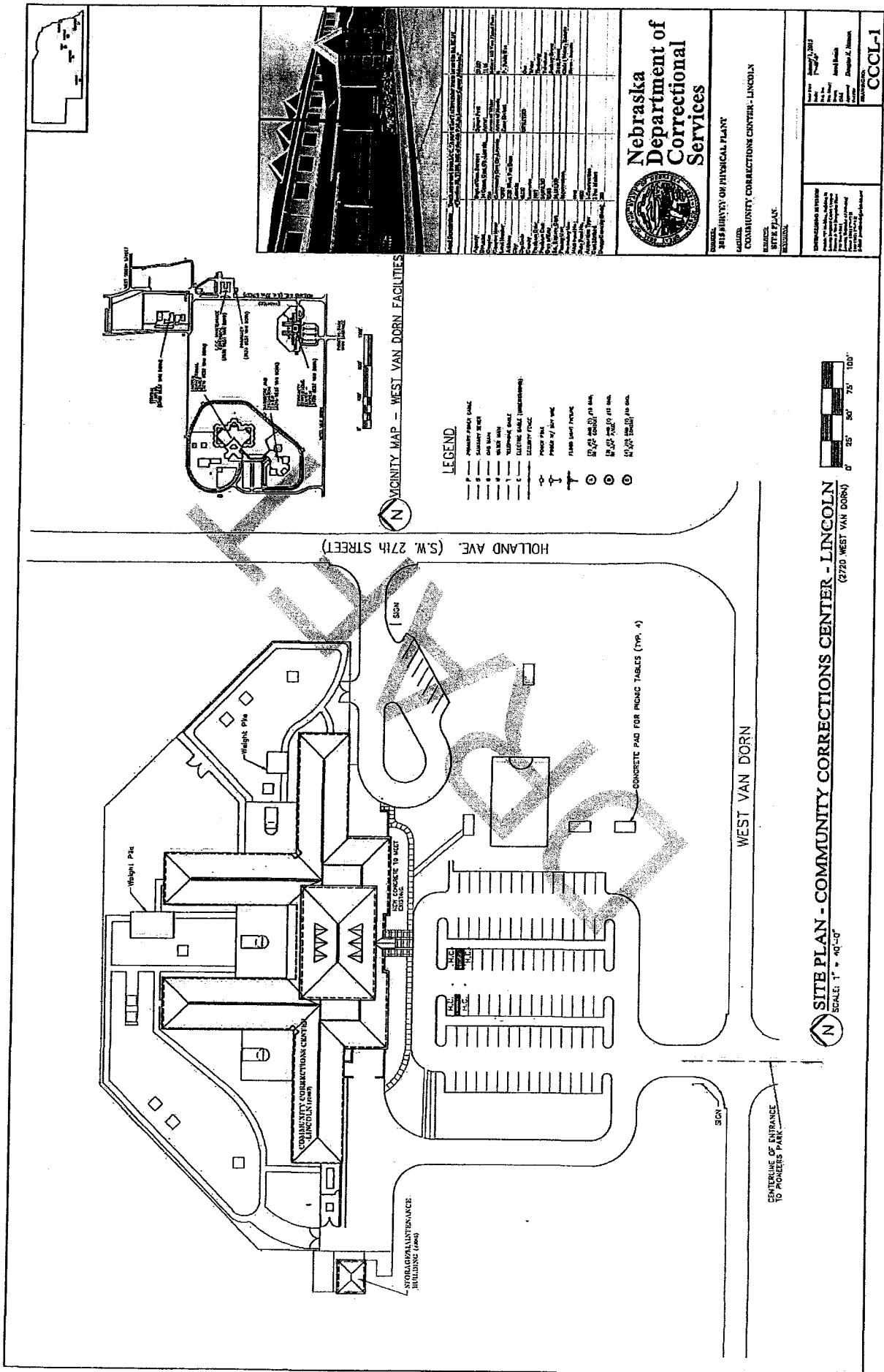
All employees assigned to a shift are paid for roll call. This is an essential briefing occurring ten minutes prior to each shift. This cost also needs consideration when determining overall fiscal impact.

CCCL Specific Recommendations

- A Captain is recommended to be the Security Administrator, head of Intel and be the Chairperson for Institutional Disciplinary Committee.
- An Administrative Sergeant is recommended to complete the Principle Hearing duties, assist with Intel, oversee the Urinary Analysis program and staff clothing issue.
- Eliminate Unit Caseworker positions and replace with custody staff as noted on new post plan. Maintain current staffing with Unit Case Manager (possibly add more).
- Utilize relief positions for Drivers as they are not currently available.
- A Mail/Property Corporal is recommended to assist with inmate mail and personal property drop offs.
- A Community Resource Corporal is recommended to assist with any details needing attention within the community, GPS monitoring, job search issues etc. Currently there is no one available to conduct these assignments. This position could greatly enhance public safety and assist in growing confidence within the community that we provide accountability with the inmate population.

Attachments

- A. Map
- B. Proposed NDCS Staffing Model





NDCS Proposed Custody Staffing Model

DRAFT

Custody Staffing Model - Unit Staffing

Building Sergeant	Shift			
Custody Level	1	2	3	Day
Maximum		8/5		8/5
Medium		8/7		
Minimum A Cells		8/5		
Minimum A Bay/Dorm		8/5		
Minimum B		8/5		
Community A				
Community A				

Minimum Sgts. will not have weekends off

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	100
Community B	100

Unit Corporals	Shift		
Custody Level	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7 8/7	8/7 8/7	
Med. Control Center	8/7	8/7	8/7
Med. Floor	8/7 8/7	8/7 8/7	
Min A. Control Center	8/7	8/7	
Min A. Floor (Bay/Dorm)	8/7 8/7	8/7 8/7	8/7 8/7
Min. A Control Center			
Min A. Floor (Cells)	8/7 8/7	8/7 8/7	8/7
Min B. Control Center			
Min B. Floor	8/7 8/7	8/7 8/7	8/7 8/7
Com A Control Center			
Com A Floor	8/7	8/7	
Com B Control Center			
Com B Floor	8/7	8/7	

Community Floor Corporal will watch multiple units
(intermediate supervision)

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Community				
CAPTAIN		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
LIEUTENANT		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/5	8/5	8/5	
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Administrative Support				
Armory/Discipline				8/5
Principle Hearing/Intel				8/5

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	100
Community B	100

CORPORALS		Shift		
Post/Area	1ST	2ND	3RD	Day
Administrative Support				
Community Resource	8/5	8/5		
Property				8/5
Response/Movement				
Utility	8/7	8/7	8/7	
	8/7	8/7	8/7	
External Transport Staff				
Drivers	8/7	8/7		
	8/7			
Control Center				
Central Control	8/7	8/7	8/7	

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600



**NEBRASKA
DEPARTMENT OF
CORRECTIONAL
SERVICES**

**Prison Staffing Analysis
Custody Staff
August 2015 – March 2016**

To view the individual attachments, please click on the specific attachment below.

Attachments:

1. Complete NDCS Staffing Model
2. Community Corrections Center – Lincoln (CCCL) Staffing Analysis
3. Community Corrections Center – Omaha (CCCO) Staffing Analysis
4. Diagnostic and Evaluation Center (DEC) Staffing Analysis
5. Lincoln Correctional Center (LCC) Staffing Analysis
6. Nebraska Correctional Center for Women (NCCW) Staffing Analysis
7. Nebraska Correctional Youth Facility (NCYF) Staffing Analysis
8. Nebraska State Penitentiary (NSP) Staffing Analysis
9. Omaha Correctional Center (OCC) Staffing Analysis
10. Tecumseh State Correctional Institution (TSCI) Staffing Analysis
11. Work Ethic Camp (WEC) Staffing Analysis

Attachment 3

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

COMMUNITY CORRECTIONS CENTER - Omaha

Prison Staffing Analysis

November 16-18, 2015

Table of Contents

Staffing Analysis Team Information	3-2
Facility Design and Location	3-2
Institutional Profile	3-4
Operations	3-8
Programs	3-8
Additional Services	3-8
Activity Schedule	3-9
Activity Schedule Charts	3-10
Shift Relief Factors (SRF)	3-12
Summary of Observations	3-12
Summary of Post Planning Results	3-14
Current Post Plan/Previous Relief Factor	3-15
Current Post Plan/Current Relief Factor	3-16
Proposed Post Plan	3-17
Custody Post Analysis Summary	3-18
Calculation of Custody Relief Requirements	3-25
Additional FTE Requirements	3-26
Facility Specific Recommendations	3-27
Attachment: Facility Map	3-28
Attachment: Facility Proposed NDCS Staffing Model	3-29

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

COMMUNITY CORRECTIONAL CENTER – Omaha

Prison Staffing Analysis

November 16-18, 2015

Staffing Analysis Team (SAT)

The SAT held an organizational meeting prior to conducting the analysis. Assignments were given to ensure all posts were analyzed on all three shifts. The observations on post took approximately 2 ½ days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Barbara Lewien, Warden – Omaha Correctional Center
- Ed Fabian, Associate Warden – Omaha Correctional Center
- Brad McConville, Lieutenant – Work Ethic Camp
- Seth Perlman, Captain – Omaha Correctional Center
- Robert Jimenez, Lieutenant – Nebraska Correctional Youth Facility
- James Ellinger, Unit Manager – Omaha Correctional Center

Facility Design and Location

The Community Correctional Center – Omaha (CCCO) is a community A/B security facility located in East Omaha near the Omaha Correctional Center. In October 1967, Legislative Bill 569 established the work release program. In July 1985, CCCO was opened to accept inmates. It was constructed at a cost of 1.2 million dollars. The original design included 3 buildings and 90 beds to accommodate both male and female inmates. Currently, CCCO has 180 beds with 24 of those available for female inmates. Inmates must be classified to community A or B status and are typically near discharge of their sentence or parole hearing. Inmates may be eligible for passes and/or furloughs at CCCO; therefore, canteen, hair care, etc. are not available on-site and require a pass or furlough.

Inmates assigned to work details (community A custody) traditionally work at CCCO, OCC, NCYF or other detail jobs at the State Office Building or other state agency areas. Work release inmates (community B custody) are required to pay \$12 per day for room and board. Also 5% of their net earnings are placed in a savings account for their eventual release. Historically, CCCO reserves 60 beds for male inmates on work detail and 96 beds for male inmates on work release. The 24 beds reserved for female inmates are not designated as work detail or release but are rather assigned based strictly on bed space availability and not assignment. The facility operates consistently around 175% of the original design capacity.

CCCO relies heavily on shared services with OCC. All records, business office functions, safety and sanitation, human resources, emergency management, health services, mail services, training, religious services, education and maintenance assistance are completed in partnership with OCC. Inmates who may not be suitable for community custody are also returned to OCC then reclassified to a more appropriate custody level. There have been no staff assaults, staff grievances are very low, staff mandatory overtime is zero, voluntary overtime is low and sick leave usage is average. Inmate on inmate assaults and fights are very rare. Inmate grievances are also low.

There are a total of three buildings with only one building serving as the administration and housing. The other two buildings are small storage areas. There is no fencing and no vehicle sally ports. Only one pedestrian entrance is used for all visitor, inmate and staff traffic.

There are several maintenance projects CCCO is preparing for in the upcoming year. If these projects require outside contractors, constant supervision of the contractors is not a requirement of community corrections; however, the projects may hamper some services. For instance, two of the laundry rooms are to be renovated. Other projects CCCO is looking to complete this year are door lock replacement, gutter replacement, parking lot resurfacing, concrete replacement in outside recreation area, addition of new cameras and equipment upgrade and additional program space identified.

Please see the attached Institutional Profile providing more specific information about CCCO.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: CCCO

Date: 11/17/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	No
Does the facility provide specialized chronic care services such as dialyses, hospice or geriatric?	No - all medical services provided by OCC
Does the institution have or will have prison industry(s) programs	No
Is there any specialized housing such as pre or post disciplinary confinement	No - male inmates returned to OCC; female inmates returned to NCCW
Administrative Confinement	No
Immediate Segregation	No
Protective Segregation	No
Intensive Management	No
Disciplinary Segregation	No
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	90
What is the facility Operational Capacity	135
Average Daily Population for the last year	162
Custody Level	Community A and B
What are the external boundaries of the facility	No fencing - inmates are allowed to walk the area in front of the building and utilize the exercise pad in the back area
Does internal surveillance and supervision include	
Control Rooms	No
Cameras	Yes
Gates	No

Cross Fencing	No
Turnkeys	No
Internal towers	No
Other	No
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	There are 16 cameras total; the front entrance is locked only during overnight hours
Is the barrier sufficient to detain/delay escape	No
Are there any impairments to good sight lines e.g. terrain; fence.	No
What is the frequency and severity of visibility impairment such as fog or dust storms	Winter storms/Fog
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	There are no vehicle entry points; pedestrian traffic is through the building Main entrance
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility
What type of perimeter vehicle is available, and is it a fixed or mobile post	No perimeter patrol
Communications	
Do all staff in inmate areas have radios	UCW's, Food Service, Maintenance and third shift custody staff only
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes - staff with a radio also have a body alarm
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Unsecure rooms
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes cameras have been installed
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Unit staff provide supervision on first and second shifts; custody staff provide supervision on third shift; the front desk is the only assigned post
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Inmate room doors are unsecured
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	2015 - 570 MR's with 35 being class I
What is the frequency and seriousness of inmate on staff assaults	0

What is the frequency and seriousness of inmate-on-inmate assaults	2014 -1; no weapons 2015 - 0
Have there been any recent escapes, escape attempts or walkaways if so explain	2014 - 6 2015 - 1
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	There is a steady turnover rate due to inmates completing sentences or parole
Is there significant gang or STG influences	No
Disciplinary Process	Per policy
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes when needed for an inmate to be returned to a higher security level
unrestricted, open campus style	Yes
via pass system	No
time specific lines	No
combination depending on inmate status	No
Visitation	
What is the visitation schedule	Sa/Su 230-1530
Are visits contact or non-contact or both	Contact only
What is the process for visitor registration/sign-in and are security staff assigned full-time	Visitors will be signed in to visit by front desk staff; visits occur in the lobby area
What is the duration of visits	Each inmate can visit on Saturday and Sunday for 3 hours
What are the search requirements for inmates and visitors	Random pat/strip searches on inmates; no searches required on visitors
Work Assignments	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Food service, HU porters, maintenance, outside details
Are there any essential work details in the community	Yes - State Office Bldg, Dept. of Roads
What work details are optional/can be shut down	Outside details, maintenance, porters
Food Service	
Is food service contracted or state run	State
Are any inmates fed in-cell, if so how many	No
Are inmates fed in central dining areas or in common areas in housing units	Central Dining plus many inmates take a sack lunch if on work release or working a detail off-site
How are inmates escorted/sent to dining areas	Intercom announcement
How many staff are assigned to dining areas	0 custody staff; 4 food service staff

Programs	
List of Programs by:	
Number and types	Education-ABE/GED, NRTS, limited mental health, off-site community providers
Hours of operation	Programs occur daily -Most programs are off-site community providers. See activity chart
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Institutional or community providers
Are programs considered as a function or determining factor in inmate idleness	Yes
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	
Medical, Dental, Mental health	0
Hospital stays TO's	0 - furloughs are utilized
Court appearances	0
Transfers	2015 - 3 hours total
At outside hospitals, is there a prison ward, or does the sending institution provide security	Outside hospital stays may be done by medical furlough; return to OCC for treatment
Are there other routine outside transports	Van runs daily all day for jobs/job searches/appointments.
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Douglas County pays substantially more, Low unemployment rate.
Attendance issues (e.g., overtime, sick leave abuse)	Sick leave is average; mandatory overtime is zero; voluntary overtime is very low
Staff grievances concerning post assignments, overtime, training, and so forth.	2014 - 3 2015 - 4
Critical incidents within the past five years	Contraband introduction of synthetic marijuana has led to various medical emergencies; alcohol usage on the rise
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

CCCO operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Neither first nor second shift have custody staff assigned and operate with Unit Caseworkers (UCW) as the primary assigned staff. The Unit Case Managers (UCM) will typically provide any supervisory functions needed for the shift. Only one post is assigned, front desk/reception, and no staff are assigned specifically to a housing unit area. Third shift operates solely with custody staff. One or two Corporals and a Sergeant are the typical staff complement. The highest ranking custody staff are Sergeants assigned to third shift. The Security Administrator is the Assistant Warden. UCMs and UCWs make up the majority of staff available to the inmate population. CCCO currently has a Unit Administrator (UA) assigned; however, this is a double staffing position through OCC and upon the UA moving on to another institution or leaving NDCS, this position will be eliminated. Day shift staff includes administrative and support staff. The total number of staff assigned to CCCO is 34.

There are many shared services between the Omaha facilities. OCC provides the following services to CCCO:

- Emergency Management
- Inmate Records
- Human Resources
- Business Office
- Supply
- Maintenance
- Safety/Sanitation
- Medical/Dental
- Inmate Mail

Programs

Inmate programs are limited at CCCO as inmates have community access to programs, etc. Programs available at the facility and in the community do afford educational and treatment opportunities. Programs offered at CCCO are provided by an active volunteer base, health services staff, reentry partners, contract employees and CCCO employees. The following programs and services are provided but not limited to:

- Domestic Violence Programming
- Outpatient Substance Abuse Programming
- Adult Basic Education/GED
- Community College courses
- Moral Reconciliation Therapy
- Community Recreation
- Religious Services
- Library Services

Additional Available Services

A medical clinic is located at OCC. Medical needs of the population are met by the OCC health services department. CCCO inmates are processed into OCC for these services requiring OCC staff to conduct

searches of the inmate in/out of the facility. Additionally, OCC staff provide escort of these inmates to the medical clinic.

The Physician and other clinic staff do respond to CCCO for medical emergencies.

A dental clinic is located within the medical area of OCC. Currently a contract exists for a dentist and his assistants to provide services to the CCCO inmate population.

CCCO staff trained in medication distribution provide any medication to the inmate population at designated times; however, these medications are prepared and managed by the OCC health services.

Inmates needing care beyond that of the OCC health services may travel to outside providers. Inmates needing overnight hospital stays may be placed on a furlough until such time the inmate is released from the hospital. Travel orders for medical related services are rare. There is van service to get inmates to appointments, job interviews and job searches.

Activity Schedule

Since CCCO is a community custody facility, the inmates move about the facility relatively unrestricted. Inmates may use the area in front of the facility to exercise. There is limited vehicular traffic and signs are posted indicating pedestrians are in the area. A small outdoor recreation space is also located on the back side of the facility. No gymnasium is available. Inmates eligible for passes and/or furloughs must have an itinerary.

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be a medical emergency.

Please see the attached CCCO Activities Charts for both week days and weekends.

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Unit Caseworker (UCW)

- The only assigned post at CCCO is the front desk/reception.
- There is no clear leader on shift and UCWs are assigned as shift leader on a rotating basis by the Unit Administrator. Staff indicated confusion about the chain of command and typically route questions/concerns through the Assistant Warden.
- The main responsibility of the shift leader is to ensure the front desk has a staff member available at all times. Since this is not always possible, other staff including the teacher, Unit Case Managers, Assistant Warden and others have worked at the desk to assist with coverage.
- There are no standard operating procedures for this; however, there is an understanding among UCWs that the following duties will be completed: front desk monitoring, check in/out of inmates, ankle monitor (GPS) application, verification of employment addresses and routes, verification of job seeking routes with bus routes, conduct room searches, complete area checks, safety/sanitation inspection, monitor inmate behavior, ensure scheduled programs are conducted and monitoring of GPS system.
- Many inmates including sex offenders are placed on the GPS system. UCWs are responsible for monitoring the whereabouts of these inmates; however, there is a high demand for these same staff to conduct the other duties as outlined leaving very little to no time for GPS monitoring.
- Additional collateral duties are also assigned to UCWs including: clothing issue, inmate property, vehicle coordinator and Field Training Officer. Collateral duties are somewhat difficult to complete due to lack of privacy at the front desk or too many other assigned duties.
- During team observations of UCWs, no room searches were conducted nor were the hourly checks completed. Instead these were completed only twice per shift.

Driver

- The main goal of the driver is to provide transportation into the community for inmates with job seeking passes, appointments and/or jobs in the community.
- There is no post order but a standard operating procedure is available and utilized for guidance.
- Additional duties are assigned when the van is not out transporting to include front entrance, check in/out of inmates and room searches.
- The van schedule does not provide for this staff person to be available to assist the shift for extended periods of time.
- No relief for the weekends has been assigned to van driver, nor is there anyone available to cover for training and holidays.

Third Shift Sergeant

- The Sergeant reported there is commonly only two staff assigned to third shift.

- A duty of the Sergeant is phone monitoring. Due to confidentiality needed with the inmate phone system, this duty does not get completed when only two staff are assigned to the shift as this cannot be done at the front desk.
- Staff noted an increase in synthetic THC usage and the need to transport inmates to the hospital or to OCC for medical purposes, leaving only one staff member at the facility. There have also been occasion to transport an inmate to Nebraska Correctional Center for Women, which leads to calling a staff person in for overtime.

Third Shift Corporal

- Collateral duties assigned to a Corporal include evidence handling and ordering Departmental forms, etc.
- Corporals indicated ability to complete tasks with the exception of when only two staff are assigned. This causes a hardship in completing any assignments that would take staff away from the front desk.
- Staff indicate concern for emergencies with only two staff on duty. They rely on OCC to assist in these cases. This can cause a hardship for OCC as well.
- Another Corporal has the assigned collateral duty of sending tax credit forms to inmate employers spending about 9 hours a week on this task. The same staff member also fills chemicals nightly for over an hour. Typically, these duties get completed; however, any unusual or emergency circumstances change this and no assignments are completed then.
- There is a need for both male and female staff to be available on each shift due to Prison Rape Elimination Act (PREA) standards and to address other inmate needs. This was not consistently accomplished.

Food Service

- Appears to be a great deal of down time. Multiple occasions where food service staff observed with little to nothing to do.
- Food service staff indicated they do not need additional staff and that they are currently over staffed by one position.

Additional Observations

- CCCO has a significant need to keep the van going to transport inmates within the community for various appointments and work assignments. There are not enough designated staff for this post.
- Most staff indicated too many collateral duties for several staff and not enough for others. A redistribution of these duties would alleviate the inequities noted by staff. Additionally, it is recommended cross-training occur to ensure staff know how to perform the collateral duties of others. CCCO has a small staff compliment; therefore, there is a great need for multiple people to be able to fill in as needed.
- All Security Administrator duties have been delegated to the Assistant Warden. Additionally, there is no intel function or custody chain of command.
- A day shift Sergeant is recommended to accommodate all property, key and armory needs. This person could also conduct Principle Hearing duties.
- Food service staff appeared to have a significant amount of down time. It is recommended this area be re-evaluated with regard to the number of positions as well as the schedule of the food service staff.

- There is no established chain of command. This causes some difficulties when an emergency occurs and in every day assignments. It is recommended supervisory staff be added and staff be assigned specific posts.
- It is recommended the Unit Caseworker positions become custody positions to allow continuity among shifts and allow for overtime coverage from shift to shift. Furthermore, if there is a need for overtime into the next shift, this could be done easily with all staff working within the same department of custody.
- GPS monitoring and tracking as well as the activities inmates are involved in the community go largely unsupervised due to staffing and workloads. Staff dedicated specifically for this purpose could enhance community safety.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
- Calculation of Custody Relief Requirements

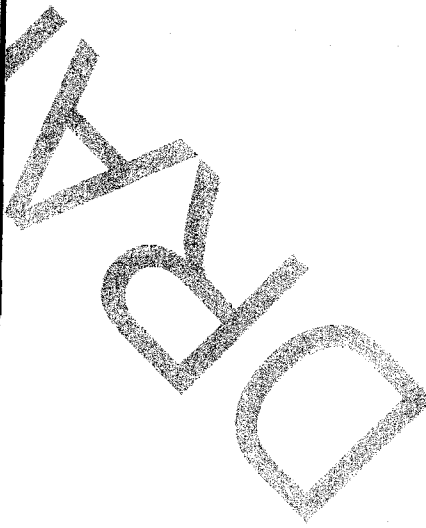
Minimal Post Staffing Analysis

Institution: Community Corrections Center - Omaha

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		Day	# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day		1st	2nd	3rd				
SUBTOTAL	Lieutenants				0	0	0	0		0.00		
Asst. Shift Supr.	Sergeant	Shift Supervisor		X				1	1.90	1.90	0.00	0.00
SUBTOTAL	Sergeants				0	0	0	1		1.90		0.10
Central Control	Corporal	Control Center		X				2	1.90	3.80		
Driver	Corporal	Van Driver	X			1	1		1.30	2.60		
SUBTOTAL	Corporals				0	1	1	2		6.40		0.40
Housing Units	Unit Caseworker	Supervise inmate activity		X		3	3		1.90	11.40		
SUBTOTAL	Unit Caseworkers				0	3	3	0		11.40	10.00	(1.40)
TOTALS											18.00	(1.70)



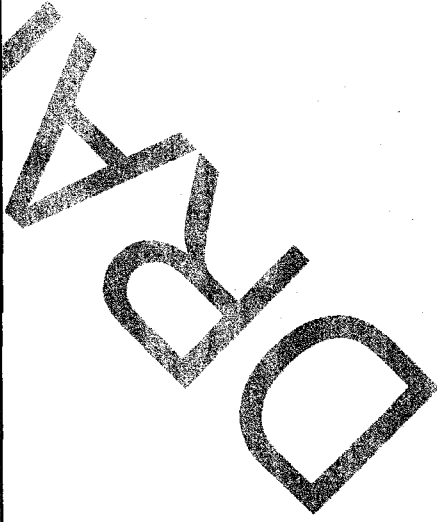
Minimal Post Staffing Analysis

Current Post Plan / Current Relief Factor

Institution: Community Corrections Center - Omaha

Custody & UCW

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
SUBTOTAL	Lieutenants				0	0	0	0		0.00	0.00	0.00
	Asst. Shift Supr.	Shift Supervisor		X				1	1.74	1.74		
SUBTOTAL	Sergeants				0	0	0	1		1.74	2.00	0.26
	Central Control	Control Center		X				2	1.74	3.48		
	Driver	Van Driver	X			1	1		1.25	2.50		
SUBTOTAL	Corporals				0	1	1	2		5.98	6.00	0.02
	Housing Units	Supervise inmate activity		X		3	3		1.74	10.44		
SUBTOTAL	Unit Caseworkers				0	3	3	0		10.44	18.00	(0.16)
TOTALS										18.00	(0.16)	



Minimal Post Staffing Analysis

Institution: Community Corrections Center - Omaha

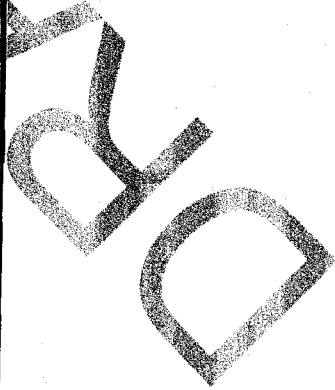
Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		Day	# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Recommend
			5 day	7 day		1st	2nd	3rd				
Security Administrator	Captain	Operations	X		1				1.00	1.00		
SUBTOTAL	Administrative					0	0	0		1.00	0.00	1.00
Shift Supervisor	Lieutenant	Shift Supervisor	X			1	1	1	1.00	3.00		
SUBTOTAL	Lieutenants				0	1	1	1		3.00	0.00	3.00
Shift	Sergeant	Assistant Shift Supervisor		X		1	1	1	1.74	5.22		
Administrative	Sergeant	Administrative	X			1			1.25	1.25		
SUBTOTAL	Sergeants				1	1	1	1		6.47	2.00	6.00
Central Control	Corporal	Control Facility Moves		X		1	1	1	1.74	5.22		
Utility	Corporal	Security		X		1	1	1	1.74	5.22		
Driver	Corporal	Transportation	X			1	1	1	1.25	2.50		
Community Resource	Corporal	Community Supervisor	X			1	1	1	1.00	2.00		
SUBTOTAL	Corporals				0	4	4	2		14.93	16.00	15.00
TOTALS									25.41	18.00	25.00	

Note: All Caseworker posts have been merged to Corporal

Total new FTE recommended: 7.00



Custody Post Analysis Summary

Facility: Community Corrections Center - Omaha

JOB CLASS	NEW ANALYSIS LEVEL	HOL/NHOL FTE'S
Correctional Captain	1	0/1
Correctional Lieutenant	3	3/0
Correctional Sergeant	6	5/1 *
Correctional Corporal	15	13/2**
TOTAL FTE'S	25	21/4

*1 Sergeant NHOL - Administrative

**2 Corporals NHOL- Community Resource (2)

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 - 5 Day Captain

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

TOTAL FTE to include relief factor: 3.00- 5 Day Lieutenants

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Assistant Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center - Omaha
JOB CLASSIFICATION: Correctional Sergeant
POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative*	1	0	0	0	Facility specific
TOTAL	1	0	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 1.25 - 5 Day Sergeant

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Central Control*	0	1	1	1	Per staffing model
Utility*	0	1	1	1	Facility specific
TOTAL	0	2	2	2	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 10.44 – 7 Day Corporals

JUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Community Resource	0	1	1	0	Per staffing model
Driver*	0	1	1	0	Facility specific
TOTAL	0	2	2	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 4.50— 5 Day Corporals

Calculation of Custody Relief Requirements

Step 1 Total # of eight hour shifts each staff would be available during a consecutive 365 work year

a)	Total work year days	365
b)	Total number of holidays	12
c)	Regular days off (two days off per seven day period)	104
d)	Average days authorized leave taken/employee	33.53
e)	Average days of training/employee	6

***Average annual hours per 1 staff member = $2088 - 8(33.53+6+12) = 1,675.76$ hours**

Step 2 Determine relief factors for 8 hours/5 days per week (8/5) and 8 hours/7 days per week (8/7) posts

$8/5 = 1$ (post) X 8 hours X 261 days/year = 2088 hours divided by 1,675.76 =	1.25
$8/7 = 1$ (post) X 8 hours X 365 days/year = 2920 hours divided by 1,675.76 =	1.74

Step 3 Summary of basic post requirements (rounded to the nearest tenth)

1 One (1) eight hour, five day per week post requires	8/5	1.25
2 One (1) sixteen hour, five day per week post requires	16/5	2.50
3 One (1) eight hour, seven day per week post requires	8/7	1.74
4 One (1) sixteen hour, seven day per week post requires	16/7	3.48
5 One (1) twenty-four hours, seven day per week post requires	24/7	5.22

Additional FTE Requirements

This section addresses each area identified and potential additional costs.

FTE Position Title	# of FTE	Cost/FTE	Total Cost
Corporal	-1 FTE	\$45,041	<\$ 45,041>
Sergeant	4 FTE	\$50,057	\$ 200,228
Lieutenant	3 FTE	\$60,153	\$ 180,459
Captain	1 FTE	\$64,672	\$ 64,672
TOTAL:	7 FTE		\$ 400,318

The above figures are salary plus benefits annually. Additional costs would also be associated with adding new staff to include uniform issue, radios and other personal protective equipment, training costs, etc.

All employees assigned to a shift are paid for roll call. This is an essential briefing occurring ten minutes prior to each shift. This cost also needs consideration when determining overall fiscal impact.

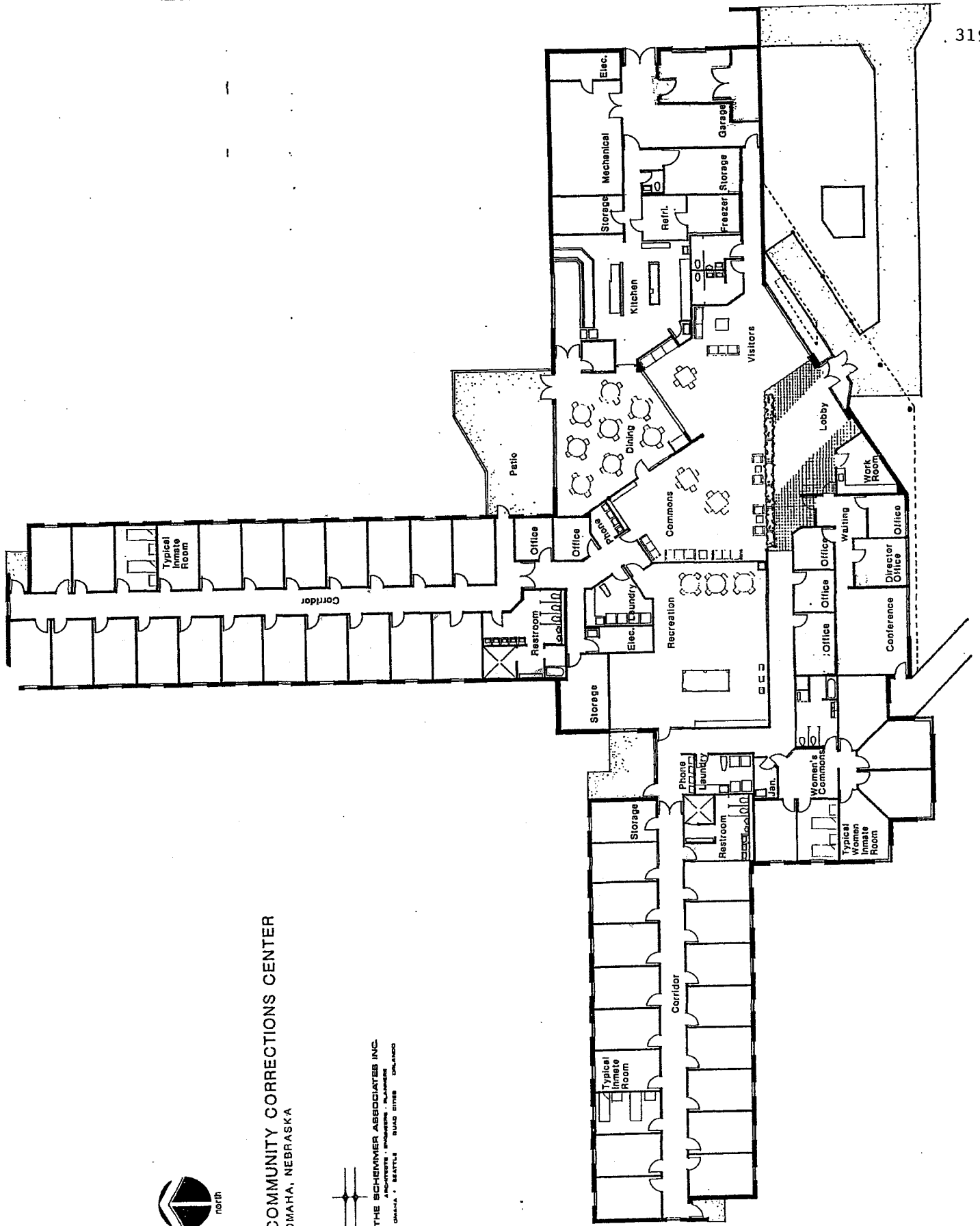
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CCCO Specific Recommendations

- Community Resource Corporals are recommended to assist with any details needing attention within the community, (IE: GPS monitoring, job search issues, etc). Currently, there is no one able to conduct these assignments. This position could add a great deal to public safety and assist in growing confidence within the community that we provide follow-up with the inmate population.
- Recommend adding a Captain for Security Administrator and other duties currently assigned to the Assistant Warden. These duties could include intel, investigations, PREA coordinator, etc.
- Key/Tool/Property Control and Principle Hearing – Add a Sergeant position due to work load and security concerns. These assignments are currently collateral duties. This would be a day shift position.
- Post assignment to front desk/control and utility will assist in ensuring all areas are covered.
- Establish a chain of command similar to all other institutions.
- Eliminate UCW positions and replace with custody staff as noted on new post plan. Maintain current staffing with UCM.
- Utilize relief positions for Drivers as they currently are not available.
- Lieutenant positions are recommended to establish a clear chain of command and consistency between similarly situated facilities.

Attachments

- A. Map
- B. Proposed NDCS Staffing Model



COMMUNITY CORRECTIONS CENTER
 OMAHA, NEBRASKA



THE SCHEMMER ASSOCIATES INC.
 ARCHITECTS - ENGINEERS - PLANNERS
 OMAHA - SEATTLE - SIAO CITY - DENVER



NDCS Proposed Custody Staffing Model

DRAFT

Custody Staffing Model - Unit Staffing

Building Sergeant Custody Level	Shift			Day
	1	2	3	
Maximum		8/5		8/5
Medium		8/7		
Minimum A Cells		8/5		
Minimum A Bay/Dorm		8/5		
Minimum B		8/5		
Community A				
Community A				

Minimum Sgts. will not have weekends off

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	100
Community B	100

Unit Corporals Custody Level	Shift		
	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7 8/7	8/7 8/7	
Med. Control Center	8/7	8/7	8/7
Med. Floor	8/7 8/7	8/7 8/7	
Min A. Control Center	8/7	8/7	
Min A. Floor (Bay/Dorm)	8/7 8/7	8/7 8/7	8/7 8/7
Min. A Control Center			
Min A. Floor (Cells)	8/7 8/7	8/7 8/7	8/7
Min B. Control Center			
Min B. Floor	8/7 8/7	8/7 8/7	8/7 8/7
Com A Control Center			
Com A Floor	8/7	8/7	
Com B Control Center			
Com B Floor	8/7	8/7	

Community Floor Corporal will watch multiple units
(intermediate supervision)

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Community				
CAPTAIN		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
LIEUTENANT		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/5	8/5	8/5	
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Administrative Support				
Armory/Discipline				8/5
Principle Hearing/Intel				8/5

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	100
Community B	100

CORPORALS		Shift		
Post/Area	1ST	2ND	3RD	Day
Administrative Support				
Community Resource	8/5	8/5		
Property				8/5
Response/Movement				
Utility	8/7	8/7	8/7	
	8/7	8/7	8/7	
External Transport Staff				
Drivers	8/7	8/7		
	8/7			
Control Center				
Central Control	8/7	8/7	8/7	

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600



NEBRASKA
DEPARTMENT OF
CORRECTIONAL
SERVICES

Prison Staffing Analysis
Custody Staff
August 2015 – March 2016

To view the individual attachments, please click on the specific attachment below.

Attachments:

1. Complete NDCS Staffing Model
2. Community Corrections Center – Lincoln (CCCL) Staffing Analysis
3. Community Corrections Center – Omaha (CCCO) Staffing Analysis
4. Diagnostic and Evaluation Center (DEC) Staffing Analysis
5. Lincoln Correctional Center (LCC) Staffing Analysis
6. Nebraska Correctional Center for Women (NCCW) Staffing Analysis
7. Nebraska Correctional Youth Facility (NCYF) Staffing Analysis
8. Nebraska State Penitentiary (NSP) Staffing Analysis
9. Omaha Correctional Center (OCC) Staffing Analysis
10. Tecumseh State Correctional Institution (TSCI) Staffing Analysis
11. Work Ethic Camp (WEC) Staffing Analysis

Attachment 4

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

DIAGNOSTIC AND EVALUATION CENTER

Prison Staffing Analysis

January 25 -26, 2016

Table of Contents

Staffing Analysis Team Information	4-2
Facility Design and Location	4-2
Institutional Profile	4-4
Operations	4-8
Programs	4-8
Additional Services	4-8
Activity Schedule	4-9
Activity Schedule Chart	4-10
Shift Relief Factors (SRF)	4-11
Summary of Observations	4-11
Summary of Post Planning Results	4-12
Current Post Plan/Previous Relief Factor	4-13
Current Post Plan/Current Relief Factor	4-14
Proposed Post Plan	4-15
Custody Post Analysis Summary	4-16
Calculation of Custody Relief Requirements	4-25
Additional FTE Requirements	4-26
Facility Specific Recommendations	4-27
Attachment: Facility Map	4-28
Attachment: Facility Proposed NDCS Staffing Model	4-30

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

DIAGNOSTIC AND EVALUATION CENTER

Prison Staffing Analysis

January 25-26, 2016

Staffing Analysis Team (SAT)

The SAT met on January 25, 2016 to discuss the expectations of the analysis team and distribute assignments to ensure all custody posts were analyzed on first, second and third shifts. The observations on post took two days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Michele Capps, Deputy Warden- Nebraska State Penitentiary
- Keith Ernst, Assistant Human Resource Administrator- Central Office
- Amber Gigstad, Unit Case Manager- Tecumseh State Correctional Institution
- James Jansen, Major- Tecumseh State Correctional Institution
- Christopher Ulrick, Sergeant- Tecumseh State Correctional Institution
- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center

Facility Design and Location

The Diagnostic and Evaluation Center (DEC) was established by the Nebraska State Legislature in 1976 as part of Legislative Bill 984. Construction was completed in June of 1979 and the new facility was opened in August of 1979 as a 176-bed, maximum custody, reception, diagnostic, evaluation, assessment, classification and assignment facility.

As required by State Statute, all adult males sentenced to the Nebraska Department of Correctional Services (NDCS) by the County and District courts of the State of Nebraska are received into the correctional system at the DEC. In addition, the facility houses ninety-day evaluators sentenced by the court for assessment, county and federal safe keepers, interstate transfers, returned parolees and escapees.

Prior to being transferred to another facility within the NDCS, inmates are evaluated, assessed, classified and have medical work-ups completed while at the DEC. Transfer locations are based upon inmates' custody classification.

The facility consists of nine housing units with the following housing guidelines:

<u>Unit</u>	<u>Inmate Type</u>
Housing Unit 1	21+ years, victim potential
Housing Unit 2	First adult felony incarceration (AFI), non-violent, non-aggressive
Housing Unit 3	Younger, non-aggressive, non-predatory
Housing Unit 4	Multiple AFI's, non-violent, non-aggressive
Housing Unit 5	Multiple AFI's, parole violators (PV's), returnees, aggressive, predatory
Housing Unit 6	Multiple AFI's, PV's, returnees, non-aggressive
Housing Unit 7	21+ years, non-predatory
Housing Unit 8	First AFI's, aggressive, predatory, history of violence
Housing Unit 9	Multiple AFI's, PV's, returnees, aggressive, predatory

Please see the attached Institutional Profile providing more specific information about DEC.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: **DEC**

Date: 8/13/2015

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Agency Reception (all but female)
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric inmates	Yes - for Skilled Nursing Facility (SNF) inmates
Does the institution have or will have prison industry(s) programs	No
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Only if patient in SNF
Immediate Segregation	Only if patient in SNF
Protective Segregation	Only if patient in SNF
Intensive Management	No
Disciplinary Segregation	Only if patient in SNF
Court Imposed Segregation	Only if patient in SNF
Does the facility house special populations	
Geriatric/convalescent population	Only if patient in SNF
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No - Intake only
Inmates sentenced to the death penalty	No - Intake only
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	176
What is the facility Operational Capacity	320
Average Daily Population for the last year	485
Custody Level	Maximum
What are the external boundaries of the facility	Co-located within common perimeter with LCC. 12' double fence w/razor & Detection system
Does internal surveillance and supervision include	
Control Rooms	Yes

Cameras	Yes
Gates	Yes
Cross Fencing	Yes – perimeter
Turnkeys	N/A
Internal towers	No
Other	N/A
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes – towers, gates & fence detection
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	No
What is the frequency and severity of visibility impairment such as fog or dust storms	Infrequent fog and snow storms
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Approx. 40 vehicles per day
What is the location/design of inmate visitors' entrance/exit	Main entrance - pass clerk
What type of perimeter vehicle is available, and is it a fixed or mobile post	N/A – LCC
Communications	
Do all staff in inmate areas have radios	If not issued radio, have access to body alarms.
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Double – except SNF single cell HU 1 – 3 or 4/cell
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct in HU Control Room / Remote from Control Center
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote from HU Control Room & Control Center / SNF manually by staff
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available
What is the frequency of inmate disciplinary misconducts & types	58 Class I / 189 Class II / 665 Class III (Annual figures)

What is the frequency and seriousness of inmate on staff assaults	2 per mo. (over 6 mo.) Varied from Hitting to Throwing
What is the frequency and seriousness of inmate-on-inmate assaults	4 per mo. (over 6 mo.) Varied from Biting to Weapons
Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Varies; turnover approx. 6-8 months
Is there significant gang or STG influences	Yes
Disciplinary Process	Agency
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes - 6 inmates per staff, unless mass movement to gym / yard
unrestricted, open campus style	No
via pass system	Yes, with escort
time specific lines	Yes
combination depending on inmate status	Yes
Visitation	
What is the visitation schedule	Wednesday-Sunday, 0800 - 1050 & 1300-1550
Are visits contact or non-contact or both	All contact visits
What is the process for visitor registration/sign-in and are security staff assigned full-time	Pre-approved registrations (unless approved by Warden); Sign in; Full time pass clerk assigned
What is the duration of visits	2 hour 50 minutes
What are the search requirements for inmates and visitors	Visitors pat searched and pass through metal detector; inmates are strip searched
Work Assignments	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Non secured areas cleaned by Community Inmate (Warden's secretary supervises)
Are there any essential work details in the community	None
What work details are optional/can be shut down	Front detail can be shut down
Food Service	
Is food service contracted or state run	State
Are any inmates fed in-cell, if so how many	SNF - up to 15 rooms
Are inmates fed in central dining areas or in common areas in housing units	Common areas
How are inmates escorted/sent to dining areas	Dining in the housing unit/common area

How many staff are assigned to dining areas	One per common area
Programs	
List of Programs by:	
Number and types	MRT, Mental Health Counseling, Recreation Programs, Religious Services, Education classes, Library Services, Technology Entertainment and Design (TED) Talks, Reentry Orientation classes
Hours of operation	TBD
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Institutional Staff
Are programs considered as a function or determining factor in inmate idleness	N/A
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	
Medical,	33 in June 2015, 5,744 hours
Dental,	Combined with Medical
Mental health,	None
Court appearances	51 hours in June 2015
At outside hospitals, is there a prison ward, or does the sending institution provide security	Institution provides security
Are there other routine outside transports	Yes
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Yes
Attendance issues (e.g., overtime, sick leave abuse)	Yes
Staff grievances concerning post assignments, overtime, training, and so forth.	No
Critical incidents within the past five years	None
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	No
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	No
Specific statutory and umbrella agency policy and directives	No
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

DEC operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. Custody provides supervision on the housing units and case management focuses on the classification process. Day shift staff includes administrative and support staff as well as various additional staff. There are many shared services between DEC and the Lincoln Correctional Center (LCC) to include the following:

- Food Service
- Laundry
- Canteen
- Mailroom
- Maintenance
- Perimeter Security
- Emergency Management
- Human Resources
- Safety/Sanitation
- Inmate Records

Programs

Inmates are offered a variety of programs at DEC. Programs afford educational and treatment opportunities. Programs offered at DEC are provided by: an active volunteer base, health services staff, re-entry partners, contract employees and DEC employees. The following programs and services are provided but not limited to:

- Mental Health Counseling
- Adult Basic Education/GED/High School
- Reentry Orientation Classes
- Recreation Programs and Services
- Religious Services
- Library Services
- TED Talks
- Moral Reconciliation Therapy

Additional Available Services

The DEC medical facility consists of a medical, dental and eye clinic, as well as a laboratory and hospital unit. The Skilled Nursing Facility (SNF) contains nine licensed beds and eight rooms used for inmates in need of special medical/mental health attention and inmates that are unable to live or function cooperatively on the general population housing units.

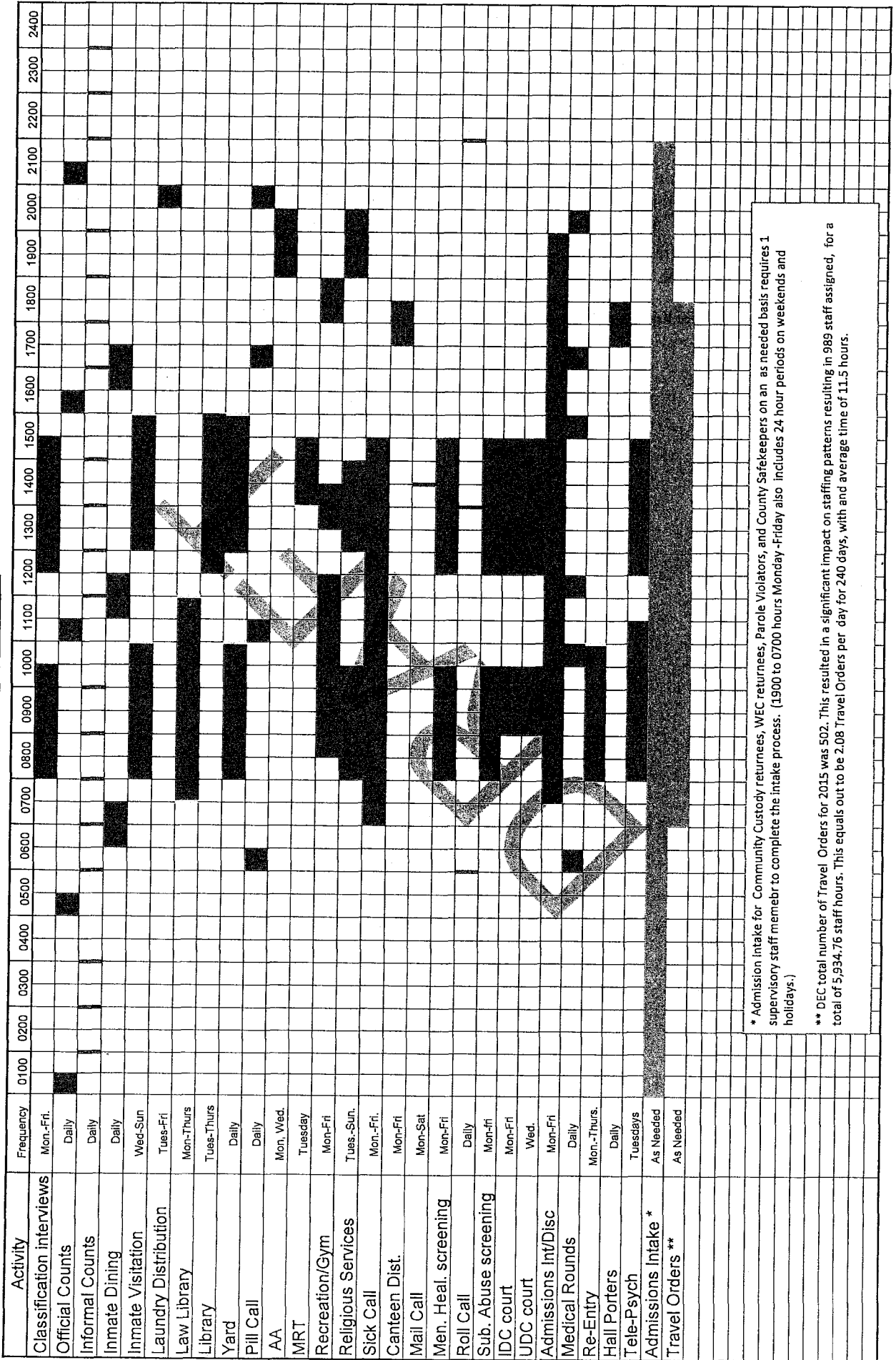
Even though DEC has medical services within the facility, many travel orders are utilized for various services within the Lincoln and Omaha community. These travel orders are completed predominantly by custody staff and completed in compliance with the NDCS Security Manual. The travel order numbers were considered by the SAT during this analysis and contribute to the overall staff needs.

Activity Schedule

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order.

Please see the attached DEC Activities Chart.

DEC Activities Chart



* Admission Intake for Community Custody returnees, WEC returnees, Parole Violators, and County Safekeepers on an as needed basis requires 1 supervisory staff member to complete the intake process. (1900 to 0700 hours Monday-Friday also includes 24 hour periods on weekends and holidays.)

** DEC total number of Travel Orders for 2015 was 502. This resulted in a significant impact on staffing patterns resulting in 989 staff assigned, for a total of 5,934.76 staff hours. This equals out to be 2.08 Travel Orders per day for 240 days, with an average time of 11.5 hours.

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Housing Unit/Utility

- Need Sergeants available on the units to assist with inmate issues that arise during shift, oversee basic security and sanitation of the housing units and relieve Floor Corporals. Currently housing units will not have staff working on the floors when the Floor Corporal leaves the post temporarily.
- A Corporal is currently the lead supervisor.
- Addition of a Sanitation and Supply Corporal who would be responsible for overall facility sanitation and making sure all housing units have supplies.
- There is not enough staff available to respond to emergencies without locking down a unit or removing a staff from another area.
- Addition of staff to take travel orders. Currently staff is taken from other posts and areas.

Administrative

- Need an additional staff member to assist with clothing issue, Urinary Analysis program, inmate property, and possibly overseeing medical travel order scheduling to ensure there is adequate staffing.

Mailroom

- Need an additional custody staff member to monitor phone calls, review emails. Mailroom staff currently complete these assignments.

Visitation

- Currently there is no custody staff dedicated to sit in the visiting room with inmates and visitors. This is an area of concern for a Maximum Security Prison.

Library

- Currently there is no custody staff assigned in the Library.

Skilled Nursing Facility (SNF)

- The Skilled Nursing Facility needs additional staff available to address the large volume of mental health inmates that are housed in the SNF. The SNF treats mentally ill inmates from LCC and County Safe Keepers that cannot be managed by the counties.

Additional Observations

- DEC spent 5,934.76 hours on travel orders in 2015. There are no designated staff escorts for these travel orders.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
- Calculation of Custody Relief Requirements

Minimal Post Staffing Analysis

Institution: Diagnostic & Evaluation Center

Current Post Plan / Previous Relief Factor

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd				
Major's Office	Major	Custody Dept. Head	X		1			1.00	1.00		
Captain's Office	Captain	Investigations & Admin Support	X		1			1.00	1.00		
SUBTOTAL Administrative					2	0	0		2.00	2.00	0.00
Custody	Lieutenants	Shift Supervisors		X		1	1	1.90	5.70		
SUBTOTAL Lieutenants					0	1	1		5.70	6.00	0.30
Shift Supervisor	Sergeant	Asst. Shift Supervisor		X		1	1	1.90	7.60		
Admissions	Sergeant	Inmate Intake Interview / Assignment	X					1.30	1.30		
Principle Hearing	Sergeant	Inmate Disciplinary Invest.	X					1.00	1.00		
Armory	Sergeant	Armory / Key Control	X		1			1.00	1.00		
Disciplinary	Sergeant	Inmate Disciplinary/Evidence	X		1			1.00	1.00		
SUBTOTAL Sergeants					3	1	2		11.90	10.00	1.90
Central Control	Corporal	Communications, Door Control		X		1	1	1.90	5.70		
Skilled Nursing Facility	Corporal	Inmate Supervision		X		1	1	1.90	5.70		
Housing Unit 1	Corporal	Inmate Supervision		X		1	1	1.90	3.80		
Housing Unit 2	Corporal	Inmate Supervision		X		1	1	1.90	3.80		
Housing Unit 3	Corporal	Inmate Supervision		X		1	1	1.90	3.80		
Housing Unit 4	Corporal	Inmate Supervision		X		1	1	1.90	3.80		
Housing Unit 5	Corporal	Inmate Supervision		X		1	1	1.90	3.80		
Housing Unit 6	Corporal	Inmate Supervision		X		1	1	1.90	3.80		
Housing Unit 7	Corporal	Inmate Supervision		X		1	1	1.90	3.80		
Housing Unit 8	Corporal	Inmate Supervision		X		1	1	1.90	3.80		
Housing Unit 9	Corporal	Inmate Supervision		X		1	1	1.90	3.80		
Utility	Corporal	Inmate Supervision, Escort/Area Checks		X		3	3	2	15.20		
Medical Clinic	Corporal	Inmate Supervision	X		1			1.30	1.30		
Visiting	Corporal	Inmate Supervision / Visits	X		1			1.30	1.30		
Admissions	Corporal	Process New Inmate Commits	X		2			1.30	2.60		
SUBTOTAL Corporals					7	14	4		66.00	70.00	4.00
Housing Unit 1	Officer	Door Control / Logging / Observation		X		1	1	1	5.70		
Housing Unit 2/3	Officer	Door Control / Logging / Observation		X		1	1	1	5.70		
Housing Unit 4/5	Officer	Door Control / Logging / Observation		X		1	1	1	5.70		
Housing Unit 6/7	Officer	Door Control / Logging / Observation		X		1	1	1	5.70		
Housing Unit 8/9	Officer	Door Control / Logging / Observation		X		1	1	1	5.70		
Central Control	Officer	Communications, Door Control / Count	X		1			1.30	1.30		
Skilled Nursing Facility	Officer	Door Control / Count	X		1			1.30	1.30		
SUBTOTAL Officers					0	5	5		31.00	32.00	0.90
TOTALS									120.00	120.00	3.30

Minimal Post Staffing Analysis

Institution: Diagnostic & Evaluation Center

Current Post Plan / Current Relief Factor

Custody

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Major's Office	Major	Custody Dept. Head	X		1				1.00			
Captain's Office	Captain	Investigations & Admin Support	X		1				1.00			
SUBTOTAL Administrative					2	0	0	0	2.00	2.00	0.00	
Custody	Lieutenants	Shift Supervisors		X		1	1	1	1.74			
SUBTOTAL Lieutenants					0	1	1	1	5.22	6.00	0.78	
Shift Supervisor	Sergeant	Asst. Shift Supervisor		X		1	1	2	1.74			
Admissions	Sergeant	Inmate Intake Interview / Assignment	X						1.25			
Principle Hearing	Sergeant	Inmate Disciplinary Invest.	X						1.00			
Armory	Sergeant	Armory / Key Control	X		1				1.00			
Disciplinary	Sergeant	Inmate Disciplinary/Evidence	X		1				1.00			
SUBTOTAL Sergeants					4	1	1	2	11.24	10.00	1.24	
Central Control	Corporal	Communications, Door Control		X		1	1	1	1.74			
Skilled Nursing Facility	Corporal	Inmate Supervision	X						5.22			
Housing Unit 1	Corporal	Inmate Supervision	X		1	1	1	1	1.74			
Housing Unit 2	Corporal	Inmate Supervision	X		1	1	1	1	1.74			
Housing Unit 3	Corporal	Inmate Supervision	X		1	1	1	1	1.74			
Housing Unit 4	Corporal	Inmate Supervision	X		1	1	1	1	1.74			
Housing Unit 5	Corporal	Inmate Supervision	X		1	1	1	1	1.74			
Housing Unit 6	Corporal	Inmate Supervision	X		1	1	1	1	1.74			
Housing Unit 7	Corporal	Inmate Supervision	X		1	1	1	1	1.74			
Housing Unit 8	Corporal	Inmate Supervision	X		1	1	1	1	1.74			
Housing Unit 9	Corporal	Inmate Supervision	X		1	1	1	1	1.74			
Utility	Corporal	Inmate Supervision	X		1	1	1	1	1.74			
Medical Clinic	Corporal	Inmate Supervision, Escort/Area Checks		X		3	3	2	13.92			
Visiting	Corporal	Inmate Supervision	X		1				1.25			
Admissions	Corporal	Inmate Supervision / Visits	X		1				1.25			
	Corporal	Process New Inmate Commits	X		2				2.50			
SUBTOTAL Corporals					14	14	14	4	60.68	70.00	9.32	
Housing Unit 1	Officer	Door Control / Logging / Observation		X		1	1	1	1.74			
Housing Unit 2/3	Officer	Door Control / Logging / Observation	X						5.22			
Housing Unit 4/5	Officer	Door Control / Logging / Observation	X		1	1	1	1	1.74			
Housing Unit 6/7	Officer	Door Control / Logging / Observation	X		1	1	1	1	1.74			
Housing Unit 8/9	Officer	Door Control / Logging / Observation	X		1	1	1	1	1.74			
Central Control	Officer	Communications, Door Control / Count	X		1				1.25			
Skilled Nursing Facility	Officer	Door Control / Count	X		1				1.25			
SUBTOTAL Officers					0	5	5	5	28.60	32.00	3.40	
TOTALS										120.00	120.00	0.00

Custody Post Analysis Summary

Facility: Diagnostic and Evaluation Center

JOB CLASS	NEW ANALYSIS LEVEL	HOL/NHOL FTE'S
Correctional Major	1	0/1
Correctional Captain	1	0/1
Correctional Lieutenant	6	5/1*
Correctional Sergeant	19	14/5**
Correctional Corporal	104	94/10***
TOTAL FTE'S	131	113/18

*1 Lieutenant NHOL- Administrative

**5 Sergeants NHOL- Principle Hearing
 Armory
 Admissions
 Administrative
 Disciplinary

***10 Corporals NHOL- Clinic
 Front Entrance
 Library
 Admissions
 Travel Order Team (4)
 Intel
 Sanitation/Supply

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Major
 POST TYPE: 5 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 - 5 Day Major

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Operations	1	0	0	0	Facility specific
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 - 5 Day Captain

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 Day Lieutenants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 -5 Day Lieutenant

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	Day	<u>Shift</u>			Comments:
		1st	2nd	3rd	
Shift *	0	1	1	1	Per staffing model
Unit*	0	1	1	0	Facility specific
Lead Escort*	0	1	1	1	Per staffing model (titled as Yard)
TOTAL	0	3	3	2	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 13.92- 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Admissions*	1	0	0	0	Facility specific
Principle Hearing	1	0	0	0	Per staffing model
Disciplinary	1	0	0	0	Facility specific
Armory/Key	1	0	0	0	Per staffing model
Administrative	1	0	0	0	Facility specific
TOTAL	5	0	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 5.25 - 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Central Control*	0	1	1	1	Facility specific
Skilled Nursing Facility*	0	2	2	1	Facility specific
HU 1-9 Floors*	0	9	9	0	Facility specific
HU 1-9 C Centers*	0	5	5	5	Per staffing model
Facility Escort*	0	3	3	2	Facility specific
TOTAL	0	20	20	9	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 85.26 – 7 Day Corporals

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Clinic*	1	0	0	0	Facility specific
Pass Clerk*	1	0	0	0	Facility specific
Visiting*	1	0	0	0	Facility specific
Front Entrance*	1	0	0	0	Facility specific
Central Control*	1	0	0	0	Per staffing model
Library*	1	0	0	0	Facility specific
Admissions*	1	1	1	0	Facility specific
Travel Order*	4	0	0	0	Facility specific
Intel	1	0	0	0	Facility specific
Sanitation / Supply	1	0	0	0	Facility specific
TOTAL	13	1	1	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 18.25 – 5 Day Corporals

Calculation of Custody Relief Requirements

Step 1 Total # of eight hour shifts each staff would be available during a consecutive 365 work year

a)	Total work year days	365
b)	Total number of holidays	12
c)	Regular days off (two days off per seven day period)	104
d)	Average days authorized leave taken/employee	33.53
e)	Average days of training/employee	6

*Average annual hours per 1 staff member = $2088 - 8(33.53+6+12) = 1,675.76$ hours

Step 2 Determine relief factors for 8 hours/5 days per week (8/5) and 8 hours/7 days per week (8/7) posts

$8/5 = 1$ (post) X 8 hours X 261 days/year = 2088 hours divided by 1,675.76 =	1.25
$8/7 = 1$ (post) X 8 hours X 365 days/year = 2920 hours divided by 1,675.76 =	1.74

Step 3 Summary of basic post requirements (rounded to the nearest tenth)

1 One (1) eight hour, five day per week post requires	8/5	1.25
2 One (1) sixteen hour, five day per week post requires	16/5	2.50
3 One (1) eight hour, seven day per week post requires	8/7	1.74
4 One (1) sixteen hour, seven day per week post requires	16/7	3.48
5 One (1) twenty-four hours, seven day per week post requires	24/7	5.22

Additional FTE Requirements

This section addresses each area identified and potential additional costs. Please note there would be cost savings if Unit Caseworker (UCW) positions were replaced by Unit Corporals.

FTE Position Title	# of FTE	Cost/FTE	Total Cost
Corporal	2 FTE	\$45,041	\$ 90,082
Sergeant	9 FTE	\$50,057	\$450,513
TOTAL:	11 FTE		\$540,595

The above figures are salary plus benefits annually. Additional costs would also be associated with adding new staff to include uniform issue, radios and other personal protective equipment, training costs, etc.

All employees assigned to a shift are paid for roll call. This is an essential briefing occurring ten minutes prior to each shift. This cost also needs consideration when determining overall fiscal impact.

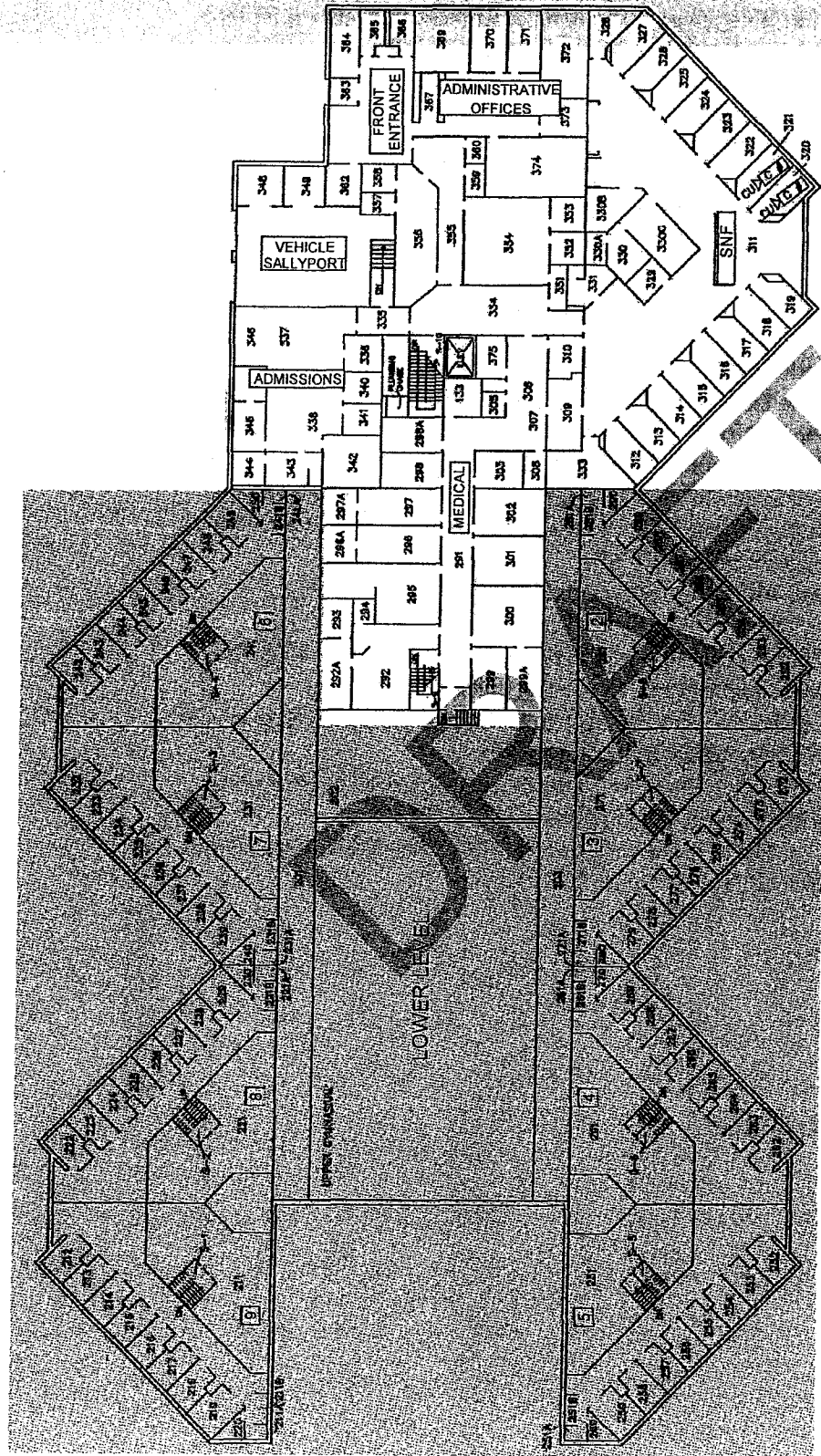
DEC Specific Recommendations

- Due to the unique mission of DEC, several posts were not recommended that would be consistent with the staffing model because of its size and short term stay of inmates. DEC also is provided several services from LCC and doesn't require its own fulltime staff member in the facility.
- Unit Sergeants - Addition of a first shift and second shift Unit Sergeant for Housing Unit 1-5 (long side) and Housing Unit 6-9 (short side). The Sergeants would have different days off to ensure coverage every day of the week. Responsibilities of the Unit Sergeant would be to handle inmate issues that arise during shift, oversee basic security and sanitation of the housing units, respond to emergencies, and relieve Floor Corporals so they could use the restroom, write reports, etc.
- Administrative Sergeant - Addition of an Administrative Sergeant to be responsible for staff clothing issue, Urinary Analysis program, inmate property, and possibly overseeing medical travel order scheduling to ensure there is adequate staffing.
- Facility Escorts - Change the lead utility position from a Corporal position to a Sergeant position to be more in line with the Yard Sergeants at other facilities and to eliminate Corporals supervising other Corporals on a regular basis.
- Intel Corporal - Addition of a day shift Intel Corporal to monitor phone calls, review emails (new issue for the Department due to recently allowing inmates to have email access), perform investigations and gather intel.
- Visiting Corporal – Create a Visiting Corporal to monitor the Visiting Room.
- Library Corporal – Create a Library Corporal to provide security in the Library.
- Sanitation Corporal – Create a Corporal position that would be responsible for the overall facility sanitation and making sure all housing units have supplies.
- Facility Escort - Create a Utility Corporal per shift to increase emergency response and maintain smooth operations by having more escort staff.
- Travel Order Corporal – Create a team of four Travel Order Corporals to transport inmates to medical appointments, court and other outside locations.
- SNF Corporal – Create a second Corporal assigned to the SNF due to the large volume of mental health inmates that are housed in the SNF.

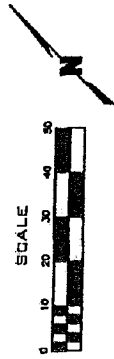
Attachments

- A. Map
- B. Proposed NDCS Staffing Model

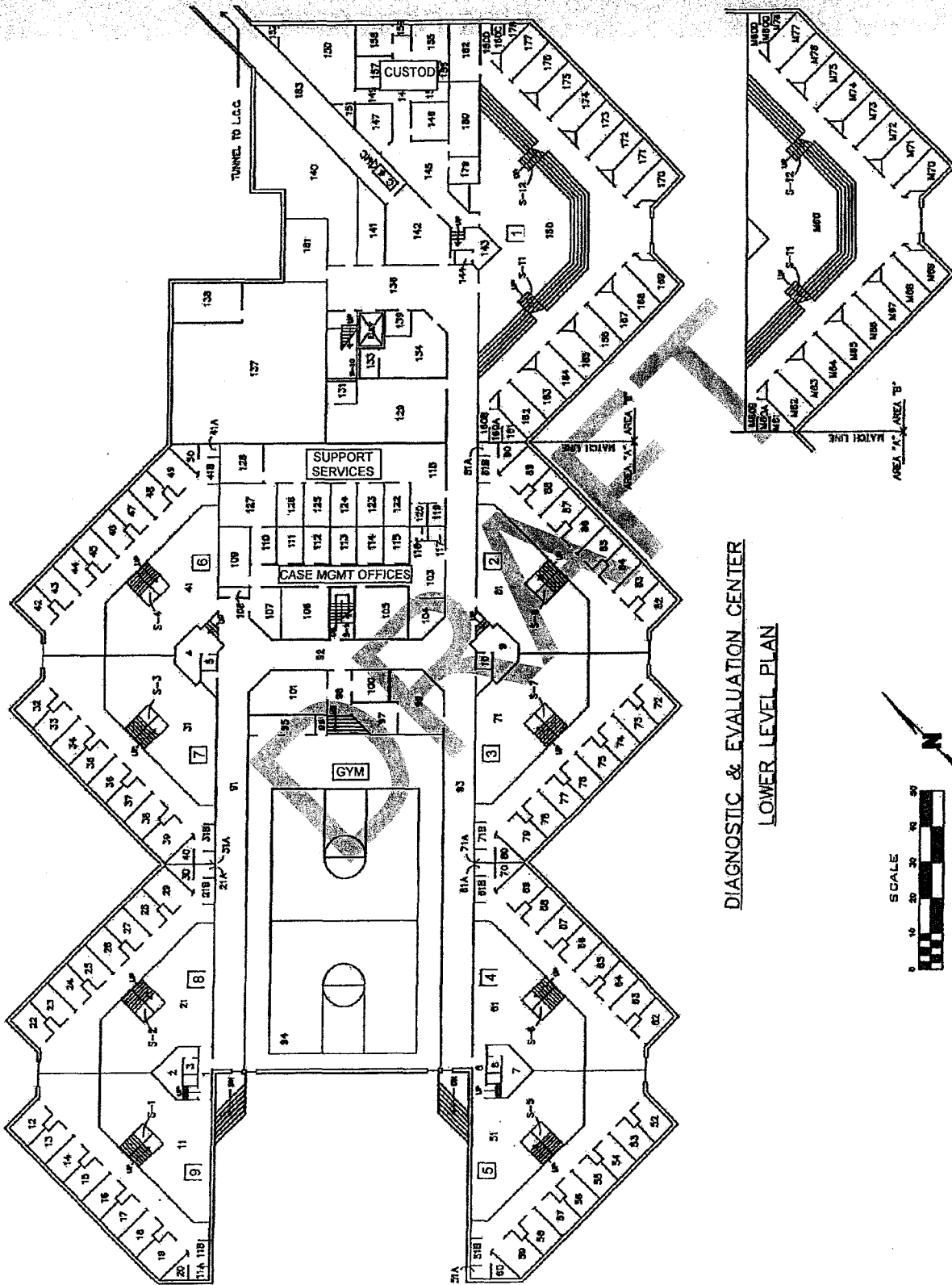
DIAGNOSTIC AND EVALUATION CENTER PHYSICAL PLANT DIAGRAM



DIAGNOSTIC & EVALUATION CENTER
UPPER LEVEL PLAN



DIAGNOSTIC AND EVALUATION CENTER PHYSICAL PLANT DIAGRAM



DIAGNOSTIC & EVALUATION CENTER
LOWER LEVEL PLAN

MEZZANINE LEVEL PLAN



NDCS Proposed Custody Staffing Model

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Custody Staffing Model - Unit Staffing

Building Sergeant Custody Level	Shift			
	1	2	3	Day
Maximum		8/5		8/5
Medium		8/7		
Minimum A Cells		8/5		
Minimum A Bay/Dorm		8/5		
Minimum B		8/5		
Community A				
Community A				

Minimum Sgts. will not have weekends off

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	100
Community B	100

Unit Corporals Custody Level	Shift		
	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7 8/7	8/7 8/7	
Med. Control Center	8/7	8/7	8/7
Med. Floor	8/7 8/7	8/7 8/7	
Min A. Control Center	8/7	8/7	
Min A. Floor (Bay/Dorm)	8/7 8/7	8/7 8/7	8/7 8/7
Min. A Control Center			
Min A. Floor (Cells)	8/7 8/7	8/7 8/7	8/7
Min B. Control Center			
Min B. Floor	8/7 8/7	8/7 8/7	8/7 8/7
Com A Control Center			
Com A Floor	8/7	8/7	
Com B Control Center			
Com B Floor	8/7	8/7	

Community Floor Corporal will watch multiple units
(intermediate supervision)

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
MAJOR	Shift			
Post/Area	1ST	2ND	3RD	Day
Security Administration				
Shift	8/5			
CAPTAIN				
Shift				
Post/Area	1ST	2ND	3RD	Day
Security Management				
Administrative				8/5
Intel				8/5
Operations				8/5
LIEUTENANTS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Administrative				8/5
SERGEANTS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory/Key				8/5
Tool				8/5
Intel				8/5
Administrative	8/5	8/5		
Principle Hearing				8/5
Activities/Programs				
Industries	8/5			
Perimeter/Entry/Exit Security				
Vehicle Gate	8/5			
CORPORALS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
	8/7	8/7		
Education / Programs	8/7	8/7		
Library	8/7	8/7		
Religious Center	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk				8/5
Visiting *(off shift post)				8/5
				8/5
				8/5
Administrative Support				
Disciplinary				8/5
Intel				8/5
				8/5
Property	8/5	8/5		
Industries (per shop)				8/5
Canteen	8/5			
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Video Monitoring	8/7	8/7		
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7	8/7	
Tower/ Perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

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NEBRASKA
DEPARTMENT OF
CORRECTIONAL
SERVICES

Prison Staffing Analysis
Custody Staff
August 2015 – March 2016

To view the individual attachments, please click on the specific attachment below.

Attachments:

1. Complete NDCS Staffing Model
2. Community Corrections Center – Lincoln (CCCL) Staffing Analysis
3. Community Corrections Center – Omaha (CCCO) Staffing Analysis
4. Diagnostic and Evaluation Center (DEC) Staffing Analysis
5. Lincoln Correctional Center (LCC) Staffing Analysis
6. Nebraska Correctional Center for Women (NCCW) Staffing Analysis
7. Nebraska Correctional Youth Facility (NCYF) Staffing Analysis
8. Nebraska State Penitentiary (NSP) Staffing Analysis
9. Omaha Correctional Center (OCC) Staffing Analysis
10. Tecumseh State Correctional Institution (TSCI) Staffing Analysis
11. Work Ethic Camp (WEC) Staffing Analysis

Attachment 5

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

LINCOLN CORRECTIONAL CENTER

Prison Staffing Analysis

January 28-29, 2016

Table of Contents

Staffing Analysis Team Information	5-2
Facility Design and Location	5-2
Institutional Profile	5-3
Operations	5-7
Programs	5-7
Activity Schedule	5-7
Activity Schedule Chart	5-9
Shift Relief Factors (SRF)	5-10
Summary of Observations	5-10
Summary of Post Planning Results	5-12
Current Post Plan/Previous Relief Factor	5-13
Current Post Plan/Current Relief Factor	5-14
Proposed Post Plan	5-15
Custody Post Analysis Summary	5-16
Calculation of Custody Relief Requirements	5-25
Additional FTE Requirements	5-26
Facility Specific Recommendations	5-27
Attachment: Facility Map	5-28
Attachment: Facility Proposed NDCS Staffing Model	5-29

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

LINCOLN CORRECTIONAL CENTER

Prison Staffing Analysis

January 28-29, 2016

Staffing Analysis Team (SAT)

The SAT conducted a staffing analysis from January 28-29, 2016 of the Lincoln Correctional Center (LCC). Assignments were given to ensure all custody and housing posts were analyzed on all three shifts. The observations on post took approximately two days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. At the conclusion of the analysis the SAT met and discussed all of their findings and made final recommendations. The SAT members were:

- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center
- Shaun Settles, Major – Nebraska Correctional Center for Women
- Mario Peart, Warden – Lincoln Correctional Center
- Uki Wolfe, Emergency Preparedness Specialist – Nebraska Correctional Center for Women
- Shawn Sherman, Unit Administrator – Tecumseh State Correctional Institution

Facility Design and Location

LCC is a maximum/medium custody facility located in Lincoln, Nebraska. LCC is located on West Van Dorn street next to the Diagnostic and Evaluation Center (DEC). Due to its close proximity to DEC there are many shared services including use of DEC's Medical Clinic and Skilled Nursing Facility.

LCC opened in August of 1979 as a minimum/medium custody facility but currently houses maximum/medium custody inmates. LCC also houses a large number of the Nebraska Department of Correctional Services' (NDCS) mentally ill inmates. Due to the classification change from the original design, LCC staff face many challenges operating on a daily basis (I.E. lack of functional control centers for maximum security inmates).

Please see the attached Institutional Profile providing more specific information about LCC.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: LCC

Date: 1/29/2016

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	For own population.
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	No, DEC provides.
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	Yes
Intensive Management	No
Disciplinary Segregation	Yes
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	Yes
Sex Offenders Inpatient	Yes
Physical Design Characteristics: Facility Configuration	
What is the facility Design Capacity	308
What is the facility Operational Capacity	468
Average Daily Population for the last year	497
Custody Level	Maximum, Medium
What are the external boundaries of the facility	LCC is responsible for perimeter security, fence check and towers.
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes

Turnkeys	Yes
Internal towers	Yes, not staffed.
Other	N/A
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes, for LCC and DEC.
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	Yes, Tower 1 is adjacent to the parking area.
What is the frequency and severity of visibility impairment such as fog or dust storms	Rare fog/winter storms
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	No issues with procedures.
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby.
What type of perimeter vehicle is available, and is it a fixed or mobile post	No perimeter vehicle.
Communications	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	No, mostly just security.
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Design does not meet custody levels.
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Two person cells for general population (GP). Single cells for RHU.
Does the line of sight provide good visibility; or if not is it supplemented with cameras	No, more cameras are needed.
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct 0600-2200. Secure 2200-0600
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote in GP and CU. Key in C- Unit.
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	For 2015: 497 Class I charges 3192 Class II charges 4522 Class III charges
What is the frequency and seriousness of inmate on staff assaults	Inmate on inmate altercations are not too frequent and it's rare for a serious event.
What is the frequency and seriousness of inmate-on-inmate assaults	Inmate on staff assaults have been rising as more secure mental health inmates are

	moved to LCC. Specifically spitting and bodily fluids.
Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Considerable. Over 1,600 transfers last year.
Is there significant gang or STG influences	Yes, 37 % STG
Disciplinary Process	Per policy.
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes, Yard staff.
under escort (if so, what is the ratio requirement)	Yes. Variation depending on status and where they are housed. 1:1 RHU. 10:1 from LCC to DEC.
unrestricted, open campus style	No
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	Yes
Visitation	
What is the visitation schedule	Wed-Sun 0800-1045, 1230-1530 and 1700-1930.
Are visits contact or non-contact or both	Contact only.
What is the process for visitor registration/sign in and are security staff assigned full time	Visiting Staff will process visitors and escort inmates from protective custody and RHU causing them to leave the Visiting Room. No gender specific posts.
What is the duration of visits	From 2 hours to 2 hours and 45 minutes depending on session.
What are the search requirements for inmates and visitors	Inmates strip searched. Visitors pass through metal detector and pat search.
Work Assignments	
Are work details supervised by security staff	All work details supervised but some are not supervised by security.
What are the essential work details inside the facility	Kitchen.
Are there any essential work details in the community	No
What work details are optional/can be shut down	All of the rest.
Food Service	
Is food service contracted or state run	State ran. Provide for LCC and DEC.
Are any inmates fed in-cell, if so how many	Yes, 94.
Are inmates fed in central dining areas or in common areas in housing units	Majority fed in Central Dining.

How are inmates escorted/sent to dining areas	Inmates called 1 unit at a time and staff provide supervision between the unit and Dining Hall.
How many staff are assigned to dining areas	3
Programs	
List of Programs by:	
Number and types	Mental Health, Education and Vocational.
Hours of operation	Mon- Fri 0800 -1630.
Total participants and individual class/group size	Varies.
Contracted or institutional staff supervised	Institutional staff.
Are programs considered as a function or determining factor in inmate idleness	No
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	
Medical,	562/ year
Dental,	Grouped with Medical
Mental health,	Grouped with Medical
Court appearances	2/ year
At outside hospitals, is there a prison ward, or does the sending institution provide security	16/ year - Facility provides security
Are there other routine outside transports	60 / year - transfers to other facilities
Administrative/ External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Lancaster County pays substantially more. Low unemployment rate.
Attendance issues (e.g., overtime, sick leave abuse)	Sick leave usage high due to high mandatory overtime.
Staff grievances concerning post assignments, overtime, training, and so forth	0
Critical incidents within the past five years	Suicides and staff assaults.
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

LCC operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. Because of the physical plant design of LCC, there are six housing units that operate more as eleven units. Each unit requires direct supervision. There is typically one Unit Caseworker (UCW) assigned to each side of a housing unit during first and second shift and one officer assigned to watch both sides of a housing unit during third shift. Day shift staff includes administrative, Cornhusker State Industries (CSI) staff and support staff.

LCC has its own clinic that operates during first and second shift and uses the Diagnostic and Evaluation Center (DEC) Skilled Nursing Facility (SNF) for Medical issues during third shift. LCC also used the DEC SNF for suicidal and self-harming inmates. Other shared services between LCC and DEC include:

- Food Service
- Laundry
- Canteen
- Mailroom
- Maintenance
- Perimeter Security
- Emergency Management
- Human Resources
- Safety/Sanitation
- Inmate Records

Programs

Inmates have access to various different programs at LCC. Programs afford educational and treatment opportunities. Programs offered at LCC are provided by an active volunteer base, health services staff, contract employees and LCC employees. The following programs and services are provided but not limited to:

- Academic Education - ABE/GED
- Remedial Reading and Mathematics
- Pre-employment Training
- English as a Second Language
- College Level Courses
- Cornhusker State Industries (CSI) - Wood Shop; Print Shop
- Pre-Release
- Preparing Animals to Assist with Success (PAAWS)
- Basic dog obedience program
- The Department's Mental Health Unit/Secure Mental Health Unit for mentally ill inmates
- In Patient Sex Offender (Ihelp)

Activity Schedule

LCC operates under structured movement. Yard schedules are made in advance to only allow certain housing units access to the recreation yard at certain times. Inmate movement on the yard is run through a Yard Sergeant. LCC operates on a pass system in which inmates must receive a pass to enter various areas (visiting, medical, etc.).

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency

events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order or a reactive use of force in a Restrictive Housing Unit.

Please see the attached LCC Activities Chart for both week days and weekends.

Shift Relief Factor (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

Control Unit Sergeant

- The Control Unit only has a Sergeant posted for day shift hours Monday through Friday.
- The Control Unit Sergeant is responsible for overseeing business hours operations in the Unit that houses the most violent and disruptive inmates.
- Add additional position to staff the Control Unit with a Sergeant on first and second shift, seven days per week. This would ensure a supervisor is present at all times in the unit that houses the most violent and disruptive inmates.

C Unit Staff (Restrictive Housing)

- C Unit recently began double bunking (placing two inmates in the same cell) some of the cells in the unit. This has increased the number of inmates that need to be escorted to shower, yard, visits and other passes. Even though the number of inmates increased, the number of staff did not. This has led to staff not following proper safety procedures as a tradeoff to get all activities accomplished in the allotted time.
- Addition of a third staff member in C1 Unit and C2 Unit during first and second shift is suggested. It is recommended that this third staff be a Sergeant in order to allow for a supervisor to be present during the busiest hours.

Tool Control Corporal

- Currently the Tool Control Corporal is assigned to go on travel orders and supervise the Canteen up to 24 hours per week. This significantly interferes with their duties with Tool Control (an important part of proper security).
- It is recommended that a Canteen Corporal position be added to supervise the Canteen. It is also recommended that travel order teams be created (this will be discussed later).
- In addition to these changes, it is recommended that the position of Tool Control be upgraded to Sergeant due to importance to security.

Intel Department

- There is no current staff authorized to assist the Intel Captain with Intel duties. There was a Corporal assigned to Intel, however this position is a second shift relief position (which can cause the need for overtime on second shift).
- It is recommended to add a Sergeant and Corporal to the Intel Department. These positions would be full time and not cause the need to utilize a relief post from a shift.

Sanitation

- There were common areas in need of sanitation improvement.
- Recommend adding a position for Sanitation and Supply. This would be a Corporal post that would be responsible for ordering of facility chemicals, cleaning supplies and completing paperwork, in addition to overseeing basic facility sanitation.

Yard/Escorts/Utility

- Currently there are no staff assigned as facility escorts. This means that all inmate passes that require escorts (Secure Mental Health Unit for example) have yard staff (who are the emergency responders) used for the escort. This causes lack of security on the yard and lessens the chances of a proper response to emergencies.

- It is recommended to add three facility escort staff to first and second shift seven days per week and add two Monday through Friday day shift (busiest hours) escort staff.

Travel Orders

- In 2015 LCC spent 6,169.62 hours escorting inmates out of the facility (medical appointments, court, transfers, etc.) without any staff assigned for these escorts. This means nearly all travel orders are covered by overtime.
- It is recommended to add four positions for travel orders. This will reduce the need for overtime and ensure staff are available to respond at the facility should an emergency arise.

Video Surveillance

- Currently there is no staff assigned for video monitoring.
- It is recommended to add a position for video monitoring staff.

Kitchen

- Due to the Kitchen being separated from the Dining Hall, inmates have to move large amounts of food from the Kitchen to the Dining Hall. This is often done with a food service escort, not a security escort.
- It is recommended to add an additional Corporal to first and second shifts in the Kitchen. This second Corporal would be responsible for movement between the Kitchen and Dining Hall as well as supervise inmates in the dining hall.

CSI Industries

- Currently only a CSI Shop Sergeant is responsible for the security of the CSI Shops area. For a maximum security facility this is low.
- It is recommended to add two Corporals that are assigned to the CSI area to supervise the three shops in the area.

Housing Units (General Population)

- Control centers are not functional during daytime hours due to poor design. The control centers are actually separated from the housing units. The control centers may be functional if video surveillance monitors were added to each control center with the intent that the control center staff operate by using the camera system for visual supervision.
- It is recommended to double staff the general population (GP) non specialty housing units (B Unit and E Unit) to ensure staff safety in the absence of a secure control center or add cameras to all housing units and video surveillance equipment to the control centers so that the control centers could be staffed again.
- It is recommended to add Unit Sergeants (per the staffing model) to ensure a supervisor is regularly present during the hours inmates are out of their cells.

Education

- Currently there is no custody staff assigned to Education. Teachers provide the security in addition to teaching the inmates.
- It is recommended that a Corporal be added to Education to provide security of the area.

Library

- Currently there is no custody staff assigned to the Library and the Library is only open 1200 to 2000 hours.
- When the Librarian calls in or has vacation, Custody staff are used to operate and supervise the Library.
- It is recommended that a Library Corporal be added to first and second shift to provide proper security, in addition to providing the inmate population with more access to the Library.

Religion

- Currently there is no custody staff assigned to the Religious Center. Yard staff are utilized from their assigned duties to supervise religious activities in the absence of the Religious Coordinator (who works Monday through Friday 0800 to 1630 hours).
- It is recommended that Corporals be assigned to the Religious Center to provide a security presence in the Religious Center and allow for yard staff to perform their own duties.

Visiting

- Currently both first and second shift provide coverage for the Visiting Room. Staff report that during the week days the morning session is not very busy.
- It is recommended that visiting hours be changed to a 40 hours per week block. This would allow for only one shift to cover the Visiting Room and would be a better use of staff.

Turnkey

- Turnkey is a major inmate traffic hub. Most inmate passes and all CSI shop traffic walk through this area.
- Currently three staff are assigned to Turnkey during first and second shift. The third staff member is a recently added position and can be utilized for other duties.
- It is recommended that Turnkey return to a two staff post on first and second shift. It is also recommended that in order to assist during peak traffic hours a third staff be assigned to day shift Monday through Friday.

Additional Observations

- There appeared to be lack of communication between Mental Health staff and Restrictive Housing Unit (RHU) staff. This led to staff spending extra time trying to verify restrictions and other documents. It is recommended to create an assigned group or team that is responsible for reviewing levels, restrictions and incentives for mentally ill inmates in the Secure Mental Health Unit. This team could be made up of select Mental Health staff, a Unit Case Manager, Unit Manager or a custody supervisor. It is recommended that this group or team be led by either the Associate Warden or Deputy Warden in order to have an ultimate decision maker when Unit Staff and Mental Health Staff have disagreements. This would allow for better communication, a clearer chain of command, free up line staff time and would likely improve staff morale.
- Restrictive Housing Units are not participating in the transformation project. The transformation project and levels programs are Department driven programs to improve behaviors of inmates housed in RHU. By adding more staff to C1 and C2 Units and working on the communication between Mental Health and Unit Staff, staff should have the time to implement the transformation project.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/ Unit Caseworkers
- Proposed Minimum Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
- Calculation of Custody Relief Requirements.

Minimal Post Staffing Analysis

Institution: Lincoln Correctional Center

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance	
			5 day	7 day	Day	1st	2nd					3rd
Major's Office	Major	Institutional Security Administrator	X		1				1.00	1.00		
Captain's Office	Captain	Security Manager	X		2				1.00	2.00		
SUBTOTAL	Administrative				3	0	0	0		3.00	3.00	0.00
Lieutenant's Office	Lieutenants	Supervise staff and institution		X		1	1	1	1.90	5.70		
SUBTOTAL	Lieutenants				0	1	1	1		5.70	6.00	0.30
Asst. Shift Sup.	Sergeant	Assist Shift Supervisor		X		1	1	2	1.90	7.60		
Yard	Sergeant	Supervise Yard / Compound		X		1	1		1.90	3.80		
Industries	Sergeant	Supervise CSI Shop inmates	X		1				1.30	1.30		
Vehicle Gate	Sergeant	Control Vehicular traffic	X		1				1.30	1.30		
Control Unit	Sergeant	Supervise RH Unit	X		1				1.00	1.00		
Principle Hearing	Sergeant	Process Misconduct Reports	X		1				1.00	1.00		
Armory	Sergeant	Armory / Key Control	X		1				1.00	1.00		
SUBTOTAL	Sergeants				5	2	2	2		17.00	11.00	6.00
Central Control	Corporal	Control institution traffic		X		1	1	1	1.90	5.70		
Kitchen	Corporal	Supervise kitchen inmates		X		1	1		1.90	3.80		
Yard	Corporal	Supervise inmates on yard		X		1	1	1	1.90	5.70		
Control Unit Floor	Corporal	Supervise RH Unit		X		1	1	1	1.90	5.70		
Turnkey	Corporal	Control traffic in spine area		X			1		1.90	3.80		
Control Unit CC	Corporal	Supervise traffic in/out of RH		X		1	1		1.90	3.80		
A Unit	Corporal	Supervise housing unit at night		X				1	1.90	1.90		
C Unit	Corporal	Supervise housing unit at night		X				1	1.90	1.90		
Yard	Corporal	Supervise inmates on yard		X			1		1.90	1.90		
Big Yard / Gym	Corporal	Supervise inmates on big yard/gym		X		1	1		1.90	3.80		
Front Entrance	Corporal	Control traffic into the institution		X		1	1		1.90	3.80		
Central Control	Corporal	Control facility movement	X		1				1.30	1.30		
Medical Clinic	Corporal	Supervise inmates in Clinic	X			1			1.30	1.30		
Visiting	Corporal	Supervise inmates/visitors	X		1				1.30	1.30		
Property Control	Corporal	Control / storage inmate property	X		1				1.00	1.00		
Canteen / Tool	Corporal	Tool / Inventory / Canteen	X		1				1.00	1.00		
Disciplinary	Corporal	Coordinate discipline proceedings	X		2				1.00	2.00		
Canine Program	Corporal	Canine handler	X		1				1.00	1.00		
SUBTOTAL	Corporals				7	9	9	5		50.70	52.00	1.30
Turnkey	Officer	Control traffic in spine area		X		1	1		1.90	3.80		
Towers	Officer	Security perimeter fence		X		3	3	3	1.90	17.10		
Yard	Officer	Supervise inmates on yard		X		2	2	2	1.90	11.40		
A Unit Control Center	Officer	Monitor Housing Unit at Night		X				1	1.90	1.90		
B Unit Control Center	Officer	Monitor Housing Unit at Night		X				1	1.90	1.90		
C Unit Control Center	Officer	Monitor Housing Unit at Night		X				1	1.90	1.90		
D Unit Control Center	Officer	Monitor Housing Unit at Night		X				1	1.90	1.90		
E Unit Control Center	Officer	Monitor Housing Unit at Night		X				1	1.90	1.90		
Control Unit CC	Officer	Control traffic in/out of RHU		X				1	1.90	1.90		
Visiting	Officer	Supervise inmates/visitors	X		3				1.30	3.90		
SUBTOTAL	Officers				3	6	6	11		47.60	49.00	1.40
Unit A1	Unit Caseworker	Supervise inmate activities		X		1	1		1.90	3.80		
Unit A2	Unit Caseworker	Supervise inmate activities		X		1	1		1.90	3.80		
Unit B1	Unit Caseworker	Supervise inmate activities		X		1	1		1.90	3.80		
Unit B2	Unit Caseworker	Supervise inmate activities		X		1	1		1.90	3.80		
Unit C1W	Unit Caseworker	Supervise inmate activities		X		1	1		1.90	3.80		
Unit C1C	Unit Caseworker	Supervise inmate activities		X		1	1		1.90	3.80		
Unit C2W	Unit Caseworker	Supervise inmate activities		X		1	1		1.90	3.80		
Unit C2C	Unit Caseworker	Supervise inmate activities		X		1	1		1.90	3.80		
Unit D1	Unit Caseworker	Supervise inmate activities		X		1	1		1.90	3.80		
Unit D2	Unit Caseworker	Supervise inmate activities		X		1	1		1.90	3.80		
Unit E1	Unit Caseworker	Supervise inmate activities		X		1	1		1.90	3.80		
Unit E2	Unit Caseworker	Supervise inmate activities		X		1	1		1.90	3.80		
SUBTOTAL	Unit Caseworkers				0	12	12	0		45.60	44.00	1.60
TOTALS									165.00	(4.60)		

** Authorized FTE does NOT include Maintenance Cpl.

*** ADDED CANINE HANDLER (transferred from CCCL)

Minimal Post Staffing Analysis

Institution: Lincoln Correctional Center

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance	
			5 day	7 day	Day	1st	2nd					3rd
Major's Office	Major	Institutional Security Administrator	x			1			1.00	1.00		
Captain's Office	Captain	Security Manager	x			2			1.00	2.00		
SUBTOTAL	Administrative					3	0	0		3.00	3.00	0.00
Lieutenant's Office	Lieutenants	Supervise staff and institution		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants					0	1	1		5.22	6.00	0.78
Asst. Shift Sup.	Sergeant	Assist Shift Supervisor		x		1	1	2	1.74	6.96		
Yard	Sergeant	Supervise Yard / Compound		x		1	1		1.74	3.48		
Industries	Sergeant	Supervise CSI Shop inmates	x			1			1.25	1.25		
Vehicle Gate	Sergeant	Control Vehicular traffic	x			1			1.25	1.25		
Control Unit	Sergeant	Supervise RH Unit	x			1			1.00	1.00		
Principle Hearing	Sergeant	Process Misconduct Reports	x			1			1.00	1.00		
Armory	Sergeant	Armory / Key Control	x			1			1.00	1.00		
SUBTOTAL	Sergeants					5	2	2		15.94	11.00	4.94
Central Control	Corporal	Control institution traffic		x		1	1	1	1.74	5.22		
Kitchen	Corporal	Supervise kitchen inmates		x		1	1		1.74	3.48		
Yard	Corporal	Supervise inmates on yard		x		1	1	1	1.74	5.22		
Control Unit Floor	Corporal	Supervise RH Unit		x		1	1	1	1.74	5.22		
Turnkey	Corporal	Control traffic in spine area		x			1		1.74	3.48		
Control Unit CC	Corporal	Supervise traffic in/out of RH		x		1	1		1.74	3.48		
A Unit	Corporal	Supervise housing unit at night		x				1	1.74	1.74		
C Unit	Corporal	Supervise housing unit at night		x				1	1.74	1.74		
Yard	Corporal	Supervise inmates on yard		x			1		1.74	1.74		
Big Yard / Gym	Corporal	Supervise inmates on big yard/gym		x		1	1		1.74	3.48		
Front Entrance	Corporal	Control traffic into the institution		x		1	1		1.74	3.48		
Central Control	Corporal	Control facility movement	x			1			1.25	1.25		
Medical Clinic	Corporal	Supervise inmates in Clinic	x			1			1.25	1.25		
Visiting	Corporal	Supervise inmates/visitors		x					1.25	1.25		
Property Control	Corporal	Control / storage inmate property	x			1			1.00	1.00		
Canteen / Tool	Corporal	Tool / Inventory / Canteen	x			1			1.00	1.00		
Disciplinary	Corporal	Coordinate discipline proceedings	x			2			1.00	2.00		
Canine Program	Corporal	Canine handler		x		1			1.00	1.00		
SUBTOTAL	Corporals					7	9	9		47.03	52.00	4.97
Turnkey	Officer	Control traffic in spine area		x		1	1		1.74	3.48		
Towers	Officer	Security perimeter/fence		x		3	3	3	1.74	15.66		
Yard	Officer	Supervise inmates on yard		x		2	2	2	1.74	10.44		
A Unit Control Center	Officer	Monitor Housing Unit at Night		x				1	1.74	1.74		
B Unit Control Center	Officer	Monitor Housing Unit at Night		x				1	1.74	1.74		
C Unit Control Center	Officer	Monitor Housing Unit at Night		x				1	1.74	1.74		
D Unit Control Center	Officer	Monitor Housing Unit at Night		x				1	1.74	1.74		
E Unit Control Center	Officer	Monitor Housing Unit at Night		x				1	1.74	1.74		
Control Unit CC	Officer	Control traffic in/out of RHU		x				1	1.74	1.74		
Visiting	Officer	Supervise inmates/visitors	x			3			1.25	3.75		
SUBTOTAL	Officers					3	6	6		43.77	49.00	5.23
Unit A1	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit A2	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit B1	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit B2	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit C1W	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit C1C	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit C2W	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit C2C	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit D1	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit D2	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit E1	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit E2	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
SUBTOTAL	Unit Caseworkers					0	12	12		41.76	44.00	2.24
TOTALS									165.00	8.28		

** Authorized FTE does NOT include Maintenance Cpl.
 *** ADDED CANINE HANDLER (transferred from CCCL)

Minimal Post Staffing Analysis

Institution: Lincoln Correctional Center

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Recommend
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Major	Institutional Security Administrator	x		1					1.00	1.00	
Intel	Captain	Intel	x		1					1.00	1.00	
Operations	Captain	Security Manager	x		1					1.00	1.00	
SUBTOTAL	Administrative				3	0	0	0			3.00	3.00
Shift Supervisor	Lieutenant	Supervise staff and institution		x		1	1	1		1.74	5.22	
Administrative	Lieutenant	Administrative	x		1					1.00	1.00	
SUBTOTAL	Lieutenant				1	1	1	1			6.22	6.00
Shift Sergeant	Sergeant	Assist Shift Supervisor		x		1	1	1		1.74	5.22	
Yard	Sergeant	Supervise Yard/ Escort		x		1	1	1		1.74	5.22	
Control Unit	Sergeant	Supervise RH Unit		x		1	1	1		1.74	3.48	
C Unit	Sergeant	Supervise RH Unit		x		2	2			1.74	6.96	
A/B Unit	Sergeant	Supervise A Unit	x		1		1			1.25	2.50	
D/E Unit	Sergeant	Supervise D Unit	x		1		1			1.25	2.50	
Industries - CSI Shops	Sergeant	Supervise CSI Shop inmates	x		1					1.25	1.25	
Vehicle Gate	Sergeant	Control Vehicular traffic	x		1					1.25	1.25	
Armory / Key	Sergeant	Armory, Weapons	x		1					1.00	1.00	
Tool	Sergeant	Tool/Key Control	x		1					1.00	1.00	
Intel	Sergeant	Gather Intel/Investigations/STG	x		1					1.00	1.00	
Administrative	Sergeant	Staff Clothing, ACA, UA program	x		1					1.00	1.00	
Principle Hearing	Sergeant	Process Misconduct Reports	x		1					1.00	1.00	
SUBTOTAL	Sergeants				9	5	7	7			33.38	11.00
Kitchen/dining	Corporal	Supervise kitchen inmates		x		2	2			1.74	6.96	
Library	Corporal	Supervise the Library		x		1	1			1.74	3.48	
Religious Center	Corporal	Supervise Religious Services		x		1	1			1.74	3.48	
Gym	Corporal	Supervise Gym / Big Yard		x		1	1			1.74	3.48	
Video Monitoring	Corporal	Monitor facility cameras		x		1				1.74	3.48	
Turnkey	Corporal	Control institutional traffic		x		2	2			1.74	6.96	
Yard	Corporal	Supervise the yard		x		2	2	2		1.74	10.44	
Facility Escorts	Corporal	Supervise inmate movement		x		2	2			1.74	6.96	
Central Control	Corporal	Maintain Count, Facility doors		x		1	1	1		1.74	5.22	
Towers	Corporal	Security perimeter fence		x		3	3	3		1.74	15.66	
Front Entrance	Corporal	Secure facility entry/exit		x		1	1			1.74	3.48	
A 1 Unit	Corporal	Supervise Housing Unit		x		1	1			1.74	3.48	
A 2 Unit	Corporal	Supervise Housing Unit		x		1	1			1.74	3.48	
B 1 Unit	Corporal	Supervise Housing Unit		x		2	2			1.74	6.96	
B 2 Unit	Corporal	Supervise Housing Unit		x		2	2			1.74	6.96	
C 1 Unit	Corporal	Supervise RH Housing Unit		x		2	2			1.74	6.96	
C 2 Unit	Corporal	Supervise RH Housing Unit		x		2	2			1.74	6.96	
C Unit 3rd shift	Corporal	Supervise RH Housing Unit		x				1		1.74	1.74	
D 1 Unit	Corporal	Supervise Housing Unit		x		1	1			1.74	3.48	
D 2 Unit	Corporal	Supervise Housing Unit		x		1	1			1.74	3.48	
E 1 Unit	Corporal	Supervise Housing Unit		x		2	2			1.74	6.96	
E 2 Unit	Corporal	Supervise Housing Unit		x		2	2			1.74	6.96	
A Unit Control Center	Corporal	Monitor Housing Unit at Night		x				1		1.74	1.74	
B Unit Control Center	Corporal	Monitor Housing Unit at Night		x				1		1.74	1.74	
C Unit Control Center	Corporal	Monitor Housing Unit at Night		x				1		1.74	1.74	
D Unit Control Center	Corporal	Monitor Housing Unit at Night		x				1		1.74	1.74	
E Unit Control Center	Corporal	Monitor Housing Unit at Night		x				1		1.74	1.74	
Control Unit	Corporal	Supervise RH Housing Unit		x		2	2	2		1.74	10.44	
Clinic	Corporal	Supervise Clinic	x			1	1			1.25	2.50	
Pass Clerk	Corporal	Process Visits	x					1		1.25	1.25	
Visiting	Corporal	Supervise inmate visits	x					2		1.25	2.50	
Property	Corporal	Store and oversee inmate Property	x		1					1.25	1.25	
Industries - CSI Shops	Corporal	Provide security in the Shops	x		2					1.25	2.50	
Canteen	Corporal	Canteen	x		1					1.25	1.25	
Turnkey	Corporal	Control institutional traffic	x		1					1.25	1.25	
Facility Escorts	Corporal	Supervise inmate movement	x		2					1.25	2.50	
Travel Orders	Corporal	Escort inmates outside facility	x		4					1.25	5.00	
Central Control	Corporal	Maintain Count, Facility doors	x		1					1.25	1.25	
Education	Corporal	Supervise inmate Education	x		1					1.25	1.25	
Disciplinary	Corporal	Coordinate discipline proceedings	x		2					1.00	2.00	
Sanitation/Supply	Corporal	Institutional sanitation/supplies	x		1					1.00	1.00	
Canine Unit	Corporal	Facility Searches	x		1					1.00	1.00	
Intel	Corporal	STG review, assist intel capt.	x		1					1.00	1.00	
SUBTOTAL	Corporals				18	36	39	14			173.66	145.00
TOTALS										216.26	165.00	216.00

*: All Caseworker, Corporal and Officer positions have been combined to Corporal.

Total new FTE recommended: 51.00

** authorized FTE does NOT include Maintenance Cpl

Custody Post Analysis Summary

Facility: Lincoln Correctional Center

JOB CLASS	NEW ANALYSIS LEVEL	HOL/NHOL FTE'S
Correctional Major	1	0/1
Correctional Captain	2	0/2
Correctional Lieutenant	6	5/1*
Correctional Sergeant	33	26/7 **
Correctional Corporal	174	160/14***
TOTAL FTE'S	216	191/25

*1 Lieutenant NHOL- Administrative Lieutenant

**7 Sergeants NHOL - Industries - CSI Shops
 Vehicle Gate
 Armory
 Tool
 Intel
 Principle Hearing
 Administrative

***14 Corporal NHOL - Property
 Industries - CSI Shops (2)
 Canteen
 Turnkey
 Facility Escorts (2)
 Central Control
 Education
 Disciplinary (2)
 Sanitation/Supply
 Canine
 Intel

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Lincoln Correctional Center
JOB CLASSIFICATION: Correctional Major
POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 - 5 Day Major

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Lincoln Correctional Center
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Intel	1	0	0	0	Per staffing model
Operations	1	0	0	0	Per staffing model
TOTAL	2	0	0	0	

TOTAL FTE to include relief factor: 2.00 - 5 Day Captain

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Lincoln Correctional Center
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 Day Lieutenants

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Lincoln Correctional Center
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 - 5 Day Lieutenant

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Lincoln Correctional Center
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Shift*	0	1	1	1	Per staffing model
Yard*	0	1	1	1	Per staffing model
Control Unit*	0	1	1	0	Facility specific
C Unit*	0	2	2	0	Facility specific
TOTAL	0	5	5	2	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 20.88 - 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Lincoln Correctional Center
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
A/B Unit*	1	0	1	0	Per staffing model
D/E Unit*	1	0	1	0	Per staffing model
Industries - CSI Shops*	1	0	0	0	Per staffing model
Vehicle Gate*	1	0	0	0	Per staffing model
Armory/Key	1	0	0	0	Per staffing model
Tool	1	0	0	0	Per staffing model
Intel	1	0	0	0	Per staffing model
Administrative	1	0	0	0	Facility specific
Principle Hearing	1	0	0	0	Per staffing model
TOTAL	9	0	2	0	

*Relief factor 1.25

TOTAL FTE to include relief factor - 12.50 - 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Lincoln Correctional Center
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Kitchen/Dining*	0	2	2	0	Per staffing model
Library*	0	1	1	0	Per staffing model
Religious Center*	0	1	1	0	Per staffing model
Gym*	0	1	1	0	Per staffing model
Video Monitoring*	0	1	1	0	Per staffing model
Turnkey*	0	2	2	0	Facility specific
Yard*	0	2	2	2	Facility specific
Facility Escort*	0	2	2	0	Facility specific
Central Control*	0	1	1	1	Facility specific
Towers*	0	3	3	3	Facility specific
Front Entrance*	0	1	1	0	Facility specific
A Unit*	0	2	2	1	Facility specific
B Unit*	0	4	4	1	Facility specific
C Unit*	0	4	4	2	Facility specific
D Unit*	0	2	2	1	Facility specific
E Unit*	0	4	4	1	Facility specific
Control Unit*	0	2	2	2	Facility specific
TOTAL	0	35	35	14	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 146.16 – 7 Day Corporals

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Lincoln Correctional Center
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Clinic*	0	1	1	0	Per staffing model
Pass Clerk*	0	0	1	0	Per staffing model
Visiting*	0	0	2	0	Facility specific
Property*	1	0	0	0	Facility specific
Industries - CSI*	2	0	0	0	Facility specific
Canteen*	1	0	0	0	Per staffing model
Turnkey*	1	0	0	0	Facility specific
Facility Escort*	2	0	0	0	Facility specific
Travel Order*	4	0	0	0	Facility specific
Central Control*	1	0	0	0	Per staffing model
Education*	1	0	0	0	Facility specific
Disciplinary	2	0	0	0	Per staffing model
Sanitation	1	0	0	0	Facility specific
Canine	1	0	0	0	Facility specific
Intel	1	0	0	0	Facility specific
TOTAL	18	1	4	0	

*Relief factor 1.25

TOTAL FTE to include relief factor: 27.50 – 5 Day Corporals

Calculation of Custody Relief Requirements

Step 1 Total # of eight hour shifts each staff would be available during a consecutive 365 work year

a)	Total work year days	365
b)	Total number of holidays	12
c)	Regular days off (two days off per seven day period)	104
d)	Average days authorized leave taken/employee	33.53
e)	Average days of training/employee	6

*Average annual hours per 1 staff member = $2088 - 8 (33.53 + 6 + 12) = 1,675.76$ hours

Step 2 Determine relief factors for 8 hours/5 days per week (8/5) and 8 hours/7 days per week (8/7) posts

$8/5 = 1$ (post) X 8 hours X 261 days/year = 2088 hours divided by 1,675.76 =	1.25
$8/7 = 1$ (post) X 8 hours X 365 days/year = 2920 hours divided by 1,675.76 =	1.74

Step 3 Summary of basic post requirements (rounded to the nearest tenth)

1 One (1) eight hour, five day per week post requires	8/5	1.25
2 One (1) sixteen hour, five day per week post requires	16/5	2.50
3 One (1) eight hour, seven day per week post requires	8/7	1.74
4 One (1) sixteen hour, seven day per week post requires	16/7	3.48
5 One (1) twenty-four hours, seven day per week post requires	24/7	5.22

Additional FTE Requirements

This section addresses each area identified and potential additional cost. Please note there would be cost savings if Unit Caseworker (UCW) positions were replaced by Unit Corporals.

<u>FTE Position Title</u>	<u># of FTE</u>	<u>Cost/FTE</u>	<u>Total Cost</u>
Corporal	29 FTE	\$45,041	\$1,306,189
Sergeant	22 FTE	\$50,057	\$1,101,254
TOTAL	51 FTE		\$2,407,443

The above figures are annual salary plus benefits. Additional costs would also be associated with adding new staff to include uniform issue, radios and other personal protective equipment, training costs, etc.

All employees assigned to a shift are paid for roll call. This is an essential briefing occurring ten minutes prior to each shift. This cost also needs consideration when determining overall fiscal impact.

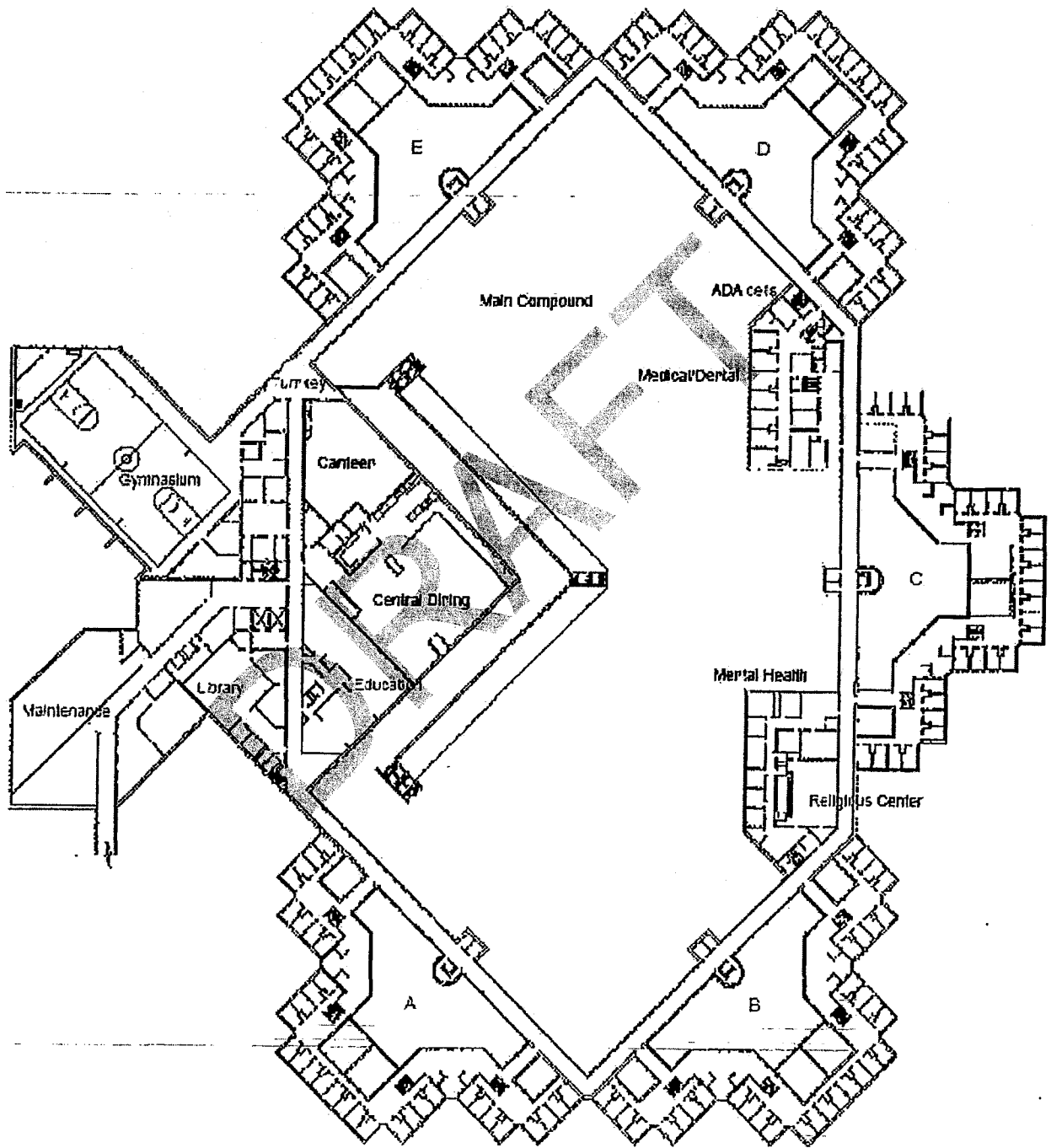
LCC Specific Recommendations

- Upgrade the Tool Corporal to a Sergeant due to high security nature of the position.
- An Intel Corporal is recommended to assist with the Intel Department.
- An Administrative Sergeant is recommended to oversee the Urinary Analysis Program, staff clothing issue and American Correctional Association files.
- Unit Sergeants are recommended to provide a supervisory presence in the housing units.
- A second Kitchen Corporal is recommended to assist in watching food preparation and the movement of food to the Dining Hall.
- An Education Corporal is recommended to provide a security presence in Education.
- A Library Corporal is recommended on first and second shift to enhance security and allow the inmates more access to the Library.
- A Corporal is recommended on first and second shift to provide security in the Religious Center and allow yard staff to focus on their duties.
- A Clinic Corporal is recommended to supervise inmate passes during second shift.
- A designated Pass Clerk is recommended to process inmate visitor;s.
- A Video Monitoring Corporal is recommended for first and second shift to enhance security and surveillance of the facility.
- A Sanitation/Supply Corporal is recommended to provide supervision of facility sanitation as well as order supplies for the facility.
- Two Corporals are recommended to assist in supervision of the Industries - CSI shops.
- It is recommended that Turnkey be changed from a three staff to a two staff post on first and second shift. It is also recommended a day shift, Monday through Friday, Corporal be added to Turnkey to assist during peak traffic.
- It is recommended to add Facility Escort staff to escort passes throughout the facility.
- It is recommended that four travel order staff be added to escort inmates into the community for appointments.

Attachments

- A. Map
- B. Proposed NDCS Staffing Model

LINCOLN CORRECTIONAL CENTER PHYSICAL PLANT DIAGRAM





NDCS Proposed Custody Staffing Model

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Custody Staffing Model - Unit Staffing

Building Sergeant	Shift			
Custody Level	1	2	3	Day
Maximum		8/5		8/5
Medium		8/7		
Minimum A Cells		8/5		
Minimum A Bay/Dorm		8/5		
Minimum B		8/5		
Community A				
Community A				

Minimum Sgts. will not have weekends off

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	100
Community B	100

Unit Corporals	Shift		
Custody Level	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7 8/7	8/7 8/7	
Med. Control Center	8/7	8/7	8/7
Med. Floor	8/7 8/7	8/7 8/7	
Min A. Control Center	8/7	8/7	
Min A. Floor (Bay/Dorm)	8/7 8/7	8/7 8/7	8/7 8/7
Min. A Control Center			
Min A. Floor (Cells)	8/7 8/7	8/7 8/7	8/7
Min B. Control Center			
Min B. Floor	8/7 8/7	8/7 8/7	8/7 8/7
Com A Control Center			
Com A Floor	8/7	8/7	
Com B Control Center			
Com B Floor	8/7	8/7	

Community Floor Corporal will watch multiple units (intermediate supervision)

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
MAJOR		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
CAPTAIN		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Management				
Administrative	8/5			
Intel	8/5			
Operations	8/5			
LIEUTENANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	8/5
Administrative	8/5			
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory/Key	8/5			
Tool	8/5			
Intel	8/5			
Administrative	8/5	8/5		
Principle Hearing	8/5			
Activities/Programs				
Industries	8/5			
Perimeter/Entry/Exit Security				
Vehicle Gate	8/5			
CORPORALS		Shift		
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
	8/7	8/7		
Education / Programs	8/7	8/7		
Library	8/7	8/7		
Religious Center	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk		8/5		
Visiting *(off shift post)		8/5		
		8/5		
		8/5		
Administrative Support				
Disciplinary	8/5			
	8/5			
Intel	8/5			
	8/5			
Property	8/5	8/5		
Industries (per shop)	8/5			
Canteen	8/5			
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7		
	8/7	8/7		
External Transport Staff				
Travel Order staff	8/5			
	8/5			
	8/5			
	8/5			
	8/5			
	8/5			
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Video Monitoring	8/7	8/7		
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7	8/7	
Tower/ Perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

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NEBRASKA
DEPARTMENT OF
CORRECTIONAL
SERVICES

Prison Staffing Analysis
Custody Staff
August 2015 – March 2016

To view the individual attachments, please click on the specific attachment below.

Attachments:

1. Complete NDCS Staffing Model
2. Community Corrections Center – Lincoln (CCCL) Staffing Analysis
3. Community Corrections Center – Omaha (CCCO) Staffing Analysis
4. Diagnostic and Evaluation Center (DEC) Staffing Analysis
5. Lincoln Correctional Center (LCC) Staffing Analysis
6. Nebraska Correctional Center for Women (NCCW) Staffing Analysis
7. Nebraska Correctional Youth Facility (NCYF) Staffing Analysis
8. Nebraska State Penitentiary (NSP) Staffing Analysis
9. Omaha Correctional Center (OCC) Staffing Analysis
10. Tecumseh State Correctional Institution (TSCI) Staffing Analysis
11. Work Ethic Camp (WEC) Staffing Analysis

Attachment 6

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA CORRECTIONAL CENTER FOR WOMEN

Prison Staffing Analysis

January 19-21, 2016

Table of Contents

Staffing Analysis Team Information	6-2
Facility Design and Location	6-2
Institutional Profile	6-4
Operations	6-8
Programs	6-8
Additional Services	6-8
Activity Schedule	6-9
Activity Schedule Chart	6-10
Shift Relief Factors (SRF)	6-12
Summary of Observations	6-12
Summary of Post Planning Results	6-16
Current Post Plan/Previous Relief Factor	6-17
Current Post Plan/Current Relief Factor	6-18
Proposed Post Plan	6-19
Custody Post Analysis Summary	6-20
Calculation of Custody Relief Requirements	6-28
Additional FTE Requirements	6-29
Facility Specific Recommendations	6-30
Attachment: Facility Map	6-31
Attachment: Facility Proposed NDCS Staffing Model	6-32

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA CORRECTIONAL CENTER FOR WOMEN

Prison Staffing Analysis
January 19-21, 2016

Staffing Analysis Team (SAT)

The SAT held an organizational meeting on January 19th at the Nebraska Correctional Center for Women (NCCW) prior to conducting the analysis. Assignments were given to ensure all custody and housing unit posts were analyzed on all three shifts. The group toured the facility to ensure all members were familiar with the campus layout. The observations on post took approximately 2 ½ days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Chris Peters, Business Manager – Federal Surplus Property
- Shaun Settles, Major – Nebraska Correctional Center for Women
- Joe Baldassano, Assistant Warden – Community Corrections Center, Lincoln
- Brad McConville, Lieutenant – Work Ethic Camp
- Uki Wolfe, Emergency Preparedness Specialist – Nebraska Correctional Center for Women
- Linda Bos, Human Resource Manager – Central Office

Facility Design and Location

NCCW is a Nebraska Department of Corrections (NDCS) facility located at 1107 Recharge Rd., York, NE 68467. The facility is in a small community of approximately 8000 residents and is located 44 miles west of Lincoln, Nebraska a few miles north of Interstate 80.

NCCW is the only secure state prison for female offenders sentenced to state custody in Nebraska. It is the second oldest state prison and was established in 1920 through the purchase of a dairy farm. The facility has 19 total buildings which include six housing units, of which two are used for general population. Housing units include North Hall (44 3- and 4-bed cells), the nursery unit (15 1 bed cells), B Bay unit (19 6- and 7- bed cells), Strategic Treatment and Reintegration (STAR) Unit (12-16 beds for treatment and restrictive housing or protective custody inmates), the Diagnostic and Evaluation (D&E) Unit (newly committed inmates during their first 30 days of incarceration), and temporary restrictive housing with number of cells/units dependent on inmate profile and count. The administrative building includes administrative offices, food service, laundry services, warehouse and the gym.

NCCW serves as the female reception and orientation center, and provides custody and care for maximum, medium and minimum level inmates. At the time of the analysis, the inmate composition was 30.8% maximum, 32.0% medium, 36.1% minimum and 1.1% community. This facility has also housed youthful female offenders. NCCW accepts pre-adjudicated females from county jails who cannot be held locally for security and/or medical reasons at a per diem rate. Evaluations are conducted at the facility to assist the court with sentencing decisions. Inmate offense(s) are by percentage: Drugs (29.9%), Theft (14.7%), Assault (11.2%), Fraud (10.7%), Motor Vehicle (30%), Homicide (6.6%), Burglary (6.3%), robbery (3.3%), Weapons (2.8%), Sex Offenses (2.5%), Arson (.5%), and Restraint (.3%) and Other (3.6%).

The facility is enclosed by a double chain link fence. The outer fence is 12 feet tall with two strands of razor ribbon at the top and one strand of razor ribbon at the center, which is approximately 6 feet high. It is mounted on a concrete apron approximately 2 feet wide. The inner fence is 12 feet tall with one strand of razor ribbon at the top, one strand at the middle and two strands at the bottom. The fence has no motion detection system or alert sensors. There are no observation towers or mobile patrol. The perimeter is checked twice per shift by foot patrol and is monitored by several of the 25 exterior cameras, with pan and zoom capability, which are positioned around the compound and are electronically controlled by Central Control.

There are two vehicle sally ports located at the front and rear of the facility. Both sally ports are monitored by video cameras. The front sally port is located at the main entrance and is used for entrance of emergency vehicles. The rear sally port allows access to the warehouse for supply delivery. It can also allow emergency vehicle access to transport offenders from the Restrictive Housing Unit (RHU), if needed.

NCCW is planning several construction and maintenance projects, requiring the entrance of contractors. These include new construction, major renovations, water & h/vac system upgrades.

Please see the attached Institutional Profile providing more specific information about NCCW.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: NCCW

Date: 12/10/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Yes. Female intake facility
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	No
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	Yes
Intensive Management	Yes
Disciplinary Segregation	Yes
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	Yes
Youthful Offenders	Yes, none currently
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	275
What is the facility Operational Capacity	330
Average Daily Population for the last year	322
Custody Level	Max, Med, Min
What are the external boundaries of the facility	Double Perimeter Fence
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	No

Turnkeys	No
Internal towers	No
Other	
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes, cameras only
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	Yes, Multiple building obstruct lines of site to perimeter
What is the frequency and severity of visibility impairment such as fog or dust storms	Occasional fog/snow storms
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular / pedestrian traffic at the facility gates	Regular/Scheduled deliveries
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby.
What type of perimeter vehicle is available, and is it a fixed or mobile post	No perimeter vehicles or perimeter posts
Communications	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes, radios equipped with TAC alarm
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	No. Design does not meet custody levels.
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	3-6 person cells for GP, SAU. Single cells for RHU. B-Building doors do not secure
Does the line of sight provide good visibility; or if not is it supplemented with cameras	No. Need additional cameras in all housing units.
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct 0600-2200. Secure 2200-0600
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote C-Building, Manual North Hall, N/A B-Building
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	Last 12 months; 62 class I, 555 class II, 1524 class III, 2141 total guilty charges.
What is the frequency and seriousness of inmate on staff assaults	Rare, less than 1 per year
What is the frequency and seriousness of inmate-on-inmate assaults	Occasional, 10+ during current year
Have there been any recent escapes, escape attempts or walkaways if so explain	1 attempt. Inmate attempted to climb fence.

Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Considerable turnover. Inmate transfers and short sentences.
Is there significant gang or STG influences	No
Disciplinary Process	Per policy.
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes, Yard staff.
under escort (if so, what is the ratio requirement)	Yes. Variation depending on status and housing assignment 1:1 RHU.
unrestricted, open campus style	Yes
via pass system	Yes
time specific lines	No
combination depending on inmate status	Yes
Visitation	
What is the visitation schedule	Thursday 6:30-8:00pm, Friday 12:00-1:45pm, Sat/Sun 8:00-10:30/1:00-3:30
Are visits contact or non-contact or both	Contact, Non-contact available
What is the process for visitor registration/sign in and are security staff assigned full-time	Visiting Staff process visitors and inmates into the visiting room. 2 Staff assigned to visiting positions
What is the duration of visits	General Population 2.5 hours RHU, D&E 1.75 hours
What are the search requirements for inmates and visitors	Inmates strip searched. Visitors pass through metal detector and pat search.
Work Assignments	
Are work details supervised by security staff	All work details supervised but some are not supervised by security.
What are the essential work details inside the facility	Kitchen.
Are there any essential work details in the community	No
What work details are optional/can be shut down	All of the rest.
Food Service	
Is food service contracted or state run	State ran.
Are any inmates fed in-cell, if so how many	Yes, 15 RHU
Are inmates fed in central dining areas or in common areas in housing units	Majority fed in Central Dining.
How are inmates escorted/sent to dining areas	Inmates called 1 Gallery at a time, staff provide supervision between Unit and Dining Hall.
How many staff are assigned to dining areas	2
Programs	

List of Programs by:	
Number and types	Mental Health, Education and Vocational, Self-Help, Dog, Clubs
Hours of operation	Mon- Fri 0800 -2200.
Total participants and individual class/group size	Varies.
Contracted or institutional staff supervised	Institutional staff.
Are programs considered as a function or determining factor in inmate idleness	N/A
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	December 1, 2014 - December 1, 2015
Medical,	624/ year
Dental,	Grouped with Medical
Mental health,	Grouped with Medical
Court appearances	No Data
At outside hospitals, is there a prison ward, or does the sending institution provide security	7/ year - Child birth most common, institution provides security.
Are there other routine outside transports	68 / year
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Low unemployment rate. Rural community.
Attendance issues (e.g., overtime, sick leave abuse)	Sick leave usage high due to high mandatory overtime.
Staff grievances concerning post assignments, overtime, training, and so forth.	0
Critical incidents within the past five years	1 inmate death.
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

NCCW operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. A day shift Unit Manager is assigned to North Hall and B Building. Unit Case Managers (UCMs) are assigned on day shift to the D&E, B Building and C Building. Unit Caseworkers (UCWs) assigned to each unit operate on first and second shift, except the D&E has first shift only, and Nursery has second shift only. The units are operated by custody staff on third shift. Day shift staff includes administrative and support staff as well as various additional staff such as Cornhusker State Industries (CSI) shop staff, etc.

This facility has no firearms or lethal weapons. Staff are issued MK-4 chemical agent with Sergeants, Lieutenants, and Emergency Response Teams being issued MK-9 canisters. In addition, keys, radios and restraints are all issued from Central Control. Central Control is staffed by one Corporal. The facility is equipped with surveillance cameras through the compound with recording capability. The cameras monitor both outside and inside housing and program buildings.

Programs

Inmates are offered a variety of programs at NCCW. Programs afford educational and treatment opportunities. Programs offered at NCCW are provided by an active volunteer base, health services staff, reentry partners, contract employees and NCCW employees. The programs and services provided include, but are not limited to:

- Mental Health Counseling
- Strategic Treatment and Reintegration (STAR) unit
- Inpatient Substance Abuse Programming
- Cornhusker State Industries Sewing Shop
- Pro-Start Vocational Culinary Program
- Adult Basic Education/GED
- College correspondence courses
- Domestic-Pups dog program
- Parenting Program
- Recreation Programs and Services
- Inmate Clubs
- Religious Services
- Library Services

Additional Available Services

A medical clinic is located within the facility. A dental clinic is located within the medical area. Currently a dentist and his assistants divide time between the Lincoln Correctional Center and NCCW to provide services.

NCCW operates with pill call on each housing unit. Pill call is conducted three times a day and requires unit staff to monitor this activity. The number of inmates with medications determines the time needed for staff to complete this duty.

Many travel orders are utilized for various services within the York community. In calendar year 2015, 652 travel orders were handled by 1,163 staff, using over 3,500 man hours. The York Hospital has agreed to schedule up to 8 inmates at a time for mammograms and x-ray appointments. These travel orders use 5

staff, including the Captain, a Sergeant, and three Corporals. While more staff intensive per instance, there are fewer trips away from the facility. Travel orders are completed predominantly by custody staff and completed in compliance with the NDCS Security Manual. The travel order numbers were considered by the SAT during this analysis and contribute to the overall staff needs.

Activity Schedule

It is important to note NCCW operates with an open campus. Inmates move about the facility when the yard is open. The housing units do not run hourly doors during the day which would limit the amount of traffic in and out. There are areas inmates need a pass in order to access such as medical, education, etc. The open campus allows for all inmates to be on the yard at one time. During nice weather conditions, there are large numbers of inmates on the yard at one time.

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order.

Although inmate visitation is on the activities chart, it is important to note the staff intensive needs of visitation through visitor processing, inmate processing and observation of visits. NCCW processes approximately 131 visitors in an average week.

Please see the attached weekly NCCW Activities Charts.

NCCW Activities Chart

Non-staffed events and locations (Security/Housing)		0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	
Activity	Frequency																									
Medical	7																									
Gym/ Organized Rec	5																									
STAR Unit 3rd shift	7																									
Nursery 3rd Shift	7																									
Religious Services	5																									
7-Habits	Tu																									
Canteen	5																									
Hair Care	Th																									
School	5																									
Maintenance	5																									
CSI	5																									
Library	7																									
Parenting	M, Tu, F																									
Child Day Visits	Bi-Weekly																									

BRD

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Dining

- Staff are not assigned to dining, but are brought in from other areas (escorts from housing units, yard, etc.). This seems to work as long as the staffing complement is near or at full.

Central Control

- This is a vital and very busy post. The busiest times are during shift change, but fluctuate with travel orders, phone and radio calls, etc.
- Both first and second shift keep occupied during shift.
- Staff assigned to monitor cameras in Central Control will assist when possible, but are often called away for yard or other duty.

"B" Control Center

- Overlooks general population (GP) inmates in B-bay, inmates in SAU, and camera access to inmates and children in the nursery.
- The tasks assigned to this post are minimal, and additional duties could be assigned as long as they don't interfere with inmate & staff observation.
- Blind spots do occur on the SAU, and cameras are not able to access all areas of both B-bay and SAU.
- The electronics systems for doors and computers are in need of updating.

"C" Control Center

- Runs lights for RHU and STAR units, and doors for RHU.
- Line of sight is good over the STAR unit, but the bars on the door to the RHU are a minor hindrance. He can visually see staff throughout both units.
- The microphone to the intercom system currently does not work, so he can hear staff & inmates, but cannot respond.
- The door into the STAR unit is off track, and is waiting for parts.
- Staff state that the position keeps busy, but all tasks are completed each shift. However, if any new tasks were to be assigned, they would impact this capability.

Detail Corporal (Laundry)

- Laundry is supervised by one staff member, who also assists with travel orders.
- When warehouse operator is absent, the Detail Corporal covers the warehouse. There is no other relief for either position.
- When deliveries are made at the south gate, inmates must be removed to process the vehicle.

Housing Unit (B bay)

- Currently UCWs supervise inmates on first and second shift, with security covering third shift. There are two UCW posts, with a UCM and Unit Manager also in the area.
- The UCWs are doing more security work than counseling, and agree there should be a security presence on the floor.

- The phone seemed to keep the UCWs the busiest, as calls came in requesting inmates report to medical, school, or other areas of the facility. Since a change in the paging process, the phone calls have been "almost non-stop".

Housing Units (North Hall)

- North Hall has two posts, staffed by UCWs on first and second shift, and Corporals on third shift. One Corporal is reassigned other duties when needed.
- Cameras on the unit are observed in Central Control, as time permits.
- Cell doors are locked after 9 pm.
- During the day, the phone is extremely busy.
- It is difficult to prevent inmates from sneaking into an unassigned wing while fulfilling case management duties.
- The position of the Control Center does not allow visual access to all the wings at the same time.
- The Post Orders are for inmate supervision, so the case management duties are additional.

Housing Unit (SAU)

- The SAU unit has one UCW on first and second shift, and a Corporal on third shift.
- This housing unit has a high number of inmates on medications. While the one staff person is handing out pills, other inmates know the unit is not as closely supervised. It is not uncommon for med-call to be stopped to handle a situation, or for the unit to be late to dining.
- The Chemical Dependency Counselors on the unit did not appear to help with supervision, but made the UCW duties difficult by either changing lobby hours, or making other rules specifically for the unit.

Housing Unit (STAR)

- The STAR unit has one UCW on first and second shift. On third shift the RHU Corporal covers both units.
- STAR houses PC, Mental Health, Plan Status and RHU overflow.
- First and second shift keep very busy, especially during meal and medication delivery.
- Staff state that most, if not all, Post Order duties are completed in one shift, unless there are unscheduled disruptive events.

Housing Unit (D&E)

- The D&E unit has one post, filled by a UCW on first shift, and a Corporal on second and third shift. This does not allow for consistency, especially for new commits that have case management questions.
- The Post Orders are for inmate supervision, so the case management duties are additional.
- Two of the rooms are designated as Medical Lay-in Rooms (house inmates with special medical needs), which can affect supervision of D&E inmates. This staffing pattern allows for the potential risk of inmates temporarily left unsupervised.

Industries Corporal

- There is no onsite security post. Yard Corporals come in to pat search at opening and closing of shop, and when leaving and returning from lunch.

Intake/Property

- This position keeps very busy, as it involves searches for any travel order leaving or returning.
- The Intake area becomes congested with staff preparing for travel orders, any new or recommitments, and inmate workers.

- Property handling is kept busy with packing up items to be sent out, or updating inmate lists with new purchases from the canteen.
- Having another person work property would allow a backup for busy intake periods.

Kitchen

- This post remains in the kitchen during food prep time on first and second shifts, supervising inmates, opening locked doors, and maintaining tool control and inventory.
- There is sufficient work, and no need for additional staff.

Medical Clinic/Dental

- There is no security post in the Medical clinic.

Nursery

- NCCW is unique with the nursery housing available to mothers, expectant mothers and caregivers.
- The unit has a Parenting Coordinator and Nursery Instructor, who are available day-shift hours, but has other obligations off of the unit several hours each week.
- The only other supervision is a UCW assigned second shift (who is often reassigned other tasks) and third shift checks every 30 minutes.
- While the Nursery program requires inmates to be classified at Community Custody, inmates that have overnight visits with their children do not have to have that custody classification. For that reason, it is suggested that security have a presence on the unit during first and second shifts.

Principle Hearing/ Disciplinary / Evidence

- Current Corporal assigned has held post for 4 years.
- Duties keep busy, but efficiencies have been implemented to improve record keeping and reduce staff intensive processes.
- Misconduct Reports have increased recently, and could be handled verbally with inmate compliance instead.
- Institutional Disciplinary Committee chair responsibilities are rotated among various staff, leading to possible inconsistencies and adding ancillary duties to multiple staff.

Restrictive Housing (RH)

- The RH floor has one Corporal post per shift.
- Primary duties are to manage day-to-day operation of the RHU.
- First and second shift keep very busy, especially during meal and medication delivery.
- State that not all Post Order duties are completed in one shift, especially if there are unscheduled disruptive events.

Shift Lieutenant/Supervisor

- There are two Lieutenants on first and second shifts. One Lieutenant is assigned to third shift.
- There is no relief Sergeant or Lieutenant assigned Friday – Monday, which makes it difficult when requesting leave.
- Assigned ancillary duties make prioritizing duties difficult.
- Requests from Administration often draw them away from daily shift supervision.

Tool/Key Corporal

- This position is held by a Sergeant at other facilities.
- The current staff has sufficient work to keep busy, not enough for another FTE.
- He is used on an average of three travel orders per month. He also backs up other posts on a short-term basis.

Visiting & Pass Clerk

- The two staff assigned to these posts have held the positions less than 6 months.
- Their duties keep them busy even on non-visit days.
- Additional staff are used to assist in pat searching visitors and/or inmates during visiting hours.
- There is concern with the security of information on the desk, and suggest a raised counter to block computer screen or paper view by non-staff.

Yard Corporals

- Yard staff are located on the main yard area. Due to building layout, line of sight to every area on the yard is not possible.
- The lower south and southwest area of the yard has no staff assigned.
- Concern was made about the open campus with no controlled doors and insufficient pass system.
- It is possible to have a large number of inmates on the yard with minimal staff available to supervise.
- Staff (usually female) are called away from yard detail to assist with other duties, including escorts, dining, etc.

Yard Sergeants

- There is a Sergeant on the yard first and second shift.
- Primary duties are to manage day-to-day operations of recreation yard, organize escorts, ensure staff presence for pat and strip searches, complete security checks and process travel orders. These duties keep them busy throughout the shift, and can be completed with sufficient staffing.
- Ancillary duties (Team within a Team, target searches, etc.) are more difficult to complete.

Additional Observations

- **Medications given on units** – Staff on each housing unit mentioned medication distribution is very time consuming, and with limited staff, supervision of inmates was compromised during these times. While outside the scope of this analysis, it is believed a central pill call system would assist multiple posts by freeing up time spent on this task.
- **Open Campus / Pass system** – The facility runs with an open campus system, without using controlled doors or scheduled yard use by housing unit. Also, concerns were made about calling housing units to request inmates instead of issuing paper passes. This was repeatedly mentioned as one of the most labor intensive duties on the housing unit floors.
- **Unit Caseworkers** – Several UCW posts do perform case management for inmates. By replacing these staff with custody specific staff, the case management duties will fall on the UCMs. With the current staffing of 3 UCMs, caseloads would be well over 100 per UCM.
- **Sergeants** – Currently the only Sergeant post is a combined Assistant Shift Supervisor/Yard Sergeant. The facility is currently authorized for only six FTE.
- **Update post orders** – Update references to “Administrative Lieutenant” to “Captain”.
- **Electronic upgrades** – Existing call buttons, room lights, doors, and other systems have aged to the point that they no longer function properly, if at all. This is most evident in North Hall and the RHU. This requires additional staff time to manually perform duties that could be done at the push of a button. While outside the scope of this analysis, it is recommended that such systems be reviewed for possible safety concerns.
- **Staff satisfaction** – When asked, staff were satisfied with their position, and felt that they could approach their direct supervisor or another in the chain of command with any concerns. Several staff indicated that they are not able to complete all necessary tasks daily, which leads them to feel they have let the facility and their coworkers down.

- **Female officer presence** – With the unique nature of a women’s facility, it is suggested that a female be assigned on third shift to the B Building and C Building area, specifically for RHU needs.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody /Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
- Calculation of Custody Relief Requirements

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Center for Women

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Majors office	Major	Administrative	x		1				1.00	1.00		
Captain's office	Captain	Administrative	x		1				1.00	1.00		
SUBTOTAL	Administrative				2	0	0	0		2.00	2.00	0.00
Lieutenant's Office	Lieutenant	Shift supervisor		x		1	1	1	1.90	5.70	5.70	(0.70)
SUBTOTAL	Lieutenants				0	1	1	1	1.90	5.70	5.70	(0.70)
Yard	Sergeant	Assistant shift supervisor		x		1	1	1	1.90	5.70	6.00	0.30
SUBTOTAL	Sergeants				0	1	1	1	1.90	5.70	6.00	0.30
Central Control	Corporal	Operate gates/doors, keys, communications & cameras		x		1	1	1	1.90	5.70	5.70	
D&E floor	Corporal	Supervise inmates		x		1	1	1	1.90	3.80	3.80	
C-Control	Corporal	Operate gates/doors, cameras		x		1	1	1	1.90	5.70	5.70	
B-Control	Corporal	Operate gates/doors, cameras		x		1	1	1	1.90	5.70	5.70	
RH floor	Corporal	Supervise RH inmates		x		1	1	1	1.90	5.70	5.70	
Yard #1	Corporal	Supervise yard, TOs & visiting		x		1	1	1	1.90	5.70	5.70	
Yard #2	Corporal	Supervise yard, TOs & visiting		x		1	1	1	1.90	3.80	3.80	
North Hall #1	Corporal	Supervise inmates		x				1	1.90	1.90	1.90	
North Hall #2	Corporal	Supervise inmates		x				1	1.90	1.90	1.90	
B-Bay	Corporal	Supervise inmates		x				1	1.90	1.90	1.90	
SAU	Corporal	Supervise inmates		x				1	1.90	1.90	1.90	
Kitchen	Corporal	Supervise inmates		x				1	1.90	3.80	3.80	
Admissions	Corporal	Admissions and property		x				1	1.30	1.30	1.30	
Disciplinary	Corporal	Discipline/Evidence/Custodian		x				1	1.30	1.30	1.30	
Tool/Key	Corporal	Tool/Key control		x				1	1.30	1.30	1.30	
Work Detail	Corporal	Laundry/Clothing exchange		x				1	1.30	1.30	1.30	
Pass Clerk	Corporal	Supervise visiting		x				1	1.30	1.30	1.30	
Visiting	Corporal	Supervise visiting		x				1	1.30	1.30	1.30	
SUBTOTAL	Corporals				4	7	8	10		55.90	56.00	0.70
Nursery	Unit Caseworker	Supervise inmates		x				1	1.90	1.90	1.90	
SAU	Unit Caseworker	Supervise inmates		x				1	1.90	3.80	3.80	
B-Bay #1	Unit Caseworker	Supervise inmates		x				1	1.90	3.80	3.80	
B-Bay #2	Unit Caseworker	Supervise inmates		x				1	1.90	3.80	3.80	
North Hall #1	Unit Caseworker	Supervise inmates		x				1	1.90	3.80	3.80	
North Hall #2	Unit Caseworker	Supervise inmates		x				1	1.90	3.80	3.80	
STAR	Unit Caseworker	Supervise inmates		x				1	1.90	3.80	3.80	
D&E	Unit Caseworker	Supervise inmates		x				1	1.90	1.90	1.90	
SUBTOTAL	Case Workers				0	7	7	0		26.60	26.60	(0.30)
TOTALS											95.00	(0.30)

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Center for Women

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift	Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day					
Majors office	Major	Administrative	X		1	1.00	1.00		
Captain's office	Captain	Administrative	X		1	1.00	1.00		
SUBTOTAL	Administrative								
Lieutenant's Office	Lieutenant	Shift supervisor		X	2	2.00	2.00	2.00	0.00
SUBTOTAL	Lieutenants								
Yard	Sergeant	Assistant shift supervisor		X	0	5.22	5.22	5.00	0.22
SUBTOTAL	Sergeants								
Central Control	Corporal	Operate gates/doors, keys, communications & cameras		X	1	1.74	5.22	6.00	0.78
D&E floor	Corporal	Supervise inmates		X	1	1.74	3.48		
C-Control	Corporal	Operate gates/doors, cameras		X	1	1.74	5.22		
B-Control	Corporal	Operate gates/doors, cameras		X	1	1.74	5.22		
RH floor	Corporal	Supervise RH inmates		X	1	1.74	5.22		
Yard #1	Corporal	Supervise yard, TOs & visiting		X	1	1.74	5.22		
Yard #2	Corporal	Supervise yard, TOs & visiting		X	1	1.74	3.48		
North Hall #1	Corporal	Supervise inmates		X	1	1.74	1.74		
North Hall #2	Corporal	Supervise inmates		X	1	1.74	1.74		
B-Bay	Corporal	Supervise inmates		X	1	1.74	1.74		
SAU	Corporal	Supervise inmates		X	1	1.74	1.74		
Kitchen	Corporal	Supervise inmates		X	1	1.74	3.48		
Admissions	Corporal	Admissions and property		X	1	1.25	1.25		
Disciplinary	Corporal	Discipline/Evidence/Custodian	X		1	1.25	1.25		
Tool/Key	Corporal	Tool/Key control	X		1	1.25	1.25		
Work Detail	Corporal	Laundry/Clothing exchange	X		1	1.25	1.25		
Pass Clerk	Corporal	Supervise visiting	X		1	1.25	1.25		
Visiting	Corporal	Supervise visiting	X		1	1.25	1.25		
SUBTOTAL	Corporals				4	7	8	10	
Nursery	Unit Caseworker	Supervise inmates		X	1	1.74	1.74		
SAU	Unit Caseworker	Supervise inmates		X	1	3.48	3.48		
B-Bay #1	Unit Caseworker	Supervise inmates		X	1	3.48	3.48		
B-Bay #2	Unit Caseworker	Supervise inmates		X	1	3.48	3.48		
North Hall #1	Unit Caseworker	Supervise inmates		X	1	3.48	3.48		
North Hall #2	Unit Caseworker	Supervise inmates		X	1	3.48	3.48		
STAR	Unit Caseworker	Supervise inmates		X	1	3.48	3.48		
D&E	Unit Caseworker	Supervise inmates		X	1	1.74	1.74		
SUBTOTAL	Case Workers				0	7	7	0	
TOTALS							24.35	26.00	1.65
							95.00	7.20	

Minimal Post Staffing Analysis

6-19

Institution: Nebraska Correctional Center for Women

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Res.	FTE Auth'd 1-Jul-16	Recommend
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Major	Administrative	x		1				1.00	1.00		
Operations	Captain	Administrative	x		1				1.00	1.00		
SUBTOTAL	Administrative				2				2.00	2.00		2.00
Shift Supervisor	Lieutenant	Shift supervisor		x		1	1	1	1.74	5.22		5.00
SUBTOTAL	Lieutenant					1	1	1	5.22	5.00		5.00
Shift	Sergeant	Assistant shift supervisor		x		1	1	2	1.74	6.96		
Yard	Sergeant	Yard supervisor		x		1	1		1.74	3.48		
North Hall	Sergeant	Building Supervisor	x				1		1.25	1.25		
B Building	Sergeant	Building Supervisor	x				1		1.25	1.25		
C Building	Sergeant	Building Supervisor	x				1		1.25	1.25		
Principle Hearing / Intel	Sergeant	Hearing officer	x		1				1.00	1.00		
Industries / Vehicle Gate	Sergeant	Industries shop & vehicles	x		1				1.00	1.00		
Travel Orders	Sergeant	Supervise travel orders	x		1				1.00	1.00		
Tool / Key	Sergeant	Maintain tools, keys and locks	x		1				1.00	1.00		
SUBTOTAL	Sergeants				4				11.75	6.00		18.00
Central Control	Corporal	Operate gates/doors, keys, etc.		x		1	1	1	1.74	5.22		
Yard #1	Corporal	Supervise yard		x		1	1	1	1.74	5.22		
Yard #2	Corporal	Supervise yard		x		1	1	1	1.74	3.48		
Facility Escorts	Corporal	Escorts		x		2	2		1.74	6.96		
RH floor	Corporal	Supervise RH inmates		x		1	1	1	1.74	5.22		
STAR	Corporal	Supervise inmates		x		1	1	1	1.74	3.48		
Nursery	Corporal	Supervise inmates		x		1	1	1	1.74	3.48		
SAU	Corporal	Supervise inmates		x		1	1	1	1.74	5.22		
B-Bay #1	Corporal	Supervise inmates		x		1	1	1	1.74	5.22		
B-Bay #2	Corporal	Supervise inmates		x		1	1	1	1.74	3.48		
North Hall #1	Corporal	Supervise inmates		x		1	1	1	1.74	5.22		
North Hall #2	Corporal	Supervise inmates		x		1	1	1	1.74	3.48		
D&E floor	Corporal	Supervise inmates		x		1	1	1	1.74	5.22		
C-Control	Corporal	Operate gates/doors, cameras		x		1	1	1	1.74	5.22		
B-Control	Corporal	Operate gates/doors, cameras		x		1	1	1	1.74	5.22		
Kitchen	Corporal	Supervise inmates		x		1	1		1.74	3.48		
Gym / Recreation	Corporal	Supervise inmates		x			1		1.74	1.74		
Education / Library	Corporal	Supervise inmates		x		1			1.25	1.25		
Central Control	Corporal	Assist Central Control		x		1	1	1	1.25	1.25		
Clinic	Corporal	Supervise inmates		x		1	1		1.25	2.50		
Travel Orders	Corporal	Off-site escort		x		3			1.25	3.75		
Work Detail	Corporal	Laundry/Clothing exchange		x		1			1.25	1.25		
Pass Clerk	Corporal	Supervise visiting		x		1			1.25	1.25		
Visiting	Corporal	Supervise visiting		x		2			1.25	2.50		
Admissions	Corporal	Admissions and property		x		1			1.00	1.00		
Disciplinary	Corporal	Discipline/Evidence Custodian		x		1			1.00	1.00		
Intel / Video	Corporal	Assist Intel Sgt.		x		1			1.00	1.00		
Canteen / Property	Corporal	Property & Canteen		x		1			1.00	1.00		
SUBTOTAL	Corporal					21	16	19	34.37	82.00		94.00
TOTALS										119.72	95.00	119.00

Note: All Caseworker posts have been merged to Corporal

Total new FTE recommended: 24.00

Custody Post Analysis Summary

Facility: Nebraska Correctional Center for Women

JOB CLASS	NEW ANALYSIS LEVEL	HOL/NHOL FTE'S
Correctional Major	1	0/1
Correctional Captain	1	0/1
Correctional Lieutenant	5	5/0
Correctional Sergeant	18	14/4 *
Correctional Corporal	94	85/9 **
TOTAL FTE'S	119	104/15

***4 Sergeants NHOL -** Principle Hearing / Intel
Industries / Vehicle Gate
Travel Orders
Tool/Key

****9 Corporals NHOL -** Central Control (Day shift)
Travel Orders (3)
Work Detail
Admissions
Disciplinary
Intel / Video
Canteen / Property

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Nebraska Correctional Center for Women
 JOB CLASSIFICATION: Correctional Major
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 - 5 Day Major

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Center for Women
JOB CLASSIFICATION: Correctional Captain
POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Management	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 - 5 Day Captain

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Nebraska Correctional Center for Women
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 Day Lieutenants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Center for Women
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Shift*	0	1	1	2	Facility specific
Yard*	0	1	1	0	Facility specific
TOTAL	0	2	2	2	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 10.44 - 7 Day Sergeants

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Nebraska Correctional Center for Women
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Unit*	0	0	3	0	Facility specific
Tool/Key	1	0	0	0	Facility specific
Industries / Vehicle Gate	1	0	0	0	Facility specific
Travel Orders	1	0	0	0	Facility specific
Principle Hearing / Intel	1	0	0	0	Facility specific
TOTAL	4	0	3	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 7.75 - 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Center for Women
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Central Control*	0	1	1	1	Facility specific
Yard- 1 & 2*	0	2	2	1	Facility specific
Facility Escorts*	0	2	2	0	Facility specific
Restrictive Housing Unit*	0	1	1	1	Facility specific
Housing Unit STAR*	0	1	1	0	Facility specific
Housing Unit Nursery*	0	1	1	0	Facility specific
Housing Unit SAU*	0	1	1	1	Facility specific
Housing Unit B-Bay 1&2*	0	2	2	1	Facility specific
Housing Unit North Hall 1&2*	0	2	2	1	Facility specific
D&E Floor*	0	1	1	1	Facility specific
C-Control*	0	1	1	1	Per staffing model
B-Control*	0	1	1	1	Per staffing model
Kitchen*	0	1	1	0	Facility specific
Gym/Recreation*	0	0	1	0	Facility specific
TOTAL	0	17	18	9	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 76.56 – 7 Day Corporals

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Nebraska Correctional Center for Women
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Education / Library*	1	0	0	0	Facility specific
Central Control*	1	0	0	0	Per staffing model
Clinic*	0	1	1	0	Per staffing model
Travel Order*	3	0	0	0	Facility specific
Work Detail*	1	0	0	0	Facility specific
Pass Clerk*	1	0	0	0	Facility specific
Visiting*	2	0	0	0	Facility specific
Admissions	1	0	0	0	Facility specific
Disciplinary	1	0	0	0	Facility specific
Intel / Video	1	0	0	0	Facility specific
Canteen	1	0	0	0	Per staffing model
TOTAL	13	1	1	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 17.75 – 5 Day Corporals

Calculation of Custody Relief Requirements

Step 1 Total # of eight hour shifts each staff would be available during a consecutive 365 work year

a)	Total work year days	365
b)	Total number of holidays	12
c)	Regular days off (two days off per seven day period)	104
d)	Average days authorized leave taken/employee	33.53
e)	Average days of training/employee	6

*Average annual hours per 1 staff member = $2088 - 8(33.53+6+12) = 1,675.76$ hours

Step 2 Determine relief factors for 8 hours/5 days per week (8/5) and 8 hours/7 days per week (8/7) posts

8/5 = 1 (post) X 8 hours X 261 days/year = 2088 hours divided by 1,675.76 =	1.25
8/7 = 1 (post) X 8 hours X 365 days/year = 2920 hours divided by 1,675.76 =	1.74

Step 3 Summary of basic post requirements (rounded to the nearest tenth)

1 One (1) eight hour, five day per week post requires	8/5	1.25
2 One (1) sixteen hour, five day per week post requires	16/5	2.50
3 One (1) eight hour, seven day per week post requires	8/7	1.74
4 One (1) sixteen hour, seven day per week post requires	16/7	3.48
5 One (1) twenty-four hours, seven day per week post requires	24/7	5.22

Additional FTE Requirements

This section addresses each area identified and potential additional annual costs. Please note there could be cost savings if Unit Caseworker (UCW) positions were replaced by Custody staff.

<u>FTE Position Title</u>	<u># of FTE</u>	<u>Cost/FTE</u>	<u>Total Cost</u>
Corporal	12 FTE	\$45,041	\$ 540,492
Sergeant	12 FTE	\$50,057	\$ 600,684
TOTAL	24 FTE		\$1,141,176

The above figures are annual salary plus benefits. Additional costs would also be associated with adding new staff to include uniform issue, radios and other personal protection equipment, training costs, etc.

All employees assigned to a shift are paid for roll call. This is an essential briefing occurring ten minutes prior to each shift. This cost also needs consideration when determining overall fiscal impact.

NCCW Specific Recommendations

- Travel Orders – Given the number of travel orders annually three FTE's assigned to day shift would provide adequate staff.
- Facility Escorts – Adding two posts for each second and third shift will help movement of inmates across the campus. This is based on the assumption the campus goes to a scheduled yard, rather than open campus. There are no staff currently designated for this task, and is currently assigned to the Yard staff. Utilizing yard staff for this has many times led to little to no supervision on the yard.
- Housing Units – Convert use of UCWs to custody staff on all shifts in all housing units.
- Central Control – Add one post on day shift.
- Area Officers – currently no staff is dedicated to the following areas: Education/Library; Gym/ Recreation; Medical; Canteen (assist with Property); Intel/Video monitoring. It is suggested to have one post per area (exception being one post each first and second shift in Medical) to relieve other staff from being reassigned for coverage.
- Visitation – One additional staff would assist with pat searches on visitors and strip searches of inmates.
- Key/Tool Control – This position is a Sergeant at other facilities, and it is recommended to upgrade this position as well.
- Housing Unit Sergeants – Per the staffing model, it is suggested to place a second shift Sergeant post in each of the three housing unit building (B, C & North Hall).
- Yard Sergeants – Utilize these staff to have supervisory presence on yard and maintain security. This would create new posts and reassign yard duty from the Assistant Shift Supervisor.
- Industries/Vehicle Gate Sergeant – Utilize this staff to provide security presence in shop that does not currently exist. These are areas with many tools and security concerns. This post can also check in delivery vehicles to free up the Laundry Corporal.
- Principle Hearing/ Intel Sergeant – Utilize this staff to conduct principle hearings for misconduct reports. Currently these duties are divided amongst staff.
- Travel Order Sergeant – Utilize this staff to organize travel orders and serve as lead officer when away from the facility on typical single inmate travel orders.

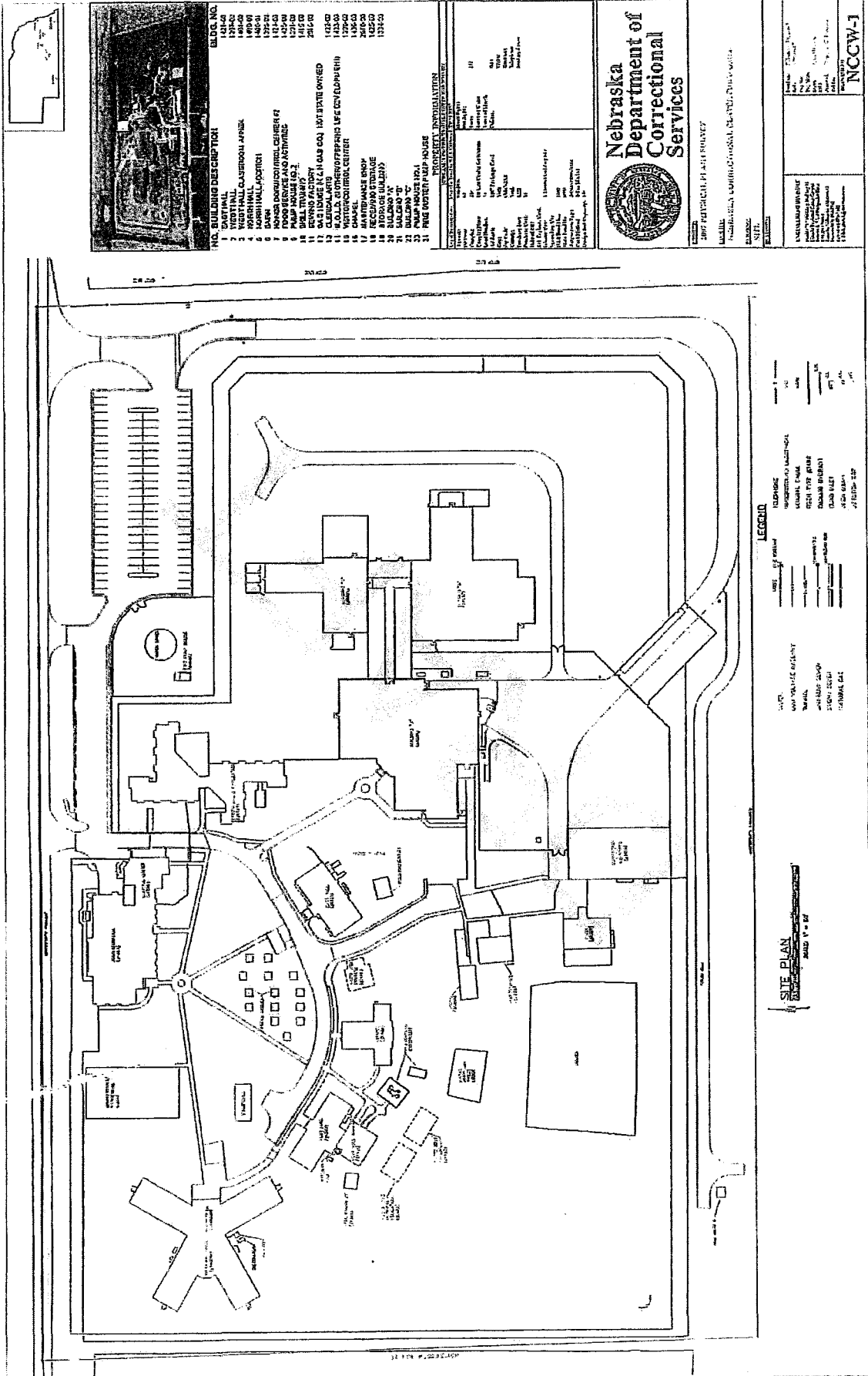
Other Recommendations (outside custody staff)

- Administrative Assistant III – An added position would relieve administrative security staff of ancillary duties, including Prison Rape Enforcement Act reporting.
- Housing Units – Converting UCWs to custody staff would require UCMs to assume all case management duties. Due to the population of the facility (approx. 341), it is recommended to consider additional UCMs plus a Unit Manager for C Building / D&E.

Attachments

- A. Map
- B. Proposed NDCS Staffing Model

NCCW Facility Map





NDCS Proposed Custody Staffing Model

DRAFT

Custody Staffing Model - Unit Staffing

Building Sergeant Custody Level	Shift			
	1	2	3	Day
Maximum		8/5		8/5
Medium		8/7		
Minimum A Cells		8/5		
Minimum A Bay/Dorm		8/5		
Minimum B		8/5		
Community A				
Community A				

Minimum Sgts. will not have weekends off

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	100
Community B	100

Unit Corporals Custody Level	Shift		
	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7	8/7	
	8/7	8/7	
Med. Control Center	8/7	8/7	8/7
Med. Floor	8/7	8/7	
	8/7	8/7	
Min A. Control Center	8/7	8/7	
Min A. Floor (Bay/Dorm)	8/7	8/7	8/7
	8/7	8/7	8/7
Min. A Control Center			
Min A. Floor (Cells)	8/7	8/7	8/7
	8/7	8/7	
Min B. Control Center			
Min B. Floor	8/7	8/7	8/7
	8/7	8/7	8/7
Com A Control Center			
Com A Floor	8/7	8/7	
Com B Control Center			
Com B Floor	8/7	8/7	

Community Floor Corporal will watch multiple units
(intermediate supervision)

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
MAJOR		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
CAPTAIN		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Management				
Administrative				8/5
Intel				8/5
Operations				8/5
LIEUTENANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	8/5
Administrative				
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory/Key				8/5
Tool				8/5
Intel				8/5
Administrative	8/5	8/5		
Principle Hearing				
Activities/Programs				
Industries				
Perimeter/Exit/Entrance Security				
Vehicle Gate				
CORPORALS		Shift		
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
	8/7	8/7		
Education / Programs	8/7	8/7		
Library	8/7	8/7		
Religious Center	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk			8/5	
Visiting *(off shift post)			8/5	
			8/5	
			8/5	
Administrative Support				
Disciplinary				8/5
				8/5
Intel				8/5
				8/5
Property	8/5	8/5		
Industries (per shop)				8/5
Canteen				
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7		
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Video Monitoring	8/7	8/7		
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7	8/7	
Tower/ Perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600



NEBRASKA
DEPARTMENT OF
CORRECTIONAL
SERVICES

Prison Staffing Analysis
Custody Staff
August 2015 – March 2016

To view the individual attachments, please click on the specific attachment below.

Attachments:

1. Complete NDCS Staffing Model
2. Community Corrections Center – Lincoln (CCCL) Staffing Analysis
3. Community Corrections Center – Omaha (CCCO) Staffing Analysis
4. Diagnostic and Evaluation Center (DEC) Staffing Analysis
5. Lincoln Correctional Center (LCC) Staffing Analysis
6. Nebraska Correctional Center for Women (NCCW) Staffing Analysis
7. Nebraska Correctional Youth Facility (NCYF) Staffing Analysis
8. Nebraska State Penitentiary (NSP) Staffing Analysis
9. Omaha Correctional Center (OCC) Staffing Analysis
10. Tecumseh State Correctional Institution (TSCI) Staffing Analysis
11. Work Ethic Camp (WEC) Staffing Analysis

Attachment 7

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA CORRECTIONAL YOUTH FACILITY

Prison Staffing Analysis

December 4, 8-10, 2015

Table of Contents

Staffing Analysis Team Information	7-2
Facility Design and Location	7-2
Institutional Profile	7-4
Operations	7-8
Programs	7-8
Activity Schedule	7-8
Activity Schedule Charts	7-10
Shift Relief Factors (SRF)	7-12
Summary of Observations	7-12
Summary of Post Planning Results	7-14
Current Post Plan/Previous Relief Factor	7-15
Current Post Plan/Current Relief Factor	7-16
Proposed Post Plan	7-17
Custody Post Analysis Summary	7-18
Calculation of Custody Relief Requirements	7-26
Additional FTE Requirements	7-27
Facility Specific Recommendations	7-28
Attachment: Facility Map	7-29
Attachment: Facility Proposed NDCS Staffing Model	7-30

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES**NEBRASKA CORRECTIONAL YOUTH FACILITY**

Prison Staffing Analysis
December 4, 8-10, 2015

Staffing Analysis Team (SAT)

The SAT held an organizational meeting on November 24, 2015 at the Nebraska Correctional Youth Facility (NCYF) prior to conducting the analysis. At the meeting the SAT prepared a Staffing Analysis Schedule and took a tour of the facility. Assignments were given to ensure all custody and housing unit posts were analyzed on all three shifts. The observations on post took approximately 3 days to complete. Each SAT team member completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Thomas English, Major – Omaha Correctional Center
- Trish Bernhards, Assistant Warden – Nebraska Correctional Youth Facility
- Curt Wees, Unit Administrator – Omaha Correctional Center
- Rob Britten, Administrative Assistant III – Omaha Correctional Center
- Jason Cihal, Lieutenant – Omaha Correctional Center
- Steve Ruiz, Lieutenant – Nebraska Correctional Youth Facility

Facility Design and Location

NCYF is a maximum/medium/minimum security facility for youthful male offenders convicted as adults. The facility encompasses 56,000 gross square feet and sits on approximately 15 acres of land. The facility officially opened on August 18, 1998. Legislative Bill 988 provided the funding for construction of the NCYF at a total project cost of \$10,768,954. The physical plant consists of three structures. "A" building consists of Administration, Visiting, Food Service, Canteen, Supply, Laundry and Utility Plant. The housing units consists of HU 1, HU 2 and SMU. "E" building consists of the Educational/Medical/Programming/Gymnasium Building. The original design capacity was 76 single cells with 8 cells being designated for Special Management Unit (SMU).

The Nebraska Department of Correctional Services (NDCS) established a Rule 10 Special Purpose High School in January 2008 to meet the educational needs of the NCYF inmate population. High School courses that are taught by certified teachers include courses in English, Mathematics, Science and Social Studies, Career and Technical Education, Physical Education and visual/performing arts. Students are assigned to classes based on review of past school transcripts and their identified deficits required to graduate. The primary curriculum used at NCYF includes the P.A.S.S. (Portable Assisted Study Sequence) Program which was designed to provide the flexibility of instruction to meet the needs of each student, Virtual High School courses (presently offered through NovaNet), and teacher developed courses. Adult Education (A.E.) Course includes basic and advanced classes. The advanced classes are primarily GED test preparation courses and are reserved for those students who are preparing to take their GED tests in the near future. College coursework is also available through Metropolitan Community College.

NCYF's mission is based upon a culture of accountability and comprehensive programming, established on evidence based practices which provide youthful offenders with the necessary skills to successfully reenter their communities. The Transition Team works on all phases of each individual's incarceration, from initial intake to their eventual release to the community. Within the facility, NCYF staff has developed transition steps that break down the process points along the pathway to release. NCYF also partners with a variety of community agencies to provide basic needs such as clothing, shelter and employment for its residents, should they require those needs upon release.

Please see the attached Institutional Profile providing more specific information about NCYF.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: NCYF

Date: 12/01/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Yes
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	No
Does the institution have or will have prison industry(s) programs	No
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	Yes
Intensive Management	No
Disciplinary Segregation	Yes
Court Imposed Segregation	Yes
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	Yes
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	76
What is the facility Operational Capacity	124
Average Daily Population for the last year	75
Custody Level	Maximum, medium and minimum
What are the external boundaries of the facility	-Double, 14 foot chain link fence with double roll of razor wire -15 acres of land; microwave & e-flex fence detection system
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes
Turnkeys	No
Internal towers	No
Other	No

Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	No towers; microwave detection system in Gate #3; E flex fence detection system
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	Yes-Building structures
What is the frequency and severity of visibility impairment such as fog or dust storms	Infrequent
Is the perimeter and yard lighting level sufficient	Perimeter-Yes; Internal Yard-Yes; Big Yard area-No
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Contractors-3X a week Foot traffic daily
What is the location/design of inmate visitors' entrance/exit	Visitors enter through the main entrance in the Administration Building
What type of perimeter vehicle is available, and is it a fixed or mobile post	Mobile Post-pick-up truck or car
Communications	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Single and double cells
Does the line of sight provide good visibility; or if not is it supplemented with cameras	No – cameras are installed but sight lines are still difficult. Staff control area does not provide direct line of sight.
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct- Central Control also monitors inmate activity.
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote lock/unlock by control panel but staff can also manually key the doors.
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	Agency has not set a percentage.
What is the frequency of inmate disciplinary misconducts & types	1,714 (Nov. '14-Nov '15)
What is the frequency and seriousness of inmate on staff assaults	4 inmate on staff assaults
What is the frequency and seriousness of inmate-on-inmate assaults	14
Have there been any recent escapes, escape attempts or walkaways if so explain	2005- Attempted escape by multiple inmates with diversionary altercation

Have there been recent changes in severity of sentences or conditions of confinement	None noted
Is the population relatively stable or is there considerable turnover	42 new arrivals in past year
Is there significant gang or STG influences	Yes-80% of population is STG
Disciplinary Process	Yes
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes 1:1 or 2:1
unrestricted, open campus style	No
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	N/A
Visitation	
What is the visitation schedule	4 Day schedule including weekends (Fri-Mon).
Are visits contact or non-contact or both	Capability for both.
What is the process for visitor registration/sign-in and are security staff assigned full-time	Approved visitors sign in, are pat searched, and are monitored by security staff. There is one full time Pass Clerk who also supervises visits.
What is the duration of visits	2 hours per session.
What are the search requirements for inmates and visitors	Visitors – Pat searched; Inmates – Strip searched
Work Assignments	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Housing units, Administration building/Visiting, Food Service, Maintenance, Education building
Are there any essential work details in the community	No
What work details are optional/can be shut down	Depending on the circumstance, they could all be shut down.
Food Service	
Is food service contracted or state run	State run
Are any inmates fed in-cell, if so how many	Yes, RHU inmates. The number varies.
Are inmates fed in central dining areas or in common areas in housing units	Central Dining
How are inmates escorted/sent to dining areas	One wing of one housing unit is called at a time. Once seated, another wing is called.
How many staff are assigned to dining areas	3-4
Programs	
List of Programs by:	

Number and types	A.R.T.; Anger Management, Victim Impact, Protective Custody Group, Green thumb/horticulture; Pawsitive Outcome dog training; Within My Reach; High school education; College courses; Drug/alcohol education; 7 Habits; AA; Mentoring program; MRT; Vocational; Musical programs; Religious programs; Recreation leagues
Hours of operation	Varies
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Facility staff, contracted staff and volunteers.
Are programs considered as a function or determining factor in inmate idleness	Yes
<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	
Medical,	124/1 hospital coverage
Dental,	Included in Medical above
Mental health,	N/A
Court appearances	0
At outside hospitals, is there a prison ward, or does the sending institution provide security	Facility provides security
Are there other routine outside transports	Parole Hearings to CCC-O=11 New Arrivals=42
<i>Administrative/External Factors</i>	
Do any of the following affect staffing levels:	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Yes
Attendance issues (e.g., overtime, sick leave abuse)	Yes
Staff grievances concerning post assignments, overtime, training, and so forth.	No
Critical incidents within the past five years	Yes
Current NEBRASKA Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	No
Specific statutory and umbrella agency policy and directives	No
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	PREA-Especially concerning separation of youthful offenders.
ACA Accreditation Standards affecting staffing	No

Operations

NCYF operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a shift Supervisor, typically a Lieutenant, and a shift of custody staff. Each housing unit operates on first and second shift with a Case Manager and Unit Caseworkers assigned to each unit. The housing units are operated by custody staff on third shift. Day shift staff includes administrative and support staff as well as various additional staff such as canteen, maintenance, supply and laundry.

There are many shared services between the Omaha facilities. The Omaha Correctional Center provides services to the NCYF in the following areas:

- Emergency Management
- Human Resources
- Safety/Sanitation
- Medical/Dental

Programs

Inmates are offered a variety of programming at the NCYF. Programs afford educational and treatment opportunities. Programs offered at NCYF are provided by: an active volunteer base, health services staff, reentry partners, contract employees and NCYF staff. The following programs and services are provided, but not limited to.

- Mental Health Counseling
- Anger Management
- Victim Impact
- Aggression Replacement Training (A.R.T.)
- Pawsitive Outcomes Program
- Project Green Thumb Horticulture Program
- High School
- College Coursework
- Mentor Program
- Impact One
- Religious Services
- Inmate Music Program
- Recreational Programs and Services
- Inmate Work Programs

Activity Schedule

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency

events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however they are significant in that they require staff to complete these tasks.

Please see the attached NCYF Activities Charts for both weekdays and weekends.

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Education Corporal (E-Building)

- Position has one day shift Corporal (Education Corporal) assigned 0700-1530, and one Corporal on first and second shift.
- Minimum staffing is one Corporal. The E-Building Corporal is assigned as Utility Corporal at times.
- Heavy amount of inmate traffic at the beginning of the day, during hourly doors and breaks from class. More than 30 inmates may need to be processed into E-building at one time.

Day Shift Corporals: Disciplinary and Laundry Corporal

- Both Corporals are assigned essential duties. There is no relief factor built into their positions. When they take time off a staff person must be utilized from first shift to fill in.

Housing Units

- Housing units (3) are busy with minimal staffing of one Unit Caseworker (UCW).
- Sight lines within the unit from the UCW work station have several blind spots.
- The UCW work stations do not have a secure control station to secure equipment, property or to provide refuge if needed.
- It is impossible to complete an area check of the inmate rooms with a minimal staffing of one without leaving the UCW work station unsupervised.
- If additional staff is available, they are often reassigned to assist with activities such as Transportation Orders, new arrival orientation, intake of new arrivals, and dining hall supervision.
- Unit Case Managers scheduled work hours are not consistent with those of the UCW they supervise.

Gym

- The gymnasium is staffed by a Recreation staff person and at times is assisted by the Education Building Corporal. Yard/Utility Corporals are required to search inmates upon entry and exit from the gym.
- No additional positions are necessary. The gym is adequately staffed.

Central Control

- One Corporal assigned to manage facility entry, phone lines, distribution of keys and security equipment, monitor cameras, operate doors, dispatch vehicles and operate the vehicle east gate.
- Manageable responsibility for one staff to handle.

Intel/STG

- There currently is no staff position to give the necessary attention to gathering intelligence. The Administrative Lieutenant is currently assigned the additional duties of Intel and STG Coordinator. With an STG population of 80% of the facility population there is more than enough work to show the value.
- Mail and phone monitoring is shared by Custody Shift Supervisors.

Shift Command Staff – Lieutenants/Sergeants

- First and second shift are each assigned two Lieutenants and one Sergeant with two of the three assigned the same days off. At times this creates scheduling problems when a supervisor requests leave.
- Third shift is assigned one Lieutenant and one Sergeant. The Sergeant relieves the Lieutenant for supervisory coverage on the Lieutenant's days off. This supervisory coverage can make it difficult to adequately provide consistent and effective supervision while supporting supervisor absences.

Pass Clerk/Visiting Corporal

- One Corporal is assigned to both Pass Clerk and the Visiting Room. Duty hours are Friday – Monday, 1200-2030 and Tuesday, 0800-1630.
- Additional duties assigned to the Pass Clerk/Visiting Corporal include inmate picture program, inmate property release, processing incoming mail, relief for Disciplinary Corporal and weekly Urine Analysis courier to Lincoln Nebraska State Penitentiary lab.
- Typically, there are no visits for orientation inmates on Mondays due to inmates being completed with orientation and assigned to general population by the time the Visitation Request Form is processed and approved.
- Mentor visits occur Tuesday evenings and are supervised by the Religious Coordinator.

Kitchen

- No custody staff is assigned to the kitchen. Food service staff provides all supervision for inmates working in the kitchen.
- Custody staff provides supervision during meal times.

Yard Staff/Supervision

- Current authorization of staff is challenging particularly when there are inmate visits.
- Staff at times are utilized to assist with other details which take them away from yard supervision.
- Staff are concerned there are not enough staff at times available to effectively respond and resolve a critical incident.
- On weekends when there is only one supervisor scheduled it is routine to have one yard officer assigned to the gym, one officer assigned to the yard and one assigned to visiting covering for the Pass Clerk while she is processing visitors.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis

Summary

- Calculation of Custody Relief Requirements

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Youth Facility

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance	
			5 day	7 day	Day	1st	2nd	3rd						
A Bldg.	Captain	Supervise security operations	X		1					1.00	1.00			
SUBTOTAL	Administrative				1	0	0	0		1.00	1.00		0.00	
A Bldg.	Admin Lieutenant	Intel, investigations, Post Orders	X		1					1.00	1.00			
A Bldg.	Shift Lieutenant	Supervise 1st, 2nd, 3rd shifts		X		1	1	1		1.90	5.70			
SUBTOTAL	Lieutenants				1	1	1	1		6.70	6.00		(0.70)	
A Bldg.	Shift Sergeant	Monitor inmate activities & movement		X		1	1	1		1.90	5.70			
SUBTOTAL	Sergeants				0	1	1	1		5.70	3.00		(2.70)	
Central Control	Corporal	Facility access, communications, security		X		1	1	1		1.90	5.70			
Perimeter Patrol	Corporal	Respond to fence alerts, secure perimeter		X		1	1	1		1.90	5.70			
Yard	Corporal	Inmate escorts, movement and security		X		1	1	1		1.90	5.70			
SMU	Corporal	Security for inmate living area		X				1		1.90	1.90			
HU1	Corporal	Security for inmate living area		X				1		1.90	1.90			
HU2	Corporal	Security for inmate living area		X				1		1.90	1.90			
E Bldg.	Corporal	Security for classrooms, medical & gym		X		1	1	1		1.90	3.80			
Pass Clerk	Corporal	Process visitors, VRF's, supervise visits	X			1	1	1		1.90	2.60			
Clothing Issue	Corporal	Maintain clothing issue property rooms	X		1					1.00	1.00			
DCC	Corporal	Coordinate Disciplinary Committee	X		1					1.00	1.00			
SUBTOTAL	Corporals				2	5	5	6		31.20	32.00		0.80	
Housing Unit 1	Unit Caseworker	Security on unit, daily inmate activities		X		1	1	1		1.90	3.80			
Housing Unit 2	Unit Caseworker	Security on unit, daily inmate activities		X		1	1	1		1.90	3.80			
Special Mgmt. Unit	Unit Caseworker	Security on unit, daily inmate activities		X		1	1	1		1.90	3.80			
SUBTOTAL	Unit Caseworkers				0	3	3	0		11.40	13.00		1.60	
TOTALS											55.00	55.00		(1.00)

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Youth Facility

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day		Day	1st	2nd				
A Bldg.	Captain	Supervise security operations	X			1			1.00	1.00		
SUBTOTAL	Administrative					1	0	0	1.00	1.00		0.00
A Bldg.	Admin Lieutenant	Intel, Investigations, Post Orders	X			1			1.00	1.00		
A Bldg.	Shift Lieutenant	Supervise 1st, 2nd, 3rd shifts		X			1	1	1.74	5.22		
SUBTOTAL	Lieutenants						1	1	1.74	6.90		(0.22)
A Bldg.	Shift Sergeant	Monitor inmate activities & movement		X			1	1	1.74	5.22		
SUBTOTAL	Sergeants					0	1	1	1.74	5.22		(0.22)
Central Control	Corporal	Facility access, communications, security		X			1	1	1.74	5.22		
Perimeter Patrol	Corporal	Respond to fence alerts, secure perimeter		X			1	1	1.74	5.22		
Yard	Corporal	Inmate escorts, movement and security		X			1	1	1.74	5.22		
SMU	Corporal	Security for inmate living area		X			1	1	1.74	5.22		
HU1	Corporal	Security for inmate living area		X			1	1	1.74	1.74		
HU2	Corporal	Security for inmate living area		X			1	1	1.74	1.74		
E Bldg.	Corporal	Security for classrooms, medical & gym		X			1	1	1.74	1.74		
Pass Clerk	Corporal	Process visitors, VRF's, supervise visits	X			1			1.25	3.48		
Clothing Issue	Corporal	Maintain clothing issue property rooms	X			1			1.00	2.50		
DCC	Corporal	Coordinate Disciplinary Committee	X			1			1.00	1.00		
SUBTOTAL	Corporals					2	5	5	6	28.86	32.00	3.14
Housing Unit 1	Unit Caseworker	Security on unit, daily inmate activities		X			1	1	1.74	3.48		
Housing Unit 2	Unit Caseworker	Security on unit, daily inmate activities		X			1	1	1.74	3.48		
Special Mgmt. Unit	Unit Caseworker	Security on unit, daily inmate activities		X			1	1	1.74	3.48		
SUBTOTAL	Unit Caseworkers					0	3	3	0	10.44	13.00	2.56
TOTALS										55.00	55.00	3.26

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Youth Facility

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Recommend
			5 day	7 day		Day	1st	2nd				
Security Administrator	Captain	Supervise security operations	X			1	0	0	1.00	1.00	1.00	
SUBTOTAL	Administrative											
Shift Supervisor	Lieutenant	Supervise 1st, 2nd, 3rd shifts		X			1	1	1.74	5.22		
Administrative	Lieutenant	Intel, Investigations, Post Orders	X			1			1.00	1.00		
SUBTOTAL	Lieutenants											
Shift	Sergeant	Monitor inmate activities & movement		X			1	1	1.74	6.96		
Housing Unit	Sergeant	Supervise Housing Units		X				1	1.74	1.74		
Intel	Sergeant	Intel	X			1			1.00	1.00		
SUBTOTAL	Sergeants											
Central Control	Corporal	Facility access, communications, security		X			1	1	1.74	5.22		
Perimeter Patrol	Corporal	Respond to fence alerts, secure perimeter		X			1	1	1.74	5.22		
Lead Yard	Corporal	Yard Supervision		X			1	1	1.74	5.22		
Yard	Corporal	Inmate escorts, movement and security		X			1	1	1.74	5.22		
RHU	Corporal	Security on unit, daily inmate activities		X			1	1	1.74	5.22		
HU1	Corporal	Security on unit, daily inmate activities		X			1	1	1.74	5.22		
HU2	Corporal	Security on unit, daily inmate activities		X			1	1	1.74	5.22		
Education	Corporal	Security for classrooms, medical & gym		X			1	1	1.74	5.22		
Pass Clerk	Corporal	Process visitors, VRF's supervise visits	X			1			1.25	1.25		
Clothing Issue	Corporal	Maintain clothing issue property rooms	X			1			1.00	1.00		
Disciplinary	Corporal	Coordinate Disciplinary Committee	X			1			1.00	1.00		
SUBTOTAL	Corporals											
TOTALS									60.19	55.00	60.00	

Note: All Caseworker posts have been merged to Corporal

Total new FTE recommended: 5.00

Custody Post Analysis Summary

Facility: Nebraska Correctional Youth Facility

JOB CLASS	NEW ANALYSIS LEVEL	HOL/NHOL FTE'S
Correctional Captain	1	0/1
Correctional Lieutenant	6	5/1*
Correctional Sergeant	10	9/1**
Correctional Corporal	43	40/3***
TOTAL FTE'S	60	54/6

* 1 Lieutenant NHOL - Administrative

* 1 Sergeant NHOL - Intel

* 3 Corporals NHOL - Clothing Issue
Disciplinary
Pass Clerk

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Facility specific
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 - 5 Day Captain

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 Day Lieutenants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
JOB CLASSIFICATION: Correctional Lieutenant
POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00- 5 Day Lieutenant

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Shift*	0	1	1	2	Facility specific
Unit *	0	0	1	0	Facility specific
TOTAL	0	1	2	2	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 8.70 - 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Intel	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 - 5 Day Sergeant

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Central Control*	0	1	1	1	Per staffing model
Perimeter Patrol*	0	1	1	1	Facility specific
Yard – Lead*	0	1	1	1	Facility specific
Yard – 1*	0	1	1	1	Facility specific
Restrictive Housing Unit*	0	1	1	1	Facility specific
Housing Unit 1*	0	1	1	1	Facility specific
Housing Unit 2*	0	1	1	1	Facility specific
Education*	0	1	1	0	Per staffing model
TOTAL	0	8	8	7	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 40.02 – 7 Day Corporals

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Pass Clerk*	1	0	0	0	Facility specific
Disciplinary	1	0	0	0	Per staffing model
Clothing Issue	1	0	0	0	Facility specific
TOTAL	3	0	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 3.25 – 5 Day Corporals

Calculation of Custody Relief Requirements

Step 1 Total # of eight hour shifts each staff would be available during a consecutive 365 work year

a)	Total work year days	365
b)	Total number of holidays	12
c)	Regular days off (two days off per seven day period)	104
d)	Average days authorized leave taken/employee	33.53
e)	Average days of training/employee	6

*Average annual hours per 1 staff member = $2088 - 8(33.53+6+12) = 1,675.76$ hours

Step 2 Determine relief factors for 8 hours/5 days per week (8/5) and 8 hours/7 days per week (8/7) posts

$8/5 = 1$ (post) X 8 hours X 261 days/year = 2088 hours divided by 1,675.76 =	1.25
$8/7 = 1$ (post) X 8 hours X 365 days/year = 2920 hours divided by 1,675.76 =	1.74

Step 3 Summary of basic post requirements (rounded to the nearest tenth)

1 One (1) eight hour, five day per week post requires	8/5	1.25
2 One (1) sixteen hour, five day per week post requires	16/5	2.50
3 One (1) eight hour, seven day per week post requires	8/7	1.74
4 One (1) sixteen hour, seven day per week post requires	16/7	3.48
5 One (1) twenty-four hours, seven day per week post requires	24/7	5.22

Additional FTE Requirements

This section addresses each area identified and potential additional costs. Please note there would be cost savings if Unit Caseworker (UCW) positions were replaced by Corporals.

<u>FTE Position Title</u>	<u># of FTE</u>	<u>Cost/FTE</u>	<u>Total Cost</u>
Corporal	-2 FTE	\$45,041	<\$90,082 >
Sergeant	7 FTE	\$50,057	\$350,399
TOTAL:	5 FTE		\$260,317

The above figures are salary plus benefits annually. Additional costs would also be associated with adding new staff to include uniform issue, radios and other personal protective equipment, training costs, etc.

All employees assigned to a shift are paid for roll call. This is an essential briefing occurring ten minutes prior to each shift. This cost also needs consideration when determining overall fiscal impact.

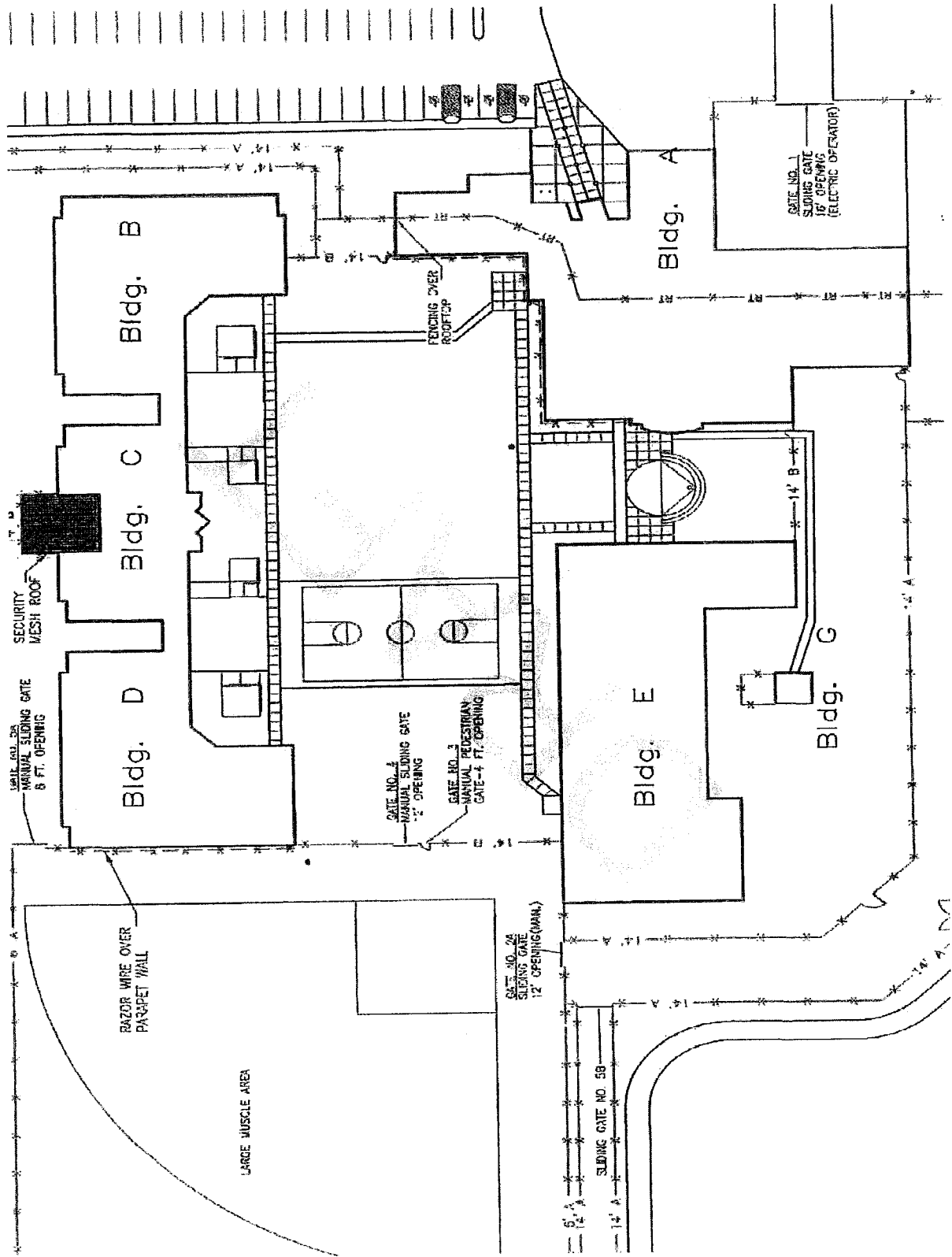
NCYF Specific Recommendations

- Intel – Assign a Sergeant to work with sensitive information and assist the Captain in such duties. The Intel Sergeant will complete video monitoring, mail monitoring, phone monitoring, facilitate staff and inmate searches, and gather Security Threat Group Intel and other tasks as identified by the Captain.
- Shift Sergeant – Assist with shift supervision on third shift as Team Leader. Currently only a Lieutenant and Sergeant are assigned to third shift.
- Unit Sergeant - Add one Sergeant to supervise and provide additional security presence in the housing units on second shift.
- Lead Yard Corporal – Utilize these staff to provide escort of internal movement and provide additional security presence on the yard.

Attachments

- A. Map
- B. Proposed NDCS Staffing Model

NCYF Facility Map





NDCS Proposed Custody Staffing Model

DRAFT

Custody Staffing Model - Unit Staffing

Building Sergeant	Shift			
Custody Level	1	2	3	Day
Maximum		8/5		8/5
Medium		8/7		
Minimum A Cells		8/5		
Minimum A Bay/Dorm		8/5		
Minimum B		8/5		
Community A				
Community A				

Minimum Sgts. will not have weekends off

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	100
Community B	100

Unit Corporals	Shift		
Custody Level	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7 8/7	8/7 8/7	
Med. Control Center	8/7	8/7	8/7
Med. Floor	8/7 8/7	8/7 8/7	
Min A. Control Center	8/7	8/7	
Min A. Floor (Bay/Dorm)	8/7 8/7	8/7 8/7	8/7 8/7
Min. A Control Center			
Min A. Floor (Cells)	8/7 8/7	8/7 8/7	8/7
Min B. Control Center			
Min B. Floor	8/7 8/7	8/7 8/7	8/7 8/7
Com A Control Center			
Com A Floor	8/7	8/7	
Com B Control Center			
Com B Floor	8/7	8/7	

Community Floor Corporal will watch multiple units
(intermediate supervision)

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
MAJOR		Shift		
Post/Area	1ST	2ND	3RD	Day
Security/Administrator				
Shift				8/5
CAPTAIN		Shift		
Post/Area	1ST	2ND	3RD	Day
Security/Management				
Administrative				8/5
Intel				8/5
Operations				8/5
LIEUTENANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	8/5
Administrative				8/5
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory/Key				8/5
Tool				8/5
Intel				8/5
Administrative	8/5	8/5		8/5
Principle Hearing				8/5
Activities/Programs				
Industries				8/5
Perimeter/Entry/Exit Security				
Vehicle Gate				8/5
CORPORALS		Shift		
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
	8/7	8/7		
Education / Programs	8/7	8/7		
Library	8/7	8/7		
Religious Center	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk		8/5		
Visiting *(off shift post)		8/5		
		8/5		
		8/5		
Administrative Support				
Disciplinary				8/5
Intel				8/5
Property	8/5	8/5		8/5
Industries (per shop)				8/5
Canteen				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7		
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Video Monitoring	8/7	8/7		
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7	8/7	
Tower/ Perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600



NEBRASKA
DEPARTMENT OF
CORRECTIONAL
SERVICES

Prison Staffing Analysis
Custody Staff
August 2015 – March 2016

To view the individual attachments, please click on the specific attachment below.

Attachments:

1. Complete NDCS Staffing Model
2. Community Corrections Center – Lincoln (CCCL) Staffing Analysis
3. Community Corrections Center – Omaha (CCCO) Staffing Analysis
4. Diagnostic and Evaluation Center (DEC) Staffing Analysis
5. Lincoln Correctional Center (LCC) Staffing Analysis
6. Nebraska Correctional Center for Women (NCCW) Staffing Analysis
7. Nebraska Correctional Youth Facility (NCYF) Staffing Analysis
8. Nebraska State Penitentiary (NSP) Staffing Analysis
9. Omaha Correctional Center (OCC) Staffing Analysis
10. Tecumseh State Correctional Institution (TSCI) Staffing Analysis
11. Work Ethic Camp (WEC) Staffing Analysis

Attachment 8

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA STATE PENITENTIARY

Prison Staffing Analysis

February 1-5, 8-9, 2016

Table of Contents

Staffing Analysis Team Information	8-2
Facility Design and Location	8-2
Institutional Profile	8-4
Operations	8-9
Programs	8-9
Activity Schedule	8-9
Activity Schedule Charts	8-11
Shift Relief Factors (SRF)	8-14
Summary of Observations	8-14
Summary of Post Planning Results	8-18
Current Post Plan/Previous Relief Factor	8-19
Current Post Plan/Current Relief Factor	8-21
Proposed Post Plan	8-23
Custody Post Analysis Summary	8-25
Calculation of Custody Relief Requirements	8-34
Additional FTE Requirements	8-35
Facility Specific Recommendations	8-36
Attachment: Facility Map	8-37
Attachment: Facility Proposed NDCS Staffing Model	8-38

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA STATE PENITENTIARY

Prison Staffing Analysis

February 1- 5, 8 – 9, 2016

Staffing Analysis Team (SAT)

The SAT held an organizational meeting on January 27, 2016 at the Nebraska State Penitentiary (NSP) prior to conducting the analysis. At the meeting the SAT prepared a Staffing Analysis Schedule and took a tour of the facility. Assignments were given to ensure all custody and housing unit posts were analyzed on all three shifts. The observations on post took approximately 7 days as team members worked independently throughout the time period to complete the analysis. Each SAT member completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Thomas English, Major – Omaha Correctional Center
- Michele Capps, Deputy Warden – Nebraska State Penitentiary
- Trish Bernhards, Assistant Warden – Nebraska Correctional Youth Facility
- Ed Fabian, Associate Warden – Omaha Correctional Center
- Rob Britten, Administrative Assistant III – Omaha Correctional Center
- Rich Brittenham, Captain – Nebraska State Penitentiary
- Craig Gable, Lieutenant – Tecumseh State Correctional Institution
- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center

Facility Design and Location

NSP is located in suburban Lincoln, Nebraska at 4201 South 14th St. Lincoln, NE. 68542. The facility has been on the same site since it opened in 1869.

Original physical plant consisted of two traditional cell houses that were constructed in the 1870's (West Cell Block) and 1890's (East Cell Block). These principal units along with an attached three-story administration building also of 19th century construction served until 1981. They were the oldest continuously occupied state buildings until that year.

The current "new" inside buildings were constructed in 1980-1993 and consist of an administration building which houses offices, visiting spaces, hospital (designated as a Skilled Nursing Facility) and clinic, food service operations and a gymnasium. Four 80 room "modular" housing units were constructed at the same time with bi-level observation centers that are staffed 24 hours a day. Access to the 80 rooms is by electronic/manually operated metal doors. A fifth 80-room unit was added in 1993 with some architectural modifications but with the same basic design. A multiple fuel power plant was also completed during 1980-1981 and supplies heat and chilled air along with emergency power. It primarily uses coal but can also be converted to natural gas and fuel oil in an emergency. Electric power to the facility is normally supplied by the city's electric service. Water/sewage services are also provided by the city of Lincoln.

In response to the increase in the inmate population, two single-story open-bay dormitories were opened in 1998 (Housing Units 7 and 8). Each unit has two sleeping bays separated by control centers, day rooms and shower/toilet facilities. These units share a common mechanical space.

Not all of the NSP physical plant was replaced in 1981. Surviving structures include a multi-bay dormitory (HU-6) and a "Control Unit" - a 36-cell Restrictive Housing Unit of traditional design which has been used to house the facility's most unmanageable inmates. These buildings were both constructed in the 1950's.

Other pre-1981 facilities include the industries plant (1940-1950), a multi-faith religious center (1931) and a variety of support structures (library, school, laundry, activity center, warehouse complex and maintenance shops.) In all, 40 structures (including the security towers) are on the property. There are approximately 30 acres of land inside the fence perimeter and the entire facility (excluding leased property) is approximately 130 acres.

The facility is divided into nine housing units. All housing units are for general population with the exception of housing unit # 4 and the Restrictive Housing Unit (RHU). The older dormitory designated as HU #6 contains a Residential Treatment Community for Substance Abuse and Housing Units #7 and 8 are also dormitory style housing. NSP houses male inmates 19 years of age and above who are serving short, medium and longer-term felony sentences.

Please see the attached Institutional Profile providing more specific information about NSP.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: NSP

Date: 02/01/16

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	No
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	Yes
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	No
Intensive Management	No
Disciplinary Segregation	Yes
Court Imposed Segregation	Yes
Does the facility house special populations	
Geriatric/convalescent population	Yes
Drug treatment or other residential therapeutic programs	Yes
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	936
What is the facility Operational Capacity	1,353
Average Daily Population for the last year	1,324
Custody Level	Minimum, Medium, Maximum
What are the external boundaries of the facility	12 foot chain link fence with razor ribbon; (8) external towers; (1) internal tower ; Microwave fence detection system -Approximately 130 acres
Does internal surveillance and supervision include	
Control Rooms	Yes

Cameras	Yes
Gates	Yes
Cross Fencing	Yes
Turnkeys	Yes
Internal towers	Yes
Other	N/A
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	Yes-building structures
What is the frequency and severity of visibility impairment such as fog or dust storms	Infrequent
Is the perimeter and yard lighting level sufficient	Perimeter – Yes Yard - No
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Frequent foot, commercial, maintenance staff account for approximately 24 vehicles daily
What is the location/design of inmate visitors' entrance/exit	Visitors enter through the main entrance in the Administration building.
What type of perimeter vehicle is available, and is it a fixed or mobile post	Mobile post, cars
Communications	
Do all staff in inmate areas have radios	No
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	TAC alarms are on radios
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Single cells, double cells and dormitory setting
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote and keyed manually
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available
What is the frequency of inmate disciplinary misconducts & types	8,295 (1 year total)

What is the frequency and seriousness of inmate on staff assaults	16 (1 year total)
What is the frequency and seriousness of inmate-on-inmate assaults	21 (1 year total)
Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	797 inmates received from June 2014 to May 2015
Is there significant gang or STG influences	Yes
Disciplinary Process	Yes
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes 1:1
unrestricted, open campus style	No
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	Yes
Visitation	
What is the visitation schedule	5 day schedule including the weekend
Are visits contact or non-contact or both	Capability for both
What is the process for visitor registration/sign-in and are security staff assigned full-time	Approved visitors sign in, are pat searched and monitored by security staff who are assigned full time.
What is the duration of visits	2.5 hours per session
What are the search requirements for inmates and visitors	Visitors – Pat searched Inmates – Strip searched
Work Assignments	
Are work details supervised by security staff	Some are supervised.
What are the essential work details inside the facility	Housing unit, visiting, industries, kitchen, maintenance, medical porters, etc.
Are there any essential work details in the community	No
What work details are optional/can be shut down	All depending on the circumstance.
Food Service	
Is food service contracted or state run	State run
Are any inmates fed in-cell, if so how many	Yes – approximately 96

Are inmates fed in central dining areas or in common areas in housing units	Yes, central dining areas
How are inmates escorted/sent to dining areas	Released by housing unit
How many staff are assigned to dining areas	3-4 yard staff
Programs	
List of Programs by:	
Number and types	Canine Programs, Vocational Programs, Residential Substance Abuse Treatment, Educational, Parenting, Relationships, Religious Programs, Mental Health
Hours of operation	Varies daily
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Institutional staff and volunteers
Are programs considered as a function or determining factor in inmate idleness	Yes
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	August 2014-August 2015
Medical,	1,455
Dental,	N/A
Mental health,	N/A
Court appearances	6
At outside hospitals, is there a prison ward, or does the sending institution provide security	No, NSP staff provide security
Are there other routine outside transports	Transfers-170 Other-26
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Yes
Attendance issues (e.g., overtime, sick leave abuse)	Yes
Staff grievances concerning post assignments, overtime, training, and so forth.	No
Critical incidents within the past five years	Yes
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	No
Specific statutory and umbrella agency policy and directives	No
New administrative regulations governing staff workload, classifications or holidays	No

New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

Custody: There are approximately 284 authorized custody FTE's that include Correctional Officers, Corporals, Sergeants, Lieutenants, Captains and Major. Shifts are 0600 - 1400 (First), 1400 - 2200 (Second) and 2200 - 0600 (Third). Specialist assignments (Key, Tool, Armory, and Disciplinary Committee) operate on varying day shifts.

Unit Management: Administration of the residential housing units is based on the Unit Management System. There is one Unit Administrator who provides general oversight to six Unit Managers for the inside units, two Unit Managers for Housing Units 7 & 8 and the Unit Manager for the Residential (Substance Abuse) Treatment Community.

Each Unit Manager is assisted by Unit Case Managers (UCM) and Unit Caseworkers (UCW). UCMs focus their duties on program elements including preparation of parole progress reports, housing/job/custody reviews and changes, good time restorations, personal plan reviews and similar activities. UCWs are generally responsible for building sanitation, searches, laundry distribution and what might be called traditional custodial/security functions.

Combining administrative and support staff (such as Food Service), NSP directly employs approximately 452 people. Nebraska Department of Correctional Services (NDCS) employees assigned to Health Care Services/Mental Health/Substance Abuse Programs, Education and Cornhusker State Industries are not included in this count, but are jointly supervised by the NSP Administration and the NDCS Central Office.

Programs

Inmates are offered a variety of programs at NSP. Programs afford educational and treatment opportunities. Programs offered at NSP are provided by: an active volunteer base, health services staff, re-entry partners, contract employees and NSP employees. The following programs and services are provided but not limited to:

- Adult Basic Education/GED/High School
- English As A Second Language
- Inside-Out Dads Parenting Program
- Within My Reach Relationship Program
- Common Sense Parenting Program
- College Correspondence
- Religious Services
- Braille Certification Program
- Recreation Program and Services
- Library Services
- Industries Program
- Conventional Inmate Employment
- Inmate Music Program
- Inmate Clubs

Activity Schedule

An activities chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however they are significant in that they require staff to complete these tasks.

Please see the attached NSP Activities Charts for both weekdays and weekends.

NSP Activities Chart

Weekday Activity	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400				
Restrictive Housing Exercise									0800-1130				1300-1630					1800-1900										
Restrictive Housing Feeding						0630-0800				1130-1300					1630-1800													
Restrictive Housing Showers									0800-1130					1300-1630														
Education										0800-1600																		
Official Counts	0130-0230		0330-0430														17-1800				2100	2230-2400						
Informal Counts						Every 30 minutes, not to exceed 40 minutes throughout a shift																						
Inmate Dining						0600-0730				1100-1300							1700-1830											
Inmate Visitation								0800-1050			1150-1410		1440-1700				1730-1950											
Laundry Distribution																												
Law Library								0800-1100					1430-1530							1830-2030								
Library								0800-1100					1330-1530							1830-2030								
Yard/Work Lines							0730-8				11-1200				1530-1630		17-1600			20-2030								
Yard								0800-2000					0800-2000							0800-2000								
Pill Call/Diabetic Lines						6-0700				11-1200							17-1800				21-2200							
Programs										0800-1600																		
Recreation/Gym													1330-1400						1830-1925									
Religious Services													1315-1500							1900-2100								
Med Pass/Clinic										0730-1530																		
Canteen											0900-1700																	
Trash Detail									8-0900												20-2100							
College Classes													13-1400															
Travel Orders																				1600-1930								
RH Visits																												
RH Law Library																												
Mail Call																												
Mental Health Rounds																												

UPON REQUEST

0800-1500

0600-1900

0800-1050

0600-1900

0600-1900

1700-1950

17-1800

17-1800

17-1800

17-1800

17-1800

NSP Activities Chart

Weekday Activity	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	
Exercise																									
Feeding						0630-0800			0800-1130				1300-1630					1800-1900							
Showers											1130-1300					1630-1800									
Official Counts		0130-0230	0330-0430								1100-1230							17-1800							
Informal Counts																									
Inmate Dining						0600-0730					1100-1300						1700-1830								
Inmate Visitation								0800-1050			1150-1410			1440-1700				1730-1950							
Law Library								0800-1100					1330-1530						1830-2030						
Library								0800-1100					1330-1530						1830-2030						
Yard/Work Lines							0730-8				11-1200			1530-1630			17-1800			20-2030					
Yard								0800-2000					0800-2000					0800-2000							
Pill Call						6-0700				11-1200							17-1800								
Programs																									
Recreation/Gym													1330-1400					1830-1925							
Religious Services									0815-1100																
Med Pass/Clinic											0730-1530			1315-1600											
Trash Detail																									
RH Visits								6-0900					13-1400												
RH Law Library								0800-1050																	
Mail Call																									

UPON REQUEST

NSP Activities Chart

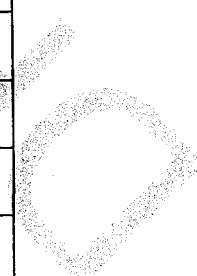
Weekend Activity	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	
Exercise																									
Feeding						0630-0800					1130-1300					1630-1800									
Shows																									
Official Counts		0130-0230	0330-0430								1100-1230						17-1800								
Informal Counts																									
Inmate Dining						0600-0730					1100-1300						1700-1830								
Inmate Visitation								0800-1050				1150-1410		1440-1700				1730-1950							
Law Library								0800-1100						1330-1530					1830-2030						
Library								0800-1100						1330-1530					1830-2030						
Yard/Work Lines							0730-8				11-1200				1530-1630		17-1800			20-2030					
Yard								0800-2000						0800-2000				0800-2000							
Pill Call						6-0700					11-1200						17-1800				21-2200				
Programs																									
Recreation/Gym																									
Religious Services																			1830-1925						
Med Pass/Clinic									0815-1100											1930-2100					
Trash Detail											0730-1530														
RH Visits								8-0900																	
RH Law Library								0800-1050																	
Mail Call																									

Every 30 minutes, not to exceed 40 minutes throughout a shift

Institutional Activities Chart

ALTERNATIVES TO VIOLENCE 1X MONTHLY

UPON REQUEST



Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Front Entrance/Pass Clerk

- Position has one Corporal assigned on first and second shift who is assisted by the Pass Clerk on each shift.
- Third shift opens the post prior to when first shift arrives in order to allow entry.
- Heavy amount of staff traffic at the beginning of the day, processing of a large number of inmate visitors on most days as well as volunteers and maintenance contractors. Inmates depart from the area for Community Transportation Orders.
- A large amount of responsibility and work that is performed *efficiently*, *effectively* and *professionally*.

Visitation

- Current minimal post staffing shows one Officer assigned to first and second shift and two Corporals assigned to second shift.
- Observations showed one Officer working 0800-1600 and two Corporals and one Officer working 1230-2030. Four Officers were assigned to supervise approximately fifteen inmates and their visitors at the time of analysis.
- As a result of the restrooms and vending machines being in an adjacent room an additional staff person is required to provide supervision and pat searches of visitors entering the room.
- Consideration should be given to reassigning staff when the volume of inmate/visitors is low.

Central Control

- Post assigned one day shift Corporal, Monday through Friday from 0800-1600 and two Officers each to first, second and third shift.
- Sight lines to the entry/exit Sally Port and to Turnkey are adequate.
- Staff is responsible for inmate counts, key control and coordination of the facility internal and perimeter security network. Staff is also responsible for monitoring the operation of security doors, security lighting, and communication systems including fire alarms, public address, smoke and heat detection devices, radio, telephone and other mechanical and electrical systems.
- An additional staff person is assigned to the video surveillance room located in Central Control on first and second shift daily.

Turnkey

- Current minimal post staffing on first and second shift is a Sergeant, Corporal and Officer. On third shift, minimum staffing is one Corporal.
- Large amount of inmate traffic is processed through this area daily. Inmates enter the area for Visitation, Orientation, Parole, Photo Lab, Principle Hearings, Institutional Disciplinary Hearings and interviews with supervisory staff. Inmates are also searched and restrained in this area prior to being dispatched on Community Transportation Orders.
- Requires increased security as a result of its close proximity to Central Control and Sally Port.

Housing Units

- Custody supervisors are responsible for filling and scheduling on Telestaff for Custody as well as Unit Management posts. Custody supervisors are also required to fill all vacancies if staff calls in sick, take vacation or any other absence. Assigned Case Managers or Unit Managers are not responsible for staff assigned to their unit. Unit Management supervisors seemed uninformed regarding absent staff or staff reassigned to another post.
- Housing Unit Post Orders are lengthy.
- Unit staff state they are regularly reassigned for Community Transportation Orders.

Housing Unit (Internal General Population - Housing Unit 2)

- Cell searches are not completed as prescribed by the Post Order
- One Unit Case Manager (UCM) has been covering the Canteen every day for several months as a result of staff vacancy. As a result the inmate case load is not receiving the necessary attention.
- Sanitation inspections are not completed as required in the Post Order. Staff states they are seldom relieved to accomplish the task.
- Second shift Unit Caseworkers (UCW) are actively involved with canteen distribution, pill call two times each day, laundry distribution, mail distribution and over-the-counter medication distribution that can occupy a significant portion of the shift.

Housing Unit (External General Population – Housing Unit 7)

- When three UCWs are scheduled one is usually reassigned to other areas due to staff needs.
- Although staff state they are busy they report being able to satisfy the expectations of the post.

Housing Unit (Internal General Population - Housing Unit 4 B/D and Restrictive Housing A/C)

- As a result of inmate activity, Control Center staff is busier on second shift than staff on first shift.
- One staff is assigned to monitor directly and constantly one particular inmate 24 hours each day.
- Days when canteen items are distributed is intense.
- As a result of staff not being available cell searches are not completed daily on the B/D side.

Housing Units (External – Housing Unit 6 – Residential Treatment Center)

- Staff assigned to the unit reported being able to complete the expectations of the Post Orders.
- Unit is Bay/Dorm style.

Restrictive Housing Unit (Control Unit)

- Staff report searches are difficult to accomplish. Searches are staffing intensive which makes scheduling and completing the searches regularly, challenging.
- Delivery of meals and medication is time consuming as a result of the number of staff required to complete the task.

Shift Command – Lieutenants/Sergeants

- Shift Supervisors spend a substantial amount of time completing routine documentation and administrative tasks. Much time is needed with Telestaff, Kronos, EDC Performance Plans, scheduling In-Service training as well as other duties associated with the position. This challenges supervisor's ability to make daily appearances at all posts occupied by inmates to insure Officers are adhering to established security procedures and to counsel inmates regarding personal problems as well as disciplinary problems.
- Allowing Sergeants or assigning clerical support may minimize the amount of office work completed by the Shift Supervisor which will afford for more time to complete supervision of staff and inmates.

Kitchen (Main and External) Corporal 1 each

- Both the Main and External Kitchen is assigned a Corporal on first and second shift.
- Custody staff provides supervision during meal times.
- These areas appear to be adequately staffed and in line with assigned duties.

Yard Staff/Supervision

- Responsibility of the Internal Yard supervision is tasked to a Sergeant, (4) Corporals and (4) Officers and the External Yard supervision is tasked to a Corporal and an Officer.
- Internal and External Operations each have approximately half the NSP population with Internal Operations having a higher classification of inmate.

Tower (1-8, 10)

- Staff is deployed to nine towers at the NSP. Staff is not assigned to three towers (5, 7, and 10) on third shift. Tower #10's schedule is off set with the operational hours of 0500-2100.
- Each tower deploys one Officer with the exception of Tower #2 which assigns two Officers Monday through Friday during business hours. All other times Tower #2 has one Officer assigned. This is needed in Tower #2 due to vehicle sally port supervision.

Vehicle Gate Sergeant/Officer

- A Sergeant and an Officer are currently assigned to the West Wire Gate. Main task is to process vehicles through the vehicle gate.
- Post appears to be adequately staffed.

Clinic Corporal

- Post hours are day shift hours (0700-1500), but are in the Corporal post rotation schedule. Consideration should be given to making this post a one year exempt from rotation post.
- Primary responsibility is to process inmates with a medical pass into and out of the area.

Skilled Nursing Facility (SNF) Corporal

- Primary responsibility is the security, custody and control of the SNF by observing inmate activity and addressing behavior that is disruptive and in violation of rules.

Education Corporal

- Current minimal posting is for a Corporal on first and second shift five days each week.
- Responsible for providing routine security checks and respond as necessary to inmate conflicts and disruptions in the building.

Gym Corporal

- It is common for the Gym Corporal to be required to provide security functions as well as facilitate recreation activities until recreation staff arrives for shift at 1200.

Library Corporal

- This area appears to be adequately staffed and in line with assigned duties.

TEK 1 and TEK 2 Officer (2)

- Post hours (0715-1600) are similar to day shift hours, but are in the Officer Post Rotation Schedule. Consideration should be given to making this post a one year exempt from rotation post.
- Staff acknowledged that one Officer per building is acceptable staffing. Work load seemed reasonable.

- Staff was observed completing area tours and inspecting areas as required.

Industrial (Chapel) Gate Corporal

- Post hours (0720-1550) are similar to day shift hours, but are in the Corporal Post Rotation Schedule. Consideration should be given to making this post a one year exempt from rotation post.
- Responsible for entry/exit of inmates employed by Cornhusker State Industries (CSI). Custody yard staff routinely assist with the process.
- Additional duties could include area checks of CSI shops, assisting the Metal Detector Officer and CSI Sergeant.

Metal Detector Officer

- Post hours (0730-1615) are similar to day shift hours, but are in the Officer Post Rotation Schedule. Consideration should be given to making this post a one year exempt from rotation post.
- Responsible for the entry/exit of CSI employed inmates through the Metal Detector. Custody yard staff routinely assists with the process.
- Additional duties could include area checks of CSI shops, assisting the Industrial Gate Corporal and CSI Sergeant.

Canine Corporal

- This area appears to be adequately staffed and in line with assigned duties.

Canine Program/Recycling Corporal

- This area appears to be adequately staffed and in line with assigned duties.

Laundry Sergeant/Officer (2)

- Post hours (0715-1600) are similar to day shift hours, but are in the Officer Post Rotation Schedule. Consideration should be given to making this post a one year exempt from rotation post.
- Responsible for processing inmates into and out of the building, completing area checks as required and for providing security, custody and control of the area.

CSI Shops Sergeant

- Oversees the CSI Shops.
- Supervision should be expanded to include Laundry.

Disciplinary Committee Corporals (4)

- This area appears to be adequately staffed and in line with assigned duties. As a result of the analysis, three positions are recommended instead of four.

Principle Hearing Sergeant

- This area appears to be adequately staffed and in line with assigned duties.

Photo Lab Corporal

- Recommend eliminating this position by adding Photo Lab duties to Property Control.

Property Control Corporal (2)

- This area appears to be adequately staffed and in line with assigned duties.

Intelligence – Captain, Unit Caseworker, Corporals

- Staff is busy monitoring mail, monitoring the Inmate Calling System, video monitoring, staff and inmate searches, gathering Security Threat Group intelligence, maintenance of intelligence files and assisting the Intel Captain as needed.

Key Control Corporal

- This area appears to be adequately staffed and in line with assigned duties.

Tool Control Corporal

- This area appears to be adequately staffed and in line with assigned duties.

Armory Sergeant

- This area appears to be adequately staffed and in line with assigned duties.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
- Calculation of Custody Relief Requirements

Minimal Post Staffing Analysis

Institution: Nebraska State Penitentiary

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Majors Office	Major	Institutional Security Administrator	X		1				1.00	1.00		
Admin. Bldg.	Operations Capt.	Oversees activities of cust. ranks	X		1				1.00	1.00		
Admin. Bldg.	Admin. Capt.	Security O.M.'s & P.O's	X		1				1.00	1.00		
Admin. Bldg.	Investigative Capt.	Internal Investigations	X		1				1.00	1.00		
SUBTOTAL	Administrative				4	0	0	0		4.00	4.00	0.00
Area #1	Lieutenant	Oversee custody shift	X		1	1	1	1	1.90	5.70		
Area #2	Lieutenant	Assists Area #1 Lt. in overseeing shift	X		1	1	1	1	1.00	2.00		
SUBTOTAL	Lieutenants				0	2	2	2		7.70	7.00	0.70
Area #1	Sergeant	Oversee shift Ofcs. & Cpls.	X		1	1	1	1	1.90	5.70		
Area #2	Sergeant	Assist Shift Supervisor	X		1	1	1	1	1.90	3.80		
Housing Unit #6	Sergeant	Custody support, supervises Ofcs. & Cpls.	X		1	1	1	1	1.90	5.70		
Turnkey	Sergeant	Supervise Turnkey staff	X		1	1	1	1	1.90	3.80		
Yard	Sergeant	Custody support, supervises Ofcs. & Cpls.	X		1	1	1	1	1.90	3.80		
Control Unit	Sergeant	Supervise CU Cpls, RH Unit Operations	X		1	1	1	1	1.30	1.30		
Industries	Sergeant	Oversees CSI shops	X		1	1	1	1	1.30	1.30		
Vehicle Gate	Sergeant	Controls vehicle & pedestrian traffic	X		1	1	1	1	1.30	1.30		
Principle Hearing	Sergeant	Conduct inmate hearings	X		1	1	1	1	1.30	1.30		
Laundry	Sergeant	Custody support, supervises Ofcs. & Cpls.	X		1	1	1	1	1.30	1.30		
Armory	Sergeant	Inspect/Inventory of security equip.	X		1	1	1	1	1.00	1.00		
SUBTOTAL	Sergeants				6	5	5	2		30.90	26.00	4.90
H.U. #1	Corporal	Conducts counts, monitors all unit operations	X		1	1	1	1	1.90	1.90		
H.U. #2	Corporal	Conducts counts, monitors all unit operations	X		1	1	1	1	1.90	1.90		
H.U. #3	Corporal	Conducts counts, monitors all unit operations	X		1	1	1	1	1.90	1.90		
H.U. #4	Corporal	Conducts counts, monitors all RH unit activities	X		2	2	2	2	1.90	11.40		
H.U. #5	Corporal	Conducts counts, monitors all unit operations	X		3	3	3	3	1.90	17.10		
H.U. #6	Corporal	Conducts counts, monitors all unit operations	X		1	1	1	1	1.90	1.90		
H.U. #7	Corporal	Conducts counts, monitors all unit operations	X		1	1	1	1	1.90	1.90		
H.U. #8	Corporal	Conducts counts, monitor all unit operations	X		2	2	2	2	1.90	11.40		
Control Unit	Corporal	Supervise CU daily activities	X		1	1	1	1	1.90	5.70		
Turnkey	Corporal	Searches, controls Turnkey traffic	X		1	1	1	1	1.90	3.80		
Gymnasium	Corporal	Oversees inmate gym activities, searches	X		1	1	1	1	1.90	3.80		
Skilled Nursing Facility	Corporal	Supervise SNF inmates, food, showers	X		1	1	1	1	1.90	1.90		
Canine Program	Corporal	Supv. inmate dog handlers/ recycle center	X		1	1	1	1	1.90	1.90		
Library	Corporal	Control legal & general library searches	X		1	1	1	1	1.90	3.80		
Inside Kitchen	Corporal	Supervise inmate activities. in Kitchen	X		1	1	1	1	1.90	3.80		
External Kitchen	Corporal	Supervise inmate activities. in Kitchen	X		1	1	1	1	1.90	3.80		
Front Entrance	Corporal	Control pedestrian traffic, visitor searches	X		1	1	1	1	1.90	3.80		
Yard	Corporal	Vehicle & inmate mvmt. supervise inmate act.	X		4	4	4	4	1.90	17.10		
Clinic	Corporal	Control inmate mvmt. dental, searches	X		1	1	1	1	1.30	1.30		
Hobby Center	Corporal	Monitor inmate traffic	X		1	1	1	1	1.30	2.60		
Canteen	Corporal	inmate mvmt in store, searches, monitor act.	X		1	1	1	1	1.30	1.30		
School	Corporal	Control mvmt, searches, activities	X		1	1	1	1	1.30	2.60		

Moved Canine Sgt. to Canine Cpl (transferred with TSCI),
and adjusted FTE accordingly (-1 Sgt, +1 Cpl)

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd				
Chapel Gate	Corporal	Control inmate & vehicle mvmt.	X		1			1.30	1.30		
Pass Clerk	Corporal	Processing visitors in	X		1	1		1.30	2.60		
Visiting	Corporal	Monitor supervisors visiting room	X			2		1.30	2.60		
Disciplinary	Corporal	Coordinate inmate Disciplinary hearings	X		4			1.00	4.00		
Central Control	Corporal	Supervise operations of Master control	X		1			1.00	1.00		
Tool Control	Corporal	Inspect/inventory of tools	X		1			1.00	1.00		
Key Control	Corporal	Monitor key control/make key repairs	X		1			1.00	1.00		
Canine Handler	Corporal	Work with K-9 to detect contraband	X		1			1.00	1.00		
Property Control	Corporal	Inventory and Store Inmate Prop.	X		2			1.00	2.00		
Photo Lab	Corporal	Process Inmates In/Out of NSP	X		1			1.00	1.00		
Investigation	Corporal	Investigates inmate and staff trafficking	X		1			1.00	1.00		
SUBTOTAL	Corporals				12	25	23	15	125.10	121.00	
H.U. #1	Officer	Controls mvmt, door, passes, monitors phone	X		2	2	1	1.90	9.50		
H.U. #2	Officer	Controls mvmt, door, passes, monitors phone	X		2	2	1	1.90	9.50		
H.U. #3	Officer	Controls mvmt, door, passes, monitors phone	X		2	2	1	1.90	9.50		
H.U. #4	Officer	Controls mvmt, door, passes, monitors phone	X		2	2	1	1.90	7.60		
H.U. #5	Officer	Controls mvmt, door, passes, monitors phone	X		2	2	1	1.90	9.50		
H.U. #7	Officer	Controls mvmt, door, passes, monitors phone	X		2	2	1	1.90	1.90		
H.U. #8	Officer	Controls mvmt, door, passes, monitors phone	X		2	2	1	1.90	1.90		
Central Control	Officer	Controls mvmt, door, passes, monitors phone	X		2	2	2	1.90	11.40		
External Yard	Officer	Controls inmate mvmt, inspectors, searches	X		1	1	1	1.90	5.70		
Towers #1-4,6,8	Officer	Views area of campus	X		6	6	6	1.90	34.20		
Towers #5,7,10	Officer	Views area of campus	X		3	3		1.90	11.40		
Skilled Nursing Facility	Officer	Provides security for SNF area	X				1	1.90	1.90		
Yard	Officer	Searches, fence check, vehicle escort	X		4	4	2	1.90	19.00		
Turnkey	Officer	Inmate mvmt. assist with visitors P.B.	X		1	1		1.90	3.80		
Tower #2 Observe	Officer	Views H.U. #4 Yard, HB court, back yard	X		1			1.90	1.30		
Visiting	Officer	Monitors visits, searches	X		1	1		1.30	2.60		
Metal Detector	Officer	Operation of metal detector	X		1			1.30	1.30		
Industries	Officer	Supervise inmates in JEK	X		2			1.30	2.60		
Laundry	Officer	Supervise inmates in operation of Laundry	X		1			1.30	1.30		
West Wire Gate	Officer	Controls vehicle & pedestrian traffic	X		1			1.30	1.30		
SUBTOTAL	Officers				2	32	28	18	147.20	126.00	
Housing Unit #1	Unit Caseworker	Monitor / control inmate movement & activities	X		1	1		1.90	3.80		
Housing Unit #2	Unit Caseworker	Monitor / control inmate movement & activities	X		1	1		1.90	3.80		
Housing Unit #3	Unit Caseworker	Monitor / control inmate movement & activities	X		2	2		1.90	7.60		
Housing Unit #4	Unit Caseworker	Monitor / control RH inmate movement & activities	X		2	2		1.90	7.60		
Housing Unit #5	Unit Caseworker	Monitor / control inmate movement & activities	X		1	1		1.90	3.80		
Control Unit	Unit Caseworker	Monitor / control RH inmate movement & activities	X		1	1		1.90	3.80		
Housing Unit #6-C	Unit Caseworker	Monitor / control inmate movement & activities	X		2	1		1.90	5.70		
Housing Unit #6-B	Unit Caseworker	Monitor / control inmate movement & activities	X		1	2		1.90	5.70		
Housing Unit #7	Unit Caseworker	Monitor / control inmate movement & activities	X		2	2		1.90	7.60		
Housing Unit #8	Unit Caseworker	Monitor / control inmate movement & activities	X		2	2		1.90	7.60		
Investigation	Unit Caseworker	Investigates inmate and staff trafficking	X		1			1.00	1.00		
SUBTOTAL	Unit Caseworkers				1	15	15	0	58.00	58.00	0.00
TOTALS									342.00	(30.30)	

** authorized FTE includes 1 CSI funded position
does NOT include 5 Maintenance Cpls

Minimal Post Staffing Analysis

Institution: Nebraska State Penitentiary

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Majors Office	Major	Institutional Security Administrator	X		1				1.00	1.00		
Admin. Bldg.	Operations Capt.	Oversees activities of cust. ranks	X		1				1.00	1.00		
Admin. Bldg.	Admin. Capt.	Security O.M.'s & P.O's	X		1				1.00	1.00		
Admin. Bldg.	Investigative Capt.	Internal Investigations	X		1				1.00	1.00		
SUBTOTAL	Administrative				4	0	0	0		4.00	4.00	0.00
Area #1	Lieutenant	Oversee custody shift	X		1	1	1	1	1.74	5.22		
Area #2	Lieutenant	Assists Area #1 Lt. In overseeing shift	X		1	1	1	1	1.00	2.00		
SUBTOTAL	Lieutenants				0	2	2	1		7.22	7.00	0.22
Area #1	Sergeant	Oversee shift Ofcs. & Cpls.	X		1	1	1	1	1.74	5.22		
Area #2	Sergeant	Assist Shift Supervisor	X		1	1	1	1	1.74	3.48		
Housing Unit #6	Sergeant	Custody support, supervises Ofcs. & Cpls.	X		1	1	1	1	1.74	5.22		
Turnkey	Sergeant	Supervise Turnkey staff	X		1	1	1	1	1.74	3.48		
Yard	Sergeant	Custody support, supervises Ofcs. & Cpls.	X		1	1	1	1	1.74	3.48		
Control Unit	Sergeant	Supervise CU Cpls, RH Unit Operations	X		1	1	1	1	1.25	1.25		
Industries	Sergeant	Oversees CSI shops	X		1	1	1	1	1.25	1.25		
Vehicle Gate	Sergeant	Controls vehicle & pedestrian traffic	X		1	1	1	1	1.25	1.25		
Principle Hearing	Sergeant	Conduct inmate hearings	X		1	1	1	1	1.25	1.25		
Laundry	Sergeant	Custody support, supervises Ofcs. & Cpls.	X		1	1	1	1	1.25	1.25		
Armory	Sergeant	Inspect/inventory of security equip.	X		1	1	1	1	1.00	1.00		
SUBTOTAL	Sergeants				6	5	5	2		28.15	26.00	2.15
H.U. #1	Corporal	Conducts counts, monitors all unit operations	X		1	1	1	1	1.74	1.74		
H.U. #2	Corporal	Conducts counts, monitors all unit operations	X		1	1	1	1	1.74	1.74		
H.U. #3	Corporal	Conducts counts, monitors all unit operations	X		1	1	1	1	1.74	1.74		
H.U. #4	Corporal	Conducts counts, monitors all RH unit activities.	X		2	2	2	2	1.74	10.44		
H.U. #5	Corporal	Conducts counts, monitors all unit operations.	X		3	3	3	3	1.74	1.74		
H.U. #6	Corporal	Conducts counts, monitors all unit operations	X		3	3	3	3	1.74	15.66		
H.U. #7	Corporal	Conducts counts, monitors all unit operations	X		1	1	1	1	1.74	1.74		
H.U. #8	Corporal	Conducts counts, monitor all unit operations	X		1	1	1	1	1.74	1.74		
Control Unit	Corporal	Supervise CU daily activities	X		2	2	2	2	1.74	10.44		
Turnkey	Corporal	Searches, controls Turnkey traffic	X		1	1	1	1	1.74	5.22		
Gymnasium	Corporal	Oversees inmate gym activities, searches	X		1	1	1	1	1.74	3.48		
Skilled Nursing Facility	Corporal	Supervise SNF inmates, food, showers	X		1	1	1	1	1.74	3.48		
Canine Program	Corporal	Supv. inmate dog handlers/ recycle center	X		1	1	1	1	1.74	1.74		
Library	Corporal	Control legal & general library searches	X		1	1	1	1	1.74	3.48		
Inside Kitchen	Corporal	Supervise inmate activities. in Kitchen	X		1	1	1	1	1.74	3.48		
External Kitchen	Corporal	Supervise inmate activities. in Kitchen	X		1	1	1	1	1.74	3.48		
Front Entrance	Corporal	Control pedestrian traffic, visitor searches	X		1	1	1	1	1.74	3.48		
Yard	Corporal	Vehicle & inmate mvmt, supervise inmate act.	X		4	4	4	4	1.74	15.66		
Clinic	Corporal	Control inmate mvmt, dental, searches	X		1	1	1	1	1.25	1.25		
Hobby Center	Corporal	Monitor inmate traffic	X		1	1	1	1	1.25	2.50		
Canteen	Corporal	Inmate mvmt in store, searches, monitor act.	X		1	1	1	1	1.25	1.25		
School	Corporal	Control mvmt, searches, activities	X		1	1	1	1	1.25	2.50		

Moved Canine Sgt. to Canine Cpl (transferred with TSCI),
and adjusted FTE accordingly (-1 Sgt. +1 Cpl)

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Chapel Gate	Corporal	Control inmate & vehicle mvmt.	X		1				1.25	1.25		
Pass Clerk	Corporal	Processing visitors in	X		1				1.25	2.50		
Visiting	Corporal	Monitor supervisors visiting room	X				2		1.25	2.50		
Disciplinary	Corporal	Coordinate inmate Disciplinary hearings	X		4				1.00	4.00		
Central Control	Corporal	Supervise operations of Master control	X		1				1.00	1.00		
Tool Control	Corporal	Inspect/inventory of tools	X		1				1.00	1.00		
Key Control	Corporal	Monitor key control/make key repairs	X		1				1.00	1.00		
Canine Handler	Corporal	Work with K-9 to detect contraband	X		1				1.00	1.00		
Property Control	Corporal	Inventory and Store Inmate Prop.	X		2				1.00	2.00		
Photo Lab	Corporal	Process Inmates In/Out of NSP	X		1				1.00	1.00		
Investigation	Corporal	Investigates inmate and staff trafficking	X		1				1.00	1.00		
SUBTOTAL Corporals					12	25	23	15		116.23	121.00	4.77
H.U. #1	Officer	Controls mvmt, door, passes, monitors phone		X	2	2	1		1.74	8.70		
H.U. #2	Officer	Controls mvmt, door, passes, monitors phone		X	2	2	1		1.74	8.70		
H.U. #3	Officer	Controls mvmt, door, passes, monitors phone		X	2	2	1		1.74	8.70		
H.U. #4	Officer	Controls mvmt, door, passes, monitors phone		X	2	2	1		1.74	6.96		
H.U. #5	Officer	Controls mvmt, door, passes, monitors phone		X	2	2	1		1.74	8.70		
H.U. #7	Officer	Controls mvmt, door, passes, monitors phone		X	2	2	1		1.74	1.74		
H.U. #8	Officer	Controls mvmt, door, passes, monitors phone		X	2	2	1		1.74	1.74		
Central Control	Officer	Controls mvmt, door, passes, monitors phone		X	2	2	2		1.74	10.44		
External Yard	Officer	Controls inmate mvmt, inspectors, searches		X	1	1	1		1.74	5.22		
Towers #1-4,6,8	Officer	Views area of campus		X	6	6	6		1.74	31.32		
Towers #5,7,10	Officer	Views area of campus		X	3	3	3		1.74	10.44		
Skilled Nursing Facility	Officer	Provides security for SNF area		X			1		1.74	1.74		
Yard	Officer	Searches, fence check, vehicle escort		X	4	4	2		1.74	17.40		
Turnkey	Officer	Inmate mvmt. assist with visitors P.B.		X	1	1			1.74	3.48		
Tower #2 Observe	Officer	Views H.U. #4 Yard, HB court, back yard.		X	1				1.25	1.25		
Visiting	Officer	Monitors visits, searches		X	1	1			1.25	2.50		
Metal Detector	Officer	Operation of metal detector		X	1				1.25	1.25		
Industries	Officer	Supervise inmates in TEK		X	2				1.25	2.50		
Laundry	Officer	Supervise inmates in operation of Laundry		X	1				1.25	1.25		
West Wire Gate	Officer	Controls vehicle & pedestrian traffic		X	1				1.25	1.25		
SUBTOTAL Officers					2	32	28	18		135.28	126.00	9.28
Housing Unit #1	Unit Caseworker	Monitor / control inmate movement & activities		X	1	1			1.74	3.48		
Housing Unit #2	Unit Caseworker	Monitor / control inmate movement & activities		X	1	1			1.74	3.48		
Housing Unit #3	Unit Caseworker	Monitor / control inmate movement & activities		X	2	2			1.74	6.96		
Housing Unit #4	Unit Caseworker	Monitor / control RH inmate movement & activities		X	2	2			1.74	6.96		
Housing Unit #5	Unit Caseworker	Monitor / control RH inmate movement & activities		X	1	1			1.74	3.48		
Control Unit	Unit Caseworker	Monitor / control RH inmate movement & activities		X	1	1			1.74	3.48		
Housing Unit #6-C	Unit Caseworker	Monitor / control inmate movement & activities		X	2	1			1.74	5.22		
Housing Unit #6-B	Unit Caseworker	Monitor / control inmate movement & activities		X	1	2			1.74	5.22		
Housing Unit #7	Unit Caseworker	Monitor / control inmate movement & activities		X	2	2			1.74	6.96		
Housing Unit #8	Unit Caseworker	Monitor / control inmate movement & activities		X	2	2			1.74	6.96		
Investigation	Unit Caseworker	Investigates inmate and staff trafficking		X	1				1.00	1.00		
SUBTOTAL Unit Caseworkers					1	15	15	0		53.20	58.00	4.80
TOTALS										342.00	(2.06)	

** authorized FTE includes 1 CSI funded position
does NOT include 5 Maintenance Cpls

Minimal Post Staffing Analysis

Institution: Nebraska State Penitentiary

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift					Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Recommend
			5 day	7 day	Day	1st	2nd	3rd					
Security Administrator	Major	Security Administrator	X		1						1.00		
Administrative	Captain	Administrative	X		1						1.00		
Intel	Captain	Intel	X		1						1.00		
Operations	Captain	Security Manager	X		1						1.00		
SUBTOTAL Administrative					4	0	0	0	0		4.00	4.00	4.00
Shift Supervisor	Lieutenant	Supervise staff and institution	X		1						1.74		
Administrative	Lieutenant		X		1						1.00		
SUBTOTAL Lieutenants					1	1	1	1	1		6.22	7.00	7.00
Shift	Sergeant	Assist Shift Supervisor	X		1						1.74		
Yard	Sergeant	Supervise Yard/Movement	X		1						1.74		
Turnkey	Sergeant	Process inmate movement	X		1						1.74		
Restrictive Housing	Sergeant	Supervise RH Unit	X		1						1.74		
HU 4	Sergeant	Supervise security of Unit	X		1						1.74		
HU 1/2	Sergeant	Supervise security of Unit	X		1						1.25		
HU 3/5	Sergeant	Supervise security of Unit	X		1						1.25		
HU 6	Sergeant	Supervise security of Unit	X		1						1.25		
HU 7	Sergeant	Supervise security of Unit	X		1						1.25		
HU 8	Sergeant	Supervise security of Unit	X		1						1.25		
Industries - CSI Shops	Sergeant	Supervise CSI Shop inmates	X		1						1.25		
Industries - Laundry	Sergeant	Supervise Laundryshop.	X		1						1.25		
Vehicle Gate	Sergeant	Control Vehicular traffic	X		1						1.00		
Armory / Key	Sergeant	Armory, Weapons	X		1						1.00		
Tool	Sergeant	Tool Control	X		1						1.00		
Intel	Sergeant	Intel/Investigations/STG	X		1						1.00		
Administrative	Sergeant	Staff Clothing, ACA, UA program	X		1						1.00		
Principle Hearing	Sergeant	Process Misconduct Reports	X		1						1.00		
SUBTOTAL Sergeants					9	6	11	3	3		41.12	26.00	41.00
Central Control	Corporal	Maintain Count, Facility doors	X		2						1.74		
Turnkey	Corporal	Control institutional traffic	X		2						1.74		
Education	Corporal	Supervise inmate Education	X		1						1.74		
Library	Corporal	Supervise the Library	X		1						1.74		
Activities / Clubs	Corporal	Supervise clubs/activities.	X		1						1.74		
Religious Center	Corporal	Supervise Religious Services	X		1						1.74		
RTC Pedestrian Gate	Corporal	Control access to min. sec.	X		1						1.74		
Yard	Corporal	Supervise the yard	X		5						1.74		
Inside Kitchen	Corporal	Supervise kitchen inmates	X		1						1.74		
External Kitchen	Corporal	Supervise kitchen inmates	X		1						1.74		
Gym	Corporal	Supervise Gym	X		1						1.74		

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Recommend
			5 day	7 day		Day	1st	2nd				
Skilled Nursing Fac.	Corporal	Supervise SNF inmates		x		1	1	1	1.74	5.22		
Video Monitoring	Corporal	Monitor facility cameras		x		1	1	1	1.74	3.48		
Facility Escorts	Corporal	Supervise inmate movement		x		4	4	2	1.74	17.40		
Towers	Corporal	Security perimeter fence		x		9	9	6	1.74	41.76		
Front Entrance	Corporal	Secure facility entry/exit		x		1	1	1	1.74	5.22		
HU 1	Corporal	Supervise Housing Unit		x		4	4	2	1.74	17.40		
HU 2	Corporal	Supervise Housing Unit		x		4	4	2	1.74	17.40		
HU 3	Corporal	Supervise Housing Unit		x		4	4	2	1.74	17.40		
HU 4	Corporal	Supervise Housing Unit		x		5	5	2	1.74	20.88		
HU 5	Corporal	Supervise Housing Unit		x		4	4	2	1.74	17.40		
HU 6 Sec. Office	Corporal	Monitor lower lobby of HU 6		x		1	1	1	1.74	5.22		
HU 6B	Corporal	Monitor Housing Unit		x		2	2	1	1.74	8.70		
HU 6C	Corporal	Monitor Housing Unit		x		2	2	1	1.74	8.70		
HU 7	Corporal	Monitor Housing Unit		x		3	3	2	1.74	13.92		
HU 8	Corporal	Monitor Housing Unit		x		3	3	2	1.74	13.92		
HU 78 Rover	Corporal	Monitor HU 7/8 at Night		x		1	1	1	1.74	1.74		
RH Unit	Corporal	Monitor Housing Unit		x		2	2	2	1.74	10.44		
External Canteen	Corporal	Canteen	x			1	1	1	1.25	1.25		
Clinic	Corporal	Supervise inmates in Clinic	x			1	1	1	1.25	2.50		
Pass Clerk	Corporal	Process Visits	x			1	1	1	1.25	2.50		
Visiting	Corporal	Supervise housing unit at night	x			2	2	2	1.25	5.00		
Property / Intake	Corporal	Oversee inmate Prop./New commits	x			1	1	1	1.25	2.50		
Recycling / Kennel	Corporal	Supervise recycling	x			1	1	1	1.25	1.25		
Industries - TEK 1	Corporal	Supervise TEK 1	x			1	1	1	1.25	1.25		
Industries - TEK 2	Corporal	Supervise TEK 2	x			1	1	1	1.25	1.25		
Industries - Wood shop	Corporal	Supervise Wood shop	x			1	1	1	1.25	1.25		
Industries - Metal / Plate	Corporal	Supervise Metal Shop	x			1	1	1	1.25	1.25		
Industries - Laundry	Corporal	Provide security in the Shops	x			1	1	1	1.25	1.25		
Metal Detector	Corporal	Control institutional traffic	x			1	1	1	1.25	1.25		
CSI Gate	Corporal	Control movement into shops	x			1	1	1	1.25	1.25		
Travel Orders	Corporal	Escort inmates outside facility	x			8	8	1	1.25	10.00		
Central Control	Corporal	Maintain Count, Facility doors	x			1	1	1	1.25	1.25		
Tower 2 Observer	Corporal	Monitor Vehicle traffic at gate	x			1	1	1	1.25	1.25		
Vehicle Gate	Corporal	Search vehicles at W. Wire Gate	x			1	1	1	1.25	1.25		
Disciplinary	Corporal	Coordinate discipline proceedings	x			3	3	1	1.00	3.00		
Canine Unit	Corporal	Facility Searches	x			1	1	1	1.00	1.00		
Intel	Corporal	STG review, assist intel Capt.	x			1	1	1	1.00	1.00		
SUBTOTAL	Corporals					28	68	72	35	336.56	305.00	337.00
TOTALS										387.90	342.00	389.00

Note: All Caseworker, Corporal and Officer positions have been combined to Corporal

Total new FTE recommended: 47.00
 ** authorized FTE includes 1 CSI funded position
 does NOT include 5 Maintenance Cpls

Custody Post Analysis Summary

Facility: Nebraska State Penitentiary

JOB CLASS	NEW ANALYSIS LEVEL	HOL/NHOL FTE'S
Correctional Major	1	0/1
Correctional Captain	3	0/3
Correctional Lieutenant	7	6/1*
Correctional Sergeant	41	32/9**
Correctional Corporal	337	322/15 ***
TOTAL FTE'S	389	360/29

* 1 Lieutenant NHOL- Administrative

** 9 Sergeants NHOL - Armory/Key
 Tool
 Intel
 Administrative (2)
 Principle Hearing
 Industries - CSI Shops
 Industries – Laundry
 Vehicle Gate

*** 15 Corporals NHOL - Education
 External canteen
 Disciplinary
 Canine
 Property/Intake (3)
 Recycling/Kennel
 Industries - TEK 1 and TEK 2 (2)
 Industries - Woodshop
 Industries - Metal/Plate Shop
 Industries - Laundry
 Metal Detector
 CSI Gate
 Tower 2 Observer
 Vehicle Gate

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Nebraska State Penitentiary
 JOB CLASSIFICATION: Correctional Major
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 - 5 Day Major

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska State Penitentiary
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	1	0	0	0	Per staffing model
Intel	1	0	0	0	Per staffing model
Operations	1	0	0	0	Per staffing model
TOTAL	3	0	0	0	

TOTAL FTE to include relief factor: 3.00 - 5 Day Captains

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska State Penitentiary
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

Relief factor of 1.74*

Total FTE to include relief factor: 6.22 – 7 Day Lieutenants**

***Recommending additional Lieutenant FTE to meet facility requirement of a Lieutenant as Shift Supervisor.*

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska State Penitentiary
JOB CLASSIFICATION: Correctional Lieutenant
POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

Total FTE to include relief factor: 1.00 – 5 Day Lieutenant

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska State Penitentiary
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
Yard*	0	1	1	1	Per staffing model
Turnkey*	0	1	1	0	Facility specific
Restrictive Housing*	0	1	1	1	Facility specific
Unit #4 (RHU) (B/D)*	0	1	1	0	Facility specific
TOTAL	0	5	5	3	

Relief factor of 1.74*

Total FTE to include relief factor: 22.62 – 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska State Penitentiary
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Unit (Max) (1, 2, 3, 5) *	2	0	2	0	Per staffing model
Unit (Min) (6, 7, 8)*	0	0	3	0	Per staffing model
Industries- CSI Shops*	1	0	0	0	Per staffing model
Industries - Laundry*	1	0	0	0	Facility specific
Vehicle Gate*	1	0	0	0	Per staffing model
Armory/Key	1	0	0	0	Per staffing model
Tool	1	0	0	0	Per staffing model
ntel	1	0	0	0	Per staffing model
Administrative	0	1	1	0	Facility specific
Principle Hearing	1	0	0	0	Per staffing model
TOTAL	9	1	6	0	

Relief factor of 1.25*

Total FTE to include relief factor: 18.50-- 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska State Penitentiary
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Central Control*	0	2	2	2	Per staffing model
Turnkey*	0	2	2	0	Facility specific
Education*	0	1	1	0	Per staffing model
Library*	0	1	1	0	Per staffing model
Activities/Clubs*	0	0	1	0	Facility specific
Religious Center	0	1	1	0	Per staffing model
RTC Gate*	0	1	1	0	Facility specific
Yard*	0	5	5	4	Per staffing model
Inside Kitchen*	0	1	1	0	Facility specific
External Kitchen*	0	1	1	0	Facility specific
Gym*	0	1	1	0	Per staffing model
Skilled Nursing Facility*	0	1	1	1	Per staffing model
Video Monitoring*	0	1	1	0	Per staffing model
Facility Escorts *	0	4	4	2	Per staffing model
Towers*	0	9	9	6	Facility specific
Front Entrance*	0	1	1	1	Per staffing model
Housing Unit 1*	0	4	4	2	Facility specific
Housing Unit 2*	0	4	4	2	Facility specific
Housing Unit 3*	0	4	4	2	Facility specific
Housing Unit 4*	0	5	5	2	Facility specific
Housing Unit 5*	0	4	4	2	Facility specific
Housing Unit 6 Office*	0	1	1	1	Facility specific
Housing Unit 6 B*	0	2	2	1	Facility specific
Housing Unit 6 C*	0	2	2	1	Facility specific
Housing Unit 7*	0	3	3	2	Per staffing model
Housing Unit 8*	0	3	3	2	Per staffing model
Housing 7/8 Rover*	0	0	0	1	Facility specific
Restrictive Housing Unit*	0	2	2	2	Facility specific
TOTAL	0	66	67	36	

Relief factor of 1.74*

Total FTE to include relief factor: 294.06 – 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska State Penitentiary
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	Shift				Comments
	Day	1st	2nd	3rd	
Intel Office	1	0	0	0	Per staffing model
External Canteen*	1	0	0	0	Per staffing model
Clinic*	0	1	1	0	Per staffing model
Pass Clerk *	1	0	1	0	Facility specific
Visiting*	2	0	2	0	Facility specific
Disciplinary	3	0	0	0	Facility specific
Canine	1	0	0	0	Facility specific
Property/Intake*	0	1	1	0	Per staffing model
Recycling/Kennel*	1	0	0	0	Facility specific
Industries - TEK 1*	1	0	0	0	Per staffing model
Industries - TEK 2*	1	0	0	0	Per staffing model
Industries - Wood Shop*	1	0	0	0	Per staffing model
Industries - Metal/Plate Shop*	1	0	0	0	Per staffing model
Industries - Laundry*	1	0	0	0	Per staffing model
Metal Detector*	1	0	0	0	Facility specific
CSI Gate*	1	0	0	0	Facility specific
Travel Orders*	8	0	0	0	Facility specific
Central Control*	1	0	0	0	Per staffing model
Tower 2 Observer*	1	0	0	0	Facility specific
Vehicle Gate*	1	0	0	0	Facility specific
TOTAL	28	2	5	0	

*Relief factor of 1.25

Total FTE to include relief factor: 42.50 – 5 Day Corporals

Calculation of Custody Relief Requirements

Step 1 Total # of eight hour shifts each staff would be available during a consecutive 365 work year

a)	Total work year days	365
b)	Total number of holidays	12
c)	Regular days off (two days off per seven day period)	104
d)	Average days authorized leave taken/employee	33.53
e)	Average days of training/employee	6

***Average annual hours per 1 staff member = $2088 - 8(33.53+6+12) = 1,675.76$ hours**

Step 2 Determine relief factors for 8 hours/5 days per week (8/5) and 8 hours/7 days per week (8/7) posts

$8/5 = 1$ (post) X 8 hours X 261 days/year = 2088 hours divided by 1,675.76 =	1.25
$8/7 = 1$ (post) X 8 hours X 365 days/year = 2920 hours divided by 1,675.76 =	1.74

Step 3 Summary of basic post requirements (rounded to the nearest tenth)

1 One (1) eight hour, five day per week post requires	8/5	1.25
2 One (1) sixteen hour, five day per week post requires	16/5	2.50
3 One (1) eight hour, seven day per week post requires	8/7	1.74
4 One (1) sixteen hour, seven day per week post requires	16/7	3.48
5 One (1) twenty-four hours, seven day per week post requires	24/7	5.22

Additional FTE Requirements

This section addresses each area identified and potential additional costs. Please note there would be cost savings if Unit Caseworker (UCW) positions were replaced by Corporals.

FTE Position Title	# of FTE	Cost/FTE	Total Cost
Corporal	32 FTE	\$45,041	\$1,441,312
Sergeant	15 FTE	\$50,057	\$ 750,855
TOTAL:	47 FTE		\$2,192,167

The above figures are salary plus benefits annually. Additional costs would also be associated with adding new staff to include uniform issue, radios and other personal protective equipment, training costs, etc.

All employees assigned to a shift are paid for roll call. This is an essential briefing occurring ten minutes prior to each shift. This cost also needs consideration when determining overall fiscal impact.

NSP Specific Recommendations

- Tool Control – Per the staffing model, upgrade from a Corporal to a Sergeant to inspect, control and inventory tools on an ongoing basis. The Sergeant will also establish accountability and responsibility for issue, storage, receipt and disposal of tools.
- Armory/Key – Per the staffing model, combine the Tool Corporal with the Armory Sergeant to create an Armory/Key Sergeant position.
- Intel - Assign a Sergeant to work with sensitive information and assist the Intel Captain in such duties. The Intel Sergeant will complete mail monitoring, phone monitoring, facilitate staff and inmate searches, gather Security Threat Group Intel and other tasks as identified by the Intel Captain.
- Administrative Sergeant - Complete necessary administrative responsibilities on first and second shift.
- Laundry - Sergeant to supervise the Laundry area daily.
- Restrictive Housing Unit - Utilize one Sergeant each shift in Restrictive Housing Unit.
- Housing Units (1,2,3 and 5) - Utilize recommended staffing model of two Sergeants, one on day shift and one on second shift five days weekly for maximum custody unit staffing.
- Housing Unit (4) - Partly utilized as restrictive housing. Assign one Sergeant on first shift and one on second shift seven days a week.
- Housing Unit (6, 7 and 8) - Utilize recommended staffing model of one Sergeant on second shift five days weekly.
- Education - Assign a Corporal to the area on first and second shift.
- Clubs Center - Assign a Corporal to the area on second shift.
- Religion - Assign a Corporal to the area first and second shift.
- Clinic - Assign a Corporal to the area on second shift. Current post plan authorizes one on first shift only.
- Visiting - Assign two Corporals to day shift. Current post plan authorizes two staff on second shift.
- Video Monitoring – Assign a Corporal to monitor inmate activity via video monitoring on first and second shift.
- Woodshop – Assign a Corporal to supervise inmate activity in the area.
- Metal/Plate Shop – Assign a Corporal to supervise inmate activity in the area.
- Yard – Additional yard support to supervise inmate activity and movement. One additional Corporal on first and second shift and two additional Corporals on third shift.
- Facility Escorts – Supervise and provide internal movement of inmates. There is no staff currently designated for this. Escort staff is currently pulled for each detail from other posts.
- Transportation Orders – Given the number of travel orders annually eight additional Corporals assigned to day shift would provide adequate staff.
- Front Entrance – Add one additional Corporal to third shift to provide necessary overnight security.
- Housing Units – Utilize recommended staffing model, maximum custody for unit staffing (1,2,3,4 and 5) and staffing model, minimum bay/dorm for unit staffing (6,7 and 8).
- Housing Unit 7/8 Rover – Additional Corporal to assist with supervision of inmates in housing units seven and eight on third shift only.

Attachments

- A. Map
- B. Proposed NDCS Staffing Model



NDCS Proposed Custody Staffing Model

DRAFT

Custody Staffing Model - Unit Staffing

Building Sergeant	Shift			
Custody Level	1	2	3	Day
Maximum		8/5		8/5
Medium		8/7		
Minimum A Cells		8/5		
Minimum A Bay/Dorm		8/5		
Minimum B		8/5		
Community A				
Community A				

Minimum Sgts. will not have weekends off

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	100
Community B	100

Unit Corporals	Shift		
Custody Level	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7 8/7	8/7 8/7	
Med. Control Center	8/7	8/7	8/7
Med. Floor	8/7 8/7	8/7 8/7	
Min A. Control Center	8/7	8/7	
Min A. Floor (Bay/Dorm)	8/7 8/7	8/7 8/7	8/7 8/7
Min. A Control Center			
Min A. Floor (Cells)	8/7 8/7	8/7 8/7	8/7
Min B. Control Center			
Min B. Floor	8/7 8/7	8/7 8/7	8/7 8/7
Com A Control Center			
Com A Floor	8/7	8/7	
Com B Control Center			
Com B Floor	8/7	8/7	

Community Floor Corporal will watch multiple units
(intermediate supervision)

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
MAJOR		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
CAPTAIN		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Management				
Administrative				8/5
Intel				8/5
Operations				8/5
LIEUTENANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	8/5
Administrative				
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory/Key				8/5
Tool				8/5
Intel				8/5
Administrative	8/5	8/5		
Principle Hearing				8/5
Activities/Programs				
Industries				
Perimeter/Entry/Exit Security				
Vehicle Gate				
CORPORALS		Shift		
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
	8/7	8/7		
Education / Programs	8/7	8/7		
Library	8/7	8/7		
Religious Center	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk			8/5	
Visiting *(off shift post)			8/5	
			8/5	
			8/5	
Administrative Support				
Disciplinary				8/5
				8/5
Intel				8/5
				8/5
Property	8/5	8/5		
Industries (per shop)				8/5
Canteen				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Video Monitoring	8/7	8/7		
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7	8/7	
Tower/ Perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600



NEBRASKA
DEPARTMENT OF
CORRECTIONAL
SERVICES

Prison Staffing Analysis
Custody Staff
August 2015 – March 2016

To view the individual attachments, please click on the specific attachment below.

Attachments:

1. Complete NDCS Staffing Model
2. Community Corrections Center – Lincoln (CCCL) Staffing Analysis
3. Community Corrections Center – Omaha (CCCO) Staffing Analysis
4. Diagnostic and Evaluation Center (DEC) Staffing Analysis
5. Lincoln Correctional Center (LCC) Staffing Analysis
6. Nebraska Correctional Center for Women (NCCW) Staffing Analysis
7. Nebraska Correctional Youth Facility (NCYF) Staffing Analysis
8. Nebraska State Penitentiary (NSP) Staffing Analysis
9. Omaha Correctional Center (OCC) Staffing Analysis
10. Tecumseh State Correctional Institution (TSCI) Staffing Analysis
11. Work Ethic Camp (WEC) Staffing Analysis

Attachment 9

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

OMAHA CORRECTIONAL CENTER

Prison Staffing Analysis

October 14-16, 2015

Table of Contents

Staffing Analysis Team Information	9-2
Facility Design and Location	9-2
Institutional Profile	9-4
Operations	9-9
Programs	9-9
Additional Services	9-10
Activity Schedule	9-10
Activity Schedule Charts	9-12
Shift Relief Factors (SRF)	9-14
Summary of Observations	9-14
Summary of Post Planning Results	9-18
Current Post Plan/Previous Relief Factor	9-19
Current Post Plan/Current Relief Factor	9-20
Proposed Post Plan	9-21
Custody Post Analysis Summary	9-22
Calculation of Custody Relief Requirements	9-30
Additional FTE Requirements	9-31
Facility Specific Recommendations	9-32
Attachment: Facility Map	9-34
Attachment: Facility Proposed NDCS Staffing Model	9-35

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

OMAHA CORRECTIONAL CENTER

Prison Staffing Analysis

October 14-16, 2015

Staffing Analysis Team (SAT)

The SAT held an organizational meeting prior to conducting the analysis. Assignments were given to ensure all custody and housing unit posts were analyzed on all three shifts. The observations on post took approximately 2 ½ days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Barbara Lewien, Warden – Omaha Correctional Center
- Michele Capps, Deputy Warden – Nebraska State Penitentiary
- Thomas English, Major – Omaha Correctional Center
- Chris Peters, Business Manager – Federal Surplus Property
- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center
- Trish Bernhards, Assistant Warden, Nebraska Correctional Youth Facility
- Rich Brittenham, Captain – Nebraska State Penitentiary
- Linda Bos, Human Resource Manager – Central Office
- Craig Gable, Lieutenant – Tecumseh State Correctional Institution

Facility Design and Location

The Omaha Correctional Center (OCC) is a medium/minimum security facility located on 37 acres in east Omaha. It is the third largest facility within the Nebraska Department of Correctional Services (NDCS). The facility was opened on April 24, 1984 with a designed capacity of 240 inmate beds. In 1994, an additional housing unit was built increasing the designed capacity to 396 inmate beds. Currently, OCC has 781 inmate beds located in four housing units. Housing Units J1, J2 and K are the original housing units. These housing units consist of two-person cells. Housing Unit J3 is divided into three wings with 8-person rooms. One wing of J3 is an In-Patient Substance Abuse Unit. Additionally, OCC has a Restrictive Housing Unit (RHU) with eleven cells located between the Programs Area and the Medical Clinic.

Historically, OCC has maintained a population of approximately 20% medium and 80% minimum. Today, those numbers are 36% medium and 64% minimum. No information was available on length of stay;

however it is currently being researched. The current average operating capacity of OCC is 765. Typically, OCC operates at about 190% of the designed capacity. It should be noted that the last significant assault on staff occurred in late 2014, staff grievances are very low, staff mandatory overtime is low, voluntary overtime is high and sick leave usage is average. Inmate on inmate assaults and fights do occur but at a low rate. Inmate grievances are also low.

There are a total of 16 buildings and one tower accessed through the administration building. The facility is surrounded by two 12-foot fences. Razor wire and fence alarms are part of the fence security. The North Gate is the vehicle sally port for the facility. The pedestrian sally port is through the administration building. There is also an interior pedestrian and vehicle sally port known as East Gate allowing emergency vehicle traffic as well as foot traffic to the industries areas and religious lands.

There are currently several maintenance projects OCC is preparing for requiring the entrance of contractors. These projects are all roofing projects due to storm damage. Two of the housing units are on the 309 Task Force project list as they require window replacement and exterior brick replacement. There are several issues with the windows around the facility that are also on the 309 Task Force project list. Priority level for these projects is not high on the 309 Task Force list.

Please see the attached Institutional Profile providing more specific information about OCC.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: OCC

Date: 10/24/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	For own - CCCO inmates and Parole Violators do return to OCC
Does the facility provide specialized chronic care services such as dialyses, hospice or geriatric?	No
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as pre or post disciplinary confinement	Yes
Administrative Confinement	No
Immediate Segregation	Yes
Protective Segregation	No
Intensive Management	No
Disciplinary Segregation	Yes
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	Yes
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	396
What is the facility Operational Capacity	666
Average Daily Population for the last year	765
Custody Level	Med/Min
What are the external boundaries of the facility	Double 12' fences topped with Razor Wire, One Tower
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes

Cross Fencing	Yes
Turnkeys	No
Internal towers	No
Other	Vehicle Perimeter Patrol
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence.	Yes, trees and buildings
What is the frequency and severity of visibility impairment such as fog or dust storms	Rare, winter storms/fog
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Vehicle entrance for emergency vehicles, inmate transfers and deliveries to internal supply, pedestrian traffic to industries, grounds keeping and religious lands
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby
What type of perimeter vehicle is available, and is it a fixed or mobile post	Car or Van- Mobile
Communications	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	HU's J1, J2, K are secured double-bunked cells, HU J3 are unsecured 8-person cells
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes, cameras have been installed
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct 0600-2200. Secure 2200-0600
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote and/or manually keyed in J1, J2, K; Inmates have room keys in J1, J2, K; Unsecured must be manually keyed in J3
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	2014- 5,558 2015- 3,969 2014 Class 1- 802 2015 Class 1- 353

What is the frequency and seriousness of inmate on staff assaults	Total of (6) staff assaults in past 5 years. 3 in 2013; 2 in 2014; 1 in 2015 (pushing)
What is the frequency and seriousness of inmate-on-inmate assaults	Total of (39) in 2014, 1 weapon used Total to date 2015 (32), no weapons used
Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Recent increase in medium custody percentage from 20% to 36%; reentry to community custody is encouraged and sought
Is there significant gang or STG influences	Yes
Disciplinary Process	Per policy
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes when needed
unrestricted, open campus style	Yes
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	Yes
Visitation	
What is the visitation schedule	W/Th/F 1330-1645; 1715-2030 Sa/Su 0745-1045; 1200-1500
Are visits contact or non-contact or both	Contact only
What is the process for visitor registration/sign-in and are security staff assigned full-time	OCC Pass Clerk will process visitors and monitor the visiting room as needed. Central Control staff aids in monitoring visits. Yard staff will escort the inmates and complete the strip search in and out of visiting.
What is the duration of visits	2-3 hours per visit.
What are the search requirements for inmates and visitors	Inmates are strip searched. Visitors pass through metal detector and are pat searched.
Work Assignments	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Food service, HU porters, maintenance and grounds, medical porters, laundry
Are there any essential work details in the community	No
What work details are optional/can be shut down	Gym, Programs, industries, Recreation, library, religion

Food Service	
Is food service contracted or state run	State
Are any inmates fed in-cell, if so how many	Yes, Restrictive Housing; Average is approx. 17
Are inmates fed in central dining areas or in common areas in housing units	Central Dining
How are inmates escorted/sent to dining areas	Intercom announcement rotation of units called and proceed to dining upon call; open campus
How many staff are assigned to dining areas	3 custody staff assigned during meals; 0 custody staff during prep time.
Programs	
List of Programs by:	
Number and types	Numerous programs offered including: Moral Reconciliation Therapy (MRT), 7 Habits, General Education, Parenting, College, Alcoholics Anonymous (AA), Narcotics Anonymous (NA), Clubs, In-Patient Substance Abuse, Domestic Violence, Outpatient Sex Offender, Anger Management, Religion
Hours of operation	Programs occur daily - see activity chart
Total participants and individual class/group size	Varies - average 15
Contracted or institutional staff supervised	Both
Are programs considered as a function or determining factor in inmate idleness	Yes
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	
Medical, Dental, Mental health	2014 - 635/ yr (2860.38 hrs) Thru 10/28/15 - 331/ yr (1223.36 hrs)
Hospital stays TO's	2014 - 67/ yr (5738.81 hrs) Thru 10/28/15 - / yr (1302.57 hrs)
Court appearances	2014 - 7/ yr (17.03 hrs) Thru 10/28/15 - 6/ yr (29.42 hrs)
Transfers	2014 - 109/ yr (722.15 hrs) Thru 10/28/15 - 47/ yr (330.91 hrs)
At outside hospitals, is there a prison ward, or does the sending institution provide security	Institution provides security plus we provide security for other facility's inmates coming to Omaha for hospital visits; Hospital has security that is notified and may assist.
Are there other routine outside transports	2014 - 20/ yr (48.81 hrs) Thru 10/28/15 - 7/yr (31.08 hrs)
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Douglas County pays substantially more, low unemployment rate.

Attendance issues (e.g., overtime, sick leave abuse)	Sick leave and mandatory overtime is average or low; voluntary overtime is typically high
Staff grievances concerning post assignments, overtime, training, and so forth.	1 – grievance reference to bidding for post
Critical incidents within the past five years	STG activity; small number of staff assaults; contraband introduction of synthetic marijuana has led to various medical emergencies
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes , PREA
ACA Accreditation Standards affecting staffing	No

Operations

OCC operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. Each housing unit operates on first and second shift with a Unit Manager, Unit Case Managers and Unit Caseworkers assigned to each unit. The units are operated by custody staff on third shift. Day shift staff includes administrative and support staff as well as various additional staff such as Cornhusker State Industries (CSI) staff, etc.

There are many shared services between the Omaha facilities. OCC provides services to the Community Correctional Center – Omaha (CCCO) and/or the Nebraska Correctional Youth Facility (NCYF) in the following areas:

- Emergency Management
- Inmate Records
- Human Resources
- Business Office
- Supply
- Maintenance
- Safety/Sanitation
- Medical/Dental
- Inmate Mail

Programs

Inmates are offered a variety of programs at OCC. Programs afford educational and treatment opportunities. Programs offered at OCC are provided by: an active volunteer base, health services staff, re-entry partners, contract employees and OCC employees. The following programs and services are provided but not limited to:

- Mental Health Counseling
- Outpatient Sex Offender Program (O-help)
- Anger Management
- Domestic Violence Programming
- Inpatient Substance Abuse Programming
- Cornhusker State Industries
- Adult Basic Education/GED/High School
- Metro Community College courses
- Parenting – Inside Out Dads
- Daddy Day Visits
- Financial Peace University
- 7 Habits on the Inside
- Moral Reconciliation Therapy
- Recreation Programs and Services
- Inmate Music Program
- Inmate Clubs
- Religious Services
- Library Services

- Alternative to Violence
- Planning with a Purpose

Additional Available Services

A medical clinic is located within the facility. In addition to serving the medical needs of the OCC population, the medical clinic serves the inmates of CCCO located across from OCC. CCCO inmates are processed into OCC for these services requiring OCC staff to conduct searches of the inmate in/out of the facility. Additionally, OCC staff provide escort of these inmates to the medical clinic.

The Physician and other clinic staff must also travel to the NCYF, located approximately 3 blocks away, to provide services to their inmate population.

A dental clinic is located within the medical area. Currently a contract exists for a dentist and his assistants to enter OCC to provide services.

OCC operates with a central pill call located just outside the medical clinic. Pill call is conducted three times a day and requires custody staff to monitor this activity. The number of inmates with medications determines the time needed for custody staff to complete this duty. OCC has two pill call windows; however, currently is only able to operate one window during pill call due to staffing levels both within medical and security.

Given that OCC has limited medical services within the facility, many travel orders are utilized for various services within the Omaha community. These travel orders are completed predominantly by custody staff and completed in compliance with the NDCS Security Manual. The travel order numbers were considered by the SAT during this analysis and contribute to the overall staff needs. Additionally, a recent change in the number of medium security inmates increases the staff needed to complete travel orders, as a travel order for a medium security inmate requires two staff according to policy where a minimum security inmate typically requires one staff member.

Activity Schedule

It is important to note OCC operates with an open campus. Inmates move about the facility when the yard is open. The housing units run hourly doors during certain periods of the day limiting the amount of traffic in and out. The gymnasium and other outside recreation areas are typically open during the majority of the day. There are areas inmates need a pass in order to access such as medical, education, etc. The open campus allows for all inmates to be on the yard at one time. During nice weather conditions, there are large numbers of inmates on the yard at one time.

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order.

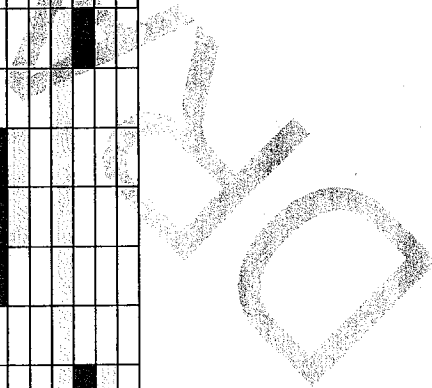
Although inmate visitation is on the Activities Chart, it is important to note the staff intensive needs of visitation through visitor processing, inmate processing and observation of visits. Restrictive Housing visits occur on Thursday evenings. These visits are also staff intensive and require scheduling based upon the inmate's reason for restrictive housing placement.

OCC processes approximately 350 visitors in an average week. Only the Nebraska State Penitentiary processes more visitors than OCC within NDCS.

Please see the attached OCC Activities Charts for both week days and weekends.

OCC Activities Chart

Weekday activities at OCC	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400
Roll Call																								
Restrictive Housing Exercise																								
Restrictive Housing Feeding																								
Restrictive Housing Showers																								
Education																								
Official Counts																								
Informal Counts																								
Inmate Dining																								
Inmate Visitation																								
Laundry Distribution																								
Yard																								
Pill Call																								
Programs																								
Programs Conference Room																								
Recreation/Gym																								
Religious Services/Center																								
Canteen																								
Travel Orders																								
Eastgate Area																								
AVP																								
Volunteer Classes/Groups																								
Mail Call																								
Mental Health Roundgroups																								
Dr Pepper vendor																								
Canteen Vendor																								
Johnny on the Spot																								
Housing Units																								
Contraband check																								
Fence check																								
Lighting/Access Cover Check																								



OCC Activities Chart

Weekend activities at OCC	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400		
Roll call																										
Restrictive Housing Exercise																										
Restrictive Housing Feeding																										
Restrictive Housing Showers																										
Education/Programs Area																										
Official Counts																										
Informal Counts																										
Inmate Dining																										
Inmate Visitation																										
Library																										
Yard																										
Esigate Area																										
Pill Call																										
Programs																										
Recreation/Gym																										
Religious Services/Chapel																										
Travel Orders																										
RH Law Library																										
Mail Call																										
Multi Purpose Room																										
Contraband Checks																										
Fence Checks																										
Lighting and Access Cover Check																										

DRAFT

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Armory/Key Sergeant

- Clearly a massive amount of work assigned to one staff member. OCC also has inmate room keys this employee must manage in addition to other key control responsibilities.
- This position is responsible for maintaining about 7000 keys, 800 locks, re-issuing OC spray, ordering security equipment and supplies, counting ammunition, issuing and checking weapons for perimeter patrols, completing NCIC checks and assists with Central Control.
- Although work load is exceptionally large, this employee assists Central Control frequently due to needed assistance.

Tool Sergeant

- Tool control for this size of facility is significant with maintenance, medical, dental, industries tools and all other facility area tools.
- This position maintains approximately 6,000 tools.
- A comparison of current Armory/Key/Tool Sergeant's position to others within NDCS indicate this position requires two FTE's – 1 Armory/Key and 1 Tool Sergeant.

Central Control

- One custody staff assigned to manage all facility entry, phone lines including the CCCO phone lines, distribute keys and equipment, monitor cameras, dispatch vehicles, data entry on inmate movement, operate doors and vehicle gate.
- A large amount of work for one staff to safely manage. This is an essential post with a large amount of traffic and responsibility.
- Second Shift Central Control has the busiest time during 1400 to 1630 hours mostly due to phone calls, staff entering and exiting, visitation and other movement.

Programs/Education Officer

- The Programs/Education Officer covers the mental health, education, commons and maintenance areas. The Officer was utilized from this area to cover CCCO inmate escorts and searches. This Officer may cover medical during pill call due to high volume of activity in medical at one time.
- The large area and number of areas this Officer covers prevents from longer terms of supervision but rather results in area checks completed by the Commons Officer.
- Other areas the Commons Officer covered included: east gate assistance, visiting assistance, vendor escorts, travel orders, UA collections and dining supervision.

Disciplinary/Property

- These areas appear to be adequately staffed and in line with assigned duties.

East Gate and Industries

- Two staff currently assigned to the East Gate post with overlapping hours. Main task is to process inmates in and out of the CSI shops. Yard staff also assist in this process.
- A significant amount of activity in the shops with many tools and areas where security may be a concern. Industries does not currently have any custody staff assigned leaving only CSI staff to monitor all shop areas.

Gym/Canteen Officer

- This position covers gym, canteen and ball field. When recreation staff are not present, the gym may close and the custody staff assists on the yard. The Gym Officer also covers dining hall during meal time.
- This work conducted at this post is often dictated by weather conditions.
- This post was utilized frequently to cover the canteen, leaving the gym without a security presence.

Housing Unit (J3)

- Each wing was assigned one Unit Caseworker (UCW). This unit does not have locking cell doors and has 8 inmates per room. The last staff assault occurred in this unit. If the UCW needs a break, no back up is available except yard staff.
- The difficulty in performing room and area searches was noted. The large number of inmates per room and the amount of property is significant.
- The original design of this unit was four inmates per room. When J1 was closed for construction, inmates were relocated to J3. Once J1 re-opened the inmate beds remained filled in J3 bringing the count to the current number today. The staff assigned to this unit did not increase.

Housing Units (K, J1 and J2)

- Noted clean and orderly units supervised appropriately with number of staff currently assigned.
- Second shift had concerns regarding the yard closing 30 minutes before the unit was locked down. Observations and staff interview indicate this is a busy time but manageable due to yard staff entering each unit to assist.
- The busiest times noted were following count through meal times including approximately 30 minutes after meals were completed.

Kitchen

- No custody staff are assigned to the kitchen. Food service provides all supervision for inmates working in the kitchen.
- Inmates assigned to work in the kitchen begin their day at 0400 hours. The Food service staff were responsible for watching up to 35 inmates at one time. The layout of the kitchen increases difficulty in supervision of the inmate population.

Medical Clinic/Dental/Pill Call

- One custody staff is assigned to the area. When pill call begins, the medical staff must supervise the medical area while the officer watches pill call. The number of inmates allowed in medical is reduced to four during this time.

- A second pill call window is available but unused due to lack of staff to watch two lines. Use would speed up the pill call process significantly. If two lines were used, the nursing staff would also need to increase or a schedule change would need to occur to accommodate this addition.

Vehicle Gate

- This post appears adequately staffed with one custody staff. It is a busy post but does not have overwhelming duties assigned. The assignment of one staff member is appropriate, however an increased command presence should be considered given the security risks associated with a vehicle sally port.

Restrictive Housing

- One custody staff is assigned to this post. Newly implemented procedures for use of the come-along and procedures for staff to speak to inmates in restrictive housing are cumbersome and leave no one to watch the gallery or run doors while the assigned Corporal is assisting with these new procedures.
- This position can also complete camera monitoring. A new camera monitoring room could be assigned this duty with the addition of an Intel position.

Visitation

- While OCC is the third largest facility within NDCS, OCC typically process the second largest number of visitors. Only one Pass Clerk is assigned to process visitors at the front entrance.
- The visiting room also has an outdoor courtyard opened during acceptable weather conditions. There are only two staff assigned to watch up to 80 visitors and the inmates.
- Both staff currently assigned to visitation are male requiring a female staff to be called to the area upon the need to search a female visitor.

Shift Lieutenant/Supervisor

- The Shift Lieutenants do spend a great deal of time completing forms, documents and computer work in the supervision of their shift. A great deal of time is spent with Telestaff, Kronos, EDC performance plans, scheduling training, and other paper or computer work associated with the position. This removes the ability for the Supervisor to be visible and out observing staff on post and overall shift management.
- Allowing Sergeants or assigning an office personnel to assist may alleviate the amount of office work completed by the Lieutenant and allow for more supervisory functions.

Yard Staff

- There were very few yard staff who were actually on the yard. These staff were utilized to take escorts, take travel orders, process in travel orders, process newly transferred inmates, complete strip searches in/out of visitation, escort vendors, perform searches, assist in restrictive housing and escort inmates from CCCO for medical appointments.
- Assigned to complete duties or provide coverage for other posts when needed. Yard staff are expected to complete UA collections as well. The average number of travel orders per day equals two which are typically assigned to the yard staff. This position also fills other post vacancies. It was noted the yard staff were assigned to so many details the yard was left unsupervised.
- Yard staff also assist in the units during second shift after yard closes and before the unit locks down.

- Thursdays on second shift are particularly busy days for yard staff due to dining, restrictive housing visits, pill call, various programs, general population visitation and other activities all occurring right about the same times.
- Regarding incident and/or emergency management, it was noted there are so many activities needing supervision that should an incident occur, there would not be sufficient staff available to manage and resolve an incident-particularly on Wednesdays and Thursdays during second shift.
- Third shift yard staff indicate being busy but believe there is adequate coverage for duties.

Activities/Clubs

- OCC currently relies on one administrative staff member to cover all volunteer and club activities. This is not sufficient coverage because when that staff member is absent, a custody staff member is assigned to complete the duties in their absence.

Additional Observations

- OCC spent 9,056.18 hours on travel orders in 2014. So far in 2015, the number is 2,917.34 hours for a two year average of 6,278.49 per year. There are no designated staff escorts for these travel orders.
- Staff were generally satisfied with their jobs. A few mentioned being compensated through step raises for years of services and/or compensation for performance.
- The Critical Incident Conflict Resolution (CICR) training appears to be used frequently and may be effective in reducing the restrictive housing placements as well as resolving unit issues between inmates.
- It was noted there are many trends that may contribute to the overall allotted staffing at OCC including: low frequency of staff grievances, rare staff assaults, minimal use of mandatory overtime and overall facility culture. Also contributing may be inmate classification, open yard concept, low inmate grievances, low incidents of inmate-on-inmate fights and assaults.
- Although OCC is the third largest facility and has designated posts, many staff were taken away from their posts to cover other areas, particularly travel orders, searches, etc. This is typically seen in much smaller facilities than OCC. The SAT observed the facility although large within the NDCS system, operates similarly to a smaller facility.
- The recent change in procedure for dispatching a travel order has added to the work load of staff. Past practice dispatched travel orders through the front pedestrian sally port. Recently, a change was made dispatching travel orders through the vehicle gate. Staff view this as cumbersome and less secure than past practice.
- OCC should also consider assigning a female only post to the visitation room as currently, both staff are male and female staff must be called to the area in order to complete searches of female visitors using the restroom.
- Consideration should be given to changing the RHU visiting day and times as it is currently at the busiest time and day of the week.
- The Industries Gate should maintain current staffing level. Change post assignment to include this post assisting in industries security.
- OCC has a video monitoring room that is currently staffed by yard staff. There are no staff specifically assigned so staff are utilized from other posts. Assigning a specific staff person would enhance video surveillance and ensure other staff can remain on their assigned posts.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/ Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
- Calculation of Custody Relief Requirements

Minimal Post Staffing Analysis

Institution: Omaha Correctional Center

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Major's Office	Major	Security Administrator	x		1				1.00	1.00		
Captains Office	Captain	Operations	x		1				1.00	1.00		
Captains Office	Captain	Intel.	x		1				1.00	1.00		
SUBTOTAL	Administrative				3	0	0	0		3.00	3.00	0.00
Lieutenants	Lieutenant	Shift Supervisor		x		1	1		1.00	3.80		
Lieutenants	Lieutenant	Shift Supervisor		x				1	1.00	1.00		
SUBTOTAL	Lieutenants					1	1	1		5.70	5.00	(0.70)
Sergeant	Sergeant	ERT Lead, Asst. Shift Sup.		x		1	1	1	1.00	5.70		
Armory Sergeant	Sergeant	Armory & Key Control	x		1				1.00	1.00		
SUBTOTAL	Sergeants				1	1	1			7.70		
Central Control	Corporal	Control Facility Moves		x		1	1	1	1.00	5.70		
Lead Yard	Corporal	Yard Supervision		x		1	1	1	1.00	5.70		
Control Unit	Corporal	Supervise RHU		x		1	1	1	1.00	5.70		
Gym	Corporal	Supervise Gym, Barber		x		1	1		1.00	3.80		
J3 Unit	Corporal	3rd shift J3 wings		x				3	1.00	5.70		
Property	Corporal	Control/Store Property	x		1				1.30	1.30		
Library	Corporal	IDC Hearings / Library	x		1				1.30	1.30		
Vehicle Gate	Corporal	Control Vehicle Traffic	x		1				1.30	1.30		
Pass Clerk	Corporal	Process visitors	x		1				1.30	1.30		
Visiting	Corporal	Supervise Visiting	x		2				1.50	2.60		
Industries	Corporal	Supervise access to area	x		1				1.00	1.00		
Disciplinary	Corporal	Coordinate IDC hearings	x		1				1.00	1.00		
Canine	Corporal	Drug Detection	x		1				1.00	1.00		
SUBTOTAL	Corporals				2	2	2	3		37.70	41.00	(3.30)
Yard (1&2)	Officer	Supervise Yard		x		2	2	2	1.00	11.40		
Medical clinic	Officer	Supervise Clinic		x		1	1		1.00	3.80		
3rd shift J1/J2/K	Officer	3rd shift unit coverage		x				3	1.90	5.70		
Tower	Officer	Perimeter support		x		1			1.00	3.80		
Perimeter	Officer	Perimeter Security		x		1	1	1	1.00	5.70		
Education / Programs	Officer	Supervise Commons		x		1	1		1.30	2.60		
Industries	Officer	Industry Security		x		1			1.30	1.30		
Library	Officer	Supervises Library		x			1		1.30	1.30		
Turnkey	Officer	Front entrance security		x					1.30	1.30		
SUBTOTAL	Officers				2	2	2	3		36.00	29.00	(7.00)
UCW J1 (1)	Unit Caseworker	Supervise inmate activities		x		1	1		1.00	3.80		
UCW J1 (2)	Unit Caseworker	Supervise inmate activities		x		1	1		1.00	3.80		
UCW J2 (1)	Unit Caseworker	Supervise inmate activities		x		1	1		1.00	3.80		
UCW J2 (2)	Unit Caseworker	Supervise inmate activities		x		1	1		1.00	3.80		
UCW J3 A	Unit Caseworker	Supervise inmate activities		x		1	1		1.00	3.80		
UCW J3 B	Unit Caseworker	Supervise inmate activities		x		1	1		1.00	3.80		
UCW J3 C	Unit Caseworker	Supervise inmate activities		x		1	1		1.00	3.80		
UCW J3 Rover	Unit Caseworker	Supervise inmate activities		x		1	1		1.00	3.80		
UCW K (1)	Unit Caseworker	Supervise inmate activities		x		1	1		1.00	3.80		
UCW K (2)	Unit Caseworker	Supervise inmate activities		x		1	1		1.00	3.80		
SUBTOTAL	Unit Caseworkers				0	10	10	0		38.00	35.00	(3.00)
TOTALS										120.00	(5.00)	

** Authorized FTE does NOT include Maintenance Cpl.

Minimal Post Staffing Analysis

Institution: Omaha Correctional Center

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance	
			5 day	7 day	Day	1st	2nd	3rd					
Major's Office	Major	Security Administrator	X			1				1.00	1.00		
Captains Office	Captain	Operations	X			1				1.00	1.00		
Captains Office	Captain	Intel	X			1				1.00	1.00		
SUBTOTAL	Administrative									3.00	3.00	(0.00)	
Lieutenants	Lieutenant	Shift Supervisor		X		1	1			1.74	3.48		
Lieutenants	Lieutenant	Shift Supervisor		X				1		1.74	1.74		
SUBTOTAL	Lieutenants									3.22	5.22	(2.00)	
Sergeant	Sergeant	ERT Lead, Asst. Shift Sup.		X		1	1	1		1.74	5.22		
Armory Sergeant	Sergeant	Armory & Key Control	X			1				1.00	1.00		
SUBTOTAL	Sergeants									2.74	7.00	(4.26)	
Central Control	Corporal	Control Facility Moves		X		1	1	1		1.74	5.22		
Lead Yard	Corporal	Yard Supervision		X		1	1	1		1.74	5.22		
Control Unit	Corporal	Supervise RHU		X		1	1	1		1.74	5.22		
Gym	Corporal	Supervise Gym, Barber		X		1	1			1.74	3.48		
J3 Unit	Corporal	3rd shift J3 wings		X				3		1.74	5.22		
Property	Corporal	Control/Store Property	X		1					1.25	1.25		
Library	Corporal	IDC Hearings / Library	X		1					1.25	1.25		
Vehicle Gate	Corporal	Control Vehicle Traffic	X		1					1.25	1.25		
Pass Clerk	Corporal	Process visitors	X		1					1.25	1.25		
Visiting	Corporal	Supervise Visiting		X		2				2.25	2.50		
Industries	Corporal	Supervise access to area	X		1					1.25	1.25		
Disciplinary	Corporal	Coordinate IDC hearings	X		1					1.00	1.00		
Cantine	Corporal	Drug Detection	X		1					1.00	1.00		
SUBTOTAL	Corporals									35.74	41.00	(5.26)	
Yard (1&2)	Officer	Supervise Yard		X		2	2	2		1.74	10.44		
Medical clinic	Officer	Supervise Clinic		X		1	1			1.74	3.48		
3rd shift J1/J2/K	Officer	3rd shift unit coverage		X		1	1	3		1.74	5.22		
Tower	Officer	Perimeter support		X		1				1.74	3.48		
Perimeter	Officer	Perimeter Security		X		1	1	1		1.74	5.22		
Education / Programs	Officer	Supervise Commons		X			1			1.25	2.50		
Industries	Officer	Industry Security		X		1				1.25	1.25		
Library	Officer	Supervises Library		X			1			1.25	1.25		
Turnkey	Officer	Front entrance security		X			1			1.25	1.25		
SUBTOTAL	Officers									34.95	29.00	(5.95)	
UCW J1 (1)	Unit Caseworker	Supervise inmate activities		X		1	1			1.74	3.48		
UCW J1 (2)	Unit Caseworker	Supervise inmate activities		X		1	1			1.74	3.48		
UCW J2 (1)	Unit Caseworker	Supervise inmate activities		X		1	1			1.74	3.48		
UCW J2 (2)	Unit Caseworker	Supervise inmate activities		X		1	1			1.74	3.48		
UCW J3 A	Unit Caseworker	Supervise inmate activities		X		1	1			1.74	3.48		
UCW J3 B	Unit Caseworker	Supervise inmate activities		X		1	1			1.74	3.48		
UCW J3 C	Unit Caseworker	Supervise inmate activities		X		1	1			1.74	3.48		
UCW J3 Rover	Unit Caseworker	Supervise inmate activities		X		1	1			1.74	3.48		
UCW K (1)	Unit Caseworker	Supervise inmate activities		X		1	1			1.74	3.48		
UCW K (2)	Unit Caseworker	Supervise inmate activities		X		1	1			1.74	3.48		
SUBTOTAL	Unit Caseworkers									34.90	35.00	(0.10)	
TOTALS											120.00	1.36	

** Authorized FTE does NOT include Maintenance Cpl.

Minimal Post Staffing Analysis

Institution: Omaha Correctional Center

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift			Relief Factor	Total FTE Req.	FTE Auth'd 1-Jul-15	Recommend
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Major	Security Administrator	x		1				1.00	1.00		
Administrative	Captain	Administrative	x		1				1.00	1.00		
Intel	Captain	Intel.	x		1				1.00	1.00		
SUBTOTAL	Administrative				3				3.00	3.00		3.00
Shift Supervisor	Lieutenant	Shift Supervisor		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenant				3				5.22	5.00		5.00
Shift	Sergeant	ERT Lead, Asst. Shift Sup.		x		1	1	1	1.74	5.22		
Yard	Sergeant	Supervise Yard		x		1	1	1	1.74	5.22		
Unit	Sergeant	Supervise Housing Units		x				4	1.74	6.96		
Industries	Sergeant	Supervise Shops	x		1				1.25	1.25		
Vehicle Gate	Sergeant	Supervise Vehicle traffic	x		1				1.25	1.25		
Armory / Keys	Sergeant	Armory/Oversee Keys	x		1				1.00	1.00		
Tool	Sergeant	Oversee all tools	x		1				1.00	1.00		
Intel	Sergeant	Assist Intel Capt.	x		1				1.00	1.00		
Principle Hearing	Sergeant	Investigate MR's	x		1				1.00	1.00		
SUBTOTAL	Sergeant				13	2	4	1	23.96	7.00		24.00
Central Control	Corporal	Control Facility Moves		x		1	1	1	1.74	5.22		
Yard (1&2)	Corporal	Supervise Yard		x		2	2	2	1.74	10.44		
Facility Escorts	Corporal	Supervises Mass Movement		x		2	2	1	1.74	6.70		
RHU	Corporal	Supervise RHU		x		1	1	1	1.74	5.22		
HU J1	Corporal	Supervises HU J1		x		2	2	1	1.74	8.70		
HU J2	Corporal	Supervises HU J2		x		2	2	1	1.74	8.70		
HU J3	Corporal	Supervises HU J3		x		4	4	4	1.74	20.88		
HU K	Corporal	Supervises HU K		x		2	2	4	1.74	8.70		
Gym	Corporal	Supervise Gym, Hair care		x		1	1	1	1.74	3.48		
Library	Corporal	Supervises Library		x		1	1	1	1.74	3.48		
Kitchen	Corporal	Supervise Kitchen		x		1	1	1	1.74	3.48		
Clinic	Corporal	Supervise Medical		x		1	1	1	1.74	3.48		
Tower	Corporal	Perimeter support		x		1	1	1	1.74	3.48		
Perimeter	Corporal	Perimeter Security		x		1	1	1	1.74	5.22		
Video Monitoring	Corporal	Video monitoring		x		1	1	1	1.74	3.48		
Activities / Clubs	Corporal	Supervise club/volunteers		x		1	1	1	1.74	1.74		
Property	Corporal	Control/Store Property	x		1	1	1		1.25	2.50		
Education/Programs	Corporal	Supervise Commons	x		1	1	1		1.25	2.50		
Pass clerk	Corporal	Process visitors		x			1		1.25	1.25		
Visiting	Corporal	Supervise Visiting		x			3		1.25	3.75		
Front Entrance	Corporal	Front entrance security		x		1	1	1	1.25	2.50		
Industries	Corporal	Supervise access to area		x		2			1.25	2.50		
Travel Orders	Corporal	Escort Travel Orders		x		4			1.25	5.00		
Disciplinary	Corporal	IDC Hearings		x		2			1.00	2.00		
Canteen	Corporal	Supervise Canteen		x		1			1.00	1.00		
Canine	Corporal	Drug Detection		x		1			1.00	1.00		
SUBTOTAL	Corporal				10	26	31	13	128.40	105.00		128.00
TOTALS									160.52	120.00		160.00

Note: All Caseworker, Corporal and Officer Posts have been merged to Corporal

Total new FTE recommended: 48.00
 ** authorized FTE does NOT include Maintenance Cpl

Custody Post Analysis Summary

Facility: Omaha Correctional Center

JOB CLASS	NEW ANALYSIS LEVEL	HOL/NHOL FTE'S
Correctional Major	1	0/1
Correctional Captain	2	0/2
Correctional Lieutenant	5	5/0
Correctional Sergeant	24	20/4*
Correctional Corporal	128	122/6**
TOTAL FTE'S	160	147/13

*4 Sergeants NHOL - Armory/Keys
 Tool
 Intel
 Principle Hearing

**6 Corporals NHOL - Canine
 Disciplinary (2)
 Property (2)
 Canteen

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Omaha Correctional Center
 JOB CLASSIFICATION: Correctional Major
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 - 5 Day Major

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Omaha Correctional Center
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Administrative	1	0	0	0	Per staffing model
Intel	1	0	0	0	Per staffing model
TOTAL	2	0	0	0	

TOTAL FTE to include relief factor: 2.00 - 5 Day Captains

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Omaha Correctional Center
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 Day Lieutenants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Omaha Correctional Center
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
Yard*	0	1	1	1	Per staffing model
Unit*	0	0	4	0	Per staffing model
TOTAL	0	2	6	2	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 17.40 - 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Omaha Correctional Center
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>			Comments:	
	<u>Day</u>	<u>1st</u>	<u>2nd</u>		<u>3rd</u>
Armory/Key	1	0	0	0	Per staffing model
Tool	1	0	0	0	Per staffing model
Intel	1	0	0	0	Per staffing model
Industries*	1	0	0	0	Per staffing model
Vehicle Gate*	1	0	0	0	Per staffing model
Principle Hearing	1	0	0	0	Per staffing model
TOTAL	6	0	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 6.50 - 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Omaha Correctional Center
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Central Control*	0	1	1	1	Per staffing model
Yard- 1 & 2*	0	2	2	2	Per staffing model
Facility Escorts*	0	2	2	1	Per staffing model
Restrictive Housing Unit*	0	1	1	1	Facility specific
Housing Unit J-1*	0	2	2	1	Facility specific
Housing Unit J-2*	0	2	2	1	Facility specific
Housing Unit J-3*	0	4	4	4	Facility specific
Housing Unit K*	0	2	2	1	Facility specific
Gym*	0	1	1	0	Per staffing model
Library*	0	1	1	0	Per staffing model
Kitchen*	0	1	1	0	Per staffing model
Clinic*	0	1	1	0	Per staffing model
Tower*	0	1	1	0	Facility specific
Perimeter*	0	1	1	1	Facility specific
Video Monitoring*	0	1	1	0	Per staffing model
Activities/Clubs*	0	0	1	0	Facility specific
TOTAL	0	23	24	13	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 104.40 – 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Omaha Correctional Center
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Property*	0	1	1	0	Per staffing model
Education/Programs*	0	1	1	0	Facility specific
Disciplinary	2	0	0	0	Per staffing model
Industries*	2	0	0	0	Per staffing model
Travel Orders*	4	0	0	0	Per staffing model
Pass Clerk*	0	0	1	0	Per staffing model
Visiting*	0	0	3	0	Per staffing model
Front Entrance*	0	1	1	0	Per staffing model
Canine	1	0	0	0	Facility specific
Canteen	1	0	0	0	Per staffing model
TOTAL	10	3	7	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 24.00 – 5 Day Corporals

Calculation of Custody Relief Requirements

Step 1 Total # of eight hour shifts each staff would be available during a consecutive 365 work year

a)	Total work year days	365
b)	Total number of holidays	12
c)	Regular days off (two days off per seven day period)	104
d)	Average days authorized leave taken/employee	33.53
e)	Average days of training/employee	6

*Average annual hours per 1 staff member = $2088 - 8(33.53+6+12) = 1,675.76$ hours

Step 2 Determine relief factors for 8 hours/5 days per week (8/5) and 8 hours/7 days per week (8/7) posts

$8/5 = 1$ (post) X 8 hours X 261 days/year = 2088 hours divided by 1,675.76 =	1.25
$8/7 = 1$ (post) X 8 hours X 365 days/year = 2920 hours divided by 1,675.76 =	1.74

Step 3 Summary of basic post requirements (rounded to the nearest tenth)

1 One (1) eight hour, five day per week post requires	8/5	1.25
2 One (1) sixteen hour, five day per week post requires	16/5	2.50
3 One (1) eight hour, seven day per week post requires	8/7	1.74
4 One (1) sixteen hour, seven day per week post requires	16/7	3.48
5 One (1) twenty-four hours, seven day per week post requires	24/7	5.22

Additional FTE Requirements

This section addresses each area identified and potential additional costs. Please note there would be cost savings if Unit Caseworker (UCW) positions were replaced by Unit Corporals.

<u>FTE Position Title</u>	<u># of FTE</u>	<u>Cost/FTE</u>	<u>Total Cost</u>
Corporal	23 FTE	\$45,041	\$1,035,943
Sergeant	17 FTE	\$50,057	\$ 850,969
TOTAL:	40 FTE		\$1,886,912

The above figures are salary plus benefits annually. Additional costs would also be associated with adding new staff to include uniform issue, radios and other personal protective equipment, training costs, etc.

All employees assigned to a shift are paid for roll call. This is an essential briefing occurring ten minutes prior to each shift. This cost also needs consideration when determining overall fiscal impact.

OCC Specific Recommendations

- Travel Orders – Given the number of travel orders annually four FTE's assigned to day or first shift would provide adequate staff.
- Facility Escort – While there is limited movement of large numbers of inmates at a given time, there is a great deal of internal movement with restrictive housing unit inmates, inmate transfers in/out, CCCO inmates entering for medical care, returning from community custody, parole violators returning, etc. There are no staff currently designated for this which is currently assigned to the yard staff. Utilizing yard staff for this has many times led to no supervision on the yard. These are for all three shifts.
- Tool Control – Add a custody position due to work load and security concerns. There is a large number of tools and keys that simply one staff member cannot manage these duties in addition to Armory/Key duties as is currently assigned. This would be a day shift position.
- Front Entrance – Add two custody Corporals for overlap of both first and second shift. OCC has assigned a Corporal here regularly due to searches of staff and visitors as well as property searches for those entering the facility. These staff would also assist in Central Control with monitoring and assisting with facility entry/exit, conducting NCIC checks, etc.
- Housing Unit J3 – Increase staffing in J3 housing unit to include one staff member as a rover between wings. This will provide a form of relief when the UCW needs a break or has assigned searches, etc. to complete. It is recommended the units be supervised by Corporals. This is in line with the recommended staffing model. J3 is occupied by over 300 inmates with about one-third currently being medium custody. These are positions for all three shifts.
- Kitchen – Add a custody Corporal position for security coverage. No custody are currently assigned. Food service staff should be providing supervision over the meal preparation, sanitation, serving and other food service related functions. Custody staff would be assigned for security reasons as many tools are used daily in this area. This is also an area that is vulnerable to PREA concerns and other inmate-on-inmate assaults or fights. These would be first and second shift posts. The second shift post would assist at pill call after food service was closed.
- Library – A staff member is noted on the post plan for second shift but it is not utilized for that purpose. No custody staff are currently assigned for first shift. First and second shift staff should be assigned for security purposes to this area. There are a number of inmates frequenting the library as the Social Workers are also working out of this area, increasing inmate traffic.
- Housing Units (K, J1, J2) – Convert current Unit Caseworker positions to Corporal positions.
- Housing Units (K, J1, J2) – Add Unit Sergeants on second shift to act as a Supervisor.
- Lead Yard Sergeants – Utilize these staff to have supervisory presence on yard and maintain security. This is not possible with current staffing level.
- Industries Sergeant – Utilize this staff to provide security presence in CSI shops that does not currently exist. These are areas with many tools and security concerns.
- Principle Hearing Sergeant – Utilize this staff to conduct principle hearings for misconduct reports. Currently these duties are divided amongst staff.

- Intel Sergeant – Currently there is only a Captain assigned. OCC has a video surveillance and phone monitoring area. This staff member would work with sensitive information and assist the Captain in such duties. OCC is currently piloting an Intel Sergeant position with the present staffing levels.
- Vehicle Gate – Upgrade the position from Corporal to Sergeant.
- Video Monitoring – Utilize Corporals assigned to this post to enhance security and intel and remain dedicated to video surveillance.
- Activities/Clubs – Add a Corporal to monitor volunteer and club activities occurring each week within the facility.

Attachments

- A. Map
- B. Proposed NDCS Staffing Model



NDCS Proposed Custody Staffing Model

DRAFT

Custody Staffing Model - Unit Staffing

Building Sergeant Custody Level	Shift			
	1	2	3	Day
Maximum		8/5		8/5
Medium		8/7		
Minimum A Cells		8/5		
Minimum A Bay/Dorm		8/5		
Minimum B		8/5		
Community A				
Community A				

Minimum Sgts. will not have weekends off

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	100
Community B	100

Unit Corporals Custody Level	Shift		
	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7 8/7	8/7 8/7	
Med. Control Center	8/7	8/7	8/7
Med. Floor	8/7 8/7	8/7 8/7	
Min A. Control Center	8/7	8/7	
Min A. Floor (Bay/Dorm)	8/7 8/7	8/7 8/7	8/7 8/7
Min. A Control Center			
Min A. Floor (Cells)	8/7 8/7	8/7 8/7	8/7
Min B. Control Center			
Min B. Floor	8/7 8/7	8/7 8/7	8/7 8/7
Com A Control Center			
Com A Floor	8/7	8/7	
Com B Control Center			
Com B Floor	8/7	8/7	

Community Floor Corporal will watch multiple units
(intermediate supervision)

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Medium				
MAJOR	Shift			
Post/Area	1ST	2ND	3RD	Day
Security/Administrator				
Shift	8/5			
CAPTAIN				
Shift				
Post/Area	1ST	2ND	3RD	Day
Security Management				
Administrative	8/5			
Intel	8/5			
LIEUTENANTS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
SERGEANTS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement Supervision				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory/Key	8/5			
Tool	8/5			
Intel	8/5			
Principle Hearing	8/5			
Activities/Programs				
Industries	8/5			
Perimeter/Exit/Entrance Security				
Vehicle Gate	8/5			
CORPORALS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
Education / Programs	8/7	8/7		
Library	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/7	8/7		
Pass Clerk	8/5			
Visiting* (off shift post)	8/5			
	8/5			
Canteen	8/5			
Administrative Support				
Disciplinary	8/5			
	8/5			
Property	8/5	8/5		
Industries (All shops)	8/5			
	8/5			
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7		
External Transport Staff				
Travel Order staff	8/5			
	8/5			
	8/5			
	8/5			
Control Center				
Central Control	8/7	8/7	8/7	
Video Monitoring	8/7	8/7		
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7		
Tower/ Perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600



NEBRASKA
DEPARTMENT OF
CORRECTIONAL
SERVICES

Prison Staffing Analysis
Custody Staff
August 2015 – March 2016

To view the individual attachments, please click on the specific attachment below.

Attachments:

1. Complete NDCS Staffing Model
2. Community Corrections Center – Lincoln (CCCL) Staffing Analysis
3. Community Corrections Center – Omaha (CCCO) Staffing Analysis
4. Diagnostic and Evaluation Center (DEC) Staffing Analysis
5. Lincoln Correctional Center (LCC) Staffing Analysis
6. Nebraska Correctional Center for Women (NCCW) Staffing Analysis
7. Nebraska Correctional Youth Facility (NCYF) Staffing Analysis
8. Nebraska State Penitentiary (NSP) Staffing Analysis
9. Omaha Correctional Center (OCC) Staffing Analysis
10. Tecumseh State Correctional Institution (TSCI) Staffing Analysis
11. Work Ethic Camp (WEC) Staffing Analysis

Attachment 10

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

TECUMSEH STATE CORRECTIONAL INSTITUTION

Prison Staffing Analysis

November 16-18, 2015

Table of Contents

Staffing Analysis Team Information	10-2
Facility Design and Location	10-2
Institutional Profile	10-5
Operations	10-10
Programs	10-10
Additional Services	10-10
Activity Schedule	10-11
Activity Schedule Charts	10-12
Shift Relief Factors (SRF)	10-13
Summary of Observations	10-13
Summary of Post Planning Results	10-15
Current Post Plan/Previous Relief Factor	10-16
Current Post Plan/Current Relief Factor	10-17
Proposed Post Plan	10-18
Custody Post Analysis Summary	10-19
Calculation of Custody Relief Requirements	10-28
Additional FTE Requirements	10-29
Facility Specific Recommendations	10-30
Attachment: Facility Map	10-33
Attachment: Facility Proposed NDCS Staffing Model	10-34

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

Tecumseh State Correctional Institution

Prison Staffing Analysis

November 16-18, 2015

Staffing Analysis Team (SAT)

The SAT met on November 16, 2015 to discuss the expectations of the analysis team and distribute assignments to ensure all custody and housing unit posts were analyzed on the two current shifts. At this time we discussed the importance of focusing on staffing as it would be on three eight hour shifts opposed to the current twelve hour staffing pattern. The observations on post took three days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Michele Capps, Deputy Warden- Nebraska State Penitentiary
- Rich Brittenham, Captain- Nebraska State Penitentiary
- Keith Ernst, Assistant Human Resource Administrator- Central Office
- Craig Gable, Lieutenant- Tecumseh State Correctional Institution
- Amber Gigstad, Unit Case Manager- Tecumseh State Correctional Institution
- James Jansen, Major- Tecumseh State Correctional Institution
- Christopher Ulrick, Sergeant- Tecumseh State Correctional Institution

Facility Design and Location

The Tecumseh State Correctional Institution (TSCI) is a medium/maximum security facility located one and a half miles north of Tecumseh. The site consists of 200 acres and approximately 350,000 gross square feet of building areas. The facility was established by LB150 in 1997 and in December of 1998 ground was broken and construction commenced. TSCI began accepting inmates in December of 2001. It is the second largest facility within the Nebraska Department of Correctional Services (NDCS). It was built with a designed capacity of 964 inmate beds and over the last several years additional bunks were added to existing single bunk cells, increasing the count to 1,210.

Housing Unit	Single or Double		Total Beds
1ABCD	Double Bunked	Protective Management	256
1E	Double Bunked	Residential Substance Abuse Program	64
1F	Double Bunked	Active Seniors	64
2ABCD	Double Bunked	Maximum Custody	256
3ABCD	Double Bunked	Medium Custody	256
RHU Agallery	½ gallery Double bunked	Secure Mental Health Gallery/RHU	62
RHU Bgallery	Single Cell	Restricted Housing - *3 Observation cells	36
RHU Cgallery	Single Cell	Intensive Management/RHU	16
RHU D	Double Bunked	Transitioning to General Population Max	32
RHU E	Double Bunked	Transitioning to General Population Max	84
RHU F	Double Bunked	Transitioning to General Population Max	84
SNIF	Single Cell	*Skilled Nursing Beds	10

***The 3 observation cells and 10 skilled nursing beds are not considered in total bed count.**

All inmates at TSCI are males adjudicated as adults and classified to medium or maximum custody. TSCI had a population of 47% (492) maximum and 53% (553) medium at during the month of December 2015. The facility has a capacity of 1,210 inmates, of which 840 are general population (GP). There are 64 beds in the Residential Substance Abuse Unit and 320 beds assigned to Protective Management/Mission Based Housing Unit. The 64 bed Residential Substance Abuse Unit will be converted into treatment for Protective Management in the near future. The facility also includes a 114 bed Special Management Unit for inmates who are being held on Immediate Segregation (IS) or classified to Administrative Confinement (AC), Disciplinary Restrictive Housing and Intensive Management (IM) statuses and inmates sentenced to the death penalty (ISDP).

The design for this facility is based on a multi-building, campus style, and site layout concept with General Population Housing Units, an In-Patient Substance Abuse Unit, a Protective Custody Unit, a Special Management Unit and several support service buildings. The facility provides spaces for a number of special programs directed at rehabilitation and returning inmates to society as law-abiding and productive citizens.

Housing units utilize a direct supervision, unit management philosophy with an enclosed officer control station in conjunction with the day room Unit Caseworkers. Contact visitation for the general population is accommodated in a centralized visitation area.

Restrictive housing inmate's visitation is accommodated via a CCTV/Video visitation system. The administration and support services buildings form a central building spine that connects with at 45,000 square foot correctional industry building, which provides employment opportunities for inmates.

The primary methods of facility security are a central door control system, a 12' high double perimeter fence, (which incorporate razor ribbon obstacles, an electronic detection system, and CCTV surveillance), a central tower and two armed perimeter mobile patrol units.

The gatehouse, warehouse, vehicle maintenance, and energy center are located outside of the secure perimeter fence of the facility. Primary access into the facility is through a secure underground tunnel from the gatehouse to the administration building. Vehicles enter through a sally port that enters a non-inmate accessible service yard area.

TSCI has been faced with several challenges on recruiting and retaining staff. 79% of TSCI's Officers, 61% of Corporals, 48% of Sergeants and 50% of the Lieutenants have five years or less with NDCS. They consistently have a large number of vacant positions open, sometimes reaching into the seventies. The vacancies for 2015 ranged from 27 to 76 total facility vacancies. TSCI had a total of 33 staff assaults for 2015 and total staff grievances during 2015 were 7. TSCI employees used on average 60.37 hours of sick leave for 2015.

There are several maintenance projects in progress at TSCI. There is another expansion of the Cornhusker State Industries (CSI) Woodshop, many roof repairs and replacement projects, installation of ice machines on the units, and ongoing issues related to construction and replacement of items that were damaged or destroyed from the disturbance on 05-10-15.

Please see the attached Institutional Profile providing more specific information about TSCI.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: TSCI

Date: 11/16/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Own population
Does the facility provide specialized chronic care services such as dialyses, hospice or geriatric?	Yes
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	Yes
Intensive Management	Yes
Disciplinary Segregation	Yes
Court Imposed Segregation	Yes
Does the facility house special populations-SNF	Yes
Geriatric/convalescent population	Yes
Drug treatment or other residential therapeutic programs	Yes
Youthful Offenders	No
Inmates sentenced to the death penalty	Yes
Secure Mental Health Unit	Yes
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	960
What is the facility Operational Capacity	1210
Average Daily Population for the last year	1025
Custody Level	Max/Med
What are the external boundaries of the facility	Double 12' fences topped with razor wire, one tower

Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes
Turnkeys	Yes
Internal towers	Yes
Other	Two vehicle perimeter patrol
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence.	No
What is the frequency and severity of visibility impairment such as fog or dust storms	Occasional winter storms/ Frequent fog
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular /pedestrian traffic at the facility gates	Entrance is through TSCI Perimeter
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby.
What type of perimeter vehicle is available, and is it a fixed or mobile post	Car or Van- Mobile
Communications	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/ paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Units 2 and 3 are GP, double bunked. Unit 1 is mission based, double bunked. RHU is GP and RH. GP double bunked. ISDP and some AC cells single bunked.
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes and cameras have been installed
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct supervision
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote

Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	Total to date, Jan.2015-Oct.2015 IDC- 2001 UDC- 3518 Total -5519
What is the frequency and seriousness of inmate on staff assaults	Jan. 2014 to present is 37 without serious injury and 1 with serious injury.
What is the frequency and seriousness of inmate-on-inmate assaults	Jan. 2014 to present is 52 assaults.
Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Relatively stable
Is there significant gang or STG influences	Yes
Disciplinary Process	Per policy
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes, by housing unit. Ratio varies.
unrestricted, open campus style	No
via pass system	No
time specific lines	No
combination depending on inmate status	No
Visitation	
What is the visitation schedule	Wed-Sun 0830-1130, 1200-1500, CCTV 0800-1700
Are visits contact or non-contact or both	Both
What is the process for visitor registration/sign-in and are security staff assigned full-time	TSCI Pass Clerk will process visitors into the visiting room. Visiting room staff aids in monitoring visits. Custody staff will escort the inmates and complete the strip search in and out of visiting. Fulltime staff are assigned.
What is the duration of visits	Each inmate gets 1 visit session per week.
What are the search requirements for inmates and visitors	Inmates are strip searched. Visitors pass through metal detector and are pat search.
Work Assignments	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Food Service

Are there any essential work details in the community	No
What work details are optional/can be shut down	All but food service
Food Service	
Is food service contracted or state run	State ran
Are any inmates fed in-cell, if so how many	Varies by location, 9 in The SNF, 97 in RHU East
Are inmates fed in central dining areas or in common areas in housing units	HU1 ABCD and RHU East fed on unit, all others in Dining Hall
How are inmates escorted/sent to dining areas	Released by Control station and general supervision
How many staff are assigned to dining areas	3
Programs	
List of Programs by:	
Number and types	Mental Health Counseling, Inpatient Substance Abuse Programming, Cornhusker State Industries, Adult Basic Education/GED/High School, Parenting-Inside out Dads, 7 Habits on the Inside, Moral Reconciliation Therapy, Recreation Programs and Services, Inmate Clubs, Religious Services, Library Services
Hours of operation	Varies by program, usually 1 hour
Total participants and individual class/group size	Varies by program
Contracted or institutional staff supervised	Institutional staff
Are programs considered as a function or determining factor in inmate idleness	Yes
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	
Medical,	572 in 2015
Dental,	Grouped with Medical
Mental health,	Grouped with Medical
Court appearances	22 in 2015
At outside hospitals, is there a prison ward, or does the sending institution provide security	Sending institution provides or staff from local facility
Are there other routine outside transports	No
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Lancaster/Douglas County pays substantially more. Low unemployment rate.
Attendance issues (e.g., overtime, sick leave abuse)	Currently not problematic

Staff grievances concerning post assignments, overtime, training, and so forth.	0
Critical incidents within the past five years	Large scale disturbance 5-10-15
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

TSCI currently operates with staff assigned to two twelve hour shifts, due to the significant disturbance on 05-10-2015. The two shifts consist of day shift (0600-1800) and the night shift (1800- 0600). Prior to 05-10-15, TSCI operated with first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift operates with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. Each housing unit operates on first and second shift with a Unit Manager, Unit Case Managers and Unit Caseworkers assigned to each unit. The units are operated by custody staff on third shift. Day shift staff includes administrative and support staff as well as various additional specific to work areas such as CSI, maintenance, mental health, medical, mailroom, recreation, education, substance abuse, warehouse, clothing exchange, safety/sanitation and emergency specialist.

Programs

Inmates are offered a variety of programs at TSCI. Programs afford educational and treatment opportunities. Programs offered at TSCI are provided by an active volunteer base, health services staff, reentry partners, contract employees and TSCI employees. The following programs and services are provided but not limited to:

- Mental Health Counseling
- Inpatient Substance Abuse Programming
- Cornhusker State Industries
- Adult Basic Education/GED/High School
- Parenting-Inside out Dads
- 7 Habits on the Inside
- Moral Reconciliation Therapy
- Recreation Programs and Services
- Inmate Clubs
- Religious Services
- Library Services

Additional Available Services

A medical clinic is located within the facility, where inmates are assessed as they enter medical and are escorted to exam rooms as needed for further evaluation. All medical staff are contract employees.

TSCI also utilizes an area in medical as an emergency room and another for X-rays.

A dental clinic is located within the medical area. Currently, a contract exists for a dentist and his assistant to enter TSCI to provide these services.

TSCI operates with a central pill call located outside of the pharmacy. Pill call is conducted three times a day and requires custody staff to monitor this activity. Due to TSCI's current controlled movement the majority of the medications are being delivered to the housing units and requires several custody escorts to accomplish. TSCI has a 10 bed skilled nursing facility that is consistently used to its capacity.

The facility is faced with many travel orders that are required for medical exams and procedures that cannot be accomplished onsite. These travel orders are accomplished with custody staff and completed in compliance with the NDCS Security Manual. Travel orders were considered by the SAT during the analysis and contribute to the overall staff needs. TSCI houses most of the Department's high risk inmates and several of these travel orders require additional staff because of the inmate's behavior and/or escape risk. Long distance travel orders are necessary as most of the medical appointments require driving the inmate to Lincoln or Omaha, which can be up to 50-60 miles away.

Activity Schedule

TSCI operates under a controlled movement principle and uses the big yard for traveling only to and from activities. Inmates leaving a unit are traveling to a particular event, such as a visit, meals, programming or exercise yard.

An Activities Chart is attached and provides an overview of when activities occur within the facility. The facility has been adding activities back to the daily schedule as resources have allowed following the 5-10-15 disturbance. While this chart includes regularly scheduled events, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently, but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order.

Please see the attached TSCI Activities Charts for both week days and weekends.

Facility Name: TSCI Date Prepared: October 3, 2015

Institutional Activities Chart

Activity	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	
Restrictive Housing Exercise																									
Restrictive Housing Feeding						06:15-07:30					00					16:30-17:30									
Restrictive Housing Showers																									
Education																									
Official Counts															15:30-16:30										
Informal Counts																									
Inmate Dining																									
Inmate Visitation																									
Med Escorts																									
Law Library																									
Phones/Showers																									
CSI Lines																									
Courts/ Ball Field																									
Diabetic Lines																									
SMU Medical																									
RH Laundry/Supplies																									
Med Pass/Clinic																									
Canteen																									
Trash Detail																									
SMU Diabetics																									
Travel Orders																									
SMU Visits																									
SMU Law Library																									
SMU Court/Medical																									
SMU Med dist																									
SMU Med rounds																									
Blood Draws																									
SMU Book Cart																									
Hair Cuts																									
Mini-Yards																									
Religion																									
Kitchen Work Lines																									

Every 30 minutes not to exceed 40 minutes throughout a shift

0800-2000

Only 2 per day times vary

1300-2000



Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT.

Housing Units

- Housing Unit 1 ABCDE requires additional staff to supervise the area since it was repurposed with strictly maximum custody Protective Management inmates.
- Housing Unit 2 needs additional staff assigned per shift as they are needed to supervise the area since it was repurposed with strictly maximum custody inmates.
- Housing Unit DEF's count increased from 100 beds to 200 beds. Additional staff are needed to supervise the increase in population, especially considering their behavior.

Tower

- One person is not adequate for supervising all four sides of the tower and still monitoring inmate traffic across the yard, courts, ball field and mini-yards.

Industries

- The woodshop is soon to be three separate areas. When the Corporals leave to check the other areas, inmates have ample time unsupervised.

Intel

- As TSCI's population increased so did the Security Threat Group (STG) activities. Additional staff are needed to track and document their behavior.

Shift Lieutenant/Supervisor

- The Shift Lieutenants do spend a great deal of time completing forms, documents and computer work in the supervision of their shift. A great deal of time is spent with Telestaff, KRONOS, EDC performance plans, scheduling training, and other paper or computer work associated with the position. This removes the ability for the supervisor to be visible and out observing staff on post and overall shift management.
- Allowing Sergeants to complete evaluations and assist in KRONOS/Telestaff may alleviate the amount of office work completed by the Lieutenant and allow for more supervisory functions.

Yard Staff

- There were very few yard staff who were on the yard. These staff were utilized to take escorts, take travel orders, process newly transferred inmates, complete strip searches in/out of visitation, escort vendors, complete searches, assist in restrictive housing duties and escort Protective Management inmates to various locations.
- Yard staff were assigned to complete duties or provide coverage for other posts when needed to include completing urine analysis collections as well. They average three to four travel

orders per day which are typically assigned to the yard staff. 2015's numbers are low because of the facility emergency that happened on 05-10-15. This emergency limited travel orders for several months after the disturbance. This position also fills other post vacancies. It was noted the yard staff were assigned to so many details the yard was left unsupervised the majority of the time.

- Yard staff also assist in the units by securing inmates in their cells.
- Regarding incident and/or emergency management, it was noted there are so many activities needing supervision that should an incident occur there may not be sufficient staff available to manage and resolve an incident.

Additional Observations

- Staff were generally satisfied with their jobs. A few mentioned being compensated through step raises for years of services and/or compensation for performance or receiving more money per hour based on the facility you are assigned to. Several staff indicated that mandatory overtime was an issue under normal operations and saw the consistent vacancies an issue. They would like to be able to schedule time off and be able to use vacation as needed.
- There were varying opinions concerning the 12 hours shifts. Some staff seemed to like their current schedule and others expressed interest on returning back to 8 hour shifts.
- In general, it was difficult assessing staffing compared to the demands of the individual posts because of the current 12 hour shifts. Staff also reported it was difficult to determine appropriate staffing since the number of vacancies were so high. Several staff commented that if they actually had the authorized number of staff in their area and there were not so many hours of mandatory overtime, it would be easier to determine if the work load was appropriate and staffed correctly for each post.
- RHU West recently converted to general population (GP) and doubled its capacity. Staff reported to be concerned with repurposing this RHU into GP, considering the challenges with increased numbers and physical plant concerns.
- Post Orders were discussed at length and a recommendation was made to reduce the amount of information in them. Some Post Orders were 60 to over 100 pages in length.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
- Calculation of Custody Relief Requirements

Minimal Post Staffing Analysis

Institution: Tecumseh State Correctional Institution

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Admin Bldg.	Major	Institutional Security Administrator	x		1					1.00	1.00	
Admin Bldg.	Captain	Internal Investigations/Intel	x		1					1.00	1.00	
SMU	Captain	Custody/SMU/CSI	x		1					1.00	1.00	
Education	Captain	Dayshift/Post Orders/UA Program	x		1					1.00	1.00	
SUBTOTAL	Administrative				4	0	0	0		4.00	4.00	0.00
Admin Bldg.	Lieutenant	Shift Supervisors		x	1	1	1			1.90	5.70	
SUBTOTAL	Lieutenants				0	1	1	1		5.70	6.00	0.30
Admin Bldg.	Sergeant	Asst. Shift Supervisor		x	1	1	1			1.90	5.70	
SMU	Sergeant	Supervises RHU Operation		x	2	2	1			1.90	9.50	
Industries	Sergeant	Supervise Security	x		1	1				1.30	2.60	
Yard	Sergeant	Supervise Yard Staff	x		1	1				1.30	2.60	
Vehicle Gate	Sergeant	Control Traffic	x		1					1.30	1.30	
Armory	Sergeant	Armory/Key Control	x		1					1.00	1.00	
Disciplinary	Sergeant	Handles Disciplinary/ DCC	x		1					1.00	1.00	
Religion/Admin	Sergeant	PHO/Administrative	x		2					1.00	2.00	
Canine	Sergeant	Canine handler	x		1					1.00	1.00	
SUBTOTAL	Sergeants				6	5	5	2		26.70	25.00	1.70
Central Control	Corporal	Oversees Central Staff		x	1	1	1			1.90	5.70	
SMU	Corporal	Conducts counts & monitors		x	10	10	6			1.90	49.40	
Transfer/Escort/Yard	Corporal	Searches, checks		x	5	5	5			1.90	28.50	
Visitation Clerk	Corporal	Supervises Visiting Rm		x	1	1				1.90	3.80	
Gatehouse	Corporal	Control Vehicle / Visitors		x	1	1	1			1.90	5.70	
Kitchen	Corporal	Supervise kitchen workers		x	2	2				1.90	7.60	
Library	Corporal	Inmate movement / searches		x	1	1				1.90	3.80	
Gym	Corporal	Oversees inmate gym activities		x	1	1				1.90	3.80	
Skilled Nursing Facility	Corporal	Inmate movement / searches		x	1	1	1			1.90	5.70	
Clinic	Corporal	Inmate movement / searches		x	1					1.90	3.80	
Pass Clerk	Corporal	Process visitors into Institution		x	1	1				1.90	3.80	
Control Room RH	Corporal	Control door operations		x	4	4	2			1.90	19.00	
DR 1 F	Corporal	Conduct counts, monitors unit		x	1	1	1			1.90	5.70	
Recycling/Chemical	Corporal	Oversees Programs		x						1.90	1.90	
Industries	Corporal	Control CSI Laundry workers	x		2	2				1.30	5.20	
Canteen	Corporal	Inmate movement / searches	x		1					1.30	1.30	
Education	Corporal	Inmate movement / searches	x		1	1				1.30	2.60	
Maintenance Gate	Corporal	Control access	x		1	1				1.30	2.60	
Property	Corporal	Oversee property	x		2					1.30	2.60	
Principle Hearing	Corporal	PHO/Administrative	x		1					1.30	1.30	
Key Control	Corporal	Monitors Keys & Locks	x		1					1.30	1.30	
Tool Control	Corporal	Monitors all tools for institution	x		1					1.30	1.30	
Disciplinary	Corporal	Assist with Disciplinary activities	x		2					1.30	2.60	
Industries	Corporal	CSI - Ward shop	x		2					1.30	2.60	
Central Control	Corporal	Oversees Central Staff	x		1					1.00	1.00	
Intel	Corporal	Assist Investigative Captain /	x		2					1.00	2.00	
SUBTOTAL	Corporals				14	34	34	17		174.60	171.00	3.60
Central Control	Officer	Control Movement & Doors		x	2	2	1			1.90	9.50	
Perimeter Patrol	Officer	Oversees via vehicle		x	2	2	2			1.90	11.40	
Tower	Officer	Views Yard		x	1	1				1.90	3.80	
Visitation	Officer	Monitors visits		x	1	1				1.90	3.80	
Transfer/Escort/Yard	Officer	Searches, checks, TO's		x	3	3				1.90	11.40	
Control Room-RHU	Officer	Operates doors on RH unit		x			2			1.90	3.80	
HU #1 A/B Control	Officer	Monitors and controls doors in Unit		x	1	1	1			1.90	5.70	
HU #1 C/D Control	Officer	Monitors and controls doors in Unit		x	1	1	1			1.90	5.70	
HU #2 A/B Control	Officer	Monitors and controls doors in Unit		x	1	1	1			1.90	5.70	
HU #2 C/D Control	Officer	Monitors and controls doors in Unit		x	1	1	1			1.90	5.70	
HU #3 A/B Control	Officer	Monitors and controls doors in Unit		x	1	1	1			1.90	5.70	
HU #3 C/D Control	Officer	Monitors and controls doors in Unit		x	1	1	1			1.90	5.70	
HU #1 E/F CC	Officer	Monitors and controls doors in Unit		x	1	1	1			1.90	5.70	
Tumkey/Gatehouse	Officer	Supervises Community Inmates		x	1					1.90	1.90	
SUBTOTAL	Officers				0	17	16	12		85.50	93.00	7.50
3C/D	Unit Caseworker	Monitor & control inmate movement		x	1	1				1.90	3.80	
3A/B	Unit Caseworker	Monitor & control inmate movement		x	1	1				1.90	3.80	
2A/B	Unit Caseworker	Monitor & control inmate movement		x	1	1				1.90	3.80	
2C/D	Unit Caseworker	Monitor & control inmate movement		x	2	2				1.90	7.60	
1A/B	Unit Caseworker	Monitor & control inmate movement		x	1	1				1.90	3.80	
1C/D/EF	Unit Caseworker	Monitor & control inmate movement		x	2	2				1.90	7.60	
SMU	Unit Caseworker	Monitor & control inmate movement		x	2	2				1.90	7.60	
SUBTOTAL	Unit Caseworkers				0	10	10	0		38.00	34.00	4.00
TOTALS										334.00	334.00	(0.50)

** authorized FTE includes 4 CSI funded positions
 *** Moved Canine Cpl to Canine Sgt. (transf. with NSP)
 & adjusted FTE accordingly (+1 Sgt, -1 Cpl)

Minimal Post Staffing Analysis

Institution: Tecumseh State Correctional Institution

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Admin Bldg.	Major	Institutional Security Administrator	X		1				1.00	1.00		
Admin Bldg.	Captain	Internal Investigations/Intel	X		1				1.00	1.00		
SMU	Captain	Custody/SMU/CSI	X		1				1.00	1.00		
Education	Captain	Dayshift/Post Orders/UA Program	X		1				1.00	1.00		
SUBTOTAL	Administrative				4	0	0	0		4.00	4.00	0.00
Admin Bldg.	Lieutenant	Shift Supervisors		X		1	1	1	1.90	5.70		
SUBTOTAL	Lieutenants				0	1	1	1		5.70	6.00	0.30
Admin Bldg.	Sergeant	Asst. Shift Supervisor		X		1	1	1	1.90	5.70		
SMU	Sergeant	Supervises RHU Operation		X		2	2	1	1.90	9.50		
Industries	Sergeant	Supervise Security	X			1	1		1.30	2.60		
Yard	Sergeant	Supervise Yard Staff	X			1	1		1.30	2.60		
Vehicle Gate	Sergeant	Control Traffic	X		1				1.30	1.30		
Armory	Sergeant	Armory/Key Control	X		1				1.00	1.00		
Disciplinary	Sergeant	Handles Disciplinary/ DCC	X		1				1.00	1.00		
Religion/Admin	Sergeant	PHO/Administrative	X		2				1.00	2.00		
Canine	Sergeant	Canine handler	X		1				1.00	1.00		***
SUBTOTAL	Sergeants				6	5	5	2		26.7	26.00	0.70
Central Control	Corporal	Oversees Central Staff		X		1	1	1	1.90	5.70		
SMU	Corporal	Conducts counts & monitors		X		10	10	6	1.90	49.40		
Transfer/Escort/Yard	Corporal	Searches, checks		X		5	5	5	1.90	28.50		
Visitation Clerk	Corporal	Supervises Visiting Rm		X		1	1	1	1.90	3.80		
Gatehouse	Corporal	Control Vehicle / Visitors		X		1	1	1	1.90	5.70		
Kitchen	Corporal	Supervise kitchen workers		X		2	2		1.90	7.60		
Library	Corporal	Inmate movement / searches		X		1	1		1.90	3.80		
Gym	Corporal	Oversees inmate gym activities		X		1	1		1.90	3.80		
Skilled Nursing Facility	Corporal	Inmate movement / searches		X		1	1	1	1.90	5.70		
Clinic	Corporal	Inmate movement / searches		X		1	1		1.90	3.80		
Pass Clerk	Corporal	Process visitors into Institution		X		1	1		1.90	3.80		
Control Room RH	Corporal	Control door operations		X		4	4	2	1.90	19.00		
DR 1 F	Corporal	Conduct counts, monitors unit		X		1	1	1	1.90	5.70		
Recycling/Chemical	Corporal	Oversees Programs		X		1	1		1.90	1.90		
Industries	Corporal	Control CSI Laundry workers	X			2	2		1.30	5.20		
Canteen	Corporal	Inmate movement / searches	X			1			1.30	1.30		
Education	Corporal	Inmate movement / searches	X			1	1		1.30	2.60		
Maintenance Gate	Corporal	Control access	X			1	1		1.30	2.60		
Property	Corporal	Oversee property	X			2			1.30	2.60		
Principle Hearing	Corporal	PHO/Administrative	X			1			1.30	1.30		
Key Control	Corporal	Monitors Keys & Locks	X			1			1.30	1.30		
Tool Control	Corporal	Monitors all tools for institution	X			1			1.30	1.30		
Disciplinary	Corporal	Assist with Disciplinary activities	X			2			1.30	2.60		
Industries	Corporal	CSI - Wood shop	X			2			1.30	2.60		
Central Control	Corporal	Oversees Central Staff	X			1			1.00	1.00		
Intel	Corporal	Assist Investigative Captain / LC	X			2			1.00	2.00		**
SUBTOTAL	Corporals					14	34	34	17	174.60	171.00	3.60
Central Control	Officer	Control Movement & Doors		X		2	2	1	1.90	9.50		
Perimeter Patrol	Officer	Oversees via Vehicle		X		2	2	2	1.90	11.40		
Tower	Officer	Views Yard		X		1	1		1.90	3.80		
Visitation	Officer	Monitors visits		X		1	1		1.90	3.80		
Transfer/Escort/Yard	Officer	Searches, checks, TO's		X		3	3		1.90	11.40		
Control Room-RHU	Officer	Operates doors on RH unit		X				2	1.90	3.80		
HU #1 A/B Control	Officer	Monitors and controls doors in Unit		X		1	1	1	1.90	5.70		
HU #1 C/D Control	Officer	Monitors and controls doors in Unit		X		1	1	1	1.90	5.70		
HU #2 A/B Control	Officer	Monitors and controls doors in Unit		X		1	1	1	1.90	5.70		
HU #2 C/D Control	Officer	Monitors and controls doors in Unit		X		1	1	1	1.90	5.70		
HU #3 A/B Control	Officer	Monitors and controls doors in Unit		X		1	1	1	1.90	5.70		
HU #3 C/D Control	Officer	Monitors and controls doors in Unit		X		1	1	1	1.90	5.70		
HU #1 E/F CC	Officer	Monitors and controls doors in Unit		X		1	1	1	1.90	5.70		
Turnkey/Gatehouse	Officer	Supervises Community Inmates		X		1			1.90	1.90		
SUBTOTAL	Officers					0	17	16	12	85.50	93.00	7.50
3C/D	Unit Caseworker	Monitor & control inmate movement		X		1	1		1.90	3.80		
3A/B	Unit Caseworker	Monitor & control inmate movement		X		1	1		1.90	3.80		
2A/B	Unit Caseworker	Monitor & control inmate movement		X		1	1		1.90	3.80		
2C/D	Unit Caseworker	Monitor & control inmate movement		X		2	2		1.90	7.60		
1A/B	Unit Caseworker	Monitor & control inmate movement		X		1	1		1.90	3.80		
1CD/EF	Unit Caseworker	Monitor & control inmate movement		X		2	2		1.90	7.60		
SMU	Unit Caseworker	Monitor & control inmate movement		X		2	2		1.90	7.60		
SUBTOTAL	Unit Caseworkers					0	10	10	0	38.00	34.00	4.00
TOTALS										334.00	(0.50)	

** authorized FTE includes 4 CSI funded positions
 *** Moved Canine Cpl to Canine Sgt. (transf. with NSP), & adjusted FTE accordingly (+1 Sgt, -1 Cpl)

Minimal Post Staffing Analysis

Institution: Tecumseh State Correctional Institution

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Admin Bldg.	Major	Institutional Security Administrator	x		1				1.00	1.00		
Admin Bldg.	Captain	Internal Investigations/Intel	x		1				1.00	1.00		
SMU	Captain	Custody/SMU/CSI	x		1				1.00	1.00		
Education	Captain	Dayshift/Post Orders/UA Program	x		1				1.00	1.00		
SUBTOTAL	Administrative				4	0	0	0		4.00	4.00	0.00
Admin Bldg.	Lieutenant	Shift Supervisors		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	6.00	0.78
Admin Bldg.	Sergeant	Asst. Shift Supervisor		x		1	1	1	1.74	5.22		
SMU	Sergeant	Supervises RHU Operation		x		2	2	1	1.74	8.70		
Industries	Sergeant	Supervise Security	x			1	1		1.25	2.50		
Yard	Sergeant	Supervise Yard Staff	x			1	1		1.25	2.50		
Vehicle Gate	Sergeant	Control Traffic	x		1				1.25	1.25		
Armory	Sergeant	Armory/Key Control	x		1				1.00	1.00		
Disciplinary	Sergeant	Handles Disciplinary/ DCC	x		1				1.00	1.00		
Religion/Admin	Sergeant	PHO/Administrative	x		2				1.00	2.00		
Canine	Sergeant	Canine handler	x		1				1.00	1.00		
SUBTOTAL	Sergeants				6	5	5	2		25.17	26.00	0.83
Central Control	Corporal	Oversees Central Staff		x		1	1	1	1.74	5.22		
SMU	Corporal	Conducts counts & monitors		x		10	10	6	1.74	45.24		
Transfer/Escort/Yard	Corporal	Searches, checks		x		5	5	5	1.74	26.10		
Visitation Clerk	Corporal	Supervises Visiting Rm		x		1	1		1.74	3.48		
Gatehouse	Corporal	Control Vehicle / Visitors		x		1	1	1	1.74	5.22		
Kitchen	Corporal	Supervise kitchen workers		x		2	2		1.74	6.96		
Library	Corporal	Inmate movement / searches		x		1	1		1.74	3.48		
Gym	Corporal	Oversees inmate gym activities		x		1	1		1.74	3.48		
Skilled Nursing Facility	Corporal	Inmate movement / searches		x		1	1	1	1.74	5.22		
Clinic	Corporal	Inmate movement / searches		x		1	1		1.74	3.48		
Pass Clerk	Corporal	Process visitors into institution		x		1	1		1.74	3.48		
Control Room RH	Corporal	Control door operations		x		4	4	2	1.74	17.40		
DR 1 F	Corporal	Conduct counts, monitors unit		x		1	1	1	1.74	5.22		
Recycling/Chemical	Corporal	Oversees Programs		x		1	1		1.74	1.74		
Industries	Corporal	Control CSI Laundry workers	x			2	2		1.25	5.00		
Canteen	Corporal	Inmate movement / searches	x			1			1.25	1.25		
Education	Corporal	Inmate movement / searches	x			1	1		1.25	2.50		
Maintenance Gate	Corporal	Control access	x			1	1		1.25	2.50		
Property	Corporal	Oversee property	x			2			1.25	2.50		
Principle Hearing	Corporal	PHO/Administrative	x			1			1.25	1.25		
Key Control	Corporal	Monitors Keys & Locks	x			1			1.25	1.25		
Tool Control	Corporal	Monitors all tools for institution	x			1			1.25	1.25		
Disciplinary	Corporal	Assist with Disciplinary activities	x			2			1.25	2.50		
Industries	Corporal	CSI - Wood shop	x			2			1.25	2.50		
Central Control	Corporal	Oversees Central Staff	x			1			1.00	1.00		
Intel	Corporal	Assist Investigative Captain / LT	x			2			1.00	2.00		
SUBTOTAL	Corporals				14	34	34	17		151.22	171.00	9.78
Central Control	Officer	Control Movement & Doors		x		2	2	1	1.74	8.70		
Perimeter Patrol	Officer	Oversees via vehicle		x		2	2	2	1.74	10.44		
Tower	Officer	Views Yard		x		1	1		1.74	3.48		
Visitation	Officer	Monitors visits		x		1	1		1.74	3.48		
Transfer/Escort/Yard	Officer	Searches, checks, TO's		x		3	3		1.74	10.44		
Control Room-RHU	Officer	Operates doors on RHU unit		x				2	1.74	3.48		
HU #1 A/B Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #1 C/D Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #2 A/B Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #2 C/D Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #3 A/B Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #3 C/D Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #1 E/F CC	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
Turnkey/Gatehouse	Officer	Supervises Community Inmates		x		1			1.74	1.74		
SUBTOTAL	Officers				0	17	16	12		78.30	93.00	14.70
3C/D	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.74	3.48		
3A/B	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.74	3.48		
2A/B	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.74	3.48		
2C/D	Unit Caseworker	Monitor & control inmate movement		x		2	2		1.74	6.96		
1A/B	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.74	3.48		
1C/D/EF	Unit Caseworker	Monitor & control inmate movement		x		2	2		1.74	6.96		
SMU	Unit Caseworker	Monitor & control inmate movement		x		2	2		1.74	6.96		
SUBTOTAL	Unit Caseworkers				0	10	10	0		34.80	34.00	0.80
TOTALS										334.00	25.29	

** authorized FTE includes 4 CSI funded positions
 *** Moved Canine Cpl to Canine Sgt. (transf. with NSP),
 & adjusted FTE accordingly (+1 Sgt, -1 Cpl)

Minimal Post Staffing Analysis

Institution: Tecumseh State Correctional Institution

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift			Relief Factor	Total FTE Req.	FTE Auth'd 1-Jul-15	Recommend	
			5 day	7 day	Day	1st	2nd	3rd					
Security Administrator	Major	Institutional Security Administrator	x		1				1.00	1.00			
Intel	Captain	Internal Investigations/Intel	x		1				1.00	1.00			
Operations	Captain	Custody	x		1				1.00	1.00			
Administrative	Captain	Dayshift/PREA Coordinator	x		1				1.00	1.00			
SUBTOTAL	Administrative				4	0	0	0		4.00	4.00	4.00	
Shift Supervisor	Lieutenant	Shift Supervisors		x		1	1	1	1.74	5.22			
Administrative	Lieutenant	Admin Lieutenant	x		1				1.00	1.00			
SUBTOTAL	Lieutenants				1	1	1			6.22	6.00	6.00	
Shift	Sergeant	Asst Shift Supv		x		1	1	1	1.74	5.22			
Yard	Sergeant	Supervise Yard Staff		x		1	1		1.74	3.48			
RHU	Sergeant	Supervises RHU Operation		x		1	1	1	1.74	5.22			
RHU DEF	Sergeant	Supervise GP galleries in RHU		x		1	1		1.74	3.48			
HU 1 (Med/Max)	Sergeant	Housing Unit Custody Supervision		x		1	1		1.74	3.48			
HU 3ABCD (Medium)	Sergeant	Housing Unit Custody Supervision		x		1	1		1.74	3.48			
HU 2 (Max)	Sergeant	Housing Unit Custody Supervision	x			1	1		1.25	2.50			
Industries	Sergeant	Supervise Security		x		1	1		1.25	2.50			
Vehicle Gate	Sergeant	Control Traffic		x		1			1.25	1.25			
Armory / Key	Sergeant	Armory		x		1			1.00	1.00			
Tool	Sergeant	Monitors all tools for institution		x		1			1.00	1.00			
Disciplinary	Sergeant	Handles Disciplinary/ DCC		x		1			1.00	1.00			
Administrative	Sergeant	Administrative		x		2			1.00	2.00			
Intel	Sergeant	Assist Investigative Captain		x		1			1.00	1.00			
Canine handler	Sergeant	Drug Interdiction w/ K-9s		x		1			1.00	1.00			
SUBTOTAL	Sergeants					6	7	8		35.07	26.00	36.00	
Central Control	Corporal	Control Movement & Doors		x		3	3	2	1.74	13.92			
RHU	Corporal	Conducts counts & monitors		x		6	6	3	1.74	26.10			
RHU Movement	Corporal	ERTS/Yard Supervision		x		2	2		1.74	6.96			
RHU DEF	Corporal			x		7	7	3	1.74	29.58			
RHU DEF Movement	Corporal			x		3	3		1.74	10.44			
HU 1AB (Max)	Corporal	Supervise unit activities/Floor		x		2	2		1.74	6.96			
HU1CD (Medium)	Corporal	Supervise unit activities/Floor		x		1	1		1.74	3.48			
HU 1EF (Medium)	Corporal	Supervise unit activities/Floor		x		1	1		1.74	3.48			
HU 2AB (Max)	Corporal	Supervise unit activities/Floor		x		2	2		1.74	6.96			
HU 2CD (Max)	Corporal	Supervise unit activities/Floor		x		2	2		1.74	6.96			
HU 3ABCD (Medium)	Corporal	Supervise unit activities/Floor		x		3	3		1.74	10.44			
Control Room RH	Corporal	Control door operations		x		5	5	3	1.74	22.62			
Yard	Corporal	ERTS/Yard Supervision		x		5	5	4	1.74	24.36			
Facility Escort	Corporal	Escorts		x		4	4	2	1.74	17.40			
Visiting	Corporal	Supervises Visiting Rm		x		2	2		1.74	6.96			
Front Entrance	Corporal	Control Vehicle/Visitors		x		1	1	1	1.74	5.22			
Pass Clerk	Corporal	Process visitors into Institution		x		1	1		1.74	3.48			
Industries - Laundry	Corporal	Control CSI Laundry workers		x		2	2		1.74	6.96			
Kitchen	Corporal	Supervise kitchen workers		x		2	2		1.74	6.96			
Library	Corporal	Control inmates/searches		x		1	1		1.74	3.48			
Gym	Corporal	Oversees inmate gym act		x		1	1		1.74	3.48			
Skilled Nursing Facility	Corporal	Control inmate mvmnt		x		1	1	1	1.74	5.22			
Clinic	Corporal	Control inmate mvmnt at med/searches		x		1	1		1.74	3.48			
HU #1 A/B Control	Corporal	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22			
HU #1 C/D Control	Corporal	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22			
HU #2 A/B Control	Corporal	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22			
HU #2 C/D Control	Corporal	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22			
HU #3 A/B Control	Corporal	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22			
HU #3 C/D Control	Corporal	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22			
HU #1 E/F Control	Corporal	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22			
Perimeter Patrol	Corporal	Oversees via vehicle		x		2	2	2	1.74	10.44			
Tower	Corporal	Views Yard		x		2	2		1.74	6.96			
Detain	Corporal	Supervises Community Inmates		x		1			1.74	1.74			
Education / Programs	Corporal	Control Mvmt, searches / activities		x		1	1		1.74	3.48			
Video Monitoring	Corporal	Video Monitoring		x		1	1		1.74	3.48			
Maintenance Gate	Corporal	Control access		x		1			1.25	1.25			
Industries - Wood shop	Corporal	Oversees custody operations		x		3			1.25	3.75			
Canteen	Corporal	Inmate mvmnt/searches		x		1			1.25	1.25			
Property	Corporal	Oversee property		x		3			1.25	3.75			
Disciplinary	Corporal	Assist with Disciplinary activities		x		2			1.25	2.50			
Principle Hearing	Corporal	PHO/Administrative		x		1			1.25	1.25			
Recycling/Chemical	Corporal	Oversees Programs		x		1			1.25	1.25			
Travel Order	Corporal	Travel Orders		x		6			1.25	7.50			
Central Control	Corporal	Control Movement & Doors		x		1			1.00	1.00			
Intel	Corporal	Assist Investigative Captain / Sgt		x		3			1.00	3.00			
SUBTOTAL	Corporals					21	73	71	26		324.04	298.00	324.00
									TOTALS	370.13	334.00	370.00	

Note: All Caseworker, Corporal and Officer Posts have been merged to Corporal

Total new FTE recommended: 36.00
 ** authorized FTE includes 4 CSI funded positions

Custody Post Analysis Summary

Facility: Tecumseh State Correctional Institution

JOB CLASS	NEW ANALYSIS LEVEL	HOL/NHOL FTE'S
Correctional Major	1	0/1
Correctional Captain	3	0/3
Correctional Lieutenant	6	5/1*
Correctional Sergeant	36	28/8**
Correctional Corporal	324	303/21***
TOTAL FTE'S	370	336/34

*1 Lieutenant NHOL- Administrative

**8 Sergeants NHOL- Armory/Key
Disciplinary
Administrative (2)
South Vehicle Gate
Industries – CSI
Tool
Intel

***21 Corporals NHOL- Central Control
Travel Order Team (6)
Industries - CSI Woodshop (3)
Canteen
Property (3)
Principle Hearing
Disciplinary (2)
Intel (3)
Recycling/Chemical

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution
 JOB CLASSIFICATION: Correctional Major
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 - 5 Day Major

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution
JOB CLASSIFICATION: Correctional Captain
POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Intel	1	0	0	0	Per staffing model
Operations	1	0	0	0	Per staffing model
Administrative	1	0	0	0	Per staffing model
TOTAL	3	0	0	0	

TOTAL FTE to include relief factor: 3.00 - 5 Day Captains

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift *	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 Day Lieutenants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 - 5 Day Lieutenant

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
Yard*	0	1	1	0	Facility specific
Restrictive Housing Unit*	0	1	1	1	Per staffing model
Unit*	0	2	3	0	Facility specific
 TOTAL	 0	 5	 6	 2	

*Relief factor of 1.74

Total FTE to include relief factor: 22.62 – 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Unit #2*	0	1	1	0	Facility specific
Industries*	0	1	1	0	Facility specific
Armory/Key*	1	0	0	0	Per staffing model
Vehicle Gate*	1	0	0	0	Per staffing model
Disciplinary	1	0	0	0	Facility specific
Administrative	2	0	0	0	Per staffing model
Canine	1	0	0	0	Facility specific
Intel	1	0	0	0	Per staffing model
Tool	1	0	0	0	Per staffing model
TOTAL	8	2	2	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 13.50 - 5 Day Sergeants

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Tecumseh State Correctional Institution
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Central Control *	0	3	3	2	Facility specific
Restrictive Housing Unit (RHU)*	0	6	6	3	Facility specific
RHU Facility Escorts *	0	2	2	0	Facility specific
RHU DEF Escorts*	0	3	3	0	Facility specific
HU Floors*	0	18	18	3	Facility specific
Control RH*	0	5	5	3	Facility specific
Yard*	0	5	5	4	Per staffing model
Facility Escort*	0	4	4	2	Per staffing model
Visiting*	0	2	2	0	Facility specific
Front Entrance*	0	1	1	1	Per staffing model
Pass Clerk*	0	1	1	0	Facility specific
Industries- Laundry*	0	2	2	0	Facility specific
Kitchen*	0	2	2	0	Per staffing model
Library*	0	1	1	0	Per staffing model
Gym*	0	1	1	0	Per staffing model
Skilled Nursing Facility (SNF)*	0	1	1	1	Per staffing model
Clinic*	0	1	1	0	Facility specific
HU Control Centers*	0	7	7	7	Facility specific
Perimeter Patrol*	0	2	2	2	Facility specific
Tower*	0	2	2	0	Facility specific
Detail*	0	1	0	0	Facility specific
Education / Programs*	0	1	1	0	Per staffing model
Video Monitoring*	0	1	1	0	Per staffing model
TOTAL	0	72	71	28	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 297.54 - 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Maintenance Gate*	0	1	0	0	Facility specific
Industries -Woodshop*	3	0	0	0	Facility specific
Canteen*	1	0	0	0	Per staffing model
Property*	3	0	0	0	Facility Specific
Principle Hearing*	1	0	0	0	Facility specific
Disciplinary*	2	0	0	0	Per staffing model
Recycle/Chemical*	1	0	0	0	Facility specific
Travel Order*	6	0	0	0	Per staffing model
Central Control	1	0	0	0	Per staffing model
Intel	3	0	0	0	Facility specific
TOTAL	21	1	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 26.50 – 5 Day Corporals

Calculation of Custody Relief Requirements

Step 1 Total # of eight hour shifts each staff would be available during a consecutive 365 work year

a)	Total work year days	365
b)	Total number of holidays	12
c)	Regular days off (two days off per seven day period)	104
d)	Average days authorized leave taken/employee	33.53
e)	Average days of training/employee	6

***Average annual hours per 1 staff member = $2088 - 8(33.53+6+12) = 1,675.76$ hours**

Step 2 Determine relief factors for 8 hours/5 days per week (8/5) and 8 hours/7 days per week (8/7) posts

8/5 = 1 (post) X 8 hours X 261 days/year = 2088 hours divided by 1,675.76 = 1.25

8/7 = 1 (post) X 8 hours X 365 days/year = 2920 hours divided by 1,675.76 = 1.74

Step 3 Summary of basic post requirements (rounded to the nearest tenth)

1	One (1) eight hour, five day per week post requires	8/5	1.25
2	One (1) sixteen hour, five day per week post requires	16/5	2.50
3	One (1) eight hour, seven day per week post requires	8/7	1.74
4	One (1) sixteen hour, seven day per week post requires	16/7	3.48
5	One (1) twenty-four hours, seven day per week post requires	24/7	5.22

Additional FTE Requirements

This section addresses each area identified and potential additional costs.

FTE Position Title	# of FTE	Cost/FTE	Total Cost
Corporal	26 FTE	\$45,041	\$1,171,066
Sergeant	10 FTE	\$50,057	\$ 500,570
TOTAL	36 FTE		\$1,671,636

The above figures are salary plus benefits annually. Additional costs would also be associated with adding new staff to include uniform issue, radios and other personal protective equipment, training costs, etc.

All employees assigned to a shift are paid for roll call. This is an essential briefing occurring ten minutes prior to each shift. This cost also needs consideration when determining overall fiscal impact.

TSCI Specific Recommendations

Housing Unit 1 (Medium/Maximum) Sergeant

- Each unit (AB, CD, EF) have one Unit Caseworker (UCW) assigned. As indicated in this report, the UCW would be replaced with Housing Unit Corporals.
- The Sergeant would assist in custody staff supervision allowing unit staff to focus on the inmate population and their caseloads.
- Housing Unit 1 is transitioning to mission based housing as ABCD will be housing Protective Management, E will be housing the Protective Management Impatient Substance Abuse Program and F houses Active Seniors.
- Sergeants would provide seven day a week coverage on either first or second shift in this unit. Days off would be scheduled so there would be a Sergeant available each day, but not necessarily on first and second shift.

Housing Unit 2 (Maximum) Sergeant

- Each unit (AB and CD) have one UCW assigned. As indicated in this report, the UCW would be replaced with Housing Unit Corporals.
- The addition of one Sergeant in this building would assist in custody staff supervision, allowing unit staff to focus on the inmate population and their caseloads.
- Sergeants would provide seven day a week coverage on either first or second shift in this unit. Days off would be scheduled so there would be a Sergeant available each day, but not necessarily on first and second shift.

Housing Units 3 (Medium) Sergeant

- Each unit (AB and CD) have one UCW assigned. As indicated in this report, the UCW would be replaced with Housing Unit Corporals.
- The addition of one Sergeant in this building would assist in custody staff supervision, allowing unit staff to focus on the inmate population and their caseloads.
- Sergeants would provide seven day a week coverage on second shift in this unit. Days off would be scheduled so there would be a Sergeant available each day on second shift.

Restrictive Housing Unit (RHU) Gallery Corporals

- Additional Corporals were added to this area to assist with the increase of population on the west side and the addition of the Secure Mental Health Unit on the east side.
- This is an increase of three Corporals per first and second shift and they would be designated as first responders.

RHU Facility Escorts Corporals

- These staff would be designated to complete escorts to and from RHU West.
- This is an addition of two Corporals on first and second shift.

Housing Unit 1 AB Corporals (Maximum) Protected Management

- Housing Unit 1AB has two UCW assigned. As indicated in this report, the UCW would be replaced with two Housing Unit Corporals on first and second shift.

- This is an increase of one staff member per shift, from the original minimum staffing, as additional staff were needed to supervise the area once it was repurposed with strictly maximum custody inmates.

Housing Unit 1 CD Corporals (Medium) Protected Management

- Housing Unit 1CD has one UCW assigned. As indicated in this report, the UCW would be replaced with one Housing Unit Corporal on first and second shift.

Housing Unit 1 EF Corporals (Medium) Protected Management

- Housing Unit 1EF has one UCW assigned. As indicated in this report, the UCW would be replaced with one Housing Unit Corporal on first and second shift.

Housing Unit 2 AB Corporals (Maximum) General Population

- Housing Unit 2AB has two UCWs assigned. As indicated in this report, the UCWs would be replaced with two Housing Unit Corporals on first and second shift.
- This is an increase of one staff member from the original minimum staffing, as additional staff were needed to supervise the area once it was repurposed with strictly maximum custody inmates.

Housing Unit 2 CD Corporals (Maximum) General Population

- Housing Unit 2AB has two UCWs assigned. As indicated in this report, the UCWs would be replaced with two Housing Unit Corporals on first and second shift.
- This is an increase of one staff member per shift from the original minimum staffing, as additional staff were needed to supervise the area once it was repurposed with strictly maximum custody inmates.

Housing Unit 3 ABCD Corporals (Medium) General Population

- Housing Unit 3ABCD has three UCWs assigned. As indicated in this report, the UCWs would be replaced with Housing Unit Corporals on first and second shift.
- This is an increase of one staff member per shift, from the original minimum staffing, as additional staff were needed to supervise the area with the increased movement of this population.

Control Room RHU

- RHU DEF's count increased from 100 beds to 200 beds.
- An additional computer is being installed to assist with the additional movement of inmates.
- An increase of one Corporal per first and second shift will need to be added to assist in supervision.

Yard Corporals

- These positions were taken and renamed from the original Transfer/Escort/Yard positions that are indicated on the original minimum staffing report.

Facility Escort Corporals

- These positions were also renamed from the original Transfer/Escort/Yard positions that are indicated on the original minimum staffing report under both Officer and Corporal positions.

- There is a decrease of one Corporal on third shift in this area, as other positions have been added overall to cover duties that typical this staff member would be utilized for.

Tower Corporals

- Previously there was one Officer assigned.
- As TSCI's population increased the need for one additional staff member per first and second shift was needed. One person is not adequate for supervising all four sides of the tower and still monitoring inmate traffic across the yard, courts, ball field and mini-yards.

Maintenance Gate Corporal

- This is a reduction of one staff on second shift. This post is no longer covered on second shift and the traffic through the gate no longer warrants it. Previously, there were two Corporals assigned.
- As TSCI's population increased the need for one additional five day a week position was warranted.

Industries-Woodshop Corporals

- This is an increase of one Corporal needed to cover the current expansion of the woodshop.

Travel Order Team Corporals

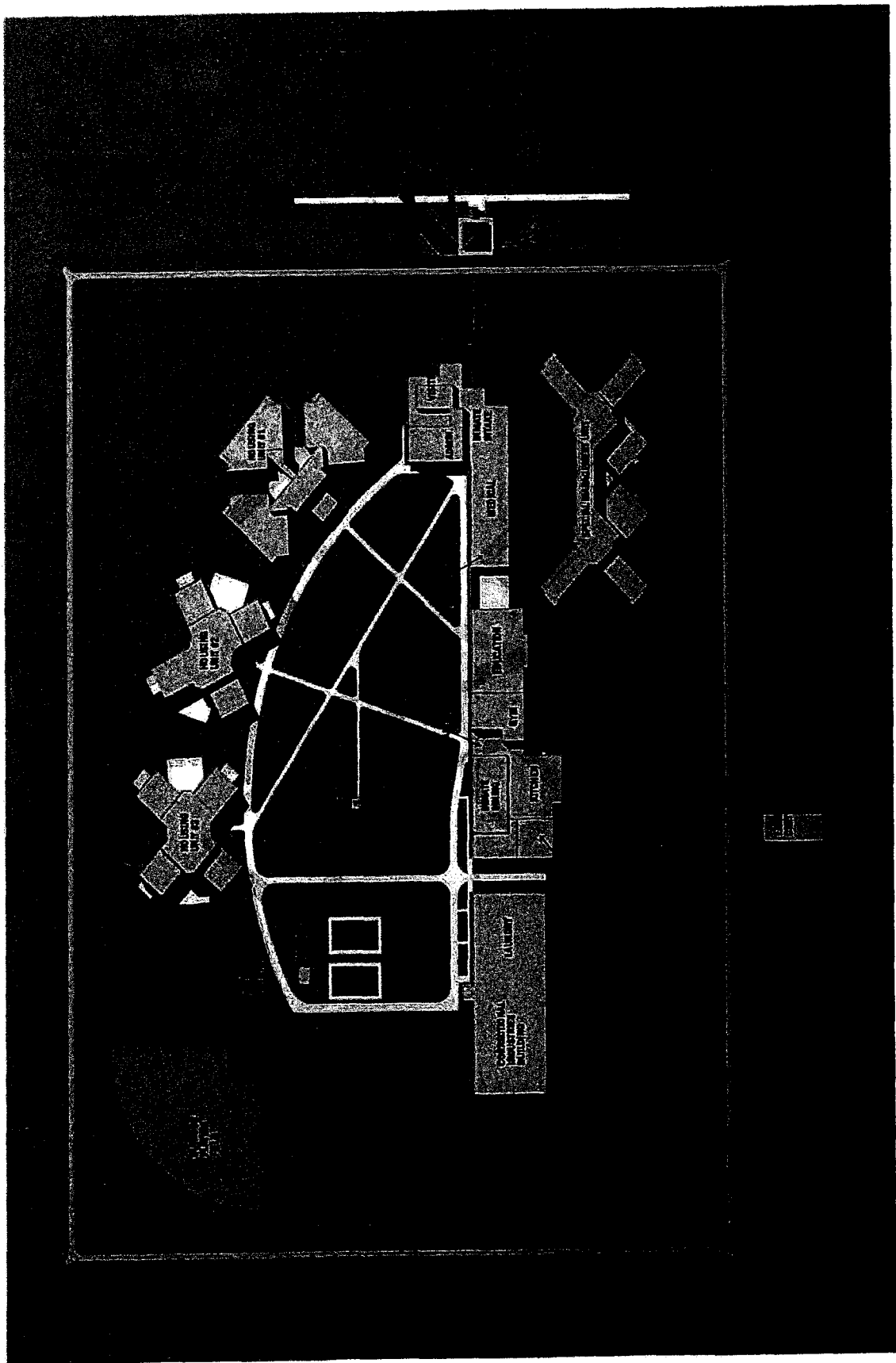
- These new positions create six additional staff who work five days a week to complete the facility's travels orders and transfers of inmates.

Intel Sergeant

- Previously there were two Corporals assigned.
- As TSCI's population increased the need for one additional five day a week position was warranted due to the increasing number of STG activities in the facility.

Attachments

- A. Map
- B. Proposed NDCS Staffing Model





NDCS Proposed Custody Staffing Model

DRAFT

Custody Staffing Model - Unit Staffing

Building Sergeant	Shift			
Custody Level	1	2	3	Day
Maximum		8/5		8/5
Medium		8/7		
Minimum A Cells		8/5		
Minimum A Bay/Dorm		8/5		
Minimum B		8/5		
Community A				
Community A				

Minimum Sgts. will not have weekends off

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	100
Community B	100

Unit Corporals	Shift		
Custody Level	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7 8/7	8/7 8/7	
Med. Control Center	8/7	8/7	8/7
Med. Floor	8/7 8/7	8/7 8/7	
Min A. Control Center	8/7	8/7	
Min A. Floor (Bay/Dorm)	8/7 8/7	8/7 8/7	8/7 8/7
Min. A Control Center			
Min A. Floor (Cells)	8/7 8/7	8/7 8/7	8/7
Min B. Control Center			
Min B. Floor	8/7 8/7	8/7 8/7	8/7 8/7
Com A Control Center			
Com A Floor	8/7	8/7	
Com B Control Center			
Com B Floor	8/7	8/7	

Community Floor Corporal will watch multiple units
(intermediate supervision)

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
MAJOR	Shift			
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
CAPTAIN				
Shift				
Post/Area	1ST	2ND	3RD	Day
Security Management				
Administrative				8/5
Intel				8/5
Operations				8/5
LIEUTENANTS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Administrative				8/5
SERGEANTS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory/Key				8/5
Tool				8/5
Intel				8/5
Administrative	8/5	8/5		
Principle Hearing				8/5
Activities/Programs				
Industries				8/5
Perimeter/Entry/Exit Security				
Vehicle Gate				8/5
CORPORALS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
	8/7	8/7		
Education / Programs	8/7	8/7		
Library	8/7	8/7		
Religious Center	8/7	8/7		
Activities/Clubs	8/7	8/7		
Gym	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Pass Clerk				8/5
Visiting *(off shift post)				8/5
				8/5
				8/5
Administrative Support				
Disciplinary				8/5
				8/5
Intel				8/5
				8/5
Property	8/5	8/5		
Industries (per shop)				8/5
Canteen				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
Facility Escorts	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
External Transport Staff				
Travel Order staff				8/5
				8/5
				8/5
				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Video Monitoring	8/7	8/7		
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7	8/7	
Tower/ Perimeter	Facility Specific (staffed 24/7)			

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

DRAFT

Restrictive Housing Unit
Model based off of TSCI RHU East

Custody Positions	Shift		
	1	2	3
Sergeant	8/7	8/7	8/7
Control Center Corporal	8/7 8/7	8/7 8/7	8/7
Floor Corporal	8/7 8/7 8/7 8/7 8/7	8/7 8/7 8/7 8/7	8/7



NEBRASKA
DEPARTMENT OF
CORRECTIONAL
SERVICES

Prison Staffing Analysis
Custody Staff
August 2015 – March 2016

To view the individual attachments, please click on the specific attachment below.

Attachments:

1. Complete NDCS Staffing Model
2. Community Corrections Center – Lincoln (CCCL) Staffing Analysis
3. Community Corrections Center – Omaha (CCCO) Staffing Analysis
4. Diagnostic and Evaluation Center (DEC) Staffing Analysis
5. Lincoln Correctional Center (LCC) Staffing Analysis
6. Nebraska Correctional Center for Women (NCCW) Staffing Analysis
7. Nebraska Correctional Youth Facility (NCYF) Staffing Analysis
8. Nebraska State Penitentiary (NSP) Staffing Analysis
9. Omaha Correctional Center (OCC) Staffing Analysis
10. Tecumseh State Correctional Institution (TSCI) Staffing Analysis
11. Work Ethic Camp (WEC) Staffing Analysis

Attachment 11

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

WORK ETHIC CAMP

Prison Staffing Analysis

February 9-10, 2016

Table of Contents

Staffing Analysis Team Information	11-2
Facility Design and Location	11-2
Institutional Profile	11-4
Operations	11-8
Programs	11-8
Additional Services	11-9
Activity Schedule	11-9
Activity Schedule Charts	11-10
Shift Relief Factors (SRF)	11-11
Summary of Observations	11-11
Summary of Post Planning Results	11-13
Current Post Plan/Previous Relief Factor	11-14
Current Post Plan/Current Relief Factor	11-15
Proposed Post Plan	11-16
Custody Post Analysis Summary	11-17
Calculation of Custody Relief Requirements	11-24
Additional FTE Requirements	11-25
Facility Specific Recommendations	11-26
Attachment: Facility Map	11-27
Attachment: Facility Proposed NDCS Staffing Model	11-30

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

WORK ETHIC CAMP

Prison Staffing Analysis

February 9-10, 2016

Staffing Analysis Team (SAT)

The SAT held an organizational meeting on February 9th at the Work Ethic Camp (WEC) prior to conducting the analysis. Assignments were given to ensure all custody and housing unit posts were analyzed on all three shifts. The group toured the facility to ensure all members were familiar with the campus layout. The observations on post took approximately 1 day to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Chris Peters, Business Manager – Federal Surplus Property
- Shaun Settles, Major – Nebraska Correctional Center for Women
- Brad McConville, Lieutenant – Work Ethic Camp
- Edward Eppens, Sergeant – Diagnostic & Evaluation Center

Facility Design and Location

WEC is a Nebraska Department of Correctional Services (NDCS) facility located at 2309 North Highway 83, McCook, NE, 69001. The facility is in a small community of approximately 7,700 residents, located in the southwest corner of Nebraska, approx. 230 miles from Lincoln, Nebraska.

WEC is a facility that provides an integrated program for felony offenders in partnership with the Probation and Parole Administrations, combining evidence based practices with a structured treatment environment. The goal of the program is to reduce the risk of recidivism through offender behavioral change and assisting people back into the community under close supervision. Success in the program will be based on effort, performance and progress made on the offender's individual case and personalized plan. WEC uses a cognitive-behavioral approach in assisting offenders to develop pro-social ways of life. This means that the offender's thinking patterns will be examined and challenged as a means of changing anti-social behaviors.

This is one of the newer Department facilities, constructed in 2001. The facility has three total buildings. One provides housing in five dormitories, with open-style bunking, approximately 100 inmates on each of two sides of the building. The administrative building includes administrative offices, food service, maintenance, programming and medical. The warehouse also houses canteen and laundry services. There is no indoor recreation space available, so inclement weather forces inmates to stay in the dorms, day room areas, or in the administration building for programming.

WEC houses male Minimum B level inmates. At the time of the analysis, the inmate population was 166. It is possible that Intensive Supervision Probationers would also be sentenced to the facility. The last probationer was present in July 2015.

The facility is enclosed by a chain link fence. The fence is 8' tall with three strands of barbed wire at the top. There are three pedestrian gates and one vehicle sally port included in the fence. The fence has no motion detection system or alert sensors. There are no observation towers or mobile patrol. The perimeter is covered by assigned yard staff, and is monitored by two cameras with pan and zoom capability, which are electronically controlled by Central Control.

Please see the attached Institutional Profile providing more specific information about WEC.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: **WEC**

Date: 01/06/16

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Agency Reception for Probationers
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	No
Does the institution have or will have prison industry(s) programs	No
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	No
Immediate Segregation	No
Protective Segregation	No
Intensive Management	No
Disciplinary Segregation	No
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	100
What is the facility Operational Capacity	200
Average Daily Population for the last year	184
Custody Level	Minimum B / Intensive Supervision Probation
What are the external boundaries of the facility	8' fence with barbed wire
Does internal surveillance and supervision include	
Control Rooms	No
Cameras	Yes
Gates	Yes
Cross Fencing	Yes

Turnkeys	No
Internal towers	No
Other	No
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes- cameras only
Is the barrier sufficient to detain/delay escape	No
Are there any impairments to good sight lines e.g. terrain; fence	Yes- terrain behind facility
What is the frequency and severity of visibility impairment such as fog or dust storms	Occasional fog/snow storms/high wind
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Approximately 12 vehicles per year
What is the location/design of inmate visitors' entrance/exit	Main entrance - Central Control
What type of perimeter vehicle is available, and is it a fixed or mobile post	None
Communications	
Do all staff in inmate areas have radios	If not issued radio, have access to body alarms.
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Open Bay Dormitories
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct Supervision
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Front entrance doors can be keyed or remotely unlocked, Other doors are keyed by staff.
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	Varies as necessary
What is the frequency of inmate disciplinary misconducts & types	5 Class I / 94 Class II / 695 Class III (Annual figures)
What is the frequency and seriousness of inmate on staff assaults	No assaults in last 12 months
What is the frequency and seriousness of inmate-on-inmate assaults	8 in last 12 months/ hitting/pushing
Have there been any recent escapes, escape attempts or walkaways if so explain	Yes- Inmate went over fence

Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Varies
Is there significant gang or STG influences	No
Disciplinary Process	Agency
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes - after lockdown/yard closure
unrestricted, open campus style	Yes
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	No
Visitation	
What is the visitation schedule	Sat-Sun, 0800 - 1100 & 1300 - 1600
Are visits contact or non-contact or both	All contact visits
What is the process for visitor registration/sign-in and are security staff assigned full-time	Pre-approved registrations (unless approved by Warden); Sign in; Central Control staff
What is the duration of visits	3 hour sessions
What are the search requirements for inmates and visitors	Visitors pat searched; inmates are strip searched
Work Assignments	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Numerous
Are there any essential work details in the community	Yes
What work details are optional/can be shut down	Road Crew
Food Service	
Is food service contracted or state run	State
Are any inmates fed in-cell, if so how many	No
Are inmates fed in central dining areas or in common areas in housing units	Central Dining
How are inmates escorted/sent to dining areas	Called by dormitory
How many staff are assigned to dining areas	At least one staff member
Programs	
List of Programs by:	

Number and types	Seven Habits on the Inside, Victim Impact, Anger Awareness, Inside Out Dads, Within My Reach, Common Sense Parenting, MRT. Vocational Programming: Intro to Business, Welding, Prairie Gold Homes. One on One planning for reentry. Chemical Dependency Programming (IOP and OP)
Hours of operation	Varies
Total participants and individual class/group size	8-20
Contracted or institutional staff supervised	Institutional staff supervised
Are programs considered as a function or determining factor in inmate idleness	Inmates request classes per their individualized case plan and to aid them with reentry into society.
<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	
Medical / Dental	312 in last year
Mental health,	None
Court appearances	None
At outside hospitals, is there a prison ward, or does the sending institution provide security	Institution provides security
Are there other routine outside transports	43 in last year
<i>Administrative/External Factors</i>	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Yes
Attendance issues (e.g., overtime, sick leave abuse)	Yes
Staff grievances concerning post assignments, overtime, training, and so forth.	No
Critical incidents within the past five years	Yes
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	No
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	No
Specific statutory and umbrella agency policy and directives	No
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

WEC operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. Utility posts are present on each of the two housing areas on all three shifts.

Three Unit Case Managers (UCM) are assigned on day shift. Unit Caseworkers (UCW) assigned to each unit operate on day and second shift. Unit Management assists with supervision and sanitation in the dorms, but this is not their primary duty.

Day shift staff includes administrative and support staff as well as various additional staff such as kitchen, maintenance, etc.

This facility has no firearms or lethal weapons. Staff are issued MK-4 chemical agent with Sergeants, Lieutenants, and Emergency Response Teams being issued MK-9 canisters. In addition, keys, radios and restraints are all issued from Central Control. Central Control is staffed by a Corporal. The facility is equipped with 52 surveillance cameras throughout the compound with recording capability. The cameras monitor both outside and inside housing and administration buildings.

Programs

Social services are provided by the Programming Department which includes the Program Manager, three UCMs, eight UCWs, one Chemical Dependency Counselor Supervisor and seven Chemical Dependency Counselors. The UCWs and Chemical Dependency Counselors are located in the dorm building. The UCWs divide up the dorms and will average 20-25 offenders/inmates on their caseload. The Chemical Dependency Counselors average around the same caseloads as the UCWs. WEC participates in Telehealth, for inmates who have been referred by the UCMs or Mental Health. The inmates, via Communicator, speak to the Social Worker based out of the Nebraska State Penitentiary regarding housing and welfare for when they are released from NDCS.

The following are some programs and services provided, but not limited to:

- Reentry Programming – job development workshops
- Non-Residential Treatment Services - Substance Abuse Programming
- Moral Reconciliation Therapy (MRT)
- Victim Impact
- Anger Awareness Education
- Adult Basic Education/GED
- College vocational courses
- Seven Habits on the Inside
- Inside-Out-Dads
- Recreation Programs and Services
- Religious Services
- Library Services

Additional Available Services

A medical clinic is located within the facility. Nurses are on duty from 6 am to 9 pm, and on-call outside of those hours. WEC operates with central pill call window in Building A. Pill call is conducted three times a day.

In calendar year 2015, 357 travel orders were handled by 523 staff, using over 1,700 staff hours. Many travel orders utilize various services within the McCook community. Longer distance travel orders are necessary to take inmates to the dentist in Arapahoe, approximately 40 miles away. Inmates to be held for disciplinary reasons must be taken to Phelps County Jail in Holdrege, approx. 70 miles away. These travel orders are completed predominantly by custody staff and completed in compliance with the NDCS Security Manual. The travel order details were considered by the SAT during this analysis and contribute to the overall staff needs.

Activity Schedule

All inmate movement from one location to another is to be controlled and supervised by staff through the use of master pass lists, rosters, and use of communication devices to indicate group movement (i.e. dining). Inmates need a pass or inclusion on a roster in order to access medical, education, etc. Yard is open to all inmates at one time. During nice weather conditions, there are large numbers of inmates on the yard.

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order.

Although inmate visitation is on the Activities Chart, it is important to note the staff intensive needs of visitation through visitor processing, inmate processing and observation of visits. Weekend visitation days allow 8-10 days of regular visits per month. WEC processes approximately 64 visitors in an average month.

Please see the attached weekly WEC Activities Chart.

WEC Activities Chart

Activity	Frequency	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400
Early Kitchen Lines	Daily																								
Informal Counts	Daily																								
Inmate Dining	Daily																								
Laundry Detail	Daily																								
Official Counts	Daily																								
Pill Call	Daily																								
Recreation	Daily																								
Roll Call	Daily																								
Sick Call	Daily																								
Yard	Daily																								
College Classes	Mon-Fri																								
GED/High School	Mon-Fri																								
Prarie Gold Homes	Mon-Fri																								
Road Crew	Mon-Fri																								
Substance Abuse	Mon-Fri																								
Mail Call/Processing	Mon-Sat																								
Programming	Mon-Sat																								
Mental Health Checks	Mon-Wed																								
Canteen	Tue-Fri																								
Bible study/ 1 on 1s	Tue-Sun																								
Disciplinary Hearings	Tue/Thur																								
Travel Orders	Tue/Thur																								
Inmate Visitation	Sat-Sun																								
Barber shop	Sat-Sun																								
AA	Mon																								
Religious Library	Tues																								
Religious Services	Sun																								
Law Library	Sun																								
Admissions	Weekly																								
Parole Board Hearings	Monthly																								

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Central Control

- The Central Control at the front entrance is the main security post, staffed 24/7 by a Corporal with view of the 52 cameras placed strategically within the facility.
- The Corporal also greets those entering and exiting the building.
- This is a vital and very busy post. The busiest times are during shift change, but fluctuate with travel orders, phone and radio calls, etc.
- Both first and second shift keep occupied during shift.

Dining

- Staff are not assigned to dining, but are brought in from other areas (support staff, yard posts, Assistant Supervisor, etc.).

Housing Unit (Building C)

- Currently two utility posts supervise the housing units on each shift. One is assigned to each side of the building, North and South, but may cover the entire building during checks, searches, etc.
- There are also 4 UCW posts on each day and second shift. The UCWs do help with dorm issues (supervision and sanitation), but primary duties are programming (lead classes), case plans, and one on one sessions with inmates.

Admissions/Property

- The Corporal position keeps busy, as it involves paperwork for transfers brought in. The transport schedule has changed to random days and times, making preparing files for all expected inmates difficult.
- This post also performs pat searches on inmates leaving for/returning from the Business Tech courses.
- Currently a female holds the two year non-rotating post, which requires a male staff to be called to assist with any strip searches.
- The area also can become congested with returning travel orders, any new admits, and inmate work crew workers returning at 4:00 pm.
- Property handling is organized, but busy with packing up items to be sent out.
- The supervising Sergeant is also responsible for the various work crews that are sent out during the week.

Kitchen

- There is no security post assigned to the kitchen area.

Medical Clinic

- There is no security post assigned to the medical clinic.

Principle Hearing / Disciplinary / Evidence

- There is no post dedicated to these duties. They are currently spread among staff, with all Sergeants having some Principle Hearing duties. This can lead to inconsistencies in addressing misconduct issues.

Lieutenant/Administrative – (Note: After the analysis was completed, this position was approved retroactively to be promoted to Captain. Observations are what were given at time of analysis)

- Post is spending majority of time on small number of duties: 25-32 hours on Intel/STG; 5-10 hours on Disciplinary/Institution Disciplinary Committee; occasionally must fill in as Shift Supervisor.
- Typically cannot finish all weekly duties.

Lieutenant/Shift Supervisor & Sergeant/Assistant Shift Supervisor

- There is one Lieutenant on each shift. There is no relief Sergeant or Lieutenant assigned Friday – Monday, which makes it difficult when requesting leave.
- Assigned ancillary duties can make prioritizing duties difficult.
- Much of first & second shift is spent relieving or assisting posts.

Training/Key Sergeant

- This position spends 90% of his time with training (Preservice, In-service, Jail training, updating EDC, etc.)
- If any issues with keys come up, he fits it in on breaks from class, or when he can. He has found several instances where the process of changing keys has not been completed due to interruptions.
- Due to the remoteness of WEC from the Staff Training Academy, there is little back up for the training tasks.

Visiting

- This post is used as relief during the week, as visiting is Saturday/Sunday only.
- Additional staff are used to assist in pat searching visitors and/or inmates and supervising the room during visits.

Yard Corporals

- Yard staff are located on the main yard area. Due to building layout, line of sight to every area on the yard is not possible.
- It is possible to have a large number of inmates on the yard with minimal staff available to supervise.
- During 3rd shift, this post also has responsibilities for filling chemicals and doing area checks.

Additional Observations

- **Unit Caseworkers** – The original purpose of WEC has been the intense reprogramming of the offenders. Because of this, the UCW's purpose here is truly case management and instruction. Among their duties, UCWs lead classes (Inside Out Dads, Anger Awareness, etc.), maintain case plans, write parole reviews, and several reentry issues. It is recommended that UCW post is NOT converted to security posts, as has been done at other facilities. A relief UCW would help reduce overtime used to cover for leave, training and vacancies.
- **Ancillary Duties** – Every current Lieutenant and most Sergeants are assigned other duties outside of supervising shift. These can take anywhere from 8 to 20 hours to complete each week.

- **Reentry** – A Reentry Specialist visits for approximately 6-8 hours each month. If a Reentry Specialist could be assigned on-site, or at least visit more often, the Unit Management staff would be relieved of the release housing and other reentry needs of the inmates.
- **Update post orders** – With the reclassification of the Administrative Lieutenant, make any necessary updates to the references of “Administrative Lieutenant” to “Captain”.
- **Staff issues** – When asked, staff were satisfied with their position. The majority of Sergeants and Lieutenants mentioned cancelling and/or forfeiting vacation leave due to shortage of staff on shift. Due to the minimal number of posts, the combination of any vacancies and use of leave/training can require use of overtime. Staff rely heavily on each other to perform their tasks, and this peer support has created a very professionally run facility.
- **Physical Plant** – Several doors with automatic closers were not functioning properly, and other doors that should have an automatic closer, and did not (i.e. to medical). General maintenance issues also need to be addressed, including walls, doors and window frames needing paint, doors that are not functioning and are propped open. Signs are not posted in areas inmates are unauthorized to occupy (behind housing building). The wire on top of the perimeter fence is angled out, which would deter someone from entering more than anyone wanting to escape.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
- Calculation of Custody Relief Requirements

Minimal Post Staffing Analysis

Current Post Plan / Previous Relief Factor

Institution: Work Ethic Camp

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd				
Administrative	Captain	Security Manager	X		1			1.00	1.00		
SUBTOTAL	Captain				1	0	0		1.00	0.00	
A, B, C Bldgs.	Lieutenant	Shift Supervisor		X		1	1	1.90	5.70		
SUBTOTAL	Lieutenants				0	1	1		3.00	(2.70)	
A, B, C Bldgs.	Sergeant	Asst. Shift Supervisor		X		1	1	1.90	5.70		
Admissions	Sergeant	Admit, Road Crew, Property	X					1.30	1.30		
A Bldg.	Sergeant	Training, Key, PHO	X		1			1.00	1.00		
SUBTOTAL	Sergeants				2	1	1		8.00	0.00	
A Bldg.	Corporal	Central Control		X		1	1	1.90	5.70		
C Bldg.	Corporal	Utility 1		X		1	1	1.90	5.70		
C Bldg.	Corporal	Utility 2		X		1	1	1.90	5.70		
A, B, C Bldgs.	Corporal	Utility 3 / Yard		X		1	1	1.90	5.70		
A, B, C Bldgs.	Corporal	Visitation		X		1	1	1.90	3.80		
Work sites	Corporal	Road Crews	X		4			1.30	5.20		
Admissions	Corporal	Admit, supply, property	X		1			1.30	1.30		
SUBTOTAL	Corporals				5	5	4		33.00	(0.10)	
A & C Bldgs.	Unit Caseworker	Teach, casework	X		4	0	4	1.30	10.40		
SUBTOTAL	Unit Caseworkers				4	0	4		8.00	(2.40)	
TOTALS									53.00	(5.20)	

** authorized FTE includes 1 CSI funded position plus 2 FY15 deficit positions does NOT include Maintenance Cpl

**

Minimal Post Staffing Analysis

Institution: Work Ethic Camp

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd				
Administrative	Captain	Security Manager	X		1			1.00	1.00		
SUBTOTAL					1	0	0	1.00	1.00	1.00	0.00
A, B, C Bldgs.	Lieutenant	Shift Supervisor		X		1	1	1.74	5.22	3.00	(1.74)
SUBTOTAL					0	1	1	1.74	5.22	3.00	(1.74)
A, B, C Bldgs.	Sergeant	Asst. Shift Supervisor		X		1	1	1.74	5.22		
Admissions	Sergeant	Admit, Road Crew, Property	X					1.25	1.25		
A Bldg.	Sergeant	Training, Key, PHO	X		1			1.00	1.00		
SUBTOTAL					2	1	1	1.74	7.47	8.00	0.53
A Bldg.	Corporal	Central Control		X		1	1	1.74	5.22		
C Bldg.	Corporal	Utility 1	X			1	1	1.74	5.22		
C Bldg.	Corporal	Utility 2	X			1	1	1.74	5.22		
A, B, C Bldgs.	Corporal	Utility 3 / Yard	X			1	1	1.74	5.22		
A, B, C Bldgs.	Corporal	Visitation	X			1	1	1.74	5.22		
Work sites	Corporal	Road Crews	X		4			1.25	5.00		
Admissions	Corporal	Admit, supply, property	X		1			1.25	1.25		
SUBTOTAL					5	5	4	1.25	30.61	33.00	2.39
A & C Bldgs.	Unit Caseworker	Teach, casework	X		4			1.25	10.00	8.00	(2.00)
SUBTOTAL					4	0	4	1.25	10.00	8.00	(2.00)
TOTALS									53.00	(1.30)	

** authorized FTE includes 1 CSI funded position plus 2 FY15 deficit positions does NOT include Maintenance Cpl

Minimal Post Staffing Analysis

Institution: Work Ethic Camp

Proposed Post Plan

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Recommend
			5 day	7 day	Day	1st	2nd	3rd				
Security Management	Captain		x		1				1.00	1.00		1.00
SUBTOTAL					1	0	0	0	1.00	1.00		1.00
Shift Supervisor	Lieutenant	Shift Supervisor		x		1	1	1	1.74	5.22	3.00	5.00
SUBTOTAL	Lieutenants				0	1	1	1	5.22	5.22		5.00
Asst. Shift Sup.	Sergeant	Asst Shift Supervisor		x		1	1	1	1.74	5.22		
Yard	Sergeant	Yard supervision		x		1	1	1	1.74	3.48		
Housing Unit	Sergeant	Unit Sergeant	x				1		1.25	1.25		
Admissions	Sergeant	Admit, Road Crew, Property	x		1				1.25	1.25		
Intel / Video	Sergeant	Intel / Video / ICS	x		1				1.00	1.00		
Tool / Key	Sergeant	Tool, Key control, PHO	x		1				1.00	1.00		
SUBTOTAL	Sergeants				3	2	3	1	13.20	8.00		13.00
Control Center	Corporal	Control Center		x		1	1	1	1.74	5.22		
Housing Unit	Corporal	Utility 1		x		1	1	1	1.74	5.22		
Housing Unit	Corporal	Utility 2		x		1	1	1	1.74	5.22		
Yard	Corporal	Utility 3 / Yard		x		1	1	1	1.74	5.22		
Programs/Educ.	Corporal	Programs / classroom		x		1	1	1	1.74	3.48		
Travel Orders	Corporal	Escorts away from facility	x		2				2.50	2.50		
Visiting	Corporal	Visitation	x		2				2.50	2.50		
Work Crews	Corporal	Supervise work crews	x		4				5.00	5.00		
Admissions	Corporal	Admit, supply, property	x		1				1.25	1.25		
Disciplinary	Corporal	DCC / Evidence	x		1				1.00	1.00		
SUBTOTAL	Corporals				10	5	5	4	36.61	33.00		37.00
A & C Bldgs	Unit Caseworker	Teach, casework	x		4		4		1.25	10.00	8.00	9.00
SUBTOTAL	Unit Caseworkers				4	0	4	0	10.00	8.00		9.00
									TOTAL:	66.03	53.00	65.00

Total new FTE recommended: 12.00

** authorized FTE includes 1 CSI funded position plus 2 FY15 deficit positions does NOT include Maintenance Cpl

**

Custody Post Analysis Summary

Facility: Work Ethic Camp

JOB CLASS	NEW ANALYSIS LEVEL	HOL/NHOL FTE'S
Correctional Captain	1	0/1
Correctional Lieutenant	5	5/0
Correctional Sergeant	13	10/3 *
Correctional Corporal	37	29/8 **
TOTAL FTE's	56	44/12

*3 Sergeants NHOL - Tool / Key
Intel / Video
Admissions

**8 Corporals NHOL - Travel Orders (2)
Work Crews (4)
Admissions
Disciplinary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Work Ethic Camp
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Management	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 - 5 Day Captain

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Work Ethic Camp
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 Day Lieutenants

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Work Ethic Camp
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
Yard*	0	1	1	0	Facility specific
TOTAL	0	2	2	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 8.70 - 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Work Ethic Camp
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Unit*	0	0	1	0	Per staffing model
Admission*	1	0	0	0	Facility specific
Intel / Video	1	0	0	0	Per staffing model
Tool / Key	1	0	0	0	Facility specific
TOTAL	3	0	1	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 4.50 - 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Work Ethic Camp
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Control Center*	0	1	1	1	Per staffing model
Housing Unit*	0	2	2	2	Per staffing model
Yard*	0	1	1	1	Facility specific
Programs / Education*	0	1	1	0	Per staffing model
TOTAL	0	5	5	4	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 24.36 – 7 Day Corporals

STUDY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Work Ethic Camp
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Travel Orders*	2	0	0	0	Per staffing model
Visiting*	2	0	0	0	Facility specific
Work Crews*	4	0	0	0	Facility specific
Admissions*	1	0	0	0	Facility specific
Disciplinary	1	0	0	0	Per staffing model
TOTAL	10	0	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 12.25 – 5 Day Corporals

Calculation of Custody Relief Requirements

Step 1 Total # of eight hour shifts each staff would be available during a consecutive 365 work year

a)	Total work year days	365
b)	Total number of holidays	12
c)	Regular days off (two days off per seven day period)	104
d)	Average days authorized leave taken/employee	33.53
e)	Average days of training/employee	6

*Average annual hours per 1 staff member = $2088 - 8(33.53+6+12) = 1,675.76$ hours

Step 2 Determine relief factors for 8 hours/5 days per week (8/5) and 8 hours/7 days per week (8/7) posts

$8/5 = 1$ (post) X 8 hours X 261 days/year = 2088 hours divided by 1,675.76 =	1.25
$8/7 = 1$ (post) X 8 hours X 365 days/year = 2920 hours divided by 1,675.76 =	1.74

Step 3 Summary of basic post requirements (rounded to the nearest tenth)

1 One (1) eight hour, five day per week post requires	8/5	1.25
2 One (1) sixteen hour, five day per week post requires	16/5	2.50
3 One (1) eight hour, seven day per week post requires	8/7	1.74
4 One (1) sixteen hour, seven day per week post requires	16/7	3.48
5 One (1) twenty-four hours, seven day per week post requires	24/7	5.22

Additional FTE Requirements

This section addresses each area identified and potential additional annual costs.

Position Title	# of FTE	Cost/FTE	Total Cost
Corporal	4 FTE	\$45,041	\$180,164
Sergeant	5 FTE	\$50,057	\$250,285
Lieutenant	2 FTE	\$60,153	\$120,306
Unit Caseworker	1 FTE	\$47,182	\$ 47,182
TOTAL	12 FTE		\$597,937

The above figures are annual salary plus benefits annually. Additional costs would also be associated with adding new staff to include uniform issue, radios and other personal protection equipment, training costs, etc.

All employees assigned to a shift are paid for roll call. This is an essential briefing occurring ten minutes prior to each shift. This cost also needs consideration when determining overall fiscal impact.

WEC Specific Recommendations

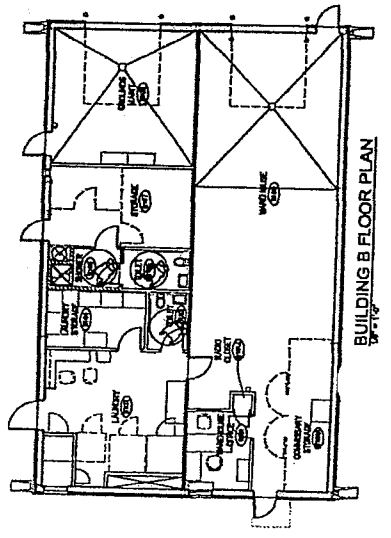
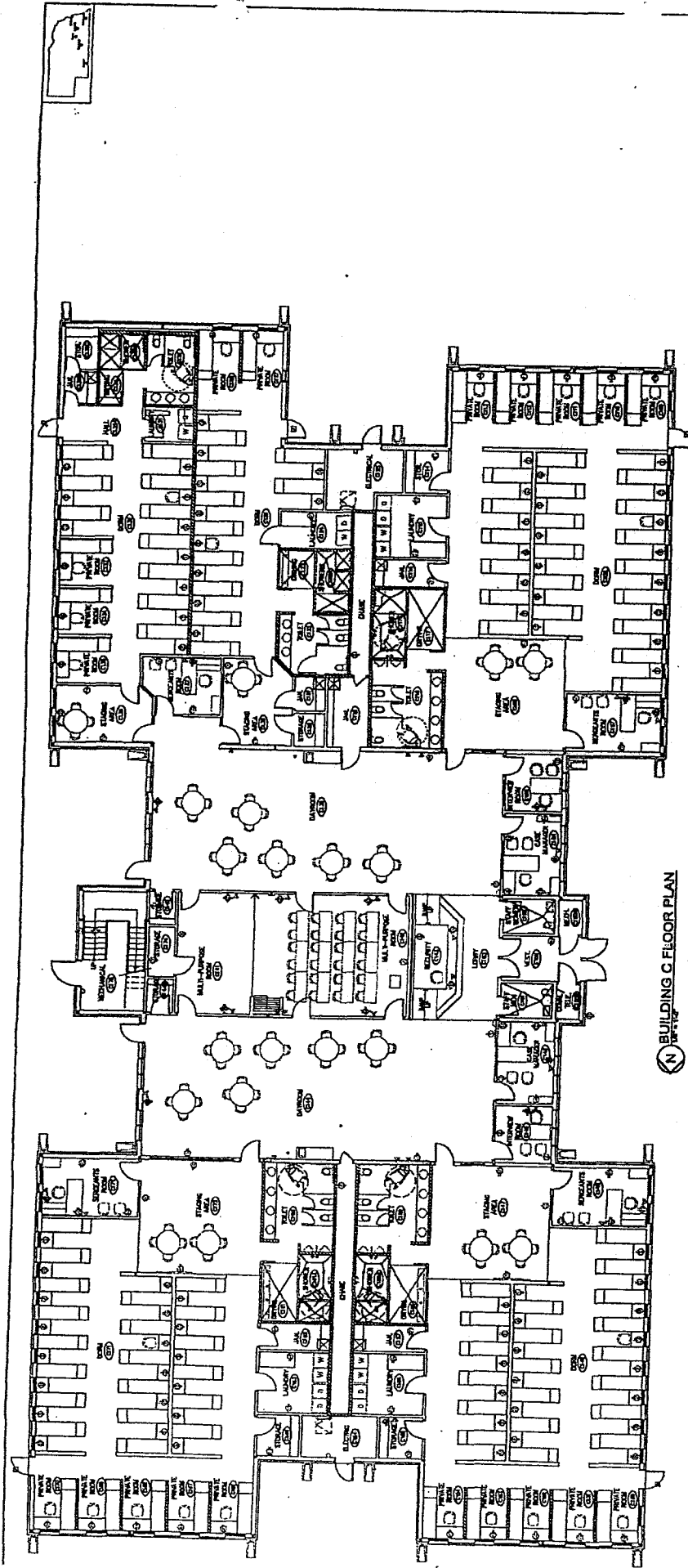
- Travel Orders – Given the number of travel orders annually, two posts assigned to day shift would provide adequate staff. They could also assist with the daily transport to offsite vocational training (Business Tech, Prairie Home, etc.). This would allow other staff to remain at their posts.
- Programs / Education – Currently no security staff is dedicated to the programming areas of the Administration building. It is suggested to have one post to cover Program and Classroom areas, plus be available for Medical and Dining needs and to relieve other staff from being called for coverage. This post could also help process work crews returning each afternoon.
- Visiting – One additional post would assist with pat searches on visitors and strip searches of inmates. Also changed post from first and second shift, 7-days to two on day shift, 5-days, which has net (-1) impact on staffing.
- Disciplinary Corporal – Assign duties to a dedicated staff to maintain consistency in handling inmate misconduct issues.
- Housing Unit Sergeants – Per the staffing model, it is suggested to place a second shift Sergeant post in Building C to cover all five dormitories.
- Yard Sergeants – One additional staff to have supervisory presence on yard and maintain security. This would allow a larger portion of yard visible at all times.
- Intel/Video Sergeant – Currently these duties are divided among several Sergeants. Having one dedicated post will offer more consistency and complete processing of security threat issues.
- Lieutenants – While not new posts, it is suggested that the two relief posts be filled, which will allow current Lieutenants to utilize leave and training without short staffing the facility.
- Unit Caseworker – There is currently no relief provided with the eight UCW posts. Having one additional staff to assist with time used for leave, training and vacancies would reduce overtime.

Other Recommendations (outside security staff)

- Training Specialist I – Separate training duties from the current Sergeant to allow them to focus on Tool/Key & Principle Hearing duties. Since staff are trained onsite, plus area Jail Staff are trained at WEC, this position is already performing the same duties as Specialists at STA.
- Administrative Assistant III – This position would relieve administrative security staff of some ancillary duties, and be responsible for Institutional Disciplinary Committee/Unit Disciplinary Committee, which will take these duties from the Captain and Unit Case Managers.

Attachments

- A. Map
- B. Proposed NDCS Staffing Model



Nebraska Department of Correctional Services

STATE OF NEBRASKA
DEPARTMENT OF CORRECTIONAL SERVICES
CORRECTIONAL INSTITUTION
FLOOR PLAN - BUILDING "B" AND "C"

WEC-3



NDCS Proposed Custody Staffing Model

DRAFT

Custody Staffing Model - Unit Staffing

Building Sergeant Custody Level	Shift			
	1	2	3	Day
Maximum		8/5		8/5
Medium		8/7		
Minimum A Cells		8/5		
Minimum A Bay/Dorm		8/5		
Minimum B		8/5		
Community A				
Community A				

Minimum Sgts. will not have weekends off

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	100
Community B	100

Unit Corporals Custody Level	Shift		
	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7 8/7	8/7 8/7	
Med. Control Center	8/7	8/7	8/7
Med. Floor	8/7 8/7	8/7 8/7	
Min A. Control Center	8/7	8/7	
Min A. Floor (Bay/Dorm)	8/7 8/7	8/7 8/7	8/7 8/7
Min. A Control Center			
Min A. Floor (Cells)	8/7 8/7	8/7 8/7	8/7
Min B. Control Center			
Min B. Floor	8/7 8/7	8/7 8/7	8/7 8/7
Com A Control Center			
Com A Floor	8/7	8/7	
Com B Control Center			
Com B Floor	8/7	8/7	

Community Floor Corporal will watch multiple units
(intermediate supervision)

SHIFTS	
DAY	0800-1630
1ST	0550-1400
2ND	1350-2200
3RD	2150-0600

Custody Staffing Model - Facility Staffing - Minimum				
CAPTAIN		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
LIEUTENANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7	8/7	
Administrative Support				
Armory/Key				8/5
Tool				8/5
Intel/Video				8/5
Principle Hearing				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
CORPORALS		Shift		
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Education / Programs	8/7	8/7		
Activities/Clubs	8/7	8/7		
Clinic	8/7	8/7		
Pass Clerk		8/5		
Visiting		8/5		
		8/5		
Canteen				8/5
Administrative Support				
Disciplinary				8/5
Property				8/5
Response/Movement				
Yard	8/7	8/7	8/7	
	8/7	8/7	8/7	
External Transport Staff				
Travel Order staff				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	

Prototypical Unit size	
Maximum	128
Medium	128
Minimum A	200
Minimum B	200
Community A	200
Community B	200

SHIFTS		
DAY		0800-1630
1ST		0550-1400
2ND		1350-2200
3RD		2150-0600



NEBRASKA
DEPARTMENT OF
CORRECTIONAL
SERVICES

Prison Staffing Analysis
Custody Staff
August 2015 – March 2016

To view the individual attachments, please click on the specific attachment below.

Attachments:

1. Complete NDCS Staffing Model
2. Community Corrections Center – Lincoln (CCCL) Staffing Analysis
3. Community Corrections Center – Omaha (CCCO) Staffing Analysis
4. Diagnostic and Evaluation Center (DEC) Staffing Analysis
5. Lincoln Correctional Center (LCC) Staffing Analysis
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9. Omaha Correctional Center (OCC) Staffing Analysis
10. Tecumseh State Correctional Institution (TSCI) Staffing Analysis
11. Work Ethic Camp (WEC) Staffing Analysis

[Back to main report](#)

The logo features a stylized, abstract graphic consisting of a thick, black, horizontal brushstroke with a curved, ribbon-like element looping over it from the right side. Below this graphic, the text "NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES" is displayed in a bold, sans-serif font.

NEBRASKA
DEPARTMENT OF
CORRECTIONAL
SERVICES

Prison Staffing Analysis
Custody Staff
August 2015 – July 2016

Team Members:

Barbara Lewien, Warden – Omaha Correctional Center
Michele Capps, Deputy Warden – Nebraska State Penitentiary
Thomas English, Major – Omaha Correctional Center
Michael Kinney, Lieutenant – Diagnostic & Evaluation Center
Chris Peters, Business Manager – Federal Surplus Property
Chasidy Bryl, Administrative Assistant I – Omaha Correctional Center

Main Table of Contents

Executive Summary	1
Brief History and Preparation	2
Statewide Recommendations	3
Summary	5
Conclusion	6
Attachment 1: Complete NDCS Staffing Model	1-1
Attachment 2: CCCL Staffing Analysis	2-1
Attachment 3: CCCO Staffing Analysis	3-1
Attachment 4: DEC Staffing Analysis	4-1
Attachment 5: LCC Staffing Analysis	5-1
Attachment 6: NCCW Staffing Analysis	6-1
Attachment 7: NCYF Staffing Analysis	7-1
Attachment 8: NSP Staffing Analysis	8-1
Attachment 9: OCC Staffing Analysis	9-1
Attachment 10: TSCI Staffing Analysis	10-1
Attachment 11: WEC Staffing Analysis	11-1

Executive Summary

This project was initiated by the Nebraska Department of Correctional Services (NDCS) in August 2015 when NDCS agreed to host a training offered by the National Institute of Corrections (NIC) on Prison Staffing Analysis. This report contains information and language from the report written by the NIC Consultants as a result of observations made during the training period.

Twenty NDCS staff members were identified for participation in the training which served as the starting point for a comprehensive review of the staffing systems for the state's correctional facilities. The Director selected a team of five from this training to move forward with a full scale staffing analysis of all custody positions within the NDCS.

The report that follows contains a brief history and summary of the individual analyses completed throughout the Department. Since Nebraska has a relatively small correctional system, the team was able to complete a staffing analysis at each facility. It is recommended that further analysis be performed in other job classifications and departments within each facility, Central Office and Staff Training Academy.

Please note changes may have been made to positions, posts and schedules throughout the Department since this project began. For example, a post needing a female staff member may have been placed open for bid. The bidding process may have resolved this need.

Brief History and Preparation

On August 10-13, 2015, selected participants attended the NIC Prison Staffing Analysis training which included on-site training at three of the NDCS facilities. NIC Consultants, Joseph Tony Stines, Meg and Russ Savage and Kevin Gilson were the selected Technical Resource Providers.

On August 25, 2015, a small team was formed from the training participants to lead NDCS through the comprehensive staffing analysis of custody staff throughout the Department. The Staffing Analysis Team members were:

- Barbara Lewien, Warden – Omaha Correctional Center
- Michele Capps, Deputy Warden – Nebraska State Penitentiary
- Thomas English, Major – Omaha Correctional Center
- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center
- Chris Peters, Business Manager – Federal Surplus Property

Chasidy Bryl, Administrative Assistant I – Omaha Correctional Center was asked to join the team to provide administrative support.

Other staff who participated in the NIC training were called upon to assist in the individual analyses held at each facility.

Schedule

Prior to beginning the staffing analysis, the team met multiple times to discuss the approach and schedule. Tours of the larger facilities were also arranged and completed. Each team member was assigned to chair two facility staffing analyses and to complete the subsequent reports. The schedule was set up as follows:

- Omaha Correctional Center (OCC) – October 2015
- Community Corrections Center – Omaha (CCCO) – November 2015
- Tecumseh State Correctional Institution (TSCI) – November 2015
- Nebraska Correctional Youth Facility (NCYF) – December 2015
- Lincoln Correctional Center (LCC) – January 2016
- Community Corrections Center – Lincoln (CCCL) – January 2016
- Diagnostic and Evaluation Center (DEC) – January 2016
- Nebraska Correctional Center for Women (NCCW) – January 2016
- Nebraska State Penitentiary (NSP) – February 2016
- Work Ethic Camp (WEC) – February 2016

Staffing Analysis Data Collection Instruments

The approach focused on four factors central to staffing decisions within NDCS. First, is the Institutional Profile. Next, the routinely scheduled activities conducted within the facility as recorded on an Activities Chart. Then, the actual staffing rosters identified as Current Post Plan – Previous Relief Factor, Current

Post Plan – Current Relief Factor and Proposed Post Plan are provided. Last, the staffing model for each custody level. The team developed the staffing model specifically for NDCS as one did not previously exist. Each analysis contains these documents as well as other specific information and recommendations for that facility.

The main components of the Institutional Profile are mission, physical design, population characteristics and programming and operational issues. The mission of each facility can have a significant impact on staffing. All ten facilities, while sharing the same overall mission of public safety, are difficult to compare, even those with the same or similar custody classifications. Making the assumption each facility would need the same staffing would be a critical error given that each facility's mission and physical plant can drive staffing decisions. The mission directs employees to make decisions consistent with operational goals and ensures employees are utilized in an appropriate manner. Caution should be taken to avoid having the physical plant as the sole factor in dictating staffing patterns.

It is necessary to determine the custody level of the inmates and any rules governing staffing requirements. Many of the facilities throughout NDCS have multiple custody levels within a single perimeter. In such cases, the inmate population drives the decisions to staff for each individual location housing different custody levels.

Facility operational issues relating directly to a facility will have an impact on staff such as the methods used for inmate movement, visitation and so on.

The Daily Activities Chart is a snap shot of the most important daily activities occurring within the facility. It can provide a view of where employees should be throughout a 24-hour day. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be a medical emergency.

The Current and Proposed Post Plan documents are detailed documents showing the existing and recommended post plan for a facility. These documents show the staffing patterns for 24-hour periods, show relationships between posts, ensure backup and cover all operations and activities.

The staffing model indicates the basic staffing patterns for each of the security levels identified within NDCS to include: maximum, medium, minimum, community and TSCI Restrictive Housing. Lastly, the housing unit staffing model for each custody level is also included. Since NDCS has no two facilities alike, each facility has specific staffing patterns deviating from the model.

Statewide Recommendations

Relief Factor – The relief factor was calculated using the formula provided by NIC with the assistance of the Human Resource Department.

The relief factor utilized for these analyses for an 8-hour day, 7-day position is 1.74. The relief factor for an 8-hour day, 5-day position is 1.25. These relief factors were previously 1.90 and 1.30, respectively.

Please note the Current Post Plan is shown using the previous relief factors as well as the current relief factors utilized.

These relief factors should be reviewed regularly to ensure they are reflective of the needed staffing patterns.

Roster Management System and Administrative Support – The current system utilized is a good system; however, it is noted the Lieutenants spend a great deal of time with roster management and not enough time is available for supervising and leading employees. Consideration should be given to utilizing an Administrative Assistant position at each facility to manage this system so that supervisors can be present and visible throughout their facility, assist staff as needed, provide direction, training and other essential tasks.

Inmate Transportation – This is likely the most significant staffing shortfall within the Department. A large number of travel orders and transfers occur with no staff allotted for these facility needs. Inmate transportation from secure facilities takes staff away from assigned duties and creates overtime.

Unit Management – With the exception of the Work Ethic Camp where Unit Caseworkers provide much of the inmate programming, it is recommended that Unit Caseworkers, Corporals and Officers be classified into one job classification. For the purposes of this report, the title of Corporal was used on all proposed staffing post plans.

Post Orders – Many post orders are lengthy and difficult for staff to follow. Consideration should be given to removing language and information from post orders that is not necessary to a particular post.

Incident Management – The analyses address whether sufficient employees are assigned to ensure safety while supplying the needed control and observation of inmates. While adding employees does not necessarily increase safety, a strong visible command and control of the facility has the ability to improve officer and inmate safety.

Video Monitoring /Intel – This has often been assigned as a collateral function onto other positions. Dedicated staff for the purposes of monitoring and surveillance have the potential to increase officer and inmate safety as well as assist in quick identification for intel purposes.

Supervisory – The SAT recommends utilization of the Unit Management philosophy. Unit staff should be assigned a case load and custody assigned to supervise the housing unit operations and security. Assigning Sergeants to the overall supervisory functions will add a strong, visible command within the units.

Yard Staff – It was noted during the analyses that yard staff were utilized for many assignments, removing them from the yard supervision. These positions should be designated and not pulled for other assignments.

Front Entrance Security – Establishing the tone upon entrance into the facilities will assist in overall facility control and safety. It is vital to all NDCS facilities for entry/exit points to be of the highest security. Dedicating staff positions to these entry points is highly recommended.

Summary

Upon completion of the Department-wide analyses, the following summarizes the staffing requests. Please refer to the individual facility staffing analysis for detailed information pertaining to each facility.

NEW FTE REQUESTED

Facility	Position				TOTALS
	Corporal	Sergeant	Lieutenant	Captain	
CCCL	1	1	(1)	1	2
CCCO	(3)	5	1	1	4
DEC	3	1	0	0	4
LCC	30	14	0	0	44
NCCW	13	6	1	0	20
NCYF	(2)	4	0	0	2
NSP	17	8	(1)	0	24
OCC	21	5	1	0	27
TSCI	(5)	8	0	0	3
WEC	5	0	3	0	8
TOTALS	80	52	4	2	138

Conclusion

We would like to thank the facility administrations in accommodating the teams completing the analyses. Also, thank you to all individuals who assisted in the analyses and supervisors giving staff time to complete these tasks. Lastly, thank you to Director Frakes, the Central Office Administration and the NIC Consultants for assistance and guidance provided throughout this project.

As we move forward as an agency, a continuation of these efforts into other job classifications and departments should be considered. The agency will benefit from ensuring the right number of staff are assigned to the right place at the right time doing the work appropriate to the job classification.

To view the individual attachments, please click on the specific attachment below.

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Attachment 1



NDCS Proposed Custody Staffing Model

Custody Staffing Model - Unit Staffing

Building Sergeant	Shift			
Custody Level	1	2	3	Day
Maximum	8/5	8/5		
Medium		8/7		
Minimum		8/5		

Unit Corporals	Shift		
Custody Level	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7	8/7	8/7*
	8/7	8/7	
	<i>*per building</i>		
Med. Control Center	8/7	8/7	
Med. Floor	8/7	8/7	8/7
	8/7	8/7	
Min. Floor	8/7	8/7	8/7
	8/7	8/7	
Com. Floor	8/7	8/7	

Community Floor Corporal will watch multiple units
(intermittent supervision)

Prototypical Unit Size	
Maximum	128
Medium	128
Minimum	200
Community	100

Shifts	
Day	0800-1630
1st	0550-1400
2nd	1350-2200
3rd	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
MAJOR	Shift			
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
CAPTAINS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Security Management				
Administrative				8/5
Intel				8/5
Operations				8/5
LIEUTENANTS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
SERGEANTS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7		
Administrative Support				
Armory/Key				8/5
Tool				8/5
Intel				8/5
Principle Hearing				8/5
Activities/Programs				
Industries				8/5
Perimeter/Exit/Entrance Security				
Vehicle Gate				8/5
CORPORALS				
Shift				
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
Programs/Activities	8/7	8/7		
	8/7	8/7		
	8/7	8/7		
	8/7	8/7		
Recreation	8/7	8/7		
	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Visiting		8/5		
		8/5		
		8/5		
		8/5		
Administrative Support				
Disciplinary				8/5
				8/5
Intel				8/5
				8/5
Property	8/5	8/5		
Industries (per shop)				8/5
Response/Movement				
Movement/Escorts	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
External Transport Staff				
Travel Order staff*				8/5
				8/5
*1 team of 2 per 400 beds				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Video Monitoring	8/7	8/7		
Perimeter/Entry/Exit Security				
Front Entrance				8/7
Tower/ Perimeter				Facility Specific

Prototypical Unit Size	
Maximum	128
Medium	128
Minimum	200
Community	100

Shifts	
Day	0800-1630
1st	0550-1400
2nd	1350-2200
3rd	2150-0600

Custody Staffing Model - Facility Staffing - Medium				
MAJOR	Shift			
Post/Area	1ST	2ND	3RD	Day
Security/Administrator				
Shift	8/5			
CAPTAINS	Shift			
Post/Area	1ST	2ND	3RD	Day
Security/Management				
Administrative	8/5			
Intel	8/5			
LIEUTENANTS	Shift			
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
SERGEANTS	Shift			
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Administrative Support				
Armory/Key	8/5			
Tool/Industries	8/5			
Intel/Principle Hearing	8/5			
Perimeter/Exit/Entrance Security				
Vehicle Gate	8/5			
CORPORALS	Shift			
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
Programs/Activities	8/7	8/7		
	8/7	8/7		
	8/7	8/7		
Recreation	8/7	8/7		
	8/7	8/7		
Clinic	8/5	8/5		
Visiting		8/5		
		8/5		
		8/5		
Administrative Support				
Disciplinary				8/5
Property	8/5	8/5		
Industries (All shops)				8/5
				8/5
Response/Movement				
Movement/Escorts	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7		
	8/7	8/7		
External Transport Staff				
Travel Order staff*				8/5
*1 team of 2 per 400 inmates				8/5
				8/5
				8/5
Control Center				
Central Control	8/7	8/7	8/7	
Video Monitoring	8/7	8/7		
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7		
Tower/ Perimeter		Facility Specific		

Prototypical Unit Size	
Maximum	128
Medium	128
Minimum	200
Community	100

Shifts	
Day	0800-1630
1st	0550-1400
2nd	1350-2200
3rd	2150-0600

Custody Staffing Model - Facility Staffing - Minimum				
CAPTAIN		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
LIEUTENANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Administrative Support				
Armory/Key/Tool	8/5			
Principle Hearing/Intel/Video	8/5			
CORPORALS		Shift		
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Programs/Activities		8/7		8/7
		8/7		8/7
Visiting		8/5		
		8/5		
Administrative Support				
Property	8/5			
Response/Movement				
Movement/Escorts	8/7	8/7	8/7	
	8/7	8/7		
Control Center				
Central Control	8/7	8/7		
*Work Detail	Facility Specific			

Prototypical Unit Size	
Maximum	128
Medium	128
Minimum	200
Community	100

Shifts	
Day	0800-1630
1st	0550-1400
2nd	1350-2200
3rd	2150-0600

Custody Staffing Model - Facility Staffing - Community				
CAPTAIN		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
LIEUTENANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Administrative Support				
Administrative	8/5	8/5		
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Administrative Support				
Armory/Discipline/ Principle Hearing/Intel	8/5			
CORPORALS		Shift		
Post/Area	1ST	2ND	3RD	Day
Administrative Support				
Property	8/5			
Response/Movement				
Movement	8/7	8/7	8/7	
	8/7	8/7	8/7	
External Transport Staff				
Travel/Transport	8/7	8/7		
	8/7			
Control Center				
Central Control	8/7	8/7	8/7	

Prototypical Unit Size	
Maximum	128
Medium	128
Minimum	200
Community	100

Shifts	
Day	0800-1630
1st	0550-1400
2nd	1350-2200
3rd	2150-0600

Restrictive Housing Unit Model based off of TSCI RHU East			
Custody Positions	Shift		
	1	2	3
Sergeant	8/7	8/7	8/7
Control Center Corporal	8/7	8/7	8/7
	8/7	8/7	
Floor Corporal	8/7	8/7	8/7
	8/7	8/7	8/7
	8/7	8/7	8/7
	8/7	8/7	
	8/7	8/7	

Calculation of Custody Relief Requirements

Step 1 Total # of eight hour shifts each staff would be available during a consecutive 365 work year

a)	Total work year days	365
b)	Total number of holidays	12
c)	Regular days off (two days off per seven day period)	104
d)	Average days authorized leave taken/employee	33.53
e)	Average days of training/employee	6

*Average annual hours per 1 staff member = $2088 - 8(33.53+6+12) = 1,675.76$ hours

Step 2 Determine relief factors for 8 hours/5 days per week (8/5) and 8 hours/7 days per week (8/7) posts

8/5 = 1 (post) X 8 hours X 261 days/year = 2088 hours divided by 1,675.76 =	1.25
8/7 = 1 (post) X 8 hours X 365 days/year = 2920 hours divided by 1,675.76 =	1.74

Step 3 Summary of basic post requirements (rounded to the nearest tenth)

1 One (1) eight hour, five day per week post requires	8/5	1.25
2 One (1) sixteen hour, five day per week post requires	16/5	2.50
3 One (1) eight hour, seven day per week post requires	8/7	1.74
4 One (1) sixteen hour, seven day per week post requires	16/7	3.48
5 One (1) twenty-four hours, seven day per week post requires	24/7	5.22

Attachment 2

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

COMMUNITY CORRECTIONS CENTER - Lincoln

Prison Staffing Analysis

January 6-8, 2016

Table of Contents - CCCL

Staffing Analysis Team Information	2-2
Facility Design and Location	2-2
Institutional Profile	2-3
Operations	2-7
Programs	2-7
Additional Services	2-7
Activity Schedule	2-8
Activity Schedule Charts	2-9
Shift Relief Factors (SRF)	2-10
Summary of Observations	2-10
Summary of Post Planning Results	2-13
Current Post Plan/Previous Relief Factor	2-14
Current Post Plan/Current Relief Factor	2-15
Proposed Post Plan	2-16
Custody Post Analysis Summary	2-17
Facility Specific Recommendations	2-24
Attachment: Facility Map	2-25

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

COMMUNITY CORRECTIONS CENTER - Lincoln

Prison Staffing Analysis

January 6-8, 2016

Staffing Analysis Team (SAT)

The SAT conducted a staffing analysis audit from January 6-8, 2016 of the Community Corrections Center - Lincoln (CCCL). Assignments were given to ensure all custody and housing posts were analyzed on all three shifts. The observations on post took approximately 2 ½ days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. At the conclusion of the audit the SAT met and discussed all of their findings and made final recommendations. The SAT members were:

- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center
- Edward Fabian, Associate Warden – Omaha Correctional Center
- Joseph Baldassano, Assistant Warden – Community Correction Center - Lincoln
- Matthew Hill, Administrative Assistant III – Diagnostic and Evaluation Center

Facility Design and Location

CCCL is a community custody facility located in Lincoln, Nebraska. CCCL is located on West Van Dorn street east of the Diagnostic and Evaluation Center (DEC) and Lincoln Correctional Center (LCC). Due to its close proximity to DEC and LCC, there are many shared services including use of DEC's Medical Clinic and LCC's Restrictive Housing. LCC also will assist CCCL by sharing staff when emergencies cause them to go below minimum staffing levels (i.e. travel order on third shift).

CCCL opened in July of 1993 as a 200 bed community custody facility but currently can house 400 inmates (312 male and 88 female) at any given time. CCCL has four housing units (3 male and 1 female). Due to the classification type of inmates housed at CCCL major incidents such as altercations are rare.

Please see the attached Institutional Profile regarding more specific information for CCCL.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: CCCL

Date: January 7, 2016

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Agency
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	No, DEC, NSP or outside provider handle
Does the institution have or will have prison industry(s) programs	No, Work Release Center
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	No
Immediate Segregation	No
Protective Segregation	No
Intensive Management	No
Disciplinary Segregation	No
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	200
What is the facility Operational Capacity	300 (According to the 2014 NDCS Master Plan)
Average Daily Population for the last year	392.14
Custody Level	4A (Detail) & 4B (Community)
What are the external boundaries of the facility	Fence
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes

Cross Fencing	Yes
Turnkeys	No
Internal towers	No
Other	
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Cameras
Is the barrier sufficient to detain/delay escape	No
Are there any impairments to good sight lines e.g. terrain; fence	No
What is the frequency and severity of visibility impairment such as fog or dust storms	Rare/fog and snow storms.
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	No Facility Gates
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby.
What type of perimeter vehicle is available, and is it a fixed or mobile post	No perimeter vehicle.
Communications	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	No, mostly security.
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	8 person rooms
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes, but need more cameras.
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct 0600-2200. Both 2200-0600
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Both by staff
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	Low number of Class I and low number of Class II. Most MRs are Class III. 1,205 total for 2015.
What is the frequency and seriousness of inmate on staff assaults	None in recent history (3 years)
What is the frequency and seriousness of inmate-on-inmate assaults	Very infrequent—not serious
Have there been any recent escapes, escape	Yes, 3 since November 2015.

attempts or walkaways if so explain	
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	High turnover rate.
Is there significant gang or STG influences	Very small influence
Disciplinary Process	Per policy
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	No
under escort (if so, what is the ratio requirement)	N/A
unrestricted, open campus style	Yes
via pass system	No
time specific lines	No
combination depending on inmate status	No
Visitation	
What is the visitation schedule	Units B & E Saturday 1300-1545 Sunday 1900-2145 Units C & D Saturday 1900-2145 Sunday 1300-1545
Are visits contact or non-contact or both	Contact only.
What is the process for visitor registration/sign-in and are security staff assigned full-time	CCCL staff enter visitors into NICaMS. Staff are not assigned full time.
What is the duration of visits	2 hours 45 minutes
What are the search requirements for inmates and visitors	None
Work Assignments	
Are work details supervised by security staff	All work detail inmates are supervised but some are not supervised by security or NDCS staff.
What are the essential work details inside the facility	Kitchen
Are there any essential work details in the community	Yes, 20 Contracts or Letters of Agreement with NDCS facilities and other state entities.
What work details are optional/can be shut down	All of the rest.
Food Service	
Is food service contracted or state run	State run.
Are any inmates fed in-cell, if so how many	No
Are inmates fed in central dining areas or in common areas in housing units	Fed in Central Dining.
How are inmates escorted/sent to dining areas	Inmates called 1 unit at a time, females go first and eat separately from the males.
How many staff are assigned to dining areas	1 utility staff covers dining.

Programs	
List of Programs by:	Various programs to include community based programming if approved.
Number and types	Varies.
Hours of operation	Varies.
Total participants and individual class/group size	Varies.
Contracted or institutional staff supervised	Volunteers/institutional staff
Are programs considered as a function or determining factor in inmate idleness	No
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	Average is 2 per day. Duration varies.
Medical,	757 for 2015
Dental,	
Mental health,	
Court appearances	CCCL does not transport inmates for MH appointments. CCCL does make referrals and MH staff come to CCCL.
At outside hospitals, is there a prison ward, or does the sending institution provide security	N/A
Are there other routine outside transports	5 in 2015—All on Medical Furlough; no staff supervision; placed on Electronic Monitoring 127 Detail & 50 Work Release
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Lancaster County pays substantially more. Low unemployment rate.
Attendance issues (e.g., overtime, sick leave abuse)	OT is high, understaffed. Sick leave is still an issue.
Staff grievances concerning post assignments, overtime, training, and so forth.	0
Critical incidents within the past five years	Yes, numerous, primarily related to synthetic THC effects.
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

CCCL operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. CCCL has four housing units that require intermediate supervision. There is one Unit Case Manager assigned to each housing unit and two Unit Caseworkers. There is no minimum staffing requirement for unit staff however the facility does try to plan to have a minimum of two Unit Caseworkers on duty during first and second shift. Day shift staff includes administrative and support staff. Due to the small size of the facility, Corporals are assigned various specialty tasks (visiting form review, ID card printing, etc.).

CCCL uses the DEC Clinic for Medical passes and also will transfer inmates from CCCL to DEC whenever a serious rule infraction has been committed. This can occur at any point in the day.

Programs

Inmates have access to various programs at CCCL. Programs afford educational and treatment opportunities. Due to inmates at CCCL being community custody they are allowed to participate in programs in the community.

Current programs at CCCL include:

- Work detail
- Work release
- Educational release
- Furloughs
- Community activity passes (recreation, shopping, religious)
- ABE/GED
- Substance abuse programming
- Other programming may be arranged through the community support programs and agencies.

Additional Available Services

CCCL has a fully functional kitchen that provides food for the inmates as well as job opportunities for inmates housed there.

CCCL also has a Medical Clinic area that allows for inmates to receive medical care on site. For serious medical issues or after hours issues, inmates may be transported to DEC or an outside community medical center.

Activities Schedule

CCCL is a community custody level facility. It is important to note that housing units only require intermediate supervision. Also due to being a community custody facility CCCL will almost always have assigned inmates working in the community without staff supervision. Inmates move freely throughout the facility without the use of a pass system. There is one female housing unit in the facility that remains secured at all times. Staff must let female inmates in and out of this unit to prevent male inmates from entering the unit.

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order.




Please see the attached CCCL Activities Chart.

Facility Name: Community Corrections Center-Lincoln

Date Prepared: 10/13/2015

Weekday Institutional Activities Chart

ACTIVITY	TIME	FREQ	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00
Normal Count	2 HRS	Daily																								
Medication Dist.	2.75 HRS	Daily																								
Supervise Dining	6 HRS	Daily																								
Perimeter Check	1.5 HRS	Daily																								
Supervise Inmate Porters	3 HRS	Daily																								
Shift Change/Roll Call	1.5 HRS	Daily																								
Mail Sorting/Dist.	5 HRS	Daily																								
Property	5 HRS	Daily																								
Transportation Waivers	1 HR	Daily																								
Shift Lieutenant	3 HRS	Daily																								
Shift Sergeant #1	3 HRS	Daily																								
Shift Sergeant #2	3 HRS	Daily																								
Utility 504	3 HRS	Daily																								
Utility 505	3 HRS	Daily																								
Utility 506	3 HRS	Daily																								
Central Control	2 HRS	Daily																								
Central Control Relief	4 HRS	Daily																								
Daily Inmate Interviews	2 HRS	Daily																								
Chemical Distribution	3 HRS	Daily																								
Yard Checks	1.5 HRS	Daily																								

-  First Shift
-  Second Shift
-  Third Shift

Shift Relief Factor (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Utility Corporal

- Hourly checks are not consistently performed. At times the only Utility Corporal is responsible for monitoring AA programming.
- For up to three hours per day a Utility Corporal has to sort mail, process money orders and other details that are normally covered by Mail Room staff (CCCL has no Mail Room staff).
- Utility Corporals are also responsible for processing property into the facility. Currently family members and friends can bring property (TVs, cologne, tobacco products, etc.) into the facility for inmates. This is unique to the community centers. Utility Corporals must search the property, place it on the inmate's property sheet and issue it to the inmate. All of these duties prevent them from properly performing hourly security checks.
- Additional staff will allow for enhanced security.

Housing Unit Staff

- Currently there is no mandatory minimum staff for Unit Caseworkers. Potentially there could be days that all Unit Caseworkers are on leave (vacation, sick leave, etc.). During these days Utility staff are responsible for making checks of the housing unit.
- It is recommended that two Housing Unit Corporals be added and be responsible for checks of the housing units.

Armory/Key/Tool Sergeant

- Armory Sergeant is tasked with all Armory duties, Intel functions, and Principle Hearing.
- Key control responsibility is currently assigned to a maintenance staff member. This is not in line with other facilities where a custody staff member is responsible for Key Control. Due to high security of Key Control and per the NDCS staffing model, it is recommended that the duties be transferred to the Armory Sergeant.
- It is recommended to add a second day shift Sergeant to assist with administrative duties. The breakdown of duty assignments would be as follows:
 - Armory Sergeant – Armory, Key Control, Tool Control and Disciplinary
 - Administrative Sergeant – Principle Hearing and Intel

Travel/Transport (Driver)

- Drivers are tasked with driving inmates to various job sites and other locations throughout the Lincoln area based on inmate needs.
- Drivers are also tasked with performing cell searches during down time, however depending on how busy a daily schedule could be cell searches may be hurried.

Unit Case Managers

- Currently only four Unit Case Managers (UCM) are assigned to CCCL. This is a low number considering the facility frequently operates with over 350 inmates that are all community level custody (4A and 4B). This is a very high case load for these UCM.
- Although this audit was focused primarily on security and custody, it is recommended that the number of unit staff be reviewed by another team at a later date. Caseload size is recommended at 40 due to volume of paperwork and need for community supervision.

Community Resource

- Currently there are not staff assigned to this position. The SAT recommends an analysis of unit staff with consideration for caseload size of 40.
- If this change were made, unit staff would then have duties of community resource to include job checks, pass and furlough checks, sponsor reviews, etc. Unit staff would also be responsible for random checks of the electronic monitoring devices. By adding this responsibility, there would be much more accountability for the inmates and increased public safety.

Security Administrator

- The Assistant Warden is the Security Administrator responsible for overall day to day operation of the facility. He also has the additional responsibilities of being the Religious Coordinator, the PREA Compliance Manager, and having the direct supervision of all Lieutenants, the Investigative Sergeant, the Program Administrator (Unit Administrator) and the Records Clerk.
- It is recommended that one position at the rank of Captain be the Security Administrator. This would allow for a clear leader of the custody positions who was solely responsible for security functions of the facility. By having an administrative level staff member in the custody rank security would have a higher focus. The Captain would also be able to be the chairman for Institutional Disciplinary Committee, which is currently tasked to the first shift Lieutenant, thus reassigning the first shift Lieutenant away from shift duties. The Captain would also be the supervisor of the Intel Department (the current supervisor of the Intel Department is the second shift Lieutenant).

Intel Department

- Currently there is no Intel Department and various parts of intel are shared between the second shift Lieutenant and the day shift Sergeant. This causes a lack of intelligence gathering and lack of inmate accountability.
- It is recommended that the addition of Captain oversees the Intel Department and would provide a clear leader of the department. It is also recommended that another day shift Sergeant be added to assist with the Intel department and perform Principle Hearing duties. This would allow the second day shift Sergeant to focus primarily on Armory, Keys, Tools, and Disciplinary Committee Coordinator (DCC) duties. Additionally by adding two Community Resource Corporals that would be supervised by the Captain, CCCL would have a fully functional Intel team consisting of: one Captain, one Sergeant and two Corporals. This would provide adequate supervision and security of inmates in the facility and community.

Central Control

- Central Control staff experience periods of extremely heavy workloads (phone calls, passes, inmate movement through the secure front door, medication distribution, distribution of keys and other security equipment, and other duties). This may lead to an inmate being released without proper approval or other count errors.
- By adding additional Corporals for utility duties, utility staff can step into Central Control and assist during busy periods.

Mail/Property

- There are no mail room staff assigned to CCCL. The duties of searching and sorting mail are assigned to a Utility Corporal.
- It is recommended that a Mail/Property Corporal be assigned to the facility to handle mail duties as well as assist utility staff with personal property that is dropped off for inmates.

Additional Observations

- There is no mandatory minimum for unit staff. All Unit Caseworkers (UCW) and Unit Case Managers (UCM) can be approved leave for the same day. CCCL does attempt to have a minimum of two UCW, but there is no requirement to cover the post in occurrences of unscheduled absence. Adding Unit Corporal positions responsible for unit security will ensure that there is always unit supervision on shift. An added benefit would be that UCM would have more time to focus on case management duties. A concern would be the need for additional UCM with the eliminated UCW positions to cover all case management duties.
- Currently, the minimum staffing level for CCCL is three custody staff- a Shift Supervisor, a Control Officer and a Utility Officer. During emergencies (medical issues, fights, fire and other types) there would be one staff to respond. That one staff would have to handle the emergency, provide crowd control, communicate with the Shift Supervisor, while still being able to provide supervision for the rest of the facility.
- Currently there are no post orders for CCCL. When staff were asked questions about certain job duties they were very helpful and consistent with their answers however no one could show where their job duties were documented. Staff completed details based on verbal direction. It should be noted that the Department does not require community centers to operate with Post Orders.
- The computer program for logging inmates in and out of the facility is outdated and not very user friendly. The system does not trigger an alarm when inmates are late from a job assignment or pass. Currently CCCL Central Control staff will occasionally look through the inmate passes to see if anybody is not back according to schedule.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimum Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Current Post Plan / Previous Relief Factor

Institution: Community Corrections Center - Lincoln

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Shift Supervisor	Lieutenant	Shift Supervisor	X			1	1	1	1.00	3.00		
SUBTOTAL	Lieutenants				0	1	1	1		3.00	3.00	0.00
Asst. Shift Supr.	Sergeant	Asst. Shift Supervisor		X		1	1	1	1.90	5.70		
Administrative	Sergeant	AV, PHP, Orientation	X		1				1.30	1.30		
SUBTOTAL	Sergeants				1	1	1	1		7.00	6.00	(1.00)
Central Control	Corporal	Control Center		X		1	1	1	1.90	5.70		
Utility	Corporal	Utility		X		3	3	4	1.90	19.00		
Drivers	Corporal	Van drivers		X		2	2	1	1.90	9.50		
SUBTOTAL	Corporals				0	6	6	6		34.20	18.00	(16.20)
Housing Units	Unit Caseworker	Supervise inmate activity		X		4	4	4	1.90	15.20		
SUBTOTAL	Unit Caseworkers				0	4	4	0		15.20	10.00	(5.20)
TOTALS										37.00	(22.40)	

Minimal Post Staffing Analysis

Institution: Community Corrections Center - Lincoln

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Shift Supervisor	Lieutenant	Shift Supervisor	X			1	1	1	1.00	3.00		
SUBTOTAL	Lieutenants				0	1	1	1		3.00	3.00	0.00
Asst. Shift Supr.	Sergeant	Asst. Shift Supervisor		X		1	1	1	1.74	5.22		
Administrative	Sergeant	AV, PHP, Orientation	X		1				1.25	1.25		
SUBTOTAL	Sergeants				1	1	1	1		6.47	6.00	(0.47)
Central Control	Corporal	Control Center		X		1	1	1	1.74	5.22		
Utility	Corporal	Utility		X		3	3	4	1.74	17.40		
Drivers	Corporal	Van drivers		X		2	2	1	1.74	8.70		
SUBTOTAL	Corporals				0	6	6	6		31.92	18.00	(13.92)
Housing Units	Unit Caseworker	Supervise inmate activity		X		4	4		1.74	13.92		
SUBTOTAL	Unit Caseworkers				0	4	4	0		13.92	10.00	(3.92)
TOTALS										37.00	(17.71)	

Minimal Post Staffing Analysis

Institution: Community Corrections Center - Lincoln

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day				
			# of Posts by Shift						
			Day	1st	2nd	3rd			
Security Administrator	Captain	Security Admin/Intel	x				1.00	0.00	1.00
SUBTOTAL	Administrative			1	0	0	1.00	0.00	1.00
Administrative	Lieutenant	Administrative	x		1	1	2.00	3.00	(1.00)
SUBTOTAL	Lieutenants			0	1	1	2.00	3.00	(1.00)
Shift	Sergeant	Shift Supervisor		x	1	1	5.22		
Administrative	Sergeant	Armory, Key, Tool / DCC	x				2.00		
SUBTOTAL	Sergeants			2	1	1	7.22	6.00	1.22
Central Control	Corporal	Control Facility Moves		x	1	1	5.22		
Movement	Corporal	Supervise internal movement		x	2	2	10.44		
Travel / Transport	Corporal	Drive inmates to work, etc..		x	2	1	5.22		
Housing Units	Corporal	Supervise living units		x	2	2	6.96		
Property	Corporal	Handle mail / inmate property	x		1		1.25		
SUBTOTAL	Corporals			1	7	6	29.09	28.00	1.09
TOTALS							39.31	37.00	2.31

Note: All Caseworker posts have been merged to Corporal

Custody Post Analysis Summary

Facility: Community Corrections Center Lincoln

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Captain	1	0/1	1
Correctional Lieutenant	2	0/2	-1
Correctional Sergeant	7	5/2*	1
Correctional Corporal	29	28/1**	1
TOTAL FTE'S	39	33/6	2

***2 Sergeants N-MAND** Administrative
 Armory/Key/Tool/Disciplinary

****1 Corporal N-MAND** Property

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 – 5 Day Captain

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	0	0	1	1	Per staffing model
TOTAL	0	0	1	1	

TOTAL FTE to include relief factor: 2.00 – 5 Day Lieutenants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
JOB CLASSIFICATION: Correctional Sergeant
POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 – 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	1	0	0	0	Per staffing model
Armory/Key/Tool/Disciplinary	1	0	0	0	Facility specific – <i>Size/population</i>
TOTAL	2	0	0	0	

TOTAL FTE to include relief factor: 2.00 – 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Central Control*	0	1	1	1	Per staffing model
Movement*	0	2	2	2	Per staffing model
Housing Unit*	0	2	2	0	Facility specific – <i>Facility size/physical plant</i>
Travel/Transport*	0	2	1	0	Per staffing model
TOTAL	0	7	6	3	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 27.84 – 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center Lincoln
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Property*	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 1.25 – 5 Day Corporals

CCCL Specific Recommendations

- A Captain is recommended to be the Security Administrator, head of Intel and be the Chairperson for Institutional Disciplinary Committee. A current Lieutenant could be upgraded to Captain.
- Reorganize Sergeant positions to allow for an Administrative Sergeant to complete the Principle Hearing duties, assist with Intel, oversee the Urinary Analysis program, and staff clothing issue. The Armory/Key/Tool/Disciplinary Sergeant would oversee all of those specific areas.
- Eliminate Unit Caseworker positions and replace with custody staff as noted on new post plan. Maintain current staffing with Unit Case Manager (possibly add more).
- Utilize relief positions for Travel Orders as they are not currently available.
- A Property Corporal is recommended to assist with inmate mail and personal property drop offs.

Attachments

- A. Map

Attachment 3

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

COMMUNITY CORRECTIONS CENTER - Omaha

Prison Staffing Analysis

November 16-18, 2015

Table of Contents - CCCO

Staffing Analysis Team Information	3-2
Facility Design and Location	3-2
Institutional Profile	3-4
Operations	3-8
Programs	3-8
Additional Services	3-8
Activity Schedule	3-9
Activity Schedule Charts	3-10
Shift Relief Factors (SRF)	3-12
Summary of Observations	3-12
Summary of Post Planning Results	3-15
Current Post Plan/Previous Relief Factor	3-16
Current Post Plan/Current Relief Factor	3-17
Proposed Post Plan	3-18
Custody Post Analysis Summary	3-19
Facility Specific Recommendations	3-26
Attachment: Facility Map	3-27

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

COMMUNITY CORRECTIONAL CENTER – Omaha

Prison Staffing Analysis

November 16-18, 2015

Staffing Analysis Team (SAT)

The SAT held an organizational meeting prior to conducting the analysis. Assignments were given to ensure all posts were analyzed on all three shifts. The observations on post took approximately 2 ½ days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Barbara Lewien, Warden – Omaha Correctional Center
- Ed Fabian, Associate Warden – Omaha Correctional Center
- Brad McConville, Lieutenant – Work Ethic Camp
- Seth Perlman, Captain – Omaha Correctional Center
- Robert Jimenez, Lieutenant – Nebraska Correctional Youth Facility
- James Ellinger, Unit Manager – Omaha Correctional Center

Facility Design and Location

The Community Correctional Center – Omaha (CCCO) is a community A/B security facility located in East Omaha near the Omaha Correctional Center. In October 1967, Legislative Bill 569 established the work release program. In July 1985, CCCO was opened to accept inmates. It was constructed at a cost of 1.2 million dollars. The original design included 3 buildings and 90 beds to accommodate both male and female inmates. Currently, CCCO has 180 beds with 24 of those available for female inmates. Inmates must be classified to community A or B status and are typically near discharge of their sentence or parole hearing. Inmates may be eligible for passes and/or furloughs at CCCO; therefore, canteen, hair care, etc. are not available on-site and require a pass or furlough.

Inmates assigned to work details (community A custody) traditionally work at CCCO, OCC, NCYF or other detail jobs at the State Office Building or other state agency areas. Work release inmates (community B custody) are required to pay \$12 per day for room and board. Also 5% of their net earnings are placed in a savings account for their eventual release. Historically, CCCO reserves 60 beds for male inmates on work detail and 96 beds for male inmates on work release. The 24 beds reserved for female inmates are not designated as work detail or release but are rather assigned based strictly on bed space availability and not assignment. The facility operates consistently around 175% of the original design capacity.

CCCO relies heavily on shared services with OCC. All records, business office functions, safety and sanitation, human resources, emergency management, health services, mail services, training, religious services, education and maintenance assistance are completed in partnership with OCC. Inmates who may not be suitable for community custody are also returned to OCC then reclassified to a more appropriate custody level. There have been no staff assaults, staff grievances are very low, staff mandatory overtime is zero, voluntary overtime is low and sick leave usage is average. Inmate on inmate assaults and fights are very rare. Inmate grievances are also low.

There are a total of three buildings with only one building serving as the administration and housing. The other two buildings are small storage areas. There is no fencing and no vehicle sally ports. Only one pedestrian entrance is used for all visitor, inmate and staff traffic.

There are several maintenance projects CCCO is preparing for in the upcoming year. If these projects require outside contractors, constant supervision of the contractors is not a requirement of community corrections; however, the projects may hamper some services. For instance, two of the laundry rooms are to be renovated. Other projects CCCO is looking to complete this year are door lock replacement, gutter replacement, parking lot resurfacing, concrete replacement in outside recreation area, addition of new cameras and equipment upgrade and additional program space identified.

Please see the attached Institutional Profile providing more specific information about CCCO.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: CCCO

Date: 11/17/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	No
Does the facility provide specialized chronic care services such as dialyses, hospice or geriatric?	No – all medical services provided by OCC
Does the institution have or will have prison industry(s) programs	No
Is there any specialized housing such as pre or post disciplinary confinement	No – male inmates returned to OCC; female inmates returned to NCCW
Administrative Confinement	No
Immediate Segregation	No
Protective Segregation	No
Intensive Management	No
Disciplinary Segregation	No
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics – Facility Configuration	
What is the facility Design Capacity	90
What is the facility Operational Capacity	135
Average Daily Population for the last year	162
Custody Level	Community A and B
What are the external boundaries of the facility	No fencing – inmates are allowed to walk the area in front of the building and utilize the exercise pad in the back area
Does internal surveillance and supervision include	
Control Rooms	No
Cameras	Yes
Gates	No

Cross Fencing	No
Turnkeys	No
Internal towers	No
Other	No
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	There are 16 cameras total; the front entrance is locked only during overnight hours
Is the barrier sufficient to detain/delay escape	No
Are there any impairments to good sight lines e.g. terrain; fence.	No
What is the frequency and severity of visibility impairment such as fog or dust storms	Winter storms/Fog
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	There are no vehicle entry points; pedestrian traffic is through the building Main entrance
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility
What type of perimeter vehicle is available, and is it a fixed or mobile post	No perimeter patrol
Communications	
Do all staff in inmate areas have radios	UCW's, Food Service, Maintenance and third shift custody staff only
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes - staff with a radio also have a body alarm
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Unsecure rooms
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes cameras have been installed
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Unit staff provide supervision on first and second shifts; custody staff provide supervision on third shift; the front desk is the only assigned post
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Inmate room doors are unsecured
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	2015 - 570 MR's with 35 being class I
What is the frequency and seriousness of inmate on staff assaults	0

What is the frequency and seriousness of inmate-on-inmate assaults	2014 -1; no weapons 2015 - 0
Have there been any recent escapes, escape attempts or walkaways if so explain	2014 - 6 2015 - 1
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	There is a steady turnover rate due to inmates completing sentences or parole
Is there significant gang or STG influences	No
Disciplinary Process	Per policy
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes when needed for an inmate to be returned to a higher security level
unrestricted, open campus style	Yes
via pass system	No
time specific lines	No
combination depending on inmate status	No
Visitation	
What is the visitation schedule	Sa/Su 230-1530
Are visits contact or non-contact or both	Contact only
What is the process for visitor registration/sign-in and are security staff assigned full-time	Visitors will be signed in to visit by front desk staff; visits occur in the lobby area
What is the duration of visits	Each inmate can visit on Saturday and Sunday for 3 hours
What are the search requirements for inmates and visitors	Random pat/strip searches on inmates; no searches required on visitors
Work Assignments	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Food service, HU porters, maintenance, outside details
Are there any essential work details in the community	Yes - State Office Bldg., Dept. of Roads
What work details are optional/can be shut down	Outside details, maintenance, porters
Food Service	
Is food service contracted or state run	State
Are any inmates fed in-cell, if so how many	No
Are inmates fed in central dining areas or in common areas in housing units	Central Dining plus many inmates take a sack lunch if on work release or working a detail off-site
How are inmates escorted/sent to dining areas	Intercom announcement
How many staff are assigned to dining areas	0 custody staff; 4 food service staff

Programs	
List of Programs by:	
Number and types	Education-ABE/GED, NRTS, limited mental health, off-site community providers
Hours of operation	Programs occur daily -Most programs are off-site community providers. See activity chart
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Institutional or community providers
Are programs considered as a function or determining factor in inmate idleness	Yes
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	
Medical, Dental, Mental health	0
Hospital stays TO's	0 - furloughs are utilized
Court appearances	0
Transfers	2015 - 3 hours total
At outside hospitals, is there a prison ward, or does the sending institution provide security	Outside hospital stays may be done by medical furlough; return to OCC for treatment
Are there other routine outside transports	Van runs daily all day for jobs/job searches/appointments.
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Douglas County pays substantially more, Low unemployment rate.
Attendance issues (e.g., overtime, sick leave abuse)	Sick leave is average; mandatory overtime is zero; voluntary overtime is very low
Staff grievances concerning post assignments, overtime, training, and so forth.	2014 - 3 2015 - 4
Critical incidents within the past five years	Contraband introduction of synthetic marijuana has led to various medical emergencies; alcohol usage on the rise
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

CCCO operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Neither first nor second shift have custody staff assigned and operate with Unit Caseworkers (UCW) as the primary assigned staff. The Unit Case Managers (UCM) will typically provide any supervisory functions needed for the shift. Only one post is assigned, front desk/reception, and no staff are assigned specifically to a housing unit area. Third shift operates solely with custody staff. One or two Corporals and a Sergeant are the typical staff complement. The highest ranking custody staff are Sergeants assigned to third shift. The Security Administrator is the Assistant Warden. UCMs and UCWs make up the majority of staff available to the inmate population. CCCO currently has a Unit Administrator (UA) assigned; however, this is a double staffing position through OCC and upon the UA moving on to another institution or leaving NDCS, this position will be eliminated. Day shift staff includes administrative and support staff. The total number of staff assigned to CCCO is 34.

There are many shared services between the Omaha facilities. OCC provides the following services to CCCO:

- Emergency Management
- Inmate Records
- Human Resources
- Business Office
- Supply
- Maintenance
- Safety/Sanitation
- Medical/Dental
- Inmate Mail

Programs

Inmate programs are limited at CCCO as inmates have community access to programs, etc. Programs available at the facility and in the community do afford educational and treatment opportunities. Programs offered at CCCO are provided by an active volunteer base, health services staff, reentry partners, contract employees and CCCO employees. The following programs and services are provided but not limited to:

- Domestic Violence Programming
- Outpatient Substance Abuse Programming
- Adult Basic Education/GED
- Community College courses
- Moral Reconciliation Therapy
- Community Recreation
- Religious Services
- Library Services

Additional Available Services

A medical clinic is located at OCC. Medical needs of the population are met by the OCC health services department. CCCO inmates are processed into OCC for these services requiring OCC staff to conduct

searches of the inmate in/out of the facility. Additionally, OCC staff provide escort of these inmates to the medical clinic.

The Physician and other clinic staff do respond to CCCO for medical emergencies.

A dental clinic is located within the medical area of OCC. Currently a contract exists for a dentist and his assistants to provide services to the CCCO inmate population.

CCCO staff trained in medication distribution provide any medication to the inmate population at designated times; however, these medications are prepared and managed by the OCC health services.

Inmates needing care beyond that of the OCC health services may travel to outside providers. Inmates needing overnight hospital stays may be placed on a furlough until such time the inmate is released from the hospital. Travel orders for medical related services are rare. There is van service to get inmates to appointments, job interviews and job searches.

Activity Schedule

Since CCCO is a community custody facility, the inmates move about the facility relatively unrestricted. Inmates may use the area in front of the facility to exercise. There is limited vehicular traffic and signs are posted indicating pedestrians are in the area. A small outdoor recreation space is also located on the back side of the facility. No gymnasium is available. Inmates eligible for passes and/or furloughs must have an itinerary.

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be a medical emergency.

Please see the attached CCCO Activities Charts for both week days and weekends.

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Unit Caseworker (UCW)

- The only assigned post at CCCO is the front desk/reception.
- There is no clear leader on shift and UCWs are assigned as shift leader on a rotating basis by the Unit Administrator. Staff indicated confusion about the chain of command and typically route questions/concerns through the Assistant Warden.
- The main responsibility of the shift leader is to ensure the front desk has a staff member available at all times. Since this is not always possible, other staff including the teacher, Unit Case Managers, Assistant Warden and others have worked at the desk to assist with coverage.
- There are no standard operating procedures for this; however, there is an understanding among UCWs that the following duties will be completed: front desk monitoring, check in/out of inmates, ankle monitor (GPS) application, verification of employment addresses and routes, verification of job seeking routes with bus routes, conduct room searches, complete area checks, safety/sanitation inspection, monitor inmate behavior, ensure scheduled programs are conducted and monitoring of GPS system.
- Many inmates including sex offenders are placed on the GPS system. UCWs are responsible for monitoring the whereabouts of these inmates; however, there is a high demand for these same staff to conduct the other duties as outlined leaving very little to no time for GPS monitoring.
- Additional collateral duties are also assigned to UCWs including: clothing issue, inmate property, vehicle coordinator and Field Training Officer. Collateral duties are somewhat difficult to complete due to lack of privacy at the front desk or too many other assigned duties.
- During team observations of UCWs, no room searches were conducted nor were the hourly checks completed. Instead these were completed only twice per shift.

Travel/Transport (Driver)

- The main goal of the driver is to provide transportation into the community for inmates with job seeking passes, appointments and/or jobs in the community.
- There is no post order but a standard operating procedure is available and utilized for guidance.
- Additional duties are assigned when the van is not out transporting to include front entrance, check in/out of inmates and room searches.
- The van schedule does not provide for this staff person to be available to assist the shift for extended periods of time.
- No relief for the weekends has been assigned to van driver, nor is there anyone available to cover for training and holidays.

Third Shift Sergeant

- The Sergeant reported there is commonly only two staff assigned to third shift.

- A duty of the Sergeant is phone monitoring. Due to confidentiality needed with the inmate phone system, this duty does not get completed when only two staff are assigned to the shift as this cannot be done at the front desk.
- Staff noted an increase in synthetic THC usage and the need to transport inmates to the hospital or to OCC for medical purposes, leaving only one staff member at the facility. There have also been occasion to transport an inmate to Nebraska Correctional Center for Women, which leads to calling a staff person in for overtime.

Third Shift Corporal

- Collateral duties assigned to a Corporal include evidence handling and ordering Departmental forms, etc.
- Corporals indicated ability to complete tasks with the exception of when only two staff are assigned. This causes a hardship in completing any assignments that would take staff away from the front desk.
- Staff indicate concern for emergencies with only two staff on duty. They rely on OCC to assist in these cases. This can cause a hardship for OCC as well.
- Another Corporal has the assigned collateral duty of sending tax credit forms to inmate employers spending about 9 hours a week on this task. The same staff member also fills chemicals nightly for over an hour. Typically, these duties get completed; however, any unusual or emergency circumstances change this and no assignments are completed then.
- There is a need for both male and female staff to be available on each shift due to Prison Rape Elimination Act (PREA) standards and to address other inmate needs. This was not consistently accomplished.

Food Service

- Appears to be a great deal of down time. Multiple occasions where food service staff observed with little to nothing to do.
- Food service staff indicated they do not need additional staff and that they are currently over staffed by one position.

Additional Observations

- CCCO has a significant need to keep the van going to transport inmates within the community for various appointments and work assignments. There are not enough designated staff for this post.
- Most staff indicated too many collateral duties for several staff and not enough for others. A redistribution of these duties would alleviate the inequities noted by staff. Additionally, it is recommended cross-training occur to ensure staff know how to perform the collateral duties of others. CCCO has a small staff compliment; therefore, there is a great need for multiple people to be able to fill in as needed.
- All Security Administrator duties have been delegated to the Assistant Warden. Additionally, there is no intel function or custody chain of command.
- A day shift Sergeant is recommended to accommodate all property, key and armory needs. This person could also conduct Principle Hearing duties.
- Food service staff appeared to have a significant amount of down time. It is recommended this area be re-evaluated with regard to the number of positions as well as the schedule of the food service staff.

- There is no established chain of command. This causes some difficulties when an emergency occurs and in every day assignments. It is recommended supervisory staff be added and staff be assigned specific posts.
- It is recommended the Unit Caseworker positions become custody positions to allow continuity among shifts and allow for overtime coverage from shift to shift. Furthermore, if there is a need for overtime into the next shift, this could be done easily with all staff working within the same department of custody.
- GPS monitoring and tracking as well as other activities inmates are involved in the community go largely unsupervised due to staffing and workloads. Upon analysis of unit management, it is recommended case load size be approximately 40 per case manager. If this change were made, unit staff would then have duties of community resource to include job checks, pass and furlough checks, sponsor reviews, etc. Unit staff would also be responsible for random checks of the electric monitoring devices. By adding this responsibility, there would be much more accountability for the inmates and increased public safety.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Community Corrections Center - Omaha

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd					
SUBTOTAL	Lieutenants				0	0	0	0	0		0.00	0.00	0.00
Asst. Shift Supr.	Sergeant	Shift Supervisor		X				1			1.90		
SUBTOTAL	Sergeants				0	0	0	1	0		1.90	2.00	0.10
Central Control	Corporal	Control Center		X				2			3.80		
Driver	Corporal	Van Driver	X			1	1				2.60		
SUBTOTAL	Corporals				0	1	1	2			6.40	6.00	(0.40)
Housing Units	Unit Caseworker	Supervise inmate activity		X		3	3				11.40		
SUBTOTAL	Unit Caseworkers				0	6	3	0			11.40	10.00	(1.40)
TOTALS											18.00	18.00	(1.70)

Minimal Post Staffing Analysis

Current Post Plan / Current Relief Factor

Institution: Community Corrections Center - Omaha

Custody & UCW

Post	Position	Duties & Responsibilities	Type		Day	# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day		1st	2nd	3rd				
SUBTOTAL	Lieutenants				0	0	0	0		0.00	0.00	0.00
Asst. Shift Supr.	Sergeant	Shift Supervisor		X				1	1.74	1.74		
SUBTOTAL	Sergeants				0	0	0	1		1.74	2.00	0.26
Central Control	Corporal	Control Center		X				2	1.74	3.48		
Driver	Corporal	Van Driver	X			1	1		1.25	2.50		
SUBTOTAL	Corporals				0	1	1	2		5.98	6.00	0.02
Housing Units	Unit Caseworker	Supervise inmate activity		X		3	3		1.74	10.44		
SUBTOTAL	Unit Caseworkers				0	3	3	0		10.44	18.00	(0.16)
TOTALS										18.00	(0.16)	

Minimal Post Staffing Analysis

Institution: Community Corrections Center - Omaha

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day		Day	1st	2nd	3rd				
Security Administrator	Captain	Operations	X			1					1.00		
SUBTOTAL	Administrative					1	0	0	0		1.00	0.00	1.00
Administrative	Lieutenant	Administrative	X					1			1.00		
SUBTOTAL	Lieutenants					0	0	1	0		1.00	0.00	1.00
Shift	Sergeant	Shift Supervisor		X			1	1	1		1.74		
Administrative	Sergeant	Armory, Key, Tool / DCC	X			1					1.25		
SUBTOTAL	Sergeants					1	1	1	1		6.47	2.00	4.47
Central Control	Corporal	Control Facility Moves		X			1	1	1		1.74		
Movement	Corporal	Security		X			1	1	1		1.74		
Travel / Transport	Corporal	Transportation	X				1	1			1.25		
SUBTOTAL	Corporals					0	3	3	2		12.94	16.00	(3.06)
TOTALS											21.41	18.00	3.41

Note: All Caseworker posts have been merged to Corporal

Custody Post Analysis Summary

Facility: Community Corrections Center – Omaha

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Captain	1	0/1	1
Correctional Lieutenant	1	0/1	1
Correctional Sergeant	7	6/1*	5
Correctional Corporal	13	13/0	-3
TOTAL FTE'S	22	19/3	4

*1 Sergeant N-MAND Administrative

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center - Omaha
JOB CLASSIFICATION: Correctional Captain
POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 – 5 Day Captain

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 5 Day

Post Title	Shift				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift	0	0	1	0	Facility specific – <i>facility size</i>
TOTAL	0	0	1	0	

TOTAL FTE to include relief factor: 1.00 – 5 Day Lieutenant

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Assistant Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 – 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative*	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 1.25 – 5 Day Sergeant

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Central Control*	0	1	1	1	Per staffing model
Movement*	0	1	1	1	Facility specific – <i>Facility size</i>
TOTAL	0	2	2	2	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 10.44 – 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Community Corrections Center - Omaha
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Travel/Transport*	0	1	1	0	Facility specific – Facility size
Property	0	0	0	0	Facility specific – Facility size
TOTAL	0	1	1	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 2.50 – 5 Day Corporals

CCCO Specific Recommendations

- Recommend adding a Captain for Security Administrator and other duties currently assigned to the Assistant Warden. These duties could include Intel, investigations, PREA coordinator, etc.
- Key/Tool/Property Control and Principle Hearing – Add a Sergeant position due to work load and security concerns. These assignments are currently collateral duties. This would be a day shift position.
- Post assignment to front desk/control and utility will assist in ensuring all areas are covered.
- Establish a chain of command similar to all other institutions.
- Eliminate UCW positions and replace with custody staff as noted on new post plan. Maintain current staffing with UCM.
- Utilize relief positions for Travel/Transport as they currently are not available.
- Lieutenant position is recommended to establish a clear chain of command and consistency between similarly situated facilities.

Attachments

- A. Map

Attachment 4

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

DIAGNOSTIC AND EVALUATION CENTER

Prison Staffing Analysis

January 25 -26, 2016

Table of Contents- DEC

Staffing Analysis Team Information	4-2
Facility Design and Location	4-2
Institutional Profile	4-4
Operations	4-8
Programs	4-8
Additional Services	4-8
Activity Schedule	4-9
Activity Schedule Chart	4-10
Shift Relief Factors (SRF)	4-11
Summary of Observations	4-11
Summary of Post Planning Results	4-12
Current Post Plan/Previous Relief Factor	4-13
Current Post Plan/Current Relief Factor	4-14
Proposed Post Plan	4-15
Custody Post Analysis Summary	4-16
Facility Specific Recommendations	4-24
Attachment: Facility Map	4-25

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

DIAGNOSTIC AND EVALUATION CENTER

Prison Staffing Analysis

January 25-26, 2016

Staffing Analysis Team (SAT)

The SAT met on January 25, 2016 to discuss the expectations of the analysis team and distribute assignments to ensure all custody posts were analyzed on first, second and third shifts. The observations on post took two days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Michele Capps, Deputy Warden- Nebraska State Penitentiary
- Keith Ernst, Assistant Human Resource Administrator- Central Office
- Amber Gigstad, Unit Case Manager- Tecumseh State Correctional Institution
- James Jansen, Major- Tecumseh State Correctional Institution
- Christopher Ulrick, Sergeant- Tecumseh State Correctional Institution
- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center

Facility Design and Location

The Diagnostic and Evaluation Center (DEC) was established by the Nebraska State Legislature in 1976 as part of Legislative Bill 984. Construction was completed in June of 1979 and the new facility was opened in August of 1979 as a 176-bed, maximum custody, reception, diagnostic, evaluation, assessment, classification and assignment facility.

As required by State Statute, all adult males sentenced to the Nebraska Department of Correctional Services (NDCS) by the County and District courts of the State of Nebraska are received into the correctional system at the DEC. In addition, the facility houses ninety-day evaluators sentenced by the court for assessment, county and federal safe keepers, interstate transfers, returned parolees and escapees.

Prior to being transferred to another facility within the NDCS, inmates are evaluated, assessed, classified and have medical work-ups completed while at the DEC. Transfer locations are based upon inmates' custody classification.

The facility consists of nine housing units with the following housing guidelines:

<u>Unit</u>	<u>Inmate Type</u>
Housing Unit 1	21+ years, victim potential
Housing Unit 2	First adult felony incarceration (AFI), non-violent, non-aggressive
Housing Unit 3	Younger, non-aggressive, non-predatory
Housing Unit 4	Multiple AFI's, non-violent, non-aggressive
Housing Unit 5	Multiple AFI's, parole violators (PV's), returnees, aggressive, predatory
Housing Unit 6	Multiple AFI's, PV's, returnees, non-aggressive
Housing Unit 7	21+ years, non-predatory
Housing Unit 8	First AFI's, aggressive, predatory, history of violence
Housing Unit 9	Multiple AFI's, PV's, returnees, aggressive, predatory

Please see the attached Institutional Profile providing more specific information about DEC.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: **DEC**

Date: 8/13/2015

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Agency Reception (all but female)
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	Yes – for Skilled Nursing Facility (SNF) inmates
Does the institution have or will have prison industry(s) programs	No
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Only if patient in SNF
Immediate Segregation	Only if patient in SNF
Protective Segregation	Only if patient in SNF
Intensive Management	No
Disciplinary Segregation	Only if patient in SNF
Court Imposed Segregation	Only if patient in SNF
Does the facility house special populations	
Geriatric/convalescent population	Only if patient in SNF
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No - Intake only
Inmates sentenced to the death penalty	No – Intake only
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	176
What is the facility Operational Capacity	320
Average Daily Population for the last year	485
Custody Level	Maximum
What are the external boundaries of the facility	Co-located within common perimeter with LCC. 12' double fence w/razor & Detection system
Does internal surveillance and supervision include	
Control Rooms	Yes

Cameras	Yes
Gates	Yes
Cross Fencing	Yes - perimeter
Turnkeys	N/A
Internal towers	No
Other	N/A
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes - towers, gates & fence detection
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	No
What is the frequency and severity of visibility impairment such as fog or dust storms	Infrequent fog and snow storms
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Approx. 40 vehicles per day
What is the location/design of inmate visitors' entrance/exit	Main entrance - pass clerk
What type of perimeter vehicle is available, and is it a fixed or mobile post	N/A - LCC
Communications	
Do all staff in inmate areas have radios	If not issued radio, have access to body alarms.
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Double - except SNF single cell HU 1 - 3 or 4/cell
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct in HU Control Room / Remote from Control Center
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote from HU Control Room & Control Center / SNF manually by staff
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available
What is the frequency of inmate disciplinary misconducts & types	58 Class I / 189 Class II / 665 Class III (Annual figures)

What is the frequency and seriousness of inmate on staff assaults	2 per mo. (over 6 mo.) Varied from Hitting to Throwing
What is the frequency and seriousness of inmate-on-inmate assaults	4 per mo. (over 6 mo.) Varied from Biting to Weapons
Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Varies; turnover approx. 6-8 months
Is there significant gang or STG influences	Yes
Disciplinary Process	Agency
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes - 6 inmates per staff, unless mass movement to gym / yard
unrestricted, open campus style	No
via pass system	Yes, with escort
time specific lines	Yes
combination depending on inmate status	Yes
Visitation	
What is the visitation schedule	Wednesday-Sunday, 0800 - 1050 & 1300-1550
Are visits contact or non-contact or both	All contact visits
What is the process for visitor registration/sign-in and are security staff assigned full-time	Pre-approved registrations (unless approved by Warden); Sign in; Full time pass clerk assigned
What is the duration of visits	2 hour 50 minutes
What are the search requirements for inmates and visitors	Visitors pat searched and pass through metal detector; inmates are strip searched
Work Assignments	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Non secured areas cleaned by Community Inmate (Warden's secretary supervises)
Are there any essential work details in the community	None
What work details are optional/can be shut down	Front detail can be shut down
Food Service	
Is food service contracted or state run	State
Are any inmates fed in-cell, if so how many	SNF - up to 15 rooms
Are inmates fed in central dining areas or in common areas in housing units	Common areas
How are inmates escorted/sent to dining areas	Dining in the housing unit/common area

How many staff are assigned to dining areas	One per common area
Programs	
List of Programs by:	
Number and types	MRT, Mental Health Counseling, Recreation Programs, Religious Services, Education classes, Library Services, Technology Entertainment and Design (TED) Talks, Reentry Orientation classes
Hours of operation	TBD
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Institutional Staff
Are programs considered as a function or determining factor in inmate idleness	N/A
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	
Medical,	33 in June 2015; 5,744 hours
Dental,	Combined with Medical
Mental health,	None
Court appearances	51 hours in June 2015
At outside hospitals, is there a prison ward, or does the sending institution provide security	Institution provides security
Are there other routine outside transports	Yes
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Yes
Attendance issues (e.g., overtime, sick leave abuse)	Yes
Staff grievances concerning post assignments, overtime, training, and so forth.	No
Critical incidents within the past five years	None
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	No
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	No
Specific statutory and umbrella agency policy and directives	No
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

DEC operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. Custody provides supervision on the housing units and case management focuses on the classification process. Day shift staff includes administrative and support staff as well as various additional staff. There are many shared services between DEC and the Lincoln Correctional Center (LCC) to include the following:

- Food Service
- Laundry
- Canteen
- Mailroom
- Maintenance
- Perimeter Security
- Emergency Management
- Human Resources
- Safety/Sanitation
- Inmate Records

Programs

Inmates are offered a variety of programs at DEC. Programs afford educational and treatment opportunities. Programs offered at DEC are provided by: an active volunteer base, health services staff, re-entry partners, contract employees and DEC employees. The following programs and services are provided but not limited to:

- Mental Health Counseling
- Adult Basic Education/GED/High School
- Reentry Orientation Classes
- Recreation Programs and Services
- Religious Services
- Library Services
- TED Talks
- Moral Reconciliation Therapy

Additional Available Services

The DEC medical facility consists of a medical, dental and eye clinic, as well as a laboratory and hospital unit. The Skilled Nursing Facility (SNF) contains nine licensed beds and eight rooms used for inmates in need of special medical/mental health attention and inmates that are unable to live or function cooperatively on the general population housing units.

Even though DEC has medical services within the facility, many travel orders are utilized for various services within the Lincoln and Omaha community. These travel orders are completed predominantly by custody staff and completed in compliance with the NDCS Security Manual. The travel order numbers were considered by the SAT during this analysis and contribute to the overall staff needs.

Activity Schedule

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order.

Please see the attached DEC Activities Chart.

DEC Activities Chart

Activity	Frequency	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400
Classification interviews	Mon.-Fri.																								
Official Counts	Daily																								
Informal Counts	Daily																								
Inmate Dining	Daily																								
Inmate Visitation	Wed-Sun																								
Laundry Distribution	Tues-Fri																								
Law Library	Mon-Thurs																								
Library	Tues-Thurs																								
Yard	Daily																								
Pill Call	Daily																								
AA	Mon. Wed.																								
MRT	Tuesday																								
Recreation/Gym	Mon-Fri																								
Religious Services	Tues-Sun.																								
Sick Call	Mon.-Fri.																								
Canteen Dist.	Mon-Fri																								
Mail Call	Mon-Sat																								
Men. Heal. screening	Mon-Fri																								
Roll Call	Daily																								
Sub. Abuse screening	Mon-Fri																								
IDC court	Mon-Fri																								
UDC court	Wed.																								
Admissions Int/Disc	Mon-Fri																								
Medical Rounds	Daily																								
Re-Entry	Mon.-Thurs.																								
Hall Porters	Daily																								
Tele-Psych	Tuesdays																								
Admissions Intake *	As Needed																								
Travel Orders **	As Needed																								

* Admission Intake for Community Custody returnees, WEC returnees, Parole Violators, and County Safekeepers on an as needed basis requires 1 supervisory staff member to complete the intake process. (1900 to 0700 hours Monday-Friday also includes 24 hour periods on weekends and holidays.)

** DEC total number of Travel Orders for 2015 was 502. This resulted in a significant impact on staffing patterns resulting in 989 staff assigned, for a total of 5,934.76 staff hours. This equals out to be 2.08 Travel Orders per day for 240 days, with an average time of 11.5 hours.

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Housing Unit/Utility

- Need Sergeants available on the units to assist with inmate issues that arise during shift, oversee basic security and sanitation of the housing units and relieve Floor Corporals. Currently housing units will not have staff working on the floors when the Floor Corporal leaves the post temporarily.
- A Corporal is currently the lead supervisor.
- Addition of a Sanitation and Supply Corporal who would be responsible for overall facility sanitation and making sure all housing units have supplies.
- There is not enough staff available to respond to emergencies without locking down a unit or removing a staff from another area.
- Addition of staff to take travel orders. Currently staff is taken from other posts and areas.

Administrative

- Need an additional staff member to assist with clothing issue, Urinary Analysis program, inmate property, and possibly overseeing medical travel order scheduling to ensure there is adequate staffing.

Mailroom

- Need an additional custody staff member to monitor phone calls, review emails. Mailroom staff currently complete these assignments.

Visitation

- Currently there is no custody staff dedicated to sit in the visiting room with inmates and visitors. This is an area of concern for a Maximum Security Prison.

Library

- Currently there is no custody staff assigned in the Library.

Skilled Nursing Facility (SNF)

- The Skilled Nursing Facility needs additional staff available to address the large volume of mental health inmates that are housed in the SNF. The SNF treats mentally ill inmates from LCC and County Safe Keepers that cannot be managed by the counties.

Additional Observations

- DEC spent 5,934.76 hours on travel orders in 2015. There are no designated staff escorts for these travel orders.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Current Post Plan / Previous Relief Factor

Institution: Diagnostic & Evaluation Center

Custody

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Major's Office	Major	Custody Dept. Head	X		1				1.00	1.00		
Captain's Office	Captain	Investigations & Admin Support	X		1				1.00	1.00		
SUBTOTAL	Administrative				2	0	0	0		2.00	2.00	0.00
Custody	Lieutenants	Shift Supervisors		X			1	1	1.90	5.70		
SUBTOTAL	Lieutenants				0	1	1	1		5.70	6.00	0.30
Shift Supervisor	Sergeant	Asst. Shift Supervisor		X			1	1	1.90	7.60		
Admissions	Sergeant	Inmate Intake Interview / Assignment	X		1				1.30	1.30		
Principle Hearing	Sergeant	Inmate Disciplinary Invest.	X		1				1.00	1.00		
Armory	Sergeant	Armory / Key Control	X		1				1.00	1.00		
Disciplinary	Sergeant	Inmate Disciplinary/Evidence	X		1				1.00	1.00		
SUBTOTAL	Sergeants				4	1	1	2		11.90	10.00	1.90
Central Control	Corporal	Communications, Door Control		X			1	1	1.90	5.70		
Skilled Nursing Facility	Corporal	Inmate Supervision		X			1	1	1.90	5.70		
Housing Unit 1	Corporal	Inmate Supervision	X				1	1	1.90	3.80		
Housing Unit 2	Corporal	Inmate Supervision	X				1	1	1.90	3.80		
Housing Unit 3	Corporal	Inmate Supervision	X				1	1	1.90	3.80		
Housing Unit 4	Corporal	Inmate Supervision	X				1	1	1.90	3.80		
Housing Unit 5	Corporal	Inmate Supervision	X				1	1	1.90	3.80		
Housing Unit 6	Corporal	Inmate Supervision	X				1	1	1.90	3.80		
Housing Unit 7	Corporal	Inmate Supervision	X				1	1	1.90	3.80		
Housing Unit 8	Corporal	Inmate Supervision	X				1	1	1.90	3.80		
Housing Unit 9	Corporal	Inmate Supervision	X				1	1	1.90	3.80		
Utility	Corporal	Inmate Supervision, Escort/Area Checks		X			3	3	2	15.20		
Medical Clinic	Corporal	Inmate Supervision	X		1				1.30	1.30		
Visiting	Corporal	Inmate Supervision / Visits	X		1				1.30	1.30		
Admissions	Corporal	Process New Inmate Commits	X		2				1.30	2.60		
SUBTOTAL	Corporals				4	1	1	4		66.00	70.00	4.00
Housing Unit 1	Officer	Door Control / Logging / Observation		X			1	1	1.90	5.70		
Housing Unit 2/3	Officer	Door Control / Logging / Observation		X			1	1	1.90	5.70		
Housing Unit 4/5	Officer	Door Control / Logging / Observation		X			1	1	1.90	5.70		
Housing Unit 6/7	Officer	Door Control / Logging / Observation		X			1	1	1.90	5.70		
Housing Unit 8/9	Officer	Door Control / Logging / Observation		X			1	1	1.90	5.70		
Central Control	Officer	Communications, Door Control / Count	X		1				1.30	1.30		
Skilled Nursing Facility	Officer	Door Control / Count	X		1				1.30	1.30		
SUBTOTAL	Officers				0	5	5	5		31.00	32.00	0.90
TOTALS										120.00	120.00	3.30

Minimal Post Staffing Analysis

Current Post Plan / Current Relief Factor

Institution: Diagnostic & Evaluation Center

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift					Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd					
Major's Office	Major	Custody Dept. Head	X		1						1.00	1.00	
Captain's Office	Captain	Investigations & Admin Support	X		1						1.00	1.00	
SUBTOTAL	Administrative				2	0	0	0	0		2.00	2.00	0.00
Custody	Lieutenants	Shift Supervisors		X		1	1	1	1		1.74	6.00	-0.78
SUBTOTAL	Lieutenants				0	1	1	1	1		5.22	6.00	-0.78
Shift Supervisor	Sergeant	Asst. Shift Supervisor		X		1	1	1	2		1.74	6.96	
Admissions	Sergeant	Inmate Intake Interview / Assignment	X		1						1.25	1.25	
Principle Hearing	Sergeant	Inmate Disciplinary Invest.	X		1						1.00	1.00	
Armory	Sergeant	Armory / Key Control	X		1						1.00	1.00	
Disciplinary	Sergeant	Inmate Disciplinary/Evidence	X		1						1.00	1.00	
SUBTOTAL	Sergeants				4	1	1	1	2		11.21	10.00	1.21
Central Control	Corporal	Communications, Door Control		X		1	1	1	1		1.74	5.22	
Skilled Nursing Facility	Corporal	Inmate Supervision		X		1	1	1	1		1.74	5.22	
Housing Unit 1	Corporal	Inmate Supervision	X		1						1.74	3.48	
Housing Unit 2	Corporal	Inmate Supervision	X		1						1.74	3.48	
Housing Unit 3	Corporal	Inmate Supervision	X		1						1.74	3.48	
Housing Unit 4	Corporal	Inmate Supervision	X		1						1.74	3.48	
Housing Unit 5	Corporal	Inmate Supervision	X		1						1.74	3.48	
Housing Unit 6	Corporal	Inmate Supervision	X		1						1.74	3.48	
Housing Unit 7	Corporal	Inmate Supervision	X		1						1.74	3.48	
Housing Unit 8	Corporal	Inmate Supervision	X		1						1.74	3.48	
Housing Unit 9	Corporal	Inmate Supervision	X		1						1.74	3.48	
Utility	Corporal	Inmate Supervision, Escort/Area Checks	X		3	3	2				1.74	13.92	
Medical Clinic	Corporal	Inmate Supervision	X		1						1.25	1.25	
Visiting	Corporal	Inmate Supervision / Visits	X		1						1.25	1.25	
Admissions	Corporal	Process New Inmate Commits	X		2						1.25	2.50	
SUBTOTAL	Corporals				4	14	14	4			60.68	70.00	9.32
Housing Unit 1	Officer	Door Control / Logging / Observation		X		1	1	1	1		1.74	5.22	
Housing Unit 2/3	Officer	Door Control / Logging / Observation	X		1						1.74	5.22	
Housing Unit 4/5	Officer	Door Control / Logging / Observation	X		1						1.74	5.22	
Housing Unit 6/7	Officer	Door Control / Logging / Observation	X		1						1.74	5.22	
Housing Unit 8/9	Officer	Door Control / Logging / Observation	X		1						1.74	5.22	
Central Control	Officer	Communications, Door Control / Count	X		1						1.25	1.25	
Skilled Nursing Facility	Officer	Door Control / Count	X		1						1.25	1.25	
SUBTOTAL	Officers				0	5	5	5	5		78.60	32.00	3.40
TOTALS											120.00	120.00	12.29

Minimal Post Staffing Analysis

Institution: Diagnostic and Evaluation Center

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Major	Security Admin/Intel	x		1				1.00	1.00		
Administrative	Captain	Security Admin/Intel	x		1				1.00	1.00		
SUBTOTAL	Administrative				2	0	0	0		2.00	2.00	0.00
Shift Supervisor	Lieutenant	Shift Supervisor		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	6.00	(0.78)
Shift	Sergeant	Supervise staff and inst.		x		1	1	1	1.74	5.22		
Unit	Sergeant	Supervise Units	x		1	1	1	1	1.25	2.50		
Admissions	Sergeant	Inmate Intake/Assignments	x		1				1.25	1.25		
Principle Hearing	Sergeant	Inmate Disciplinary Invest.	x		1				1.00	1.00		
Armory / Key	Sergeant	Armory, Key, Tool	x		1				1.00	1.00		
SUBTOTAL	Sergeants				3	2	2	1		10.97	10.00	0.97
Central Control	Corporal	Control Facility Moves		x		1	1	1	1.74	5.22		
SNF	Corporal	Supervise internal moves	x			2	2	1	1.74	8.70		
HU 1	Corporal	Supervise Housing Unit	x		1	1	1	1	1.74	3.48		
HU 2	Corporal	Supervise Housing Unit	x		1	1	1	1	1.74	3.48		
HU 3	Corporal	Supervise Housing Unit	x		1	1	1	1	1.74	3.48		
HU 4	Corporal	Supervise Housing Unit	x		1	1	1	1	1.74	3.48		
HU 5	Corporal	Supervise Housing Unit	x		1	1	1	1	1.74	3.48		
HU 6	Corporal	Supervise Housing Unit	x		1	1	1	1	1.74	3.48		
HU 7	Corporal	Supervise Housing Unit	x		1	1	1	1	1.74	3.48		
HU 8	Corporal	Supervise Housing Unit	x		1	1	1	1	1.74	3.48		
HU 9	Corporal	Supervise Housing Unit	x		1	1	1	1	1.74	3.48		
HU 1 CC	Corporal	Supervise Housing Unit	x		1	1	1	1	1.74	5.22		
HU 2/3 CC	Corporal	Supervise Housing Unit	x		1	1	1	1	1.74	5.22		
HU 4/5 CC	Corporal	Supervise Housing Unit	x		1	1	1	1	1.74	5.22		
HU 6/7 CC	Corporal	Supervise Housing Unit	x		1	1	1	1	1.74	5.22		
HU 8/9 CC	Corporal	Supervise Housing Unit	x		1	1	1	1	1.74	5.22		
Movement / Escort	Corporal	Escort inmates		x		3	3	2	1.74	13.92		
Clinic	Corporal	Supervise clinic area	x		1				1.25	1.25		
Visiting	Corporal	Supervise inmate visits	x		2				1.25	2.50		
Front Entrance	Corporal	Secure entry to facility	x		1				1.25	1.25		
Central Control	Corporal	Supervise library	x		1				1.25	1.25		
Library	Corporal	Process new commits	x		1	1	1	1	1.25	3.75		
Admissions	Corporal	Escort travel orders	x		4				1.00	5.00		
Travel Orders	Corporal	Inmate Disciplinary/Evidence	x		1				1.00	1.00		
Disciplinary	Corporal	Intel review	x		1				1.00	1.00		
Intel	Corporal	Supplies	x		1				1.00	1.00		
Sanitation/Supply	Corporal				1				1.00	1.00		
SUBTOTAL	Corporals				14	24	24	9		104.51	102.00	2.51
TOTALS										122.70	120.00	2.70

Note: All Corporal and Officer positions have been combined to Corporal.

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Major
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 – 5 Day Major

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	0	0	0	0	Facility specific – <i>Facility size</i>
Intel	0	0	0	0	Facility specific – <i>Facility size</i>
Operations	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 – 5 Day Captain

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 – 7 Day Lieutenants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
Yard*	0	0	0	0	Facility specific – <i>No yard</i>
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 – 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Admissions*	1	0	0	0	Facility specific – <i>Mission</i>
Unit*	0	1	1	0	Per staffing model
Principle Hearing	1	0	0	0	Per staffing model
Armory/Key/Tool	1	0	0	0	Facility specific – <i>Combined</i>
Industries	0	0	0	0	Facility specific – <i>No CSI shops</i>
Intel	0	0	0	0	Facility specific – <i>Mission</i>
Vehicle Gate	0	0	0	0	Facility specific – <i>Physical plant</i>
TOTAL	3	1	1	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 5.75 – 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Central Control*	0	1	1	1	Facility specific – <i>Physical plant</i>
Skilled Nursing *	0	2	2	1	Facility specific – <i>Population</i>
HU 1-9 Floors*	0	9	9	0	Facility specific – <i>Physical plant</i>
HU 1-9 C Centers*	0	5	5	5	Per staffing model
Movement/Escorts*	0	3	3	2	Facility specific – <i>Physical plant/mission</i>
Kitchen	0	0	0	0	Facility specific – <i>Physical plant</i>
Programs/Activities	0	0	0	0	Facility specific – <i>Mission</i>
Recreation	0	0	0	0	Facility specific – <i>Mission</i>
Video Monitoring	0	0	0	0	Facility specific – <i>Population/physical plant</i>
TOTAL	0	20	20	9	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 85.26 – 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Clinic*	1	0	0	0	Facility specific – <i>Clinic hours</i>
Visiting*	2	0	0	0	Facility specific – <i>Facility size</i>
Front Entrance*	1	0	0	0	Facility specific – <i>Physical plant</i>
Central Control*	1	0	0	0	Per staffing model
Programs/Activities*	1	0	0	0	Facility specific – <i>Library</i>
Admissions*	1	1	1	0	Facility specific – <i>Mission</i>
Travel Order*	4	0	0	0	Per staffing model
'ntel	1	0	0	0	Facility specific – <i>Facility size</i>
Sanitation / Supply	1	0	0	0	Facility specific – <i>Physical plant</i>
Disciplinary	1	0	0	0	Facility specific – <i>Facility size</i>
Industries	0	0	0	0	Facility specific – <i>No CSI shops</i>
Property	0	0	0	0	Facility specific – <i>Mission</i>
TOTAL	14	1	1	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 19.25 – 5 Day Corporals

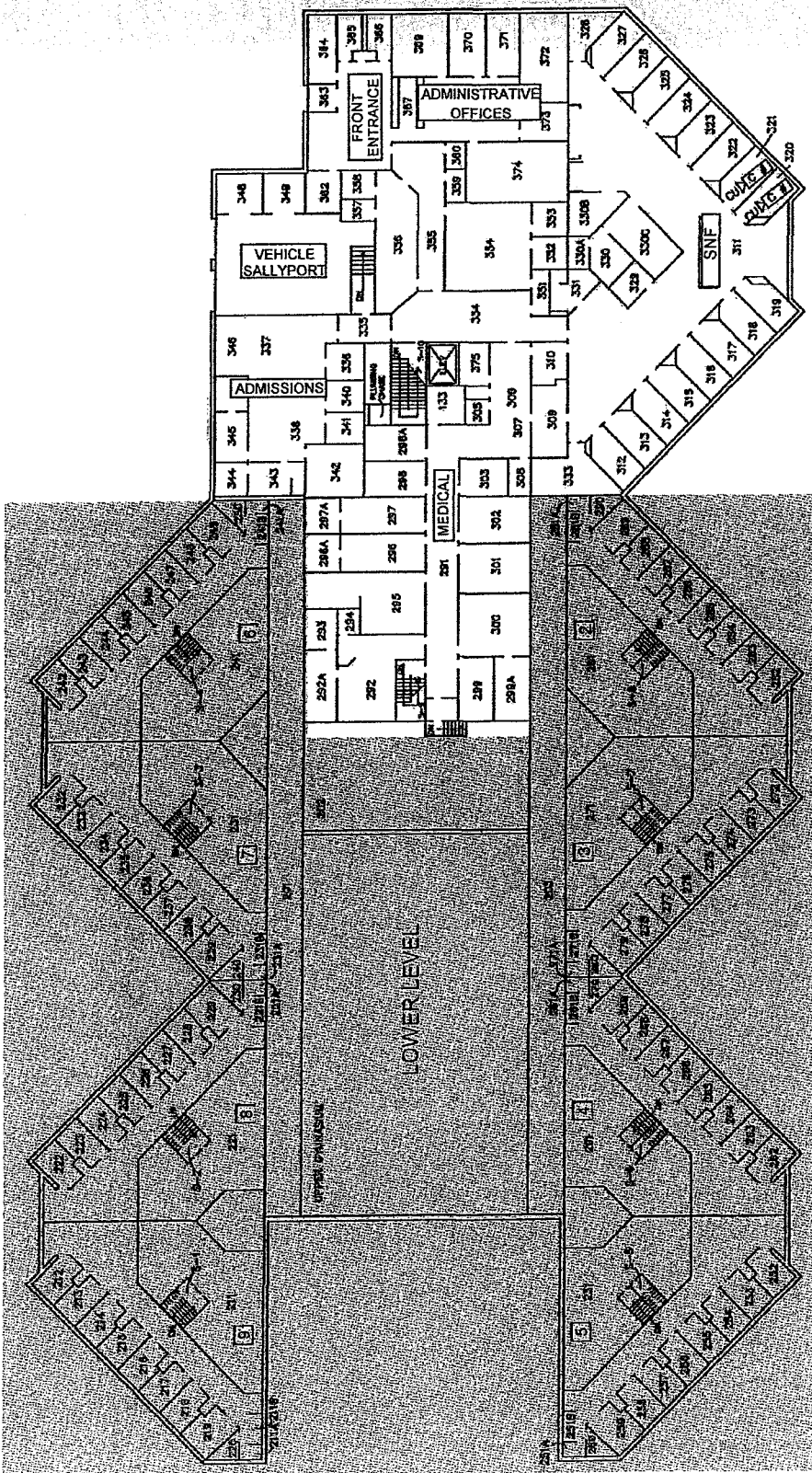
DEC Specific Recommendations

- Due to the unique mission of DEC, several posts were not recommended that would be consistent with the staffing model because of its size and short term stay of inmates. DEC also is provided several services from LCC and doesn't require its own fulltime staff member in the facility.
- Unit Sergeant - Addition of a second shift Unit Sergeant for housing units. Responsibilities of the Unit Sergeant would be to handle inmate issues that arise during shift, oversee basic security and sanitation of the housing units, respond to emergencies, and relieve Floor Corporals so they could use the restroom, write reports, etc.
- Intel Corporal - Addition of a day shift Intel Corporal to monitor phone calls, review emails (new issue for the Department due to recently allowing inmates to have email access), perform investigations and gather intel.
- Visiting Corporal – Create a Visiting Corporal to monitor the Visiting Room.
- Programs/Activities – Create a Library Corporal to provide security in the Library.
- Sanitation Corporal – Create a Corporal position that would be responsible for the overall facility sanitation and making sure all housing units have supplies.
- Movement/Escorts - Create a Utility Corporal per shift to increase emergency response and maintain smooth operations by having more escort staff.
- Travel Order Corporal – Create a team of four Travel Order Corporals to transport inmates to medical appointments, court and other outside locations.
- SNF Corporal – Create a second Corporal assigned to the SNF due to the large volume of mental health inmates that are housed in the SNF.

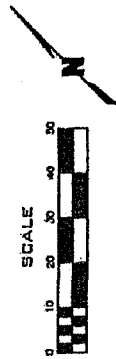
Attachments

- A. Map

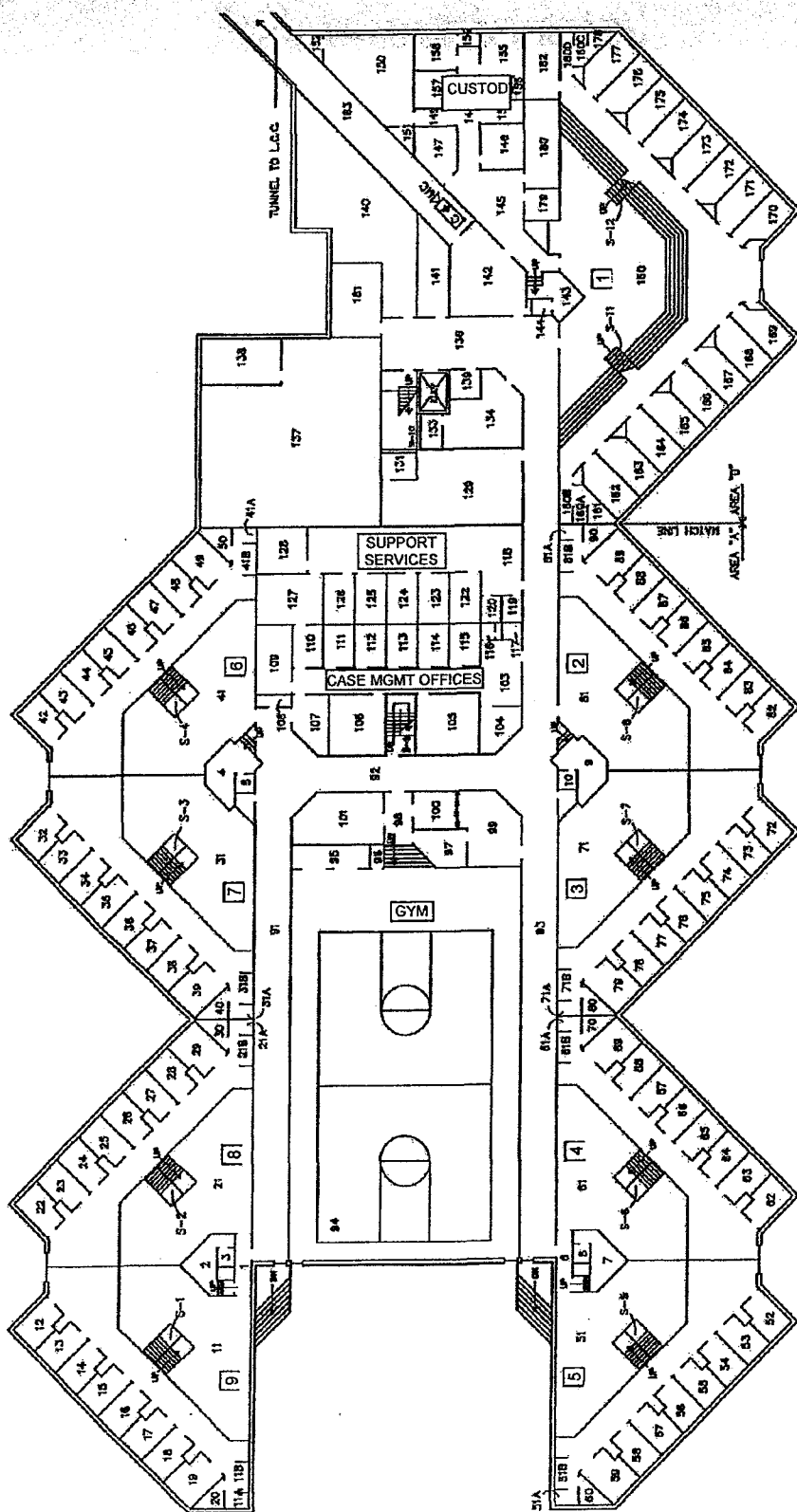
DIAGNOSTIC AND EVALUATION CENTER PHYSICAL PLANT DIAGRAM



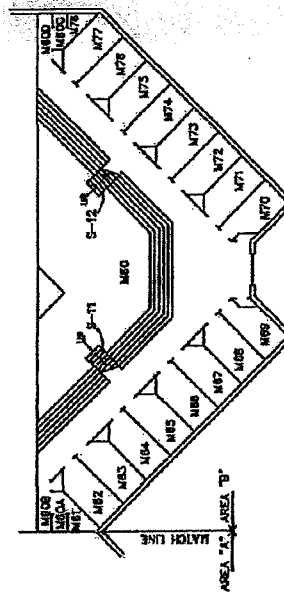
DIAGNOSTIC & EVALUATION CENTER
UPPER LEVEL PLAN



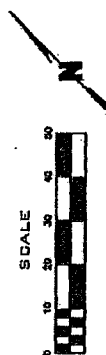
DIAGNOSTIC AND EVALUATION CENTER PHYSICAL PLANT DIAGRAM



DIAGNOSTIC & EVALUATION CENTER
LOWER LEVEL PLAN



MEZZANINE LEVEL PLAN



Attachment 5

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

LINCOLN CORRECTIONAL CENTER

Prison Staffing Analysis

January 28-29, 2016

Table of Contents - LCC

Staffing Analysis Team Information	5-2
Facility Design and Location	5-2
Institutional Profile	5-3
Operations	5-7
Programs	5-7
Activity Schedule	5-8
Activity Schedule Chart	5-9
Shift Relief Factors (SRF)	5-10
Summary of Observations	5-10
Summary of Post Planning Results	5-14
Current Post Plan/Previous Relief Factor	5-15
Current Post Plan/Current Relief Factor	5-16
Proposed Post Plan	5-17
Custody Post Analysis Summary	5-18
Facility Specific Recommendations	5-26
Attachment: Facility Map	5-27

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

LINCOLN CORRECTIONAL CENTER

Prison Staffing Analysis

January 28-29, 2016

Staffing Analysis Team (SAT)

The SAT conducted a staffing analysis from January 28-29, 2016 of the Lincoln Correctional Center (LCC). Assignments were given to ensure all custody and housing posts were analyzed on all three shifts. The observations on post took approximately two days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. At the conclusion of the analysis the SAT met and discussed all of their findings and made final recommendations. The SAT members were:

- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center
- Shaun Settles, Major – Nebraska Correctional Center for Women
- Mario Peart, Warden – Lincoln Correctional Center
- Uki Wolfe, Emergency Preparedness Specialist – Nebraska Correctional Center for Women
- Shawn Sherman, Unit Administrator – Tecumseh State Correctional Institution

Facility Design and Location

LCC is a maximum/medium custody facility located in Lincoln, Nebraska. LCC is located on West Van Dorn street next to the Diagnostic and Evaluation Center (DEC). Due to its close proximity to DEC there are many shared services including use of DEC's Medical Clinic and Skilled Nursing Facility.

LCC opened in August of 1979 as a minimum/medium custody facility but currently houses maximum/medium custody inmates. LCC also houses a large number of the Nebraska Department of Correctional Services' (NDCS) mentally ill inmates. Due to the classification change from the original design, LCC staff face many challenges operating on a daily basis (I.E. lack of functional control centers for maximum security inmates).

Please see the attached Institutional Profile providing more specific information about LCC.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: LCC

Date: 1/29/2016

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	For own population.
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	No, DEC provides.
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	Yes
Intensive Management	No
Disciplinary Segregation	Yes
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	Yes
Sex Offenders Inpatient	Yes
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	308
What is the facility Operational Capacity	468
Average Daily Population for the last year	497
Custody Level	Maximum, Medium
What are the external boundaries of the facility	LCC is responsible for perimeter security, fence check and towers.
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes

Turnkeys	Yes
Internal towers	Yes, not staffed.
Other	N/A
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes, for LCC and DEC.
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	Yes, Tower 1 is adjacent to the parking area.
What is the frequency and severity of visibility impairment such as fog or dust storms	Rare fog/winter storms
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	No issues with procedures.
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby.
What type of perimeter vehicle is available, and is it a fixed or mobile post	No perimeter vehicle.
Communications	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	No, mostly just security.
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Design does not meet custody levels.
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Two person cells for general population (GP). Single cells for RHU.
Does the line of sight provide good visibility; or if not is it supplemented with cameras	No, more cameras are needed.
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct 0600-2200. Secure 2200-0600
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote in GP and CU. Key in C- Unit.
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	For 2015: 497 Class I charges 3192 Class II charges 4522 Class III charges
What is the frequency and seriousness of inmate on staff assaults	Inmate on inmate altercations are not too frequent and it's rare for a serious event.
What is the frequency and seriousness of inmate-on-inmate assaults	Inmate on staff assaults have been rising as more secure mental health inmates are

	moved to LCC. Specifically spitting and bodily fluids.
Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Considerable. Over 1,600 transfers last year.
Is there significant gang or STG influences	Yes, 37 % STG
Disciplinary Process	Per policy.
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes, Yard staff.
under escort (if so, what is the ratio requirement)	Yes. Variation depending on status and where they are housed. 1:1 RHU. 10:1 from LCC to DEC.
unrestricted, open campus style	No
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	Yes
Visitation	
What is the visitation schedule	Wed-Sun 0800-1045, 1230-1530 and 1700-1930.
Are visits contact or non-contact or both	Contact only.
What is the process for visitor registration/sign-in and are security staff assigned full-time	Visiting Staff will process visitors and escort inmates from protective custody and RHU causing them to leave the Visiting Room. No gender specific posts.
What is the duration of visits	From 2 hours to 2 hours and 45 minutes depending on session.
What are the search requirements for inmates and visitors	Inmates strip searched. Visitors pass through metal detector and pat search.
Work Assignments	
Are work details supervised by security staff	All work details supervised but some are not supervised by security.
What are the essential work details inside the facility	Kitchen.
Are there any essential work details in the community	No
What work details are optional/can be shut down	All of the rest.
Food Service	
Is food service contracted or state run	State ran. Provide for LCC and DEC.
Are any inmates fed in-cell, if so how many	Yes, 94.
Are inmates fed in central dining areas or in common areas in housing units	Majority fed in Central Dining.

How are inmates escorted/sent to dining areas	Inmates called 1 unit at a time and staff provide supervision between the unit and Dining Hall.
How many staff are assigned to dining areas	3
Programs	
List of Programs by:	
Number and types	Mental Health, Education and Vocational.
Hours of operation	Mon- Fri 0800 -1630.
Total participants and individual class/group size	Varies.
Contracted or institutional staff supervised	Institutional staff.
Are programs considered as a function or determining factor in inmate idleness	No
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	
Medical,	562/ year
Dental,	Grouped with Medical
Mental health,	Grouped with Medical
Court appearances	2/ year
At outside hospitals, is there a prison ward, or does the sending institution provide security	16/ year - Facility provides security
Are there other routine outside transports	60 / year - transfers to other facilities
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Lancaster County pays substantially more. Low unemployment rate.
Attendance issues (e.g., overtime, sick leave abuse)	Sick leave usage high due to high mandatory overtime.
Staff grievances concerning post assignments, overtime, training, and so forth.	0
Critical incidents within the past five years	Suicides and staff assaults.
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

LCC operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. Because of the physical plant design of LCC, there are six housing units that operate more as eleven units. Each unit requires direct supervision. There is typically one Unit Caseworker (UCW) assigned to each side of a housing unit during first and second shift and one officer assigned to watch both sides of a housing unit during third shift. Day shift staff includes administrative, Cornhusker State Industries (CSI) staff and support staff.

LCC has its own clinic that operates during first and second shift and uses the Diagnostic and Evaluation Center (DEC) Skilled Nursing Facility (SNF) for Medical issues during third shift. LCC also used the DEC SNF for suicidal and self-harming inmates. Other shared services between LCC and DEC include:

- Food Service
- Laundry
- Canteen
- Mailroom
- Maintenance
- Perimeter Security
- Emergency Management
- Human Resources
- Safety/Sanitation
- Inmate Records

Programs

Inmates have access to various different programs at LCC. Programs afford educational and treatment opportunities. Programs offered at LCC are provided by an active volunteer base, health services staff, contract employees and LCC employees. The following programs and services are provided but not limited to:

- Academic Education - ABE/GED
- Remedial Reading and Mathematics
- Pre-employment Training
- English as a Second Language
- College Level Courses
- Cornhusker State Industries (CSI) - Wood Shop; Print Shop
- Pre-Release
- Preparing Animals to Assist with Success (PAAWS)
- Basic dog obedience program
- The Department's Mental Health Unit/Secure Mental Health Unit for mentally ill inmates
- In Patient Sex Offender (Ihelp)

Activity Schedule

LCC operates under structured movement. Yard schedules are made in advance to only allow certain housing units access to the recreation yard at certain times. Inmate movement on the yard is run through a Yard Sergeant. LCC operates on a pass system in which inmates must receive a pass to enter various areas (visiting, medical, etc.).

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order or a reactive use of force in a Restrictive Housing Unit.

Please see the attached LCC Activities Chart for both weekdays and weekends.

Shift Relief Factor (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

Control Unit Sergeant

- The Control Unit only has a Sergeant posted for day shift hours Monday through Friday.
- The Control Unit Sergeant is responsible for overseeing business hours operations in the Unit that houses the most violent and disruptive inmates.
- Add a Restrictive Housing Unit Sergeant for first and second shift to ensure a Supervisor is always present during peak hours.

C Unit Staff (Restrictive Housing)

- C Unit recently began double bunking (placing two inmates in the same cell) some of the cells in the unit. This has increased the number of inmates that need to be escorted to shower, yard, visits and other passes. Even though the number of inmates increased, the number of staff did not. This has led to staff not following proper safety procedures as a tradeoff to get all activities accomplished in the allotted time.
- Addition of another staff member in C1 Unit and C2 Unit during first and second shift is suggested.

Tool Control Corporal

- Currently the Tool Control Corporal is assigned to go on travel orders and supervise the Canteen up to 24 hours per week. This significantly interferes with their duties with Tool Control (an important part of proper security).
- It is recommended that a Canteen Corporal position be added to supervise the Canteen. It is also recommended that travel order teams be created (this will be discussed later).
- In addition to these changes, it is recommended that the position of Tool Control be upgraded to Sergeant due to importance to security.

Intel Department

- There is no current staff authorized to assist the Intel Captain with Intel duties. There was a Corporal assigned to Intel, however this position is a second shift relief position (which can cause the need for overtime on second shift).
- It is recommended to add a Sergeant and Corporal to the Intel Department. These positions would be full time and not cause the need to utilize a relief post from a shift.

Sanitation

- There were common areas in need of sanitation improvement.
- Recommend adding a position for Sanitation and Supply. This would be a Corporal post that would be responsible for ordering of facility chemicals, cleaning supplies and completing paperwork, in addition to overseeing basic facility sanitation.

Yard/Escorts/Utility

- Currently there are no staff assigned as facility escorts. This means that all inmate passes that require escorts (Secure Mental Health Unit for example) have yard staff (who are the emergency responders) used for the escort. This causes lack of security on the yard and lessens the chances of a proper response to emergencies.
- It is recommended to add three facility escort staff to first and second shift seven days per week and add two Monday through Friday day shift (busiest hours) escort staff.

Travel Orders

- In 2015 LCC spent 6,169.62 hours escorting inmates out of the facility (medical appointments, court, transfers, etc.) without any staff assigned for these escorts. This means nearly all travel orders are covered by overtime.
- It is recommended to add four positions for travel orders. This will reduce the need for overtime and ensure staff are available to respond at the facility should an emergency arise.

Video Surveillance

- Currently there is no staff assigned for video monitoring.
- It is recommended to add a position for video monitoring staff.

Kitchen

- Due to the Kitchen being separated from the Dining Hall, inmates have to move large amounts of food from the Kitchen to the Dining Hall. This is often done with a food service escort, not a security escort.
- It is recommended to add an additional Corporal to first and second shifts in the Kitchen. This second Corporal would be responsible for movement between the Kitchen and Dining Hall as well as supervise inmates in the dining hall.

CSI Industries

- Currently only a CSI Shop Sergeant is responsible for the security of the CSI Shops area. For a maximum security facility this is low.
- It is recommended to add two Corporals that are assigned to the CSI area to supervise the three shops in the area.

Housing Units (General Population)

- Control centers are not functional during daytime hours due to poor design. The control centers are actually separated from the housing units. The control centers may be functional if video surveillance monitors were added to each control center with the intent that the control center staff operate by using the camera system for visual supervision.
- It is recommended to double staff the general population (GP) non specialty housing units (B Unit and E Unit) to ensure staff safety in the absence of a secure control center or add cameras to all housing units and video surveillance equipment to the control centers so that the control centers could be staffed again.
- It is recommended to add Unit Sergeants (per the staffing model) to ensure a supervisor is regularly present during the hours inmates are out of their cells.

Education

- Currently there is no custody staff assigned to Education. Teachers provide the security in addition to teaching the inmates.
- It is recommended that a Corporal be added to Education to provide security of the area.

Library

- Currently there is no custody staff assigned to the Library and the Library is only open 1200 to 2000 hours.
- When the Librarian calls in or has vacation, Custody staff are used to operate and supervise the Library.
- It is recommended that a Library Corporal be added to first and second shift to provide proper security, in addition to providing the inmate population with more access to the Library.

Religion

- Currently there is no custody staff assigned to the Religious Center. Yard staff are utilized from their assigned duties to supervise religious activities in the absence of the Religious Coordinator (who works Monday through Friday 0800 to 1630 hours).
- It is recommended that Corporals be assigned to the Religious Center to provide a security presence in the Religious Center and allow for yard staff to perform their own duties.

Visiting

- Currently both first and second shift provide coverage for the Visiting Room. Staff report that during the week days the morning session is not very busy.
- It is recommended that visiting hours be changed to a 40 hours per week block. This would allow for only one shift to cover the Visiting Room and would be a better use of staff.

Turnkey

- Turnkey is a major inmate traffic hub. Most inmate passes and all CSI shop traffic walk through this area.
- Currently three staff are assigned to Turnkey during first and second shift. The third staff member is a recently added position and can be utilized for other duties.
- It is recommended that Turnkey return to a two staff post on first and second shift. It is also recommended that in order to assist during peak traffic hours a third staff be assigned to day shift Monday through Friday.

Additional Observations

- There appeared to be lack of communication between Mental Health staff and Restrictive Housing Unit (RHU) staff. This led to staff spending extra time trying to verify restrictions and other documents. It is recommended to create an assigned group or team that is responsible for reviewing levels, restrictions and incentives for mentally ill inmates in the Secure Mental Health Unit. This team could be made up of select Mental Health staff, a Unit Case Manager, Unit Manager or a custody supervisor. It is

recommended that this group or team be led by either the Associate Warden or Deputy Warden in order to have an ultimate decision maker when Unit Staff and Mental Health Staff have disagreements. This would allow for better communication, a clearer chain of command, free up line staff time and would likely improve staff morale.

- Restrictive Housing Units are not participating in the transformation project. The transformation project and levels programs are Department driven programs to improve behaviors of inmates housed in RHU. By adding more staff to C1 and C2 Units and working on the communication between Mental Health and Unit Staff, staff should have the time to implement the transformation project.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/ Unit Caseworkers
- Proposed Minimum Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Lincoln Correctional Center

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance	
			5 day	7 day	Day	1st	2nd					3rd
Major's Office	Major	Institutional Security Administrator	x		1				1.00	1.00		
Captain's Office	Captain	Security Manager	x		2				1.00	2.00		
SUBTOTAL	Administrative				3	0	0	0		3.00	3.00	0.00
Lieutenant's Office	Lieutenants	Supervise staff and institution		x		1	1	1	1.90	5.70		
SUBTOTAL	Lieutenants				0	1	1	1		5.70	6.00	0.30
Asst. Shift Sup.	Sergeant	Assist Shift Supervisor		x		1	1	2	1.90	7.60		
Yard	Sergeant	Supervise Yard / Compound		x		1	1		1.90	3.80		
Industries	Sergeant	Supervise CSI Shop inmates	x		1				1.30	1.30		
Vehicle Gate	Sergeant	Control Vehicular traffic	x		1				1.30	1.30		
Control Unit	Sergeant	Supervise RH Unit	x		1				1.00	1.00		
Principle Hearing	Sergeant	Process Misconduct Reports	x		1				1.00	1.00		
Armory	Sergeant	Armory / Key Control	x		1				1.00	1.00		
SUBTOTAL	Sergeants				5	2	2	2		17.00	11.00	6.00
Central Control	Corporal	Control institution traffic		x		1	1	1	1.90	5.70		
Kitchen	Corporal	Supervise kitchen inmates		x		1	1		1.90	3.80		
Yard	Corporal	Supervise inmates on yard		x		1	1	1	1.90	5.70		
Control Unit Floor	Corporal	Supervise RH Unit		x		1	1	1	1.90	5.70		
Turnkey	Corporal	Control traffic in spine area		x		1	1		1.90	3.80		
Control Unit CC	Corporal	Supervise traffic in/out of RH		x		1	1		1.90	3.80		
A Unit	Corporal	Supervise housing unit at night		x				1	1.90	1.90		
C Unit	Corporal	Supervise housing unit at night		x				1	1.90	1.90		
Yard	Corporal	Supervise inmates on yard		x			1		1.90	1.90		
Big Yard / Gym	Corporal	Supervise inmates on big yard/gym		x		1	1		1.90	3.80		
Front Entrance	Corporal	Control traffic into the institution		x		1	1		1.90	3.80		
Central Control	Corporal	Control facility movement	x		1				1.30	1.30		
Medical Clinic	Corporal	Supervise inmates in Clinic	x			1			1.30	1.30		
Visiting	Corporal	Supervise inmates/visitors	x		1				1.30	1.30		
Property Control	Corporal	Control / storage inmate property	x		1				1.00	1.00		
Canteen / Tool	Corporal	Tool / Inventory / Canteen	x		1				1.00	1.00		
Disciplinary	Corporal	Coordinate discipline proceedings	x		2				1.00	2.00		
Canine Program	Corporal	Canine handler	x		1				1.00	1.00		
SUBTOTAL	Corporals				7	9	9	5		50.70	52.00	1.30
Turnkey	Officer	Control traffic in spine area		x		1	1		1.90	3.80		
Towers	Officer	Security perimeter fence		x		3	3	3	1.90	17.10		
Yard	Officer	Supervise inmates on yard		x		2	2	2	1.90	11.40		
A Unit Control Center	Officer	Monitor Housing Unit at Night		x				1	1.90	1.90		
B Unit Control Center	Officer	Monitor Housing Unit at Night		x				1	1.90	1.90		
C Unit Control Center	Officer	Monitor Housing Unit at Night		x				1	1.90	1.90		
D Unit Control Center	Officer	Monitor Housing Unit at Night		x				1	1.90	1.90		
E Unit Control Center	Officer	Monitor Housing Unit at Night		x				1	1.90	1.90		
Control Unit CC	Officer	Control traffic in/out of RHU		x				1	1.90	1.90		
Visiting	Officer	Supervise inmates/visitors	x		3				1.30	3.90		
SUBTOTAL	Officers				3	6	6	11		47.60	49.00	1.40
Unit A1	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
Unit A2	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
Unit B1	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
Unit B2	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
Unit C1W	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
Unit C1C	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
Unit C2W	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
Unit C2C	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
Unit D1	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
Unit D2	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
Unit E1	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
Unit E2	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
SUBTOTAL	Unit Caseworkers				0	12	12	0		45.60	44.00	1.60

TOTALS 165.00 (4.60)

** Authorized FTE does NOT include Maintenance Cpl.

*** ADDED CANINE HANDLER (transferred from CCCL)

Minimal Post Staffing Analysis

Institution: Lincoln Correctional Center

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Major's Office	Major	Institutional Security Administrator	x		1				1.00	1.00		
Captain's Office	Captain	Security Manager	x		2				1.00	2.00		
SUBTOTAL	Administrative				3	0	0	0		3.00	3.00	0.00
Lieutenant's Office	Lieutenants	Supervise staff and institution		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	6.00	0.78
Asst. Shift Sup.	Sergeant	Assist Shift Supervisor		x		1	1	2	1.74	6.96		
Yard	Sergeant	Supervise Yard / Compound		x		1	1		1.74	3.48		
Industries	Sergeant	Supervise CSI Shop inmates	x		1				1.25	1.25		
Vehicle Gate	Sergeant	Control Vehicular traffic	x		1				1.25	1.25		
Control Unit	Sergeant	Supervise RH Unit	x		1				1.00	1.00		
Principle Hearing	Sergeant	Process Misconduct Reports	x		1				1.00	1.00		
Armory	Sergeant	Armory / Key Control	x		1				1.00	1.00		
SUBTOTAL	Sergeants				5	2	2	2		15.94	11.00	(4.94)
Central Control	Corporal	Control institution traffic		x		1	1	1	1.74	5.22		
Kitchen	Corporal	Supervise kitchen inmates		x		1	1		1.74	3.48		
Yard	Corporal	Supervise inmates on yard		x		1	1	1	1.74	5.22		
Control Unit Floor	Corporal	Supervise RH Unit		x		1	1	1	1.74	5.22		
Turnkey	Corporal	Control traffic in spine area		x		1	1		1.74	3.48		
Control Unit CC	Corporal	Supervise traffic in/out of RH		x		1	1		1.74	3.48		
A Unit	Corporal	Supervise housing unit at night		x				1	1.74	1.74		
C Unit	Corporal	Supervise housing unit at night		x				1	1.74	1.74		
Yard	Corporal	Supervise inmates on yard		x			1		1.74	1.74		
Big Yard / Gym	Corporal	Supervise inmates on big yard/gym		x		1	1		1.74	3.48		
Front Entrance	Corporal	Control traffic into the institution		x		1	1		1.74	3.48		
Central Control	Corporal	Control facility movement	x		1				1.25	1.25		
Medical Clinic	Corporal	Supervise inmates in Clinic	x			1			1.25	1.25		
Visiting	Corporal	Supervise inmates/visitors	x		1				1.25	1.25		
Property Control	Corporal	Control / storage inmate property	x		1				1.00	1.00		
Canteen / Tool	Corporal	Tool / Inventory / Canteen	x		1				1.00	1.00		
Disciplinary	Corporal	Coordinate discipline proceedings	x		2				1.00	2.00		
Canine Program	Corporal	Canine handler	x		1				1.00	1.00		
SUBTOTAL	Corporals				7	9	9	5		47.03	52.00	4.97
Turnkey	Officer	Control traffic in spine area		x		1	1		1.74	3.48		
Towers	Officer	Security perimeter fence		x		3	3	3	1.74	15.66		
Yard	Officer	Supervise inmates on yard		x		2	2	2	1.74	10.44		
A Unit Control Center	Officer	Monitor Housing Unit at Night		x				1	1.74	1.74		
B Unit Control Center	Officer	Monitor Housing Unit at Night		x				1	1.74	1.74		
C Unit Control Center	Officer	Monitor Housing Unit at Night		x				1	1.74	1.74		
D Unit Control Center	Officer	Monitor Housing Unit at Night		x				1	1.74	1.74		
E Unit Control Center	Officer	Monitor Housing Unit at Night		x				1	1.74	1.74		
Control Unit CC	Officer	Control traffic in/out of RHU		x				1	1.74	1.74		
Visiting	Officer	Supervise inmates/visitors	x		3				1.25	3.75		
SUBTOTAL	Officers				3	6	6	11		43.77	49.00	5.23
Unit A1	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit A2	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit B1	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit B2	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit C1W	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit C1C	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit C2W	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit C2C	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit D1	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit D2	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit E1	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
Unit E2	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
SUBTOTAL	Unit Caseworkers				0	12	12	0		41.76	44.00	2.24
TOTALS										165.00	8.28	

** Authorized FTE does NOT include Maintenance Cpl.

*** ADDED CANINE HANDLER (transferred from CCCL)

Minimal Post Staffing Analysis

Institution: Lincoln Correctional Center

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance	
			5 day	7 day	Day	1st	2nd					3rd
Security Administrator	Major	Institutional Security Administrator	x		1				1.00	1.00		
Intel	Captain	Intel	x		1				1.00	1.00		
Operations	Captain	Security Manager	x		1				1.00	1.00		
SUBTOTAL	Administrative				3	0	0	0		3.00	3.00	0.00
Shift Supervisor	Lieutenant	Supervise staff and institution		x	1	1	1		1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	6.00	(0.78)
Shift Sergeant	Sergeant	Assist Shift Supervisor		x	1	1	1		1.74	5.22		
Yard	Sergeant	Supervise Yard / Escort		x	1	1	1		1.74	5.22		
RH Unit	Sergeant	Supervise RH Unit		x	1	1			1.74	3.48		
A/B Unit	Sergeant	Supervise A Unit	x		1	1			1.25	2.50		
D/E Unit	Sergeant	Supervise D Unit	x		1	1			1.25	2.50		
Industries - CSI Shops	Sergeant	Supervise CSI Shop inmates	x		1				1.25	1.25		
Vehicle Gate	Sergeant	Control Vehicular traffic	x		1				1.00	1.00		
Tool	Sergeant	Tool/Key Control	x		1				1.00	1.00		
Intel	Sergeant	Gather Intel/Investigations/STG	x		1				1.00	1.00		
Principle Hearing	Sergeant	Process Misconduct Reports	x		1				1.00	1.00		
SUBTOTAL	Sergeants				5	5	5	2		24.42	11.00	13.42
Kitchen	Corporal	Supervise kitchen inmates		x	2	2			1.74	6.96		
Video Monitoring	Corporal	Monitor facility cameras		x	1	1			1.74	3.48		
Turnkey	Corporal	Control institutional traffic		x	2	2			1.74	6.96		
Movement / Escorts	Corporal	Supervise inmate movement		x	4	4	2		1.74	17.40		
Central Control	Corporal	Maintain Count, Facility doors		x	1	1	1		1.74	5.22		
Towers	Corporal	Security perimeter fence		x	3	3	3		1.74	15.66		
Front Entrance	Corporal	Secure facility entry/exit		x	1	1			1.74	3.48		
A 1 Unit	Corporal	Supervise Housing Unit		x	1	1			1.74	5.22		
A 2 Unit	Corporal	Supervise Housing Unit		x	1	1			1.74	3.48		
B 1 Unit	Corporal	Supervise Housing Unit		x	2	2	1		1.74	8.70		
B 2 Unit	Corporal	Supervise Housing Unit		x	2	2			1.74	6.96		
C 1 Unit	Corporal	Supervise RH Housing Unit		x	3	3	1		1.74	12.18		
C 2 Unit	Corporal	Supervise RH Housing Unit		x	2	2	1		1.74	8.70		
D 1 Unit	Corporal	Supervise Housing Unit		x	1	1	1		1.74	5.22		
D 2 Unit	Corporal	Supervise Housing Unit		x	1	1			1.74	3.48		
E 1 Unit	Corporal	Supervise Housing Unit		x	2	2	1		1.74	8.70		
E 2 Unit	Corporal	Supervise Housing Unit		x	2	2			1.74	6.96		
Control Unit	Corporal	Supervise RH Housing Unit		x	2	2	2		1.74	10.44		
Programs / Activities	Corporal	Supervise the Library, Religion		x	2	2			1.74	6.96		
Recreation	Corporal	Supervise Gym / Big Yard		x	1	1			1.74	3.48		
Clinic	Corporal	Supervise Clinic	x		1				1.25	1.25		
Visiting	Corporal	Supervise inmate visits	x				3		1.25	3.75		
Property	Corporal	Store and oversee inmate Property	x		1				1.25	1.25		
Industries - CSI Shops	Corporal	Provide security in the Shops	x		2				1.25	2.50		
Turnkey	Corporal	Control institutional traffic	x		1				1.25	1.25		
Travel Orders	Corporal	Escort inmates outside facility	x		4				1.25	5.00		
Movement / Escorts	Corporal	Assist with escorts during peak	x		2				1.25	2.50		
Central Control	Corporal	Maintain Count, Facility doors	x		1				1.25	1.25		
Education	Corporal	Supervise inmate Education	x		1				1.25	1.25		
Disciplinary	Corporal	Coordinate discipline proceedings	x		2				1.00	2.00		
Sanitation/Supply	Corporal	Institutional sanitation/supplies	x		1				1.00	1.00		
Canine Unit	Corporal	Facility Searches	x		1				1.00	1.00		
Intel	Corporal	STG review, assist intel capt.	x		1				1.00	1.00		
SUBTOTAL	Corporals				18	36	39	14		174.64	145.00	29.64
									TOTALS	207.28	165.00	42.28

Note: All Caseworker, Corporal and Officer positions have been combined to Corporal.

** authorized FTE does NOT include Maintenance Cpl

Custody Post Analysis Summary

Facility: Lincoln Correctional Center

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Major	1	0/1	0
Correctional Captain	2	0/2	0
Correctional Lieutenant	6	6/0	0
Correctional Sergeant	25	20/5*	14
Correctional Corporal	175	161/14**	30
TOTAL FTE'S	209	187/22	44

***5 Sergeants N-MAND** Industries - CSI Shops
 Vehicle Gate
 Tool
 Intel
 Principle Hearing

****14 Corporals N-MAND** Property
 Industries - CSI Shops (2)
 Turnkey
 Central Control
 Education
 Disciplinary (2)
 Sanitation/Supply
 Canine
 Intel
 Clinic
 Movement/Escorts (2)

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Lincoln Correctional Center
JOB CLASSIFICATION: Correctional Major
POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 – 5 Day Major

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Lincoln Correctional Center
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	0	0	0	0	Facility specific – <i>Facility size</i>
Intel	1	0	0	0	Per staffing model
Operations	1	0	0	0	Per staffing model
TOTAL	2	0	0	0	

TOTAL FTE to include relief factor: 2.00 – 5 Day Captains

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Lincoln Correctional Center
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 – 7 Day Lieutenants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Lincoln Correctional Center
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Shift*	0	1	1	1	Per staffing model
Yard*	0	1	1	1	Per staffing model
RHU*	0	1	1	0	Facility specific — <i>Physical plant/RHU beds</i>
TOTAL	0	3	3	2	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 13.92 – 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Lincoln Correctional Center
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
A/B Unit*	0	1	1	0	Per staffing model
D/E Unit*	0	1	1	0	Per staffing model
Industries - CSI Shops*	1	0	0	0	Per staffing model
Vehicle Gate*	1	0	0	0	Per staffing model
Armory/Key	0	0	0	0	Facility specific - <i>Exception</i>
Tool	1	0	0	0	Per staffing model
Intel	1	0	0	0	Per staffing model
Principle Hearing	1	0	0	0	Per staffing model
TOTAL	5	2	2	0	

*Relief factor 1.25

TOTAL FTE to include relief factor: 10.50 – 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Lincoln Correctional Center
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Kitchen*	0	2	2	0	Per staffing model
Programs/Activities*	0	2	2	0	Facility specific – <i>Facility size</i>
Recreation*	0	1	1	0	Per staffing model
Video Monitoring*	0	1	1	0	Per staffing model
Turnkey*	0	2	2	0	Facility specific – <i>Physical plant</i>
Movement/Escort*	0	4	4	2	Facility specific – <i>Facility mission/Physical plant</i>
Central Control*	0	1	1	1	Facility specific – <i>Population size</i>
Towers*	0	3	3	3	Facility specific – <i>Physical plant</i>
Front Entrance*	0	1	1	0	Per staffing model
A Unit*	0	2	2	1	Facility specific – <i>Physical plant /unit mission</i>
B Unit*	0	4	4	1	Facility specific – <i>Physical plant /unit mission</i>
C Unit*	0	5	5	2	Facility specific – <i>Physical plant /unit mission</i>
D Unit*	0	2	2	1	Facility specific – <i>Physical plant /unit mission</i>
E Unit*	0	4	4	1	Facility specific – <i>Physical plant /unit mission</i>
Control Unit*	0	2	2	2	Facility specific – <i>Physical plant /unit mission</i>
Skilled Nursing	0	0	0	0	Facility specific – <i>Physical plant</i>
TOTAL	0	36	36	14	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 149.64 – 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Lincoln Correctional Center
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Clinic*	1	0	0	0	Facility specific -- Population size
Visiting*	0	0	3	0	Facility specific -- Facility size
Property*	1	0	0	0	Facility specific -- Population size
Industries - CSI*	2	0	0	0	Facility specific -- Physical plant
Turnkey*	1	0	0	0	Facility specific -- Physical plant
Travel Orders*	4	0	0	0	Facility specific -- Facility size
Movement/Escorts	2	0	0	0	Facility specific - Facility mission/Physical plant
Central Control*	1	0	0	0	Per staffing model
Education*	1	0	0	0	Facility specific -- Daily schedule
Disciplinary	2	0	0	0	Per staffing model
Sanitation	1	0	0	0	Facility specific -- Amount of common areas
Canine	1	0	0	0	Facility specific -- Department assignment
Intel	1	0	0	0	Facility specific -- Population size
TOTAL	18	0	3	0	

*Relief factor 1.25

TOTAL FTE to include relief factor: 25.00 -- 5 Day Corporals

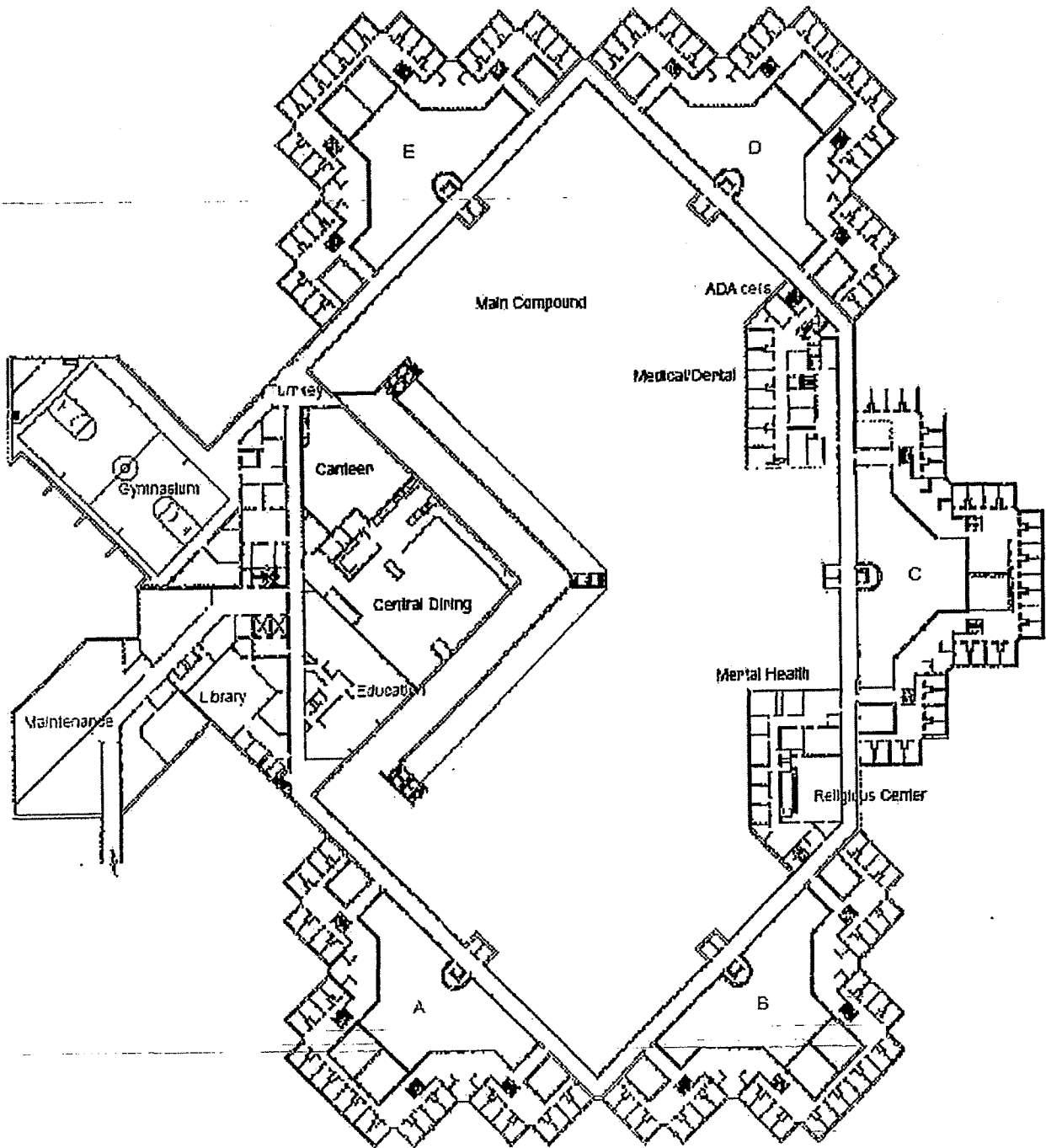
LCC Specific Recommendations

- Upgrade the Tool Corporal to a Sergeant due to high security nature of the position.
- An Intel Corporal is recommended to assist with the Intel Department.
- Unit Sergeants are recommended to provide a supervisory presence in the housing units.
- A second Kitchen Corporal is recommended to assist in watching food preparation and the movement of food to the Dining Hall.
- An Education Corporal is recommended to provide a security presence in Education.
- A Library Corporal is recommended on first and second shift to enhance security and allow the inmates more access to the Library.
- A Corporal is recommended on first and second shift to provide security in the Religious Center and allow yard staff to focus on their duties.
- A Video Monitoring Corporal is recommended for first and second shift to enhance security and surveillance of the facility.
- A Sanitation/Supply Corporal is recommended to provide supervision of facility sanitation as well as order supplies for the facility.
- Two Corporals are recommended to assist in supervision of the Industries - CSI shops.
- It is recommended that Turnkey be changed from a three staff to a two staff post on first and second shift. It is also recommended a day shift, Monday through Friday, Corporal be added to Turnkey to assist during peak traffic.
- It is recommended to add Movement/Escort staff to escort passes throughout the facility.
- It is recommended that four travel order staff be added to escort inmates into the community for appointments.

Attachments

- A. Map

LINCOLN CORRECTIONAL CENTER PHYSICAL PLANT DIAGRAM



Attachment 6

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA CORRECTIONAL CENTER FOR WOMEN

Prison Staffing Analysis

January 19-21, 2016

Table of Contents - NCCW

Staffing Analysis Team Information	6-2
Facility Design and Location	6-2
Institutional Profile	6-4
Operations	6-8
Programs	6-8
Additional Services	6-8
Activity Schedule	6-9
Activity Schedule Charts	6-10
Shift Relief Factors (SRF)	6-12
Summary of Observations	6-12
Summary of Post Planning Results	6-17
Current Post Plan/Previous Relief Factor	6-18
Current Post Plan/Current Relief Factor	6-19
Proposed Post Plan	6-20
Custody Post Analysis Summary	6-21
Facility Specific Recommendations	6-29
Attachment: Facility Map	6-30

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA CORRECTIONAL CENTER FOR WOMEN

Prison Staffing Analysis
January 19-21, 2016

Staffing Analysis Team (SAT)

The SAT held an organizational meeting on January 19th at the Nebraska Correctional Center for Women (NCCW) prior to conducting the analysis. Assignments were given to ensure all custody and housing unit posts were analyzed on all three shifts. The group toured the facility to ensure all members were familiar with the campus layout. The observations on post took approximately 2 ½ days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Chris Peters, Business Manager – Federal Surplus Property
- Shaun Settles, Major – Nebraska Correctional Center for Women
- Joe Baldassano, Assistant Warden – Community Corrections Center, Lincoln
- Brad McConville, Lieutenant – Work Ethic Camp
- Uki Wolfe, Emergency Preparedness Specialist – Nebraska Correctional Center for Women
- Linda Bos, Human Resource Manager – Central Office

Facility Design and Location

NCCW is a Nebraska Department of Corrections (NDCS) facility located at 1107 Recharge Rd., York, NE 68467. The facility is in a small community of approximately 8000 residents and is located 44 miles west of Lincoln, Nebraska a few miles north of Interstate 80.

NCCW is the only secure state prison for female offenders sentenced to state custody in Nebraska. It is the second oldest state prison and was established in 1920 through the purchase of a dairy farm. The facility has 19 total buildings which include six housing units, of which two are used for general population. Housing units include North Hall (44 3- and 4-bed cells), the nursery unit (15 1 bed cells), B Bay unit (19 6- and 7- bed cells), Strategic Treatment and Reintegration (STAR) Unit (12-16 beds for treatment and restrictive housing or protective custody inmates), the Diagnostic and Evaluation (D&E) Unit (newly committed inmates during their first 30 days of incarceration), and temporary restrictive housing with number of cells/units dependent on inmate profile and count. The administrative building includes administrative offices, food service, laundry services, warehouse and the gym.

NCCW serves as the female reception and orientation center, and provides custody and care for maximum, medium and minimum level inmates. At the time of the analysis, the inmate composition was 30.8% maximum, 32.0% medium, 36.1% minimum and 1.1% community. This facility has also housed youthful female offenders. NCCW accepts pre-adjudicated females from county jails who cannot be held locally for security and/or medical reasons at a per diem rate. Evaluations are conducted at the facility to assist the court with sentencing decisions. Inmate offense(s) are by percentage: Drugs (29.9%),

Theft (14.7%), Assault (11.2%), Fraud (10.7%), Motor Vehicle (30%), Homicide (6.6%), Burglary (6.3%), robbery (3.3%), Weapons (2.8%), Sex Offenses (2.5%), Arson (.5%), and Restraint (.3%) and Other (3.6%).

The facility is enclosed by a double chain link fence. The outer fence is 12 feet tall with two strands of razor ribbon at the top and one strand of razor ribbon at the center, which is approximately 6 feet high. It is mounted on a concrete apron approximately 2 feet wide. The inner fence is 12 feet tall with one strand of razor ribbon at the top, one strand at the middle and two strands at the bottom. The fence has no motion detection system or alert sensors. There are no observation towers or mobile patrol. The perimeter is checked twice per shift by foot patrol and is monitored by several of the 25 exterior cameras, with pan and zoom capability, which are positioned around the compound and are electronically controlled by Central Control.

There are two vehicle sally ports located at the front and rear of the facility. Both sally ports are monitored by video cameras. The front sally port is located at the main entrance and is used for entrance of emergency vehicles. The rear sally port allows access to the warehouse for supply delivery. It can also allow emergency vehicle access to transport offenders from the Restrictive Housing Unit (RHU), if needed.

NCCW is planning several construction and maintenance projects, requiring the entrance of contractors. These include new construction, major renovations, water & h/vac system upgrades.

Please see the attached Institutional Profile providing more specific information about NCCW.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: NCCW

Date: 12/10/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Yes. Female intake facility
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	No
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	Yes
Intensive Management	Yes
Disciplinary Segregation	Yes
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	Yes
Youthful Offenders	Yes, none currently
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	275
What is the facility Operational Capacity	330
Average Daily Population for the last year	322
Custody Level	Max, Med, Min
What are the external boundaries of the facility	Double Perimeter Fence
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	No

Turnkeys	No
Internal towers	No
Other	
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes, cameras only
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	Yes, Multiple building obstruct lines of site to perimeter
What is the frequency and severity of visibility impairment such as fog or dust storms	Occasional fog/snow storms
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular / pedestrian traffic at the facility gates	Regular/Scheduled deliveries
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby.
What type of perimeter vehicle is available, and is it a fixed or mobile post	No perimeter vehicles or perimeter posts
Communications	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes, radios equipped with TAC alarm
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	No. Design does not meet custody levels.
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	3-6 person cells for GP, SAU. Single cells for RHU. B-Building doors do not secure
Does the line of sight provide good visibility; or if not is it supplemented with cameras	No. Need additional cameras in all housing units.
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct 0600-2200. Secure 2200-0600
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote C-Building, Manual North Hall, N/A B-Building
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	Last 12 months; 62 class I, 555 class II, 1524 class III, 2141 total guilty charges.
What is the frequency and seriousness of inmate on staff assaults	Rare, less than 1 per year
What is the frequency and seriousness of inmate-on-inmate assaults	Occasional, 10+ during current year
Have there been any recent escapes, escape attempts or walkaways if so explain	1 attempt. Inmate attempted to climb fence.

Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Considerable turnover. Inmate transfers and short sentences.
Is there significant gang or STG influences	No
Disciplinary Process	Per policy.
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes, Yard staff.
under escort (if so, what is the ratio requirement)	Yes. Variation depending on status and housing assignment 1:1 RHU.
unrestricted, open campus style	Yes
via pass system	Yes
time specific lines	No
combination depending on inmate status	Yes
Visitation	
What is the visitation schedule	Thursday 6:30-8:00pm, Friday 12:00-1:45pm, Sat/Sun 8:00-10:30/1:00-3:30
Are visits contact or non-contact or both	Contact, Non-contact available
What is the process for visitor registration/sign-in and are security staff assigned full-time	Visiting Staff process visitors and inmates into the visiting room. 2 Staff assigned to visiting positions
What is the duration of visits	General Population 2.5 hours RHU, D&E 1.75 hours
What are the search requirements for inmates and visitors	Inmates strip searched. Visitors pass through metal detector and pat search.
Work Assignments	
Are work details supervised by security staff	All work details supervised but some are not supervised by security.
What are the essential work details inside the facility	Kitchen.
Are there any essential work details in the community	No
What work details are optional/can be shut down	All of the rest.
Food Service	
Is food service contracted or state run	State ran.
Are any inmates fed in-cell, if so how many	Yes, 15 RHU
Are inmates fed in central dining areas or in common areas in housing units	Majority fed in Central Dining.
How are inmates escorted/sent to dining areas	Inmates called 1 Gallery at a time, staff provide supervision between Unit and Dining Hall.
How many staff are assigned to dining areas	2
Programs	

List of Programs by:	
Number and types	Mental Health, Education and Vocational, Self-Help, Dog, Clubs
Hours of operation	Mon- Fri 0800 -2200.
Total participants and individual class/group size	Varies.
Contracted or institutional staff supervised	Institutional staff.
Are programs considered as a function or determining factor in inmate idleness	N/A
<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	December 1, 2014 – December 1, 2015
Medical,	624/ year
Dental,	Grouped with Medical
Mental health,	Grouped with Medical
Court appearances	No Data
At outside hospitals, is there a prison ward, or does the sending institution provide security	7/ year – Child birth most common, institution provides security.
Are there other routine outside transports	68 / year
<i>Administrative/External Factors</i>	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Low unemployment rate. Rural community.
Attendance issues (e.g., overtime, sick leave abuse)	Sick leave usage high due to high mandatory overtime.
Staff grievances concerning post assignments, overtime, training, and so forth.	0
Critical incidents within the past five years	1 inmate death.
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

NCCW operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. A day shift Unit Manager is assigned to North Hall and B Building. Unit Case Managers (UCMs) are assigned on day shift to the D&E, B Building and C Building. Unit Caseworkers(UCWs) assigned to each unit operate on first and second shift, except the D&E has first shift only, and Nursery has second shift only. The units are operated by custody staff on third shift. Day shift staff includes administrative and support staff as well as various additional staff such as Cornhusker State Industries (CSI) shop staff, etc.

This facility has no firearms or lethal weapons. Staff are issued MK-4 chemical agent with Sergeants, Lieutenants, and Emergency Response Teams being issued MK-9 canisters. In addition, keys, radios and restraints are all issued from Central Control. Central Control is staffed by one Corporal. The facility is equipped with surveillance cameras through the compound with recording capability. The cameras monitor both outside and inside housing and program buildings.

Programs

Inmates are offered a variety of programs at NCCW. Programs afford educational and treatment opportunities. Programs offered at NCCW are provided by an active volunteer base, health services staff, reentry partners, contract employees and NCCW employees. The programs and services provided include, but are not limited to:

- Mental Health Counseling
- Strategic Treatment and Reintegration (STAR) unit
- Inpatient Substance Abuse Programming
- Cornhusker State Industries Sewing Shop
- Pro-Start Vocational Culinary Program
- Adult Basic Education/GED
- College correspondence courses
- Domesti-Pups dog program
- Parenting Program
- Recreation Programs and Services
- Inmate Clubs
- Religious Services
- Library Services

Additional Available Services

A medical clinic is located within the facility. A dental clinic is located within the medical area. Currently a dentist and his assistants divide time between the Lincoln Correctional Center and NCCW to provide services.

NCCW operates with pill call on each housing unit. Pill call is conducted three times a day and requires unit staff to monitor this activity. The number of inmates with medications determines the time needed for staff to complete this duty.

Many travel orders are utilized for various services within the York community. In calendar year 2015, 652 travel orders were handled by 1,163 staff, using over 3,500 man hours. The York Hospital has agreed to schedule up to 8 inmates at a time for mammograms and x-ray appointments. These travel orders use 5 staff, including the Captain, a Sergeant, and three Corporals. While more staff intensive per instance, there are fewer trips away from the facility. Travel orders are completed predominantly by custody staff and completed in compliance with the NDCS Security Manual. The travel order numbers were considered by the SAT during this analysis and contribute to the overall staff needs.

Activity Schedule

It is important to note NCCW operates with an open campus. Inmates move about the facility when the yard is open. The housing units do not run hourly doors during the day which would limit the amount of traffic in and out. There are areas inmates need a pass in order to access such as medical, education, etc. The open campus allows for all inmates to be on the yard at one time. During nice weather conditions, there are large numbers of inmates on the yard at one time.

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order.

Although inmate visitation is on the activities chart, it is important to note the staff intensive needs of visitation through visitor processing, inmate processing and observation of visits. NCCW processes approximately 131 visitors in an average week.

Please see the attached weekly NCCW Activities Charts.

NCCW Activities Chart

Non-staffed events and locations (Security/Housing)		Frequency																								
		0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	
Medical	7																									
Gym/ Organized Rec	5																									
STAR Unit 3rd shift	7																									
Nursery 3rd Shift	7																									
Religious Services	5																									
7-Habits	Tu																									
Canteen	5																									
Hair Care	Th																									
School	5																									
Maintenance	5																									
CSI	5																									
Library	7																									
Parenting	M, Tu, F																									
Child Day Visits	Bi-Weekly																									

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Dining

- Staff are not assigned to dining, but are brought in from other areas (escorts from housing units, yard, etc.). This seems to work as long as the staffing complement is near or at full.

Central Control

- This is a vital and very busy post. The busiest times are during shift change, but fluctuate with travel orders, phone and radio calls, etc.
- Both first and second shift keep occupied during shift.
- Staff assigned to monitor cameras in Central Control will assist when possible, but are often called away for yard or other duty.

"B" Control Center

- Overlooks general population (GP) inmates in B-bay, inmates in SAU, and camera access to inmates and children in the nursery.
- The tasks assigned to this post are minimal, and additional duties could be assigned as long as they don't interfere with inmate & staff observation.
- Blind spots do occur on the SAU, and cameras are not able to access all areas of both B-bay and SAU.
- The electronics systems for doors and computers are in need of updating.

"C" Control Center

- Runs lights for RHU and STAR units, and doors for RHU.
- Line of sight is good over the STAR unit, but the bars on the door to the RHU are a minor hindrance. He can visually see staff throughout both units.
- The microphone to the intercom system currently does not work, so he can hear staff & inmates, but cannot respond.
- The door into the STAR unit is off track, and is waiting for parts.
- Staff state that the position keeps busy, but all tasks are completed each shift. However, if any new tasks were to be assigned, they would impact this capability.

Detail Corporal (Laundry)

- Laundry is supervised by one staff member, who also assists with travel orders.
- When warehouse operator is absent, the Detail Corporal covers the warehouse. There is no other relief for either position.
- When deliveries are made at the south gate, inmates must be removed to process the vehicle.

Housing Unit (B bay)

- Currently UCWs supervise inmates on first and second shift, with security covering third shift. There are two UCW posts, with a UCM and Unit Manager also in the area.

- The UCWs are doing more security work than counseling, and agree there should be a security presence on the floor.
- The phone seemed to keep the UCWs the busiest, as calls came in requesting inmates report to medical, school, or other areas of the facility. Since a change in the paging process, the phone calls have been "almost non-stop".

Housing Units (North Hall)

- North Hall has two posts, staffed by UCWs on first and second shift, and Corporals on third shift. One Corporal is reassigned other duties when needed.
- Cameras on the unit are observed in Central Control, as time permits.
- Cell doors are locked after 9 pm.
- During the day, the phone is extremely busy.
- It is difficult to prevent inmates from sneaking into an unassigned wing while fulfilling case management duties.
- The position of the Control Center does not allow visual access to all the wings at the same time.
- The Post Orders are for inmate supervision, so the case management duties are additional.

Housing Unit (SAU)

- The SAU unit has one UCW on first and second shift, and a Corporal on third shift.
- This housing unit has a high number of inmates on medications. While the one staff person is handing out pills, other inmates know the unit is not as closely supervised. It is not uncommon for med-call to be stopped to handle a situation, or for the unit to be late to dining.
- The Chemical Dependency Counselors on the unit did not appear to help with supervision, but made the UCW duties difficult by either changing lobby hours, or making other rules specifically for the unit.

Housing Unit (STAR)

- The STAR unit has one UCW on first and second shift. On third shift the RHU Corporal covers both units.
- STAR houses PC, Mental Health, Plan Status and RHU overflow.
- First and second shift keep very busy, especially during meal and medication delivery.
- Staff state that most, if not all, Post Order duties are completed in one shift, unless there are unscheduled disruptive events.

Housing Unit (D&E)

- The D&E unit has one post, filled by a UCW on first shift, and a Corporal on second and third shift. This does not allow for consistency, especially for new commits that have case management questions.
- The Post Orders are for inmate supervision, so the case management duties are additional.
- Two of the rooms are designated as Medical Lay-in Rooms (house inmates with special medical needs), which can affect supervision of D&E inmates. This staffing pattern allows for the potential risk of inmates temporarily left unsupervised.

Industries Corporal

- There is no onsite security post. Yard Corporals come in to pat search at opening and closing of shop, and when leaving and returning from lunch.

Intake/Property

- This position keeps very busy, as it involves searches for any travel order leaving or returning.
- The Intake area becomes congested with staff preparing for travel orders, any new or recommitments, and inmate workers.
- Property handling is kept busy with packing up items to be sent out, or updating inmate lists with new purchases from the canteen.
- Having another person work property would allow a backup for busy intake periods.

Kitchen

- This post remains in the kitchen during food prep time on first and second shifts, supervising inmates, opening locked doors, and maintaining tool control and inventory.
- There is sufficient work, and no need for additional staff.

Medical Clinic/Dental

- There is no security post in the Medical clinic.

Nursery

- NCCW is unique with the nursery housing available to mothers, expectant mothers and caregivers.
- The unit has a Parenting Coordinator and Nursery Instructor, who are available day-shift hours, but has other obligations off of the unit several hours each week.
- The only other supervision is a UCW assigned second shift (who is often reassigned other tasks) and third shift checks every 30 minutes.
- While the Nursery program requires inmates to be classified at Community Custody, inmates that have overnight visits with their children do not have to have that custody classification. For that reason, it is suggested that security have a presence on the unit during first and second shifts.

Principle Hearing/ Disciplinary / Evidence

- Current Corporal assigned has held post for 4 years.
- Duties keep busy, but efficiencies have been implemented to improve record keeping and reduce staff intensive processes.
- Misconduct Reports have increased recently, and could be handled verbally with inmate compliance instead.
- Institutional Disciplinary Committee chair responsibilities are rotated among various staff, leading to possible inconsistencies and adding ancillary duties to multiple staff.

Restrictive Housing (RH)

- The RH floor has one Corporal post per shift.
- Primary duties are to manage day-to-day operation of the RHU.
- First and second shift keep very busy, especially during meal and medication delivery.
- State that not all Post Order duties are completed in one shift, especially if there are unscheduled disruptive events.

Shift Lieutenant/Supervisor

- There are two Lieutenants on first and second shifts. One Lieutenant is assigned to third shift.
- There is no relief Sergeant or Lieutenant assigned Friday – Monday, which makes it difficult when requesting leave.

- Assigned ancillary duties make prioritizing duties difficult.
- Requests from Administration often draw them away from daily shift supervision.

Tool/Key Corporal

- This position is held by a Sergeant at other facilities.
- The current staff has sufficient work to keep busy, not enough for another FTE.
- He is used on an average of three travel orders per month. He also backs up other posts on a short-term basis.

Visiting & Pass Clerk

- The two staff assigned to these posts have held the positions less than 6 months.
- Their duties keep them busy even on non-visit days.
- Additional staff are used to assist in pat searching visitors and/or inmates during visiting hours.
- There is concern with the security of information on the desk, and suggest a raised counter to block computer screen or paper view by non-staff.

Yard Corporals

- Yard staff are located on the main yard area. Due to building layout, line of sight to every area on the yard is not possible.
- The lower south and southwest area of the yard has no staff assigned.
- Concern was made about the open campus with no controlled doors and insufficient pass system.
- It is possible to have a large number of inmates on the yard with minimal staff available to supervise.
- Staff (usually female) are called away from yard detail to assist with other duties, including escorts, dining, etc.

Yard Sergeants

- There is a Sergeant on the yard first and second shift.
- Primary duties are to manage day-to-day operations of recreation yard, organize escorts, ensure staff presence for pat and strip searches, complete security checks and process travel orders. These duties keep them busy throughout the shift, and can be completed with sufficient staffing.
- Ancillary duties (Team within a Team, target searches, etc.) are more difficult to complete.

Additional Observations

- **Medications given on units** – Staff on each housing unit mentioned medication distribution is very time consuming, and with limited staff, supervision of inmates was compromised during these times. While outside the scope of this analysis, it is believed a central pill call system would assist multiple posts by freeing up time spent on this task.
- **Open Campus / Pass system** – The facility runs with an open campus system, without using controlled doors or scheduled yard use by housing unit. Also, concerns were made about calling housing units to request inmates instead of issuing paper passes. This was repeatedly mentioned as one of the most labor intensive duties on the housing unit floors.
- **Unit Caseworkers** – Several UCW posts do perform case management for inmates. By replacing these staff with custody specific staff, the case management duties will fall on the UCMs. With the current staffing of 3 UCMs, caseloads would be well over 100 per UCM.

- **Sergeants** – Currently the only Sergeant post is a combined Assistant Shift Supervisor/Yard Sergeant. The facility is currently authorized for only six FTE.
- **Update post orders** – Update references to “Administrative Lieutenant” to “Captain”.
- **Electronic upgrades** – Existing call buttons, room lights, doors, and other systems have aged to the point that they no longer function properly, if at all. This is most evident in North Hall and the RHU. This requires additional staff time to manually perform duties that could be done at the push of a button. While outside the scope of this analysis, it is recommended that such systems be reviewed for possible safety concerns.
- **Staff satisfaction** – When asked, staff were satisfied with their position, and felt that they could approach their direct supervisor or another in the chain of command with any concerns. Several staff indicated that they are not able to complete all necessary tasks daily, which leads them to feel they have let the facility and their coworkers down.
- **Female officer presence** – With the unique nature of a women’s facility, it is suggested that a female be assigned on third shift to the B Building and C Building area, specifically for RHU needs.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody /Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Center for Women

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day		Day	1st	2nd				
Majors office	Major	Administrative	X			1			1.00	1.00		
Captain's office	Captain	Administrative	X			1			1.00	1.00		
SUBTOTAL	Administrative					2	0	0	2.00	2.00	0.00	
Lieutenant's Office	Lieutenant	Shift supervisor		X			1	1	1.90	5.70		
SUBTOTAL	Lieutenants					0	1	1	5.70	5.00	(0.70)	
Yard	Sergeant	Assistant shift supervisor		X			1	1	1.90	5.70		
SUBTOTAL	Sergeants					0	1	1	5.70	6.00	0.30	
Central Control	Corporal	Operate gates/doors, keys, communications & cameras		X			1	1	1.90	5.70		
D&E floor	Corporal	Supervise inmates		X			1	1	1.90	3.80		
C-Control	Corporal	Operate gates/doors, cameras		X			1	1	1.90	5.70		
B-Control	Corporal	Operate gates/doors, cameras		X			1	1	1.90	5.70		
RH floor	Corporal	Supervise RH inmates		X			1	1	1.90	5.70		
Yard #1	Corporal	Supervise yard, TOs & visiting		X			1	1	1.90	5.70		
Yard #2	Corporal	Supervise yard, TOs & visiting		X			1	1	1.90	3.80		
North Hall #1	Corporal	Supervise inmates		X				1	1.90	1.90		
North Hall #2	Corporal	Supervise inmates		X				1	1.90	1.90		
B-Bay	Corporal	Supervise inmates		X				1	1.90	1.90		
SAU	Corporal	Supervise inmates		X				1	1.90	1.90		
Kitchen	Corporal	Supervise inmates		X			1	1	1.90	3.80		
Admissions	Corporal	Admissions and property	X			1			1.30	1.30		
Disciplinary	Corporal	Discipline/Evidence Custodian	X			1			1.30	1.30		
Tool/Key	Corporal	Tool/Key control	X			1			1.30	1.30		
Work Detail	Corporal	Laundry/Clothing exchange	X			1			1.30	1.30		
Pass Clerk	Corporal	Supervise visiting	X			1			1.30	1.30		
Visiting	Corporal	Supervise visiting	X			1			1.30	1.30		
SUBTOTAL	Corporals					4	7	8	55.90	56.00	0.10	
Nursery	Unit Caseworker	Supervise inmates		X				1	1.90	1.90		
SAU	Unit Caseworker	Supervise inmates		X			1	1	1.90	3.80		
B-Bay #1	Unit Caseworker	Supervise inmates		X			1	1	1.90	3.80		
B-Bay #2	Unit Caseworker	Supervise inmates		X			1	1	1.90	3.80		
North Hall #1	Unit Caseworker	Supervise inmates		X			1	1	1.90	3.80		
North Hall #2	Unit Caseworker	Supervise inmates		X			1	1	1.90	3.80		
STAR	Unit Caseworker	Supervise inmates		X			1	1	1.90	3.80		
D&E	Unit Caseworker	Supervise inmates		X			1	1	1.90	1.90		
SUBTOTAL	Case Workers					0	7	7	26.60	26.60	0.00	
TOTALS										95.00	(0.30)	

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Center for Women

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Majors office	Major	Administrative	x		1				1.00	1.00		
Captain's office	Captain	Administrative	x		1				1.00	1.00		
SUBTOTAL	Administrative				2	0	0	0	1.74	2.00	2.00	0.00
Lieutenant's Office	Lieutenant	Shift supervisor		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1	1.74	5.22	5.00	(0.22)
Yard	Sergeant	Assistant shift supervisor		x		1	1	1	1.74	5.22		
SUBTOTAL	Sergeants				0	1	1	1	1.74	5.22	6.00	0.78
Central Control	Corporal	Operate gates/doors, keys, communications & cameras		x		1	1	1	1.74	5.22		
D&E floor	Corporal	Supervise inmates		x			1	1	1.74	3.48		
C-Control	Corporal	Operate gates/doors, cameras		x		1	1	1	1.74	5.22		
B-Control	Corporal	Operate gates/doors, cameras		x		1	1	1	1.74	5.22		
RH floor	Corporal	Supervise RH inmates		x		1	1	1	1.74	5.22		
Yard #1	Corporal	Supervise yard, TOs & visiting		x		1	1	1	1.74	5.22		
Yard #2	Corporal	Supervise yard, TOs & visiting		x		1	1	1	1.74	3.48		
North Hall #1	Corporal	Supervise inmates		x			1	1	1.74	1.74		
North Hall #2	Corporal	Supervise inmates		x			1	1	1.74	1.74		
B-Bay	Corporal	Supervise inmates		x			1	1	1.74	1.74		
SAU	Corporal	Supervise inmates		x			1	1	1.74	1.74		
Kitchen	Corporal	Supervise inmates		x		1	1		1.74	3.48		
Admissions	Corporal	Admissions and property	x		1				1.25	1.25		
Disciplinary	Corporal	Discipline/Evidence Custodian	x		1				1.25	1.25		
Tool/Key	Corporal	Tool/Key control	x		1				1.25	1.25		
Work Detail	Corporal	Laundry/Clothing exchange	x		1				1.25	1.25		
Pass Clerk	Corporal	Supervise visiting	x		1				1.25	1.25		
Visiting	Corporal	Supervise visiting	x		1				1.25	1.25		
SUBTOTAL	Corporals				4	7	8	10	1.74	51.00	56.00	5.00
Nursery	Unit Caseworker	Supervise inmates		x			1		1.74	1.74		
SAU	Unit Caseworker	Supervise inmates		x		1	1		1.74	3.48		
B-Bay #1	Unit Caseworker	Supervise inmates		x		1	1		1.74	3.48		
B-Bay #2	Unit Caseworker	Supervise inmates		x		1	1		1.74	3.48		
North Hall #1	Unit Caseworker	Supervise inmates		x		1	1		1.74	3.48		
North Hall #2	Unit Caseworker	Supervise inmates		x		1	1		1.74	3.48		
STAR	Unit Caseworker	Supervise inmates		x		1	1		1.74	3.48		
D&E	Unit Caseworker	Supervise inmates		x		1	1		1.74	1.74		
SUBTOTAL	Case Workers				0	7	7	0	1.74	24.36	26.00	1.64
TOTALS											95.00	7.20

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Center for Women

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Major	Administrative	x		1				1.00	1.00		
Security Management	Captain	Administrative	x		1				1.00	1.00		
SUBTOTAL	Administrative				2	0	0	0		2.00	2.00	0.00
Shift Supervisor	Lieutenant	Shift supervisor		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	5.00	0.22
Shift	Sergeant	Assistant shift supervisor		x		1	1	1	1.74	5.22		
North Hall	Sergeant	Building Supervisor	x						1.25	1.25		
B Building	Sergeant	Building Supervisor	x						1.25	1.25		
C Building	Sergeant	Building Supervisor	x						1.25	1.25		
Principle Hearing / Intel	Sergeant	Hearing officer	x		1				1.00	1.00		
Industries / Vehicle Gate	Sergeant	Industries shop & vehicles	x		1				1.00	1.00		
Tool / Key	Sergeant	Maintain tools, keys and locks	x		1				1.00	1.00		
SUBTOTAL	Sergeants				3	1	4	1		11.97	6.00	5.97
Central Control	Corporal	Operate gates/doors, keys, etc.		x		1	1	1	1.74	5.22		
Movement / Escorts	Corporal	Escorts		x		4	4	1	1.74	15.66		
RH floor	Corporal	Supervise RH inmates		x		1	1	1	1.74	5.22		
STAR	Corporal	Supervise inmates		x		1	1		1.74	3.48		
Nursery	Corporal	Supervise inmates		x		1	1		1.74	3.48		
SAU	Corporal	Supervise inmates		x		1	1	1	1.74	5.22		
B-Bay #1	Corporal	Supervise inmates		x		1	1	1	1.74	5.22		
B-Bay #2	Corporal	Supervise inmates		x		1	1		1.74	3.48		
North Hall #1	Corporal	Supervise inmates		x		1	1	1	1.74	5.22		
North Hall #2	Corporal	Supervise inmates		x		1	1		1.74	3.48		
D&E floor	Corporal	Supervise inmates		x		1	1	1	1.74	5.22		
C-Control	Corporal	Operate gates/doors, cameras		x		1	1	1	1.74	5.22		
B-Control	Corporal	Operate gates/doors, cameras		x		1	1	1	1.74	5.22		
Kitchen	Corporal	Supervise inmates		x		1	1		1.74	3.48		
Recreation	Corporal	Supervise inmates		x		1	1		1.74	1.74		
Programs / Activities	Corporal	Supervise inmates	x		1				1.25	1.25		
Central Control	Corporal	Assist Central Control	x		1				1.25	1.25		
Clinic	Corporal	Supervise inmates	x			1	1		1.25	2.50		
Travel Orders	Corporal	Off-site escort	x		4				1.25	5.00		
Work Detail	Corporal	Laundry/Clothing exchange	x		1				1.25	1.25		
Visiting	Corporal	Supervise visiting	x		3				1.25	3.75		
Admissions	Corporal	Admissions and property	x		1				1.00	1.00		
Disciplinary	Corporal	Discipline/Evidence Custodian	x		1				1.00	1.00		
Intel / Video	Corporal	Assist Intel Sgt.	x		1				1.00	1.00		
SUBTOTAL	Corporals				13	18	19	9		94.56	82.00	12.56
TOTALS										113.75	95.00	18.75

Note: All Caseworker posts have been merged to Corporal

Custody Post Analysis Summary

Facility: Nebraska Correctional Center for Women

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Major	1	0/1	0
Correctional Captain	1	0/1	0
Correctional Lieutenant	6	6/0	1
Correctional Sergeant	12	9/3*	6
Correctional Corporal	95	86/9**	13
TOTAL FTE'S	115	101/14	20

***3 Sergeants N-MAND** Principle Hearing / Intel
 Industries / Vehicle Gate
 Tool/Key

****9 Corporals N-MAND** Central Control (Day shift)
 Travel Orders (4)
 Work Detail
 Admissions
 Disciplinary
 Intel / Video

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Center for Women
 JOB CLASSIFICATION: Correctional Major
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 – 5 Day Major

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Center for Women
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	1	0	0	0	Per staffing model
Intel	0	0	0	0	Facility specific – <i>Facility size</i>
Operations	0	0	0	0	Facility specific – <i>Facility size</i>
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 – 5 Day Captain

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Center for Women
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 – 7 Day Lieutenants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Center for Women
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
Yard*	0	0	0	0	Facility specific — <i>Facility size</i>
 TOTAL	 0	 1	 1	 1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 – 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Center for Women
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Unit*	0	0	3	0	Facility specific – Only 2 nd shift needed
Tool/Key	1	0	0	0	Facility specific – No armory
Industries/Vehicle Gate	1	0	0	0	Facility specific – Combined/proximity
Principle Hearing/Intel	1	0	0	0	Facility specific – Combined/proximity
TOTAL	3	0	3	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 6.75 – 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Center for Women
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Central Control*	0	1	1	1	Facility specific – Facility size
Movement/Escorts*	0	4	4	1	Facility specific – Facility size
Restrictive Housing Unit*	0	1	1	1	Facility specific – Physical plant
Housing Unit STAR*	0	1	1	0	Facility specific – Physical plant
Housing Unit Nursery*	0	1	1	0	Facility specific – Physical plant
Housing Unit SAU*	0	1	1	1	Facility specific – Physical plant
Housing Unit B-Bay 1&2*	0	2	2	1	Facility specific – Physical plant
Housing Unit North Hall 1&2*	0	2	2	1	Facility specific – Physical plant
D&E Floor*	0	1	1	1	Facility specific – Physical plant
C-Control*	0	1	1	1	Per staffing model
B-Control*	0	1	1	1	Per staffing model
Kitchen*	0	1	1	0	Facility specific – Facility size
Recreation*	0	0	1	0	Facility specific – Facility size
Skilled Nursing	0	0	0	0	Facility specific – No SNF
Front Entrance	0	0	0	0	Facility specific – Physical plant
TOTAL	0	17	18	9	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 76.56 – 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Center for Women
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Programs/Activities*	1	0	0	0	Facility specific – <i>Facility schedule</i>
Central Control*	1	0	0	0	Per staffing model
Clinic*	0	1	1	0	Per staffing model
Travel Orders*	4	0	0	0	Facility specific – <i>Facility size/population</i>
Work Detail*	1	0	0	0	Facility specific – <i>Mission</i>
Visiting*	3	0	0	0	Facility specific – <i>Facility size</i>
Admissions/Property	1	0	0	0	Facility specific – <i>Population</i>
Disciplinary	1	0	0	0	Facility specific – <i>Facility size</i>
Intel / Video	1	0	0	0	Facility specific – <i>Facility size</i>
Industries	0	0	0	0	Facility specific – <i>CSI shop size</i>
TOTAL	.13	1	1	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 18.00 – 5 Day Corporals

NCCW Specific Recommendations

- Travel Orders – Given the number of travel orders annually four FTE's assigned to day shift would provide adequate staff.
- Movement/Escorts – Adding two posts for each first and second shift will help movement of inmates across the campus. This is based on the assumption the campus goes to a scheduled yard, rather than open campus. There are no staff currently designated for this task, and is currently assigned to the Yard staff. Utilizing yard staff for this has many times led to little to no supervision on the yard.
- Housing Units – Convert use of UCWs to custody staff on all shifts in all housing units.
- Central Control – Add one post on day shift.
- Area Officers – Currently no staff is dedicated to the following areas: Education/Library; Gym/ Recreation; Medical/Clinic; Intel/Video monitoring. It is suggested to have one post per area (exception being one post each first and second shift in Medical/Clinic) to relieve other staff from being reassigned for coverage.
- Visitation – One additional staff would assist with pat searches on visitors and strip searches of inmates.
- Key/Tool Control – This position is a Sergeant at other facilities, and it is recommended to upgrade this position as well.
- Housing Unit Sergeants – Per the staffing model, it is suggested to place a second shift Sergeant post in each of the three housing unit building (B, C & North Hall).
- Industries/Vehicle Gate Sergeant – Utilize this staff to provide security presence in shop that does not currently exist. These are areas with many tools and security concerns. This post can also check in delivery vehicles to free up the Laundry Corporal.
- Principle Hearing/ Intel Sergeant – Utilize this staff to conduct principle hearings for misconduct reports. Currently these duties are divided amongst staff.

Other Recommendations (outside custody staff)

- Administrative Assistant III – An added position would relieve administrative security staff of ancillary duties, including Prison Rape Enforcement Act reporting.
- Housing Units – Converting UCWs to custody staff would require UCMs to assume all case management duties. Due to the population of the facility (approx. 341), it is recommended to consider additional UCMs plus a Unit Manager for C Building / D&E.

Attachments

- A. Map

Attachment 7

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA CORRECTIONAL YOUTH FACILITY

Prison Staffing Analysis

December 4, 8-10, 2015

Table of Contents - NCYF

Staffing Analysis Team Information	7-2
Facility Design and Location	7-2
Institutional Profile	7-4
Operations	7-8
Programs	7-8
Activity Schedule	7-9
Activity Schedule Charts	7-10
Shift Relief Factors (SRF)	7-12
Summary of Observations	7-12
Summary of Post Planning Results	7-14
Current Post Plan/Previous Relief Factor	7-15
Current Post Plan/Current Relief Factor	7-16
Proposed Post Plan	7-17
Custody Post Analysis Summary	7-18
Facility Specific Recommendations	7-26
Attachment: Facility Map	7-27

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA CORRECTIONAL YOUTH FACILITY

Prison Staffing
Analysis December 4,
8-10, 2015

Staffing Analysis Team (SAT)

The SAT held an organizational meeting on November 24, 2015 at the Nebraska Correctional Youth Facility (NCYF) prior to conducting the analysis. At the meeting the SAT prepared a Staffing Analysis Schedule and took a tour of the facility. Assignments were given to ensure all custody and housing unit posts were analyzed on all three shifts. The observations on post took approximately 3 days to complete. Each SAT team member completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Thomas English, Major – Omaha Correctional Center
- Trish Bernhards, Assistant Warden – Nebraska Correctional Youth Facility
- Curt Wees, Unit Administrator – Omaha Correctional Center
- Rob Britten, Administrative Assistant III – Omaha Correctional Center
- Jason Cihal, Lieutenant – Omaha Correctional Center
- Steve Ruiz, Lieutenant – Nebraska Correctional Youth Facility

Facility Design and Location

NCYF is a maximum/medium/minimum security facility for youthful male offenders convicted as adults. The facility encompasses 56,000 gross square feet and sits on approximately 15 acres of land. The facility officially opened on August 18, 1998. Legislative Bill 988 provided the funding for construction of the NCYF at a total project cost of \$10,768,954. The physical plant consists of three structures. "A" building consists of Administration, Visiting, Food Service, Canteen, Supply, Laundry and Utility Plant. The housing units consists of HU 1, HU 2 and SMU. "E" building consists of the Educational/Medical/Programming/Gymnasium Building. The original design capacity was 76 single cells with 8 cells being designated for Special Management Unit (SMU).

The Nebraska Department of Correctional Services (NDCS) established a Rule 10 Special Purpose High School in January 2008 to meet the educational needs of the NCYF inmate population. High School courses that are taught by certified teachers include courses in English, Mathematics, Science and Social Studies, Career and Technical Education, Physical Education and visual/performing arts. Students are assigned to classes based on review of past school transcripts and their identified deficits required to graduate. The primary curriculum used at NCYF includes the P.A.S.S. (Portable Assisted Study Sequence) Program which was designed to provide the flexibility of instruction to meet the needs of each student, Virtual High School courses (presently offered

through NovaNet), and teacher developed courses. Adult Education (A.E.) Course includes basic and advanced classes. The advanced classes are primarily GED test preparation courses and are reserved for those students who are preparing to take their GED tests in the near future. College coursework is also available through Metropolitan Community College.

NCYF's mission is based upon a culture of accountability and comprehensive programming, established on evidence based practices which provide youthful offenders with the necessary skills to successfully reenter their communities. The Transition Team works on all phases of each individual's incarceration, from initial intake to their eventual release to the community. Within the facility, NCYF staff has developed transition steps that break down the process points along the pathway to release. NCYF also partners with a variety of community agencies to provide basic needs such as clothing, shelter and employment for its residents, should they require those needs upon release.

Please see the attached Institutional Profile providing more specific information about NCYF.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: NCYF

Date: 12/01/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Yes
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	No
Does the institution have or will have prison industry(s) programs	No
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	Yes
Intensive Management	No
Disciplinary Segregation	Yes
Court Imposed Segregation	Yes
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	Yes
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	76
What is the facility Operational Capacity	124
Average Daily Population for the last year	75
Custody Level	Maximum, medium and minimum
What are the external boundaries of the facility	-Double, 14 foot chain link fence with double roll of razor wire -15 acres of land; microwave & e-flex fence detection system
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes
Turnkeys	No
Internal towers	No
Other	No

Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	No towers; microwave detection system in Gate #3; E flex fence detection system
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	Yes-Building structures
What is the frequency and severity of visibility impairment such as fog or dust storms	Infrequent
Is the perimeter and yard lighting level sufficient	Perimeter-Yes; Internal Yard-Yes; Big Yard area-No
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Contractors-3X a week Foot traffic daily
What is the location/design of inmate visitors' entrance/exit	Visitors enter through the main entrance in the Administration Building
What type of perimeter vehicle is available, and is it a fixed or mobile post	Mobile Post-pick-up truck or car
Communications	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Single and double cells
Does the line of sight provide good visibility; or if not is it supplemented with cameras	No – cameras are installed but sight lines are still difficult. Staff control area does not provide direct line of sight.
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct- Central Control also monitors inmate activity.
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote lock/unlock by control panel but staff can also manually key the doors.
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	Agency has not set a percentage.
What is the frequency of inmate disciplinary misconducts & types	1,714 (Nov. '14-Nov '15)
What is the frequency and seriousness of inmate on staff assaults	4 inmate on staff assaults
What is the frequency and seriousness of inmate-on-inmate assaults	14

Have there been any recent escapes, escape attempts or walkaways if so explain	2005- Attempted escape by multiple inmates with diversionary altercation
Have there been recent changes in severity of sentences or conditions of confinement	None noted
Is the population relatively stable or is there considerable turnover	42 new arrivals in past year
Is there significant gang or STG influences	Yes-80% of population is STG
Disciplinary Process	Yes
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes 1:1 or 2:1
unrestricted, open campus style	No
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	N/A
Visitation	
What is the visitation schedule	4 Day schedule including weekends (Fri-Mon).
Are visits contact or non-contact or both	Capability for both.
What is the process for visitor registration/sign-in and are security staff assigned full-time	Approved visitors sign in, are pat searched, and are monitored by security staff. There is one full time Pass Clerk who also supervises visits.
What is the duration of visits	2 hours per session.
What are the search requirements for inmates and visitors	Visitors – Pat searched; Inmates – Strip searched
Work Assignments	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Housing units, Administration building/Visiting, Food Service, Maintenance, Education building
Are there any essential work details in the community	No
What work details are optional/can be shut down	Depending on the circumstance, they could all be shut down.
Food Service	
Is food service contracted or state run	State run
Are any inmates fed in-cell, if so how many	Yes, RHU inmates. The number varies.
Are inmates fed in central dining areas or in common areas in housing units	Central Dining
How are inmates escorted/sent to dining areas	One wing of one housing unit is called at a time. Once seated, another wing is called.
How many staff are assigned to dining areas	3-4

Programs	
List of Programs by:	
Number and types	A.R.T.; Anger Management, Victim Impact, Protective Custody Group, Green thumb/horticulture; Pawsitive Outcome dog training; Within My Reach; High school education; College courses; Drug/alcohol education; 7 Habits; AA; Mentoring program; MRT; Vocational; Musical programs; Religious programs; Recreation leagues
Hours of operation	Varies
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Facility staff, contracted staff and volunteers.
Are programs considered as a function or determining factor in inmate idleness	Yes
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	
Medical,	124/1 hospital coverage
Dental,	Included in Medical above
Mental health,	N/A
Court appearances	0
At outside hospitals, is there a prison ward, or does the sending institution provide security	Facility provides security
Are there other routine outside transports	Parole Hearings to CCC-O=11 New Arrivals=42
Administrative/External Factors	
Do any of the following affect staffing levels:	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Yes
Attendance issues (e.g., overtime, sick leave abuse)	Yes
Staff grievances concerning post assignments, overtime, training, and so forth.	No
Critical incidents within the past five years	Yes
Current NEBRASKA Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	No
Specific statutory and umbrella agency policy and directives	No
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	PREA-Especially concerning separation of youthful offenders.
ACA Accreditation Standards affecting staffing	No

Operations

NCYF operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a shift Supervisor, typically a Lieutenant, and a shift of custody staff. Each housing unit operates on first and second shift with a Case Manager and Unit Caseworkers assigned to each unit. The housing units are operated by custody staff on third shift. Day shift staff includes administrative and support staff as well as various additional staff such as canteen, maintenance, supply and laundry.

There are many shared services between the Omaha facilities. The Omaha Correctional Center provides services to the NCYF in the following areas:

- Emergency Management
- Human Resources
- Safety/Sanitation
- Medical/Dental

Programs

Inmates are offered a variety of programming at the NCYF. Programs afford educational and treatment opportunities. Programs offered at NCYF are provided by: an active volunteer base, health services staff, reentry partners, contract employees and NCYF staff. The following programs and services are provided, but not limited to.

- Mental Health Counseling
- Anger Management
- Victim Impact
- Aggression Replacement Training (A.R.T.)
- Pawsitive Outcomes Program
- Project Green Thumb Horticulture Program
- High School
- College Coursework
- Mentor Program
- Impact One
- Religious Services
- Inmate Music Program
- Recreational Programs and Services
- Inmate Work Programs

Activity Schedule

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however they are significant in that they require staff to complete these tasks.

Please see the attached NCYF Activities Charts for both weekdays and weekends.

NCYF Activities Chart

	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400
Religion/Library		Wednesdays and Thursdays													1500-1600									
NA Pipe Ceremony		Thursdays													1545-1615			1600-1620						
Bible Study		Tuesdays																						
7 Habits on the Inside		Wednesdays						0800-1100																
Impact One-Gang Prevention		Mondays													1500-1620									
Community Service		Mondays										1400-1430												
MRT		Tuesdays													1500-1615									
General Pop. Yard								0800-1045							1400-1615			1800-2000						
Prot. Custody Yard																								
Orientation Yard																								
Inmate Dining								0605-0745			1020-1200						1600-1800							
Official Counts																								
Informal Visitation																								
Inmate Visitation																								
Law/Library													1230-1530											
Library								0800-1100																
Work Lines								0800-1000																
Pill Call								800																
PAWSitive Outcomes								700																
Recreation/Gym								0500-1100 (Sat)																
SMU Pill Call								0755-0955																
Trash Detail																								
Keyboard/Guitar																								
SMU Law Library/upon								0800-1000																
Mail Call																								
Art Classes																								
Keyboard/Guitar																								
Word of Truth Bible Study																								
Catholic Services																								
Protestant Services																								
College Classes																								
AA								0735-1100																

Every 30 minutes, not to exceed 40 minutes throughout a shift

Saturday and Sunday

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Education Corporal (E-Building)

- Position has one day shift Corporal (Education Corporal) assigned 0700-1530, and one Corporal on first and second shift.
- Minimum staffing is one Corporal. The E-Building Corporal is assigned as Utility Corporal at times.
- Heavy amount of inmate traffic at the beginning of the day, during hourly doors and breaks from class. More than 30 inmates may need to be processed into E-building at one time.

Day Shift Corporals: Disciplinary and Laundry Corporal

- Both Corporals are assigned essential duties. There is no relief factor built into their positions. When they take time off a staff person must be utilized from first shift to fill in.

Housing Units

- Housing units (3) are busy with minimal staffing of one Unit Caseworker (UCW).
- Sight lines within the unit from the UCW work station have several blind spots.
- The UCW work stations do not have a secure control station to secure equipment, property or to provide refuge if needed.
- It is impossible to complete an area check of the inmate rooms with a minimal staffing of one without leaving the UCW work station unsupervised.
- If additional staff is available, they are often reassigned to assist with activities such as Transportation Orders, new arrival orientation, intake of new arrivals, and dining hall supervision.
- Unit Case Managers scheduled work hours are not consistent with those of the UCW they supervise.

Gym

- The gymnasium is staffed by a Recreation staff person and at times is assisted by the Education Building Corporal. Yard/Utility Corporals are required to search inmates upon entry and exit from the gym.
- No additional positions are necessary. The gym is adequately staffed.

Central Control

- One Corporal assigned to manage facility entry, phone lines, distribution of keys and security equipment, monitor cameras, operate doors, dispatch vehicles and operate the vehicle east gate.
- Manageable responsibility for one staff to handle.

Intel/STG

- The Administrative Lieutenant is currently assigned the additional duties of Intel and STG Coordinator.
- Mail and phone monitoring is shared by Custody Shift Supervisors.

Shift Command Staff – Lieutenants/Sergeants

- First and second shift are each assigned two Lieutenants and one Sergeant with two of the three assigned the same days off. At times this creates scheduling problems when a supervisor requests leave.
- Third shift is assigned one Lieutenant and one Sergeant. The Sergeant relieves the Lieutenant for supervisory coverage on the Lieutenant's days off. This supervisory coverage can make it difficult to adequately provide consistent and effective supervision while supporting supervisor absences.

Pass Clerk/Visiting Corporal

- One Corporal is assigned to both Pass Clerk and the Visiting Room. Duty hours are Friday – Monday, 1200-2030 and Tuesday, 0800-1630.
- Additional duties assigned to the Pass Clerk/Visiting Corporal include inmate picture program, inmate property release, processing incoming mail, relief for Disciplinary Corporal and weekly Urine Analysis courier to Lincoln Nebraska State Penitentiary lab.
- Typically, there are no visits for orientation inmates on Mondays due to inmates being completed with orientation and assigned to general population by the time the Visitation Request Form is processed and approved.
- Mentor visits occur Tuesday evenings and are supervised by the Religious Coordinator.

Kitchen

- No custody staff is assigned to the kitchen. Food service staff provides all supervision for inmates working in the kitchen.
- Custody staff provides supervision during meal times.

Yard Staff/Supervision

- Current authorization of staff is challenging particularly when there are inmate visits.
- Staff at times are utilized to assist with other details which take them away from yard supervision.
- Staff are concerned there are not enough staff at times available to effectively respond and resolve a critical incident.
- On weekends when there is only one supervisor scheduled it is routine to have one yard officer assigned to the gym, one officer assigned to the yard and one assigned to visiting covering for the Pass Clerk while she is processing visitors.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Youth Facility

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd					
A Bldg.	Captain	Supervise security operations	X		1					1.00	1.00		
SUBTOTAL	Administrative				1	0	0	0		1.00	1.00	1.00	0.00
A Bldg.	Admin Lieutenant	Intel, Investigations, Post Orders	X		1					1.00	1.00		
A Bldg.	Shift Lieutenant	Supervise 1st, 2nd, 3rd shifts		X		1	1	1		1.90	5.70		
SUBTOTAL	Lieutenants				1	1	1	1		6.70	6.70	6.00	(0.70)
A Bldg.	Shift Sergeant	Monitor inmate activities & movement		X		1	1	1		1.90	5.70		
SUBTOTAL	Sergeants				0	1	1	1		5.70	5.70	3.00	(2.70)
Central Control	Corporal	Facility access, communications, security		X		1	1	1		1.90	5.70		
Perimeter Patrol	Corporal	Respond to fence alerts, secure perimeter		X		1	1	1		1.90	5.70		
Yard	Corporal	Inmate escorts, movement and security		X		1	1	1		1.90	5.70		
SMU	Corporal	Security for inmate living area		X				1		1.90	1.90		
HU1	Corporal	Security for inmate living area		X				1		1.90	1.90		
HU2	Corporal	Security for inmate living area		X				1		1.90	1.90		
E Bldg.	Corporal	Security for classrooms, medical & gym		X		1	1	1		1.90	3.80		
Pass Clerk	Corporal	Process visitors, VRF's, supervise visits	X			1	1	1		1.90	2.60		
Clothing Issue	Corporal	Maintain clothing issue property rooms	X		1					1.00	1.00		
DCC	Corporal	Coordinate Disciplinary Committee	X		1					1.00	1.00		
SUBTOTAL	Corporals				2	5	5	6		31.20	31.20	32.00	0.80
Housing Unit 1	Unit Caseworker	Security on unit, daily inmate activities		X		1	1	1		1.90	3.80		
Housing Unit 2	Unit Caseworker	Security on unit, daily inmate activities		X		1	1	1		1.90	3.80		
Special Mgmt. Unit	Unit Caseworker	Security on unit, daily inmate activities		X		1	1	1		1.90	3.80		
SUBTOTAL	Unit Caseworkers				0	3	3	0		11.40	11.40	13.00	1.60
TOTALS											55.00	55.00	(1.00)

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Youth Facility

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
A Bldg.	Captain	Supervise security operations	X		1					1.00		
SUBTOTAL	Administrative				1	0	0	0		1.00	1.00	0.00
A Bldg.	Admin Lieutenant	Intel, Investigations, Post Orders	X		1					1.00		
A Bldg.	Shift Lieutenant	Supervise 1st, 2nd, 3rd shifts		X		1	1	1		1.74		
SUBTOTAL	Lieutenants				1	1	1	1		6.00	6.00	(0.22)
A Bldg.	Shift Sergeant	Monitor inmate activities & movement		X		1	1	1		1.74		
SUBTOTAL	Sergeants				0	1	1	1		5.22	5.22	(2.22)
Central Control	Corporal	Facility access, communications, security		X		1	1	1		1.74		
Perimeter Patrol	Corporal	Respond to fence alerts, secure perimeter		X		1	1	1		1.74		
Yard	Corporal	Inmate escorts, movement and security		X		1	1	1		1.74		
SMU	Corporal	Security for inmate living area		X				1		1.74		
HU1	Corporal	Security for inmate living area		X				1		1.74		
HU2	Corporal	Security for inmate living area		X				1		1.74		
E Bldg.	Corporal	Security for classrooms, medical & gym		X		1	1			1.74		
Pass Clerk	Corporal	Process visitors, VRF's, supervise visits	X			1	1			1.25		
Clothing Issue	Corporal	Maintain clothing issue property rooms	X		1					1.00		
DCC	Corporal	Coordinate Disciplinary Committee	X		1					1.00		
SUBTOTAL	Corporals				2	5	5	6		28.86	32.00	3.14
Housing Unit 1	Unit Caseworker	Security on unit, daily inmate activities		X		1	1			1.74		
Housing Unit 2	Unit Caseworker	Security on unit, daily inmate activities		X		1	1			1.74		
Special Mgmt. Unit	Unit Caseworker	Security on unit, daily inmate activities		X		1	1			1.74		
SUBTOTAL	Unit Caseworkers				0	3	3	0		10.44	13.00	2.56
TOTALS										55.00	55.00	3.26

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Youth Facility

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Captain	Supervise security operations	x		1				1.00	1.00		
SUBTOTAL Administrative					1	0	0	0		1.00	1.00	0.00
Shift Supervisor	Lieutenant	Supervise 1st, 2nd, 3rd shifts		x		1	1	1	1.74	5.22		
SUBTOTAL Lieutenants					0	1	1	1		6.00	6.00	(0.78)
Shift	Sergeant	Monitor inmate activities & movement		x		1	1	1	1.74	5.22		
Housing Unit	Sergeant	Supervise Housing Units		x			1		1.74	1.74		
SUBTOTAL Sergeants					0	1	2	1		6.96	3.00	3.96
Central Control	Corporal	Facility access, communications, security		x		1	1	1	1.74	5.22		
Perimeter Patrol	Corporal	Respond to fence alerts, secure perimeter		x		1	1	1	1.74	5.22		
Movement / Escort	Corporal	Inmate escorts, movement and security		x		2	2	2	1.74	10.44		
RHU	Corporal	Security on unit, daily inmate activities		x		1	1	1	1.74	5.22		
HU1	Corporal	Security on unit, daily inmate activities		x		1	1	1	1.74	5.22		
HU2	Corporal	Security on unit, daily inmate activities		x		1	1	1	1.74	5.22		
Education	Corporal	Security for classrooms, medical & gym		x		1	1	1	1.74	3.48		
Visiting	Corporal	Process visitors, VRF's, supervise visits	x		1				1.25	1.25		
Property	Corporal	Maintain clothing issue property rooms	x		1				1.00	1.00		
Disciplinary	Corporal	Coordinate Disciplinary Committee	x		1				1.00	1.00		
SUBTOTAL Corporals					3	8	8	7		49.27	45.00	4.27
TOTALS										56.45	55.00	1.45

Note: All Caseworker posts have been merged to Corporal

Custody Post Analysis Summary

Facility: Nebraska Correctional Youth Facility

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Captain	1	0/1	0
Correctional Lieutenant	6	6/0	0
Correctional Sergeant	7	7/0	4
Correctional Corporal	43	40/3*	-2
TOTAL FTE'S	57	53/4	2

* 3 Corporals N-MAND

- Visiting
- Property
- Disciplinary

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Major
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	0	0	0	0	Facility specific -- <i>Facility size</i>
TOTAL	0	0	0	0	

TOTAL FTE to include relief factor: 0.00 – 5 Day Major

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	1	0	0	0	Facility specific — <i>Security Administrator</i>
Intel	0	0	0	0	Facility specific — <i>Facility size</i>
Operations	0	0	0	0	Facility specific — <i>Facility size</i>
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 – 5 Day Captain

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 – 7 Day Lieutenants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Shift*	0	1	1	1	Per staffing model
Unit*	0	0	1	0	Facility specific – <i>Facility size</i>
Yard	0	0	0	0	Facility specific – <i>Facility size</i>
TOTAL	0	1	2	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 6.96 – 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Armory/Key	0	0	0	0	Facility specific – Facility size
Tool	0	0	0	0	Facility specific – Facility size
Intel	0	0	0	0	Facility specific – Facility size
Principle Hearing	0	0	0	0	Facility specific – Facility size
Industries	0	0	0	0	Facility specific – No CSI shops
Vehicle Gate	0	0	0	0	Facility specific – No entry/exit access
TOTAL	0	0	0	0	

TOTAL FTE to include relief factor: 0.00 – 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Central Control*	0	1	1	1	Facility specific – Facility size
Perimeter Patrol*	0	1	1	1	Facility specific – Facility size
Movement/Escorts*	0	2	2	2	Facility specific – Facility size
Restrictive Housing Unit*	0	1	1	1	Facility specific – Facility size
Housing Unit 1*	0	1	1	1	Facility specific – Facility size
Housing Unit 2*	0	1	1	1	Facility specific – Facility size
Education*	0	1	1	0	Facility specific – Facility size
Kitchen	0	0	0	0	Facility specific – Facility size
Programs/Activities	0	0	0	0	Facility specific – Facility size
Recreation	0	0	0	0	Facility specific – Facility size
Skilled Nursing	0	0	0	0	Facility specific – No SNF
TOTAL	0	8	8	7	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 40.02 – 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska Correctional Youth Facility
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Visiting*	1	0	0	0	Facility specific – Facility size
Disciplinary	1	0	0	0	Facility specific – Facility size
Property	1	0	0	0	Facility specific – Facility size
Intel	0	0	0	0	Facility specific – Facility size
Clinic	0	0	0	0	Facility specific – Facility size
Industries	0	0	0	0	Facility specific – No CSI shops
Travel Orders	0	0	0	0	Per staffing model
TOTAL	3	0	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 3.25 – 5 Day Corporals

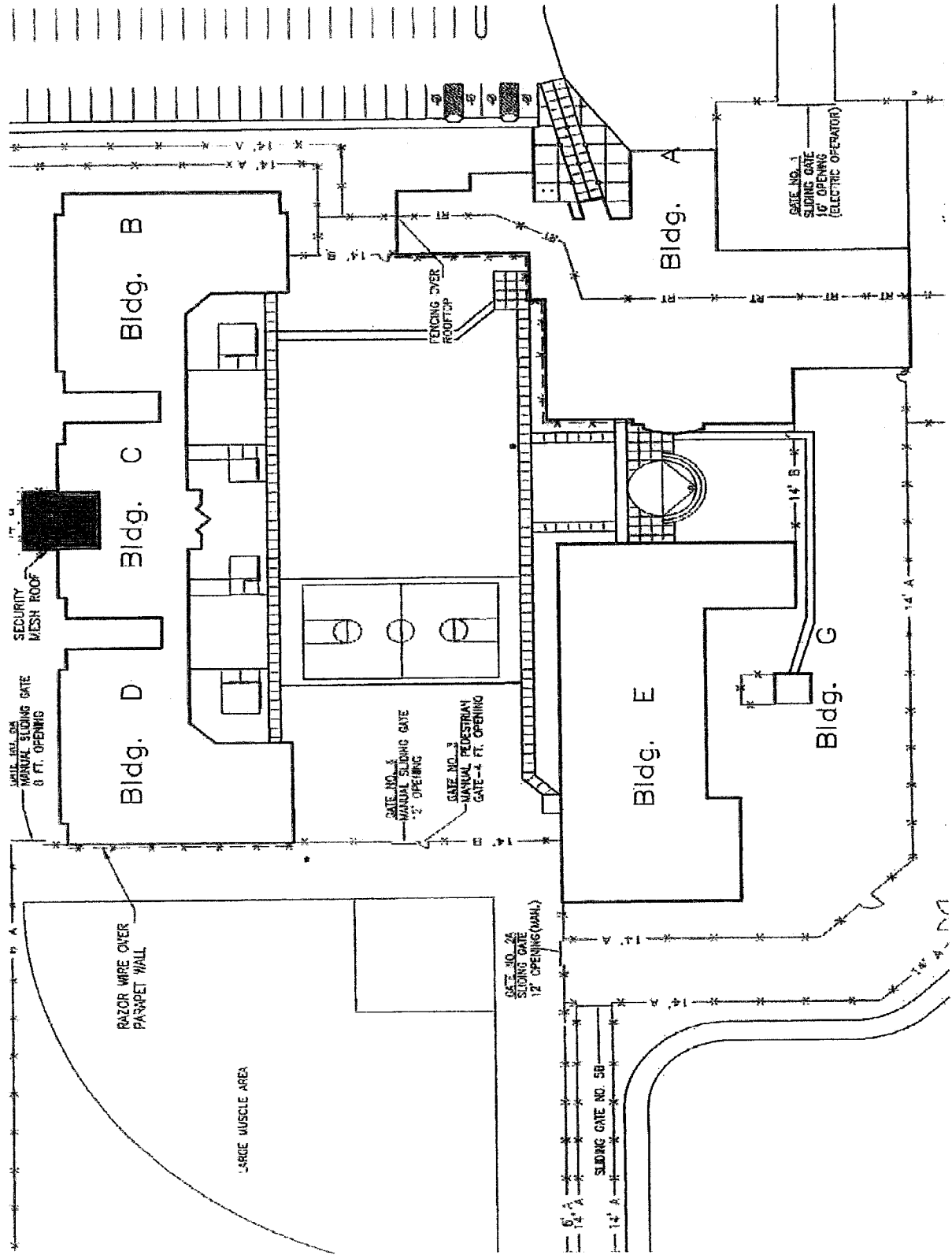
NCYF Specific Recommendations

- Unit Sergeant - Add one Sergeant to supervise and provide additional security presence in the housing units on second shift.
- Movement/Escort Corporals – Utilize these staff to provide escort of internal movement and provide security presence on the yard.

Attachments

- A. Map

NCYF Site Plan



Attachment 8

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA STATE PENITENTIARY

Prison Staffing Analysis

February 1-5, 8-9, 2016

Table of Contents - NSP

· Staffing Analysis Team Information	8-2
Facility Design and Location	8-2
Institutional Profile	8-4
Operations	8-8
Programs	8-8
Activity Schedule	8-9
Activity Schedule Charts	8-10
Shift Relief Factors (SRF)	8-13
Summary of Observations	8-13
Summary of Post Planning Results	8-18
Current Post Plan/Previous Relief Factor	8-19
Current Post Plan/Current Relief Factor	8-21
Proposed Post Plan	8-23
Custody Post Analysis Summary	8-25
Facility Specific Recommendations	8-33
Attachment: Facility Map	8-34

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA STATE PENITENTIARY

Prison Staffing Analysis

February 1- 5, 8 – 9, 2016

Staffing Analysis Team (SAT)

The SAT held an organizational meeting on January 27, 2016 at the Nebraska State Penitentiary (NSP) prior to conducting the analysis. At the meeting the SAT prepared a Staffing Analysis Schedule and took a tour of the facility. Assignments were given to ensure all custody and housing unit posts were analyzed on all three shifts. The observations on post took approximately 7 days as team members worked independently throughout the time period to complete the analysis. Each SAT member completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Thomas English, Major – Omaha Correctional Center
- Michele Capps, Deputy Warden – Nebraska State Penitentiary
- Trish Bernhards, Assistant Warden – Nebraska Correctional Youth Facility
- Ed Fabian, Associate Warden – Omaha Correctional Center
- Rob Britten, Administrative Assistant III – Omaha Correctional Center
- Rich Brittenham, Captain – Nebraska State Penitentiary
- Craig Gable, Lieutenant – Tecumseh State Correctional Institution
- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center

Facility Design and Location

NSP is located in suburban Lincoln, Nebraska at 4201 South 14th St. Lincoln, NE. 68542. The facility has been on the same site since it opened in 1869.

Original physical plant consisted of two traditional cell houses that were constructed in the 1870's (West Cell Block) and 1890's (East Cell Block). These principal units along with an attached three-story administration building also of 19th century construction served until 1981. They were the oldest continuously occupied state buildings until that year.

The current "new" inside buildings were constructed in 1980-1993 and consist of an administration building which houses offices, visiting spaces, hospital (designated as a Skilled Nursing Facility) and clinic, food service operations and a gymnasium. Four 80 room "modular" housing units were constructed at the same time with bi-level observation centers that are staffed 24 hours a day. Access to the 80 rooms is by electronic/manually operated metal doors. A fifth 80-room unit was added in 1993 with some architectural modifications but with the same basic design. A multiple fuel power plant was also completed during 1980-1981 and supplies heat and chilled air along with emergency power. It primarily uses coal but can also be converted to natural gas and fuel oil in an emergency. Electric power to the facility is normally supplied by the city's electric service. Water/sewage services are also provided by the city of Lincoln.

In response to the increase in the inmate population, two single-story open-bay dormitories were opened in 1998 (Housing Units 7 and 8). Each unit has two sleeping bays separated by control centers, day rooms and shower/toilet facilities. These units share a common mechanical space.

Not all of the NSP physical plant was replaced in 1981. Surviving structures include a multi-bay dormitory (HU-6) and a "Control Unit" - a 36-cell Restrictive Housing Unit of traditional design which has been used to house the facility's most unmanageable inmates. These buildings were both constructed in the 1950's.

Other pre-1981 facilities include the industries plant (1940-1950), a multi-faith religious center (1931) and a variety of support structures (library, school, laundry, activity center, warehouse complex and maintenance shops.) In all, 40 structures (including the security towers) are on the property. There are approximately 30 acres of land inside the fence perimeter and the entire facility (excluding leased property) is approximately 130 acres.

The facility is divided into nine housing units. All housing units are for general population with the exception of housing unit # 4 and the Restrictive Housing Unit (RHU). The older dormitory designated as HU #6 contains a Residential Treatment Community for Substance Abuse and Housing Units #7 and 8 are also dormitory style housing. NSP houses male inmates 19 years of age and above who are serving short, medium and longer-term felony sentences.

Please see the attached Institutional Profile providing more specific information about NSP.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: NSP

Date: 02/01/16

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	No
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	Yes
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	No
Intensive Management	No
Disciplinary Segregation	Yes
Court Imposed Segregation	Yes
Does the facility house special populations	
Geriatric/convalescent population	Yes
Drug treatment or other residential therapeutic programs	Yes
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	936
What is the facility Operational Capacity	1,353
Average Daily Population for the last year	1,324
Custody Level	Minimum, Medium, Maximum
What are the external boundaries of the facility	12 foot chain link fence with razor ribbon; (8) external towers; (1) internal tower ; Microwave fence detection system -Approximately 130 acres
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes

Turnkeys	Yes
Internal towers	Yes
Other	N/A
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	Yes-building structures
What is the frequency and severity of visibility impairment such as fog or dust storms	Infrequent
Is the perimeter and yard lighting level sufficient	Perimeter – Yes Yard - No
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Frequent foot, commercial, maintenance staff account for approximately 24 vehicles daily
What is the location/design of inmate visitors' entrance/exit	Visitors enter through the main entrance in the Administration building.
What type of perimeter vehicle is available, and is it a fixed or mobile post	Mobile post, cars
Communications	
Do all staff in inmate areas have radios	No
Does the facility have operational intercoms/ paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	TAC alarms are on radios
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Single cells, double cells and dormitory setting
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote and keyed manually
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available
What is the frequency of inmate disciplinary misconducts & types	8,295 (1 year total)
What is the frequency and seriousness of inmate on staff assaults	16 (1 year total)
What is the frequency and seriousness of inmate- on-inmate assaults	21 (1 year total)

Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	797 inmates received from June 2014 to May 2015
Is there significant gang or STG influences	Yes
Disciplinary Process	Yes
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes 1:1
unrestricted, open campus style	No
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	Yes
Visitation	
What is the visitation schedule	5 day schedule including the weekend
Are visits contact or non-contact or both	Capability for both
What is the process for visitor registration/sign-in and are security staff assigned full-time	Approved visitors sign in, are pat searched and monitored by security staff who are assigned full time.
What is the duration of visits	2.5 hours per session
What are the search requirements for inmates and visitors	Visitors – Pat searched Inmates – Strip searched
Work Assignments	
Are work details supervised by security staff	Some are supervised.
What are the essential work details inside the facility	Housing unit, visiting, industries, kitchen, maintenance, medical porters, etc.
Are there any essential work details in the community	No
What work details are optional/can be shut down	All depending on the circumstance.
Food Service	
Is food service contracted or state run	State run
Are any inmates fed in-cell, if so how many	Yes – approximately 96
Are inmates fed in central dining areas or in common areas in housing units	Yes, central dining areas
How are inmates escorted/sent to dining areas	Released by housing unit
How many staff are assigned to dining areas	3-4 yard staff
Programs	
List of Programs by:	
Number and types	Canine Programs, Vocational Programs,

	Residential Substance Abuse Treatment, Educational, Parenting, Relationships, Religious Programs, Mental Health
Hours of operation	Varies daily
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Institutional staff and volunteers
Are programs considered as a function or determining factor in inmate idleness	Yes
<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	August 2014-August 2015
Medical,	1,455
Dental,	N/A
Mental health,	N/A
Court appearances	6
At outside hospitals, is there a prison ward, or does the sending institution provide security	No, NSP staff provide security
Are there other routine outside transports	Transfers-170 Other-26
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Yes
Attendance issues (e.g., overtime, sick leave abuse)	Yes
Staff grievances concerning post assignments, overtime, training, and so forth.	No
Critical incidents within the past five years	Yes
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	No
Specific statutory and umbrella agency policy and directives	No
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

Custody: There are approximately 284 authorized custody FTE's that include Correctional Officers, Corporals, Sergeants, Lieutenants, Captains and Major. Shifts are 0600 - 1400 (First), 1400 - 2200 (Second) and 2200 - 0600 (Third). Specialist assignments (Key, Tool, Armory, and Disciplinary Committee) operate on varying day shifts.

Unit Management: Administration of the residential housing units is based on the Unit Management System. There is one Unit Administrator who provides general oversight to six Unit Managers for the inside units, two Unit Managers for Housing Units 7 & 8 and the Unit Manager for the Residential (Substance Abuse) Treatment Community.

Each Unit Manager is assisted by Unit Case Managers (UCM) and Unit Caseworkers (UCW). UCMs focus their duties on program elements including preparation of parole progress reports, housing/job/custody reviews and changes, good time restorations, personal plan reviews and similar activities. UCWs are generally responsible for building sanitation, searches, laundry distribution and what might be called traditional custodial/security functions.

Combining administrative and support staff (such as Food Service), NSP directly employs approximately 452 people. Nebraska Department of Correctional Services (NDCS) employees assigned to Health Care Services/Mental Health/Substance Abuse Programs, Education and Cornhusker State Industries are not included in this count, but are jointly supervised by the NSP Administration and the NDCS Central Office.

Programs

Inmates are offered a variety of programs at NSP. Programs afford educational and treatment opportunities. Programs offered at NSP are provided by: an active volunteer base, health services staff, re-entry partners, contract employees and NSP employees. The following programs and services are provided but not limited to:

- Adult Basic Education/GED/High School
- English As A Second Language
- Inside-Out Dads Parenting Program
- Within My Reach Relationship Program
- Common Sense Parenting Program
- College Correspondence
- Religious Services
- Braille Certification Program
- Recreation Program and Services
- Library Services
- Industries Program
- Conventional Inmate Employment
- Inmate Music Program
- Inmate Clubs

Activity Schedule

An activities chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however they are significant in that they require staff to complete these tasks.

Please see the attached NSP Activities Charts for both weekdays and weekends.

NSP Activity Chart

Weekday Activity	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400
Restrictive Housing Exercise									0600-1130				1300-1630					1800-1900						
Restrictive Housing Feeding						0630-0800				1130-1300					1630-1800									
Restrictive Housing Showers								0800-1130						1300-1630										
Education								0800-1600																
Official Counts	0130-0230		0330-0430																					
Informal Counts																								
Inmate Dining						0600-0730					1100-1300													
Inmate Visitation								0800-1050			1150-1410			1440-1700				1700-1830						
Laundry Distribution													1430-1530											
Law Library								0800-1100					1330-1530						1830-2030					
Library								0800-1100					1330-1530						1830-2030					
Yard/Work Lines							0730-8				11-1230				1530-1630		17-1800							
Yard								0800-2000																
Pill Call/Diabetic Lines						6-0700				11-1200				0800-2000										
Programs										0800-1600														
Recreation/Gym													1330-1400					1830-1925						
Religious Services													1315-1500						1900-2100					
Med Pass/Clinic											0730-1530													
Canteen											0900-1700													
Trash Detail								8-0900																
College Classes													13-1400											
Travel Orders																								
RH Visits						0600-1900					0600-1900													
RH Law Library								0800-1050																
Mail Call																								
Mental Health Rounds										0800-1500														

NSP Activity Chart

Weekday Activity	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400
Exercise									0800-1130										1800-1900					
Feeding						0630-0800					1130-1300					1630-1800								
Showers																								
Official Counts	0130-0230		0330-0430								1100-1230						17-1800							
Informal Counts	Every 30 minutes, not to exceed 40 minutes throughout a shift																							
Inmate Dining						0600-0730				1100-1300							1700-1830							
Inmate Visitation								0800-1050				1150-1410	1440-1700					1730-1950						
Law Library								0800-1100					1330-1530					1830-2030						
Library								0800-1100					1330-1530					1830-2030						
Yard/Work Lines							0730-8			11-1200					1530-1630		17-1800			20-2030				
Yard								0800-2000					0800-2000					0800-2000						
Pill Call						6-0700				11-1200							17-1800				21-2200			
Programs																								
Recreation/Gym													1330-1400					1830-1925						
Religious Services									0815-1100						1315-1600				1930-2100					
Med Pass/Clinic											0730-1530													
Trash Detail								8-0900					13-1400							20-2100				
RH Visits								0800-1050																
RH Law Library	UPON REQUEST																							
Mail Call																	17-1800							

NSP Activity Chart

Weekend Activity	0100	0200	0300	0400	0500	0600	0700	0800	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400								
Exercise																																	
Feeding						0630-0800						1130-1300			1300-1630			1630-1800		1800-1900													
Showers											Institutional Activities Chart																						
Official Counts		0130-0230		0330-0430								1100-1230							17-1800														
Informal Counts					Every 30 minutes, not to exceed 40 minutes throughout a shift																												
Inmate Dining						0600-0730					1100-1300							1700-1830															
Inmate Visitation								0800-1050				1150-1410			1440-1700				1730-1950														
Law Library								0800-1100						1330-1530						1830-2030													
Library								0800-1100						1330-1530						1830-2030													
Yard/Work Lines							0730-8				11-1200				1530-1630			17-1800			20-2030												
Yard								0800-2000						0800-2000					0800-2000														
Pill Call						6-0700					11-1200							17-1800				21-2200											
Programs											ALTERNATIVES TO VIOLENCE 1X MONTHLY																						
Recreation/Gym														1330-1400					1830-1925														
Religious Services															1315-1600					1930-2100													
Med Pass/Clinic								0815-1100																									
Trash Detail												0730-1530																					
RH Visits								8-0900						13-1400							20-2100												
RH Law Library								0800-1050																									
Mail Call																			17-1800														

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Front Entrance/Pass Clerk

- Position has one Corporal assigned on first and second shift who is assisted by the Pass Clerk on each shift.
- Third shift opens the post prior to when first shift arrives in order to allow entry.
- Heavy amount of staff traffic at the beginning of the day, processing of a large number of inmate visitors on most days as well as volunteers and maintenance contractors. Inmates depart from the area for Community Transportation Orders.
- A large amount of responsibility and work that is performed efficiently, effectively and professionally.

Visitation

- Current minimal post staffing shows one Officer assigned to first and second shift and two Corporals assigned to second shift.
- Observations showed one Officer working 0800-1600 and two Corporals and one Officer working 1230-2030. Four Officers were assigned to supervise approximately fifteen inmates and their visitors at the time of analysis.
- As a result of the restrooms and vending machines being in an adjacent room an additional staff person is required to provide supervision and pat searches of visitors entering the room.
- Consideration should be given to reassigning staff when the volume of inmate/visitors is low.

Central Control

- Post assigned one day shift Corporal, Monday through Friday from 0800-1600 and two Officers each to first, second and third shift.
- Sight lines to the entry/exit Sally Port and to Turnkey are adequate.
- Staff is responsible for inmate counts, key control and coordination of the facility internal and perimeter security network. Staff is also responsible for monitoring the operation of security doors, security lighting, and communication systems including fire alarms, public address, smoke and heat detection devices, radio, telephone and other mechanical and electrical systems.
- An additional staff person is assigned to the video surveillance room located in Central Control on first and second shift daily.

Turnkey

- Current minimal post staffing on first and second shift is a Sergeant, Corporal and Officer. On third shift, minimum staffing is one Corporal.
- Large amount of inmate traffic is processed through this area daily. Inmates enter the area for Visitation, Orientation, Parole, Photo Lab, Principle Hearings, Institutional Disciplinary Hearings and interviews with supervisory staff. Inmates are also searched and restrained in this area prior to being dispatched on Community Transportation Orders.

Housing Units

- Custody supervisors are responsible for filling and scheduling on Telestaff for Custody as well as Unit Management posts. Custody supervisors are also required to fill all vacancies if staff calls in sick, take vacation or any other absence. Assigned Case Managers or Unit Managers are not responsible for staff assigned to their unit. Unit Management supervisors seemed uninformed regarding absent staff or staff reassigned to another post.
- Housing Unit Post Orders are lengthy.
- Unit staff state they are regularly reassigned for Community Transportation Orders.

Housing Unit (Internal General Population - Housing Unit 2)

- Cell searches are not completed as prescribed by the Post Order
- One Unit Case Manager (UCM) has been covering the Canteen every day for several months as a result of staff vacancy. As a result the inmate case load is not receiving the necessary attention.
- Sanitation inspections are not completed as required in the Post Order. Staff states they are seldom relieved to accomplish the task.
- Second shift Unit Caseworkers (UCW) are actively involved with canteen distribution, pill call two times each day, laundry distribution, mail distribution and over-the-counter medication distribution that can occupy a significant portion of the shift.

Housing Unit (External General Population – Housing Unit 7)

- When three UCWs are scheduled one is usually reassigned to other areas due to staff needs.
- Although staff state they are busy they report being able to satisfy the expectations of the post.

Housing Unit (Internal General Population - Housing Unit 4 B/D and Restrictive Housing A/C)

- As a result of inmate activity, Control Center staff is busier on second shift than staff on first shift.
- One staff is assigned to monitor directly and constantly one particular inmate 24 hours each day.
- Days when canteen items are distributed is intense.
- As a result of staff not being available cell searches are not completed daily on the B/D side.

Housing Units (External – Housing Unit 6 – Residential Treatment Center)

- Staff assigned to the unit reported being able to complete the expectations of the Post Orders.
- Unit is Bay/Dorm style.

Restrictive Housing Unit (Control Unit)

- Staff report searches are difficult to accomplish. Searches are staffing intensive which makes scheduling and completing the searches regularly, challenging.
- Delivery of meals and medication is time consuming as a result of the number of staff required to complete the task.

Shift Command – Lieutenants/Sergeants

- Shift Supervisors spend a substantial amount of time completing routine documentation and administrative tasks. Much time is needed with Telestaff, Kronos, EDC Performance Plans, scheduling In-Service training as well as other duties associated with the position. This challenges supervisor's ability to make daily appearances at all posts occupied by inmates to insure Officers are adhering to established security procedures and to counsel inmates regarding personal problems as well as disciplinary problems.

- Allowing Sergeants or assigning clerical support may minimize the amount of office work completed by the Shift Supervisor which will afford for more time to complete supervision of staff and inmates.

Kitchen (Main and External) Corporal 1 each

- Both the Main and External Kitchen is assigned a Corporal on first and second shift.
- Custody staff provides supervision during meal times.
- These areas appear to be adequately staffed and in line with assigned duties.

Yard Staff/Supervision

- Responsibility of the Internal Yard supervision is tasked to a Sergeant, (4) Corporals and (4) Officers and the External Yard supervision is tasked to a Corporal and an Officer.
- Internal and External Operations each have approximately half the NSP population with Internal Operations having a higher classification of inmate.

Tower (1-8, 10)

- Staff is deployed to nine towers at the NSP. Staff is not assigned to three towers (5, 7, and 10) on third shift. Tower #10's schedule is off set with the operational hours of 0500-2100.
- Each tower deploys one Officer with the exception of Tower #2 which assigns two Officers Monday through Friday during business hours. All other times Tower #2 has one Officer assigned. This is needed in Tower #2 due to vehicle sally port supervision.

Vehicle Gate Sergeant/Officer

- A Sergeant and an Officer are currently assigned to the West Wire Gate. Main task is to process vehicles through the vehicle gate.

Clinic Corporal

- Post hours are day shift hours (0700-1500), but are in the Corporal post rotation schedule. Consideration should be given to making this post a one year exempt from rotation post.
- Primary responsibility is to process inmates with a medical pass into and out of the area.

Skilled Nursing Facility (SNF) Corporal

- Primary responsibility is the security, custody and control of the SNF by observing inmate activity and addressing behavior that is disruptive and in violation of rules.

Education Corporal

- Current minimal posting is for a Corporal on first and second shift five days each week.
- Responsible for providing routine security checks and respond as necessary to inmate conflicts and disruptions in the building.

Gym Corporal

- It is common for the Gym Corporal to be required to provide security functions as well as facilitate recreation activities until recreation staff arrives for shift at 1200.

Library Corporal

- This area appears to be adequately staffed and in line with assigned duties.

TEK 1 and TEK 2 Officer (2)

- Post hours (0715-1600) are similar to day shift hours, but are in the Officer Post Rotation Schedule. Consideration should be given to making this post a one year exempt from rotation post.
- Staff acknowledged that one Officer per building is acceptable staffing. Work load seemed reasonable.
- Staff was observed completing area tours and inspecting areas as required.

Industrial (Chapel) Gate Corporal

- Post hours (0720-1550) are similar to day shift hours, but are in the Corporal Post Rotation Schedule. Consideration should be given to making this post a one year exempt from rotation post.
- Responsible for entry/exit of inmates employed by Cornhusker State Industries (CSI). Custody yard staff routinely assist with the process.
- Additional duties could include area checks of CSI shops, assisting the Metal Detector Officer and CSI Sergeant.

Metal Detector Officer

- Post hours (0730-1615) are similar to day shift hours, but are in the Officer Post Rotation Schedule. Consideration should be given to making this post a one year exempt from rotation post.
- Responsible for the entry/exit of CSI employed inmates through the Metal Detector. Custody yard staff routinely assists with the process.
- Additional duties could include area checks of CSI shops, assisting the Industrial Gate Corporal and CSI Sergeant.

Canine Corporal

- This area appears to be adequately staffed and in line with assigned duties.

Canine Program/Recycling Corporal

- This area appears to be adequately staffed and in line with assigned duties.

Laundry Sergeant/Officer (2)

- Post hours (0715-1600) are similar to day shift hours, but are in the Officer Post Rotation Schedule. Consideration should be given to making this post a one year exempt from rotation post.
- Responsible for processing inmates into and out of the building, completing area checks as required and for providing security, custody and control of the area.

CSI Shops Sergeant

- Oversees the CSI Shops.
- Supervision should be expanded to include Laundry.

Disciplinary Committee Corporals

- This area appears to be adequately staffed and in line with assigned duties.

Principle Hearing Sergeant

- This area appears to be adequately staffed and in line with assigned duties.

Photo Lab Corporal

- Recommend eliminating this position by adding Photo Lab duties to Property Control.

Property Control Corporal (2)

- This area appears to be adequately staffed and in line with assigned duties.

Intelligence – Captain, Unit Caseworker, Corporals

- Staff is busy monitoring mail, monitoring the Inmate Calling System, video monitoring, staff and inmate searches, gathering Security Threat Group intelligence, maintenance of intelligence files and assisting the Intel Captain as needed.

Key Control Corporal

- This area appears to be adequately staffed and in line with assigned duties.

Tool Control Corporal

- This area appears to be adequately staffed and in line with assigned duties.

Armory Sergeant

- This area appears to be adequately staffed and in line with assigned duties.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Nebraska State Penitentiary

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Majors Office	Major	Institutional Security Administrator	X		1				1.00	1.00		
Admin. Bldg.	Operations Capt.	Oversees activities of cust. ranks	X		1				1.00	1.00		
Admin. Bldg.	Admin. Capt.	Security O.M.'s & P.O's	X		1				1.00	1.00		
Admin. Bldg.	Investigative Capt.	Internal Investigations	X		1				1.00	1.00		
SUBTOTAL	Administrative				4	0	0	0	4.00	4.00	0.00	
Area #1	Lieutenant	Oversee custody shift	X		1	1	1	1	1.90	5.70		
Area #2	Lieutenant	Assists Area #1 Lt. in overseeing shift	X		1	1	1	1	1.90	2.00		
SUBTOTAL	Lieutenants				0	2	2	1	7.70	7.00	(0.70)	
Area #1	Sergeant	Oversee shift Ofcs. & Cpls.	X		1	1	1	1	1.90	5.70		
Area #2	Sergeant	Assist Shift Supervisor	X		1	1	1	1	1.90	3.80		
Housing Unit #6	Sergeant	Custody support, supervises Ofcs. & Cpls.	X		1	1	1	1	1.90	5.70		
Turnkey	Sergeant	Supervise Turnkey staff	X		1	1	1	1	1.90	3.80		
Yard	Sergeant	Custody support, supervises Ofcs. & Cpls.	X		1	1	1	1	1.90	3.80		
Control Unit	Sergeant	Supervise CU Cpls, RH Unit Operations	X		1				1.30	1.30		
Industries	Sergeant	Oversees CSI shops	X		1				1.30	1.30		
Vehicle Gate	Sergeant	Controls vehicle & pedestrian traffic	X		1				1.30	1.30		
Principle Hearing	Sergeant	Conduct inmate hearings	X		1				1.30	1.30		
Laundry	Sergeant	Custody support, supervises Ofcs. & Cpls.	X		1				1.30	1.30		
Armory	Sergeant	Inspect/inventory of security equip.	X		1				1.00	1.00		
SUBTOTAL	Sergeants				6	5	5	2	30.30	26.00	(4.30)	
H.U. #1	Corporal	Conducts counts, monitors all unit operations	X					1	1.90	1.90		
H.U. #2	Corporal	Conducts counts, monitors all unit operations	X					1	1.90	1.90		
H.U. #3	Corporal	Conducts counts, monitors all unit operations	X					1	1.90	1.90		
H.U. #4	Corporal	Conducts counts, monitors all RH unit activities	X		2	2	2	1	1.90	11.40		
H.U. #5	Corporal	Conducts counts, monitors all unit operations	X					1	1.90	1.90		
H.U. #6	Corporal	Conducts counts, monitors all unit operations	X		3	3	3	1	1.90	17.10		
H.U. #7	Corporal	Conducts counts, monitors all unit operations	X					1	1.90	1.90		
H.U. #8	Corporal	Conducts counts, monitors all unit operations	X					1	1.90	1.90		
Control Unit	Corporal	Supervise CU daily activities	X		2	2	2	1	1.90	11.40		
Turnkey	Corporal	Searches, controls Turnkey traffic	X		1	1	1	1	1.90	5.70		
Gymnasium	Corporal	Oversees inmate gym activities, searches	X		1	1	1	1	1.90	3.80		
Skilled Nursing Facility	Corporal	Supervise SNF inmates, food, showers	X		1	1	1	1	1.90	3.80		
Canine Program	Corporal	Supv. inmate dog handlers/ recycle center	X		1	1	1	1	1.90	1.90		
Library	Corporal	Control legal & general library searches	X		1	1	1	1	1.90	3.80		
Inside Kitchen	Corporal	Supervise inmate activities. in Kitchen	X		1	1	1	1	1.90	3.80		
External Kitchen	Corporal	Supervise inmate activities. in Kitchen	X		1	1	1	1	1.90	3.80		
Front Entrance	Corporal	Control pedestrian traffic, visitor searches	X		1	1	1	1	1.90	3.80		
Yard	Corporal	Vehicle & inmate mvmt, supervise inmate act.	X		4	4	4	1	1.90	17.10		
Clinic	Corporal	Control inmate mvmt, dental, searches	X		1	1	1	1	1.30	1.30		
Hobby Center	Corporal	Monitor inmate traffic	X		1	1	1	1	1.30	2.60		
Canteen	Corporal	Inmate mvmt in store, searches, monitor act.	X		1	1	1	1	1.30	1.30		
School	Corporal	Control mvmt, searches, activities	X		1	1	1	1	1.30	2.60		

Moved Canine Sgt. to Canine Cpl (transferred with TSCI),
and adjusted FTE accordingly (-1 Sgt. +1 Cpl)

Pos.	Position	Duties & Responsibilities	Type		Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day				
			Posts by Shift					
			1st	2nd	3rd			
Chapel Gate	Corporal	Control inmate & vehicle mvmt.	X			1.30		
Pass Clerk	Corporal	Processing visitors in	X			2.60		
Visiting	Corporal	Monitor supervisors visiting room	X			2.60		
Disciplinary	Corporal	Coordinate inmate Disciplinary hearings	X	4		4.00		
Central Control	Corporal	Supervise operations of Master control	X	1		1.00		
Tool Control	Corporal	Inspect/Inventory of tools	X	1		1.00		
Key Control	Corporal	Monitor key control/make key repairs	X	1		1.00		
Canine Handler	Corporal	Work with K-9 to detect contraband	X	1		1.00		
Property Control	Corporal	Inventory and Store Inmate Prop.	X	2		2.00		
Photo Lab	Corporal	Process Inmates In/Out of MSP	X	1		1.00		
Investigation	Corporal	Investigates inmate and staff trafficking	X	1		1.00		
SUBTOTAL Corporals			12	25	23	15	124.00	
H.U. #1	Officer	Controls mvmt, door, passes, monitors phone	X			1.90		
H.U. #2	Officer	Controls mvmt, door, passes, monitors phone	X			1.90		
H.U. #3	Officer	Controls mvmt, door, passes, monitors phone	X			1.90		
H.U. #4	Officer	Controls mvmt, door, passes, monitors phone	X			1.90		
H.U. #5	Officer	Controls mvmt, door, passes, monitors phone	X			1.90		
H.U. #7	Officer	Controls mvmt, door, passes, monitors phone	X			1.90		
H.U. #8	Officer	Controls mvmt, door, passes, monitors phone	X			1.90		
Central Control	Officer	Controls mvmt, door, passes, monitors phone	X	2	2	11.40		
External Yard	Officer	Controls inmate mvmt, inspectors, searches	X	1	1	5.70		
Towers #1-4,6,8	Officer	Views area of campus	X	6	6	34.20		
Towers #5,7,10	Officer	Views area of campus	X	3	3	11.40		
Skilled Nursing Facility	Officer	Provides security for SNF area	X		1	1.90		
Yard	Officer	Searches, fence check, vehicle escort	X	4	4	19.00		
Turnkey	Officer	Inmate mvmt. assist with visitors P.B.	X	1	1	3.80		
Tower #2 Observe	Officer	Views H.U. #4 Yard, HB court, back yard	X	1		1.30		
Visiting	Officer	Monitors visits, searches	X	1	1	2.60		
Metal Detector	Officer	Operation of metal detector	X	1		1.30		
Industries	Officer	Supervise inmates in TEK	X	2		2.60		
Laundry	Officer	Supervise inmates in operation of Laundry	X	1		1.30		
West Wire Gate	Officer	Controls vehicle & pedestrian traffic	X	1		1.30		
SUBTOTAL Officers			2	32	29	143	126.00	
Housing Unit #1	Unit Caseworker	Monitor / control inmate movement & activities	X		1	3.80		
Housing Unit #2	Unit Caseworker	Monitor / control inmate movement & activities	X		1	3.80		
Housing Unit #3	Unit Caseworker	Monitor / control inmate movement & activities	X		2	7.60		
Housing Unit #4	Unit Caseworker	Monitor / control RH inmate movement & activities	X		2	7.60		
Housing Unit #5	Unit Caseworker	Monitor / control inmate movement & activities	X		1	3.80		
Control Unit	Unit Caseworker	Monitor / control RH inmate movement & activities	X		1	3.80		
Housing Unit #6-C	Unit Caseworker	Monitor / control inmate movement & activities	X		2	5.70		
Housing Unit #6-B	Unit Caseworker	Monitor / control inmate movement & activities	X		2	5.70		
Housing Unit #7	Unit Caseworker	Monitor / control inmate movement & activities	X		2	7.60		
Housing Unit #8	Unit Caseworker	Monitor / control inmate movement & activities	X		2	7.60		
Investigation	Unit Caseworker	Investigates inmate and staff trafficking	X	1		1.00		
SUBTOTAL Unit Caseworkers			1	15	15	58.00	58.00	
TOTALS						342.00	(30.30)	

** authorized FTE includes 1 CSI funded position
does NOT include 5 Maintenance Cpls

Minimal Post Staffing Analysis

Institution: Nebraska State Penitentiary

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift							Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd							
Majors Office	Major	Institutional Security Administrator	X		1							1.00	1.00		
Admin. Bldg.	Operations Capt.	Oversees activities of cust. ranks	X		1							1.00	1.00		
Admin. Bldg.	Admin. Capt.	Security O.M.'s & P.O.'s	X		1							1.00	1.00		
Admin. Bldg.	Investigative Capt.	Internal Investigations	X		1							1.00	1.00		
SUBTOTAL	Administrative				4	0	0	0	0	0	0	4.00	4.00	0.00	
Area #1	Lieutenant	Oversee custody shift	X		1	1	1	1				1.74	5.22		
Area #2	Lieutenant	Assists Area #1 Lt. in overseeing shift	X		1	1	1					1.00	2.00		
SUBTOTAL	Lieutenants				0	2	2	1				7.22	7.00	(0.22)	
Area #1	Sergeant	Oversee shift Ofcs. & Cpls.	X		1	1	1	1				1.74	5.22		
Area #2	Sergeant	Assist Shift Supervisor	X		1	1	1					1.74	3.48		
Housing Unit #6	Sergeant	Custody support, supervises Ofcs. & Cpls.	X		1	1	1	1				1.74	5.22		
Turnkey	Sergeant	Supervise Turnkey staff	X		1	1	1					1.74	3.48		
Yard	Sergeant	Custody support, supervises Ofcs. & Cpls.	X		1	1	1					1.74	3.48		
Control Unit	Sergeant	Supervise CU Cpls, RH Unit Operations	X		1							1.25	1.25		
Industries	Sergeant	Oversees CSI shops	X		1							1.25	1.25		
Vehicle Gate	Sergeant	Controls vehicle & pedestrian traffic	X		1							1.25	1.25		
Principle Hearing	Sergeant	Conduct inmate hearings	X		1							1.25	1.25		
Laundry	Sergeant	Custody support, supervises Ofcs. & Cpls.	X		1							1.25	1.25		
Armory	Sergeant	Inspect/Inventory of security equip.	X		1							1.00	1.00		
SUBTOTAL	Sergeants				6	5	5	2				28.13	26.00	(2.13)	
H.U. #1	Corporal	Conducts counts, monitors all unit operations	X					1				1.74	1.74		
H.U. #2	Corporal	Conducts counts, monitors all unit operations	X					1				1.74	1.74		
H.U. #3	Corporal	Conducts counts, monitors all unit operations	X					1				1.74	1.74		
H.U. #4	Corporal	Conducts counts, monitors all RH unit activities	X			2	2	2				1.74	10.44		
H.U. #5	Corporal	Conducts counts, monitors all unit operations	X					1				1.74	1.74		
H.U. #6	Corporal	Conducts counts, monitors all unit operations	X			3	3	3				1.74	15.66		
H.U. #7	Corporal	Conducts counts, monitors all unit operations	X					1				1.74	1.74		
H.U. #8	Corporal	Conducts counts, monitor all unit operations	X					2	2	2		1.74	10.44		
Control Unit	Corporal	Supervise CU daily activities	X					1	1	1		1.74	5.22		
Turnkey	Corporal	Searches, controls Turnkey traffic	X					1	1			1.74	3.48		
Gymnasium	Corporal	Oversees inmate gym activities, searches	X					1	1			1.74	3.48		
Skilled Nursing Facility	Corporal	Supervise SNF inmates, food, showers	X					1	1			1.74	3.48		
Canine Program	Corporal	Supv. inmate dog handlers/ recycle center	X					1	1			1.74	1.74		
Library	Corporal	Control legal & general library searches	X					1	1			1.74	3.48		
Inside Kitchen	Corporal	Supervise inmate activities. in Kitchen	X					1	1			1.74	3.48		
External Kitchen	Corporal	Supervise inmate activities. in Kitchen	X					1	1			1.74	3.48		
Front Entrance	Corporal	Control pedestrian traffic, visitor searches	X					1	1			1.74	3.48		
Yard	Corporal	Vehicle & inmate mvmt, supervise inmate act.	X			4	4	1				1.74	15.66		
Clinic	Corporal	Control inmate mvmt, dental, searches	X			1						1.25	1.25		
Hobby Center	Corporal	Monitor inmate traffic	X			1	1					1.25	2.50		
Canteen	Corporal	Inmate mvmt in store, searches, monitor act.	X			1						1.25	1.25		
School	Corporal	Control mvmt, searches, activities	X			1	1					1.25	2.50		

Moved Canine Sgt. to Canine Cpl (transferred with TESC),
and adjusted FTE accordingly (-1 Sgt. +1 Cpl)

Pos.	Position	Duties & Responsibilities	Type		Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	1st	2nd	3rd				
Chapel Gate	Corporal	Control inmate & vehicle mvmt.	X		1			1.25	1.25		
Pass Clerk	Corporal	Processing visitors in	X		1	1		1.25	2.50		
Visiting	Corporal	Monitor supervisors visiting room	X			2		1.25	2.50		
Disciplinary	Corporal	Coordinate inmate Disciplinary hearings	X		4			1.00	4.00		
Central Control	Corporal	Supervise operations of Master control	X		1			1.00	1.00		
Tool Control	Corporal	Inspect/Inventory of tools	X		1			1.00	1.00		
Key Control	Corporal	Monitor key control/make key repairs	X		1			1.00	1.00		
Canine Handler	Corporal	Work with K-9 to detect contraband	X		1			1.00	1.00		
Property Control	Corporal	Inventory and Store Inmate Prop.	X		2			1.00	2.00		
Photo Lab	Corporal	Process Inmates In/Out of NSP	X		1			1.00	1.00		
Investigation	Corporal	Investigates inmate and staff trafficking	X		1			1.00	1.00		
SUBTOTAL	Corporals				12	25	23	15	116.23	121.00	4.77
H.U. #1	Officer	Controls mvmt, door, passes, monitors phone	X		2	2	1	1.74	8.70		
H.U. #2	Officer	Controls mvmt, door, passes, monitors phone	X		2	2	1	1.74	8.70		
H.U. #3	Officer	Controls mvmt, door, passes, monitors phone	X		2	2	1	1.74	8.70		
H.U. #4	Officer	Controls mvmt, door, passes, monitors phone	X		2	2	2	1.74	6.96		
H.U. #5	Officer	Controls mvmt, door, passes, monitors phone	X		2	2	1	1.74	8.70		
H.U. #7	Officer	Controls mvmt, door, passes, monitors phone	X				1	1.74	1.74		
H.U. #8	Officer	Controls mvmt, door, passes, monitors phone	X				1	1.74	1.74		
Central Control	Officer	Controls mvmt, door, passes, monitors phone	X		2	2	2	1.74	10.44		
External Yard	Officer	Controls inmate mvmt, inspectors, searches	X		1	1	1	1.74	5.22		
Towers #1-4,6,8	Officer	Views area of campus	X		6	6	6	1.74	31.32		
Towers #5,7,10	Officer	Views area of campus	X		3	3		1.74	10.44		
Skilled Nursing Facility	Officer	Provides security for SNF area	X				1	1.74	1.74		
Yard	Officer	Searches, fence check, vehicle escort	X		4	4	2	1.74	17.40		
Turnkey	Officer	Inmate mvmt, assist with visitors P.B.	X		1	1		1.74	3.48		
Tower #2 Observe	Officer	Views H.U. #4 Yard, HB court, back yard	X		1			1.25	1.25		
Visiting	Officer	Monitors visits, searches	X		1	1		1.25	2.50		
Metal Detector	Officer	Operation of metal detector	X		1			1.25	1.25		
Industries	Officer	Supervise inmates in TEK	X		2			1.25	2.50		
Laundry	Officer	Supervise inmates in operation of Laundry	X		1			1.25	1.25		
West Wire Gate	Officer	Controls vehicle & pedestrian traffic	X		1			1.25	1.25		
SUBTOTAL	Officers				2	32	23	13	135.28	126.00	9.28
Housing Unit #1	Unit Caseworker	Monitor / control inmate movement & activities	X		1	1		1.74	3.48		
Housing Unit #2	Unit Caseworker	Monitor / control inmate movement & activities	X		1	1		1.74	3.48		
Housing Unit #3	Unit Caseworker	Monitor / control inmate movement & activities	X		2	2		1.74	6.96		
Housing Unit #4	Unit Caseworker	Monitor / control RH inmate movement & activities	X		2	2		1.74	6.96		
Housing Unit #5	Unit Caseworker	Monitor / control inmate movement & activities	X		1	1		1.74	3.48		
Control Unit	Unit Caseworker	Monitor / control RH inmate movement & activities	X		1	1		1.74	3.48		
Housing Unit #6-C	Unit Caseworker	Monitor / control inmate movement & activities	X		2	1		1.74	5.22		
Housing Unit #6-B	Unit Caseworker	Monitor / control inmate movement & activities	X		1	2		1.74	5.22		
Housing Unit #7	Unit Caseworker	Monitor / control inmate movement & activities	X		2	2		1.74	6.96		
Housing Unit #8	Unit Caseworker	Monitor / control inmate movement & activities	X		2	2		1.74	6.96		
Investigation	Unit Caseworker	Investigates inmate and staff trafficking	X		1			1.00	1.00		
SUBTOTAL	Unit Caseworkers				1	15	15	0	53.20	56.00	2.80
TOTALS									342.00	(2.06)	

** authorized FTE includes 1 CSI funded position
does NOT include 5 Maintenance Cpls

Minimal Post Staffing Analysis

Institution: Nebraska State Penitentiary

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Major	Security Administrator	x		1				1.00	1.00		
Administrative	Captain	Administrative	x		1				1.00	1.00		
Intel	Captain	Intel	x		1				1.00	1.00		
Operations	Captain	Security Manager	x		1				1.00	1.00		
SUBTOTAL Administrative					4	0	0	0		4.00	4.00	0.00
Shift Supervisor	Lieutenant	Supervise staff and institution		x		1	1	1	1.74	5.22		
SUBTOTAL Lieutenants					0	1	1	1		5.22	7.00	(1.78)
Shift	Sergeant	Assist Shift Supervisor		x		1	1	1	1.74	5.22		
Yard	Sergeant	Supervise Yard/Movement		x		1	1	1	1.74	3.48		
Restrictive Housing	Sergeant	Supervise RH Unit		x		1	1	1	1.74	5.22		
HU 4	Sergeant	Supervise security of Unit		x		1	1	1	1.74	3.48		
HU 1/2	Sergeant	Supervise security of Unit	x			1	1	1	1.25	2.50		
HU 3/5	Sergeant	Supervise security of Unit	x			1	1	1	1.25	2.50		
HU 6	Sergeant	Supervise security of Unit	x			1	1	1	1.25	1.25		
HU 7	Sergeant	Supervise security of Unit	x			1	1	1	1.25	1.25		
HU 8	Sergeant	Supervise security of Unit	x			1	1	1	1.25	1.25		
Industries - CSI Shops	Sergeant	Supervise CSI Shop inmates	x		1				1.25	1.25		
Vehicle Gate	Sergeant	Control Vehicular traffic	x		1				1.25	1.25		
Armory / Key	Sergeant	Armory, Weapons	x		1				1.00	1.00		
Tool	Sergeant	Tool Control	x		1				1.00	1.00		
Intel	Sergeant	Intel/Investigations/STG	x		1				1.00	1.00		
Disciplinary	Sergeant	Inmate Discipline / Evidence	x		1				1.00	1.00		
Principle Hearing	Sergeant	Process Misconduct Reports	x		1				1.00	1.00		
SUBTOTAL Sergeants					7	6	9	2		39.65	26.00	7.65
Central Control	Corporal	Maintain Count, Facility doors		x		2	2	2	1.74	10.44		
Turnkey	Corporal	Control institutional traffic		x		2	2	2	1.74	6.96		
RTC Pedestrian Gate	Corporal	Control access to min. sec.		x		1	1	1	1.74	3.48		
Kitchen	Corporal	Supervise kitchen inmates		x		2	2	2	1.74	6.96		
Skilled Nursing Fac.	Corporal	Supervise SNF inmates		x		1	1	1	1.74	5.22		
Video Monitoring	Corporal	Monitor facility cameras		x		1	1	1	1.74	3.48		
Movement / Escort	Corporal	Supervise inmate movement		x		9	9	6	1.74	41.76		
Towers	Corporal	Security perimeter fence		x		9	9	6	1.74	41.76		
Front Entrance	Corporal	Secure facility entry/exit		x		1	1	1	1.74	3.48		
HU 1	Corporal	Supervise Housing Unit		x		4	4	2	1.74	17.40		
HU 2	Corporal	Supervise Housing Unit		x		4	4	2	1.74	17.40		
HU 3	Corporal	Supervise Housing Unit		x		4	4	2	1.74	17.40		
HU 4	Corporal	Supervise Housing Unit		x		5	5	2	1.74	20.88		

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
HU 5	Corporal	Supervise Housing Unit		x		4	4	2	1.74	17.40		
HU 6 Sec. Office	Corporal	Monitor lower lobby of HU 6		x		1	1	1	1.74	5.22		
HU 6B	Corporal	Monitor Housing Unit		x		1	1	1	1.74	5.22		
HU 6C	Corporal	Monitor Housing Unit		x		1	1	1	1.74	5.22		
HU 7	Corporal	Monitor Housing Unit		x		3	3	2	1.74	13.92		
HU 8	Corporal	Monitor Housing Unit		x		3	3	2	1.74	13.92		
HU 7/8 Rover	Corporal	Monitor HU 7/8 at Night		x				1	1.74	1.74		
RH Unit	Corporal	Monitor Housing Unit		x		2	2	2	1.74	10.44		
Programs/Activities	Corporal	Supervise inmate Education		x		4	4		1.74	13.92		
Recreation	Corporal	Supervise inmate Education		x		2	2		1.74	6.96		
Clinic	Corporal	Supervise Gym		x		2	2		1.74	6.96		
Visiting	Corporal	Supervise inmates in Clinic	x			1	1		1.25	2.50		
Property	Corporal	Supervise visiting	x				4		1.25	5.00		
Industries - TEK 1	Corporal	Oversee inmate Property	x			1	1		1.25	2.50		
Industries - TEK 2	Corporal	Supervise TEK 1	x			1			1.25	1.25		
Industries - Wood shop	Corporal	Supervise TEK 2	x			1			1.25	1.25		
Industries - Metal / Plate	Corporal	Supervise Wood shop	x			1			1.25	1.25		
Industries - Laundry	Corporal	Supervise Metal Shop	x			1			1.25	1.25		
Metal Defector / CSI Gate	Corporal	Provide security in the Shops	x			1			1.25	1.25		
Travel Orders	Corporal	Control institutional traffic	x			1			1.25	1.25		
Central Control	Corporal	Escort inmates outside facility	x			6			1.25	7.50		
Disciplinary	Corporal	Maintain Count, Facility doors	x			1			1.25	1.25		
Canine Unit	Corporal	Coordinate discipline proceeding	x			2			1.00	2.00		
Intel	Corporal	Facility Searches	x			1			1.00	1.00		
	Corporal	STG review, assist intel Capt.	x			2			1.00	2.00		
SUBTOTAL Corporals					18	68	72	35		321.66	305.00	16.66
									TOTALS	364.70	342.00	22.70

Note: All Caseworker, Corporal and Officer positions have been combined to Corporal

** authorized FTE includes 1 CSI funded position
does NOT include 5 Maintenance Cpls

Custody Post Analysis Summary

Facility: Nebraska State Penitentiary

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Major	1	0/1	0
Correctional Captain	3	0/3	0
Correctional Lieutenant	6	6/0	-1
Correctional Sergeant	34	27/7*	8
Correctional Corporal	322	302/20**	17
TOTAL FTE'S	366	335/31	24

*** 7 Sergeants N-MAND**

Armory/Key
 Tool
 Intel
 Principle Hearing
 Industries - CSI Shops
 Vehicle Gate
 Disciplinary

**** 20 Corporals N-MAND**

Disciplinary (2)
 Canine
 Property (2)
 Industries - TEK 1 and TEK 2 (2)
 Industries - Woodshop
 Industries - Metal/Plate Shop
 Industries - Laundry
 Metal Detector/CSI Gate
 Travel Orders (6)
 Central Control
 Clinic (2)

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska State Penitentiary
JOB CLASSIFICATION: Correctional Major
POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 – 5 Day Major

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska State Penitentiary
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	1	0	0	0	Per staffing model
Intel	1	0	0	0	Per staffing model
Operations	1	0	0	0	Per staffing model
TOTAL	3	0	0	0	

TOTAL FTE to include relief factor: 3.00 – 5 Day Captains

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska State Penitentiary
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

Relief factor of 1.74*

Total FTE to include relief factor: 5.22 – 7 Day Lieutenants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska State Penitentiary
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	Day	1st	2nd	3rd	
Shift*	0	1	1	1	Per staffing model
Yard*	0	1	1	0	Per staffing model
Restrictive Housing*	0	1	1	1	Per staffing model
Unit #4 (RHU) (B/D)*	0	1	1	0	Facility specific – <i>Specialized unit</i>
TOTAL	0	4	4	2	

Relief factor of 1.74*

Total FTE to include relief factor: 17.40 – 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska State Penitentiary
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Unit (Max) (1, 2, 3, 5) *	0	2	2	0	Per staffing model
Unit (Min) (6, 7, 8)*	0	0	3	0	Per staffing model
Industries- CSI Shops*	1	0	0	0	Per staffing model
Vehicle Gate*	1	0	0	0	Per staffing model
Armory/Key	1	0	0	0	Per staffing model
Tool	1	0	0	0	Per staffing model
Intel	1	0	0	0	Per staffing model
Principle Hearing	1	0	0	0	Per staffing model
Disciplinary	1	0	0	0	Facility specific – <i>Population/custody level</i>
TOTAL	7	2	5	0	

Relief factor of 1.25*

Total FTE to include relief factor: 16.25 – 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska State Penitentiary
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Central Control*	0	2	2	2	Per staffing model
Turnkey*	0	2	2	0	Facility specific — <i>Size of facility/population</i>
Programs/Activities*	0	4	4	0	Per staffing model
RTC Gate*	0	1	1	0	Facility specific — <i>Physical plant</i>
Kitchen*	0	2	2	0	Per staffing model
Recreation*	0	2	2	0	Per staffing model
Skilled Nursing Facility*	0	1	1	1	Per staffing model
Video Monitoring*	0	1	1	0	Per staffing model
Movement/Escorts *	0	9	9	6	Per staffing model — <i>Max/Min model used</i>
Towers*	0	9	9	6	Facility specific — <i>Physical plant/custody level</i>
Front Entrance*	0	1	1	0	Per staffing model
Housing Unit 1*	0	4	4	2	Per staffing model
Housing Unit 2*	0	4	4	2	Per staffing model
Housing Unit 3*	0	4	4	2	Per staffing model
Housing Unit 4*	0	5	5	2	Per staffing model
Housing Unit 5*	0	4	4	2	Per staffing model
Housing Unit 6 Office*	0	1	1	1	Per staffing model
Housing Unit 6 B*	0	1	1	1	Per staffing model
Housing Unit 6 C*	0	1	1	1	Per staffing model
Housing Unit 7*	0	3	3	2	Per staffing model
Housing Unit 8*	0	3	3	2	Per staffing model
Housing 7/8 Rover*	0	0	0	1	Facility specific — <i>Physical plant</i>
Restrictive Housing Unit*	0	2	2	2	Facility specific — <i>Custody level</i>
TOTAL	0	66	66	35	

Relief factor of 1.74*

Total FTE to include relief factor: 290.58 — 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Nebraska State Penitentiary
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	Day	Shift			Comments
		1st	2nd	3rd	
Intel	2	0	0	0	Per staffing model
Clinic*	0	1	1	0	Per staffing model
Visiting*	0	0	4	0	Per staffing model
Disciplinary	2	0	0	0	Per staffing model
Canine	1	0	0	0	Facility specific – <i>Dept. assignment</i>
Property/Intake*	0	1	1	0	Per staffing model
Industries - TEK 1*	1	0	0	0	Per staffing model
Industries - TEK 2*	1	0	0	0	Per staffing model
Industries - Wood Shop*	1	0	0	0	Per staffing model
Industries - Metal/Plate Shop*	1	0	0	0	Per staffing model
Industries - Laundry*	1	0	0	0	Per staffing model
Metal Detector/ CSI Gate *	1	0	0	0	Facility specific – <i>Physical plant</i>
Travel Orders*	6	0	0	0	Per staffing model
Central Control*	1	0	0	0	Per staffing model
TOTAL	18	2	6	0	

*Relief factor of 1.25

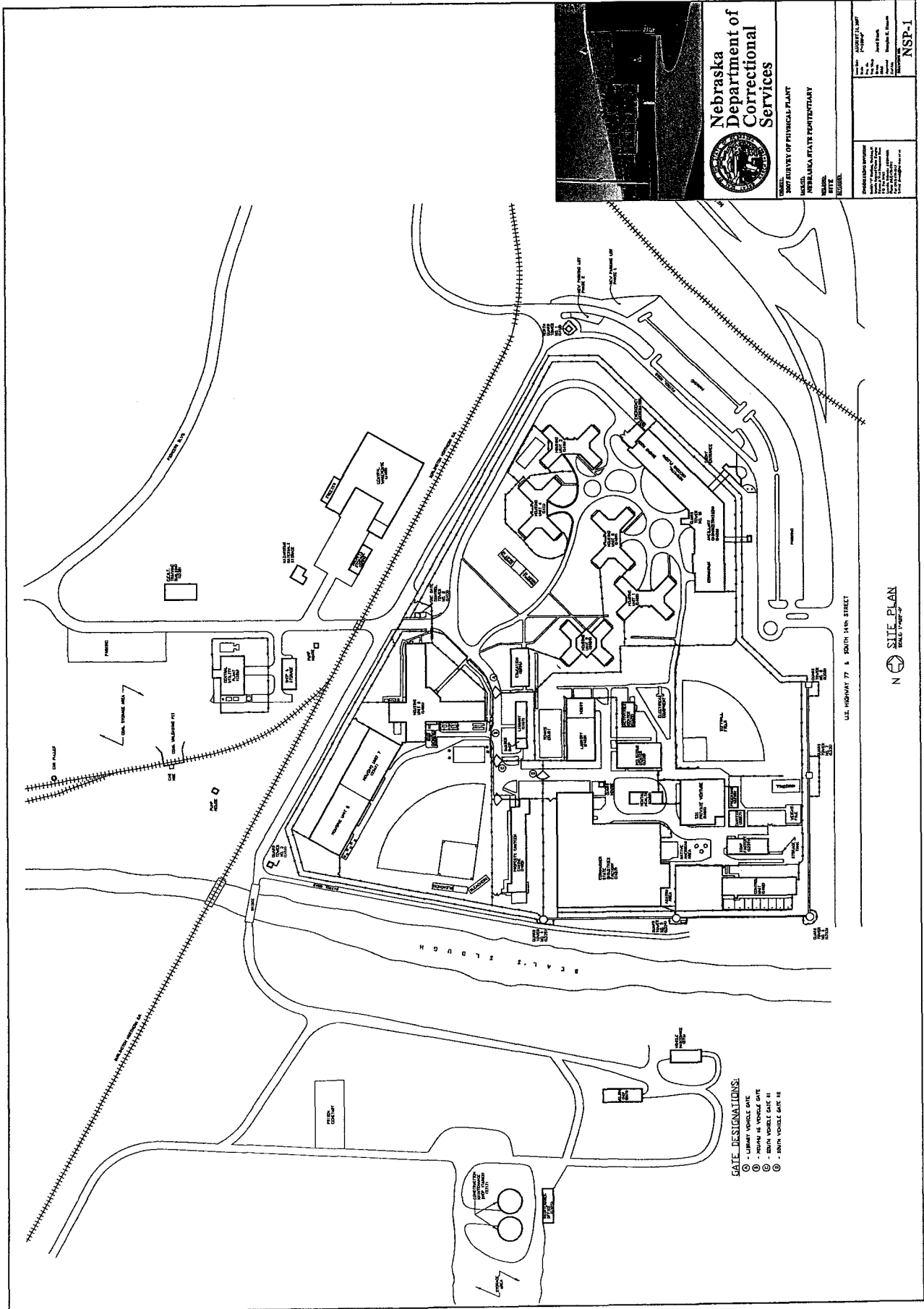
Total FTE to include relief factor: 31.25 – 5 Day Corporals

NSP Specific Recommendations

- Tool Control – Per the staffing model, upgrade from a Corporal to a Sergeant to inspect, control and inventory tools on an ongoing basis. The Sergeant will also establish accountability and responsibility for issue, storage, receipt and disposal of tools.
- Armory/Key – Per the staffing model, combine the Tool Corporal with the Armory Sergeant to create an Armory/Key Sergeant position.
- Intel - Assign a Sergeant to work with sensitive information and assist the Intel Captain in such duties. The Intel Sergeant will complete mail monitoring, phone monitoring, facilitate staff and inmate searches, gather Security Threat Group Intel and other tasks as identified by the Intel Captain.
- Restrictive Housing Unit - Utilize one Sergeant each shift in Restrictive Housing Unit.
- Housing Units (1,2,3 and 5) - Utilize recommended staffing model of two Sergeants one on first shift and one on second shift, five days weekly for maximum custody unit staffing.
- Housing Unit (4) - Partly utilized as restrictive housing. Assign one Sergeant on first shift and one on second shift seven days a week.
- Housing Unit (6, 7 and 8) - Utilize recommended staffing model of one Sergeant on second shift five days weekly.
- Programs/Activities - Assign four Corporals to cover Programs/Activities. Areas to include: Education, Library, Activities/Clubs and Religious Center.
- Visiting - Assign four Corporals to second shift.
- Video Monitoring – Assign a Corporal to monitor inmate activity via video monitoring on first and second shift.
- Woodshop – Assign a Corporal to supervise inmate activity in the area.
- Metal/Plate Shop – Assign a Corporal to supervise inmate activity in the area.
- Movement/Escorts – Supervise and provide internal movement of inmates. Assign posts according to custody model for maximum and minimum facility staffing.
- Travel Orders – Given the number of travel orders annually six additional Corporals assigned to day shift would provide adequate staff.
- Housing Units – Utilize recommended staffing model, maximum custody for unit staffing (1,2,3,4 and 5) and staffing model, minimum bay/dorm for unit staffing (6,7 and 8).
- Housing Unit 7/8 Rover – Additional Corporal to assist with supervision of inmates in housing units seven and eight on third shift only.
- Recreation – Assign two Corporals to assist with maximizing recreation time for the inmates in the Gym and recreation yards.
- Tower – Recommend eliminating one post assigned to Tower 2, Monday through Friday. Additionally, a Security Assessment is recommended for consideration of additional security equipment/fencing at the West Wire Gate area.
- Vehicle Gate – Recommend eliminating the Corporal post.
- Photo Lab - Recommend eliminating this position.
- Recycling/Kennel – Recommend eliminating this position.
- CSI Gate/Metal Detector – Recommend combining this post.
- Disciplinary – Upgrade one Corporal position to Sergeant.
- Turnkey – Recommend eliminating the Sergeant post on first and second shift.

Attachments

- A. Map



Attachment 9

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

OMAHA CORRECTIONAL CENTER

Prison Staffing Analysis

October 14-16, 2015

Table of Contents - OCC

Staffing Analysis Team Information	9-2
Facility Design and Location	9-2
Institutional Profile	9-4
Operations	9-9
Programs	9-9
Additional Services	9-10
Activity Schedule	9-10
Activity Schedule Charts	9-12
Shift Relief Factors (SRF)	9-14
Summary of Observations	9-14
Summary of Post Planning Results	9-18
Current Post Plan/Previous Relief Factor	9-19
Current Post Plan/Current Relief Factor	9-20
Proposed Post Plan	9-21
Custody Post Analysis Summary	9-22
Facility Specific Recommendations	9-30
Attachment: Facility Map	9-32

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

OMAHA CORRECTIONAL CENTER

Prison Staffing Analysis

October 14-16, 2015

Staffing Analysis Team (SAT)

The SAT held an organizational meeting prior to conducting the analysis. Assignments were given to ensure all custody and housing unit posts were analyzed on all three shifts. The observations on post took approximately 2 ½ days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Barbara Lewien, Warden – Omaha Correctional Center
- Michele Capps, Deputy Warden – Nebraska State Penitentiary
- Thomas English, Major – Omaha Correctional Center
- Chris Peters, Business Manager – Federal Surplus Property
- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center
- Trish Bernhards, Assistant Warden, Nebraska Correctional Youth Facility
- Rich Brittenham, Captain – Nebraska State Penitentiary
- Linda Bos, Human Resource Manager – Central Office
- Craig Gable, Lieutenant – Tecumseh State Correctional Institution

Facility Design and Location

The Omaha Correctional Center (OCC) is a medium/minimum security facility located on 37 acres in east Omaha. It is the third largest facility within the Nebraska Department of Correctional Services (NDCS). The facility was opened on April 24, 1984 with a designed capacity of 240 inmate beds. In 1994, an additional housing unit was built increasing the designed capacity to 396 inmate beds. Currently, OCC has 781 inmate beds located in four housing units. Housing Units J1, J2 and K are the original housing units. These housing units consist of two-person cells. Housing Unit J3 is divided into three wings with 8-person rooms. One wing of J3 is an In-Patient Substance Abuse Unit. Additionally, OCC has a Restrictive Housing Unit (RHU) with eleven cells located between the Programs Area and the Medical Clinic.

Historically, OCC has maintained a population of approximately 20% medium and 80% minimum. Today, those numbers are 36% medium and 64% minimum. No information was available on length of stay; however it is currently being researched. The current average operating capacity of OCC is 765. Typically, OCC operates at about 190% of the designed capacity. It should be noted that the last significant assault on staff occurred in late 2014, staff grievances are very low, staff mandatory overtime

is low, voluntary overtime is high and sick leave usage is average. Inmate on inmate assaults and fights do occur but at a low rate. Inmate grievances are also low.

There are a total of 16 buildings and one tower accessed through the administration building. The facility is surrounded by two 12-foot fences. Razor wire and fence alarms are part of the fence security. The North Gate is the vehicle sally port for the facility. The pedestrian sally port is through the administration building. There is also an interior pedestrian and vehicle sally port known as East Gate allowing emergency vehicle traffic as well as foot traffic to the industries areas and religious lands.

There are currently several maintenance projects OCC is preparing for requiring the entrance of contractors. These projects are all roofing projects due to storm damage. Two of the housing units are on the 309 Task Force project list as they require window replacement and exterior brick replacement. There are several issues with the windows around the facility that are also on the 309 Task Force project list. Priority level for these projects is not high on the 309 Task Force list.

Please see the attached Institutional Profile providing more specific information about OCC.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: OCC

Date: 10/24/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	For own - CCCO inmates and Parole Violators do return to OCC
Does the facility provide specialized chronic care services such as dialyses, hospice or geriatric?	No
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as pre or post disciplinary confinement	Yes
Administrative Confinement	No
Immediate Segregation	Yes
Protective Segregation	No
Intensive Management	No
Disciplinary Segregation	Yes
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	Yes
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	396
What is the facility Operational Capacity	666
Average Daily Population for the last year	765
Custody Level	Med/Min
What are the external boundaries of the facility	Double 12' fences topped with Razor Wire, One Tower
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes

Cross Fencing	Yes	
Turnkeys	No	
Internal towers	No	
Other	Vehicle Perimeter Patrol	
Perimeter		
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes	
Is the barrier sufficient to detain/delay escape	Yes	
Are there any impairments to good sight lines e.g. terrain; fence.	Yes, trees and buildings	
What is the frequency and severity of visibility impairment such as fog or dust storms	Rare, winter storms/fog	
Is the perimeter and yard lighting level sufficient	Yes	
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Vehicle entrance for emergency vehicles, inmate transfers and deliveries to internal supply, pedestrian traffic to industries, grounds keeping and religious lands	
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby	
What type of perimeter vehicle is available, and is it a fixed or mobile post	Car or Van- Mobile	
Communications		
Do all staff in inmate areas have radios	Yes	
Does the facility have operational intercoms/paging systems	Yes	
Are staff equipped with personal body alarms or other emergency notification equipment	Yes	
Inmate Housing		
Is the inmate housing construction type appropriate for population housed	Yes	
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	HU's J1, J2, K are secured double-bunked cells, HU J3 are unsecured 8-person cells	
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes, cameras have been installed	
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct 0600-2200. Secure 2200-0600	
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote and/or manually keyed in J1, J2, K; Inmates have room keys in J1, J2, K; Unsecured must be manually keyed in J3	
Inmate Population		
What is the percentage of overrides from agency custody level criteria allowed	No information available.	
What is the frequency of inmate disciplinary misconducts & types	2014- 5,558 2014 Class 1- 802	2015- 3,969 2015 Class 1- 353

What is the frequency and seriousness of inmate on staff assaults	Total of (6) staff assaults in past 5 years. 3 in 2013; 2 in 2014; 1 in 2015 (pushing)
What is the frequency and seriousness of inmate-on-inmate assaults	Total of (39) in 2014, 1 weapon used Total to date 2015 (32), no weapons used
Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Recent increase in medium custody percentage from 20% to 36%; reentry to community custody is encouraged and sought
Is there significant gang or STG influences	Yes
Disciplinary Process	Per policy
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes when needed
unrestricted, open campus style	Yes
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	Yes
Visitation	
What is the visitation schedule	W/Th/F 1330-1645; 1715-2030 Sa/Su 0745-1045; 1200-1500
Are visits contact or non-contact or both	Contact only
What is the process for visitor registration/sign-in and are security staff assigned full-time	OCC Pass Clerk will process visitors and monitor the visiting room as needed. Central Control staff aids in monitoring visits. Yard staff will escort the inmates and complete the strip search in and out of visiting.
What is the duration of visits	2-3 hours per visit.
What are the search requirements for inmates and visitors	Inmates are strip searched. Visitors pass through metal detector and are pat searched.
Work Assignments	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Food service, HU porters, maintenance and grounds, medical porters, laundry
Are there any essential work details in the community	No
What work details are optional/can be shut down	Gym, Programs, industries, Recreation, library, religion

Food Service	
Is food service contracted or state run	State
Are any inmates fed in-cell, if so how many	Yes, Restrictive Housing; Average is approx. 17
Are inmates fed in central dining areas or in common areas in housing units	Central Dining
How are inmates escorted/sent to dining areas	Intercom announcement rotation of units called and proceed to dining upon call; open campus
How many staff are assigned to dining areas	3 custody staff assigned during meals; 0 custody staff during prep time.
Programs	
List of Programs by:	
Number and types	Numerous programs offered including: Moral Reconciliation Therapy (MRT), 7 Habits, General Education, Parenting, College, Alcoholics Anonymous (AA), Narcotics Anonymous (NA), Clubs, In-Patient Substance Abuse, Domestic Violence, Outpatient Sex Offender, Anger Management, Religion
Hours of operation	Programs occur daily - see activity chart
Total participants and individual class/group size	Varies - average 15
Contracted or institutional staff supervised	Both
Are programs considered as a function or determining factor in inmate idleness	Yes
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	
Medical, Dental, Mental health	2014 - 635/ yr (2860.38 hrs) Thru 10/28/15 - 331/ yr (1223.36 hrs)
Hospital stays TO's	2014 - 67/ yr (5738.81 hrs) Thru 10/28/15 - / yr (1302.57 hrs)
Court appearances	2014 - 7/ yr (17.03 hrs) Thru 10/28/15 - 6/ yr (29.42 hrs)
Transfers	2014 - 109/ yr (722.15 hrs) Thru 10/28/15 - 47/ yr (330.91 hrs)
At outside hospitals, is there a prison ward, or does the sending institution provide security	Institution provides security plus we provide security for other facility's inmates coming to Omaha for hospital visits; Hospital has security that is notified and may assist.
Are there other routine outside transports	2014 - 20/ yr (48.81 hrs) Thru 10/28/15 - 7/yr (31.08 hrs)
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Douglas County pays substantially more, low unemployment rate.

Attendance issues (e.g., overtime, sick leave abuse)	Sick leave and mandatory overtime is average or low; voluntary overtime is typically high
Staff grievances concerning post assignments, overtime, training, and so forth.	1 – grievance reference to bidding for post
Critical incidents within the past five years	STG activity; small number of staff assaults; contraband introduction of synthetic marijuana has led to various medical emergencies
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes , PREA
ACA Accreditation Standards affecting staffing	No

Operations

OCC operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. Each housing unit operates on first and second shift with a Unit Manager, Unit Case Managers and Unit Caseworkers assigned to each unit. The units are operated by custody staff on third shift. Day shift staff includes administrative and support staff as well as various additional staff such as Cornhusker State Industries (CSI) staff, etc.

There are many shared services between the Omaha facilities. OCC provides services to the Community Correctional Center – Omaha (CCCO) and/or the Nebraska Correctional Youth Facility (NCYF) in the following areas:

- Emergency Management
- Inmate Records
- Human Resources
- Business Office
- Supply
- Maintenance
- Safety/Sanitation
- Medical/Dental
- Inmate Mail

Programs

Inmates are offered a variety of programs at OCC. Programs afford educational and treatment opportunities. Programs offered at OCC are provided by: an active volunteer base, health services staff, re-entry partners, contract employees and OCC employees. The following programs and services are provided but not limited to:

- Mental Health Counseling
- Outpatient Sex Offender Program (O-help)
- Anger Management
- Domestic Violence Programming
- Inpatient Substance Abuse Programming
- Cornhusker State Industries
- Adult Basic Education/GED/High School
- Metro Community College courses
- Parenting – Inside Out Dads
- Daddy Day Visits
- Financial Peace University
- 7 Habits on the Inside
- Moral Reconciliation Therapy
- Recreation Programs and Services
- Inmate Music Program
- Inmate Clubs
- Religious Services
- Library Services

- Alternative to Violence
- Planning with a Purpose

Additional Available Services

A medical clinic is located within the facility. In addition to serving the medical needs of the OCC population, the medical clinic serves the inmates of CCCO located across from OCC. CCCO inmates are processed into OCC for these services requiring OCC staff to conduct searches of the inmate in/out of the facility. Additionally, OCC staff provide escort of these inmates to the medical clinic.

The Physician and other clinic staff must also travel to the NCYF, located approximately 3 blocks away, to provide services to their inmate population.

A dental clinic is located within the medical area. Currently a contract exists for a dentist and his assistants to enter OCC to provide services.

OCC operates with a central pill call located just outside the medical clinic. Pill call is conducted three times a day and requires custody staff to monitor this activity. The number of inmates with medications determines the time needed for custody staff to complete this duty. OCC has two pill call windows; however, currently is only able to operate one window during pill call due to staffing levels both within medical and security.

Given that OCC has limited medical services within the facility, many travel orders are utilized for various services within the Omaha community. These travel orders are completed predominantly by custody staff and completed in compliance with the NDCS Security Manual. The travel order numbers were considered by the SAT during this analysis and contribute to the overall staff needs. Additionally, a recent change in the number of medium security inmates increases the staff needed to complete travel orders, as a travel order for a medium security inmate requires two staff according to policy where a minimum security inmate typically requires one staff member.

Activity Schedule

It is important to note OCC operates with an open campus. Inmates move about the facility when the yard is open. The housing units run hourly doors during certain periods of the day limiting the amount of traffic in and out. The gymnasium and other outside recreation areas are typically open during the majority of the day. There are areas inmates need a pass in order to access such as medical, education, etc. The open campus allows for all inmates to be on the yard at one time. During nice weather conditions, there are large numbers of inmates on the yard at one time.

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order.

Although inmate visitation is on the Activities Chart, it is important to note the staff intensive needs of visitation through visitor processing, inmate processing and observation of visits. Restrictive Housing visits occur on Thursday evenings. These visits are also staff intensive and require scheduling based upon the inmate's reason for restrictive housing placement.

OCC processes approximately 350 visitors in an average week. Only the Nebraska State Penitentiary processes more visitors than OCC within NDCS.

Please see the attached OCC Activities Charts for both weekdays and weekends.

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Armory/Key Sergeant

- Clearly a massive amount of work assigned to one staff member. OCC also has inmate room keys this employee must manage in addition to other key control responsibilities.
- This position is responsible for maintaining about 7000 keys, 800 locks, re-issuing OC spray, ordering security equipment and supplies, counting ammunition, issuing and checking weapons for perimeter patrols, completing NCIC checks and assists with Central Control.
- Although work load is exceptionally large, this employee assists Central Control frequently due to needed assistance.

Tool Sergeant

- Tool control for this size of facility is significant with maintenance, medical, dental, industries tools and all other facility area tools.
- This position maintains approximately 6,000 tools.
- A comparison of current Armory/Key/Tool Sergeant's position to others within NDCS indicate this position requires two FTE's – 1 Armory/Key and 1 Tool Sergeant.

Central Control

- One custody staff assigned to manage all facility entry, phone lines including the CCCO phone lines, distribute keys and equipment, monitor cameras, dispatch vehicles, data entry on inmate movement, operate doors and vehicle gate.
- A large amount of work for one staff to safely manage. This is an essential post with a large amount of traffic and responsibility.
- Second Shift Central Control has the busiest time during 1400 to 1630 hours mostly due to phone calls, staff entering and exiting, visitation and other movement.

Programs/Education Officer

- The Programs/Education Officer covers the mental health, education, commons and maintenance areas. The Officer was utilized from this area to cover CCCO inmate escorts and searches. This Officer may cover medical during pill call due to high volume of activity in medical at one time.
- The large area and number of areas this Officer covers prevents from longer terms of supervision but rather results in area checks completed by the Commons Officer.
- Other areas the Commons Officer covered included: east gate assistance, visiting assistance, vendor escorts, travel orders, UA collections and dining supervision.

Disciplinary/Property

- These areas appear to be adequately staffed and in line with assigned duties.

East Gate and Industries

- Two staff currently assigned to the East Gate post with overlapping hours. Main task is to process inmates in and out of the CSI shops. Yard staff also assist in this process.
- A significant amount of activity in the shops with many tools and areas where security may be a concern. Industries does not currently have any custody staff assigned leaving only CSI staff to monitor all shop areas.

Gym/Canteen Officer

- This position covers gym, canteen and ball field. When recreation staff are not present, the gym may close and the custody staff assists on the yard. The Gym Officer also covers dining hall during meal time.
- This work conducted at this post is often dictated by weather conditions.
- This post was utilized frequently to cover the canteen, leaving the gym without a security presence.

Housing Unit (J3)

- Each wing was assigned one Unit Caseworker (UCW). This unit does not have locking cell doors and has 8 inmates per room. The last staff assault occurred in this unit. If the UCW needs a break, no back up is available except yard staff.
- The difficulty in performing room and area searches was noted. The large number of inmates per room and the amount of property is significant.
- The original design of this unit was four inmates per room. When J1 was closed for construction, inmates were relocated to J3. Once J1 re-opened the inmate beds remained filled in J3 bringing the count to the current number today. The staff assigned to this unit did not increase.

Housing Units (K, J1 and J2)

- Noted clean and orderly units supervised appropriately with number of staff currently assigned.
- Second shift had concerns regarding the yard closing 30 minutes before the unit was locked down. Observations and staff interview indicate this is a busy time but manageable due to yard staff entering each unit to assist.
- The busiest times noted were following count through meal times including approximately 30 minutes after meals were completed.

Kitchen

- No custody staff are assigned to the kitchen. Food service provides all supervision for inmates working in the kitchen.
- Inmates assigned to work in the kitchen begin their day at 0400 hours. The Food service staff were responsible for watching up to 35 inmates at one time. The layout of the kitchen increases difficulty in supervision of the inmate population.

Medical Clinic/Dental/Pill Call

- One custody staff is assigned to the area. When pill call begins, the medical staff must supervise the medical area while the officer watches pill call. The number of inmates allowed in medical is reduced to four during this time.

- A second pill call window is available but unused due to lack of staff to watch two lines. Use would speed up the pill call process significantly. If two lines were used, the nursing staff would also need to increase or a schedule change would need to occur to accommodate this addition.

Vehicle Gate

- This post appears adequately staffed with one custody staff. It is a busy post but does not have overwhelming duties assigned. The assignment of one staff member is appropriate, however an increased command presence should be considered given the security risks associated with a vehicle sally port.

Restrictive Housing

- One custody staff is assigned to this post. Newly implemented procedures for use of the come-along and procedures for staff to speak to inmates in restrictive housing are cumbersome and leave no one to watch the gallery or run doors while the assigned Corporal is assisting with these new procedures.
- This position can also complete camera monitoring. A new camera monitoring room could be assigned this duty with the addition of an Intel position.

Visitation

- While OCC is the third largest facility within NDCS, OCC typically process the second largest number of visitors. Only one Pass Clerk is assigned to process visitors at the front entrance.
- The visiting room also has an outdoor courtyard opened during acceptable weather conditions. There are only two staff assigned to watch up to 80 visitors and the inmates.
- Both staff currently assigned to visitation are male requiring a female staff to be called to the area upon the need to search a female visitor.

Shift Lieutenant/Supervisor

- The Shift Lieutenants do spend a great deal of time completing forms, documents and computer work in the supervision of their shift. A great deal of time is spent with Telestaff, Kronos, EDC performance plans, scheduling training, and other paper or computer work associated with the position. This removes the ability for the Supervisor to be visible and out observing staff on post and overall shift management.
- Allowing Sergeants or assigning an office personnel to assist may alleviate the amount of office work completed by the Lieutenant and allow for more supervisory functions.

Yard Staff

- There were very few yard staff who were actually on the yard. These staff were utilized to take escorts, take travel orders, process in travel orders, process newly transferred inmates, complete strip searches in/out of visitation, escort vendors, perform searches, assist in restrictive housing and escort inmates from CCCO for medical appointments.
- Assigned to complete duties or provide coverage for other posts when needed. Yard staff are expected to complete UA collections as well. The average number of travel orders per day equals two which are typically assigned to the yard staff. This position also fills other post vacancies. It was noted the yard staff were assigned to so many details the yard was left unsupervised.
- Yard staff also assist in the units during second shift after yard closes and before the unit locks down.

- Thursdays on second shift are particularly busy days for yard staff due to dining, restrictive housing visits, pill call, various programs, general population visitation and other activities all occurring right about the same times.
- Regarding incident and/or emergency management, it was noted there are so many activities needing supervision that should an incident occur, there would not be sufficient staff available to manage and resolve an incident-particularly on Wednesdays and Thursdays during second shift.
- Third shift yard staff indicate being busy but believe there is adequate coverage for duties.

Activities/Clubs

- OCC currently relies on one administrative staff member to cover all volunteer and club activities. This is not sufficient coverage because when that staff member is absent, a custody staff member is assigned to complete the duties in their absence.

Additional Observations

- OCC spent 9,056.18 hours on travel orders in 2014. So far in 2015, the number is 2,917.34 hours for a two year average of 6,278.49 per year. There are no designated staff escorts for these travel orders.
- Staff were generally satisfied with their jobs. A few mentioned being compensated through step raises for years of services and/or compensation for performance.
- The Critical Incident Conflict Resolution (CICR) training appears to be used frequently and may be effective in reducing the restrictive housing placements as well as resolving unit issues between inmates.
- It was noted there are many trends that may contribute to the overall allotted staffing at OCC including: low frequency of staff grievances, rare staff assaults, minimal use of mandatory overtime and overall facility culture. Also contributing may be inmate classification, open yard concept, low inmate grievances, low incidents of inmate-on-inmate fights and assaults.
- Although OCC is the third largest facility and has designated posts, many staff were taken away from their posts to cover other areas, particularly travel orders, searches, etc. This is typically seen in much smaller facilities than OCC. The SAT observed the facility although large within the NDCS system, operates similarly to a smaller facility.
- The recent change in procedure for dispatching a travel order has added to the work load of staff. Past practice dispatched travel orders through the front pedestrian sally port. Recently, a change was made dispatching travel orders through the vehicle gate. Staff view this as cumbersome and less secure than past practice.
- OCC should also consider assigning a female only post to the visitation room as currently, both staff are male and female staff must be called to the area in order to complete searches of female visitors using the restroom.
- Consideration should be given to changing the RHU visiting day and times as it is currently at the busiest time and day of the week.
- The Industries Gate should maintain current staffing level. Change post assignment to include this post assisting in industries security.
- OCC has a video monitoring room that is currently staffed by yard staff. There are no staff specifically assigned so staff are utilized from other posts. Assigning a specific staff person would enhance video surveillance and ensure other staff can remain on their assigned posts.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/ Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Omaha Correctional Center

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day		Day	1st	2nd	3rd				
Majors Office	Major	Security Administrator	X			1				1.00	1.00		
Captains Office	Captain	Operations	X			1				1.00	1.00		
Captains Office	Captain	Intel.	X			1				1.00	1.00		
SUBTOTAL	Administrative					3	0	0	0		3.00	3.00	0.00
Lieutenants	Lieutenant	Shift Supervisor		X			1	1		1.90	3.80		
Lieutenants	Lieutenant	Shift Supervisor		X					1	1.90	1.90		
SUBTOTAL	Lieutenants					0	1	1	1		5.70	5.00	0.70
Sergeant	Sergeant	ERT Lead, Asst. Shift Sup.		X			1	1	1	1.90	5.70		
Army Sergeant	Sergeant	Armory & Key Control	X			1				1.00	1.00		
SUBTOTAL	Sergeants					1	1	1	1		6.70	7.00	0.30
Central Control	Corporal	Control Facility Moves		X			1	1	1	1.90	5.70		
Lead Yard	Corporal	Yard Supervision		X			1	1	1	1.90	5.70		
Control Unit	Corporal	Supervise RHU		X			1	1	1	1.90	5.70		
Gym	Corporal	Supervise Gym, Barber		X			1	1	1	1.90	5.70		
J3 Unit	Corporal	3rd shift J3 wings		X					3	1.90	5.70		
Property	Corporal	Control/Store Property	X				1			1.30	1.30		
Library	Corporal	IDC Hearings / Library	X				1			1.30	1.30		
Vehicle Gate	Corporal	Control Vehicle Traffic	X				1			1.30	1.30		
Pass Clerk	Corporal	Process visitors	X				1			1.30	1.30		
Visiting	Corporal	Supervise Visiting	X				2			1.30	2.60		
Industries	Corporal	Supervise access to area	X				1			1.30	1.30		
Disciplinary	Corporal	Coordinate IDC hearings	X				1			1.00	1.00		
Canine	Corporal	Drug Detection	X				1			1.00	1.00		
SUBTOTAL	Corporals					9	4	4	6		37.70	41.00	3.30
Yard (1&2)	Officer	Supervise Yard		X			2	2	2	1.90	11.40		
Medical clinic	Officer	Supervise Clinic		X			1	1		1.90	3.80		
3rd shift J1/J2/K	Officer	3rd shift unit coverage		X					3	1.90	5.70		
Tower	Officer	Perimeter support		X			1	1	1	1.90	5.70		
Perimeter	Officer	Perimeter Security		X			1	1	1	1.90	5.70		
Education / Programs	Officer	Supervise Commons	X				1	1		1.30	2.60		
Industries	Officer	Industry Security	X				1			1.30	1.30		
Library	Officer	Supervises Library	X				1	1		1.30	1.30		
Turnkey	Officer	Front entrance security	X				1			1.30	1.30		
SUBTOTAL	Officers					2	6	7	6		36.90	29.00	7.90
UCW J1 (1)	Unit Caseworker	Supervise inmate activities		X			1	1		1.90	3.80		
UCW J1 (2)	Unit Caseworker	Supervise inmate activities		X			1	1		1.90	3.80		
UCW J2 (1)	Unit Caseworker	Supervise inmate activities		X			1	1		1.90	3.80		
UCW J2 (2)	Unit Caseworker	Supervise inmate activities		X			1	1		1.90	3.80		
UCW J3 A	Unit Caseworker	Supervise inmate activities		X			1	1		1.90	3.80		
UCW J3 B	Unit Caseworker	Supervise inmate activities		X			1	1		1.90	3.80		
UCW J3 C	Unit Caseworker	Supervise inmate activities		X			1	1		1.90	3.80		
UCW J3 Rover	Unit Caseworker	Supervise inmate activities		X			1	1		1.90	3.80		
UCW K (1)	Unit Caseworker	Supervise inmate activities		X			1	1		1.90	3.80		
UCW K (2)	Unit Caseworker	Supervise inmate activities		X			1	1		1.90	3.80		
SUBTOTAL	Unit Caseworkers					0	10	10	0		38.00	35.00	3.00
TOTALS											120.00	120.00	(6.00)

** Authorized FTE does NOT include Maintenance Cpl.

Minimal Post Staffing Analysis

Institution: Omaha Correctional Center

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd				
Majors Office	Major	Security Administrator	X		1			1.00	1.00		
Captains Office	Captain	Operations	X		1			1.00	1.00		
Captains Office	Captain	Intel.	X		1			1.00	1.00		
SUBTOTAL	Administrative				3	0	0	3.00	3.00	0.00	0.00
Lieutenants	Lieutenant	Shift Supervisor		X	1	1		1.74	3.48		
Lieutenants	Lieutenant	Shift Supervisor		X			1	1.74	1.74		
SUBTOTAL	Lieutenants				1	1	1	3.48	5.22	5.00	(0.22)
Sergeant	Sergeant	ERT Lead, Asst. Shift Sup.	X		1	1	1	1.00	1.00		
Army Sergeant	Sergeant	Armory & Key Control	X		1			1.00	1.00		
SUBTOTAL	Sergeants				2	1	1	2.00	2.00	2.00	0.00
Central Control	Corporal	Control Facility Moves		X	1	1		1.74	5.22		
Lead Yard	Corporal	Yard Supervision		X	1	1	1	1.74	5.22		
Control Unit	Corporal	Supervise RHU		X	1	1	1	1.74	5.22		
Gym	Corporal	Supervise Gym, Barber		X	1	1		1.74	3.48		
J3 Unit	Corporal	3rd shift J3 wings		X			3	1.74	5.22		
Property	Corporal	Control/Store Property	X		1			1.25	1.25		
Library	Corporal	IDC Hearings / Library	X		1			1.25	1.25		
Vehicle Gate	Corporal	Control Vehicle Traffic	X		1			1.25	1.25		
Pass Clerk	Corporal	Process visitors	X		1			1.25	1.25		
Visiting	Corporal	Supervise Visiting	X		2			1.25	2.50		
Industries	Corporal	Supervise access to area	X		1			1.25	1.25		
Disciplinary	Corporal	Coordinate IDC hearings	X		1			1.00	1.00		
Canine	Corporal	Drug Detection	X		1			1.00	1.00		
SUBTOTAL	Corporals				9	4	6	35.11	41.00	5.89	5.89
Yard (1&2)	Officer	Supervise Yard		X	2	2		1.74	10.44		
Medical clinic	Officer	Supervise Clinic		X	1	1		1.74	3.48		
3rd shift J1/J2/K	Officer	3rd shift unit coverage		X			3	1.74	5.22		
Tower	Officer	Perimeter support		X	1	1		1.74	3.48		
Perimeter	Officer	Perimeter Security		X	1	1	1	1.74	5.22		
Education / Programs	Officer	Supervise Commons	X		1	1		1.25	2.50		
Industries	Officer	Industry Security	X		1			1.25	1.25		
Library	Officer	Supervises Library	X		1			1.25	1.25		
Turnkey	Officer	Front entrance security	X		1			1.25	1.25		
SUBTOTAL	Officers				2	6	6	12.00	29.00	17.00	(12.00)
UCW J1 (1)	Unit Caseworker	Supervise Inmate activities		X	1	1		1.74	3.48		
UCW J1 (2)	Unit Caseworker	Supervise Inmate activities		X	1	1		1.74	3.48		
UCW J2 (1)	Unit Caseworker	Supervise Inmate activities		X	1	1		1.74	3.48		
UCW J2 (2)	Unit Caseworker	Supervise Inmate activities		X	1	1		1.74	3.48		
UCW J3 A	Unit Caseworker	Supervise Inmate activities		X	1	1		1.74	3.48		
UCW J3 B	Unit Caseworker	Supervise Inmate activities		X	1	1		1.74	3.48		
UCW J3 C	Unit Caseworker	Supervise Inmate activities		X	1	1		1.74	3.48		
UCW J3 Rover	Unit Caseworker	Supervise Inmate activities		X	1	1		1.74	3.48		
UCW K (1)	Unit Caseworker	Supervise Inmate activities		X	1	1		1.74	3.48		
UCW K (2)	Unit Caseworker	Supervise Inmate activities		X	1	1		1.74	3.48		
SUBTOTAL	Unit Caseworkers				14	14	0	24.30	24.30	0.00	0.00
TOTALS									120.00	1.36	1.36

** Authorized FTE does NOT include Maintenance Cpl.

Minimal Post Staffing Analysis

Institution: Omaha Correctional Center

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type			# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day		Day	1st	2nd				
Security Administrator	Major	Security Administrator	X			1			1.00	1.00		
Administrative	Captain	Administrative	X			1			1.00	1.00		
Intel	Captain	Intel.	X			1			1.00	1.00		
SUBTOTAL	Administrative					3	0	0		3.00		0.00
Shift Supervisor	Lieutenant	Shift Supervisor		X		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants					0	1	1		5.22		0.22
Shift	Sergeant	ERT Lead, Asst. Shift Sup.		X		1	1	1	1.74	5.22		
Unit	Sergeant	Supervise Housing Units		X		1			1.74	1.74		
Vehicle Gate	Sergeant	Supervise Vehicle traffic	X			1			1.25	1.25		
Intel / PHO	Sergeant	Assist Intel Capt.	X			1			1.25	1.25		
Armory / Keys	Sergeant	Armory/Oversee Keys	X			1			1.00	1.00		
Tool / Industries	Sergeant	Oversee all tools	X			1			1.00	1.00		
SUBTOTAL	Sergeants					4	1	2		11.45		4.45
Central Control	Corporal	Control Facility Moves		X		1	1	1	1.74	5.22		
Movement / Escort	Corporal	Supervises Mass Movement		X		4	4	2	1.74	17.40		
RHU	Corporal	Supervise RHU		X		1	1	1	1.74	5.22		
HU J1	Corporal	Supervises HU J1		X		2	2	1	1.74	8.70		
HU J2	Corporal	Supervises HU J2		X		2	2	1	1.74	8.70		
HU J3	Corporal	Supervises HU J3		X		4	4	3	1.74	19.14		
HU K	Corporal	Supervises HU K		X		2	2	1	1.74	8.70		
Recreation	Corporal	Supervise Gym, Hair care		X		2	2		1.74	6.96		
Kitchen	Corporal	Supervise Kitchen		X		1	1		1.74	3.48		
Tower	Corporal	Perimeter support		X		1	1		1.74	3.48		
Perimeter	Corporal	Perimeter Security		X		1	1	1	1.74	5.22		
Video Monitoring	Corporal	Video monitoring		X		1	1		1.74	3.48		
Programs / Activities	Corporal	Supervise clubs, library		X		1	2		1.74	5.22		
Front Entrance	Corporal	Front entrance security		X		1	1		1.74	3.48		
Clinic	Corporal	Supervise Medical		X		1	1		1.25	2.50		
Property	Corporal	Control/Store Property		X		1	1		1.25	2.50		
Education/Programs	Corporal	Supervise Commons		X		1	1		1.25	2.50		
Visiting	Corporal	Supervise Visiting		X			4		1.25	5.00		
Industries	Corporal	Supervise access to area		X		2			1.25	2.50		
Travel Orders	Corporal	Escort Travel Orders		X		4			1.25	5.00		
Disciplinary	Corporal	IDC Hearings		X		1			1.00	1.00		
Canine	Corporal	Drug Detection		X		1			1.00	1.00		
SUBTOTAL	Corporals					8	27	11		125.40		21.40
TOTALS									146.08	120.00		26.08

Note: All Caseworker, Corporal and Officer Posts have been merged to Corporal
 ** authorized FTE does NOT include Maintenance Cpl

Custody Post Analysis Summary

Facility: Omaha Correctional Center

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Major	1	0/1	0
Correctional Captain	2	0/2	0
Correctional Lieutenant	6	6/0	1
Correctional Sergeant	12	9/3*	5
Correctional Corporal	126	122/4**	21
TOTAL FTE'S	147	137/10	27

***3 Sergeants N-MAND**

Armory/Keys
 Tool
 Intel/Principle Hearing

****4 Corporals N-MAND**

Canine
 Disciplinary
 Property (2)

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Omaha Correctional Center
JOB CLASSIFICATION: Correctional Major
POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 – 5 Day Major

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Omaha Correctional Center
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	1	0	0	0	Per staffing model
Intel	1	0	0	0	Per staffing model
TOTAL	2	0	0	0	

TOTAL FTE to include relief factor: 2.00 – 5 Day Captains

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Omaha Correctional Center
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 – 7 Day Lieutenants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Omaha Correctional Center
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
Unit*	0	0	1	0	Per staffing model
TOTAL	0	1	2	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 6.96 – 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Omaha Correctional Center
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Armory/Key	1	0	0	0	Per staffing model
Tool/ Industries*	1	0	0	0	Per staffing model
Intel/Principle Hearing	1	0	0	0	Per staffing model
Vehicle Gate*	1	0	0	0	Per staffing model
TOTAL	4	0	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 4.50 – 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Omaha Correctional Center
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Central Control*	0	1	1	1	Per staffing model
Movement/Escorts*	0	4	4	2	Per staffing model
Restrictive Housing Unit*	0	1	1	1	Facility specific -- <i>Unit size and mission</i>
Housing Unit (J-1, J-2, K)*	0	6	6	3	Facility specific -- <i>Physical plant</i>
Housing Unit J-3*	0	4	4	3	Facility specific -- <i>Physical plant</i>
Recreation*	0	2	2	0	Per staffing model
Programs/Activities*	0	1	2	0	Facility specific -- <i>Facility schedule</i>
Kitchen*	0	1	1	0	Per staffing model
Tower*	0	1	1	0	Facility specific -- <i>Physical plant</i>
Perimeter*	0	1	1	1	Facility specific -- <i>Physical plant</i>
Video Monitoring*	0	1	1	0	Per staffing model
Front Entrance*	0	1	1	0	Per staffing model
TOTAL	0	24	25	11	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 104.40 – 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Omaha Correctional Center
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Property*	0	1	1	0	Per staffing model
Programs/Activities*	0	1	1	0	Facility specific – <i>Facility schedule</i>
Disciplinary	1	0	0	0	Per staffing model
Industries*	2	0	0	0	Per staffing model
Travel Orders*	4	0	0	0	Per staffing model
Visiting*	0	0	4	0	Per staffing model
Canine	1	0	0	0	Facility specific – <i>Department assigned</i>
Clinic*	0	1	1	0	Per staffing model
TOTAL	8	3	7	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 22.00 – 5 Day Corporals

OCC Specific Recommendations

- Travel Orders – Given the number of travel orders annually four FTE's assigned to day or first shift would provide adequate staff.
- Movement/Escorts – While there is limited movement of large numbers of inmates at a given time, there is a great deal of internal movement with restrictive housing unit inmates, inmate transfers in/out, CCCO inmates entering for medical care, returning from community custody, parole violators returning, etc. There are no staff currently designated for this which is currently assigned to the yard staff.
- Tool Control/Industries – Add a custody position due to work load and security concerns. There is a large number of tools and keys that simply one staff member cannot manage these duties in addition to Armory/Key duties as is currently assigned. This would be a day shift position.
- Front Entrance – Add two custody Corporals for overlap of both first and second shift. OCC has assigned a Corporal here regularly due to searches of staff and visitors as well as property searches for those entering the facility. These staff would also assist in Central Control with monitoring and assisting with facility entry/exit, conducting NCIC checks, etc.
- Housing Unit J3 – Increase staffing in J3 housing unit to include one staff member as a rover between wings. This will provide a form of relief when the UCW needs a break or has assigned searches, etc. to complete. It is recommended the units be supervised by Corporals. This is in line with the recommended staffing model. J3 is occupied by over 300 inmates with about one-third currently being medium custody. These are positions for all three shifts.
- Kitchen – Add a custody Corporal position for security coverage. No custody are currently assigned. Food service staff should be providing supervision over the meal preparation, sanitation, serving and other food service related functions. Custody staff would be assigned for security reasons as many tools are used daily in this area. This is also an area that is vulnerable to PREA concerns and other inmate-on-inmate assaults or fights. These would be first and second shift posts. The second shift post would assist at pill call after food service was closed.
- Library – A staff member is noted on the post plan for second shift but it is not utilized for that purpose. No custody staff are currently assigned for first shift. First and second shift staff should be assigned for security purposes to this area. There are a number of inmates frequenting the library as the Social Workers are also working out of this area, increasing inmate traffic. This would fall under Programs/Activities staff.
- Housing Units (J1, J2, K) – Convert current Unit Caseworker positions to Corporal positions.
- Housing Units – Add a Unit Sergeant on second shift to act as a Supervisor.
- Principle Hearing/Intel Sergeant – Utilize this staff to conduct principle hearings for misconduct reports. Currently these duties are divided amongst staff. Currently, there is only a Captain assigned for Intel purposes. OCC has a video surveillance and phone monitoring area. This staff member would work with sensitive information and assist the Captain in such duties. OCC is currently piloting an Intel Sergeant position with the present staffing levels.
- Vehicle Gate – Upgrade the position from Corporal to Sergeant.

- Video Monitoring – Utilize Corporals assigned to this post to enhance security and intel and remain dedicated to video surveillance.
- Programs/Activities – Add a Corporal to monitor volunteer and club activities occurring each week within the facility.
- Lieutenant – Add a Lieutenant for shift coverage and relief.

Attachments

A. Map

Attachment 10

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

TECUMSEH STATE CORRECTIONAL INSTITUTION

Prison Staffing Analysis

November 16-18, 2015

Table of Contents- TSCI

Staffing Analysis Team Information	10-2
Facility Design and Location	10-2
Institutional Profile	10-5
Operations	10-10
Programs	10-10
Additional Services	10-10
Activity Schedule	10-11
Activity Schedule Chart	10-12
Shift Relief Factors (SRF)	10-13
Summary of Observations	10-13
Summary of Post Planning Results	10-15
Current Post Plan/Previous Relief Factor	10-16
Current Post Plan/Current Relief Factor	10-17
Proposed Post Plan	10-18
Custody Post Analysis Summary	10-19
Facility Specific Recommendations	10-27
Attachment: Facility Map	10-30

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

Tecumseh State Correctional Institution

Prison Staffing Analysis

November 16-18, 2015

Staffing Analysis Team (SAT)

The SAT met on November 16, 2015 to discuss the expectations of the analysis team and distribute assignments to ensure all custody and housing unit posts were analyzed on the two current shifts. At this time we discussed the importance of focusing on staffing as it would be on three eight hour shifts opposed to the current twelve hour staffing pattern. The observations on post took three days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Michele Capps, Deputy Warden- Nebraska State Penitentiary
- Rich Brittenham, Captain- Nebraska State Penitentiary
- Keith Ernst, Assistant Human Resource Administrator- Central Office
- Craig Gable, Lieutenant- Tecumseh State Correctional Institution
- Amber Gigstad, Unit Case Manager- Tecumseh State Correctional Institution
- James Jansen, Major- Tecumseh State Correctional Institution
- Christopher Ulrick, Sergeant- Tecumseh State Correctional Institution

Facility Design and Location

The Tecumseh State Correctional Institution (TSCI) is a medium/maximum security facility located one and a half miles north of Tecumseh. The site consists of 200 acres and approximately 350,000 gross square feet of building areas. The facility was established by LB150 in 1997 and in December of 1998 ground was broken and construction commenced. TSCI began accepting inmates in December of 2001. It is the second largest facility within the Nebraska Department of Correctional Services (NDCS). It was built with a designed capacity of 964 inmate beds and over the last several years additional bunks were added to existing single bunk cells, increasing the count to 1,210.

Housing Unit	Single or Double		Total Beds
1ABCD	Double Bunked	Protective Management	256
1E	Double Bunked	Residential Substance Abuse Program	64
1F	Double Bunked	Active Seniors	64
2ABCD	Double Bunked	Maximum Custody	256
3ABCD	Double Bunked	Medium Custody	256
RHU Agallery	½ gallery Double bunked	Secure Mental Health Gallery/RHU	62
RHU Bgallery	Single Cell	Restricted Housing - *3 Observation cells	36
RHU Cgallery	Single Cell	Intensive Management/RHU	16
RHU D	Double Bunked	Transitioning to General Population Max	32
RHU E	Double Bunked	Transitioning to General Population Max	84
RHU F	Double Bunked	Transitioning to General Population Max	84
SNIF	Single Cell	*Skilled Nursing Beds	10

***The 3 observation cells and 10 skilled nursing beds are not considered in total bed count.**

All inmates at TSCI are males adjudicated as adults and classified to medium or maximum custody. TSCI had a population of 47% (492) maximum and 53% (553) medium at during the month of December 2015. The facility has a capacity of 1,210 inmates, of which 840 are general population (GP). There are 64 beds in the Residential Substance Abuse Unit and 320 beds assigned to Protective Management/Mission Based Housing Unit. The 64 bed Residential Substance Abuse Unit will be converted into treatment for Protective Management in the near future. The facility also includes a 114 bed Special Management Unit for inmates who are being held on Immediate Segregation (IS) or classified to Administrative Confinement (AC), Disciplinary Restrictive Housing and Intensive Management (IM) statuses and inmates sentenced to the death penalty (ISDP).

The design for this facility is based on a multi-building, campus style, and site layout concept with General Population Housing Units, an In-Patient Substance Abuse Unit, a Protective Custody Unit, a Special Management Unit and several support service buildings. The facility provides spaces for a number of special programs directed at rehabilitation and returning inmates to society as law-abiding and productive citizens.

Housing units utilize a direct supervision, unit management philosophy with an enclosed officer control station in conjunction with the day room Unit Caseworkers. Contact visitation for the general population is accommodated in a centralized visitation area.

Restrictive housing inmate's visitation is accommodated via a CCTV/Video visitation system. The administration and support services buildings form a central building spine that connects with at 45,000 square foot correctional industry building, which provides employment opportunities for inmates.

The primary methods of facility security are a central door control system, a 12' high double perimeter fence, (which incorporate razor ribbon obstacles, an electronic detection system, and CCTV surveillance), a central tower and two armed perimeter mobile patrol units.

The gatehouse, warehouse, vehicle maintenance, and energy center are located outside of the secure perimeter fence of the facility. Primary access into the facility is through a secure underground tunnel from the gatehouse to the administration building. Vehicles enter through a sally port that enters a non-inmate accessible service yard area.

TSCI has been faced with several challenges on recruiting and retaining staff. 79% of TSCI's Officers, 61% of Corporals, 48% of Sergeants and 50% of the Lieutenants have five years or less with NDCS. They consistently have a large number of vacant positions open, sometimes reaching into the seventies. The vacancies for 2015 ranged from 27 to 76 total facility vacancies. TSCI had a total of 33 staff assaults for 2015 and total staff grievances during 2015 were 7. TSCI employees used on average 60.37 hours of sick leave for 2015.

There are several maintenance projects in progress at TSCI. There is another expansion of the Cornhusker State Industries (CSI) Woodshop, many roof repairs and replacement projects, installation of ice machines on the units, and ongoing issues related to construction and replacement of items that were damaged or destroyed from the disturbance on 05-10-15.

Please see the attached Institutional Profile providing more specific information about TSCI.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: TSCI

Date: 11/16/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Own population
Does the facility provide specialized chronic care services such as dialyses, hospice or geriatric?	Yes
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	Yes
Intensive Management	Yes
Disciplinary Segregation	Yes
Court Imposed Segregation	Yes
Does the facility house special populations-SNF	Yes
Geriatric/convalescent population	Yes
Drug treatment or other residential therapeutic programs	Yes
Youthful Offenders	No
Inmates sentenced to the death penalty	Yes
Secure Mental Health Unit	Yes
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	960
What is the facility Operational Capacity	1210
Average Daily Population for the last year	1025
Custody Level	Max/Med
What are the external boundaries of the facility	Double 12' fences topped with razor wire, one tower

Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes
Turnkeys	Yes
Internal towers	Yes
Other	Two vehicle perimeter patrol
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence.	No
What is the frequency and severity of visibility impairment such as fog or dust storms	Occasional winter storms/ Frequent fog
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Entrance is through TSCI Perimeter
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby.
What type of perimeter vehicle is available, and is it a fixed or mobile post	Car or Van- Mobile
Communications	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Units 2 and 3 are GP, double bunked. Unit 1 is mission based, double bunked. RHU is GP and RH. GP double bunked. ISDP and some AC cells single bunked.
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes and cameras have been installed
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct supervision
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote

Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	Total to date, Jan.2015-Oct.2015 IDC- 2001 UDC- 3518 Total -5519
What is the frequency and seriousness of inmate on staff assaults	Jan. 2014 to present is 37 without serious injury and 1 with serious injury.
What is the frequency and seriousness of inmate-on-inmate assaults	Jan. 2014 to present is 52 assaults.
Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Relatively stable
Is there significant gang or STG influences	Yes
Disciplinary Process	Per policy
Operations and Activities	
<i>Movement</i>	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes, by housing unit. Ratio varies.
unrestricted, open campus style	No
via pass system	No
time specific lines	No
combination depending on inmate status	No
<i>Visitation</i>	
What is the visitation schedule	Wed-Sun 0830-1130, 1200-1500, CCTV 0800-1700
Are visits contact or non-contact or both	Both
What is the process for visitor registration/sign-in and are security staff assigned full-time	TSCI Pass Clerk will process visitors into the visiting room. Visiting room staff aids in monitoring visits. Custody staff will escort the inmates and complete the strip search in and out of visiting. Fulltime staff are assigned.
What is the duration of visits	Each inmate gets 1 visit session per week.
What are the search requirements for inmates and visitors	Inmates are strip searched. Visitors pass through metal detector and are pat search.
<i>Work Assignments</i>	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Food Service

Are there any essential work details in the community	No
What work details are optional/can be shut down	All but food service
Food Service	
Is food service contracted or state run	State ran
Are any inmates fed in-cell, if so how many	Varies by location, 9 in The SNF, 97 in RHU East
Are inmates fed in central dining areas or in common areas in housing units	HU1 ABCD and RHU East fed on unit, all others in Dining Hall
How are inmates escorted/sent to dining areas	Released by Control station and general supervision
How many staff are assigned to dining areas	3
Programs	
List of Programs by:	
Number and types	Mental Health Counseling, Inpatient Substance Abuse Programming, Cornhusker State Industries, Adult Basic Education/GED/High School, Parenting-Inside out Dads, 7 Habits on the Inside, Moral Reconciliation Therapy, Recreation Programs and Services, Inmate Clubs, Religious Services, Library Services
Hours of operation	Varies by program, usually 1 hour
Total participants and individual class/group size	Varies by program
Contracted or institutional staff supervised	Institutional staff
Are programs considered as a function or determining factor in inmate idleness	Yes
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	
Medical,	572 in 2015
Dental,	Grouped with Medical
Mental health,	Grouped with Medical
Court appearances	22 in 2015
At outside hospitals, is there a prison ward, or does the sending institution provide security	Sending institution provides or staff from local facility
Are there other routine outside transports	No
Administrative/External Factors	
Do any of the following affect staffing levels Budget constraints	Yes

Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Lancaster/Douglas County pays substantially more. Low unemployment rate.
Attendance issues (e.g., overtime, sick leave abuse)	Currently not problematic
Staff grievances concerning post assignments, overtime, training, and so forth.	0
Critical incidents within the past five years	Large scale disturbance 5-10-15
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

TSCI currently operates with staff assigned to two twelve hour shifts, due to the significant disturbance on 05-10-2015. The two shifts consist of day shift (0600-1800) and the night shift (1800- 0600). Prior to 05-10-15, TSCI operated with first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift operates with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. Each housing unit operates on first and second shift with a Unit Manager, Unit Case Managers and Unit Caseworkers assigned to each unit. The units are operated by custody staff on third shift. Day shift staff includes administrative and support staff as well as various additional specific to work areas such as CSI, maintenance, mental health, medical, mailroom, recreation, education, substance abuse, warehouse, clothing exchange, safety/sanitation and emergency specialist.

Programs

Inmates are offered a variety of programs at TSCI. Programs afford educational and treatment opportunities. Programs offered at TSCI are provided by an active volunteer base, health services staff, reentry partners, contract employees and TSCI employees. The following programs and services are provided but not limited to:

- Mental Health Counseling
- Inpatient Substance Abuse Programming
- Cornhusker State Industries
- Adult Basic Education/GED/High School
- Parenting-Inside out Dads
- 7 Habits on the Inside
- Moral Reconation Therapy
- Recreation Programs and Services
- Inmate Clubs
- Religious Services
- Library Services

Additional Available Services

A medical clinic is located within the facility, where inmates are assessed as they enter medical and are escorted to exam rooms as needed for further evaluation. All medical staff are contract employees.

TSCI also utilizes an area in medical as an emergency room and another for X-rays.

A dental clinic is located within the medical area. Currently, a contract exists for a dentist and his assistant to enter TSCI to provide these services.

TSCI operates with a central pill call located outside of the pharmacy. Pill call is conducted three times a day and requires custody staff to monitor this activity. Due to TSCI's current controlled movement the majority of the medications are being delivered to the housing units and requires several custody escorts to accomplish. TSCI has a 10 bed skilled nursing facility that is consistently used to its capacity.

The facility is faced with many travel orders that are required for medical exams and procedures that cannot be accomplished onsite. These travel orders are accomplished with custody staff and completed in compliance with the NDCS Security Manual. Travel orders were considered by the SAT during the analysis and contribute to the overall staff needs. TSCI houses most of the Department's high risk inmates and several of these travel orders require additional staff because of the inmate's behavior and/or escape risk. Long distance travel orders are necessary as most of the medical appointments require driving the inmate to Lincoln or Omaha, which can be up to 50-60 miles away.

Activity Schedule

TSCI operates under a controlled movement principle and uses the big yard for traveling only to and from activities. Inmates leaving a unit are traveling to a particular event, such as a visit, meals, programming or exercise yard.

An Activities Chart is attached and provides an overview of when activities occur within the facility. The facility has been adding activities back to the daily schedule as resources have allowed following the 5-10-15 disturbance. While this chart includes regularly scheduled events, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently, but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order.

Please see the attached TSCI Activities Charts for both week days and weekends.

Facility Name: TSCI Institutional Activities Chart Date Prepared: October 3, 2015

Activity	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	
Restrictive Housing Exercise																									
Restrictive Housing Feeding						0515-0730					00					1630-1730									
Restrictive Housing Showers																									
Education																									
Official Counts															1530-1830										
Informal Counts																									
Inmate Dining																									
Inmate Visitation																									
Med Escorts																									
Law Library																									
Phones/Showers																									
CSI Lines						615-630																			
Courts/ Ball Field																									
Diabetic Lines																									
SMU Medical																									
RH Laundry/Supplies																									
Med Pass/Clinic										0600-2000															
Canteen																									
Trash Detail																									
SMU Diabetics																									
Travel Orders																									
SMU Visits																									
SMU Law Library																									
SMU Court/Medical																									
SMU Med dist																									
SMU Med rounds																									
Blood Draws																									
SMU Book Cart																									
Hair Cuts																									
Mini-Yards																									
Religion																									
Kitchen Work Lines																									

Every 30 minutes, not to exceed 40 minutes, throughout a shift

Only 2 per day times vary

1800-2100

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT.

Housing Units

- Housing Unit 1 ABCDE requires additional staff to supervise the area since it was repurposed with strictly maximum custody Protective Management inmates.
- Housing Unit 2 needs additional staff assigned per shift as they are needed to supervise the area since it was repurposed with strictly maximum custody inmates.
- Housing Unit DEF's count increased from 100 beds to 200 beds. Additional staff are needed to supervise the increase in population, especially considering their behavior.

Tower

- One person is not adequate for supervising all four sides of the tower and still monitoring inmate traffic across the yard, courts, ball field and mini-yards.

Industries

- The woodshop is soon to be three separate areas. When the Corporals leave to check the other areas, inmates have ample time unsupervised.

Intel

- As TSCI's population increased so did the Security Threat Group (STG) activities. Additional staff are needed to track and document their behavior.

Shift Lieutenant/Supervisor

- The Shift Lieutenants do spend a great deal of time completing forms, documents and computer work in the supervision of their shift. A great deal of time is spent with Telestaff, KRONOS, EDC performance plans, scheduling training, and other paper or computer work associated with the position. This removes the ability for the supervisor to be visible and out observing staff on post and overall shift management.
- Allowing Sergeants to complete evaluations and assist in KRONOS/Telestaff may alleviate the amount of office work completed by the Lieutenant and allow for more supervisory functions.

Yard Staff

- There were very few yard staff who were on the yard. These staff were utilized to take escorts, take travel orders, process newly transferred inmates, complete strip searches in/out of visitation, escort vendors, complete searches, assist in restrictive housing duties and escort Protective Management inmates to various locations.
- Yard staff were assigned to complete duties or provide coverage for other posts when needed to include completing urine analysis collections as well. They average three to four travel

orders per day which are typically assigned to the yard staff. 2015's numbers are low because of the facility emergency that happened on 05-10-15. This emergency limited travel orders for several months after the disturbance. This position also fills other post vacancies. It was noted the yard staff were assigned to so many details the yard was left unsupervised the majority of the time.

- Yard staff also assist in the units by securing inmates in their cells.
- Regarding incident and/or emergency management, it was noted there are so many activities needing supervision that should an incident occur there may not be sufficient staff available to manage and resolve an incident.

Additional Observations

- Staff were generally satisfied with their jobs. A few mentioned being compensated through step raises for years of services and/or compensation for performance or receiving more money per hour based on the facility you are assigned to. Several staff indicated that mandatory overtime was an issue under normal operations and saw the consistent vacancies an issue. They would like to be able to schedule time off and be able to use vacation as needed.
- There were varying opinions concerning the 12 hours shifts. Some staff seemed to like their current schedule and others expressed interest on returning back to 8 hour shifts.
- In general, it was difficult assessing staffing compared to the demands of the individual posts because of the current 12 hour shifts. Staff also reported it was difficult to determine appropriate staffing since the number of vacancies was so high. Several staff commented that if they actually had the authorized number of staff in their area and there were not so many hours of mandatory overtime, it would be easier to determine if the work load was appropriate and staffed correctly for each post.
- RHU West recently converted to general population (GP) and doubled its capacity. Staff reported to be concerned with repurposing this RHU into GP, considering the challenges with increased numbers and physical plant concerns.
- Post Orders were discussed at length and a recommendation was made to reduce the amount of information in them. Some Post Orders were 60 to over 100 pages in length.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Tecumseh State Correctional Institution

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Admin Bldg.	Major	Institutional Security Administrator	x		1				1.00	1.00		
Admin Bldg.	Captain	Internal Investigations/Intel	x		1				1.00	1.00		
SMU	Captain	Custody/SMU/CSI	x		1				1.00	1.00		
Education	Captain	Dayshift/Post Orders/JA Program	x		1				1.00	1.00		
SUBTOTAL	Administrative				4	0	0	0		4.00	4.00	0.00
Admin Bldg.	Lieutenant	Shift Supervisors		x		1	1	1	1.90	5.70		
SUBTOTAL	Lieutenants				0	1	1	1		5.70	6.00	0.30
Admin Bldg.	Sergeant	Asst. Shift Supervisor		x		1	1	1	1.90	5.70		
SMU	Sergeant	Supervises RHU Operation		x		2	2	1	1.90	9.50		
Industries	Sergeant	Supervise Security	x			1	1		1.30	2.60		
Yard	Sergeant	Supervise Yard Staff	x			1	1		1.30	2.60		
Vehicle Gate	Sergeant	Control Traffic	x		1				1.30	1.30		
Armory	Sergeant	Armory/Key Control	x		1				1.00	1.00		
Disciplinary	Sergeant	Handles Disciplinary/ DCC	x		1				1.00	1.00		
Religion/Admin	Sergeant	PHO/Administrative	x		2				1.00	2.00		
Canine	Sergeant	Canine handler	x		1				1.00	1.00		***
SUBTOTAL	Sergeants				6	5	5	2		26.70	26.00	(0.70)
Central Control	Corporal	Oversees Central Staff		x		1	1	1	1.90	5.70		
SMU	Corporal	Conducts counts & monitors		x		10	10	6	1.90	49.40		
Transfer/Escort/Yard	Corporal	Searches, checks		x		5	5	5	1.90	28.50		
Visitation Clerk	Corporal	Supervises Visiting Rm		x		1	1		1.90	3.80		
Gatehouse	Corporal	Control Vehicle / Visitors		x		1	1	1	1.90	5.70		
Kitchen	Corporal	Supervise kitchen workers		x		2	2		1.90	7.60		
Library	Corporal	Inmate movement / searches		x		1	1		1.90	3.80		
Gym	Corporal	Oversees inmate gym activities		x		1	1		1.90	3.80		
Skilled Nursing Facility	Corporal	Inmate movement / searches		x		1	1	1	1.90	5.70		
Clinic	Corporal	Inmate movement / searches		x		1	1		1.90	3.80		
Pass Clerk	Corporal	Process visitors into Institution		x		1	1		1.90	3.80		
Control Room RH	Corporal	Control door operations		x		4	4	2	1.90	19.00		
DR 1 F	Corporal	Conduct counts, monitors unit		x		1	1	1	1.90	5.70		
Recycling/Chemical	Corporal	Oversees Programs		x		1			1.90	1.90		
Industries	Corporal	Control CSI Laundry workers		x		2	2		1.90	5.20		
Canteen	Corporal	Inmate movement / searches		x		1			1.30	1.30		
Education	Corporal	Inmate movement / searches		x		1	1		1.30	2.60		
Maintenance Gate	Corporal	Control access		x		1	1		1.30	2.60		
Property	Corporal	Oversee property		x		2			1.30	2.60		
Principle Hearing	Corporal	PHO/Administrative		x		1			1.30	1.30		
Key Control	Corporal	Monitors Keys & Locks		x		1			1.30	1.30		
Tool Control	Corporal	Monitors all tools for institution		x		1			1.30	1.30		
Disciplinary	Corporal	Assist with Disciplinary activities		x		2			1.30	2.60		
Industries	Corporal	CSI - Wood shop		x		2			1.30	2.60		
Central Control	Corporal	Oversees Central Staff		x		1			1.00	1.00		
Intel	Corporal	Assist Investigative Captain / Lt.		x		2			1.00	2.00		
SUBTOTAL	Corporals				14	34	34	17		174.60	171.00	(3.60)**
Central Control	Officer	Control Movement & Doors		x		2	2	1	1.90	9.50		
Perimeter Patrol	Officer	Oversees via vehicle		x		2	2	2	1.90	11.40		
Tower	Officer	Views Yard		x		1	1		1.90	3.80		
Visitation	Officer	Monitors visits		x		1	1		1.90	3.80		
Transfer/Escort/Yard	Officer	Searches, checks, TO's		x		3	3		1.90	11.40		
Control Room-RHU	Officer	Operates doors on RH unit		x				2	1.90	3.80		
HU #1 A/B Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.90	5.70		
HU #1 C/D Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.90	5.70		
HU #2 A/B Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.90	5.70		
HU #2 C/D Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.90	5.70		
HU #3 A/B Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.90	5.70		
HU #3 C/D Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.90	5.70		
HU #1 E/F CC	Officer	Monitors and controls doors in Unit		x		1	1	1	1.90	5.70		
Turnkey/Gatehouse	Officer	Supervises Community Inmates		x		1			1.90	1.90		
SUBTOTAL	Officers				0	17	16	12		85.50	93.00	7.50
3C/D	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.90	3.80		
3A/B	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.90	3.80		
2A/B	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.90	3.80		
2C/D	Unit Caseworker	Monitor & control inmate movement		x		2	2		1.90	7.60		
1A/B	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.90	3.80		
1CD/EF	Unit Caseworker	Monitor & control inmate movement		x		2	2		1.90	7.60		
SMU	Unit Caseworker	Monitor & control inmate movement		x		2	2		1.90	7.60		
SUBTOTAL	Unit Caseworkers				0	10	10	0		38.00	34.00	(4.00)
TOTALS										334.00	(0.50)	

** authorized FTE includes 4 CSI funded positions

*** Moved Canine Cpl to Canine Sgt. (transf. with NSP), & adjusted FTE accordingly (+1 Sgt, -1 Cpl)

Minimal Post Staffing Analysis

Institution: Tecumseh State Correctional Institution

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Admin Bldg.	Major	Institutional Security Administrator	x		1				1.00	1.00		
Admin Bldg.	Captain	Internal Investigations/Intel	x		1				1.00	1.00		
SMU	Captain	Custody/SMU/CSI	x		1				1.00	1.00		
Education	Captain	Dayshift/Post Orders/UA Program	x		1				1.00	1.00		
SUBTOTAL	Administrative				4	0	0	0		4.00		0.00
Admin Bldg.	Lieutenant	Shift Supervisors		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22		0.78
Admin Bldg.	Sergeant	Asst. Shift Supervisor		x		1	1	1	1.74	5.22		
SMU	Sergeant	Supervises RHU Operation		x		2	2	1	1.74	8.70		
Industries	Sergeant	Supervise Security	x			1	1		1.25	2.50		
Yard	Sergeant	Supervise Yard Staff	x			1	1		1.25	2.50		
Vehicle Gate	Sergeant	Control Traffic	x		1				1.25	1.25		
Armory	Sergeant	Armory/Key Control	x		1				1.00	1.00		
Disciplinary	Sergeant	Handles Disciplinary/ DCC	x		1				1.00	1.00		
Religion/Admin	Sergeant	PHO/Administrative	x		2				1.00	2.00		
Canine	Sergeant	Canine handler	x		1				1.00	1.00		***
SUBTOTAL	Sergeants				6	5	5	2		25.17		0.83
Central Control	Corporal	Oversees Central Staff		x		1	1	1	1.74	5.22		
SMU	Corporal	Conducts counts & monitors		x		10	10	6	1.74	45.24		
Transfer/Escort/Yard	Corporal	Searches, checks		x		5	5	5	1.74	26.10		
Visitation Clerk	Corporal	Supervises Visiting Rm		x		1	1		1.74	3.48		
Gatehouse	Corporal	Control Vehicle / Visitors		x		1	1	1	1.74	5.22		
Kitchen	Corporal	Supervise Kitchen workers		x		2	2		1.74	6.96		
Library	Corporal	Inmate movement / searches		x		1	1		1.74	3.48		
Gym	Corporal	Oversees inmate gym activities		x		1	1		1.74	3.48		
Skilled Nursing Facility	Corporal	Inmate movement / searches		x		1	1	1	1.74	5.22		
Clinic	Corporal	Inmate movement / searches		x		1	1		1.74	3.48		
Pass Clerk	Corporal	Process visitors into Institution		x		1	1		1.74	3.48		
Control Room RH	Corporal	Control door operations		x		4	4	2	1.74	17.40		
DR 1 F	Corporal	Conduct counts, monitors unit		x		1	1	1	1.74	5.22		
Recycling/Chemical	Corporal	Oversees Programs		x		1			1.74	1.74		
Industries	Corporal	Control CSI Laundry workers	x			2	2		1.25	5.00		
Canteen	Corporal	Inmate movement / searches	x		1				1.25	1.25		
Education	Corporal	Inmate movement / searches	x			1	1		1.25	2.50		
Maintenance Gate	Corporal	Control access	x			1	1		1.25	2.50		
Property	Corporal	Oversee property	x		2				1.25	2.50		
Principle Hearing	Corporal	PHO/Administrative	x		1				1.25	1.25		
Key Control	Corporal	Monitors Keys & Locks	x		1				1.25	1.25		
Tool Control	Corporal	Monitors all tools for institution	x		1				1.25	1.25		
Disciplinary	Corporal	Assist with Disciplinary activities	x		2				1.25	2.50		
Industries	Corporal	CSI - Wood shop	x		2				1.25	2.50		
Central Control	Corporal	Oversees Central Staff	x		1				1.00	1.00		
Intel	Corporal	Assist Investigative Captain / Lt.	x		2				1.00	2.00		
SUBTOTAL	Corporals				14	34	34	17		161.22		9.78
Central Control	Officer	Control Movement & Doors		x		2	2	1	1.74	8.70		
Perimeter Patrol	Officer	Oversees via vehicle		x		2	2	2	1.74	10.44		
Tower	Officer	Views Yard		x		1	1		1.74	3.48		
Visitation	Officer	Monitors visits		x		1	1		1.74	3.48		
Transfer/Escort/Yard	Officer	Searches, checks, TO's		x		3	3		1.74	10.44		
Control Room-RHU	Officer	Operates doors on RH unit		x				2	1.74	3.48		
HU #1 A/B Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #1 C/D Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #2 A/B Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #2 C/D Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #3 A/B Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #3 C/D Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #1 E/F CC	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
Turnkey/Gatehouse	Officer	Supervises Community Inmates		x		1			1.74	1.74		
SUBTOTAL	Officers				0	17	16	12		78.30		93.00
3C/D	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.74	3.48		
3A/B	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.74	3.48		
2A/B	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.74	3.48		
2C/D	Unit Caseworker	Monitor & control inmate movement		x		2	2		1.74	6.96		
1A/B	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.74	3.48		
1CD/EF	Unit Caseworker	Monitor & control inmate movement		x		2	2		1.74	6.96		
SMU	Unit Caseworker	Monitor & control inmate movement		x		2	2		1.74	6.96		
SUBTOTAL	Unit Caseworkers				0	10	10	0		34.80		(0.80)
TOTALS										334.00		25.29

** authorized FTE includes 4 CSI funded positions
 *** Moved Canine Cpl to Canine Sgt. (transf. with NSP), & adjusted FTE accordingly (+1 Sgt, -1 Cpl)

Minimal Post Staffing Analysis

Institution: Tecumseh State Correctional Institution

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift			Relief Factor	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance	
			5 day	7 day	Day	1st	2nd					3rd
Security Administrator	Major	Institutional Security Administrator	x		1				1.00	1.00		
Intel	Captain	Internal Investigations/Intel	x		1				1.00	1.00		
Operations	Captain	Custody	x		1				1.00	1.00		
Administrative	Captain	Dayshift/PREA Coordinator	x		1				1.00	1.00		
SUBTOTAL	Administrative				4	0	0	0		4.00	4.00	0.00
Shift Supervisor	Lieutenant	Shift Supervisors		x	1	1	1		1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	6.00	(0.78)
Shift	Sergeant	Asst Shift Supv		x	1	1	1		1.74	5.22		
Yard	Sergeant	Supervise Yard Staff		x	1	1			1.74	3.48		
RHU	Sergeant	Supervises RHU Operation		x	2	2	1		1.74	8.70		
HU 3ABCD (Medium)	Sergeant	Housing Unit Custody Supervision		x		1			1.74	1.74		
HU 1 (Med/Max)	Sergeant	Housing Unit Custody Supervision	x		1	1			1.25	2.50		
HU 2 (Max)	Sergeant	Housing Unit Custody Supervision	x		1	1			1.25	2.50		
Industries	Sergeant	Supervise Security	x		1	1			1.25	2.50		
Vehicle Gate	Sergeant	Control Traffic	x		1				1.25	1.25		
Armory / Key	Sergeant	Armory	x		1				1.00	1.00		
Tool	Sergeant	Monitors all tools for institution	x		1				1.00	1.00		
Disciplinary	Sergeant	Handles Disciplinary/ DCC	x		1				1.00	1.00		
Intel	Sergeant	Assist Investigative Captain	x		1				1.00	1.00		
Principle Hearing	Sergeant	PHO/Administrative	x		1				1.00	1.00		
Canine handler	Sergeant	Drug Interdiction w/ K-9s	x		1				1.00	1.00		
SUBTOTAL	Sergeants				7	7	8	2		33.89	26.00	7.89
Central Control	Corporal	Control Movement & Doors		x	2	2	2		1.74	10.44		
RHU	Corporal	Conducts counts & monitors		x	10	10	6		1.74	45.24		
RHU Movement	Corporal	ERTs/Yard Supervision		x	2	2			1.74	6.96		
HU 1AB (Max)	Corporal	Supervise unit activities/Floor		x	2	2	1		1.74	8.70		
HU 1CD	Corporal	Supervise unit activities/Floor		x	2	2			1.74	6.96		
HU 1EF	Corporal	Supervise unit activities/Floor		x	2	2			1.74	6.96		
HU 2AB (Max)	Corporal	Supervise unit activities/Floor		x	2	2	1		1.74	8.70		
HU 2CD (Max)	Corporal	Supervise unit activities/Floor		x	2	2			1.74	6.96		
HU 3ABCD (Medium)	Corporal	Supervise unit activities/Floor		x	4	4	1		1.74	15.66		
Control Room RH	Corporal	Control door operations		x	4	4	2		1.74	17.40		
Movement / Escorts	Corporal	Escorts		x	5	5	4		1.74	24.36		
Visiting	Corporal	Supervises Visiting Rm		x		4			1.74	6.96		
Front Entrance	Corporal	Control Vehicle/Visitors		x	1	1			1.74	3.48		
Industries - Laundry	Corporal	Control CSI Laundry workers		x	2	2			1.74	6.96		
Kitchen	Corporal	Supervise kitchen workers		x	2	2			1.74	6.96		
Skilled Nursing Facility	Corporal	Control inmate mvmt		x	1	1	1		1.74	5.22		
Clinic	Corporal	Control inmate mvmt at med/searches		x	1	1			1.74	3.48		
HU #1 A/B Control	Corporal	Monitors and controls doors in Unit		x	1	1	1		1.74	5.22		
HU #1 C/D Control	Corporal	Monitors and controls doors in Unit		x	1	1	1		1.74	5.22		
HU #2 A/B Control	Corporal	Monitors and controls doors in Unit		x	1	1	1		1.74	5.22		
HU #2 C/D Control	Corporal	Monitors and controls doors in Unit		x	1	1	1		1.74	5.22		
HU #3 A/B Control	Corporal	Monitors and controls doors in Unit		x	1	1	1		1.74	5.22		
HU #3 C/D Control	Corporal	Monitors and controls doors in Unit		x	1	1	1		1.74	5.22		
HU #1 E/F Control	Corporal	Monitors and controls doors in Unit		x	1	1	1		1.74	5.22		
Perimeter Patrol	Corporal	Oversees via vehicle		x	2	2	2		1.74	10.44		
Tower	Corporal	Views Yard		x	2	2			1.74	6.96		
Detail	Corporal	Supervises Community Inmates		x	1				1.74	1.74		
Programs / Activities	Corporal	Control Mvmt, searches / activities		x	4	4			1.74	13.92		
Recreation	Corporal	Oversees inmate gym act		x	2	2			1.74	6.96		
Video Monitoring	Corporal	Video Monitoring		x	1	1			1.74	3.48		
Maintenance Gate	Corporal	Control access	x		1				1.25	1.25		
Industries - Wood shop	Corporal	Oversees custody operations	x		3				1.25	3.75		
Property	Corporal	Oversee property	x		2				1.25	2.50		
Disciplinary	Corporal	Assist with Disciplinary activities	x		2				1.25	2.50		
Travel Order	Corporal	Travel Orders	x		6				1.25	7.50		
Central Control	Corporal	Control Movement & Doors	x		1				1.00	1.00		
Intel	Corporal	Assist Investigative Captain / Sgt	x		3				1.00	3.00		
SUBTOTAL	Corporal				17	64	66	27		292.94	298.00	(5.06)
TOTALS									336.05	334.00	2.05	

Note: All Caseworker, Corporal and Officer Posts have been merged to Corporal

** authorized FTE includes 4 CSI funded positions

Custody Post Analysis Summary

Facility: Tecumseh State Correctional Institution

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Major	1	0/1	0
Correctional Captain	3	0/3	0
Correctional Lieutenant	6	6/0	0
Correctional Sergeant	34	27/7*	8
Correctional Corporal	293	275/18**	-5
TOTAL FTE'S	337	308/29	3

***7 Sergeants N-MAND**

- Armory/Key
- Disciplinary
- South Vehicle Gate
- Industries – CSI
- Tool
- Intel
- Principle Hearing

****18 Corporals N-MAND**

- Central Control
- Travel Order Team (6)
- Industries - CSI Woodshop (3)
- Property (2)
- Disciplinary (2)
- Intel (3)
- Maintenance Gate

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution
 JOB CLASSIFICATION: Correctional Major
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 – 5 Day Major

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Intel	1	0	0	0	Per staffing model
Operations	1	0	0	0	Per staffing model
Administrative	1	0	0	0	Per staffing model
TOTAL	3	0	0	0	

TOTAL FTE to include relief factor: 3.00 – 5 Day Captains

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 – 7 Day Lieutenants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Shift*	0	1	1	1	Per staffing model
Yard*	0	1	1	0	Per staffing model
Restrictive Housing Unit*	0	2	2	1	Facility specific – <i>Mission</i>
Housing Unit 3*	0	0	1	0	Facility specific – <i>Medium custody</i>
TOTAL	0	4	5	2	

*Relief factor of 1.74

Total FTE to include relief factor: 19.14 – 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Housing Units 1 & 2*	0	2	2	0	Per staffing model
Industries*	0	1	1	0	Facility specific — <i>CSI shop schedule</i>
Armory/Key	1	0	0	0	Per staffing model
Vehicle Gate*	1	0	0	0	Per staffing model
Disciplinary	1	0	0	0	Facility specific — <i>Population</i>
Canine	1	0	0	0	Facility specific — <i>Department assigned</i>
Intel	1	0	0	0	Per staffing model
Tool	1	0	0	0	Per staffing model
Principle Hearing	1	0	0	0	Per staffing model
TOTAL	7	3	3	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 14.75 – 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Central Control *	0	2	2	2	Per staffing model
Restrictive Housing Unit (RHU)*	0	10	10	6	Per staffing model
RHU Movement/Escorts *	0	2	2	0	Facility specific -- <i>Physical plant</i>
HU Floors*	0	10	10	2	Per staffing model -- <i>Max. custody</i>
HU Floors*	0	4	4	1	Per staffing model -- <i>Med. custody</i>
Control RH*	0	4	4	2	Per staffing model
Movement/Escorts*	0	5	5	4	Per staffing model
Visiting*	0	0	4	0	Per staffing model
Front Entrance*	0	1	1	0	Per staffing model
Industries- Laundry*	0	2	2	0	Facility specific -- <i>CSI shop schedule</i>
Kitchen*	0	2	2	0	Per staffing model
Programs/Activities*	0	4	4	0	Per staffing model
Recreation*	0	2	2	0	Per staffing model
Skilled Nursing*	0	1	1	1	Per staffing model
Clinic*	0	1	1	0	Facility specific -- <i>Schedule</i>
HU Control Centers*	0	7	7	7	Facility specific -- <i>Med. population</i>
Perimeter Patrol*	0	2	2	2	Facility specific -- <i>Mission</i>
Tower*	0	2	2	0	Facility specific -- <i>Mission</i>
Detail*	0	1	0	0	Facility specific -- <i>Facility location</i>
Video Monitoring*	0	1	1	0	Per staffing model
TOTAL	0	63	66	27	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 271.44 -- 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Tecumseh State Correctional Institution
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Maintenance Gate*	0	1	0	0	Facility specific – <i>Physical plant</i>
Industries -Woodshop*	3	0	0	0	Per staffing model
Property*	2	0	0	0	Facility Specific – <i>Population</i>
Disciplinary*	2	0	0	0	Per staffing model
Travel Order*	6	0	0	0	Per staffing model
Central Control	1	0	0	0	Per staffing model
Intel	3	0	0	0	Facility specific – <i>Population</i>
TOTAL	17	1	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 21.50 – 5 Day Corporals

TSCI Specific Recommendations

Housing Unit 1 (Maximum) Sergeant

- Each unit (AB, CD, EF) have one Unit Caseworker (UCW) assigned. As indicated in this report, the UCW would be replaced with Housing Unit Corporals.
- The Sergeant would assist in custody staff supervision allowing unit staff to focus on the inmate population and their caseloads.
- Housing Unit 1 is transitioning to mission based housing as ABCD will be housing Protective Management, E will be housing the Protective Management Impatient Substance Abuse Program and F houses Active Seniors.
- Sergeants would provide seven day a week coverage on either first or second shift in this unit. Days off would be scheduled so there would be a Sergeant available each day, but not necessarily on first and second shift.

Housing Unit 2 (Maximum) Sergeant

- Each unit (AB and CD) have one UCW assigned. As indicated in this report, the UCW would be replaced with Housing Unit Corporals.
- The addition of one Sergeant in this building would assist in custody staff supervision, allowing unit staff to focus on the inmate population and their caseloads.
- Sergeants would provide seven day a week coverage on either first or second shift in this unit. Days off would be scheduled so there would be a Sergeant available each day, but not necessarily on first and second shift.

Housing Units 3 (Medium) Sergeant

- Each unit (AB and CD) have one UCW assigned. As indicated in this report, the UCW would be replaced with Housing Unit Corporals.
- The addition of one Sergeant in this building would assist in custody staff supervision, allowing unit staff to focus on the inmate population and their caseloads.
- The Sergeant would provide five day a week coverage on second shift in this unit.

Restrictive Housing Unit (RHU) Gallery Corporals

- Additional Corporals were added to this area to assist with the increase of population on the west side and the addition of the Secure Mental Health Unit on the east side.

RHU Movement/Escorts Corporals

- These staff would be designated to complete escorts to and from RHU.
- This is an addition of two Corporals on first and second shift.

Housing Unit 1 (Maximum) Protected Management

- Recommend that Housing Unit 1 has two Corporals assigned to each wing.

Housing Unit 2 AB Corporals (Maximum) General Population

- Housing Unit 2AB has two UCWs assigned. As indicated in this report, the UCWs would be replaced with two Housing Unit Corporals on first and second shift.

- This is an increase of one staff member from the original minimum staffing, as additional staff were needed to supervise the area once it was repurposed with strictly maximum custody inmates.

Housing Unit 2 CD Corporals (Maximum) General Population

- Housing Unit 2AB has two UCWs assigned. As indicated in this report, the UCWs would be replaced with two Housing Unit Corporals on first and second shift.
- This is an increase of one staff member per shift from the original minimum staffing, as additional staff were needed to supervise the area once it was repurposed with strictly maximum custody inmates.

Housing Unit 3 ABCD Corporals (Medium) General Population

- Housing Unit 3ABCD has three UCWs assigned. As indicated in this report, the UCWs would be replaced with Housing Unit Corporals on first and second shift and staff according to the model.

Control Room RHU

- RHU DEF's count increased from 100 beds to 200 beds.
- An additional computer is being installed to assist with the additional movement of inmates.
- An increase of one Corporal per first and second shift will need to be added to assist in supervision.

Recreation Corporals

- With the current Security Assessment and changes to recreation, consideration needs to be given to additional custody staff to cover all recreation areas.

Movement/Escort Corporals

- These positions were also renamed from the original Transfer/Escort/Yard positions that are indicated on the original minimum staffing report under both Officer and Corporal positions.
- There is a decrease of one Corporal on third shift in this area, as other positions have been added overall to cover duties that typical this staff member would be utilized for.

Tower Corporals

- Previously there was one Officer assigned.
- As TSCI's population increased the need for one additional staff member per first and second shift was needed. One person is not adequate for supervising all four sides of the tower and still monitoring inmate traffic across the yard, courts, ball field and mini-yards.

Maintenance Gate Corporal

- This is a reduction of one staff on second shift. This post is no longer covered on second shift and the traffic through the gate no longer warrants it. Previously, there were two Corporals assigned.
- As TSCI's population increased the need for one additional five day a week position was warranted.

Industries-Woodshop Corporals

- This is an increase of one Corporal needed to cover the current expansion of the woodshop.

Travel Order Team Corporals

- These new positions create six additional staff who work five days a week to complete the facility's travels orders and transfers of inmates.

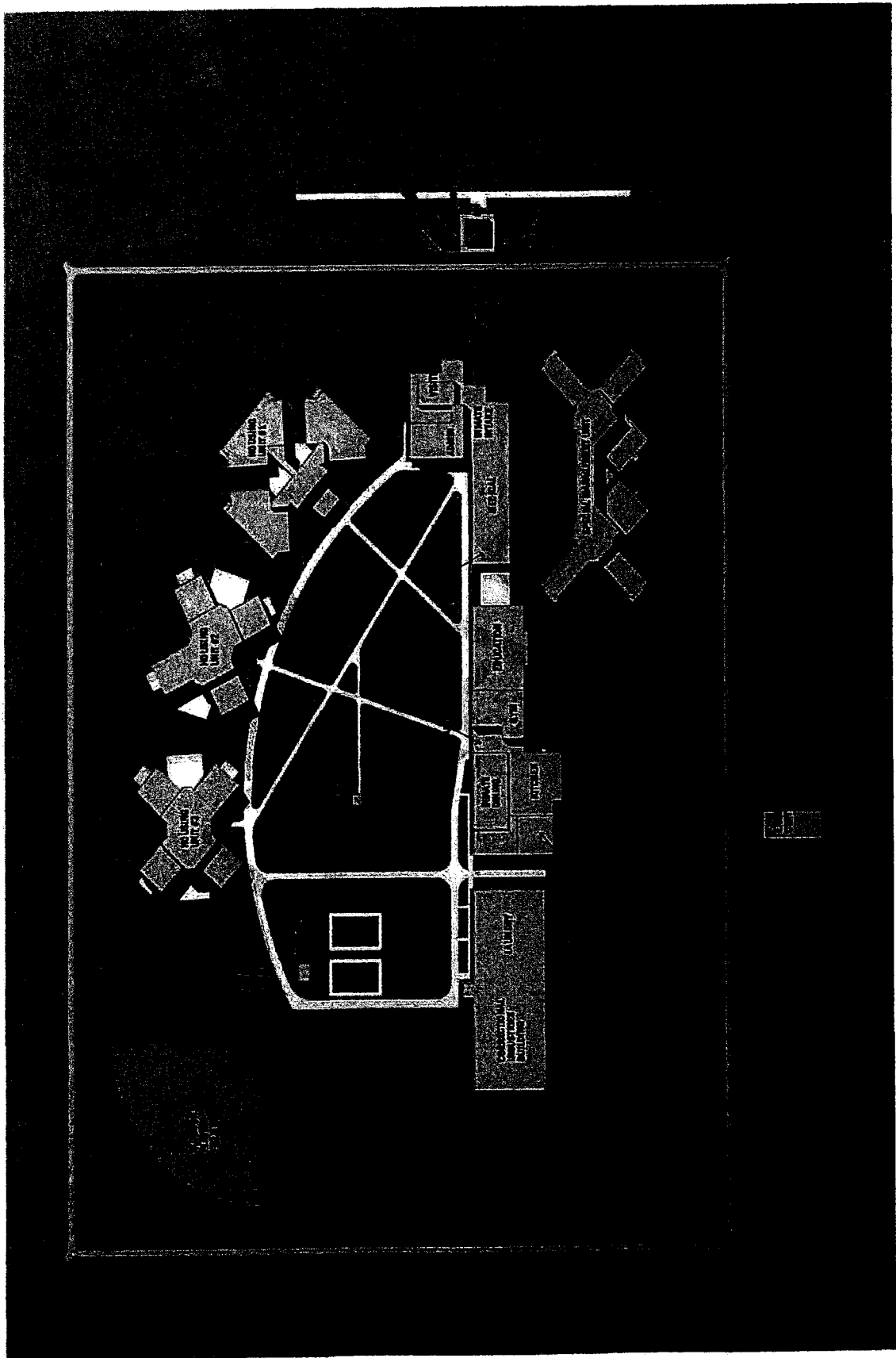
Intel Sergeant

- Previously there were two Corporals assigned.
- As TSCI's population increased the need for one additional five day a week position was warranted due to the increasing number of STG activities in the facility.

Attachments

- A. Map

10-30



Attachment 11

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

WORK ETHIC CAMP

Prison Staffing Analysis

February 9-10, 2016

Table of Contents- WEC

Staffing Analysis Team Information	11-2
Facility Design and Location	11-2
Institutional Profile	11-4
Operations	11-8
Programs	11-8
Additional Services	11-9
Activity Schedule	11-9
Activity Schedule Chart	11-10
Shift Relief Factors (SRF)	11-11
Summary of Observations	11-11
Summary of Post Planning Results	11-14
Current Post Plan/Previous Relief Factor	11-15
Current Post Plan/Current Relief Factor	11-16
Proposed Post Plan	11-17
Custody Post Analysis Summary	11-18
Facility Specific Recommendations	11-25
Attachment: Facility Map	11-26

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

WORK ETHIC CAMP

Prison Staffing Analysis

February 9-10, 2016

Staffing Analysis Team (SAT)

The SAT held an organizational meeting on February 9th at the Work Ethic Camp (WEC) prior to conducting the analysis. Assignments were given to ensure all custody and housing unit posts were analyzed on all three shifts. The group toured the facility to ensure all members were familiar with the campus layout. The observations on post took approximately 1 day to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Chris Peters, Business Manager – Federal Surplus Property
- Shaun Settles, Major – Nebraska Correctional Center for Women
- Brad McConville, Lieutenant – Work Ethic Camp
- Edward Eppens, Sergeant – Diagnostic & Evaluation Center

Facility Design and Location

WEC is a Nebraska Department of Correctional Services (NDCS) facility located at 2309 North Highway 83, McCook, NE, 69001. The facility is in a small community of approximately 7,700 residents, located in the southwest corner of Nebraska, approx. 230 miles from Lincoln, Nebraska.

WEC is a facility that provides an integrated program for felony offenders in partnership with the Probation and Parole Administrations, combining evidence based practices with a structured treatment environment. The goal of the program is to reduce the risk of recidivism through offender behavioral change and assisting people back into the community under close supervision. Success in the program will be based on effort, performance and progress made on the offender's individual case and personalized plan. WEC uses a cognitive-behavioral approach in assisting offenders to develop pro-social ways of life. This means that the offender's thinking patterns will be examined and challenged as a means of changing anti-social behaviors.

This is one of the newer Department facilities, constructed in 2001. The facility has three total buildings. One provides housing in five dormitories, with open-style bunking, approximately 100 inmates on each of two sides of the building. The administrative building includes administrative offices, food service, maintenance, programming and medical. The warehouse also houses canteen and laundry services. There is no indoor recreation space available, so inclement weather forces inmates to stay in the dorms, day room areas, or in the administration building for programming.

WEC houses male Minimum B level inmates. At the time of the analysis, the inmate population was 166. It is possible that Intensive Supervision Probationers would also be sentenced to the facility. The last probationer was present in July 2015.

The facility is enclosed by a chain link fence. The fence is 8' tall with three strands of barbed wire at the top. There are three pedestrian gates and one vehicle sally port included in the fence. The fence has no motion detection system or alert sensors. There are no observation towers or mobile patrol. The perimeter is covered by assigned yard staff, and is monitored by two cameras with pan and zoom capability, which are electronically controlled by Central Control.

Please see the attached Institutional Profile providing more specific information about WEC.

INSTITUTIONAL PROFILE

This document provides an opportunity to examine key elements of an institutional operation, and is not to be considered all-inclusive. It may be adapted or modified to suit individual requirements.

Facility: **WEC**

Date: 01/06/16

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Agency Reception for Probationers
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	No
Does the institution have or will have prison industry(s) programs	No
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	No
Immediate Segregation	No
Protective Segregation	No
Intensive Management	No
Disciplinary Segregation	No
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	100
What is the facility Operational Capacity	200
Average Daily Population for the last year	184
Custody Level	Minimum B / Intensive Supervision Probation
What are the external boundaries of the facility	8' fence with barbed wire
Does internal surveillance and supervision include	
Control Rooms	No
Cameras	Yes
Gates	Yes
Cross Fencing	Yes

Turnkeys	No
Internal towers	No
Other	No
Perimeter	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes- cameras only
Is the barrier sufficient to detain/delay escape	No
Are there any impairments to good sight lines e.g. terrain; fence	Yes- terrain behind facility
What is the frequency and severity of visibility impairment such as fog or dust storms	Occasional fog/snow storms/high wind
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Approximately 12 vehicles per year
What is the location/design of inmate visitors' entrance/exit	Main entrance - Central Control
What type of perimeter vehicle is available, and is it a fixed or mobile post	None
Communications	
Do all staff in inmate areas have radios	If not issued radio, have access to body alarms.
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes
Inmate Housing	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Open Bay Dormitories
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct Supervision
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Front entrance doors can be keyed or remotely unlocked, Other doors are keyed by staff.
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	Varies as necessary
What is the frequency of inmate disciplinary misconducts & types	5 Class I / 94 Class II / 695 Class III (Annual figures)
What is the frequency and seriousness of inmate on staff assaults	No assaults in last 12 months
What is the frequency and seriousness of inmate-on-inmate assaults	8 in last 12 months/ hitting/pushing
Have there been any recent escapes, escape attempts or walkaways if so explain	Yes- Inmate went over fence

Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Varies
Is there significant gang or STG influences	No
Disciplinary Process	Agency
Operations and Activities	
Movement	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes - after lockdown/yard closure
unrestricted, open campus style	Yes
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	No
Visitation	
What is the visitation schedule	Sat-Sun, 0800 - 1100 & 1300 - 1600
Are visits contact or non-contact or both	All contact visits
What is the process for visitor registration/sign-in and are security staff assigned full-time	Pre-approved registrations (unless approved by Warden); Sign in; Central Control staff
What is the duration of visits	3 hour sessions
What are the search requirements for inmates and visitors	Visitors pat searched; inmates are strip searched
Work Assignments	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Numerous
Are there any essential work details in the community	Yes
What work details are optional/can be shut down	Road Crew
Food Service	
Is food service contracted or state run	State
Are any inmates fed in-cell, if so how many	No
Are inmates fed in central dining areas or in common areas in housing units	Central Dining
How are inmates escorted/sent to dining areas	Called by dormitory
How many staff are assigned to dining areas	At least one staff member
Programs	
List of Programs by:	

Number and types	Seven Habits on the Inside, Victim Impact, Anger Awareness, Inside Out Dads, Within My Reach, Common Sense Parenting, MRT. Vocational Programming: Intro to Business, Welding, Prairie Gold Homes. One on One planning for reentry. Chemical Dependency Programming (IOP and OP)
Hours of operation	Varies
Total participants and individual class/group size	8-20
Contracted or institutional staff supervised	Institutional staff supervised
Are programs considered as a function or determining factor in inmate idleness	Inmates request classes per their individualized case plan and to aid them with reentry into society.
<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	
Medical / Dental	312 in last year
Mental health,	None
Court appearances	None
At outside hospitals, is there a prison ward, or does the sending institution provide security	Institution provides security
Are there other routine outside transports	43 in last year
<i>Administrative/External Factors</i>	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Yes
Attendance issues (e.g., overtime, sick leave abuse)	Yes
Staff grievances concerning post assignments, overtime, training, and so forth.	No
Critical incidents within the past five years	Yes
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	No
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	No
Specific statutory and umbrella agency policy and directives	No
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

WEC operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. Utility posts are present on each of the two housing areas on all three shifts.

Three Unit Case Managers (UCM) are assigned on day shift. Unit Caseworkers (UCW) assigned to each unit operate on day and second shift. Unit Management assists with supervision and sanitation in the dorms, but this is not their primary duty.

Day shift staff includes administrative and support staff as well as various additional staff such as kitchen, maintenance, etc.

This facility has no firearms or lethal weapons. Staff are issued MK-4 chemical agent with Sergeants, Lieutenants, and Emergency Response Teams being issued MK-9 canisters. In addition, keys, radios and restraints are all issued from Central Control. Central Control is staffed by a Corporal. The facility is equipped with 52 surveillance cameras throughout the compound with recording capability. The cameras monitor both outside and inside housing and administration buildings.

Programs

Social services are provided by the Programming Department which includes the Program Manager, three UCMs, eight UCWs, one Chemical Dependency Counselor Supervisor and seven Chemical Dependency Counselors. The UCWs and Chemical Dependency Counselors are located in the dorm building. The UCWs divide up the dorms and will average 20-25 offenders/inmates on their caseload. The Chemical Dependency Counselors average around the same caseloads as the UCWs. WEC participates in Telehealth, for inmates who have been referred by the UCMs or Mental Health. The inmates, via Communicator, speak to the Social Worker based out of the Nebraska State Penitentiary regarding housing and welfare for when they are released from NDCS.

The following are some programs and services provided, but not limited to:

- Reentry Programming – job development workshops
- Non-Residential Treatment Services - Substance Abuse Programming
- Moral Reconciliation Therapy (MRT)
- Victim Impact
- Anger Awareness Education
- Adult Basic Education/GED
- College vocational courses
- Seven Habits on the Inside
- Inside-Out-Dads
- Recreation Programs and Services
- Religious Services
- Library Services

Additional Available Services

A medical clinic is located within the facility. Nurses are on duty from 6 am to 9 pm, and on-call outside of those hours. WEC operates with central pill call window in Building A. Pill call is conducted three times a day.

In calendar year 2015, 357 travel orders were handled by 523 staff, using over 1,700 staff hours. Many travel orders utilize various services within the McCook community. Longer distance travel orders are necessary to take inmates to the dentist in Arapahoe, approximately 40 miles away. Inmates to be held for disciplinary reasons must be taken to Phelps County Jail in Holdrege, approx. 70 miles away. These travel orders are completed predominantly by custody staff and completed in compliance with the NDCS Security Manual. The travel order details were considered by the SAT during this analysis and contribute to the overall staff needs.

Activity Schedule

All inmate movement from one location to another is to be controlled and supervised by staff through the use of master pass lists, rosters, and use of communication devices to indicate group movement (i.e. dining). Inmates need a pass or inclusion on a roster in order to access medical, education, etc. Yard is open to all inmates at one time. During nice weather conditions, there are large numbers of inmates on the yard.

An Activities Chart is attached and provides an overview of when activities occur within the facility. While this chart captures regularly scheduled activities, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order.

Although inmate visitation is on the Activities Chart, it is important to note the staff intensive needs of visitation through visitor processing, inmate processing and observation of visits. Weekend visitation days allow 8-10 days of regular visits per month. WEC processes approximately 64 visitors in an average month.

Please see the attached weekly WEC Activities Chart.

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day, 5-day positions is 1.25. These figures were determined during the NIC Staffing Analysis training and with the assistance of the Human Resources Department.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT:

Central Control

- The Central Control at the front entrance is the main security post, staffed 24/7 by a Corporal with view of the 52 cameras placed strategically within the facility.
- The Corporal also greets those entering and exiting the building.
- This is a vital and very busy post. The busiest times are during shift change, but fluctuate with travel orders, phone and radio calls, etc.
- Both first and second shift keep occupied during shift.

Dining

- Staff are not assigned to dining, but are brought in from other areas (support staff, yard posts, Assistant Supervisor, etc.).

Housing Unit (Building C)

- Currently two utility posts supervise the housing units on each shift. One is assigned to each side of the building, North and South, but may cover the entire building during checks, searches, etc.
- There are also 4 UCW posts on each day and second shift. The UCWs do help with dorm issues (supervision and sanitation), but primary duties are programming (lead classes), case plans, and one on one sessions with inmates.

Admissions/Property

- The Corporal position keeps busy, as it involves paperwork for transfers brought in. The transport schedule has changed to random days and times, making preparing files for all expected inmates difficult.
- This post also performs pat searches on inmates leaving for/returning from the Business Tech courses.
- Currently a female holds the two year non-rotating post, which requires a male staff to be called to assist with any strip searches.
- The area also can become congested with returning travel orders, any new admits, and inmate work crew workers returning at 4:00 pm.
- Property handling is organized, but busy with packing up items to be sent out.
- The supervising Sergeant is also responsible for the various work crews that are sent out during the week.

Kitchen

- There is no security post assigned to the kitchen area.

Medical Clinic

- There is no security post assigned to the medical clinic.

Principle Hearing / Disciplinary / Evidence

- There is no post dedicated to these duties. They are currently spread among staff, with all Sergeants having some Principle Hearing duties. This can lead to inconsistencies in addressing misconduct issues.

Lieutenant/Administrative – (Note: After the analysis was completed, this position was approved retroactively to be promoted to Captain. Observations are what were given at time of analysis)

- Post is spending majority of time on small number of duties: 25-32 hours on Intel/STG; 5-10 hours on Disciplinary/Institution Disciplinary Committee; occasionally must fill in as Shift Supervisor.
- Typically cannot finish all weekly duties.

Lieutenant/Shift Supervisor & Sergeant/Assistant Shift Supervisor

- There is one Lieutenant on each shift. There is no relief Sergeant or Lieutenant assigned Friday – Monday, which makes it difficult when requesting leave.
- Assigned ancillary duties can make prioritizing duties difficult.
- Much of first & second shift is spent relieving or assisting posts.

Training/Key Sergeant

- This position spends 90% of his time with training (Preservice, In-service, Jail training, updating EDC, etc.)
- If any issues with keys come up, he fits it in on breaks from class, or when he can. He has found several instances where the process of changing keys has not been completed due to interruptions.
- Due to the remoteness of WEC from the Staff Training Academy, there is little back up for the training tasks.

Visiting

- This post is used as relief during the week, as visiting is Saturday/Sunday only.
- Additional staff are used to assist in pat searching visitors and/or inmates and supervising the room during visits.

Yard Corporals

- Yard staff are located on the main yard area. Due to building layout, line of sight to every area on the yard is not possible.
- It is possible to have a large number of inmates on the yard with minimal staff available to supervise.
- During 3rd shift, this post also has responsibilities for filling chemicals and doing area checks.

Additional Observations

- **Unit Caseworkers** – The original purpose of WEC has been the intense reprogramming of the offenders. Because of this, the UCW's purpose here is truly case management and instruction. Among their duties, UCWs lead classes (Inside Out Dads, Anger Awareness, etc.), maintain case plans, write parole reviews, and several reentry issues. It is recommended that UCW post is NOT converted to security posts, as has been done at other facilities. A relief UCW would help reduce overtime used to cover for leave, training and vacancies.

- **Ancillary Duties** – Every current Lieutenant and most Sergeants are assigned other duties outside of supervising shift. These can take anywhere from 8 to 20 hours to complete each week.
- **Reentry** – A Reentry Specialist visits for approximately 6-8 hours each month. If a Reentry Specialist could be assigned on-site, or at least visit more often, the Unit Management staff would be relieved of the release housing and other reentry needs of the inmates.
- **Update post orders** – With the reclassification of the Administrative Lieutenant, make any necessary updates to the references of “Administrative Lieutenant” to “Captain”.
- **Staff issues** – When asked, staff were satisfied with their position. The majority of Sergeants and Lieutenants mentioned cancelling and/or forfeiting vacation leave due to shortage of staff on shift. Due to the minimal number of posts, the combination of any vacancies and use of leave/training can require use of overtime. Staff rely heavily on each other to perform their tasks, and this peer support has created a very professionally run facility.
- **Physical Plant** – Several doors with automatic closers were not functioning properly, and other doors that should have an automatic closer, and did not (i.e. to medical). General maintenance issues also need to be addressed, including walls, doors and window frames needing paint, doors that are not functioning and are propped open. Signs are not posted in areas inmates are unauthorized to occupy (behind housing building). The wire on top of the perimeter fence is angled out, which would deter someone from entering more than anyone wanting to escape.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Work Ethic Camp

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Administrative	Captain	Security Manager	X		1					1.00		
SUBTOTAL	Captain				1	0	0	0		1.00	1.00	0.00
A, B, C Bldgs.	Lieutenant	Shift Supervisor		X			1	1	1	1.90		
SUBTOTAL	Lieutenants				0	1	1	1		5.70	3.00	(2.70)
A, B, C Bldgs.	Sergeant	Asst. Shift Supervisor		X			1	1	1	1.90		
Admissions	Sergeant	Admit, Road Crew, Property	X		1					1.30		
A Bldg.	Sergeant	Training, Key, PHO	X		1					1.00		
SUBTOTAL	Sergeants				2	1	1	1		8.00	8.00	0.00
A Bldg.	Corporal	Central Control		X			1	1	1	1.90		
C Bldg.	Corporal	Utility 1		X			1	1	1	1.90		
C Bldg.	Corporal	Utility 2		X			1	1	1	1.90		
A, B, C Bldgs.	Corporal	Utility 3 / Yard		X			1	1	1	1.90		
A, B, C Bldgs.	Corporal	Visitation		X			1	1	1	1.90		
Work sites	Corporal	Road Crews	X		4					1.30		
Admissions	Corporal	Admit, supply, property	X		1					1.30		
SUBTOTAL	Corporals				5	5	5	4		33.10	33.00	(0.10)
A & C Bldgs.	Unit Caseworker	Teach, casework	X		4		4	4		10.40		
SUBTOTAL	Unit Caseworkers				4	0	4	0		10.40	8.00	(2.40)
TOTALS										53.00	53.00	(5.20)

** authorized FTE includes 1 CSI funded position plus 2 FY15 deficit positions does NOT include Maintenance Cpl

Minimal Post Staffing Analysis

Institution: Work Ethic Camp

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Administrative	Captain	Security Manager	X		1				1.00	1.00		
SUBTOTAL	Captain				1	0	0	0		1.00	1.00	0.00
A, B, C Bldgs.	Lieutenant	Shift Supervisor		X			1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	3.00	(2.22)
A, B, C Bldgs.	Sergeant	Asst. Shift Supervisor		X			1	1	1.74	5.22		
Admissions	Sergeant	Admit, Road Crew, Property	X		1				1.25	1.25		
A Bldg.	Sergeant	Training, Key, PHO	X		1				1.00	1.00		
SUBTOTAL	Sergeants				2	1	1	1		7.47	8.00	0.53
A Bldg.	Corporal	Central Control		X			1	1	1.74	5.22		
C Bldg.	Corporal	Utility 1		X			1	1	1.74	5.22		
C Bldg.	Corporal	Utility 2		X			1	1	1.74	5.22		
A, B, C Bldgs.	Corporal	Utility 3 / Yard		X			1	1	1.74	5.22		
A, B, C Bldgs.	Corporal	Visitation		X			1	1	1.74	5.22		
Work sites	Corporal	Road Crews	X		4				1.25	5.00		
Admissions	Corporal	Admit, supply, property	X		1				1.25	1.25		
SUBTOTAL	Corporals				5	5	5	4		30.61	33.00	2.39
A & C Bldgs.	Unit Caseworker	Teach, casework	X		4			4	1.25	10.00		
SUBTOTAL	Unit Caseworkers				4	0	4	0		10.00	8.00	(2.00)
TOTALS										53.00	(1.30)	

** authorized FTE includes 1 CSI funded position plus 2 FY15 deficit positions does NOT include Maintenance Cpl

**

Minimal Post Staffing Analysis

Institution: Work Ethic Camp

Proposed Post Plan

Custody & UCW

Post	Position	Duties & Responsibilities	Type		Day	# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day		1st	2nd	3rd				
Security Administrator	Captain	Administrative	x		1				1.00	1.00		
SUBTOTAL	Captain				1	0	0	0	1.00	1.00	1.00	0.00
Shift Supervisor	Lieutenant	Shift Supervisor		x			1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1	3.48	3.00	3.00	2.22
Asst. Shift Sup.	Sergeant	Asst Shift Supervisor		x			1	1	1.74	5.22		
Housing Unit	Sergeant	Unit Sergeant / PHO	x				1		1.25	1.25		
Admission	Sergeant	Admit, Road Crew, Property	x		1				1.25	1.25		
SUBTOTAL	Sergeants				1	1	2	1	4.25	7.72	8.00	(0.28)
Control Center	Corporal	Control Center		x			1	1	1.74	5.22		
Housing Unit	Corporal	Utility 1		x			1	1	1.74	5.22		
Housing Unit	Corporal	Utility 2		x			1	1	1.74	5.22		
Movement	Corporal	Utility 3 / Yard supervision		x			1	1	1.74	5.22		
Programs/Educ.	Corporal	Programs / classroom		x			1	1	1.74	3.48		
Travel Orders	Corporal	Escorts away from facility	x		2				1.25	2.50		
Visiting	Corporal	Visitation	x		2				1.25	2.50		
Work Crews	Corporal	Supervise work crews	x		6				1.25	7.50		
Property	Corporal	Admit, supply, property	x		1				1.25	1.25		
SUBTOTAL	Corporals				14	5	5	4	13.72	38.11	33.00	5.11
TOTALS										52.05	45.00	7.05

** authorized FTE includes 1 CSI funded position plus 2 FY15 deficit positions does NOT include Maintenance Cpl

**

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Work Ethic Camp
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

TOTAL FTE to include relief factor: 1.00 – 5 Day Captain

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Work Ethic Camp
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 – 7 Day Lieutenants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Work Ethic Camp
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
TOTAL	0	1	1	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 – 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Work Ethic Camp
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Unit*	0	0	1	0	Per staffing model
Admissions*	1	0	0	0	Facility specific – <i>Mission</i>
Tool/Key/Armory	0	0	0	0	Facility specific – <i>Facility size/no armory</i>
PH/Intel/Video	0	0	0	0	Facility specific – <i>Facility size</i>
TOTAL	1	0	1	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 2.50 – 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Work Ethic Camp
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Control Center*	0	1	1	1	Facility specific -- <i>Physical plant</i>
Housing Unit*	0	2	2	2	Facility specific -- <i>Physical plant</i>
Movement*	0	1	1	1	Facility specific -- <i>Facility size</i>
Programs/Activities*	0	1	1	0	Facility specific -- <i>Facility size</i>
TOTAL	0	5	5	4	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 24.36 – 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Work Ethic Camp
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Travel Orders*	2	0	0	0	Facility specific – <i>Facility location</i>
Visiting*	2	0	0	0	Per staffing model
Work Crews*	6	0	0	0	Facility specific – <i>Mission</i>
Property*	1	0	0	0	Per staffing model
TOTAL	11	0	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 13.75 – 5 Day Corporals

WEC Specific Recommendations

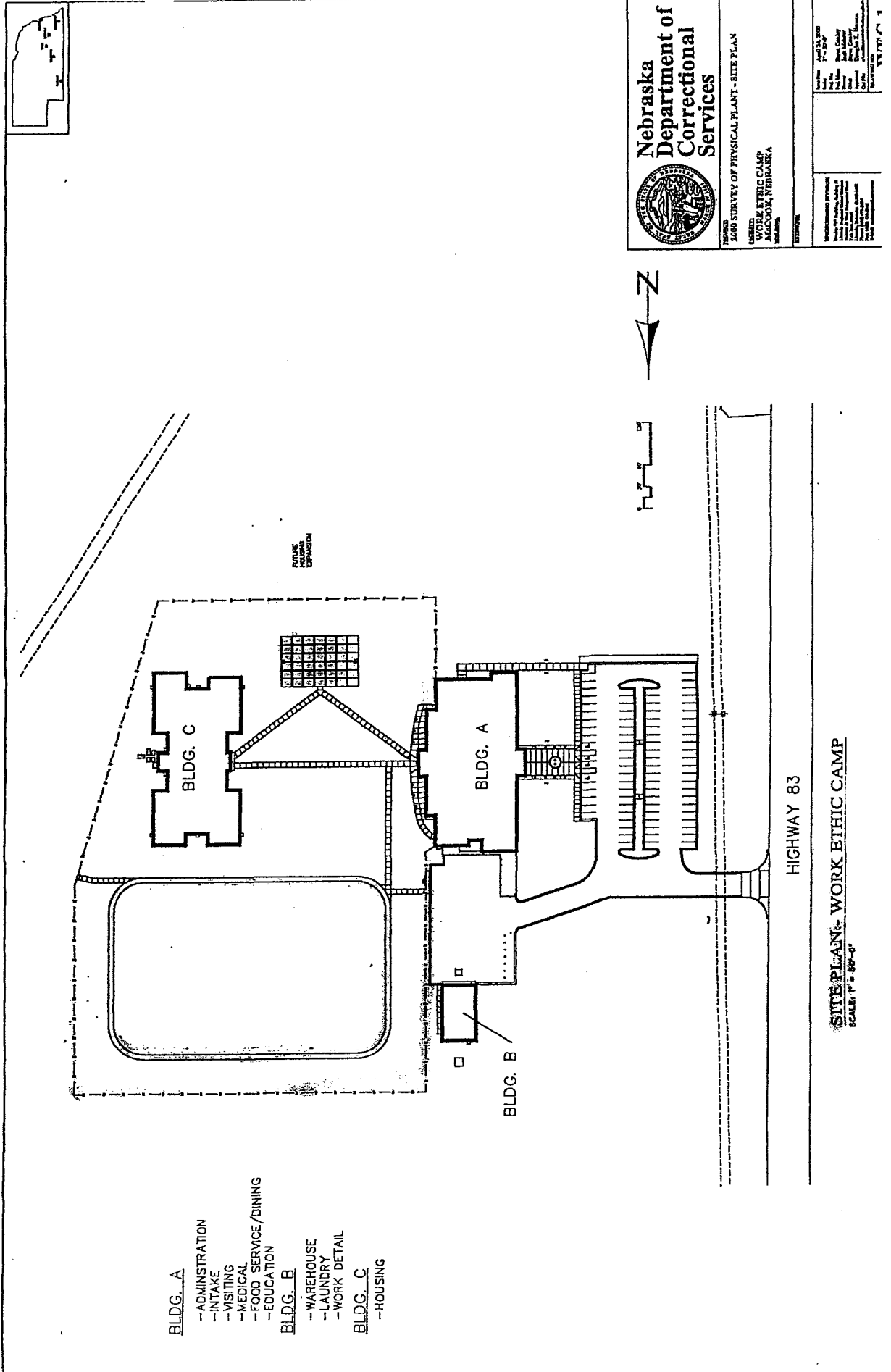
- Travel Orders – Given the number of travel orders annually, two posts assigned to day shift would provide adequate staff. They could also assist with the daily transport to offsite vocational training (Business Tech, Prairie Home, etc.). This would allow other staff to remain at their posts.
- Programs / Education – Currently no security staff is dedicated to the programming areas of the Administration building. It is suggested to have one post to cover Program and Classroom areas, plus be available for Medical and Dining needs and to relieve other staff from being called for coverage. This post could also help process work crews returning each afternoon.
- Visiting – One additional post would assist with pat searches on visitors and strip searches of inmates. Also changed post from first and second shift, 7-days to two on day shift, 5-days, which has net (-1) impact on staffing.
- Housing Unit Sergeants – Per the staffing model, it is suggested to place a second shift Sergeant post in Building C to cover all five dormitories. Recommend reorganizing the structure/schedule for this to occur.
- Lieutenants – While not new posts, it is suggested that the three relief posts be filled, which will allow current Lieutenants to utilize leave and training without short staffing the facility.

Other Recommendations (outside security staff)

- Training Specialist I – The analysis recommends removing the Training and Key Sergeant post. Since staff are trained onsite, this reclassified position would be invaluable to the facility. Additionally, the current position is already performing the same duties as Specialists at the Staff Training Academy.
- Administrative Assistant III – This position would relieve administrative security staff of some ancillary duties, and be responsible for Institutional Disciplinary Committee/Unit Disciplinary Committee, which will take these duties from the Captain and Unit Case Managers.
- Unit Caseworker – There is currently no relief provided with the eight UCW posts. Having one additional staff to assist with time used for leave, training and vacancies would reduce overtime.

Attachments

- A. Map



Nebraska Department of Correctional Services

STATE OF NEBRASKA
DEPARTMENT OF CORRECTIONAL SERVICES

2000 SURVEY OF PHYSICAL PLANT - SITE PLAN


WORK ETHIC CAMP
MAGDOGA, NEBRASKA

DATE: 11-26-80
BY: [Name]
CHECKED: [Name]
APPROVED: [Name]

- BLDG. A
- ADMINISTRATION
- INTAKE
- VISITING
- MEDICAL
- FOOD SERVICE/DINING
- EDUCATION
- BLDG. B
- WAREHOUSE
- LAUNDRY
- WORK DETAIL
- BLDG. C
- HOUSING

SITE PLAN - WORK ETHIC CAMP
SCALE 1" = 80'-0"

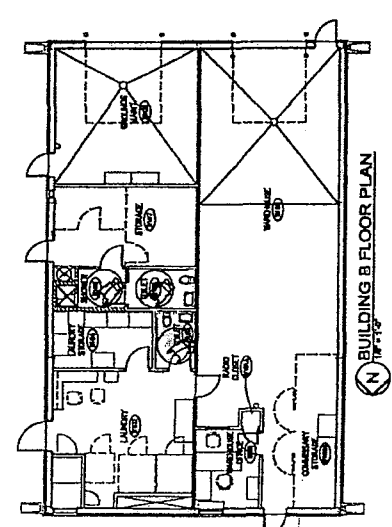
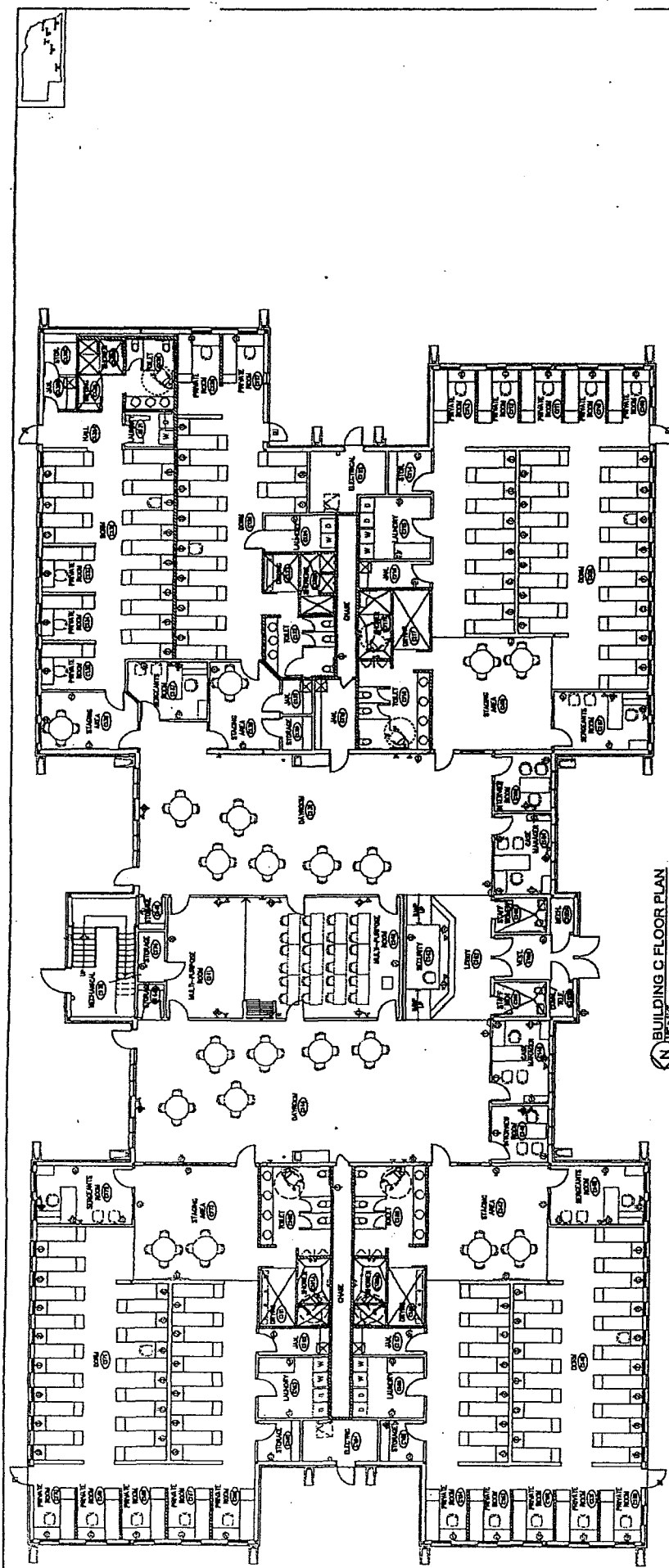
Nebraska Department of Correctional Services



STATE UNIVERSITY OF PENNSYLVANIA
 WILKES UNIVERSITY CAMPUS
 WILKES, PENNSYLVANIA
 FLOOR PLAN-BUILDINGS "B" AND "C"

DATE	11-28-88
BY	W. J. ...
CHECKED BY	...
APPROVED BY	...
SCALE	1/8" = 1'-0"
PROJECT NO.	...
REVISIONS	...

WEC-3



NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES
Restrictive Housing Population - Updated 7/1/2016

Name	Number	Facility	Status DS, IS, AC, IM	Date Assigned	MIMI Yes or No	Reason for Placement
Erickson, Ronald	53499	LCC	AC	1/4/2003	YES	SMHU Treatment, Staff Assaultive Behavior
Dix, Kevin	50850	LCC	AC	10/12/2006	YES	SMHU Treatment, Assaults to Staff, Frequent Self-Harming Behavior
Siems, Joseph	63436	LCC	AC DS	2/15/2007	YES	SMHU Treatment, Staff assault at NSP, Currently Refusing to participate in treatment and SMHU Programming, Multiple attempts to sexually and physically assault staff (DS until 10/30/2016)
Rodenbaugh, Eric	65500	LCC	AC	2/27/2007	YES	SMHU Treatment, Assaulted Staff on SMHU
Knight, Christopher	60742	LCC	AC	1/17/2009	YES	SMHU Treatment, Pending a Regional Center review, Assaulted Staff at LCC (OTC since 3/15/16)
Bush, Corey	54471	LCC	AC	1/21/2009	YES	SMHU Treatment, Threats to harm Staff, pending transfer to MHU (D-Unit)
Bradley, Juan	33691	LCC	AC	7/21/2010	YES	SMHU Treatment, Currently non-compliant with treatment and is not med compliant
Saylor, James	36500	NSP	PC	10/28/2010	NO	Refused cellmate PC TRD: 10-21-16
Nesbitt, Thomas	36998	NSP	PC	2/28/2011	NO	Refuse to have a cellmate/ PC TRD: 10-21-16
Escamilla, Anthony	76012	LCC	AC	8/5/2012	YES	SMHU Treatment, repeated assaults on other inmates, inappropriate sexual behavior towards female staff
Choate, Daniel	60177	LCC	DS AC	4/24/2013	YES	SMHU Treatment, Threats to staff, disruptive behavior, self-harming behavior (DS through 6/29/16)
Jenkins, Nikko	58580	NSP	DS	4/22/2014	NO	Awaiting sentencing/DS TRD: 09-24-17
Pokorny, Matthew	72072	LCC	AC	5/19/2014	YES	SMHU Treatment, Assaulted Staff, Consistent disruptive behavior, Broke out a window on C-Unit, Self Harming Behavior
Stewart, Deon	79199	LCC	DS	7/17/2014	YES	SMHU Treatment, Refused to lock down, threatening staff, refused to be restrained, Urinated on Yard, Assaultive Behavior (DS until 04/04/2017), attempted escape on 05/27/2016, physical assault on staff
Briggs, James	80861	LCC	AC DS	10/10/2014	YES	SMHU Treatment; Physical Assault on 3 staff (DS until 07/15/2016)
Johnson, Hesus	61098	LCC	AC	10/21/2014	YES	SMHU Treatment, Pending a Regional Center review, Aggressive behavior towards staff
Green, Audun	80956	LCC	AC DS	11/21/2014	YES	Refused to Leave Yard, Refused Cellmate, Assaultive towards Staff, Flooding, Disruptive Behavior (DS until 08/07/2018)
Wilson, Vernon	73833	LCC	AC	3/25/2015	YES	SMHU Treatment, Frequent Unprovoked Assaults on other inmates and Staff
Nissen, Thomas	47203	LCC	AC	4/9/2015	YES	SMHU Treatment, Repeated self-harming behavior
PRIM MICHAEL R	31305	TSCI	AC/DS	5/12/2015	No	Participated in large inmate disturbance/Refused housing/continuous threats to kill staff if moved to GP
YELTON JAN	76246	TSCI	PC/DS	5/17/2015	No	Recently completed START NOW PROGRAM. Requested PC-investigation & classification submitted. Currently, no bed space in HU1. Target release date from RH: 8/1/16
Yankton, Guno	78399	LCC	AC PC	5/29/2015	YES	Assaulted Staff at NSP

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES
Restrictive Housing Population - Updated 7/1/2016

Name	Number	Facility	Status DS, IS, AC, IM	Date Assigned	MMI Yes or No	Reason for Placement
NICKERSON GLENN D Prater, Rodney	80249 76621	TSCI LCC	AC/DS AC	6/5/2015 6/5/2015	No YES	Staff assault-pending MH assessment to determine appropriate placement (Transfer to LCC) SMHU Treatment, Refused to lock down Continuous threats toward staff-Has agreed to participate in behavior plan. Removed from PC on 6/23/15 for placement on AC
ALLEN LLOYD E	71197	TSCI	AC/DS	6/17/2015	No	Currently on behavior plan with MH staff-Multiple incidents of staff assault at LCC Seg to Seg transfer to NSP Participate in VRP
LOUIS JOE Mortensen, Randy	77170 80286	TSCI LCC	AC/DS AC	7/6/2015 8/20/2015	No NO	Assaulted another inmate with a Weapon at LCC
FEAGLEY TYLER A	78436	TSCI	AC/DS	8/24/2015	No	Staff assault (NSP)/STG activity/Threats toward 5-16-2016-"Stab that Pig"/ VRRP @TSCI
Martin, Kyle	70453	LCC	AC	8/27/2015	NO	Physical Altercation with an another inmate, Physical Assault on Staff, Has requested PC
CRAGO BRANDON C	69192	TSCI	AC	9/4/2015	No	Assault on another inmate with a weapon causing serious bodily injury
HENRY ERIC M	80225	TSCI	AC	9/17/2015	No	Possession of a homemade weapon-passing homemade knife to SMU West GP STG members through the yard on 01-06-2016
SERRANO MARCOS	76505	TSCI	AC	9/22/2015	No	Staff assault (TSCI) Serious Assault- Ofc. Livezey
Kudlacz, Jody	81601	NSP	AC	10/5/2015	NO	Assault on inmate Armagost #82325 using padlock/belt: AC TRD:09-20-16
MINSHALL JOSHUA L	69170	TSCI	AC	10/14/2015	No	Staff assault (TSCI) Cpl. McCormack-Transfer to NSP
PILCHER JAMES A	79471	TSCI	AC/DS	10/14/2015	No	Staff Assault (TSCI) Cpl. McCormack-Staff working to write behavior plan-Transfer to NSP
Matz, Ryan	71372	NSP	AC	10/17/2015	NO	Altercation with inmate Williams 76520 AC TRD: 09-18-16
Carter, Kevin	80313	NSP	AC	10/27/2015	NO	Attempting to assault staff in HU 4 AC TRD: 07-05-16
Grandel, Patrick	82741	LCC	AC	10/27/2015	YES	SMHU Treatment
Campos, Joshua	82376	NSP	AC	11/17/2015	NO	Fight with Moore 82186 AC TRD: 07-04-16
CERVANTES EDDY MONEY	74368	TSCI	AC/DS	11/21/2015	No	Staff assault (TSCI) Cpl. Briggs. UOF on 6/15/2016 refusal to lockdown
Gulley, Adam	76559	NSP	PC	11/28/2015	NO	Altercation with Hale 79569 PC TRD: 8-7-2016
Brown, Aaron	83140	LCC	DS	12/3/2015	YES	SMHU Treatment, Multiple Sexual/Physical Assaults on Staff, Sexual Activities (DS until 10/01/2016)
Quezada, Carlos	82842	NSP	AC	12/13/2015	NO	Assault on inmate Muratella 72006 at OCC AC TRD:10-4-16
HUNT BAKARI T	82947	TSCI	AC/DS	12/18/2015	No	Pending IMO hearing-Disruptive behavior in R.H.
Garafan, Boss	82608	LCC	AC	12/25/2015	YES	SMHU Treatment, Assaulted Staff at DEC
ANGULO MARCO A	77452	TSCI	AC	1/9/2016	No	2 on 1 assault of another inmate (TSCI). Removal classification to be submitted 7/12/16
DITTMAN CODY R	77143	TSCI	AC	1/12/2016	No	Staff Assault (NSP); STG issues
DURAN AARON	75730	TSCI	AC	1/20/2016	No	Assault of Inmate Briggs #80861 in SMU West GP (3 on 1)
EAGLEBOY CHARLES R	71048	TSCI	AC/DS	1/20/2016	No	Assault of Inmate Briggs #80861 in SMU West GP (3 on 1)
FLOYD ANTHONY L	82033	TSCI	AC	1/20/2016	No	Assault of Inmate Briggs #80861 in SMU West GP (3 on 1)

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES
Restrictive Housing Population - Updated 7/1/2016

Name	Number	Facility	Status DS, IS, AC, IM	Date Assigned	MIMI Yes or No	Reason for Placement
Morales, Ronny	82705	NCVF	DS/PC	1/22/2016	NO	Morales was originally placed on IS status on 1-22-2016 for an altercation with another inmate. He received disciplinary segregation. During his time on DS morales received several other misconduct reports of a serious nature and received disciplinary segregation until his released from Disciplinary Segregation status on 6-2-2016. Placed on Protective Custody status on 6-2-2016 based on inmate request for voluntary protective custody due to threats from another inmate. PC was approved by the classification review team with a review on or before 9-1-2016. Morales is currently also on dS status as of 6-12-2016 based on a use of force for refusing to lock down he is on DS until a projected release date of 7-26-2016. The Institutional Classification Committee is reviewing Morales status on a weekly basis. Morales has been given the privileges of an inmate work assignment and more RHU yard time. He is visited by Mental Health daily and is allowed to work on his educational requirements.
Alonzi, Justin	81487	NSP	AC	1/26/2016	NO	assaulted inmate Dennis, Phillip # 76874 AC TRD: 08-28-16
Vanderbeek, Dimitry	83001	LCC	DS	1/28/2016	YES	SMHU Treatment, Consistent disruptive behavior (DS until 10/1/16) Continuous threats to assault CW Barker/Disruptive behavior upon placement in RH. Lived in HU1B from 11/23/15 to 2/4/16. Never classified to PC status -Move to HU 1 on 7/25/2016
RHINEHART DISCIPLE A	82786	TSCI	DS	2/4/2016	No	Physical altercation. Requested PC/ PC TRD: 11-23-16
Temoras, Victor	81841	NSP	PC	2/4/2016	YES	Involuntary PC/ PC TRD: 09-26-16
Williams, Lamar	76520	NSP	PC	2/5/2016	YES	Cardellhac was originally placed on IS status on 2-10-2016 for refusing staff directives and disruptive behavior. Due to repeated misconduct reports of a serious nature and continuous displays of disruptive behavior his current release date from DS is projected for 11-26-2016. The Institutional Classification Committee is reviewing Cardellhac status on a weekly basis. The committee continued to allow Cardellhac a television, He has an inmate Mentor that he plays games with and discuss his behavior. Cardellhac receives daily visits from Mental Health Staff and is allowed to work on his educational requirements. He is assigned an institutional work assignment.
Cardellhac, Dylan	80297	NCVF	DS	2/10/2016	NO	
Gonzales, Raymond	81717	NSP	AC	2/10/2016	NO	Altercation with inmate Yanga #82159/ Pending transfer to TSCI GP
Aguilar, Billy	59233	LCC	AC	2/11/2016	YES	SMHU Treatment, Assaulted Staff at LCC
MEYERS ROBERT A	80692	TSCI	AC	2/18/2016	No	Assault of Inmate Gamble #82710 in HU2 at TSCI (2 on 1) (Recommend LTRH)
SOSA ADRIAN	80343	TSCI	AC	2/18/2016	No	Assault of Inmate Gamble #82710 in HU2 at TSCI (2 on 1) (Recommend LTRH) Threats toward staff/Altercation with Inmate Scott #82561 in RH on 6/1/16 Move to HU 1 on 07/16/2016
WOOD LEROY A	72776	TSCI	PC/DS	2/18/2016	No	physical altercation and attempt to assault staff/ DS TRD: 09-10-16
Brandt, Kain	82676	NSP	DS	2/19/2016	NO	STG Activity (LTRH)
ALDANA FERMIN A	70279	TSCI	AC	2/21/2016	No	STG Activity (Possible out-of-state Transfer)
CAMACHO RAY N	77630	TSCI	AC	2/21/2016	No	STG Activity-Removal classification to be submitted 7/5/16
RAMIREZ ERIC A.	72835	TSCI	AC	2/21/2016	No	Requested Protective Custody, County Safekeeper pending MH Evaluation per County Attorney
Slapnicka, Brandon	6090	LCC	IS	2/21/2016	NO	

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES
 Restrictive Housing Population - Updated 7/1/2016

Name	Number	Facility	Status	DS, IS, AC, IM	Date Assigned	MIMI Yes or No	Reason for Placement
SOMMER ADAM P	62518	TSCI	AC		2/21/2016	No	STG Activity (LTRH)
JANSSEN TATE A	72827	TSCI	AC		2/22/2016	No	Assault of Inmate Lowell #72089 in SMU West GP (3 on 1) (LTRH)
LEMUZ JUAN C	64256	TSCI	AC		2/22/2016	No	Assault of Inmate Lowell #72089 in SMU West GP (3 on 1) (LTRH)
RAMOS ERIC L	77370	TSCI	AC		2/22/2016	No	Assault of Inmate Lowell #72089 in SMU West GP (3 on 1) (LTRH)
Prusia, Devante	83613	LCC	PC IS		2/26/2016	NO	Pending PC Bed Space on A2 Continuously refuses to move to HU1. Approved for HU1 placement on 3/25/16. Placed on PC 06/30/2016
GONZALEZ LUIS A	76716	TSCI	PC/DS		2/27/2016	No	Attempted Assault of Staff
Pereira, William	75676	LCC	AC		2/27/2016	NO	Transfer from LCC/ Altercation with inmate Spencer 80917 (LCC) AC TRD: 07-17-16
Rodriguez, Leonel	80629	NSP	AC		2/27/2016	NO	Physical Altercation, Weapon Involved
Spencer, Jesse	80917	LCC	AC		2/27/2016	NO	Unable to live in any NDCS GP
DUBRAY CURTIS R	72146	TSCI	AC		2/28/2016	No	Assault of Inmate Gonzalez #76716 (2 on 1). Removed from PC on 10/17/13.
MENDOZA CARLOS	75625	TSCI	AC		2/28/2016	No	Assault of Inmate Gonzalez #76716 (2 on 1) (LTRH)
PAYAN ABRAM L	67765	TSCI	AC		2/28/2016	No	Assault of Inmate Knight #82567 in SMU West GP (4 on 1) (LTRH)
SEBESTA MICHAEL B	77046	TSCI	AC		2/28/2016	No	Assault of Inmate Knight #82567 in SMU West GP (4 on 1) (LTRH)
CASTILLAS DAVID G	74035	TSCI	AC		2/29/2016	No	Assault of Inmate Knight #82567 in SMU West GP (4 on 1)-Participating in START NOW program
LYONS MATTHEW A	71535	TSCI	AC		2/29/2016	No	

Erickson, Ronald	53499	LCC	AC	1/4/2003	YES	SMHU Treatment, Severely Mentally Ill, Staff Assaultive Behavior
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Name	Number	Facility	Status DS, IS, AC, IM	Date Assigned	SMI Yes or No	Reason for Placement
Erickson, Ronald	53499	LCC	AC	1/4/2003	YES	SMHU Treatment, Severely Mentally Ill, Staff Assaultive Behavior
Dix, Kevin	50850	LCC	AC	10/12/2006	YES	SMHU Treatment, Assaults to Staff, Frequent Self-Harming Behavior
Siems, Joseph	63436	LCC	AC DS	2/15/2007	YES	SMHU Treatment, Staff assault at NSP, Currently Refusing to participate in treatment and SMHU Programming. Multiple attempts to sexually and physically assault staff (DS until 10/30/2016)
Rodenbaugh, Eric	65500	LCC	AC	2/27/2007	YES	SMHU Treatment, History of assaults on staff
Knight, Christopher	60742	LCC	AC	1/17/2009	YES	SMHU Treatment, Assaulted Staff at LCC (OTC since 3/15/16)
Bush, Corey	54471	LCC	AC	1/21/2009	YES	SMHU Treatment, Threats to harm Staff, pending transfer to MIHU (D-Unit)
Bradley, Juan	33691	LCC	LTRH	7/21/2010	YES	SMHU Treatment, Initial LTRH Placement date of 7/14/16, review date of 10/12/16. Currently non-compliant with treatment and is on an IMO for being non-medication compliant.
Escamilla, Anthony	76012	LCC	AC	8/5/2012	YES	SMHU Treatment, repeated assaults on other inmates, inappropriate sexual behavior towards female staff
Choate, Daniel	60177	LCC	LTRH	4/24/2013	YES	SMHU Treatment, Threats to staff, disruptive behavior, self-harming behavior
Pokorny, Matthew	72072	LCC	LTRH	5/19/2014	YES	SMHU Treatment, Assaulted Staff, Consistent disruptive behavior, Self Harming Behavior
Stewart, Deon	79199	LCC	DS	7/17/2014	YES	SMHU Treatment, Refused to lock down, threatening staff, refused to be restrained, Urinated on Yard, Assaultive Behavior (DS until 04/04/2017), attempted escape on 05/27/2016, physical assault on staff
Briggs, James	80861	LCC	LTRH	10/10/2014	YES	SMHU Treatment, Initial LTRH Placement date of 7/14/16, review date of 10/12/16. Physical Assaults on 3 staff.
Johnson, Hesus	61098	LCC	AC	10/21/2014	YES	SMHU Treatment, Pending a Regional Center review, Aggressive behavior towards staff
Green, Audun	80956	LCC	AC DS	11/21/2014	YES	SMHU Treatment trial for 90 days, Assaultive towards Staff, Flooding, Disruptive Behavior (DS through 08/07/2018)
Zepeda-Rodriguez, Jose	69274	LCC	LTRH	2/12/2015	NO	Initial LTRH placement on 7/14/16. LTRH review on 10/12/16. Long history of threats to staff, barricading in cell/shower requiring extraction teams, non-compliance with staff directives.
Jenkins, Nikko	SK5880	NSP	DS	3/11/15	Yes	Awaiting sentencing DS TRD 8-11-2016
Wilson, Vernon	73833	LCC	AC	3/25/2015	YES	SMHU Treatment, Frequent Unprovoked Assaults on other inmates and Staff
Nissen, Thomas	47203	LCC	AC	4/9/2015	YES	SMHU Treatment, Repeated self-harming behavior
PRIM MICHAEL R	31305	TSCI	AC	5/12/2015	NO	Participated in large inmate disturbance/Refused housing/continuous threats to kill staff if moved to GP
Yankton, Guno	78399	LCC	AC PC	5/29/2015	YES	SMHU Treatment, Assaulted Staff at NSP, PC Removal classification is pending.
Prater, Rodney	76621	LCC	AC	6/5/2015	YES	SMHU Treatment, very paranoid about other inmates and staff wanting to harm him as part of his illness.

Nickerson, Glenn	80249	LCC	AC DS	6/5/2015	YES	SMHU Treatment, transferred from NSP to participate in Treatment on 7/14/16. DS date of 10/9/16.
ALLEN LLOYD E	71197	TSCI	AC/DS	6/17/2015	NO	Continuous threats toward staff-Has agreed to participate in behavior plan. Removed from PC on 6/23/15 for placement on AC (LTRH)
Mortensen, Randy	80286	LCC	AC	8/20/2015	NO	LTRH Review scheduled: 08/09/2016 Stabbed another inmate in the neck with a Weapon at LCC
FEAGLEY TYLER A	78436	TSCI	AC	8/24/2015	NO	Staff assault (NSP)/STG activity/Threats toward 5-16-2016-"Stab that Pig" /VRP @TSCI LTRH Review scheduled: 07/12/2016
CRAGO BRANDON C	69192	TSCI	AC	9/4/2015	NO	Assault on another Inmate with a weapon causing serious bodily injury LTRH Review scheduled: 08/02/2016
HENRY ERIC M	80225	TSCI	IS	9/17/2015	NO	Possession of a homemade weapon-passing homemade knife to SMU West GP STG members through the yard on 01-06-2016
SERRANO MARCOS	76505	TSCI	LTRH	9/22/2015	NO	Staff assault (TSCI) Serious Assault- Ofc. Livezey
MINSHALL JOSHUA L	69170	TSCI	AC	10/14/2015	NO	Staff assault (TSCI) Cpl. McCormack-Transfer to NSP LTRH Review scheduled: 07/26/2016
Grandel, Patrick	82741	LCC	AC	10/27/2015	YES	SMHU Treatment for mental illness
CERVANTES EDDY MONEY	74368	TSCI	LTRH	11/21/2015	NO	Staff assault (TSCI) Cpl. Briggs. UOF on 6/15/2016 refusal to lockdown
Brown, Aaron	83140	LCC	DS	12/3/2015	YES	SMHU Treatment, Multiple Sexual/Physical Assaults on Staff, Sexual Activities (DS until 10/01/2016)
HUNT BAKARI T	82947	TSCI	AC/DS	12/18/2015	NO	Pending IMO hearing-Disruptive behavior in R.H. LTRH Review Scheduled: 07/26/2016
Garafan, Boss	82608	LCC	LTRH	12/25/2015	YES	SMHU Treatment, Assaulted Staff at DEC. Initial LTRH placement on 7/28/16, Review date of 10/28/16.
ANGULO MARCO A	77452	TSCI	AC	1/9/2016	NO	2 on 1 assault of another inmate (TSCI). Place in General Population LTRH Review Scheduled: 07/19/2016
DITTMAN CODY R	77143	TSCI	AC	1/12/2016	NO	Staff Assault (NSP); STG issues LTRH Review Scheduled: 07/19/2016
EAGLEBOY CHARLES R	71048	TSCI	LTRH	1/20/2016	NO	Assault of Inmate Briggs #80861 in SMU West GP (3 on 1) LTRH Review Scheduled: 07/12/2016 (LTRH)
DURAN AARON	75730	TSCI	AC	1/20/2016	NO	Assault of Inmate Briggs #80861 in SMU West GP (3 on 1) LTRH Review Scheduled: 07/19/2016
FLOYD ANTHONY L	82033	TSCI	LTRH	1/20/2016	NO	Assault of Inmate Briggs #80861 in SMU West GP (3 on 1) IS- Pending bed space in GP
Vanderbeek, Dimitry	83001	LCC	DS	1/28/2016	YES	SMHU Treatment, Consistent disruptive behavior (DS until 10/1/16)
RHINEHART DISCIPLE A	82786	TSCI	PC/IS	2/4/2016	NO	Continuous threats to assault CW Barker/Disruptive behavior upon placement in RH. Place in HU 1 upon release from DSTRD: 10/18/2016

Cardellhac, Dylan	80297	NCYF	LTRH	2/10/2016	NO	Cardellhac was originally placed on IS status on 2-10-2016 for refusing staff directives and disruptive behavior. Due to repeated misconduct reports of a serious nature and continuous displays of disruptive behavior his current release date from DS is projected for 11-26-2016. The Institutional Classification Committee is reviewing Cardellhac status on a weekly basis. The committee continued to allow Cardellhac a television, He has an inmate Mentor that he plays games with and discuss his behavior. Cardellhac receives daily visits from Mental Health Staff and is allowed to work on his educational requirements. He is assigned an institutional work assignment. On 7/21/2016 Cardellhac was assigned to Long Term Restrictive Housing (LTRH) status with a review in 90days and participation in the explore program. On 7/28/2016 the Institutional Classification committee recommended a weekly incentive plan be drawn up for Cardellhac. for his preparation for release from LTRH. incentives for more time out of his cell, more time to communicate with inmates in general population, participation in classroom school, and other programs to assist with his return to the general population.
WOOD LEROY A	72776	TSCI	PC/IS	2/18/2016	NO	Threats toward staff/Altercation with Inmate Scott #82561 in RH on 6/1/16 Move to HU 1 on 07/16/2016
SOSA ADRIAN	80343	TSCI	AC	2/18/2016	NO	Assault of Inmate Gamble #82710 in HU2 at TSCI (2 on 1) (Recommend LTRH) LTRH Review Scheduled: 08/16/2016
MEYERS ROBERT A Brandt, Kain	80692 82676	TSCI NSP	AC DS	2/18/2016 2/19/16	NO No	Assault of Inmate Gamble #82710 in HU2 at TSCI (2 on 1) (Recommend LTRH) LTRH Review Scheduled: 08/16/2016 Altercation and attempted assault on staff DS TRD 8-11-2016
SOMMER ADAM P	62518	TSCI	LTRH	2/21/2016	NO	STG Activity (LTRH)
ALDANA FERMIN A	70279	TSCI	LTRH	2/21/2016	NO	STG Activity (LTRH)
CAMACHO RAY N	77630	TSCI	LTRH	2/21/2016	NO	STG Activity (Possible out-of-state Transfer)
LEMUZ JUAN C	64256	TSCI	AC	2/22/2016	NO	Assault of Inmate Lowell #72089 in SMU West GP (3 on 1) (LTRH) LTRH Review Scheduled: 08/09/2016
JANSSEN TATE A	72827	TSCI	LTRH	2/22/2016	NO	Assault of Inmate Lowell #72089 in SMU West GP (3 on 1) (LTRH) LTRH Review Scheduled: 08/09/2016
RAMOS ERIC L	77370	TSCI	LTRH	2/22/2016	NO	Assault of Inmate Lowell #72089 in SMU West GP (3 on 1) (LTRH) LTRH Review Scheduled: 08/16/2016
GONZALEZ LUIS A	76716	TSCI	PC/IS	2/27/2016	NO	Continuously refuses to move to HU1. Approved for HU1 placement on 3/25/16. Placed on PC 06/30/2016
PAYAN ABRAM L	67765	TSCI	AC	2/28/2016	NO	Assault of Inmate Gonzalez #76716 (2 on 1) (LTRH) LTRH Review Scheduled: 07/26/2016
DUBRAY CURTIS R	72146	TSCI	LTRH	2/28/2016	NO	Unable to live in any NDSCS GP
MENDOZA CARLOS	75625	TSCI	AC	2/28/2016	NO	Assault of Inmate Gonzalez #76716 (2 on 1). Removed from PC on 10/17/13. LTRH Review Scheduled: 07/26/2016
SEBESTA MICHAEL B	77046	TSCI	AC	2/28/2016	NO	Assault of Inmate Knight #82567 in SMU West GP (4 on 1) (LTRH) LTRH Review Scheduled: 08/09/2016
LYONS MATTHEW A	71535	TSCI	AC	2/29/2016	NO	Assault of Inmate Knight #82567 in SMU West GP (4 on 1)-Participating in START NOW program
CASTILLAS DAVID G	74035	TSCI	AC	2/29/2016	NO	LTRH Review Scheduled: 08/02/2016 Assault of Inmate Knight #82567 in SMU West GP (4 on 1) (LTRH) LTRH Review Scheduled: 08/02/2016

Martin, Dillon	74954	LCC	AC	3/1/2016	NO	Participation in Physical Assault including Weapon (as the lookout and shot caller), under investigation for the 05/26/2016 fire on Housing Unit C1
LOZANO ERIC	77098	TSCI	AC	3/4/2016	NO	Possession of a homemade weapon 6" Metal rod sharpend to a fine point (LTRH) LTRH Review Scheduled: 08/16/2016
LEUCK THOMAS L	80527	TSCI	AC	3/4/2016	NO	Possession of a homemade weapon 6" Metal rod sharpend to a fine point (LTRH)

180th Day	days in RH
7/2/2003	4958
4/9/2007	3582
8/13/2007	3457
8/25/2007	3446
7/15/2009	2757
7/19/2009	2754
1/16/2011	2209
1/31/2013	1464
10/20/2013	1203
11/14/2014	814
1/12/2015	756
4/7/2015	672
4/18/2015	662
5/19/2015	632
8/10/2015	550
9/6/2015	524
9/20/2015	511
10/5/2015	497
11/7/2015	465
11/24/2015	449
12/1/2015	443

12/1/2015	444
12/13/2015	433
2/15/2016	370
2/19/2016	367
3/1/2016	357
3/14/2016	345
3/19/2016	341
4/10/2016	320
4/23/2016	308
5/18/2016	284
5/30/2016	273
6/14/2016	259
6/21/2016	253
7/6/2016	239
7/9/2016	237
7/17/2016	230
7/17/2016	231
7/17/2016	232
7/25/2016	225
8/1/2016	219

8/7/2016	214
8/15/2016	207
8/15/2016	208
8/15/2016	209
8/16/2016	209
8/18/2016	208
8/18/2016	209
8/18/2016	210
8/19/2016	210
8/19/2016	211
8/19/2016	212
8/24/2016	208
8/25/2016	208
8/25/2016	209
8/25/2016	210
8/25/2016	211
8/26/2016	211
8/26/2016	212

8/27/2016	212
8/30/2016	210
8/30/2016	211

Gates, Traci

From: Lewien, Barb
Sent: Sunday, July 17, 2016 9:51 AM
To: Frakes, Scott
Cc: Sabatka-Rine, Diane
Subject: RE: NDCS Staffing Analysis Final (E) Secured.pdf

Thank you! We appreciate it very much! The team was really fantastic to work with! I will share with them your praise.

Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

From: "Frakes, Scott" <scott.frakes@nebraska.gov>
Date: 07/17/2016 9:21 AM (GMT-06:00)
To: "Lewien, Barb" <Barbara.Lewien@nebraska.gov>
Cc: "Sabatka-Rine, Diane" <Diane.Sabatka-Rine@nebraska.gov>
Subject: RE: NDCS Staffing Analysis Final (E) Secured.pdf

Once again Barb, to you and your team – this is top quality work, some of the best I have seen. After it is shared bilically (next 7 days), I'm going to send a copy to NIC. I believe it should serve as an example to other agencies that want to undergo a similar process. Fine job!!!!

From: Lewien, Barb
Sent: Thursday, July 14, 2016 8:00 AM
To: Frakes, Scott
Subject: FW: NDCS Staffing Analysis Final (E) Secured.pdf

Good morning,

Attached is the electronic version as requested. Have a good day,

From: Bryl, Chasidy
Sent: Wednesday, July 13, 2016 8:54 AM
To: Lewien, Barb
Subject: NDCS Staffing Analysis Final (E) Secured.pdf

Chasidy Bryl

Administrative Assistant to the Warden
 Omaha Correctional Center
 2323 E. Ave J Omaha, NE 68110
 Office: (402)522-7125
 Fax: (402)595-2227
chasidy.bryl@nebraska.gov

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Byron L. Diamond
Director

Pete Ricketts, Governor

TO: Director Scott Frakes
FROM: Sharon Rues Pettid
DATE: May 25, 2016
SUBJECT: NDCS Culture Study Report

As requested, I have completed a culture study for the Nebraska Department of Corrections to examine the current culture within the agency to support the development and implementation of the agency's strategic plan. The report provides a cultural baseline and key indicators to leverage while driving agency cultural change, and to positively impact NDCS services. The final report is attached for your review and consideration.

Survey Process

To ensure statistical validity, the survey project originally intended to interview approximately 300 NDCS employees (i.e., location, job group). The volume increased as employees volunteered to complete the survey lengthening the study time.

The study, consisting of 471 NDCS staff interviews, utilized four instruments and included both quantitative and qualitative research. The study also included a training assessment and review of policy and procedures administrative components. Interviews were conducted at all locations between September and November 2015. Data analysis occurred between December 2015 and February 2016. Further analysis was conducted and the report was prepared during March and April 2016. A final draft was given to you in May 2016.

Survey Results

Identified themes from the data include: employee pay, employee safety, organizational leadership, communication, inmate culture, training, processes and procedures, performance management, and facilities. These emerged from both the quantitative and qualitative data gathered and substantial analysis.

Survey Responses

These responses represent the individual opinions and statements of NDCS employees. Neither NDCS nor DAS can validate the veracity or accuracy of responses provided. The study was informational and not investigatory in nature.



Director Scott R. Frakes

**June 1, 2016
Culture Study
Memorandum**

Last year, I commissioned an agency-wide staff culture survey to assess the state of the organization. An independent team canvassed our facilities from Omaha to McCook interviewing staff to identify their most pressing concerns and the root causes of those concerns.

While the culture survey was being conducted, NDCS undertook a number of reforms and initiatives spanning all areas of the agency. The long-term results of these changes are making their way through the agency and the full effects will not be felt for some time. The cultural change required to move our agency toward becoming the "best in the business of corrections" is underway now.

The survey highlights several areas of concern that need to be addressed. My promise to Nebraska, the Legislature and, in particular all NDCS employees, is we will prioritize and address them. Working together, we can change how this organization operates. We must prioritize the issues and respond to them in a strategic manner.

Compensation

The survey confirmed what I have been hearing for the last year. Pay is a significant issue for NDCS employees. There is a sense of inequality when long-term employees make the same wage as brand-new employees. Experienced staff members mentor and teach new staff the nuances of corrections work that can only be learned from actually doing the job. They do this because they are teammates, regardless of tenure, and because it is how we keep each other safe.

Compensation should be linked to the skills and knowledge to do the job effectively and safely. This issue is complicated and does not affect NDCS alone. There are collective bargaining processes for staff represented under labor contracts, and over 16,000 state employees impacted by the current compensation methods. I am working with the Department of Administrative Services to make sure the compensation needs of our department are identified and understood.

Employee Safety

Staff safety is a priority for me and staff safety is foundational to everything we do. Corrections work is inherently dangerous. We house 5,400 men and women who are incarcerated due to their risk to society; more than 50 percent of our population is serving time for a violent crime. While corrections work inherently involves risk, there are things we are doing and can do to reduce the number of assaults.

We have recently revised our internal critical incident review process to include formal reviews of all serious staff assaults in addition to larger-scale incidents, which is similar to approaches used by military, law enforcement and medical professions when serious incidents occur. The key is to identify and implement recommendations for improvement. The inmate is always responsible for his or her actions, but we learn from each incident and make changes to help keep staff safe.

In November 2015, NDCS created an intelligence team at the agency level dedicated to identifying organized activity contributing to assaults and other disruptive behavior. This allows us to target interventions which will ultimately reduce violence. We are also expanding the use of cognitive-behavioral interventions that specifically address criminal thinking. There are no simple solutions to this problem, but that does not mean there are no solutions.

NDCS staff have met with the New Mexico Department of Corrections to examine the changes they have made to reduce the use of restrictive housing and a team they created to specifically reduce gang violence. We have also partnered with the Nebraska State Patrol, who have expressed their willingness to assist NDCS in any way they can, including training with our special teams. NDCS investigates staff assaults and forwards the results to the appropriate county attorney who determines if criminal charges will be filed.

In an attempt to convert a restrictive housing unit at the Tecumseh State Correctional Institution to a maximum-custody general population unit, there was concern from employees that the unit's physical layout did not afford a sufficient level of safety needed for inmate movement. Given these concerns, the decision was made to halt this conversion and solicit employee input as to determine the best use for this unit. This is just one example of listening to employees and putting their safety first. We will continue to solicit input from staff and leverage their expertise as we provide quality care in a safe and secure manner.

The agency is continuously working to ensure correctional staff are properly equipped as well. The department recently increased the potency of the OC (oleoresin capsicum) spray and has procured more up-to-date radios and is reviewing the need for upgrades to other security equipment, such as cameras and intercoms.

Communication and Leadership

One of our vision points is Commitment to Staff. The leadership of NDCS must demonstrate they value the staff of the agency. We will continue to address those leaders who do not embrace the vision of this agency. In correspondence to the entire agency, I have laid out my expectations for all employees, including those in leadership positions:

- Everyone in NDCS treats each other with respect at all times, without exception.
- Retaliation will not be tolerated.

- We behave ethically in all decisions and actions.
- We are all timely and responsive to any request for information.
- Leaders are accessible.
- Leaders listen at least as much as they talk.
- Diversity amongst the leadership ranks will increase.
- We will treat the inmates with respect, even when they do not show us respect.

The survey confirms what I have been working to change since my arrival. When I solicited staff for examples of the “good ole’ boy & girl club” or “fear of retaliation,” I received more than 80 responses. Communication issues were mentioned as well as examples of lack of respect between co-workers, and between supervisors and employees. Lastly, there was a strong belief that it wasn’t advisable to challenge the status quo and people were promoted based on who they knew rather than their performance. Conversely, some teammates believe people are being promoted on merit and they had no fear of retaliation.

This is a problem that must be addressed head-on as even the perception of inequity or favoritism negatively impacts an organization’s culture. The agency has instituted Employee Positive Impact Councils (EPIC) at each facility, and they have already held their first meetings. The councils are an opportunity to bring staff together for open and honest dialogue. This perception took years to develop, which means dispelling it will not occur overnight. But, I am committed to it changing. I will be inviting a non-management representative from each of the councils to meet with the NDCS Executive Team and share how the process is going.

Creating promotional processes that are objective, thorough, and effective is challenging, but doable. “Time in grade” or experience with NDCS should be considered, but only in concert with education, other experience, and demonstrated performance. The agency has formed a workgroup to analyze the promotional processes, collect input from staff, and design a better system.

I recently solicited input from employees asking them to share one good thing about NDCS they wanted me to know. More than 140 employees responded. People talked about how NDCS is their second family, the positive relationships they have with coworkers and supervisors, and how proud they are of the work they do.

Inmate Culture

There are those who believe it is this agency’s job to “punish” those under our care. That could not be further from the truth. The punishment is the period of incarceration imposed by the courts. The department’s mission is to protect the public. More than 93 percent of the individuals

sentenced to prison will return to our communities. We achieve our mission by providing an environment conducive to making the choice to engage in positive change.

Those who succeed in this business embrace the reentry philosophy and recognize providing inmates with programming and pro-social activities creates safer prisons and communities. Discipline is applied for the purpose of changing behavior and is ineffective if used as a punitive measure. A mantra in corrections is “firm, fair and consistent.” Firm refers to enforcing the rules, fair takes into account the individual circumstances, and consistent is applying the rules firmly and fairly every day.

We have an obligation to provide for the basic needs of our inmate population. We have a constitutional responsibility to meet their healthcare needs. NDCS provides healthcare services consistent with the community standard of care, as required by state statute. All healthcare decisions take into account medical necessity and any decision to allow an inmate to see a specialist in the community requires approval of the medical director. A department work group is looking at options to reduce the number of medical travel orders.

My personal communication with staff, the feedback provided in this survey and conversations with leaders of other correctional systems indicate a perceived shift in the inmate population. This shift suggests an inmate population that is more demanding, more prone to violence and more disrespectful of authority.

NDCS will continue to provide, and expand, treatment and programming opportunities for inmates. We have formed Inmate Councils at all of the facilities to improve communication and provide the inmates an effective way to voice their concerns and ideas. We will not allow inmates to dictate policy or compromise the safety of our staff, but there is great value in building open lines of communication.

Training

Training and professional development present opportunities to expand the knowledge and skills of our employees and contribute to job satisfaction. Professional development provides everyone in the agency with worthwhile benefits and is a wise investment of taxpayer dollars.

I have established a work group to address this issue, identify options, and determine what is feasible to implement in the near future. Initial recommendations from this team and from the Inspector General include:

- resiliency training for correctional staff
- reimbursement of licensure and continuing education for health services and behavioral health staff
- research-based employee engagement training to develop a better work environment
- enhanced supervisory training

- evaluating pre-service and in-service training for opportunities to better meet the practical needs of our employees

One challenge will be to make sure as we make progress in our efforts to reduce overtime, we do not simply replace the hours spent at the facilities with time spent in training. An appropriate work/life balance for our staff is important to me and will be taken into consideration when tackling this issue.

Facilities

The need to invest in our facilities is clear. They all need varying degrees of improvements and repairs. Under previous administrations, it was standard practice to delay equipment replacement projects until well past the expected lifespan, waiting for complete failure to justify the “emergency” use of funds. This practice is short-sighted and not consistent with good security practices.

As we prepare for the next biennium, we will make sure it is done in a way that prioritizes taking care of people; strikes the right balance between today's requirements and future modernization; and makes every dollar count as good stewards. When dealing with an issue of this magnitude, the planning phase is as important to get right as the implementation in order to allocate limited resources in the most cost-effective manner.

NDCS is analyzing and prioritizing a large number of competing needs to ascertain the total cost. In the near-term, we will identify whether we can achieve that in one biennium or if it will require allocations through multiple bienniums.

The Community Corrections Center - Lincoln expansion, approved by the Legislature this past session, will construct a 160-bed unit, a multi-purpose building for food service, gender-specific housing, program space and a warehouse.

This expansion is just the first step in my long-term strategy to address capacity and facility needs. Many of our facilities were constructed at a time when sufficient program and treatment space were considered to be less important. We must expand capacity and update current facilities to include program and treatment space to address inmate needs which will provide a better work environment for our employees.

Conclusion

The purpose of this study was to assist me in assessing the staff culture of this agency. It was an effective tool for capturing both positive and negative feedback. It is my belief that every single employee at NDCS has ideas that would make the department better. I value every employee's contribution to the study and want them to know I appreciate and commend their honesty.

Our agency is undergoing remarkable changes. We will thoughtfully and strategically address each area of concern, recognizing that changing rules, practices and cultures takes valuable time and energy, as does anything worthwhile. We will continue to monitor staff engagement in a variety of ways to ensure progress toward a healthy work culture.

NDCS is on the right path to making “the best in the business of corrections” not just an expression, but the way we do business every day by ensuring employees’ voices are heard. By becoming One Team with One Vision we will achieve this standard.

A handwritten signature in black ink, appearing to read "S. Frakes". The signature is fluid and cursive, with a large initial "S" and a long, sweeping underline.

Scott R. Frakes, NDCS Director



Byron L. Diamond
Director

Pete Ricketts, Governor

TIMELINE OF NDCS CULTURE STUDY

JULY 2015

- Director Scott Frakes requests a culture study of the Nebraska Department of Correctional Services (NDCS) be conducted to provide a tool to support the development and implementation of the NDCS strategic plan and to identify culture change.
- Chief Human Resource Officer, Sharon Rues Pettid, is commissioned to lead and conduct the survey at no cost.

AUGUST 2015 – SEPTEMBER 2015

- The Nebraska Department of Health and Human Services (DHHS) creates and refines the interview instrument and survey database.
- Pilot of survey 1 and survey 2 is conducted at the Lincoln Correctional Center (LCC) to test the validity of the survey instrument.

SEPTEMBER 2015 – NOVEMBER 2015

- Sharon Rues Pettid leads a team of human resource and legal professionals from the Department of Administrative Services (DAS), the Department of Labor (DOL), the Nebraska Commission on Law Enforcement and Criminal Justice (Crime Commission), and the Nebraska State Patrol to conduct interviews of 471 NDCS staff at all NDCS locations.

DECEMBER 2015 – FEBRUARY 2016

- Quantitative and qualitative data analysis is conducted by Sharon Rues Pettid with technical assistance provided by DHHS.

MARCH 2016 – APRIL 2016

- Further qualitative data analysis is conducted by Sharon Rues Pettid to identify key cultural themes.
- Legal team comprised of DAS, NDCS, and Department of Roads employees redacts information found within individual survey results in accordance with Neb. Rev. Stat. §84-712.05.
- Draft Culture Study Report is compiled and prepared by Sharon Rues Pettid.

MID-APRIL 2016

- Director Frakes is presented with a draft copy of the Culture Study Report from Sharon Rues Pettid.

MAY 25, 2016

- Final copy of the Culture Study Report is provided to Director Frakes by Sharon Rues Pettid.

Nebraska Department of Correctional Services

Culture Study

May 2016

Prepared by Sharon Rues Pettid

Contents

Executive Summary 3

Methodology 4

Data Analysis 7

Data Summary 9

Training Assessment 15

Survey Data 24

Executive Summary

During 2015, Director Scott Frakes requested Chief Human Resources Officer Sharon Rues Pettid conduct a culture study of the Nebraska Department of Correctional Services (NDCS) to examine the current culture within the agency to support development and implementation of the agency's strategic plan.

When the study launched, NDCS was experiencing employee recruiting and retention issues, population issues, and political pressure to improve.

The self-funded study was led by the Governor's CHRO and conducted by a multi-agency, multi-disciplinary team.

The study, consisting of 471 NDCS staff interviews, leveraged four instruments and included both quantitative and qualitative research. The study also included a training assessment and review of policy and procedure administration components.

Identified themes from the data include: employee pay, employee safety, organizational leadership, communication, inmate culture, training, processes and procedures, performance management, and facilities.

This report provides the methodology, data analysis, data summary, a training assessment, a policy and procedures review, and respondent data and demographics.

Methodology

The study model was designed from the Correctional Officer Wellness and Safety Literature Review (*U.S. Department of Justice Office of Justice Programs Diagnostic Center, Jamie Brower, Psy.D, ABPP, July 2013*) examining sources and effects of stress.

This voluntary study was conducted using four separate survey instruments with randomly selected employees. If not selected, employees were given the opportunity to volunteer. Every participant was read a disclosure explaining the project and their participation options. Each instrument was tailored to specific job classifications within the Department of Corrections: one for staff in one of four specific protective services positions: corrections officer, corrections corporal, corrections sergeant, and corrections unit case worker (this survey is henceforth referred to as Survey 1); one for all other staff, excluding those in human resources positions and management at or above the level of lieutenant (henceforth referred to as Survey 2); one for human resources staff (henceforth referred to as the HR survey); and one for upper-level management (henceforth referred to as the Leadership survey). Surveys 1 and 2 included both quantitative and qualitative questions; the HR and Leadership surveys were strictly qualitative, except for one question on the HR survey. Because a substantial portion of the department's employees do not have access to e-mail, all surveys were conducted in person by one of a team of nine interviewers from several different agencies within state government.

Survey 1 consisted of 32 items, on the following topics:

- role clarity
- facility leadership
- management/management conflict
- performance evaluation
- pay and benefits
- overtime
- shifts
- resources/equipment/system access
- location/transportation
- processes/procedures
- confidential services
- work/family conflict
- media impact
- perceptions of profession
- retention
- corrections philosophy
- ideas for improvement

Most of the questions on Survey 1 were quantitative, with follow-up by the interviewer asking the participant to explain their response. Several items at the beginning of the survey recorded whether or not the participant was a volunteer or was randomly-selected (or both), current job title, facility where assigned, length of tenure at the Department of Corrections, age, gender, and shift.

Survey 2 was structured much like Survey 1, but was shorter in length, with 19 items on the following topics:

- role clarity
- facility leadership
- management/management conflict
- performance evaluation
- pay and benefits
- stressors
- satisfaction measures
- confidential services
- media impact
- retention
- corrections philosophy
- ideas for improvement

Most of the questions on Survey 2 were quantitative, with follow-up by the interviewer asking the participant to explain their response. Several items at the beginning of the survey recorded whether or not the participant was a volunteer or was randomly-selected (or both), current job title, facility where assigned, length of tenure at NDCS, age, gender, and shift.

The HR survey consisted of 12 items, all but one of which was qualitative in format; topics included:

- human resource and workforce challenges
- performance evaluation
- facility leadership
- communication
- department philosophy
- workplace culture

The Leadership survey was structured much like the HR survey, except it consisted of only nine items and all were qualitative in format; topics included:

- workplace culture
- challenges
- communication
- decision-making
- department philosophy

Several items at the beginning of both the HR and Leadership surveys recorded current job title, facility where assigned, shift, and length of tenure at NDCS.

Prior to conducting Surveys 1 and 2, a pilot test of the first draft of both surveys was conducted at the Lincoln Corrections Center (LCC) during August and September 2015. Prior to the pilot tests, electronic versions of both survey instruments were created using Epi-Info™ 7 software; each interviewer was then provided with a copy of the surveys for use on a laptop computer. Survey responses were subsequently uploaded to a single protected shared drive. For each survey, 18 LCC employees were randomly selected from the most current employee list, with each interviewer conducting two surveys. At the conclusion of the pilot tests of both surveys, the interviewers met together to discuss their experiences using the survey instruments, and numerous revisions were made in response to their comments and suggestions.

Upon revising Surveys 1 and 2, the study officially began, with interviews for all four surveys taking place between September and November 2015. Using the random number-generating function in Microsoft Excel, all employees selected to participate in Surveys 1 and 2 were assigned a random number for the purposes of selecting a study sample. The target sample size for the two surveys combined was 300, which represented 14.6% of the total number of employees who were eligible to participate in either survey according to the most current department employee roster (2052). For Survey 1, the target sample size number was 176, which represented 15.1% of the total number of employees in this group (1163). For Survey 2, the target sample size number was 124, which represented 19.6% of those employees whose positions required some inmate contact (92/469) and 7.6% of the remainder (32/420). The number of surveys was also apportioned on the basis of the number of employees at each facility and to ensure all facilities had some representation. In addition to those employees who were randomly selected, the NDCS director also stipulated anyone who asked to participate in either survey should be allowed to do so. For the HR and Leadership surveys, all employees in these two groups were included in the study. As with Surveys 1 and 2, electronic versions of the HR and Leadership survey instruments were created using Epi-Info™ 7; each interviewer was then provided with a copy for their laptop computer, and survey responses were subsequently uploaded to the same single protected shared drive. The final participant tally for all four surveys was 199 for Survey 1, 142 for Survey 2, 23 for the HR survey, and 107 for the Leadership survey, for a total of 471 survey participants.

Analysis of the survey data took place during January and February 2016. Frequencies for all of the quantitative survey items were generated using Epi-Info™ 7. Responses to the qualitative items on Surveys 1 and 2, along with quantitative findings, were reviewed and discussed by the entire project team. Responses to qualitative items from all surveys were selected and summarized in this document.

Data Analysis

The study identified the following employee perceptions:

1. Over 60% of Survey 1 respondents believe there is at least **some difference between their job description and the actual demands of their job**. Seventy percent (70%) of Survey 2 respondents feel there is at least some difference between their job description and the actual demands of their job.
2. Survey 1 respondents are much more satisfied with their immediate supervisor than they are with the **leadership** at their facility. Just over one-third (34%) are satisfied with leadership at their facility, while 72% are satisfied or highly satisfied with their **immediate supervisor**. This is reinforced by the fact relatively few respondents indicated conflict with their immediate supervisor. Nearly half (49%) of Survey 2 respondents are satisfied or highly satisfied with the leadership at their facility, and 68% with their immediate supervisor.
3. Satisfaction with **performance evaluation** data indicated 34% of Survey 1 respondents are either satisfied or highly satisfied with the way their job performance is evaluated, and slightly less feel job performance is consistently or very consistently evaluated at their facility (28%). Just over 40% of Survey 2 respondents are either satisfied or highly satisfied with the way their job performance is evaluated, and about the same percentage feel job performance is consistently or very consistently evaluated at their facility. Qualitative comments suggest employees perceive inconsistency with **guidance and discipline** and **performance evaluations** and the process is not of value.
4. There is a lot of dissatisfaction concerning **pay**; 69% of Survey 1 respondents and 63% of Survey 2 respondents indicated they were dissatisfied or highly dissatisfied with pay. Qualitative responses support employees' belief **starting wages** are not competitive locally with Nebraska employers or other state governments, and **pay compression** is an issue.
5. **Communication from facility management** was the greatest source of dissatisfaction (39%) among the Survey 2 respondents, with as many people expressing dissatisfaction as expressed satisfaction (39%). **Notification of new policies and procedures** was a close second (32%). Qualitative responses support employees' perception of being overwhelmed with processes and procedures, including the volume of revisions and poor communication regarding them. Staff thinks organizational communication is poor upward and downward.
6. Those who are dissatisfied with **mandatory OT** outnumber those who are satisfied with it by nearly a 2-1 margin with Survey 1. Satisfaction with voluntary OT is pretty high (almost two-thirds are satisfied or highly satisfied with it).
7. While 58% of Survey 1 participants indicated the **media** does not influence the way they feel about their job, 59% of Survey 1 participants feel the **media portrays them unfavorably**, and 38% believes the **public portrays them unfavorably**.
8. When asked about the **philosophy of NDCS**, 37% of Survey 1 participants described it as "rehabilitation of inmates", however, 43% described the philosophy of a "blend of both"

rehabilitation and punishment. Qualitative comments suggest employees may need clarity as to the purpose and philosophy of corrections. Staff perception is inmates are not consistently held accountable for their actions and behaviors, a medical standard of care is not defined, and more programming is needed.

9. Survey 2 results suggest the most frequent causes of stress are **caseload/workload volume** (75%), **work-life balance** (67%), **lack of co-workers job experience** (61%), and the **volume of policies and procedures** (60%). These four factors were cited by at least half of all survey respondents as causing stress either sometimes, often, or very often. Employees perceive **training** is not as effective as it could be and the **work environment** is not as safe as it should be.

Data Summary

Employee Pay

There is significant dissatisfaction concerning pay (69% survey 1, 63% survey 2), but much less so with benefits. Employees perceive starting wage issues and pay compression problems. Employees believe NDCS is losing people for higher paying wages to surrounding counties, Nebraska employers, and state governments. Pay was a common answer for retention and department improvements.

Management and employees expressed concern compensation is not market competitive for several positions (i.e., protective services, mental health) and compare their wages to county, Nebraska employers, and surrounding states.

Some employees indicated they had to seek a promotion to get a pay increase. Staff noted Sergeants are reluctant to promote to Lieutenant, as they feel the work is the same and they lose overtime earnings. Employees reported leveraging overtime to compensate for low pay or working two jobs to pay their bills, and volunteer for overtime to avoid mandatory overtime. Employees believe additional mandatory overtime creates a strain on work-life balance.

Some employees would also like to see higher pay for positions involving more physical risk. Food service specialists have requested their job be reclassified as they have inmate training and monitoring duties (i.e., knife handling). In addition, staff indicated the Unit Caseworker and Unit Case Manager positions need clarity of duties. Staff shared the current job descriptions are vague and do not include many duties for which NDCS employees are responsible.

Other monetary rewards employees expressed interest in include gym membership reimbursement and student loan forgiveness. Non-monetary rewards employees asked for include onsite fitness facilities and learning opportunities for all staff levels and corrections support groups.

Some employees also expressed concern tuition reimbursement is not attractive as they are unable to take advantage of the benefit with mandatory overtime.

While employees are not compensated for having college degrees, some have college degrees and want NDCS to utilize their expertise.

Employee Safety

While not asked directly, employee safety was a dominant theme surfaced through the qualitative responses.

Employees expressed concern for their safety and ability to perform their jobs after working a 16-hour day because of exhaustion. Employees recognize some overtime will always be required. Employees perceive other employees often call in sick when put on mandatory overtime creating further strain on management and employees.

Employees acknowledged NDCS is challenged with finding quality candidate pools and employee selection quality has been negatively impacted.

Employees believe there is an increased volume of inmate transports (not limited to inmate facility to facility transfers) which increases overtime in order to provide coverage for the transport and facility.

Employees shared that newer staff need to be trained to speak to inmates respectfully.

Many employees believe the elimination of physical standards for employees has significantly impacted the quality of new hires. Employees requested administration reinstitutes physical standards and ensure new hires are fit to do the job. Employees said the lack of physical standards forces NDCS to put unfit employees on light duty, 2nd or 3rd shift, and NDCS cannot hold them over for overtime for shifts in need of staff.

Due to staff shortages, many employees shared they are being assigned duties outside their job classification.

Employees believe inmate violence against staff needs to be addressed.

Employees consider the ratio of inmates to employees out of balance. Employees feel inmate population levels have also impacted workloads, and existing staffing levels are expected to handle the increasing inmate levels. Case workers shared they don't work on caseloads because they don't have time (i.e., working custody) and feel the caseload is stressful due to the number of inmate mental health issues and volume of paperwork associated with this work. Survey 2 results suggest caseload/workload volume as a frequent cause of stress.

- The 2nd and 3rd shift is perceived as less stressful, self-managed, and has the least amount of work.
- Employees believe there are obstacles to information access, impacting their ability to do their job as effectively as possible.
- Employees are concerned NDCS is promoting unqualified staff.
- Employees want more information about how to best manage inmates. Employees feel there is disconnect between corrections and law enforcement.
- Employees want more tools to control inmate movement.
- Some employees want onsite employee mental health care.

Leadership

Survey 1 and 2 participants were asked questions regarding their satisfaction with leadership and their immediate supervisor.

Survey 1 respondents are much more satisfied with their immediate supervisor than they are with the leadership at their facility. Barely one-third are satisfied with leadership at their facility, while 70% are satisfied or highly satisfied with their immediate supervisor. This is reinforced by the data relatively few respondents have had even occasional conflicts with their immediate supervisor.

Survey 2 results are similar to Survey 1; survey respondents are more satisfied with their immediate supervisor than they are with the leadership at their facility, but the gap between the two is much narrower than it is for Survey 1. Survey 2 respondents are more satisfied with both their immediate supervisor and facility leadership than Survey 1 participants. Almost half are satisfied with leadership at their facility, while about two-thirds are satisfied or highly satisfied with their immediate supervisor. About one in five have had at least occasional conflicts with their immediate supervisor, a slightly higher percentage than participants in Survey 1.

Employees perceive a culture of fear remains prevalent among all levels at NDCS. Employees speculate leadership is more interested in their day going smoothly and shifting accountability than doing what is best.

Employee qualitative responses suggest inconsistent leadership and direction at NDCS facilities. Some employees believe decision making is predominantly top down, yet leaders try to create a perception of being inclusive.

Employees shared decision making is substantial from Central Office and often conflicts with the facility administration. Employees would like to see decisions made based on safety and the right decisions without budget being the dominating factor. Employees working 2nd and 3rd shift perceive having less communication and input.

Staff feels there is not a sense of teamwork across NDCS. Employees perceive administration leadership supports the Major level up, but not down. Employees expressed some leaders are intimidating and not approachable.

Staff perceives employees are not consistently held accountable for poor behavior and their leaders do not listen and hear their concerns. Several employees shared their management believes inmates over employees. Some leaders indicated they must get permission to discipline staff.

Employees perceive favoritism and a "good old boys/girls club" culture exists. Employees speculate leaders politicking for promotions and positions.

Employees feel a lack of recognition in the facilities, yet indicated Central Office receives recognition.

Some employees perceive leaders are not visible enough. Employees suggest Wardens and Assistant Wardens be more visible at their facilities, especially out in the yards and units. Employees think Central Office Administration leaders need to be more visible at all facilities.

Some employees feel management is not around; therefore, they have little supervision.

Communication

Employees feel Director Frakes has made significant strides in improving communication. Employees believe the new director is trying to facilitate transparency and open communication, but management below him is communicating contradictory messages. Employees suspect issues are not rising to the director.

Survey 2 respondents indicated communication from facility management was the single greatest source of dissatisfaction, with as many equal numbers expressing dissatisfaction as expressed satisfaction.

Many employees believe communication does not flow upward or downward. Employees indicated the level of communication from the Director and Warden to line staff is terrible. Employees perceive communication between line staff and mid-management is poor. Messages get diluted from shift to shift or when they have days off. Many employees commented administration believes inmates over employees.

Ten to 11 percent of protective service employees do not have email access; this complicates access to information and the ability to reference back to information.

Medical staff perceives difficulty balancing their medical confidentiality with what management thinks should be disclosed or feel it is medically permissible. Unless safety and security are at risk, medical staff feels people's health information should not be shared.

Inmate Culture

Employees perceive inconsistent inmate discipline and rules. Employees believe inmates are favored and trusted over employees. Employees feel NDCS gives inmates too much trust and management needs to take into consideration what is best for staff and inmates. Employees think the lack of inmate accountability results in inmates being treated as residents.

Employees do recognize a change in inmate behaviors from prior decades due to a shift in population. Employees described an increase in younger inmates, some with gang affiliation, who are uncooperative and noncompliant. Employees shared inmates are more violent and aggressive, have mental health or substance abuse issues, and are more confrontational and push rule limitations. Staff believes the population age blend is a source of problems.

Employees believe there is not a standard of care for inmates' medical treatment and the Ombudsman influences NDCS to approve all medical specialist care requests made by inmates. Employees perceive inmates are abusing the privilege of seeing medical specialists, thus increasing the number of medical transports, straining custody staffing.

Employees repeatedly shared their concern for the lack of programming for inmates. They recognize the inmates need more productive ways to spend free time, such as; vocational rehabilitation and rehabilitation programs.

Training

Employees believe they are not trained on assessing risks and needs. Employees feel in-service training is not high quality or helpful, and receive training on things they never do. Some employees think training is geared for correctional officers and not tailored for other jobs.

Employees are concerned everyone passes in-service training. There is a perception all new employees pass rather than assure the person is trained adequately to perform. Employees believe this approach creates safety concerns for other employees.

Employees would like to see more training content on key issues they face daily, such as substance abuse and mental health. Employees feel it would be helpful to teach them how the brain works and why certain offenders do certain things, focusing more on the psychological aspects of behavior to support the rehabilitation focus of NDCS.

Regarding field training officers (FTOs), employees indicated some are strong and some are not.

- Employees would like continuing education for medical staff.
- The 3rd shifts noted daytime training is disruptive for them.
- Employees state they get short notice for training, requiring 3 consecutive days.
- Employees are sometimes on vacation and don't get notified about required training.

- Employees do not like online training as it allows for distraction; the training can play while the employee does other work.

Processes and Procedures

While Survey 1 question data regarding process and procedures appear positive, qualitative information suggests the opposite. Unfortunately, we were not able to independently verify their knowledge of processes and procedures. Survey 2 respondents did rate the volume of policies and procedures as a frequent cause of stress.

Employees feel they are burdened with layers and volumes of policies. Employees shared policies are issued by the Central Office administration and by facility. Employees feel policies and procedures are not thought through and are often prepared for anomalies.

Some employees believe the intensive focus on policies and procedures is driven by the administration's focus on American Correctional Association (ACA) accreditation rather than practicality or need.

Employees feel discontent with how policy and procedure communication is handled. Employees think communication is slow and policies and procedures are always changing.

Different mediums are used to distribute policies and procedures, creating inconsistencies of knowledge. Some individuals receive notification via email, information may be posted, information may be shared by a co-worker, and information may be shared at roll call. Some employees believe they may find out through the grapevine or a month later when they've done a process/procedure wrong and are then disciplined.

Many employees believe decisions about policies and procedures are made without any input. Employees indicated a policy or procedures may not fit their location so staff adapts it. Employees recommend Central Office to be onsite at a facility location before they develop policies and procedures.

Employees feel policies and procedures are implemented without warning, adequate materials, or guidance. Employees think they need more context and clarity regarding the implementation of a policy or procedure to fully understand its purpose.

Performance Management

For Survey 1, 34% were satisfied and 28% of Survey 2 respondents are satisfied with how their performance is managed. The qualitative information revealed several problems. Management thinks the performance management system is cumbersome, repetitive, ineffective, and does not fit their needs.

Employees consider performance reviews inconsistent in evaluation timing and completion. Because there is no connection to compensation or career progression, management and employees perceive reviews to not be meaningful.

Several employees stated they are reviewed by an individual who either does not directly oversee their performance or they have never met. Some employees consider much of the evaluation content to be personal opinion and lacks value.

Some employees complained they are disciplined in front of inmates or employees and staff members gossip in front of inmates.

Facilities

Employees expressed concern regarding the current standards of their buildings and lack of facility space. Poor building location and lack of space diminish the ability to offer programming. Staff mentioned sinks leak and toilets don't flush and overflow.

Employees perceive differences in facility needs for the population they serve (i.e., men, women, youth, max) and there is not one-size-fits all approach.

Some employees advised computers systems in facilities are out of date or not working. The GED proctoring equipment is in poor working condition. Employees said chairs and tables break regularly. Employees said they want safe, functional, working equipment.

Administration

NDCS staff believes many of the challenges the department faces today are due to the prior administration's focus on budget and lack of support.

NDCS employees said they like Director Frakes' philosophy, vision, perspective, recognition for culture change, and new ideas. Employees expressed much positivity with the new administration from support to transparency.

Employees believe the Ombudsman portrays a negative image of NDCS. Employees perceive inmates can get whatever they want from calling the Ombudsman.

Employees perceive the Legislature to be making money decisions and creating laws about a system they know nothing about.

Media

Survey 1 respondents both indicated they feel they are portrayed unfavorably by the media (58%). Both Survey 1 (29%) and Survey 2 (37%) respondents indicated the media affects how they feel about their job.

Staff believes NDCS does not furnish information or enough information to get an accurate story. Employees suspect newspapers print what they get from inmates, which may not be true or accurate. Employees perceive the media puts a greater emphasis on inmate complaints.

Training Assessment

Scope

This training assessment reviewed training provided through the Nebraska Department of Correctional Services (NDCS) Staff Training Academy (STA) and facility specific training from Field Training Officers (FTO) and on-the-job (OTJ) training. For the facility review, the study utilized the Nebraska State Penitentiary (NSP). In addition, administration-issued and facility-issued policies and procedures were reviewed.

This included:

- Reviewing training records and specific curricula associated with the six-week Pre-Service training including:
 - Lesson plans listed in the Pre-Service lesson plans matrix
 - Pre-Service training schedule
 - Pre-Service training annual calendar
 - STA Pre-Service manual for participants
 - NDCS Rules and Regulations, Title 68 of Nebraska Administrative Code (NAC)
 - Physical Capacity Testing Survey (completed in September of 2011)
 - Administrative Regulation (AR) 112.42, Minimum Physical Standard
- Reviewing training records and specific curricula associated with In-Service training for Fiscal Year (FY) 14-15 and FY 15-16 including:
 - FY 14-15 and 15-16 training calendars
 - 2014 STA Annual Report from the STA (includes evaluation and plans for FY 14-15)
 - 2014 six-month evaluation report
 - (AR) 114.05, In-Service Training
- Reviewing STA training record keeping practices including:
 - Training records for randomly selected Training Specialists
 - Training Specialist/Coordinator list
 - Random employee training records
- Reviewing FTO and OJT training materials including:
 - NSP FTO manual
 - NDCS FTO observation report
 - FTO observation report guidelines
 - FTO critique form
 - FTO evaluation
 - FTO program critique
 - FTO module implementation information form
- Conducting three STA on-site visits including:
 - Observation of training lessons in progress
 - Discussion with training staff, administrators, and students
 - Review of additional on-site training materials

- Tour of facilities
 - Discussions of staffing issues
 - Discussions of the program and staff recommendations for addressing areas of concern
- Conducting two visits to the NSP Training facilities including:
 - Tour of facilities
 - Staff discussions
 - Review of FTO and OJT training materials
 - Review of FTO and OJT training structure
 - Discussions of the program and staff recommendations for addressing areas of concern
 - Reviewing policy and procedure documents including:
 - ARs listed in the Table of Contents dated November 4, 2015
 - OMs in the Table of Contents for the NSP dated November 2, 2015
 - POs listed in the Current Dates Table of Contents dated April 9, 2015
 - Master List for Post Order Books for the NSP dated June 3, 2009
 - NSP, OM, 001.001.101, Administrative Regulation Manual and Distribution Procedures

Methodology

The qualitative assessment of the NDCS training program and policy and procedure structure included:

Evaluation of the existing instructor lesson plans and student handbook materials for both Pre-Service and In-Service training including:

- Lesson plan format
- Performance objective evaluation
- Classroom presentation observation
- Testing requirements
- Instruction methods
- Student materials
- Learning theory application
- Onsite interviews and discussions with STA staff
- Onsite interviews with training and FTO staff from the NSP

Evaluation of the existing policy and procedure structure including:

- ARs
- OMs from the NSP
- POs from the NSP
- Onsite interviews and discussions with staff who develop policies and procedures

Overview of the Existing NDCS Training Program

Facilities

The NDCS operates and is responsible for the STA located in Lincoln, Nebraska. The facility includes classrooms, offices, and a gymnasium. No lodging or dining services are available at this facility. Each correctional institution has either full-time training personnel or training coordinators. Training space is available at the larger institutions.

Built in the 1950s, the STA has not had significant updates or remodels since July 2001. Facilities issues to be addressed include:

- Classroom projection technology (in process of updating with new projectors and televisions)
- Projection technology in the gymnasium
- Paint
- Computer technology, including the computer lab
- Simulator repair or replacement

There is 3,500 sq. ft. of empty space in the lower level of this facility could be converted into classrooms, record storage, and office space. Staff could also use another cell area for participants to use for practicing searches.

The classrooms are crowded. Current table design limits classroom activities, such as small group work, role play or games to leverage other learning styles (i.e., more discussion, less lecture). A change in table design could benefit the learning environment, as would reduction in class size. In 2015, average class sizes were 35 participants, and 50% of classes had higher participant counts up to 56.

Training Programs

STA include Pre-Service training (new hire training), In-Service training programs (annual training for all employees), and specialized training. Each year an annual training plan is created with significant employee input. This training plan outlines all training to be completed for each employee class to sufficiently meet ACA standards. It includes a Pre-Service schedule.

Pre-Service Training

The existing Pre-Service training course is a six-week course. The course curriculum has been updated regularly over the years; however, a task analysis has not been completed in some time.

There are no significant problems with the content of the current lesson plans. Overall the content of the lesson plans was pertinent, current, and defensible. However, the lesson plan format and dependence on PowerPoint slides and lecture should be addressed.

Many lesson plans are presentation outlines. Outlines are not sufficient support for substitute instructors and create concern with defensibility (i.e., detail on exactly what was taught). The training should reflect the lesson plan, including activities and discussions. A well-designed lesson plan and class roster supports defensibility by identifying what material was instructed, who facilitated, who

participated, course time, materials and methods used, and how the course was evaluated to measure competency.

Currently, the primary method of instruction is lecture supported with a slideshow. It does not appear curriculum is designed with all adult learning styles in mind.

Learning objectives need to be limited, include more demonstration/practice sessions, and leverage Bloom's Taxonomy. Bloom's Taxonomy is a tool developed through research on how adults learn and defines six levels of learning:

1. Knowledge
2. Comprehension
3. Application
4. Analysis
5. Synthesis
6. Evaluation

NIC has a program that teaches curriculum development and utilizes the Instructional Theory into Practice (ITIP) Lesson plan model. This education would be a benefit to STA.

In 2015, 462 participants completed the Pre-Service training, with 42 participants leaving before completion for a variety of reasons, including failure, withdrawal, and personal reasons resulting in an incomplete. Class sizes ranged from 14 participants up to 56 participants, with an average of 35.5 students per session. STA provides Pre-Service training for all facilities except WEC, which has its own Pre-Service training program.

FTO/OJT

Each facility conducts its own FTO/OJT program. New hires begin OJT at their assigned facility each Friday during their 6-week program. Each employee is provided a facility-specific field training manual to complete during their first six months of employment.

This manual includes 45 checklists detailing tasks employees must demonstrate proficiency in. Tasks are related to security, safety and sanitation checks, restraints, emergency equipment, searches, security equipment, and inmate services. Each checklist provides step-by-step descriptions. Upon completion of the task, the checklist must be signed and dated by both the FTO and employee, and kept in the employee's file at their assigned institution. It appears the information on how to perform the skills is passed on from the FTO to the participant through the checklists. It does not appear policy and procedure documents are utilized in this training methodology.

Staff noted recordkeeping is a problem due to the paper intensity and cannot be shared with another institution if the employee transfers to a work assignment in another institution. If an employee does not complete their FTO program they will not be removed from probation with the Department.

Employees who wish to be FTO instructors must go through two-day training for trainers for FTOs. There is no extra pay for FTO trainers.

In-Service Training

Minimum training requirements for all In-Service training are clearly listed in AR 114.05, In-Service Training for each of the eight classes of employees. All employees are required to attend some form of In-Service training annually. This training is coordinated by the STA and hosted at various sites. During FY 14-15, 1,099 employees received In-Service training.

During FY 14-15, In-Service classroom training included:

- Basic First Aid/Basic Life Support – 7 hours
- Pressure Point Control Tactics (PPCT) Level III Review – 1 hour
- PPCT Level III - Subject Control/Knife Defense – 8 hours
- Prison Rape Elimination Act – 1.5 hours
- Emergency Preparedness – 1 hour
- Ethics – 1.5 hours
- Inmate Rules – 1 hour
- Use of Force Policy Review – 1 hour
- Security Threat Groups – 1 hour
- Oleoresin Capsicum (OC) Recertification – 1 hour

During FY 14-15, In-Service training provided online included:

- Suicide
- Discrimination and Harassment
- Computer Usage Policy
- Employee Assistance Program
- Infectious Disease
- Social Work Services

Not all employees would participate in all the courses. They complete enough hours to meet the minimum requirements of the AR.

Evaluation of Training Classes and Programs

Class and course evaluation is conducted. It is based upon participant written tests in the classroom and a participant self-report six months after course completion. Currently, there is not results-based evaluation to assess organizational impact on the NDCS mission.

Records

All records at STA are maintained in a secure database operated by NDCS. Training records include the following:

- Employee name
- Agency (institution)
- Job classification
- Start date
- Training class title
- Type of training
- Training registration dates
- Training date(s)
- Training hours
- Completion status
- Completion date

One staff member completes the training record entry and also has other assigned duties. On one visit, training record entry was backlogged about six months.

Trainer Documents

There are no guidelines or manuals to provide direction for trainers beyond the lesson plans, participant documents and some policy and procedure.

Staff Challenges

Seven instructors are responsible for the majority of Pre-Service training. Their responsibilities include:

- Develop new lesson plans
- Review and update lesson plans they currently teaching
- Present lesson plans to participants during class
- Prepare test questions
- Conduct participant testing, both written and practical
- Other duties as assigned (i.e., backup instructors)

Each instructor has lesson plans for what they are responsible for instructing, as well as be prepared to facilitate backup instructor lesson plans.

All staff attends a 40-hour instructor development course within their first year of employment. Additional conferences and training seminars have not been supported due to lack of funding and staff shortages. Continuing education is also limited to funding.

All instructors must complete the mandatory department employee training every year. There is no internal instructor development training. STA has experienced significant turnover over the past two

years. Two staff has been at the Academy since before November 2014. Advancement opportunities are limited.

Overview of Current NDCS Policy and Procedure Structure

Administrative Regulations

Administrative Regulations (AR) are maintained by the NDCS Administration and apply to all facilities. Currently, there are 216 different ARs, 1,473 pages of Regulations, and 537 pages of attachments. Employees are expected to be familiar with all ARs.

ARs are written by NDCS administrative staff. Some ARs, but not all, receive legal review by a qualified person. No particular training or resources appear to be required of, or made available to, those writing or approving the policy documents.

Operational Memorandums

Operational Memorandums (OM) are maintained by and only apply to each facility. For this study, NSP OMs were reviewed identifying 252 different OMs and 3,251 memorandums. Employees are expected to be familiar with all OMs.

OMs are written by institutional staff, do not receive legal review (unless requested by the Warden), and are signed off by the facility Warden. No particular training or resources appear to be made available to the Wardens who have to take responsibility for assuring these policy documents are consistent with case law and statute and defensibility.

Post Orders

Post Orders (PO) are maintained by and only apply to each facility. For this study, NSP POs were reviewed identifying 43 different POs, totaling 1,944 pages.

POs are written by institutional staff, do not receive legal review (unless requested by the Warden), and are signed off by the facility Warden. No particular training or resources appear to be made available to the Wardens who have to take responsibility for assuring these policy documents are consistent with case law and statute and defensibility.

Legal Review

It should be noted ARs, OMs, and POs can all create inmate liberty interests. A documented, consistent process for policy writer qualification and training would be prudent.

Communication

When any policy and procedure documents are created or revised, there is no consistent mechanism to ensure all staff have access and have reviewed the document. New policy and procedure documents are placed in the policy manuals which require them, and if the document should be read by security staff, it

is made available at the staff briefing on the television monitors at NSP. Policy and procedures changes may or may not be discussed in the staff briefing prior to shift. If it is discussed in the staff briefing, many staff working overtime does not attend. It is not uncommon for security staff to lack awareness of new or updated policy documents.

Most security line staff does not have email access which could be used to distribute these documents and confirm receipt. At NSP, staff must sign off they know post orders.

Analysis

Training, policies, and procedures reflect the NDCS culture. In some organizations, there is emphasis on policy deemphasizes training, and vice versa. NDCS must balance the emphasis of policy and procedures and developing and empowering staff. The culture is the result of how you train staff to behave and the supervision to support this. When issues are examined within NDCS, consideration should be given the training, empowerment and guidance by policy, or are employees navigating alone.

After reviewing the volume of policy and procedure documents and training materials from the NDCS, here are some things which seem apparent:

Resources

Staff involved in policy and training development is knowledgeable and dedicated to NDCS. They want to do a great job. In discussions, staff shared there were many things they wished they could do, yet do not have resources available. This does not suggest the state provide unlimited resources to NDCS, however, the department needs to recognize limits to what can be achieved when fiscal and human resources are not available.

It has been at least a decade since the fiscal needs of the NDCS have been satisfactorily addressed and the fact requests for resources have remained relatively static sends a message of not caring about employee needs.

Administration and management identified resources to optimize their work as:

- New computers to replace older computers with limited capabilities/memory
- Laptop computers to allow unit management staff and other designated staff to work from multiple areas within the facility
- Computer pads/tablets to allow designated staff to work from multiple areas within the facility
- Upgrade to Telestaff (from 2.92 version to Workforce Central 5.0)
- Designated IT support and electronic staff assigned to each facility
- Electronic tracking system for inmate (using ID cards to swipe in/out)
- Electronic classification system
- Electronic medical files
- Cell check system to record 15/30 minute checks
- E-mail access for all staff
- Electronic log books
- Automated check-in for food service

These resources would improve efficiency, safety, and security for staff and inmates.

NDCS also needs to hire qualified applicants and determine any change in position for physical fitness for hire standard. Whether a standard is reinstated, redeveloped or no change, NDCS may continue to be challenged in meeting hiring demands of the institutions.

In 2015, 10% percent of NDCS new hires could not pass their initial training.

Volume of Documents

The volume of documents employees are expected to know is large and repetitive in places. Administration could benefit from defining criteria for what warrants an AR, OM, or PO.

The six week Pre-Service Training compresses a large volume of information into a short time. Students pass the tests and complete the FTO program. It is unclear the level of comprehension they have regarding policies and procedures. Employees are not provided work time to read policy and procedure documents. However, they may have confidence to do their job resulting from the OJT from the FTO.

NDCS is encouraged to evaluate the volume of documents employees and determine the expectations of fluency. A consistent delivery method is needed, as well as expectations of knowledge accountability.

Staff should be able to review every policy and procedure and explain how the information aligns with the mission of the NDCS. If alignment is not achieved, NDCS should evaluate if the policy or procedure is needed.

Completing task analysis on the protective services staff, leveraging NIC to do so, would identify actual work performed. This analysis would be the basis for a review of all training to determine which tasks are completed most frequently and which are most critical to safety and security; it would allow training staff to identify the knowledge, skills and abilities it takes to complete those tasks; and it would also be a basis for a review of the policy and procedure documents already in effect at NDCS.

Staff Challenges

STA staff should be regularly exposed to the changing case law and statute. If given availability to publications and case law subscriptions, they can stay abreast of the changing world of corrections. They should be exposed to advances in technology will improve efficiency and safety and security within the institutions.

Survey Data

Survey 1

Ask interviewed	Frequency	Percent
Selected	128	71.11 %
Volunteered	37	20.56 %
Both	15	8.33 %
TOTAL	180	100.00 %

Job title	Frequency	Percent
Corrections Officer	30	16.67 %
Corrections Corporal	65	36.11 %
Corrections Sergeant	24	13.33 %
Corrections Unit Case Worker	52	28.89 %
Missing	9	5.00 %
TOTAL	180	100.00 %

Years					
	Obs	Mean	Min	Median	Max
Years	159	8.4654	0.0000	6.0000	37.0000

Age					
	Obs	Mean	Min	Median	Max
Age	174	39.1782	19.0000	37.0000	64.0000

Gender	Frequency	Percent
Male	121	67.22 %
Female	51	28.33 %
Missing	8	4.44 %
TOTAL	180	100.00 %

Shift	Frequency	Percent
1 st Shift	105	58.33 %
2 nd Shift	37	20.56 %
3 rd Shift	20	11.11 %
4 th Shift Custody	1	0.56 %
Missing	17	9.44 %
TOTAL	180	100.00 %

Gender	Frequency	Percent
Male	135	70.68 %
Female	56	29.32 %
Missing	8	4.02%

Role Clarity

1. On a scale from one to five, how would you rate your understanding of the responsibilities of your position?

1 Highly Uncertain	2 Some Uncertain	3 Neutral/No Opinion	4 Certain	5 Highly Certain
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Q1	Frequency	Percent
Neutral/No Opinion	7	3.52 %
Highly Uncertain	0	0.00 %
Some Uncertain	13	6.53 %
Certain	71	35.68 %
Highly Certain	102	51.26 %
Missing	6	3.02 %
TOTAL	199	100.00%

2. On a scale from one to five, how would you rate the difference between your job description and what is actually the demands of your job?

1 No Difference	2 Not Much Difference	3 Some Difference	4 A lot of Difference	5 Completely Different
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Q2	Frequency	Percent
No Difference	32	16.08 %
Not Much Difference	38	19.10 %
Some Difference	77	38.69 %
A lot of Difference	37	18.59 %
Completely Different	7	3.89 %
Missing	8	4.02 %
TOTAL	199	100.00%

Leadership

3. On a scale from one to five, how would you rate your satisfaction with the leadership at your facility?

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion	4 Satisfied	5 Highly Satisfied
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Q3	Frequency	Percent
Highly Dissatisfied	21	10.55 %
Dissatisfied	56	28.14 %
Neutral/No Opinion	46	23.12 %
Satisfied	49	24.62 %
Highly Satisfied	17	8.54 %
Missing	10	5.03%
TOTAL	199	100.00 %

Management/Management Conflict

4. On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion	4 Satisfied	5 Highly Satisfied
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Q4	Frequency	Percent
Highly Dissatisfied	7	3.52 %
Dissatisfied	17	8.54 %
Neutral/No Opinion	25	12.56 %
Satisfied	86	43.22 %
Highly Satisfied	54	27.14 %
Missing	10	5.03 %
TOTAL	199	100.00 %

5. On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor?

1 Never	2 Rarely	3 Occasionally	4 Often	5 Very Often
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Q5	Frequency	Percent
Never	76	38.19 %
Rarely	81	40.70 %
Occasionally	27	13.57 %
Often	7	3.52 %
Very Often	1	0.50 %
Missing	7	3.52 %
TOTAL	199	100.00 %

Performance Evaluation

6. On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated?

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion	4 Satisfied	5 Highly Satisfied
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Q6	Frequency	Percent
Highly Dissatisfied	16	8.04 %
Dissatisfied	41	20.60 %
Neutral/No Opinion	61	30.65 %
Satisfied	50	25.13 %
Highly Satisfied	18	9.05 %
Missing	13	6.53 %
TOTAL	199	100.00 %

7. On a scale from one to five, how consistently do you feel that employee job performance is evaluated at your facility?

1 Very Inconsistently	2 Inconsistently	3 Neutral/No Opinion	4 Consistently	5 Very Consistently
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Q7	Frequency	Percent
Very Inconsistently	18	9.05 %
Inconsistently	59	29.65 %
Neutral/No Opinion	57	28.64 %
Consistently	37	18.59 %
Very Consistently	18	9.05 %
Missing	10	5.03 %
TOTAL	199	100.00 %

Pay and Benefits

8. On a scale from one to five, how would you rate your satisfaction with pay?

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion	4 Satisfied	5 Highly Satisfied
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Q8	Frequency	Percent
Highly Dissatisfied	41	20.60 %
Dissatisfied	97	48.74 %
Neutral/No Opinion	25	12.56 %
Satisfied	27	13.57 %
Highly Satisfied	0	0.00 %
Missing	9	4.52 %
TOTAL	199	100.00 %

9. On a scale from one to five, how would you rate your satisfaction with benefits?

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion	4 Satisfied	5 Highly Satisfied
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Q9	Frequency	Percent
Highly Dissatisfied	14	7.04 %
Dissatisfied	36	18.09 %
Neutral/No Opinion	50	25.13 %
Satisfied	73	36.68 %
Highly Satisfied	18	9.05 %
Missing	8	4.02 %
TOTAL	199	100.00 %

Overtime

10. On a scale from one to five, how would you rate your satisfaction with the amount of mandatory overtime you perform?

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion/No Overtime	4 Satisfied	5 Highly Satisfied
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Q10	Frequency	Percent
Highly Dissatisfied	38	19.10 %
Dissatisfied	34	17.09 %
Neutral/No Opinion/No Overtime	81	40.70 %
Satisfied	33	16.58 %
Highly Satisfied	5	2.51 %
Missing	8	4.02 %
TOTAL	199	100.00%

11. On a scale from one to five, how would you rate your satisfaction with the amount of voluntary overtime you perform?

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion/No Overtime	4 Satisfied	5 Highly Satisfied
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Q11	Frequency	Percent
Highly Dissatisfied	9	4.52 %
Dissatisfied	12	6.03 %
Neutral/No Opinion/No Overtime	42	21.11 %
Satisfied	88	44.22 %
Highly Satisfied	38	19.10 %
Missing	10	5.03 %
TOTAL	199	100.00%

Shifts

12. On a scale from one to five, how would you rate your satisfaction with the shift you work?

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion	4 Satisfied	5 Highly Satisfied
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Q12	Frequency	Percent
Highly Dissatisfied	10	5.03 %
Dissatisfied	13	6.53 %
Neutral/No Opinion	17	8.89 %
Satisfied	82	41.21 %
Highly Satisfied	68	34.17 %
Missing	9	4.52 %
TOTAL	199	100.00 %

13. Data omitted due to collective bargaining negotiations

Resources/Equipment/System Access

14. On a scale from one to five, how would you rate your satisfaction with the resources, equipment, and systems that are provided to you to do your job?

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion	4 Satisfied	5 Highly Satisfied
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Q14	Frequency	Percent
Highly Dissatisfied	14	7.04 %
Dissatisfied	56	28.14 %
Neutral/No Opinion	40	20.10 %
Satisfied	68	34.17 %
Highly Satisfied	13	6.53 %
Missing	8	4.02 %
TOTAL	199	100.00 %

Location/Transportation

15. Does transportation to and from your facility present any concerns, challenges, or stress for you? Please mark

1 Yes	2 No
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Q15	Frequency	Percent
Yes	28	14.07 %
No	158	79.40 %
Missing	13	6.53 %
TOTAL	199	100.00 %

Processes/Procedures

16. On a scale from one to five, how would you rate your understanding of the processes that are required for your position, such as searches or application of restraints?

1 Weak Understanding	2 Some Lack of Understanding	3 Neutral/No Opinion	4 Understand	5 Strong Understanding
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Q16	Frequency	Percent
Neutral/No Opinion	5	2.51 %
Weak Understanding	0	0.00%
Some Lack of Understanding	4	2.01 %
Understand	64	32.16 %
Strong Understanding	118	59.30 %
Missing	8	4.02 %
TOTAL	199	100.00%

17. On a scale from one to five, how would you rate your confidence to perform the processes required for your position?

1 Not Confident At All	2 Some Lack of Confidence	3 Neutral/No Opinion	4 Confident	5 Very Confident
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Q17	Frequency	Percent
Not Confident at All	1	0.50 %
Some Lack of Confidence	4	2.01 %
Neutral/No Opinion	7	3.52 %
Confident	69	34.67 %
Very Confident	111	55.78 %
Missing	7	3.52 %
TOTAL	199	100.0

18. On a scale from one to five, how would you rate your understanding of the procedures that are required for your position, such as Use of Force or Inmate Discipline?

1 Weak Understanding	2 Some Lack of Understanding	3 Neutral/No Opinion	4 Understand	5 Strong Understanding
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Q18	Frequency	Percent
Weak Understanding	2	1.01 %
Some Lack of Understanding	8	4.02 %
Neutral/No Opinion	20	10.05 %
Understand	82	41.21 %
Strong Understanding	77	38.69 %
Missing	10	5.03 %
TOTAL	199	100.00 %

19. On a scale from one to five, how would you rate your confidence to perform the procedures required for your position?

1 Not Confident At All	2 Some Lack of Confidence	3 Neutral/No Opinion	4 Confident	5 Very Confident
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Q19	Frequency	Percent
Not Confident At All	0	0.00%
Some Lack of Confidence	12	6.03 %
Neutral/No Opinion	7	3.52 %
Confident	90	45.23 %
Very Confident	82	41.21 %
Missing	8	4.02 %
TOTAL	199	100.00 %

20. On a scale from one to five, how would you rate your satisfaction with the way you receive notification and training about new processes and procedures?

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion	4 Satisfied	5 Highly Satisfied
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Q20	Frequency	Percent
Highly Dissatisfied	15	7.54 %
Dissatisfied	48	24.12 %
Neutral/No Opinion	53	26.63 %
Satisfied	60	30.15 %
Highly Satisfied	15	7.54 %
Missing	8	3.89 %
TOTAL	199	100.00%

Confidential Services

21. Are you familiar with the confidential support services available to NDCS employees, such as the Employee Assistance Program?

1 Yes	2 No	3 Maybe/Not sure
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Q21	Frequency	Percent
Yes	172	86.43 %
No	6	3.02 %
Maybe/ Not sure	14	7.04 %
Missing	7	3.52 %
TOTAL	199	100.00%

22. Have you ever utilized these services? Responses omitted due to employee personal information.

23. Are there any personal support services you would like to see offered to you that are not currently offered today? Responses omitted due to employee personal information.

Work/Family Conflict

24. On a scale from one to five, how would you rate your work/life balance?

1 No Balance	2 Poor Balance	3 Neutral/No Opinion	4 Good Balance	5 Great Balance
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Q24	Frequency	Percent
No Balance	9	4.52 %
Poor Balance	37	18.59 %
Neutral/No Opinion	38	19.10 %
Good Balance	90	45.23 %
Great Balance	14	7.04 %
Missing	11	5.53 %
TOTAL	199	100.00%

25. On a scale from one to five, how would you rate the level of personal emotional support you receive from your family and/or friends?

1 No Support	2 Poor Support	3 Neutral/No Opinion	4 Good Support	5 Great Support
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Q25	Frequency	Percent
No Support	4	2.01 %
Poor Support	6	3.02 %
Neutral/No Opinion	18	9.05 %
Good Support	62	31.16 %
Great Support	101	50.75 %
Missing	8	4.02 %
TOTAL	199	100.00%

Media Impact

26. Have media reports about the Department of Corrections affected the way you feel about your job?

1 Yes	2 No	3 Neutral/No Opinion
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Q26	Frequency	Percent
Yes	58	29.15 %
No	112	56.28 %
Neutral/No Opinion	22	11.06 %
Missing	7	3.52 %
TOTAL	199	100.00%

Perceptions of Profession

27. On a scale from one to five, how do you feel that front-line correctional staff, such as yourself, are portrayed by the media?

1 Very Unfavorably	2 Unfavorably	3 Neutral/No Opinion	4 Favorably	5 Very Favorably
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Q27	Frequency	Percent
Very Unfavorably	26	13.07 %
Unfavorably	95	47.74 %
Neutral/No Opinion	54	27.14 %
Favorably	12	6.03 %
Very Favorably	2	1.01 %
Missing	10	5.03 %
TOTAL	199	100.00 %

28. On a scale from one to five, how do you feel that front-line correctional staff, such as yourself, are perceived by the public?

1 Very Unfavorably	2 Unfavorably	3 Neutral/No Opinion	4 Favorably	5 Very Favorably
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Q28	Frequency	Percent
Very Unfavorably	6	3.02 %
Unfavorably	68	34.17 %
Neutral/No Opinion	72	36.18 %
Favorably	39	19.60 %
Very Favorably	6	3.02 %
Missing	8	4.02 %
TOTAL	199	100.00 %

Retention

29. What is the most important factor that keeps you working at the Department of Corrections? *No statistical data/qualitative question.*

30. What is the most important factor that would cause you to leave the Department of Corrections? *No statistical data/qualitative question.*

Corrections Philosophy

31. Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?

1 Rehabilitation of Inmates	2 Punishment of Inmates	3 A Blend of Both
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Q31	Frequency	Percent
Rehabilitation of Inmates	61	30.65 %
Punishment of Inmates	9	4.52 %
A Blend of Both	89	44.72 %
Missing	40	20.10 %
TOTAL	199	100.00 %

Improvement Ideas

32. Do you have any suggestion for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole? *No statistical data/qualitative question.*

Close Out

33. Is there anything you'd like to share that I haven't asked you already? *No statistical data/qualitative question.*

Survey 2 Data

How were you asked to be interviewed?

Ask interviewed	Frequency	Percent
Selected	95	66.90 %
Volunteered	38	26.76 %
Both	9	6.34 %
TOTAL	142	100.00 %

Years					
	Obs	Mean	Min	Median	Max
Years	134	11.7313	0.0000	9.0000	41.0000

Age					
	Obs	Mean	Min	Median	Max
Age	136	45.4779	23.0000	46.0000	67.0000

Gender	Frequency	Percent
Male	69	48.59 %
Female	69	48.59 %
Missing	4	2.82 %
TOTAL	142	100.00 %

What shift do you currently work?

shift	Frequency	Percent
1 st Shift	16	11.27 %
2 nd Shift	5	3.52 %
Day Shift	112	78.87 %
Other	7	4.93 %
Missing	2	1.41 %
TOTAL	142	100.00 %

Role Clarity

1. On a scale from one to five, how would you rate your understanding of the responsibilities of your position?

1 Little Understanding	2 Some Lack of Understanding	3 Neutral/No Opinion	4 Understand	5 Strong Understanding
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Q1	Frequency	Percent
Little Understanding	3	2.11 %
Some Lack of Understanding	4	2.82 %
Neutral/No Opinion	5	3.52 %
Understand	36	25.35 %
Strong Understanding	93	65.49 %
Missing	1	0.70 %
TOTAL	142	100.00 %

2. On a scale from one to five, how would you rate the difference between your job description and what are actually the demands of your job?

1 No Difference	2 Not Much Difference	3 Some Difference	4 A lot of Difference	5 Completely Different
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Q2	Frequency	Percent
No Difference	18	12.68 %
Not Much Difference	22	15.49 %
Some Difference	63	44.37 %
A lot of Difference	29	20.42 %
Completely Different	7	4.93 %
Missing	3	2.11 %
TOTAL	142	100.00 %

Leadership

3. On a scale from one to five, how would you rate your satisfaction with the leadership at your facility?

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion	4 Satisfied	5 Highly Satisfied
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Q3	Frequency	Percent
Highly Dissatisfied	12	8.45 %
Dissatisfied	29	20.42 %
Neutral/No Opinion	29	20.42 %
Satisfied	49	34.51 %
Highly Satisfied	20	14.08 %
Missing	3	2.11 %
TOTAL	142	100.00 %

Management/Management Conflict

4. On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion	4 Satisfied	5 Highly Satisfied
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Q4	Frequency	Percent
Highly Dissatisfied	8	5.63 %
Dissatisfied	16	11.27 %
Neutral/No Opinion	18	12.68 %
Satisfied	53	37.32 %
Highly Satisfied	44	30.99 %
Missing	3	2.11 %
TOTAL	142	100.00 %

5. On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor?

1 Never	2 Rarely	3 Occasionally	4 Often	5 Very Often
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Q5	Frequency	Percent
Never	40	28.17 %
Rarely	66	46.48 %
Occasionally	24	16.90 %
Often	5	3.52 %
Very Often	4	2.82 %
Missing	3	2.11 %
TOTAL	142	100.00 %

Performance Evaluation

6. On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated?

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion	4 Satisfied	5 Highly Satisfied
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Q6	Frequency	Percent
Highly Dissatisfied	18	12.68 %
Dissatisfied	26	18.31 %
Neutral/No Opinion	35	24.65 %
Satisfied	37	26.06 %
Highly Satisfied	21	14.79 %
Missing	5	3.52 %
TOTAL	142	100.00 %

7. On a scale from one to five, how consistently do you feel that employee job performance is evaluated at your facility?

1 Very Inconsistently	2 Inconsistently	3 Neutral/No Opinion	4 Consistently	5 Very Consistently
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Q7	Frequency	Percent
Very Inconsistently	14	9.86 %
Inconsistently	34	23.94 %
Neutral/No Opinion	32	22.54 %
Consistently	44	30.99 %
Very Consistently	15	10.56 %
Missing	3	2.11 %
TOTAL	142	100.00 %

Pay and Benefits

8. On a scale from one to five, how would you rate your satisfaction with pay?

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion	4 Satisfied	5 Highly Satisfied
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Q8	Frequency	Percent
Highly Dissatisfied	37	26.06 %
Dissatisfied	53	37.32 %
Neutral/No Opinion	19	13.38 %
Satisfied	24	16.90 %
Highly Satisfied	4	2.82 %
Missing	5	3.52 %
TOTAL	142	100.00 %

9. On a scale from one to five, how would you rate your satisfaction with benefits?

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion	4 Satisfied	5 Highly Satisfied
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Q9	Frequency	Percent
Highly Dissatisfied	10	7.04 %
Dissatisfied	28	19.72 %
Neutral/No Opinion	22	15.49 %
Satisfied	56	39.44 %
Highly Satisfied	23	16.20 %
Missing	3	2.11 %
TOTAL	142	100.00 %

Stressors

10. On a scale from one to five, describe the frequency of stress the following factors cause you?

1 Never/Not Applicable	2 Almost Never	3 Sometimes	4 Often	5 Very Often
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Work-life balance

Work-life balance	Frequency	Percent
Never/Not Applicable	13	9.15 %
Almost Never	33	23.24 %
Sometimes	50	35.21 %
Often	34	23.94 %
Very Often	11	7.75 %
Missing	1	0.70 %
TOTAL	142	100.00 %

Mandatory Overtime

Mandatory Overtime	Frequency	Percent
Never/Not Applicable	105	73.94 %
Almost Never	12	8.45 %
Sometimes	9	6.34 %
Often	9	6.34 %
Very Often	4	2.82 %
Missing	3	2.11 %
TOTAL	142	100.00 %

Voluntary Overtime

Voluntary Overtime	Frequency	Percent
Never/Not Applicable	91	64.08 %
Almost Never	22	15.49 %
Sometimes	17	11.97 %
Often	7	4.93 %
Very Often	2	1.41 %
Missing	3	2.11 %
TOTAL	142	100.00 %

Shift

Shift	Frequency	Percent
Never/Not Applicable	78	54.93 %
Almost Never	22	15.49 %
Sometimes	30	21.13 %
Often	11	7.75 %
Very Often	0	0.00 %
Missing	1	0.70 %
TOTAL	142	100.00 %

On a scale from one to five, how often do you feel stress from the following factors?

1 Never	2 Rarely	3 Sometimes	4 Often	5 Very Often
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Lack of experience in your job

Lack of experience in your job	Frequency	Percent
Never	60	42.25 %
Rarely	44	30.99 %
Sometimes	31	21.83 %
Often	5	3.52 %
Very Often	0	0.00 %
Missing	2	1.41 %
TOTAL	142	100.00 %

Lack of coworkers' job experience

Lack of coworkers job experience	Frequency	Percent
Never	26	18.31 %
Rarely	26	18.31 %
Sometimes	47	33.10 %
Often	26	18.31 %
Very Often	14	9.86 %
Missing	3	2.11 %
TOTAL	142	100.00 %

Work relationships

Work relationships	Frequency	Percent
Never	32	22.54 %
Rarely	43	30.28 %
Sometimes	47	33.10 %
Often	14	9.86 %
Very Often	4	2.82 %
Missing	2	1.41 %
TOTAL	142	100.00 %

Caseload/Workload volume

Caseload volume	Frequency	Percent
Never	13	9.15 %
Rarely	19	13.38 %
Sometimes	47	33.10 %
Often	35	24.65 %
Very Often	25	17.61 %
Missing	3	2.11 %
TOTAL	142	100.00 %

Volume of policies and/or procedures

Volume of policies and or procedures	Frequency	Percent
Never	10	7.04 %
Rarely	46	32.39 %
Sometimes	49	34.51 %
Often	28	19.72 %
Very Often	8	5.63 %
Missing	1	0.70 %
TOTAL	142	100.00 %

Inmate interactions

Inmate interactions	Frequency	Percent
Never	23	16.20 %
Rarely	47	33.10 %
Sometimes	49	34.51 %
Often	17	11.97 %
Very Often	5	3.52 %
Missing	1	0.70 %
TOTAL	142	100.00 %

Satisfaction Measures

11. Please rate your degree of satisfaction with the following features of your work environment.

1 Highly Dissatisfied	2 Dissatisfied	3 Neutral/No Opinion	4 Satisfied	5 Highly Satisfied
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Training

Training	Frequency	Percent
Highly Dissatisfied	2	1.41 %
Dissatisfied	25	17.61 %
Neutral/No Opinion	32	22.54 %
Satisfied	68	47.89 %
Highly Satisfied	13	9.15 %
Missing	2	1.41 %
TOTAL	142	100.00 %

Career path options

Career path options	Frequency	Percent
Highly Dissatisfied	12	8.45 %
Dissatisfied	23	16.20 %
Neutral/No Opinion	42	29.58 %
Satisfied	54	38.03 %
Highly Satisfied	10	7.04 %
Missing	1	0.70 %
TOTAL	142	100.00 %

Communication from Facility Management

Communication from Facility Management	Frequency	Percent
Highly Dissatisfied	16	11.27 %
Dissatisfied	40	28.17 %
Neutral/No Opinion	27	19.01 %
Satisfied	45	31.69 %
Highly Satisfied	11	7.75 %
Missing	3	2.11 %
TOTAL	142	100.00 %

Personal wellness

Personal wellness	Frequency	Percent
Highly Dissatisfied	3	2.11 %
Dissatisfied	18	12.68 %
Neutral/No Opinion	36	25.35 %
Satisfied	67	47.18 %
Highly Satisfied	14	9.86 %
Missing	4	2.82 %
TOTAL	142	100.00 %

Notification and training of new processes and procedures

Notification and training of new processes and procedures	Frequency	Percent
Highly Dissatisfied	10	7.04 %
Dissatisfied	35	24.65 %
Neutral/No Opinion	41	28.87 %
Satisfied	46	32.39 %
Highly Satisfied	6	4.23 %
Missing	4	2.82 %
TOTAL	142	100.00 %

Confidential Services

12. Are you familiar with the confidential support services available to DOC employees, such as the Employee Assistance Program?

1 Yes	2 No	3 Maybe/Not sure
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Q12	Frequency	Percent
Yes	137	96.48 %
No	3	2.11 %
Maybe/Not sure	1	0.70 %
Missing	1	0.70 %
TOTAL	142	100.00 %

13. Have you ever utilized these services? *Responses omitted as employee personal information.*

14. Are there any personal support services you would like to see offered to you that are not currently offered today? *Responses omitted as employee personal information.*

Media Impact

15. Have media reports about the Department of Corrections affected the way you feel about your job?

1. Yes	2. No	3. Neutral/No Opinion
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Q15	Frequency	Percent
Yes	53	37.32 %
No	71	50.00 %
Neutral/No Opinion	15	10.56 %
Missing	3	2.11 %
TOTAL	142	100.00 %

Retention

16. What is the most important factor that keeps you working at the Department of Corrections? *No statistical data/qualitative question.*

17. What is the most important factor that would cause you to leave the Department of Corrections? *No statistical data/qualitative question.*

Corrections Philosophy

18. Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why? *No statistical data/qualitative question.*

Improvement Ideas

19. Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole? *No statistical data/qualitative question.*

Close Out

20. Is there anything you'd like to share that I haven't asked you already? *No statistical data/qualitative question.*

Human Resources Survey Demographics

Years					
	Obs	Mean	Min	Median	Max
Years	17	12.1176	1.0000	9.0000	37.0000

Shift	Frequency	Percent
1 st Shift	16	69.57 %
2 nd Shift	0	0.00 %
3 rd Shift	0	0.00 %
Missing	7	30.43 %
TOTAL	23	100.00 %

No statistical data is available for the eleven qualitative survey questions.

Human Resources

1. What are the 3 most common issues employees come to you for? *No statistical data/qualitative question.*
2. What are the 3 most common management comes to you for? *No statistical data/qualitative question.*
3. What do you believe are the 3 biggest challenges the workforce at your facility face? *No statistical data/qualitative question.*
4. What do you believe are the 3 biggest human resource challenges at your facility? *No statistical data/qualitative question.*
5. Have you ever approached the management at your facility about a specific HR-related? What was the issue? What was the outcome? *No statistical data/qualitative question.*
6. What is your opinion about the employee performance evaluation system at your facility? *No statistical data/qualitative question.*
7. On a scale from one to five, how would you rate the effectiveness of the leadership at your correctional facility?

1 Not Effective at All	2 Some Effectiveness	3 Neutral/No Opinion	4 Effective	5 Very Effective
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Q7	Frequency	Percent
Not Effective at All	1	4.35 %
Some Effectiveness	6	26.09 %
Neutral/No Opinion	7	30.43 %
Effective	4	17.39 %
Very Effective	4	17.39 %
Missing	1	4.35 %
TOTAL	23	100.00 %

Communication

8. How would you describe the frequency and quality of communication between management and employees at your facility? *No statistical data/qualitative question.*

Department Philosophy

9. Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why? *No statistical data/qualitative question.*

Culture

10. How would you describe the work environment at your corrections facility? *No statistical data/qualitative question.*
11. How has the work environment at your corrections facility changed (if any) since you began working here, and if so, how? *No statistical data/qualitative question.*

Close Out

12. Is there anything else you'd like to share? *No statistical data/qualitative question.*

Leadership Survey Demographics

Years					
	Obs	Mean	Min	Median	Max
Years	103	19.0777	1.0000	18.0000	41.0000

Shift	Frequency	Percent
1 st Shift	68	63.55 %
2 nd Shift	13	12.15 %
3 rd Shift	10	9.35 %
Missing	16	14.95 %
TOTAL	107	100.00 %

No statistical data is available for the nine qualitative survey questions.

Culture

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs.

1. Using this definition, please describe the culture of this correctional facility. *No statistical data/qualitative question.*
2. How has the culture of your facility changed (if any) since you began here? *No statistical data/qualitative question.*

Challenges

3. What do you believe are the 3 biggest challenges at this corrections facility? *No statistical data/qualitative question.*

Communication

4. How often and by what means to you communicate with your direct reports? *No statistical data/qualitative question.*
5. How would you describe the communication with your direct supervisor? *No statistical data/qualitative question.*

Decision Making

6. Describe how decision making occurs at your facility. Is it collaborative? Is it one way? *No statistical data/qualitative question.*
7. Do you feel your feedback is valued? Please explain. *No statistical data/qualitative question.*

Department Philosophy

8. Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why? *No statistical data/qualitative question.*

Close Out

9. Is there anything else you'd like to share? *No statistical data/qualitative question.*

STATE OF NEBRASKA

DEPARTMENT OF CORRECTIONAL SERVICES

Scott R. Frakes
Director



Pete Ricketts
Governor

NDCS Report on the Use of Retention Funds

Quarter 1: April-June 2016

Nebraska Revised Statute §90-559, adopted by the Legislature in 2016 as part of LB 956, provides \$1.5 million dollars in funding to the Nebraska Department of Correctional Services (NDCS) to be used for strategies to retain quality staff in resource shortage areas at institutions operated by the department. At least \$150,000 of the appropriation is to be used to retain staff within the Division of Health Services. The statute also includes a requirement for quarterly reports to the Governor and Legislature addressing (1) how the funds are being utilized, (2) the impact of the use of the funds on retention of quality staff, (3) staff vacancy and turnover data and (4) plans for future use of the funds.

1. How the funds are being used

The department has solicited input from staff, other stakeholders and policymakers on how best to utilize these one-time funds to help the department's retention efforts. Four primary areas have been identified for funding: Training and Professional Development, Stress Reduction and Coping Strategies, Work-Life Balance and Behavioral Health Training. Each of these four subject areas contain one or more retention initiatives which are described below:

- a. Training and Professional Development - Retaining staff includes providing opportunities for them to grow and promote. Below are several strategies being implemented to improve training and professional development opportunities for staff at all levels.

- i. Professional Development Bonus –The department is expanding its existing tuition reimbursement program to cover the cost of the employees attending an approved professional development course as well as provide a bonus to staff that complete the course. A description of the program, the reimbursement schedule based upon the number of hours of training completed, and the initial approved course list is attached to this report.
 - ii. Behavioral Health Symposium – The department is organizing a behavioral health symposium to provide professional growth opportunities for NDCS employees and interested community providers and highlight the work of NDCS behavioral health staff. We are looking at partnering with other behavioral health and criminal justice organizations to maximize participation in this event, which is being targeted for the spring of 2017. Planning has begun and additional information will be available in the next quarterly report.
 - iii. Health Care Staff Continuing Education– Pay for required continuing education requirements for licensed health care employees.
 - iv. Licensed Alcohol and Drug Counselor Certification – Pay for costs of behavioral health staff who acquire LADC certification outside of the normal tuition reimbursement program.
 - v. Staff Training Academy Technology Upgrades – Upgrade technology at the staff training academy to move to computer-based instruction.
- b. Stress Reduction and Coping Strategies. Correctional staff work under a heightened state of alertness in a stressful environment much of their workday. This level of stress can be exhausting and lead to physical and mental health issues. Employees need techniques and strategies to cope with the unique challenges and stress they experience in the correctional environment.
- i. Resiliency Training - "Corrections Fatigue to Fulfillment" is a program developed to address the long-term impact on overall health and functioning of corrections staff due to corrections-related workplace stress, the issues specific to the prison environment.

- ii. Staff Support Training - Contracted training provided to victim advocates at each facility to provide an additional support for staff who are struggling with the difficulties of the job.

c. Work-Life Balance

- i. Staff Wellness Centers - Develop wellness centers at NSP and TSCI to provide staff access to exercise equipment, relieve stress and promote engagement.
- ii. Commuting Bonus for TSCI - Provide a monthly commuting bonus to TSCI employees based on how far they live from TSCI. Employees earning more than \$55,000 are not eligible for the commuting bonus. A detailed description of the commuting bonus is attached to this report.

d. Behavioral Health Training

- i. Schema-Focused Training – Evidence-based integrated therapy approach that focuses on changing long-standing patterns of thinking, which prevent individuals from benefiting from traditional forms of treatment.
- ii. Trauma-informed care training – Training for clinicians, which informs treatment approaches to recognize the trauma their clients have experienced.

2. Impact of the use of the funds on retention of quality staff

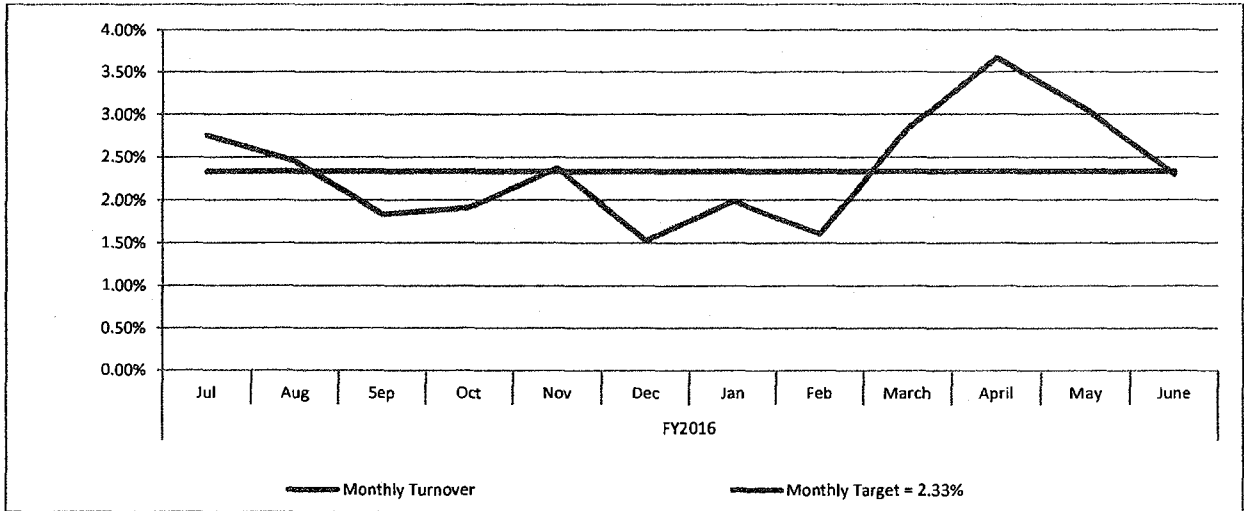
As the funds have only been available since April of 2016 and the department had to first determine how best to utilize these funds, there has not been enough time to evaluate the impact of these initiatives on staff retention. Future quarterly reports will include additional information on expenditures to date and the impact of the funds on retention as it becomes available.

3. Staff Vacancy and Turnover Data

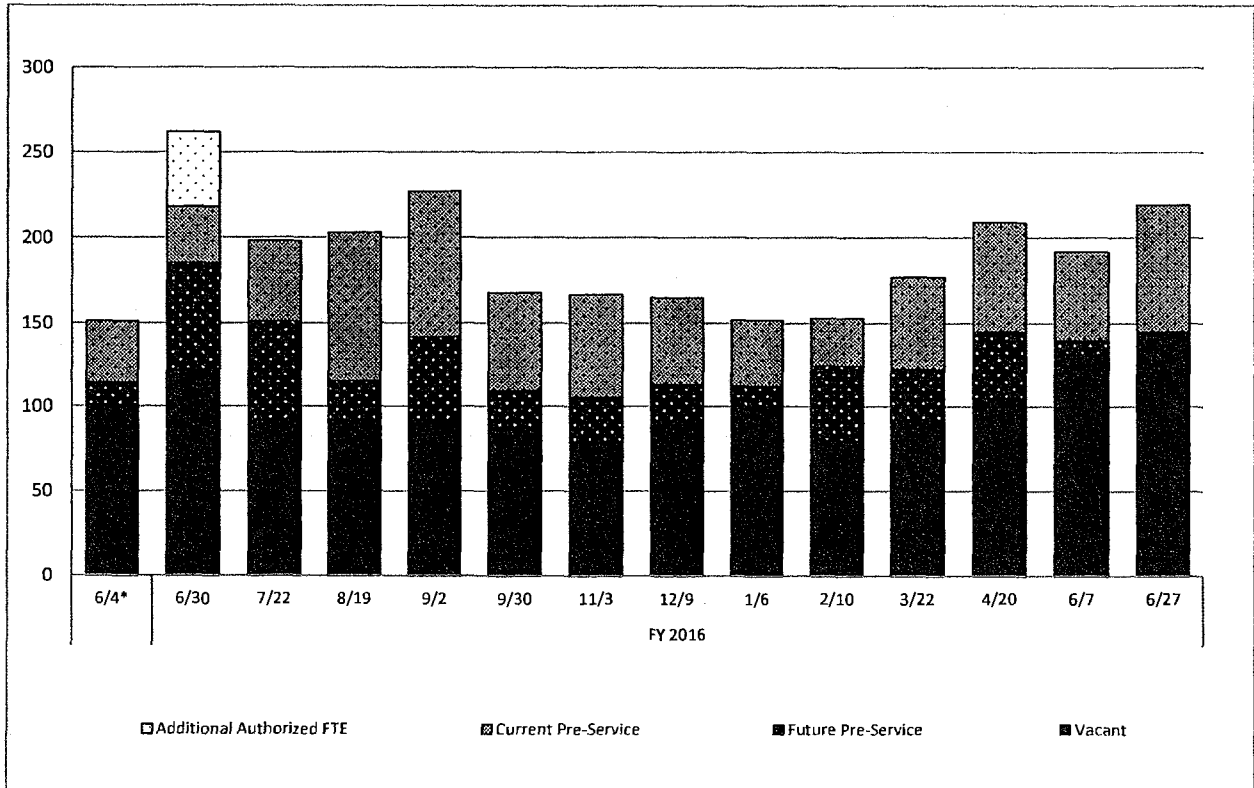
As there has not been enough time for the retention initiatives to impact employee turnover yet, this report will provide baseline turnover and vacancy data for the past 12 months. This information will be supplemented with the most recent quarter of data in future reports to help determine the impact of the new initiatives. Below you will find the turnover and vacancy information for the department's protective services employees for

the past year. Protective services is one of the highest need areas in the department from a staffing perspective and is the primary focus of these retention efforts.

Protective Services Turnover – FY 2016



Protective Services Vacancies – FY 2016



4. Expenditures to date

Several of the retention strategies which have been identified are in process but not yet underway, with vendors being identified and contracts under development. The professional development bonus and continuing education programs are underway and staff are taking courses, but we have not reimbursed any employees to date. The commuting bonus is also underway and the first pay period has been completed and \$16,290 was paid out to 375 employees.

5. Plans for the future use of the funds

The initiatives currently underway represent the department's plans for use of the \$1.5 million appropriation covering the period from April 2016 through the end of the fiscal year in June of 2017. We will evaluate the rate of expenditures quarterly to ensure that we use the funds as appropriated and reallocate funds if necessary depending on the popularity of the various retention initiatives. The department is in the process of hiring a coordinator to oversee implementation, data collection and reporting for the retention program. The second quarterly report in October 2016 will include an analysis of how the Department would use these funds in the future if the appropriation was renewed as required by Nebraska Revised Statute §90-559.

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Director Scott R. Frakes

RETENTION FUNDS – PLAN OVERVIEW

The Legislature allocated \$1.5M to NDCS for FY 2015-2016 which “shall only be used for strategies to retain quality staff in workforce shortage areas at institutions operated by the Department. At least \$150,000 of this appropriation shall be used in the retention of staff within the Division of Health Services.” To carry out our mission and goals we must retain quality staff.

We have listened to valuable feedback from staff, other stakeholders and policymakers on this topic to identify and prioritize options for use of these funds. Below is a brief summary of the NDCS retention strategies.

1. Retaining staff includes allowing them the opportunity to grow and promote. We need to provide better training and professional development opportunities for staff at all levels:
 - a. **Professional Development Bonus** – Cover the cost of the course(s) and provide a bonus to staff who complete selected online training courses.
 - b. **Behavioral Health Symposium** – Host a behavioral health symposium to provide professional growth opportunities for NDCS employees, and highlight the work of the NDCS behavioral health department.
 - c. **Health Care Staff Continuing Education**– Pay for required continuing education requirements for licensed health care employees.
 - d. **Licensed Alcohol and Drug Counselor Certification** – Pay for costs of behavioral health staff who acquire LADC certification outside of the normal tuition reimbursement program.
 - e. **Staff Training Academy Technology Upgrades** – Upgrade technology at the staff training academy to move to computer-based instruction.
2. Correctional staff work under a heightened state of alertness in a stressful environment much of their workday. This level of stress can be exhausting and lead to physical and mental health issues. Employees need techniques and strategies to cope with the unique challenges and stress they experience in the correctional environment.
 - a. **Resiliency Training** - "Corrections Fatigue to Fulfillment" is a program developed to address the long-term impact on overall health and functioning of corrections staff due to corrections-related workplace stress, the issues specific to the prison environment.

Information for Senator Bolz 6-14-16

1. How many psychiatrists are currently on staff? There are currently 2 psychiatrists on staff: Dr. Martin Wetzel and Dr. Natalie Baker.
2. How many psychiatrists are working with the Department on a contract basis? There are currently 3 ARPN's or Psychiatric Nurse Practitioners currently working on a contract basis with the Department.
3. How many psychiatrists do you expect to have on staff in the next few months? In the next year? We are currently advertising for 1 psychiatrist position to fill a vacancy created by a retirement.
4. Inmate to behavioral health staff ratio by facility. The table below provides the number of inmates with a behavioral health diagnosis as well as the 2016 average daily population for each facility and the ratio of diagnosed inmates to treatment staff.

Facility	Female	Male	Diagnosed Pop	2016 ADP ²	Treatment Staff	Ratio
CCL ³	67	282	349	385	7	55-1
CCO ⁴	21	128	149	170	4	37.3-1
DEC		309	309	398	9	34.3-1
LCC		454	454	504	22	20.6 -1
NCW	262		262	343	14	18.7-1
NCY		56	56	65	3	18.7-1
NSP		1,176	1,176	1,353	37	31.8-1
OCC		706	706	764	17	41.5-1
TSC		882	882	1,034	8	110.2-1
WEC		166	166	175	6	27.7-1
Grand Total	350	4,159	4,509	5,191	127	35.5 -1

¹ Male, female and total number of inmates with a behavioral health diagnosis, including substance abuse

² 1/1/2016 – 6/14/2016 Inmate Average Daily Population

³ Includes 6 substance abuse treatment staff located at Trabert Hall in Lincoln

⁴ Includes 4 substance abuse staff at the Omaha State Office Building.

5. Status of VRP Positions at TSCI: The Department has filled the VRP psychologist position and is still in the process of advertising for the two LMHP positions.
6. Use of VRP Funds. The Department is in the process of scheduling a VRP training in October of 2016 with international experts in violence reduction programming from Canada.
7. Total # of positions by facility: Behavioral Health currently has 161 FTE. There are an additional 5 contracted behavioral staff currently. 1 psychiatrist, 3 psychiatric nurse practitioners and 1 mental health practitioner. See #8 below for a breakdown by facility.
8. Total # of staffing vacancies by facility: Out of a total of 161 positions within behavioral health, there are currently 34 total vacancies: 8 Psychologists, 1 Psychiatrist, 9 Mental Health Practitioners, 8 chemical dependency counselors, 2 Social Workers, 1 nurse practitioner, 1 registered nurse, 1 clinical program manager and 3 support staff. These include positions that have become vacant due to recent promotions to fill leadership positions within behavioral health and newly created positions from LB 598 that we have been unable to fill to date.

The table below provides the total number of employees, the number of vacancies by facility. The table below lists the vacancies by position and facility.

Facility	Total # of Positions	Vacancies
Diagnostic and Evaluation Center (DEC)	9	0
Lincoln Correctional Center (LCC)	31	9
Nebraska Correctional Center for Women (NCCW)	16	2
Nebraska Correctional Youth Facility (NCYF)	3	0
Nebraska State Penitentiary (NSP)	44	7
Omaha Correctional Center (OCC)	20	3
Tecumseh State Correctional Institution (TSCI)	14	6
Work Ethic Camp (WEC)	7	1
Community Corrections Lincoln (CCL)	7	0
Community Corrections Omaha (CCO)	4	0
Other*	6	6
Total	161	34

*Other includes Central Office and unfilled positions that have not yet been assigned to a facility.

9. **Waiting List Information** – The current waiting lists for substance abuse, sex offender and violence offender programs are provided below.

Substance Abuse Treatment:

OCC/SAU—96 beds, 96 in treatment (Waiting List = 56)

TSCI/SAU—72 beds, Just started new program 13 in treatment, 9 starting 4/18 (Waiting List = 78)

NSP/RTC-100 beds, 100 in treatment (Waiting List = 114)

NCCW/SAU-48 beds, 48 in treatment (Waiting List = 51)

Sex Offender Services:

bHeLP - 17 just beginning treatment (Waiting List = 33)

oHeLP – 50 in treatment (Waiting List = 67)

iHeLP – 52 in treatment (Waiting List = 28)

Violent Offender Services:

DV (Domestic Violence) – 62 in treatment (Waiting List for DV with CVORT Review=99)

AM (Anger Management)– 68 in treatment (Waiting List for AM with CVORT Review=91)

VRP(Violence Reduction Program) – 8 in treatment (Waiting List = 84)

*Waiting List for DV without CVORT Review is around 90 each.

*Waiting List for AM without CVORT Review is around 90 each.

From: Carbaugh, Abby L
Sent: Tuesday, July 12, 2016 12:16 PM
To: Kate Bolz
Cc: Beaty, Jeffry
Subject: RE: Mental Health Staff Question
Attachments: BH.FTE.overview.6-30-16.xlsx; BH.orgchart.6-30-2016.pdf; ACA Memo RE Staffing.pdf

Good afternoon, Senator Bolz,

I received some feedback for your original request and have included it below:

NDCS Administrative Regulation (AR) 115.02, Health Personnel Management, Procedures, II. Staffing, states:

“The facility uses a staffing analysis to determine the essential positions needed to perform the health services mission and provide the defined scope of services. A staffing plan is developed and implemented from this analysis. There is an annual review by the Health Authority to determine if the number and type of staff is adequate.”

This policy language is specific to an American Correctional Association (ACA) standard and refers specifically to medical staffing. The documentation used for ACA audits is attached. The documentation suffices to meet the standard during the accreditation audit.

In reviewing this language and our documentation, we have determined a more in-depth review of our practice is in order. The chief operating officer for Health Services will be identifying what the best practice should be and developing more specific language and process to meet this standard and make it useful to the agency, recognizing that a review coinciding with the biennium budget process would likely be more useful.

That said, we have also included information below, organizational charts for Behavioral Health and a spreadsheet listing all behavioral health positions, identifying those that are filled/vacant.

While acknowledging NDCS continues to struggle with vacancies, recruitment has been enhanced by the credibility and strength of our new Psychiatric & Behavioral Health leadership team.

Chief of Psychiatry position created by Legislature filled 8/24/15 by Martin Wetzel, MD
 Behavioral Health Administrator filled 8/24/15 by Lisa Jones, PhD
 Assistant B.H. Admin–Mental Health filled 9/7/15 by Alice Mitwaruciu, PhD

Recruitment Successes of this leadership team include:

1. Staff Psych Nurse Practitioner hired from LRC 9/28/15 @ DEC
- Returned to LRC 6/6/16
2. Contract Psych Nurse Practitioner hired part time (4-6 days/month) @ LCC 10/8/15 to direct bill BCBS
3. Staff Psychiatrist –hired on staff full time @ OCC/NCCW 1/4/16 (after 14 years as part time Contractor)
4. Staff Psychologist –hired on staff full time @ NCCW 2/22/16 (provisionally licensed/needs supervision hours)

Jeff is back in the office as of today, so please let either him or I know if there is anything else you need.

Thanks,
bby

Abby L. Carbaugh, Ph.D.
Research Administrator
Nebraska Department of Correctional Services
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Cell: 402-203-2211
E-mail: abby.carbaugh@nebraska.gov

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From: Carbaugh, Abby L
Sent: Thursday, July 07, 2016 11:50 AM
To: Kate Bolz; Beaty, Jeffry
Subject: RE: Mental Health Staff Question

Hello Senator Bolz,

I checked on the status of this request, and staff are still working to put together the materials you've requested. Hopefully, you will have the information you are looking for early next week.

Thanks,
-Abby

Abby L. Carbaugh, Ph.D.
Research Administrator
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From: Kate Bolz [<mailto:kbolz@leg.ne.gov>]
Sent: Wednesday, July 06, 2016 1:02 PM
To: Carbaugh, Abby L; Beaty, Jeffry
Subject: Re: Mental Health Staff Question

Hello - Could I please have an update on the status of this request? Thank you.

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

From: **Kate Bolz** <kbolz@leg.ne.gov>
Date: Mon, Jun 27, 2016 at 11:42 AM
Subject: Mental Health Staff Question
To: "jeffry.beaty" <Jeffry.Beaty@nebraska.gov>

Hi Jeff -

As you know, the question of mental health staffing has been one of great interest to me. I noticed in reviewing your regulations that there is an annual review completed regarding mental health staffing required in your regulations. Would you please send me the outcome of the review and the staffing plan for the past three years?

Sincerely, Senator Bolz

"STAFFING The facility uses a staffing analysis to determine the essential positions needed to perform the health services mission and provide the defined scope of services. A staffing plan is developed and implemented from this analysis. There is an annual review by the Health Authority to determine if the number and type of staff is adequate."

<http://www.corrections.nebraska.gov/pdf/ar/healthservices/AR%20115.02.pdf>

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Senator Kate Bolz

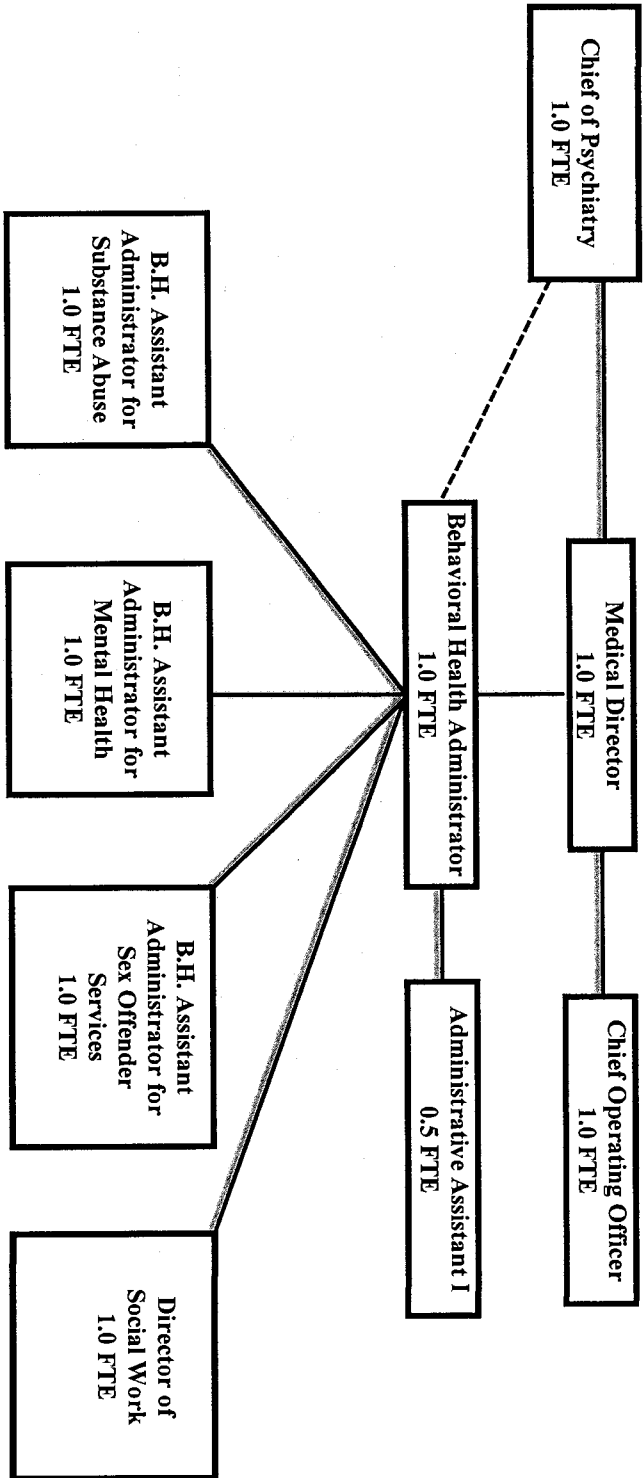
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Room 1120

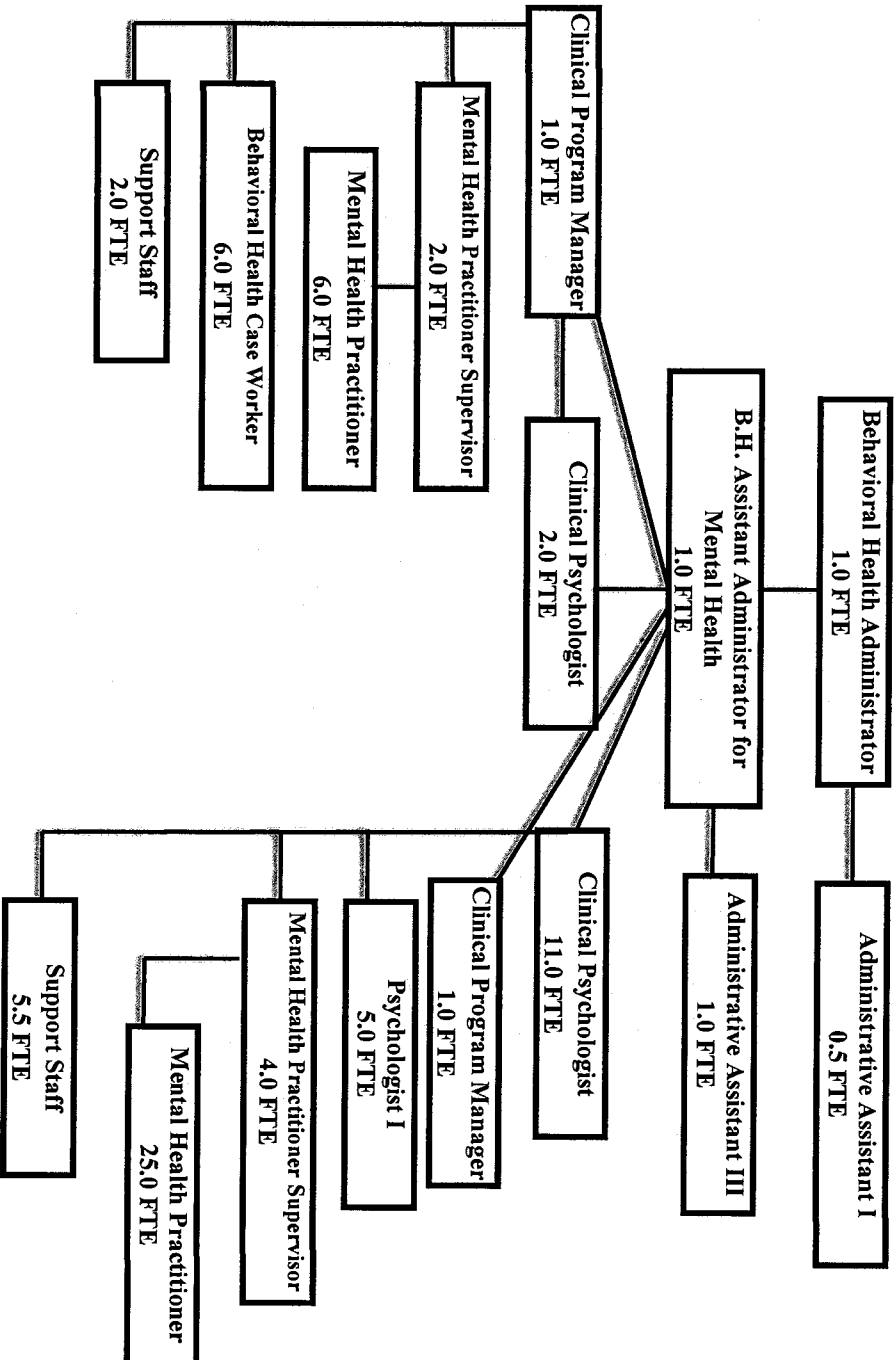
Nebraska State Capitol

(402) 471-2734

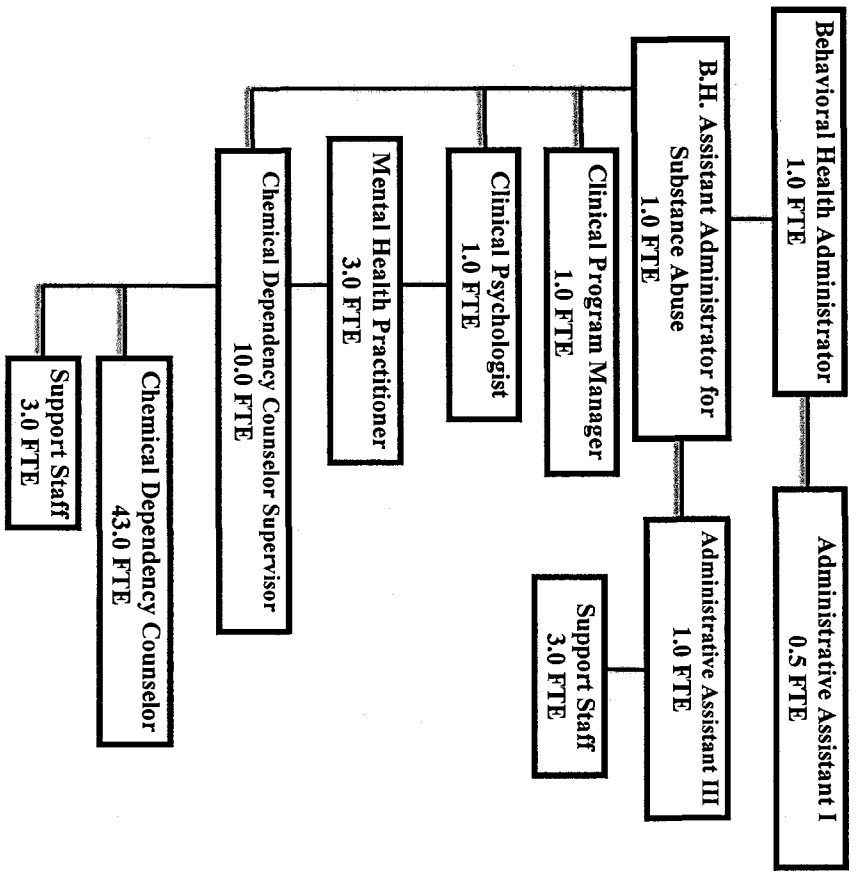
Nebraska Department of Correctional Services
Behavioral Health (B.H.) Section
Organizational Chart



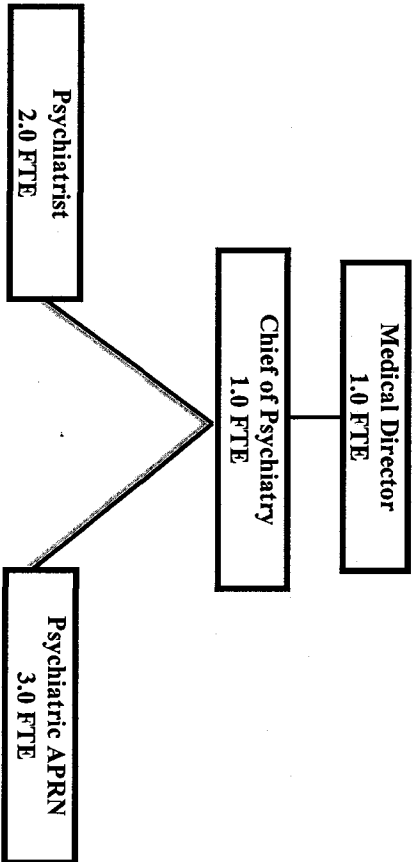
Nebraska Department of Correctional Services
 Behavioral Health (B.H.) Section
 Organizational Chart – Mental Health



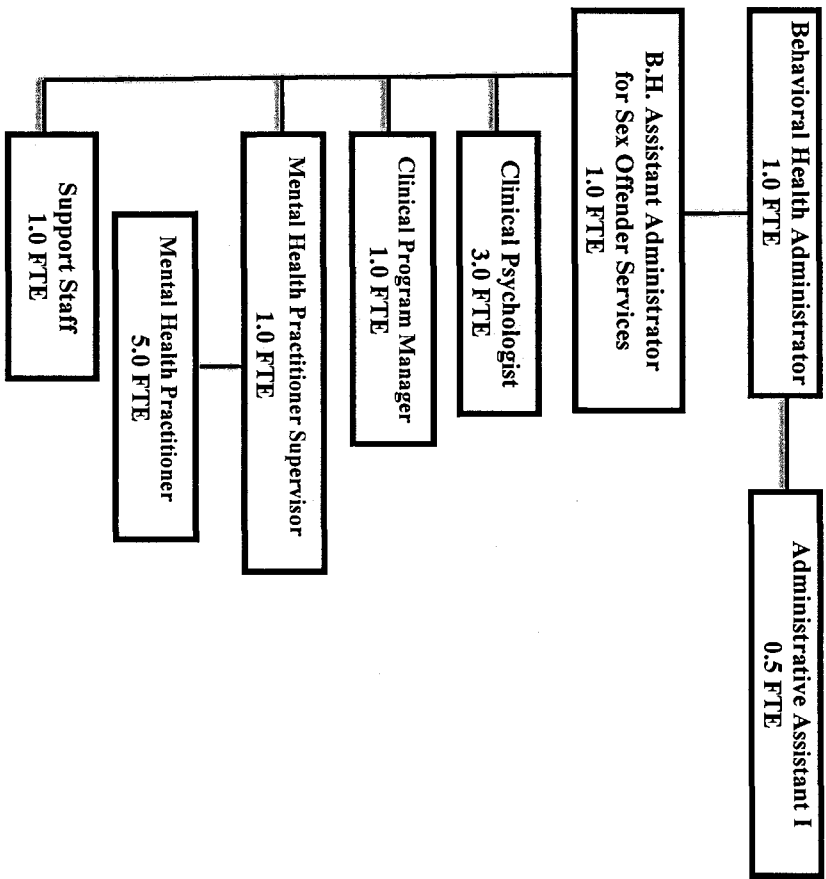
Nebraska Department of Correctional Services
Behavioral Health (B.H.) Section
Organizational Chart – Substance Abuse



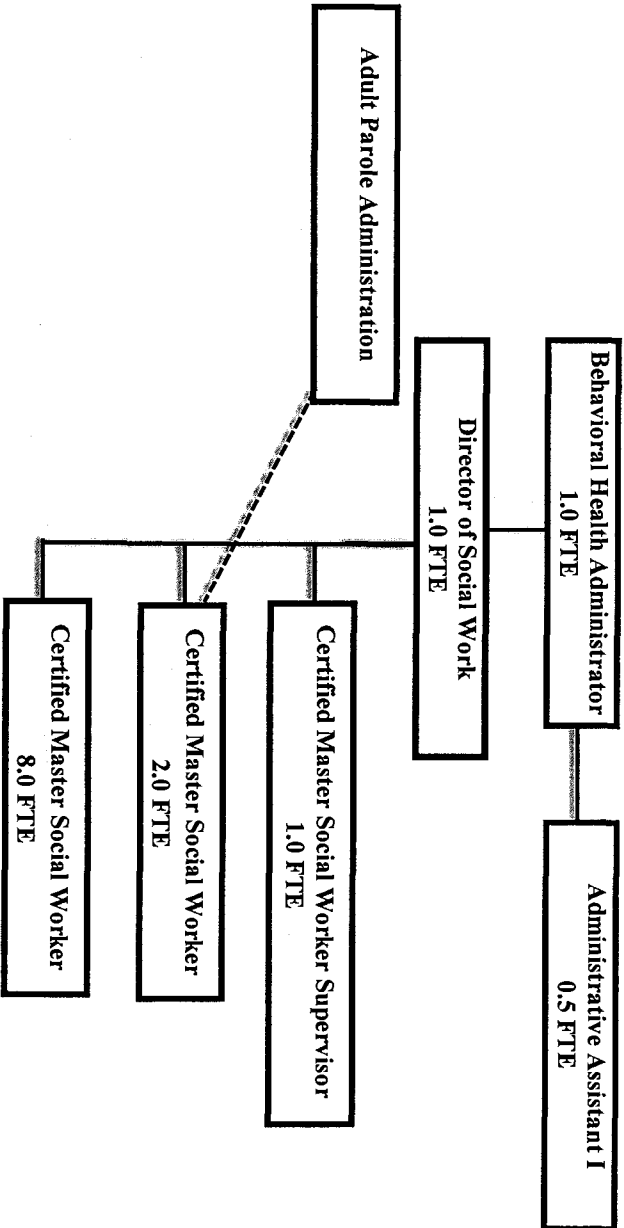
Nebraska Department of Correctional Services
Behavioral Health (B.H.) Section
Organizational Chart – Psychiatry



Nebraska Department of Correctional Services
Behavioral Health (B.H.) Section
Organizational Chart – Sex Offender Services



Nebraska Department of Correctional Services
 Behavioral Health (B.H.) Section
 Organizational Chart - Social Work



Position Number	Location	Title	FILLED/VACANT	Division
4600544	ADMIN	ADMINISTRATIVE ASSISTANT I	FILLED	
4600507	ADMIN	BEHAVIORAL HEALTH ADMINISTRATOR	FILLED	
4600529	CCCL/NRTS	CDC	FILLED	SA
4696032	COS-O	CDC	FILLED	SA
4608903	COS-O	CDC	FILLED	SA
4600503	DEC	CLINICAL PSYCHOLOGIST	FILLED	MH
4650057	DEC	MHP II	FILLED	MH
4600543	DEC	MHP II	FILLED	MH
4604501	DEC	PSYCHOLOGIST I	FILLED	MH
4604502	DEC	PSYCHOLOGIST I	FILLED	MH
4604503	DEC	PSYCHOLOGIST I	FILLED	MH
4600506	DEC	SECRETARY II	FILLED	MH
4608892	DEC NRTS	CDC	FILLED	SA
4608955	DEC/CCCL	CDC	VACANT (currently understaffed for SOS Secretary)	SA
4696025	DEC/LCC	NURSE PRACTITIONER	FILLED	PSYCHIATRY
60007851	LCC	BH CASE WORKER	FILLED	MH
60007849	LCC	BH CASE WORKER	FILLED	MH
60007850	LCC	BH CASE WORKER	FILLED	MH
4602364	LCC	BH CASE WORKER	FILLED	MH
4602399	LCC	BH CASE WORKER	VACANT 6/5/16	MH
4600601	LCC	CERTIFIED MASTER SOCIAL WORKER	FILLED	SW
60001333	LCC	CERTIFIED MASTER SOCIAL WORKER SUPER	FILLED	SW
60008726	LCC	CHIEF OF PSYCHIATRY	FILLED	PSYCHIATRY
4696022	LCC	CLINICAL PROGRAM MANAGER	FILLED	MH
4600550	LCC	CLINICAL PSYCHOLOGIST	FILLED	SOS
4600504	LCC	CLINICAL PSYCHOLOGIST	FILLED	MH
60009185	LCC	CLINICAL PSYCHOLOGIST	VACANT - NEW POSITION 2016 BUDGET	598
4604001	LCC	CLINICAL PSYCHOLOGIST	VACANT (9/7/15)	MH
60005064	LCC	MASTER SOCIAL WORKER	FILLED	SW
4600510	LCC	MHP I	FILLED	SOS
4600513	LCC	MHP I	VACANT 1/1/16	SOS
4600515	LCC	MHP II	FILLED	MH

Position Number	Location	Title	FILLED/VACANT	Division
60006850	LCC	MHP II	FILLED	907
4600522	LCC	MHP II	FILLED	MH
4661055	LCC	MHP II	FILLED	MH
4661054	LCC	MHP II	FILLED until 8/12/16	MH
60009531	LCC	MHP II	VACANT - NEW POSITION 2016 BUDGET	SOS
4600535	LCC	MHP II	VACANT 5/6/16	SOS
4600526	LCC	MHP SUPERVISOR	FILLED	MH
4661052	LCC	MHP SUPERVISOR	FILLED	MH
4696002	LCC	MHP SUPERVISOR	FILLED until 7/11/16	SOS
60001339	LCC	NURSE PRACTITIONER	VACANT 6/6/16	PSYCHIATRY
4600387	LCC	SECRETARY II	VACANT 5/29/16	MH
4600520	LCC	STAFF ASSISTANT I	FILLED	MH
60006724	LCC	BH CASE WORKER	FILLED	907
4661051	LCC	MHP II	FILLED	MH
4608890	LCC/NRTS	CDC	FILLED	DUAL
4608908	Lincoln	CDC	FILLED	SA
4600900	NCCW	CLINICAL PSYCHOLOGIST	FILLED	MH
4600528	NCCW	CLINICAL PSYCHOLOGIST	FILLED	MH
60006722	NCCW	MASTER SOCIAL WORKER	VACANT 11/6/15	907
4600533	NCCW	MHP I	FILLED	SA
60001335	NCCW	MHP II	FILLED	MH
4600546	NCCW	MHP II	FILLED until 7/11/16	MH
4600517	NCCW	MHP II	VACANT 3/16/15	MH
4600568	NCCW	SECRETARY II	FILLED	SA
4600901	NCCW	SECRETARY II	FILLED	MH
4605303	NCCW	CDC	FILLED	SA
4608891	NCCW (NRTS)	CDC	FILLED	SA
4608895	NCCW (SAU)	CDC	FILLED	SA
4605301	NCCW (SAU)	CDC	FILLED	SA
4605302	NCCW (SAU)	CDC	FILLED	SA
4605300	NCCW (SAU)	CDCS	FILLED	SA
4600581	NCCW (SAU)	CDCS	FILLED	SA
4600560	NCYF	CLINICAL PSYCHOLOGIST	FILLED	MH

Position Number	Location	Title	FILLED/VACANT	Division
4600534	NCYF	MHP II	FILLED	MH
4600545	NCYF	MHP SUPERVISOR	FILLED	MH
4600500	NSP	ADMINISTRATIVE ASSISTANT III (MH))	FILLED	MH
4600501	NSP	BH ASST. ADMIN. FOR MH	FILLED	MH
4600904	NSP	BH ASST. ADMIN. FOR SO SERVICES	FILLED	SOS
4696023	NSP	CDCS	FILLED	SA
4600509	NSP	CLINICAL PROGRAM MANAGER	FILLED	MH
4600565	NSP	CLINICAL PSYCHOLOGIST	FILLED	SOS
4600569	NSP	CLINICAL PSYCHOLOGIST	VACANT 5/23/16	SOS
60009184	NSP	CLINICAL PSYCHOLOGIST	VACANT - NEW POSITION 2016 BUDGET	598
4600524	NSP	CLINICAL PSYCHOLOGIST	VACANT (9/21/15)	MH
60006720	NSP	MASTER SOCIAL WORKER	FILLED	907
4600562	NSP	MASTER SOCIAL WORKER	FILLED - RSAT Funded	SW
60006860	NSP	MHP II	FILLED	907
60006858	NSP	MHP II	FILLED	907
60006859	NSP	MHP II	FILLED	907
4600512	NSP	MHP II	FILLED	MH
60004933	NSP	MHP II	FILLED	MH
60006851	NSP	MHP II	FILLED	907/NOT
4600525	NSP	MHP SUPERVISOR	FILLED	MH
4600302	NSP	PSYCHIATRIST	VACANT 7/23/14	PSYCHIATRY
4600542	NSP	PSYCHOLOGIST I	FILLED	MH
4603895	NSP	SECRETARY II	FILLED	MH
4600541	NSP	SECRETARY II	FILLED	MH
4600538	NSP	STAFF ASSISTANT I	FILLED	SOS
4600514	OCC	CLINICAL PROGRAM MANAGER	FILLED	SOS
4600549	OCC	CLINICAL PSYCHOLOGIST	FILLED	MH
60005065	OCC	MASTER SOCIAL WORKER	FILLED	SW
60006721	OCC	MASTER SOCIAL WORKER	FILLED UNTIL 7/15/16	907
4696001	OCC	MHP II	FILLED	MH
4600508	OCC	MHP II	FILLED	MH
60006864	OCC	MHP II	FILLED	907
60006863	OCC	MHP II	FILLED	907

Position Number	Location	Title	FILLED/VACANT	Division
60006961	OCC	MHP II	FILLED	907
60006862	OCC	MHP II	FILLED	907
4600523	OCC	MHP SUPERVISOR	FILLED	MH
60006723	OCC	NURSE PRACTITIONER	VACANT 6/24/14	907
4600518	OCC	PSYCHOLOGIST ASSOCIATE	FILLED	MH
4600540	OCC	SECRETARY II	FILLED	MH
4600530	OCC (RSAT)	CDC	FILLED	SA
4605304	OCC (SAU)	CDC	FILLED	SA
4608906	OCC (SAU)	CDC	FILLED	SA
4608896	OCC SAU	CDC	FILLED	SA
4696030	OCC SAU	CDC	VACANT 5/2/16	SA
4608907	OCC SAU	CDCS	FILLED	SA
60001383	OCC SAU	CDCS	FILLED	SA
4696021	OCC SAU	MHP II	VACANT 6/30/16	SA
60009940	OCC SAU	SECRETARY II	VACANT - NEW POSITION 2016 BUDGET	SA
4696038	Omaha	CDTS	FILLED	SA
4609103	Omaha	PSYCHIATRIST	FILLED	PSYCHIATRY
4600553	Omaha	CDC	FILLED	SA
4696024	Omaha/NRTS	CDCS	FILLED	SA
4600553	PO/SW	CERTIFIED MASTER SOCIAL WORKER	FILLED - Funded out of Adult Parole Administration	SW
60002248	PO/SW	CERTIFIED MASTER SOCIAL WORKER	FILLED - Funded out of Adult Parole Administration	SW
4608802	RTC	ADM. SEC.	FILLED until 7/1/16	SA
4608803	RTC	ADMINISTRATIVE ASSISTANT III (SA)	FILLED	SA
4608950	RTC	BH ASST. ADMIN FOR SA	FILLED	SA
4696026	RTC	CDC	FILLED	SA
4696027	RTC	CDC	FILLED	SA
4608897	RTC	CDC	FILLED	SA
4608959	RTC	CDC	FILLED	SA
4608960	RTC	CDC	FILLED	SA
4608958	RTC	CDC	FILLED	SA
4608961	RTC	CDC	FILLED	SA
4608956	RTC	CDC	VACANT 12/14/15	SA
4696028	RTC	CDC	VACANT 8/26/15	SA

Position Number	Location	Title	FILLED/VACANT	Division
4608953	RTC	CDCS	FILLED	SA
4608952	RTC	CDCS	FILLED	SA
60001337	RTC	CDTS	FILLED	SA
4608909	RTC	CDTS	FILLED	SA
4696040	RTC	CERTIFIED MASTER SOCIAL WORKER	FILLED	SW
4608954	RTC	CLINICAL PROGRAM MANAGER	FILLED	SA
4696020	RTC	CLINICAL PSYCHOLOGIST	VACANT 8/24/15	SA
4600600	RTC	DIRECTOR OF SOCIAL WORK	FILLED	SW
4600556	RTC	MHP II	FILLED	SA
4600557	RTC	STAFF ASSISTANT I	FILLED	SA
4608968	RTC	STAFF ASSISTANT I	FILLED	SA
4696000	SOB - Omaha	MHP II	FILLED	DUAL
60001334	TRABERT HALL	MHP II	FILLED until 7/19/16	SOS
4608893	Trabert Hall/NRTS	CDC	FILLED	SA
4608910	Trabert Hall/NRTS	CDC	FILLED	SA
4662013	TSCI	CDC	FILLED	SA
4662011	TSCI	CDC	VACANT 2/17/15	SA
4662015	TSCI	CDC	VACANT 5/2/16	SA
4662016	TSCI	CDC	VACANT 5/27/15	SA
4662010	TSCI	CDCS	FILLED	SA
4662012	TSCI	CDTS	FILLED	SA
60009186	TSCI	CLINICAL PSYCHOLOGIST	VACANT - NEW POSITION 2016 BUDGET	598
4600531	TSCI	CLINICAL PSYCHOLOGIST	FILLED until 8/12/16	MH
4662000	TSCI	CLINICAL PSYCHOLOGIST	VACANT 6/22/16	MH
60006866	TSCI	MHP II	FILLED	907
60006867	TSCI	MHP II	FILLED	907
60009481	TSCI	MHP II	VACANT - NEW POSITION 2016 BUDGET	VRP
60009482	TSCI	MHP II	VACANT - NEW POSITION 2016 BUDGET	VRP
60005415	TSCI	MHP II	VACANT 9/21/15	907
60006865	TSCI	MHP II	VACANT 9/7/15	907
4661050	TSCI	MHP SUPERVISOR	FILLED	MH
4662018	TSCI	SECRETARY II	FILLED	SA
60001336	TSCI	STAFF ASSISTANT I	FILLED	MH

Position Number	Location	Title	FILLED/VACANT	Division
4600570	WEC	CDTS	FILLED	SA
4650052	WEC	CDTS	FILLED	SA
4600573	WEC	CDC	FILLED	SA
4650055	WEC	CDC	VACANT 12/14/14	SA
4600580	WEC	CDCS	FILLED	SA
4600551	WEC	CDTS	FILLED	SA
4650054	WEC	CDTS	FILLED	SA

STATE OF NEBRASKA

DEPARTMENT OF CORRECTIONAL SERVICES

Scott R. Frakes
Director



Pete Ricketts
Governor

MEMORANDUM

TO: ACA Auditors

FROM: Steve Johnson, Business Manager, Health Services

DATE: July 11, 2016

SUBJECT: ACA Standard 4-4412

Staffing analyses are conducted to determine the essential positions needed to perform the health services mission and to provide the defined scope of services for the Health Services Department programs and services.

The Health Services Department in conjunction with ACA defines staffing effectiveness as, "the number, competency, and skill mix of staff as related to the provision of needed services."

The staffing plans (e.g., Minimal Post Staffing Analysis per facility in **Attachment 1**) can be observed for these areas as defined on the Health Services FTE staffing report. Recommendations for staffing in the development of programs and services in the Health Services Department are also requested for each biennial budget.

Adequate staffing determinations are based on many variables such as facility size, configuration, location, clinic, hospital needs, and inmate population acuity needs. Staff feedback is considered in future planning determinations.

Appropriate staffing recommendations were developed for the Health Services Departments' budgets, including Medical, Mental Health, Dental, and Substance Abuse. These recommendations were proposed in the Prioritized Biennium Budget Requests and presented to Executive Staff and Central Office Administration (**Attachment 2**).

The Health Services Department also utilizes contracted temporary agencies for various positions throughout Health Services. These contracted positions serve vital needs for appropriate patient care and meeting the acuity levels of the facility. In addition, the Department utilizes various other contracted services (**Attachment 3**) for staffing and related personnel needs.

Attachments

Attachment 1

OCC/CCC-O/NCYF FTE Numbers Revised 06/24/16

LPN's	HR FTE #'s	Facility	Available FTE	Amount Used	Amount Unused	Total Available
1	04600381	OCC	1.00	1.00	0.00	0.00
2	04600350	OCC	1.00	1.00	0.00	0.00
3	04600319	OCC	1.00	1.00	0.00	0.00
	04600330	OCC	1.00	1.00	0.00	0.00
			4.00	4.00	0.00	0.00

ADON'S	HR FTE #'s	Facility	Available FTE	Amount Used	Amount Unused	Total Available
1	04600309	OCC	1.00	1.00	0.00	0.00
			1.00	1.00	0.00	0.00

SPVR	HR FTE #'s	Facility	Available FTE	Amount Used	Amount Unused	Total Available
1	04600369	OCC	1.00	1.00	0.00	0.00
			1.00	1.00	0.00	0.00

RN's	HR FTE #'s	Facility	Available FTE	Amount Used	Amount Unused	Total Available
1	04600311	OCC	1.00	1.00	0.00	0.00
2	04600317	OCC	1.00	0.00	1.00	1.00
3	04600367	OCC	1.00	1.00	0.00	0.00
4	04600368	NCYF	1.00	1.00	0.00	0.00
			4.00	3.00	1.00	1.00

MD	HR FTE #'s	Facility	Available FTE	Amount Used	Amount Unused	Total Available
1	04600420	OCC	1.00	1.00	0.00	0.00
			1.00	1.00	0.00	0.00

P/N/P	HR FTE #'s	Facility	Available FTE	Amount Used	Amount Unused	Total Available
1	04600353	OCC	1.00	1.00	0.00	0.00
			1.00	1.00	0.00	0.00

DDS	HR FTE #'s	Facility	Available FTE	Amount Used	Amount Unused	Total Available
1						

Support	HR FTE #'s	Facility	Available FTE	Amount Used	Amount Unused	Total Available
1	04600345	OCC	1.00	1.00	0.00	0.00
			1.00	1.00	0.00	0.00

Position Number	Location	Title	FILLED/VACANT	Division
4600544	ADMIN	ADMINISTRATIVE ASSISTANT I	FILLED	
4600507	ADMIN	BEHAVIORAL HEALTH ADMINISTRATOR	FILLED	
4600560	NCYF	CLINICAL PSYCHOLOGIST	FILLED	MH
4600534	NCYF	MHP II	FILLED	MH
4600545	NCYF	MHP SUPERVISOR	FILLED	MH
4600514	OCC	CLINICAL PROGRAM MANAGER	FILLED	SOS
4600549	OCC	CLINICAL PSYCHOLOGIST	FILLED	MH
60005065	OCC	MASTER SOCIAL WORKER	FILLED	SW
60006721	OCC	MASTER SOCIAL WORKER	FILLED UNTIL 7/15/16	907
4696001	OCC	MHP II	FILLED	MH
4600508	OCC	MHP II	FILLED	MH
60006864	OCC	MHP II	FILLED	907
60006863	OCC	MHP II	FILLED	907
60006861	OCC	MHP II	FILLED	907
60006862	OCC	MHP II	FILLED	907
4600523	OCC	MHP SUPERVISOR	FILLED	907
60006723	OCC	NURSE PRACTITIONER	FILLED	MH
4600518	OCC	PSYCHOLOGIST ASSOCIATE	VACANT 6/24/14	907
4600540	OCC	SECRETARY II	FILLED	MH
4600530	OCC (RSAT)	CDC	FILLED	MH
4605304	OCC (SAU)	CDC	FILLED	SA
4608906	OCC (SAU)	CDC	FILLED	SA
4608896	OCC SAU	CDC	FILLED	SA
4696030	OCC SAU	CDC	FILLED	SA
4608907	OCC SAU	CDCS	VACANT 5/2/16	SA
60001383	OCC SAU	CDCS	FILLED	SA
4696021	OCC SAU	MHP II	FILLED	SA
60009840	OCC SAU	SECRETARY II	VACANT 6/30/16	SA
4696038	Omaha	GDTS	VACANT - NEW POSITION 2016 BUDGET	SA
4609103	Omaha	PSYCHIATRIST	FILLED	SA
4600553	Omaha	CDC	FILLED	PSYCHIATRY
4696024	Omaha/NRTS	CDCS	FILLED	SA

OCC/CCC-O/NCYF 24 Hour Medical/Nursing Staff Coverage

DATE 2016	MON 7/11	TUES 7/12	WED 7/13	THURS 7/14	FRI 7/15	SAT 7/16	SUN 7/17	MON 7/18	TUES 7/19	WED 7/20	THURS 7/21	FRI 7/22	SAT 7/23	SUN 7/24
CMAs														
Hycinthe Timeu, CMA TMS	1430-2230	1430-2230	1430-2230	OFF	Req. OFF	Req. OFF	Req. OFF	1430-2230	1430-2230	1430-2230	OFF	OFF	0530-1330	0530-1330
Jennylee Herrera, CMA TMS	1430-2230	OFF	OFF	1430-2230	1430-2230	1430-2230	1430-2230	OFF		1430-2230	1430-2230	1430-2230	1430-2230	1430-2230
Taylor Guiffey, CMA TMS	OFF	1430-2230	1430-2230	1430-2230	1430-2230	OFF	OFF	1430-2230	1430-2230	OFF	1430-2230	1430-2230	OFF	OFF
Chandra Reeves, CMA TMS	0530-1330	0530-1330	0530-1330	OFF	OFF	0530-1330	0530-1330	OFF	0530-1330	0530-1330	SOLO	0530-1330	OFF	OFF
NEED MEDS DAYS	Waiting													
Kyleesha Richards	BG check													
ON CALL ROTATION	Meyers	Miller	Davis	Burns	Wilson	LaFave	Renshaw							

NOTE: ALL SCHEDULE CHANGES MUST BE APPROVED BY THE ADON

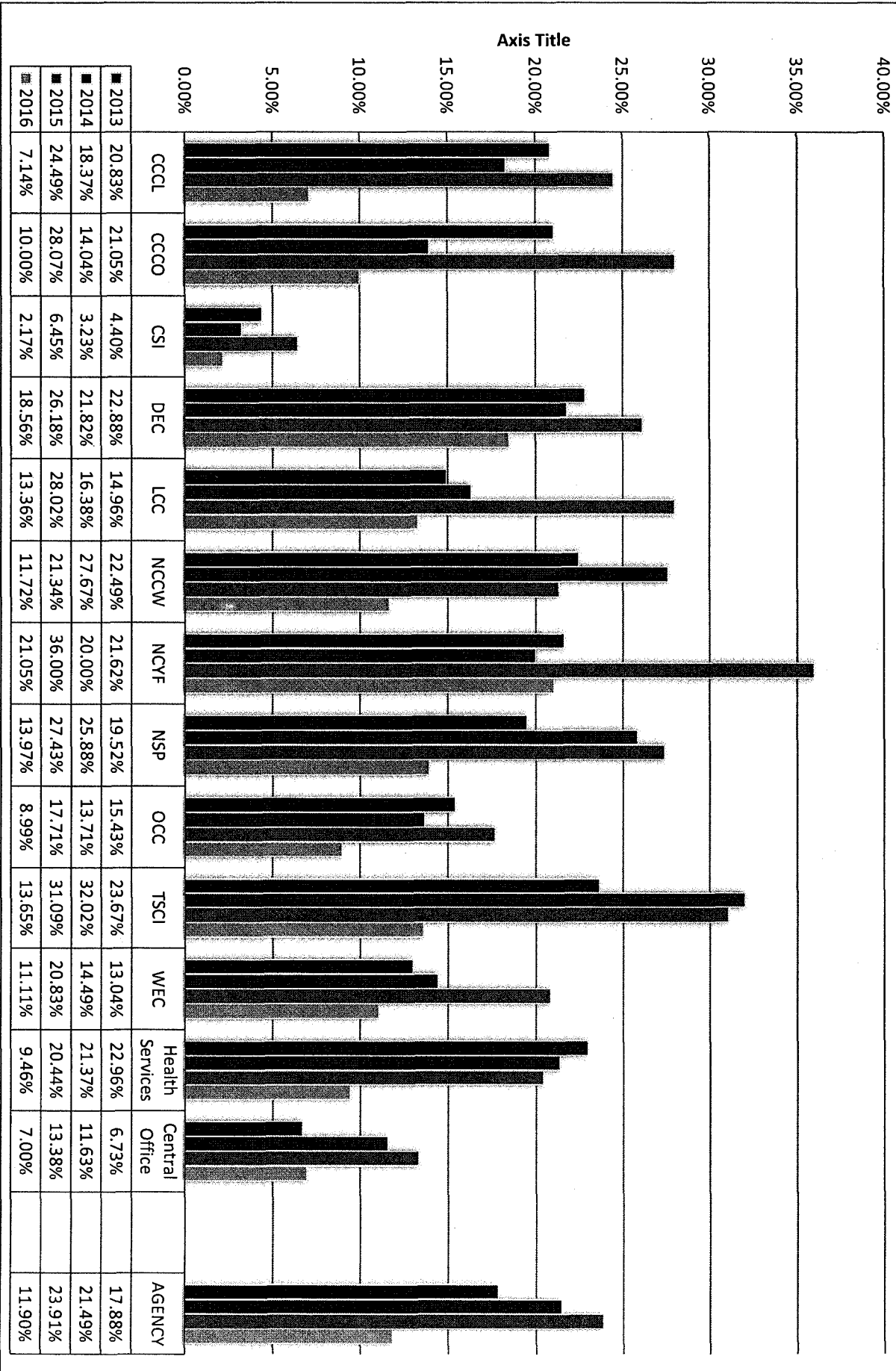
When calling in ill or for emergency please call Christy Nielsen, ADON at 402 853-3589 work cell or 402 429-1520

Agency must call their respective Agency and the ADON if they are unable to work scheduled shift(s). Thank you!

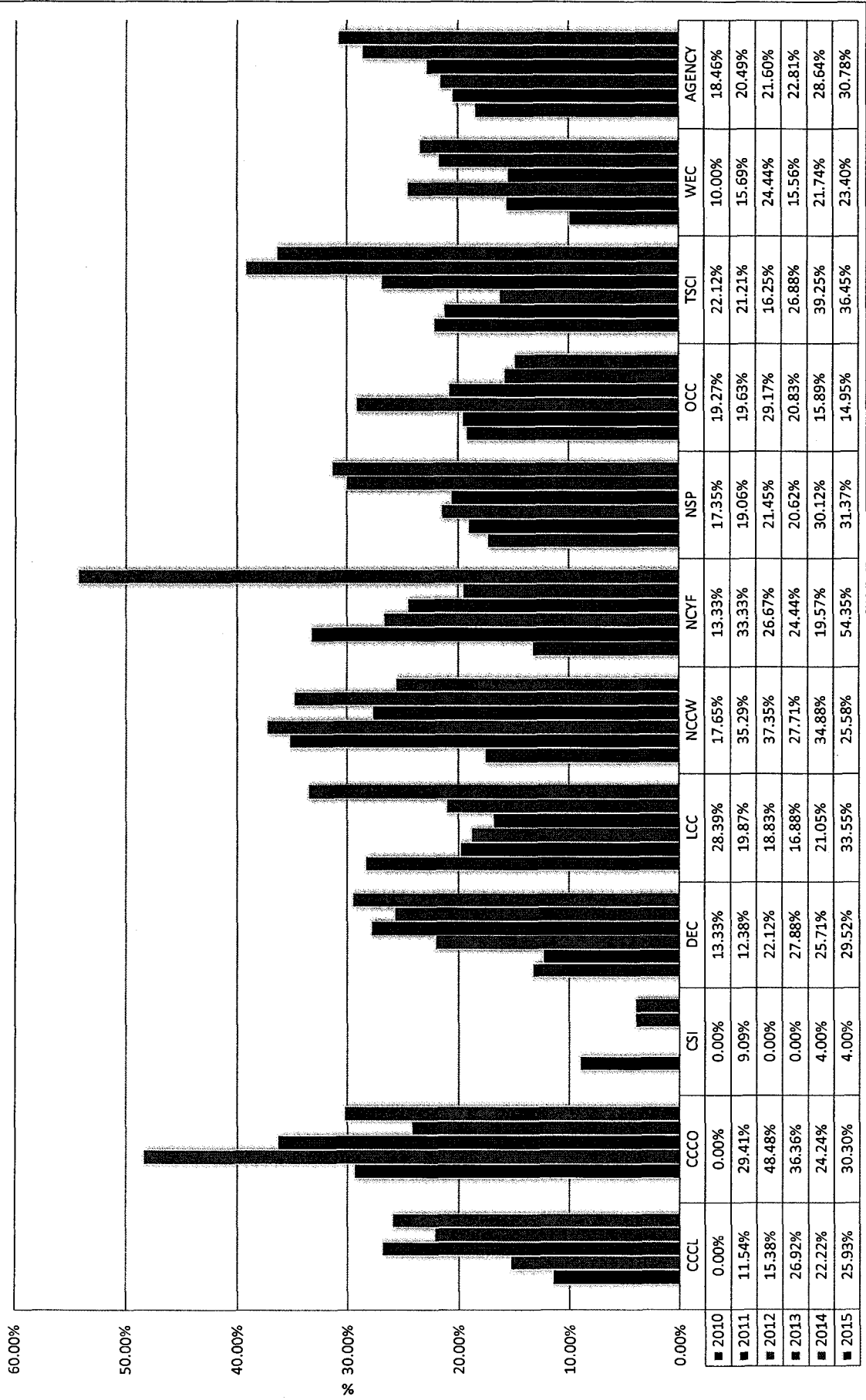
Facility	2013	2014	2015	2016
CCCL	10	9	12	4
CCCO	6	4	8	3
CSI	4	3	6	2
DEC	31	30	36	27
LCC	35	38	65	31
NCCW	28	35	27	15
NCYF	16	15	27	16
NSP	82	117	124	64
OCC	25	24	31	16
TSCI	102	138	134	58
WEC	9	10	15	8
Health Services	38	53	54	27
Central Office	19	25	27	17
AGENCY	405	501	566	288
30-Jun-16				

Facility	2013	2014	2015	2016
CCCL	20.83%	18.37%	24.49%	7.14%
CCCO	21.05%	14.04%	28.07%	10.00%
CSI	4.40%	3.23%	6.45%	2.17%
DEC	22.88%	21.82%	26.18%	18.56%
LCC	14.96%	16.38%	28.02%	13.36%
NCCW	22.49%	27.67%	21.34%	11.72%
NCYF	21.62%	20.00%	36.00%	21.05%
NSP	19.52%	25.88%	27.43%	13.97%
OCC	15.43%	13.71%	17.71%	8.99%
TSCI	23.67%	32.02%	31.09%	13.65%
WEC	13.04%	14.49%	20.83%	11.11%
Health Services	22.96%	21.37%	20.44%	9.46%
Central Office	6.73%	11.63%	13.38%	7.00%
AGENCY	17.88%	21.49%	23.91%	11.90%
30-Jun-16				

Agency CY Turnover



**CO/Corp/Sgt/Caseworker Turnover by year
(without promotion)**



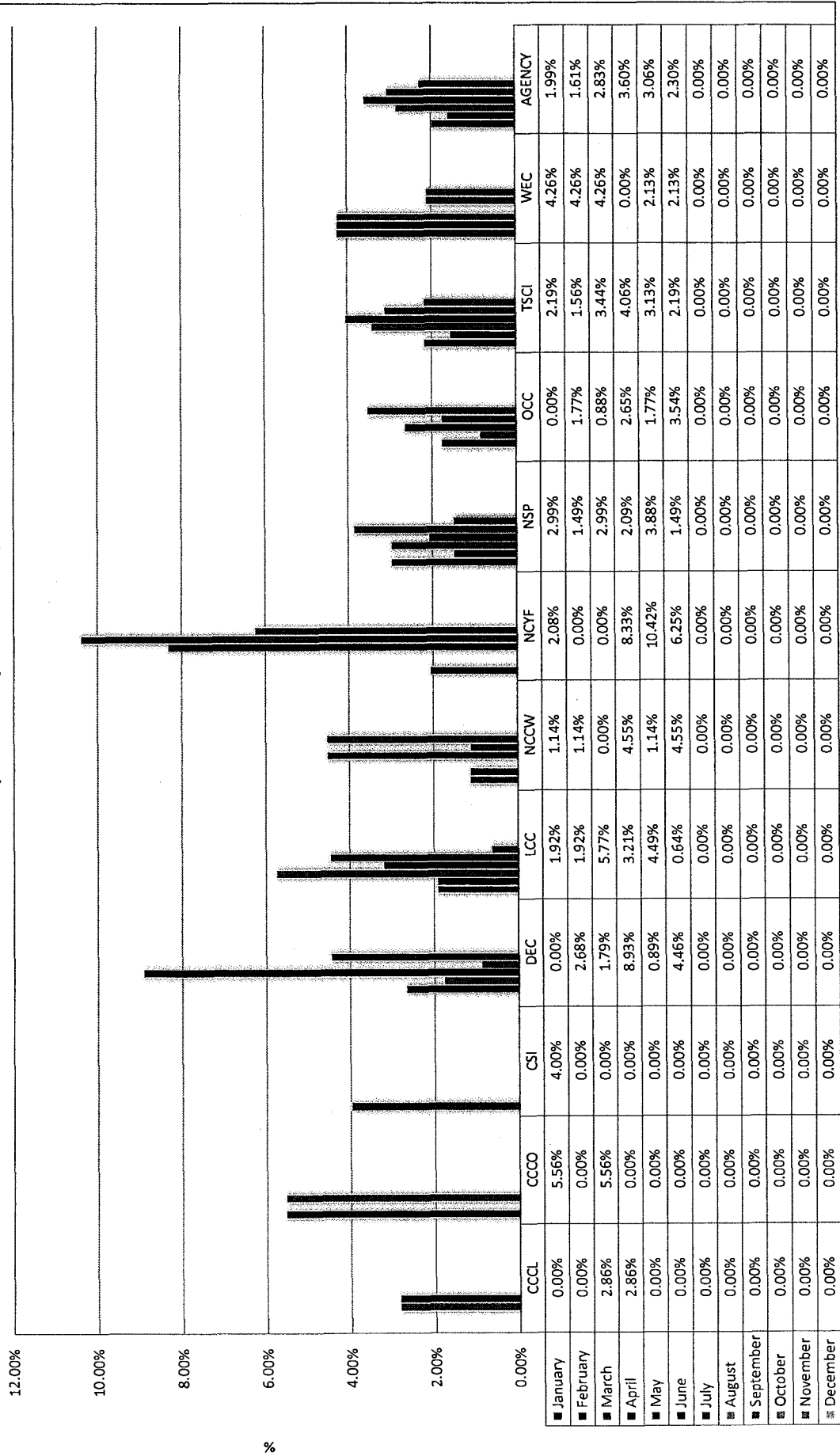
The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be clearly documented and supported by appropriate evidence. This includes receipts, invoices, and other relevant documents that can be used to verify the accuracy of the records.

In addition, the document highlights the need for regular audits and reviews. By conducting these checks frequently, any discrepancies or errors can be identified and corrected promptly. This not only ensures the integrity of the data but also helps in preventing fraud and other forms of mismanagement.

Furthermore, the document stresses the importance of transparency and accountability. All stakeholders should have access to the necessary information to understand the financial situation of the organization. This involves providing clear and concise reports that are easy to interpret and understand.

Finally, the document concludes by reiterating the significance of these practices for the long-term success and sustainability of the organization. By adhering to these principles, the organization can ensure that its financial records are reliable and trustworthy, which is essential for making informed decisions and maintaining the confidence of its stakeholders.

**2016 CO/Corp/Sgt/Caseworker Turnover
(without promotion)**



%

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

In the second section, the author outlines the steps for reconciling the accounts. This involves comparing the internal records with the bank statements to identify any discrepancies. It is crucial to investigate these differences promptly to prevent errors from compounding.

The third section provides a detailed breakdown of the monthly expenses. It categorizes costs into fixed and variable expenses, providing a clear picture of the financial obligations. This analysis is essential for budgeting and identifying areas where costs can be reduced.

Finally, the document concludes with a summary of the financial performance over the period. It highlights the overall trends and provides recommendations for future financial planning. The author stresses the importance of regular reviews to stay on top of the financial situation.

Smith, Julie D.

om: Spindler, Robin
ent: Thursday, July 28, 2016 10:30 AM
To: Criner, Erinn; Smith, Julie D.
Subject: RE: Inspector General request

New benefit rate: based on actuals for Fy 16, it is now 35%.

From: Criner, Erinn
Sent: Thursday, July 28, 2016 9:52 AM
To: Smith, Julie D.; Spindler, Robin
Subject: FW: Inspector General request

Here's the STA information for the requested information (it started as a request from IG):

Regarding the training \$, I misspoke, he calculates as described:

When it comes to figuring the cost of training there are many ways to add up the numbers. I have traditionally calculated the wage of a Correctional Officer attending the full Academy plus the 40 hours of OJT after the Academy. I look at the current wage for a CO and multiply by 28% for benefits. I figure in the cost of supplies (manual, firearms costs, etc.).

With the current rate of pay for a CO plus benefits multiplied by 7 weeks plus the cost of supplies = \$5,792.82. This does not include Instructor wages, Academy building lease, etc.

Robin – is there anything additional? We could take instructors, however, that cost would change depending on the amount of students, and it doesn't take in to account in-service

From: Sturdy, Ken
Sent: Wednesday, July 27, 2016 2:52 PM
To: Criner, Erinn
Subject: RE: Inspector General request

FY 13/14 526 started Pre-Service – 34 did not finish – 6%

FY 14/15 462 started Pre-Service – 40 did not finish – 9%

Costs were approximately the same (annual pay raises would need to be subtracted)

Ken Sturdy, Training & Development Manager
Nebraska Department of Correctional Services
402-471-1783

m: Criner, Erinn
ent: Wednesday, July 27, 2016 12:05 PM
To: Sturdy, Ken
Subject: RE: Inspector General request

Ken,

I have an additional request for information to the below, which provides some of the information. Could you please let me know if this is data that you have readily available? Or will it take some work to put together? Please let me know.

Thanks,
Erinn

10. Documents relating to staff training data from July 1st 2013 through including, by year, how many individuals enrolled in the staff training academy, and how many individuals successfully completed the staff training academy, and training;

From: Sturdy, Ken
Sent: Friday, July 15, 2016 3:23 PM
To: Criner, Erinn
Subject: RE: Inspector General request

Erinn,

Starting with the first class in July of 2015 through the last class to start in June of 2016 we have had 587 employees start Pre-Service. As of today, 48 of those employees have resigned or were released from original probation while attending Pre-Service training (about 8%).

When it comes to figuring the cost of training there are many ways to add up the numbers. I have traditionally calculated the wage of a Correctional Officer attending the full Academy plus the 40 hours of OJT after the Academy. I look at the current wage for a CO and multiply by 28% for benefits. I figure in the cost of supplies (manual, firearms costs, etc.).

With the current rate of pay for a CO plus benefits multiplied by 7 weeks plus the cost of supplies = \$5,792.82. This does not include Instructor wages, Academy building lease, etc.

**Ken Sturdy, Training & Development Manager
Nebraska Department of Correctional Services
402-471-1783**

From: Criner, Erinn
Sent: Thursday, July 14, 2016 5:29 PM
To: Sturdy, Ken
Subject: Inspector General request

Hi Ken,

I'm compiling some information for Doug Koebernick. Is this something you could assist with? I'm capturing other turnover information, but if you have additional tracking that you do specific to STA, I'd like to discuss.

"Do you have any data on training costs for employees and related data on how many people complete the training and stay employed with the Department?"

I have some time to gather the info, do you think you could have something around July 27th to me?

Please let me know.

Thanks,
Erinn

Erinn Criner, HR Administrator
Nebraska Department of Correctional Services
Office: (402)479-5752
Cell: (402)430-7483
Fax: (402)479-5719
erinn.crinier@nebraska.gov

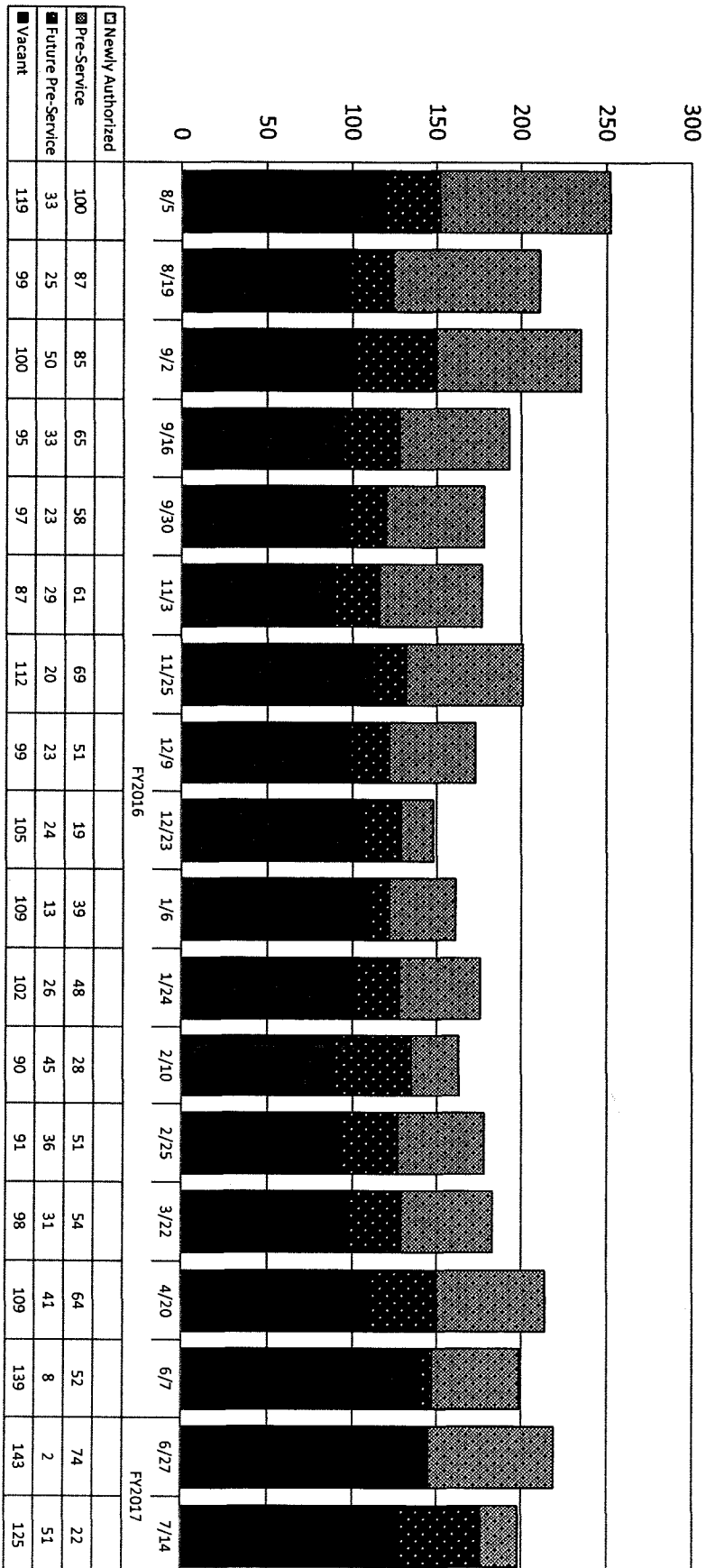
Maximizer | Individualization | Arranger | Positivity | Woo



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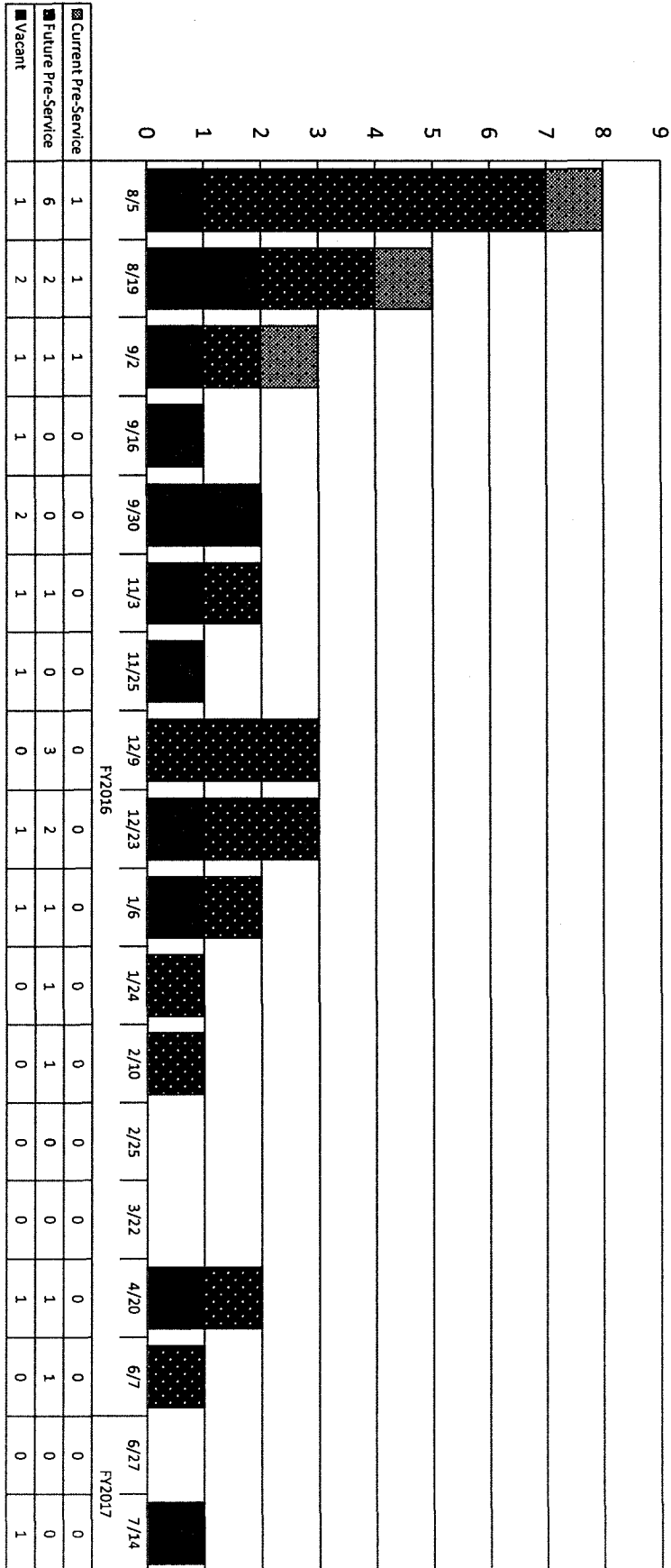
Vacancies for Correctional Officers, Corporals, Sergeants, and Unit Caseworkers
8/3/2016

Protective Services Vacancies, Agency-wide



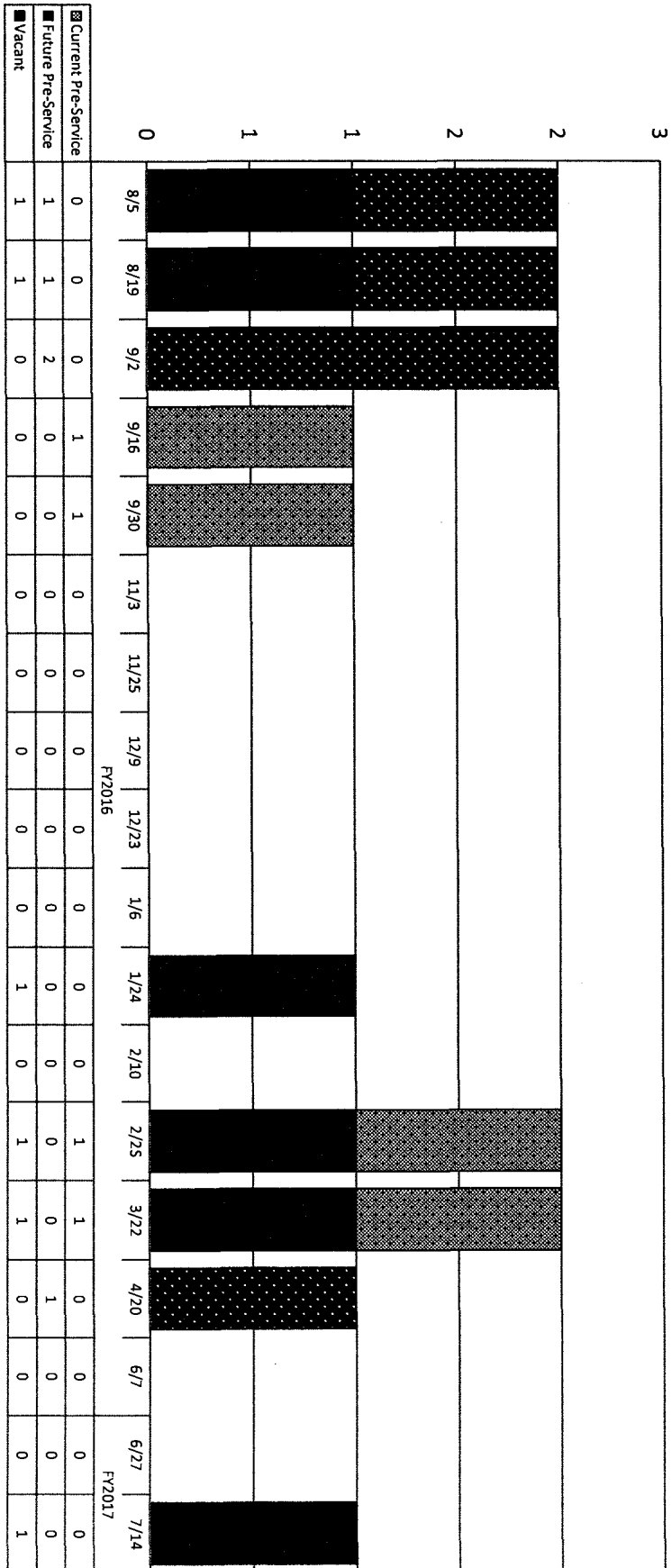
*Prior to 6/4/2015, pre-service vacancies included only those scheduled for a future pre-service class and did not count individuals currently in training.

Protective Services Vacancies, CCL



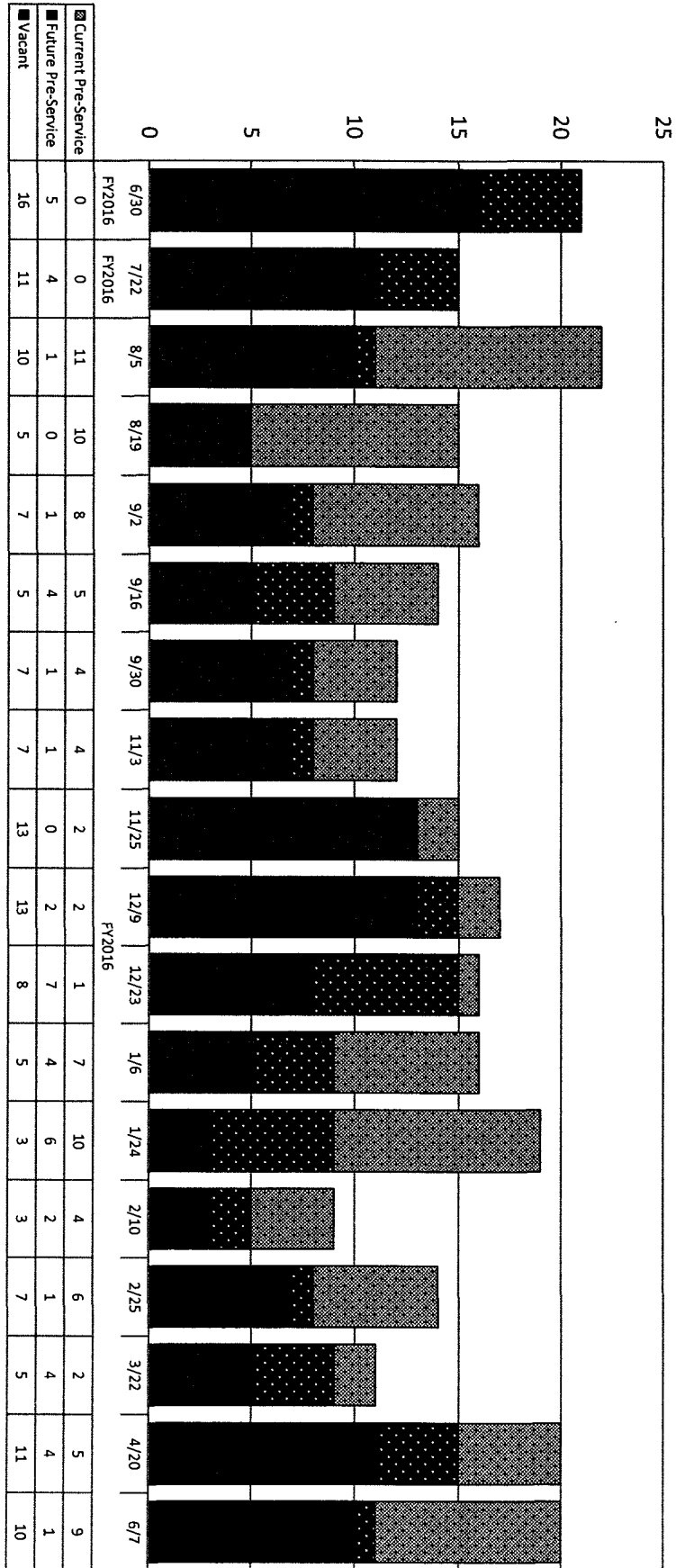
*Prior to 6/4/2015, pre-service vacancies included only those scheduled for a future pre-service class and did not count individuals currently in training.

Protective Services Vacancies, CCO

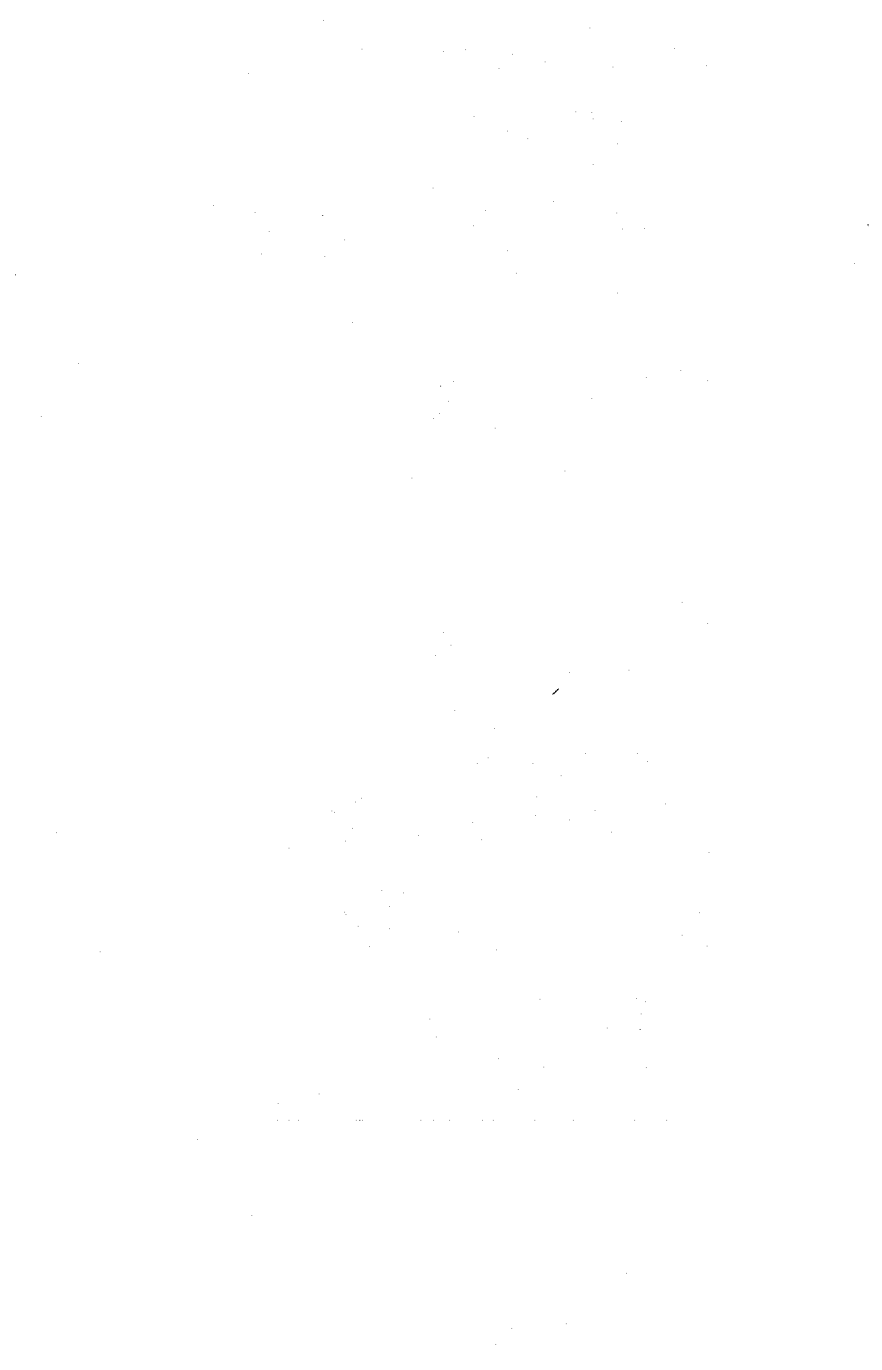


*Prior to 6/4/2015, pre-service vacancies included only those scheduled for a future pre-service class and did not count individuals currently in training.

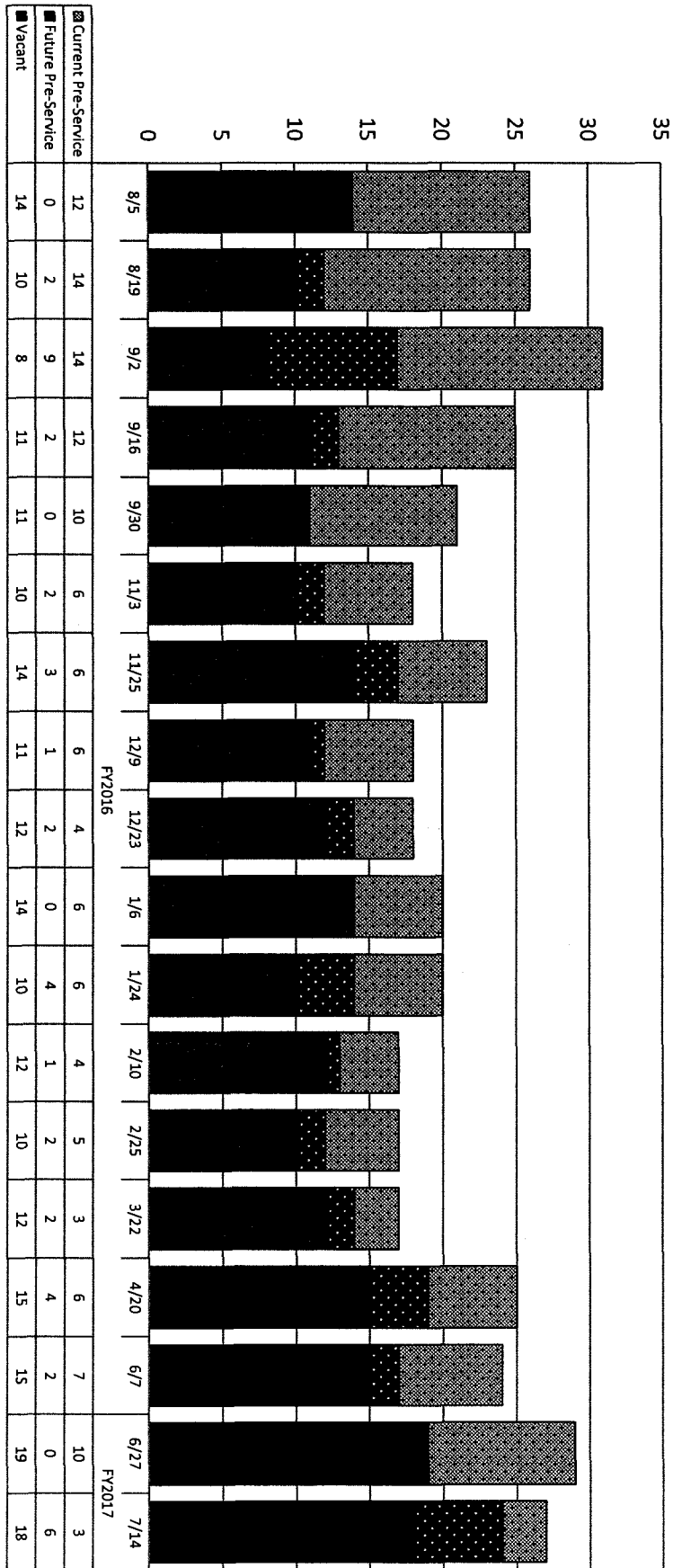
Protective Services Vacancies, DEC



*Prior to 6/4/2015, pre-service vacancies included only those scheduled for a future pre-service class and did not count individuals currently in training.

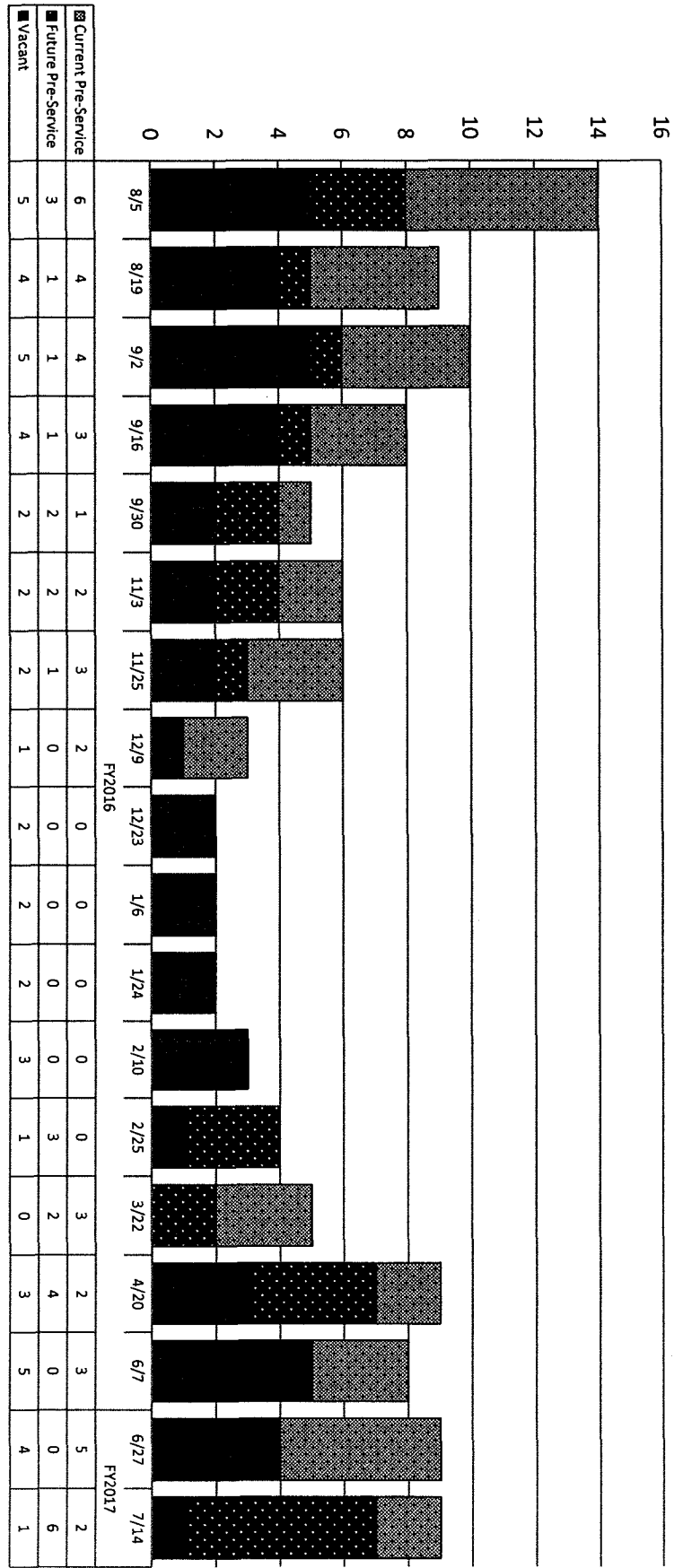


Protective Services Vacancies, LCC



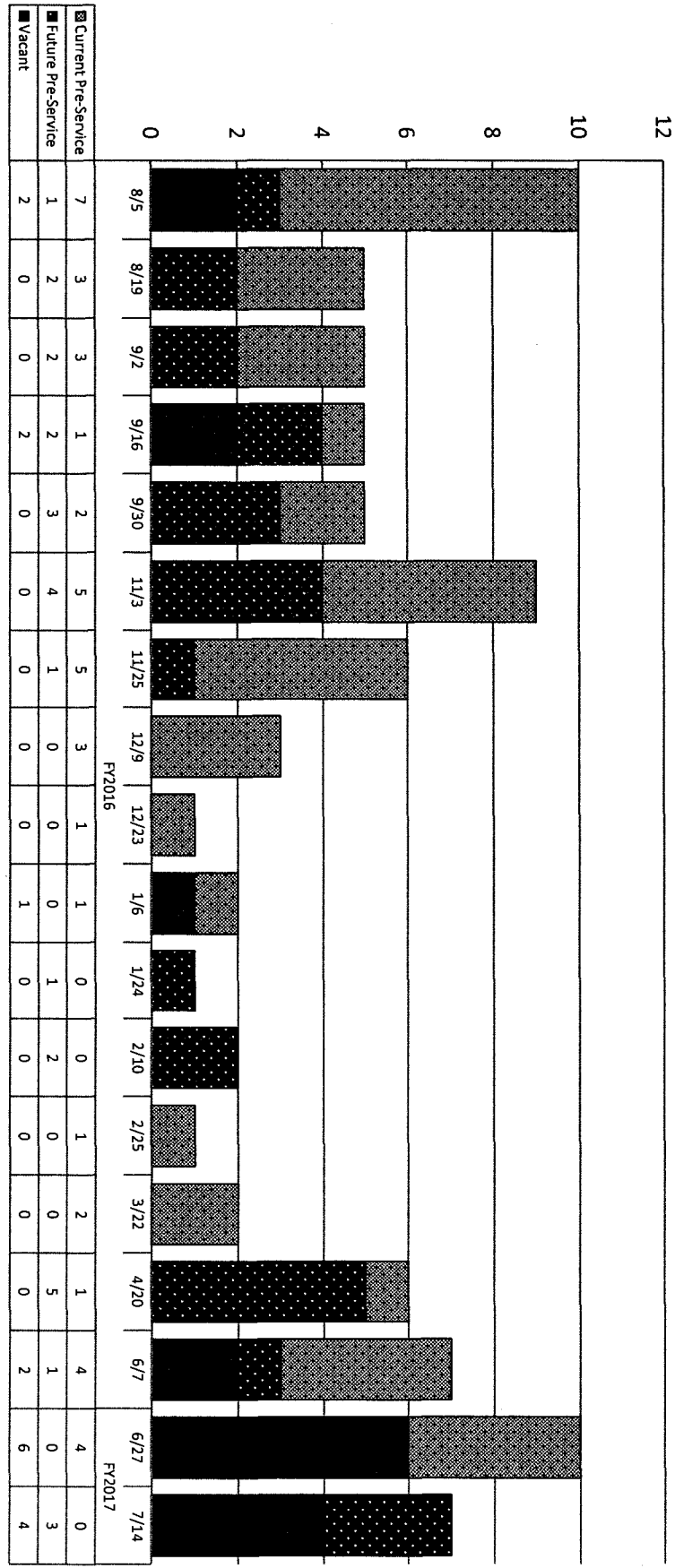
*Prior to 6/4/2015, pre-service vacancies included only those scheduled for a future pre-service class and did not count individuals currently in training.

Protective Services Vacancies, NCW



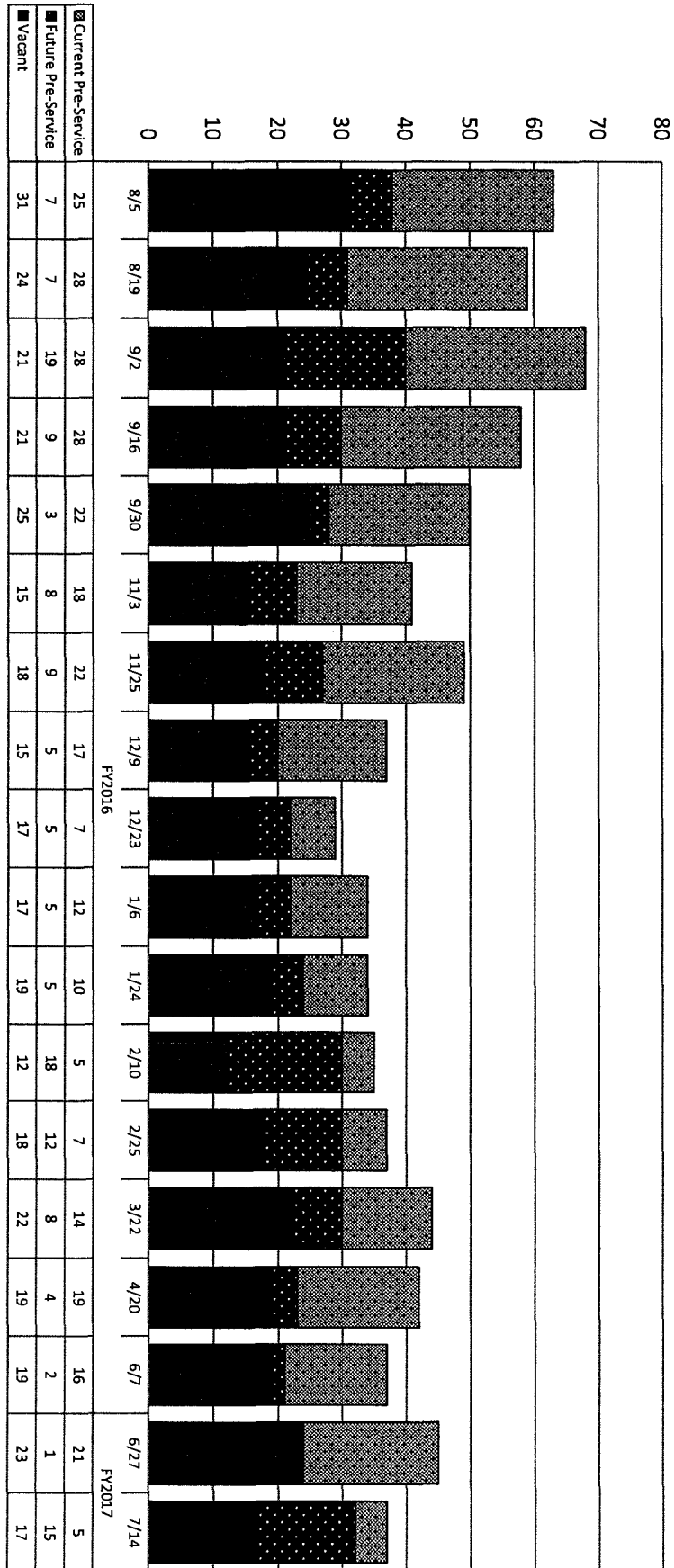
*Prior to 6/4/2015, pre-service vacancies included only those scheduled for a future pre-service class and did not count individuals currently in training.

Protective Services Vacancies, NCY



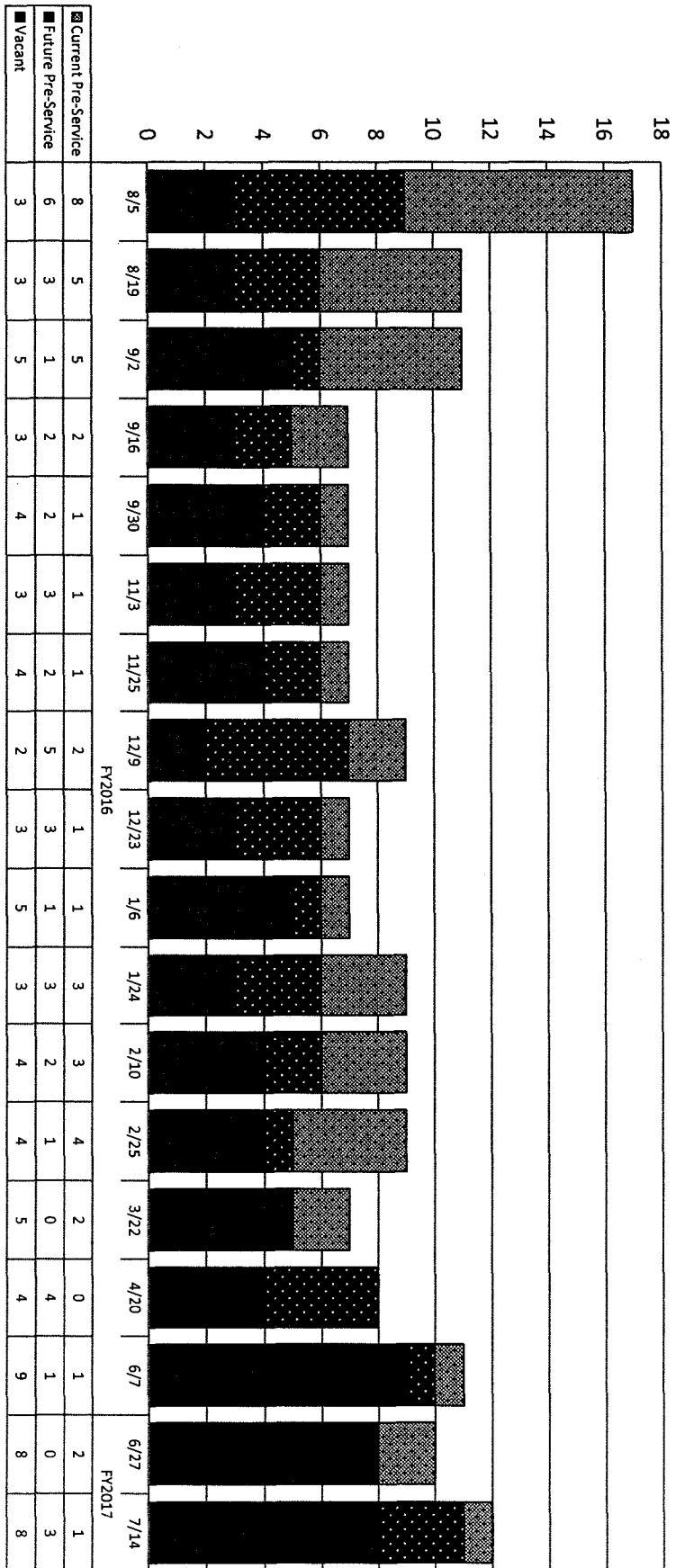
*Prior to 6/4/2015, pre-service vacancies included only those scheduled for a future pre-service class and did not count individuals currently in training.

Protective Services Vacancies, NSP



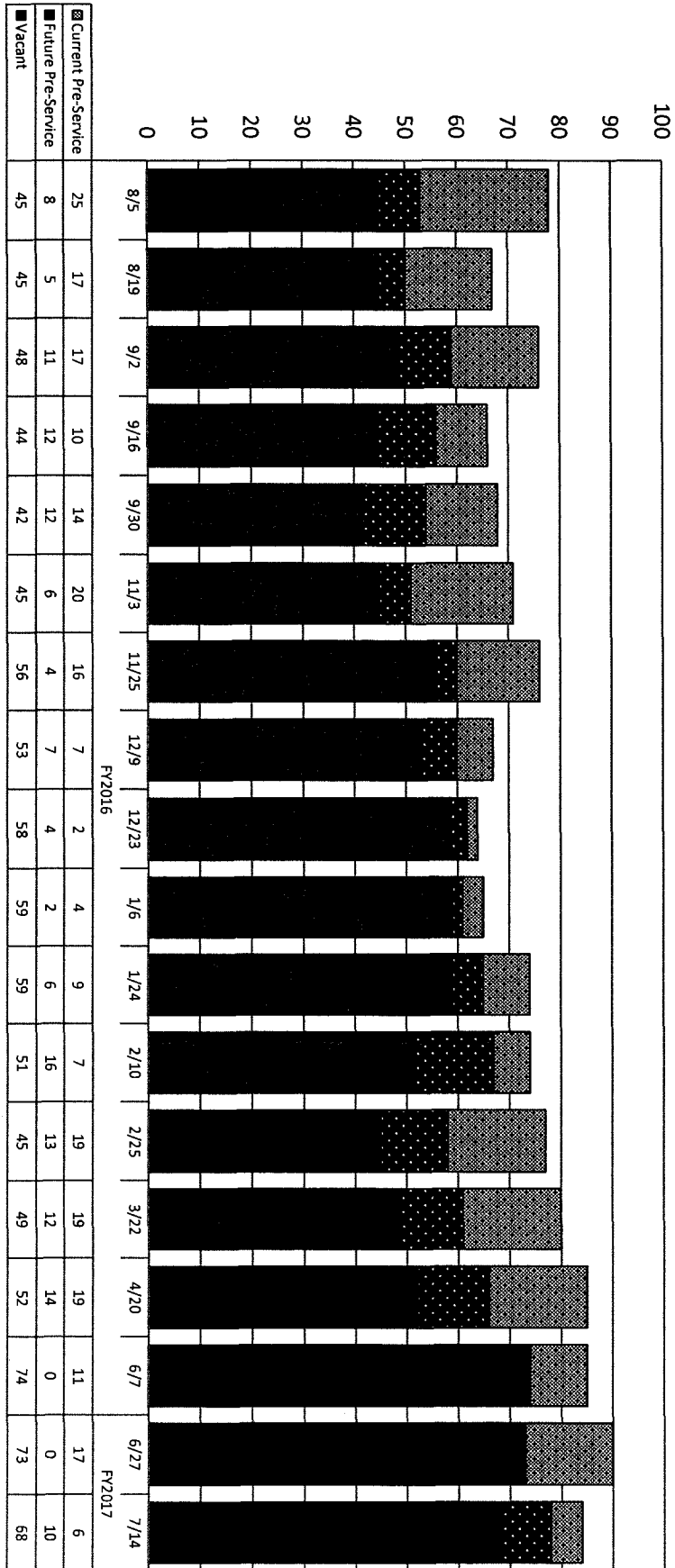
*Prior to 6/4/2015, pre-service vacancies included only those scheduled for a future pre-service class and did not count individuals currently in training.

Protective Services Vacancies, OCC



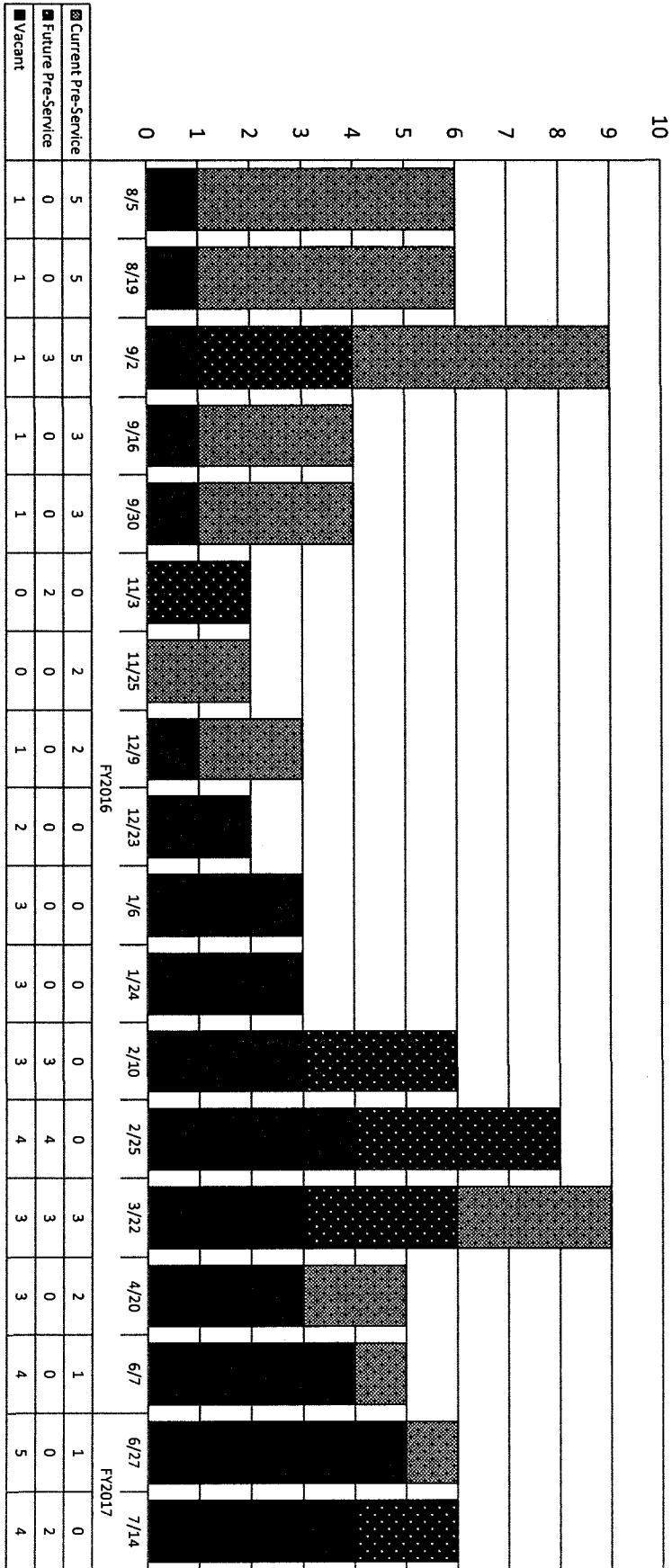
*Prior to 6/4/2015, pre-service vacancies included only those scheduled for a future pre-service class and did not count individuals currently in training.

Protective Services Vacancies, TSC



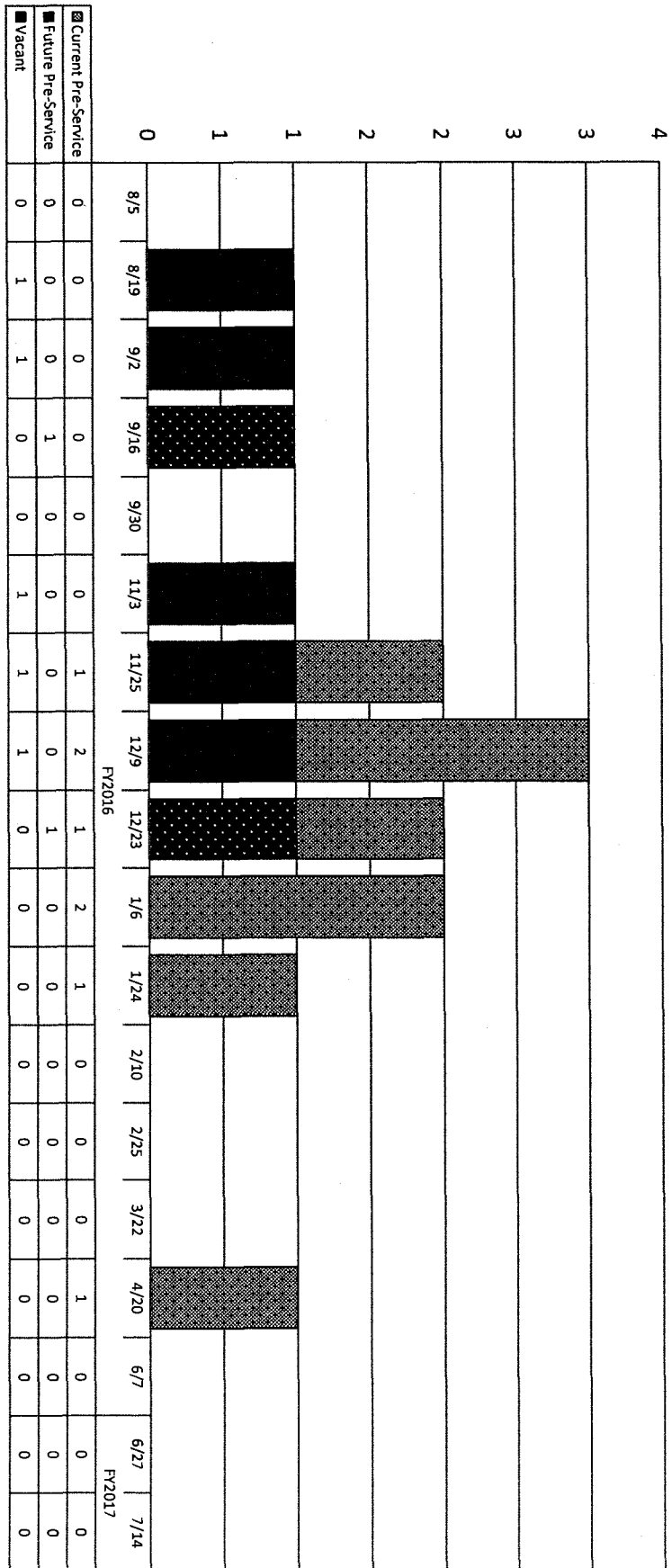
*Prior to 6/4/2015, pre-service vacancies included only those scheduled for a future pre-service class and did not count individuals currently in training.

Protective Services Vacancies, WEC



*Prior to 6/4/2015, pre-service vacancies included only those scheduled for a future pre-service class and did not count individuals currently in training.

Protective Services Vacancies, CSI



*Prior to 6/4/2015, pre-service vacancies included only those scheduled for a future pre-service class and did not count individuals currently in training.

**Nebraska Department of Correctional Services
LB 657 Mandatory Overtime Reduction Report**

Introduction

In Legislative Bill 657 (2015), the Appropriations Committee indicated the intent of the Legislature was for the Department to reduce mandatory overtime at its facilities. The following provision was included in LB 657:

The department shall examine reducing mandatory overtime by studying its pay structure, including, but not limited to, adopting a pay structure that allows employees to advance through the pay line, adopting a step plan or a similar-type plan, or by adopting another method that gives incentives for employees to remain employed by the department. The department may conduct a salary survey to see if the department's salaries are competitive with other entities for which it competes with for employees. The department shall issue a report to the Appropriations Committee of the Legislature electronically on this subject by January 1, 2016.

The scope of this report addresses the following issues:

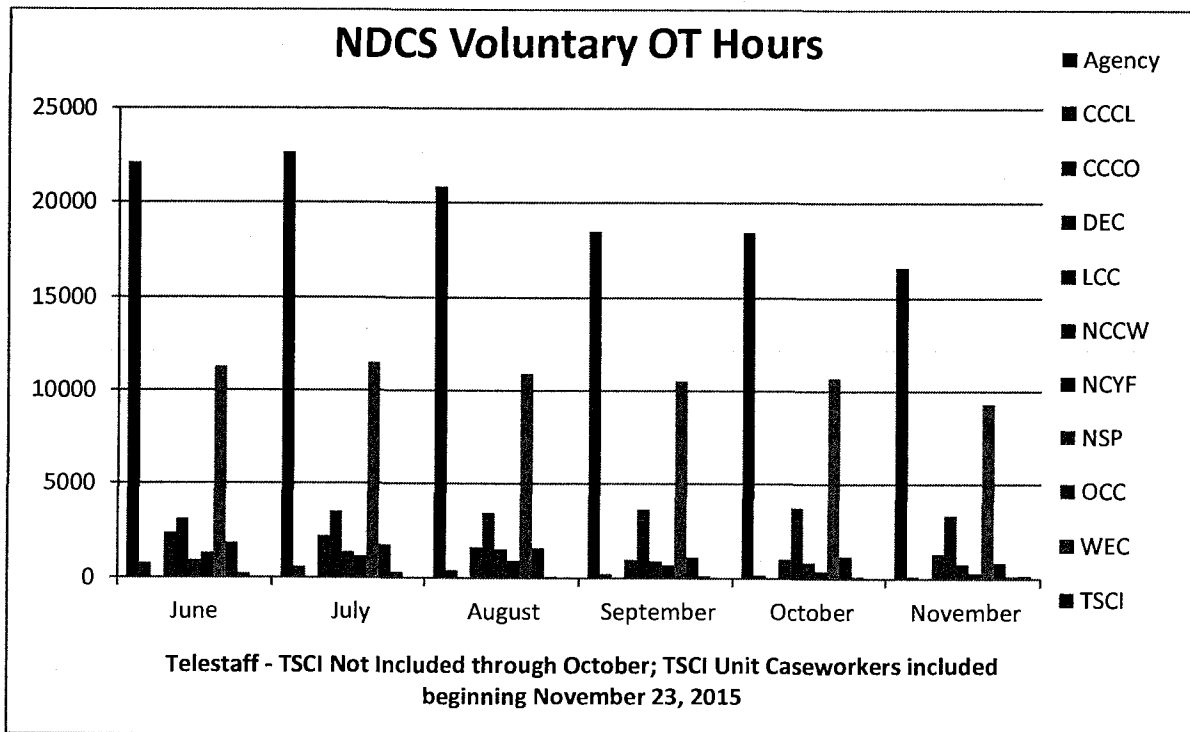
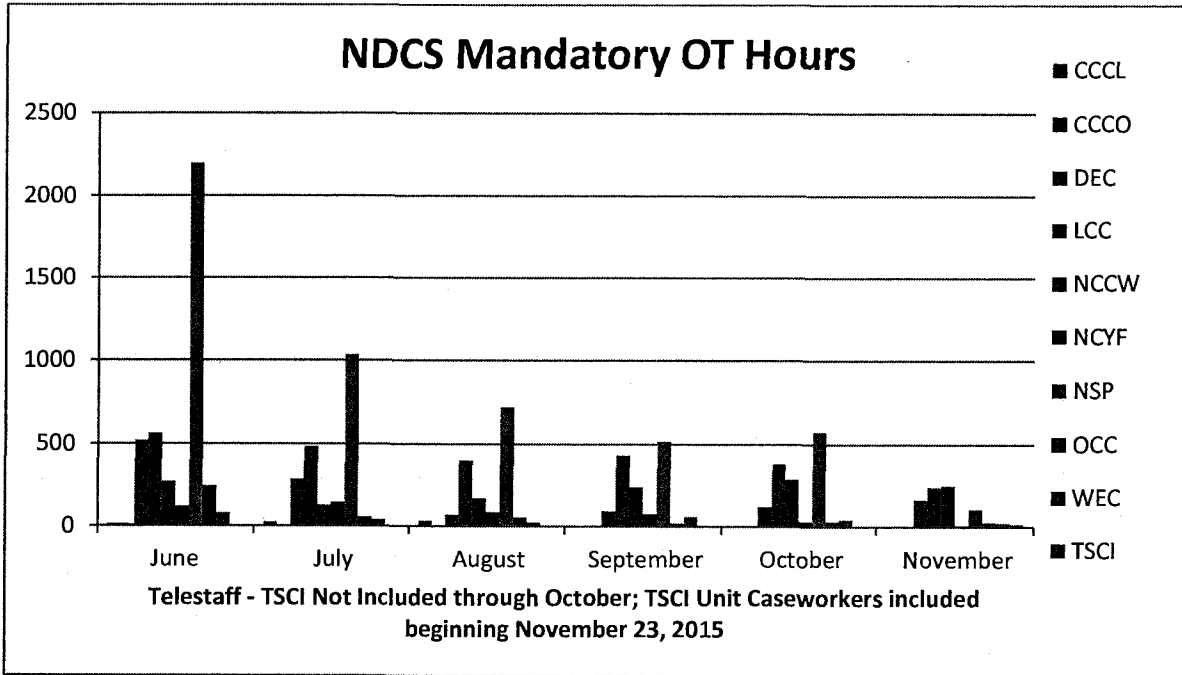
1. Reduction of Mandatory Overtime
2. Recruitment and Retention Efforts
3. Correctional Pay Structure
4. Short and Long Term Strategies and Recommendations

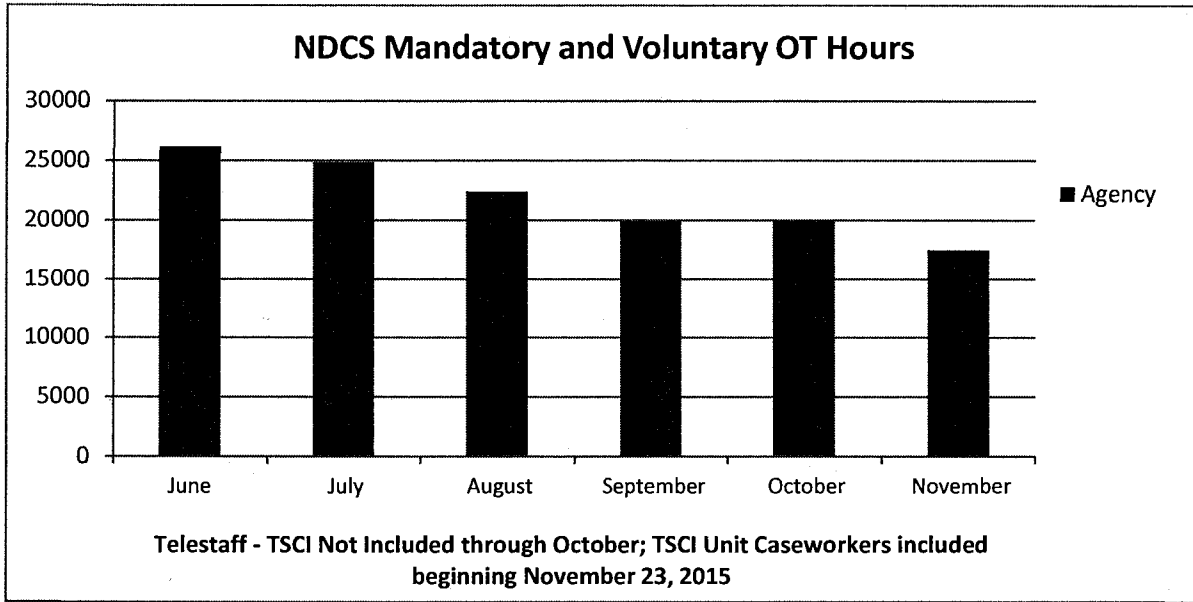
1. Reduction of Mandatory Overtime

Mandatory overtime occurs when an employee is directed by management to work a specified amount of time into the next shift. This occurs most commonly when employees are required to fill vacant posts that must be staffed. These posts are considered essential and must be filled in order to safely operate the correctional facility. Voluntary overtime is based on seniority of those employees who volunteer. Following contract provisions, lists are maintained of those staff to be called in for mandatory overtime. In an attempt to provide a means for these employees to better manage their personal schedules, staff who volunteer for overtime move to the bottom of the mandatory overtime list. Therefore, many, if not most, of the staff who volunteer for overtime would have been 'mandatoried' if they had not volunteered.

Below are three charts which illustrate the amount of overtime worked in the Department since June of 2015. This data was not easy to compile due to the incident at Tecumseh State Correctional Institution (TSCI) in May and the switch to 12 hour shifts, which our telestaff software that tracks mandatory overtime does not support. We have seen a reduction in the amount of mandatory and voluntary overtime since June, but a portion of this is attributable to the incident at TSCI and the need to have our special operations teams (consisting of staff from other facilities) on site at TSCI during May and much of

June. The Department is optimistic that our recruitment and retention efforts will further increase this downward trend and we will continue to track and report overtime data on a monthly basis.





Turnover

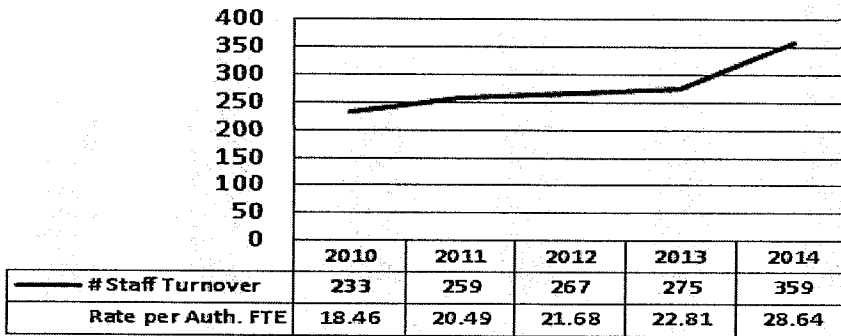
Keeping quality, trained staff is important for maintaining safe and secure prisons in Nebraska. Not only are staff responsible for keeping offenders and the public safe, they play a vital role in the rehabilitative process for offenders, assisting with their successful reentry into our communities upon release. Furthermore, the ability to retain trained correctional professionals committed to successful offender reintegration into society protects all Nebraskans.

Organizations typically view turnover rates of 12-15% as a healthy and normal part of business operations. Turnover levels in excess of 15%, however, may indicate instability and create management difficulties. Over the past 5 years, NDCS has maintained an agency wide turnover rate of 18.5% or higher. The turnover issue is particularly troublesome among security staff positions, with turnover rates of over 28% in FY 15 and slightly higher so far this fiscal year. In order to combat this issue, NDCS is focusing its efforts on reducing turnover among key security and unit staff with a target of reducing it to 28% or lower by the end of FY 2016.

Research has shown correctional officers face higher levels of stress than workers in other lines of work. Extended exposure to occupational stress can increase the risk of serious medical conditions and have negative effects on workers' emotional and behavioral wellbeing. These impacts may lead to decreases in staff morale and higher rates of turnover among key staff positions as they search for jobs in less stressful environments. As turnover increases and fewer staff are available to perform necessary job functions, the amount of money spent on overtime pay for existing employees increases. NDCS currently faces higher than normal rates of turnover among essential custody and unit staff. In order to increase employee retention, NDCS will fill vacancies through increased internal promotions and efforts to enhance staff recruitment. Not only will this alleviate levels of stress among NDCS employees, but it

will also increase efficiencies within the department's operations by reducing the amount of money dedicated to overtime expenditures. A graph outlining turnover rates is provided below.

Turnover among Security and Unit Staff in Calendar Year
(excludes promotions)



2. Recruitment and Retention Efforts by NDCS

Recognizing mandatory overtime is a significant issue for NDCS, extensive and innovative recruitment efforts have been undertaken. Listed below are key achievements implemented over the last year and a half:

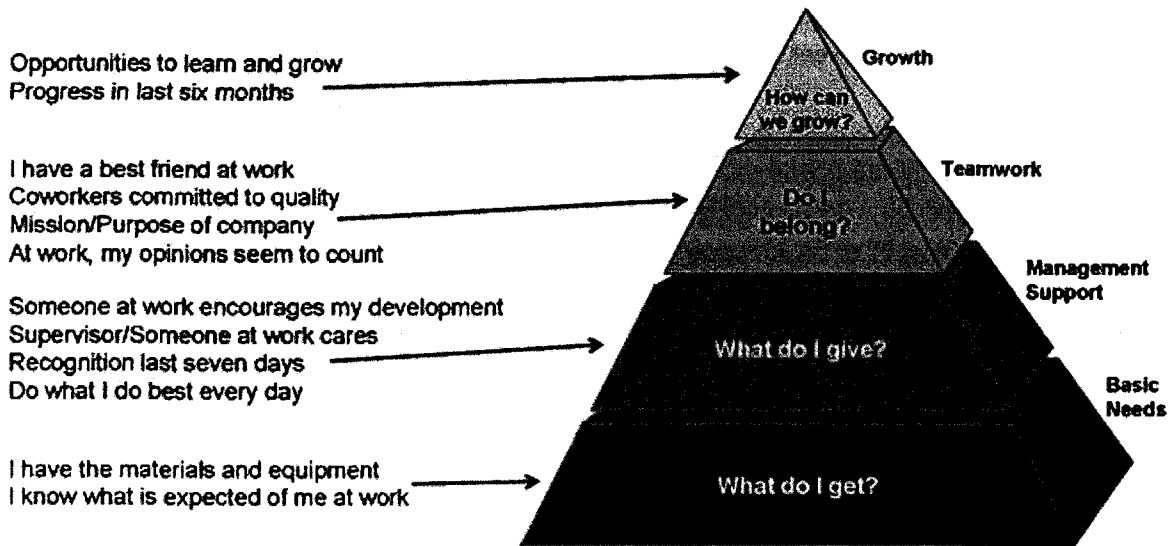
- Significantly increase of our web advertising of positions. During this time, we've also added automatic postings of external positions to colleges' job boards across the state.
- Social media campaigns continue to gain readership. The more people who "like" the posts on Facebook and Linked In, the more readership we gain. We are posting recognition, graduation, special events, and other programming in addition to our job advertisements.
- We've surveyed our new hire classes to find out where they heard about the openings that brought them to corrections. Overwhelmingly, the data shows that our staff is our tool to recruit new employees.
- Human Resources created a video series highlighting internships, behavioral health, internal promotions, mentoring, and tuition assistance.
- NDCS' Agency Recruiter started in July of 2015.
- Career fairs continue to be an important opportunity for NDCS to be visible in the communities and colleges. NDCS is partnering with colleges and communities across the state to have a presence at a variety of events.

- Radio advertising on 106.3, 101.9, 92.9 and Husker game coverage on 98.1
- Efforts remain strong in networking with the Veteran’s Administration, Nebraska National Guard, Nebraska Department of Labor, Vocational Rehabilitation, High School Educators, Colligate Contacts, Chambers of Commerce, and Economic Developments as examples.

Employee Engagement

Employee engagement has become recognized and accepted as critical to employee retention and productivity. An engaged employee is a person who is fully involved in and enthusiastic about his or her work. The employee is connected to your mission. A Gallup survey reported that only 29% of employees are actively engaged in their jobs; 54% of employees are not engaged or have “mentally checked out”. Finally, Gallup found 17% of employees are actively disengaged, undermining what their engaged co-workers are trying to accomplish.

Whether it is the private or public sector, employee engagement is key to achieving the organization’s mission in a productive manner. Our employees contribute directly to the success of the Department, and we need to provide opportunities to recognize and value the hard work they do. While we acknowledge that we have work ahead of us in this area, NDCS is employing a number of strategies to achieve this goal. Regular ongoing communication with employees regarding job responsibilities and expectations helps eliminate confusion and improve performance. Providing challenging and meaningful work and opportunities for career advancement motivates employees. The revised employee performance system provides a clear method to clarify expectations and provide feedback. NDCS’ strategic plan incorporates employee engagement as one of the five leading goals for the Department. The following table illustrates the concepts of employee engagement:



Culture Study

The NDCS culture study being conducted in collaboration with the Department of Administrative Services is well underway. This study is critical to understanding the level of employee engagement within NDCS. Randomly sampled correctional staff, as well as staff who have requested to participate, are being interviewed in order to identify engagement strategies, as well as additional recruitment opportunities. In order for effective change to be implemented, an organization needs to understand how it is currently situated.

Culture surveys were completed this fall throughout the agency by a work team comprised of individuals not employed with NDCS. The interviews are complete, and results are being compiled and analyzed at this time. A full report will be submitted to the Director and his executive team which will carefully review the results to identify needed areas of improvement and strategies to implement changes.

Exit Surveys

To answer the question why individuals have left our employment, exit surveys have recently been implemented. This effort was initiated October 1, 2015 at the Tecumseh State Correctional Institution. Surveys are being distributed by mail or email to those employees leaving TSCI. The surveys are completed by the employee through a web based service (Survey Monkey) to ensure confidentiality for the employee. The employee is also able to request to complete the survey by paper. To date, the response rate has been lower than desired but human resources staff continue to explore ways to increase participation. As implementation began in October there is not yet sufficient data available to draw any conclusions.

NDCS Staff Retention Statistics Dashboard

Attached to this report is NDCS' Staff Retention Statistics dashboard. This report provides turnover data among security and unit staff, weekly overtime rates per FTE and agency vacancies.

3. Adjustment of Correctional Salaries

Salaries of those individuals working mandatory overtime for NDCS fall under the Nebraska Association of Public Employees Local 61 of the American Federation of State, County and Municipal Employees (NAPE/AFSCME). Salary is a term of employment and required to be negotiated with the Union representing those NDCS employees who experience the most mandatory overtime (officers, corporals, sergeants and unit caseworkers). These negotiations usually provide for an annual increase, and the increase for July 1, 2015 through June 30, 2017 was 2.25% effective July 1, 2015 and 2.4% effective July 1, 2016.

An agreement can be reached between NDCS and the bargaining unit outside of the contract negotiations period if the parties agree and salary adjustments outside the contract negotiation period

between the Union and the State of Nebraska have occurred at least once in the past. On January 1, 1999, special upward adjustments to the hiring rates for Corrections Officers, Corrections Corporals, and Corrections Sergeants were made. A salary survey is conducted as part of State contract negotiations and a new survey will be completed for the upcoming biennium. The most recent survey did not indicate that NDCS' salaries were lower than those of comparable states. NDCS is analyzing available pay options and the associated fiscal impact so that any recommendations can be included as part of NDCS' biennium budget submission for FY 2017 – FY 2019.

4. Conclusion: Short and Long Term Strategies and Recommendations

Realizing the critical recruitment and retention issues NDCS is currently facing, this report presents strategies and recommendations for immediate implementation, as well as longer term recommendations for consideration.

As noted, the culture study is well underway and exit surveys are being distributed. The information provided through these efforts will be compiled and analyzed and will provide the basis for identification of additional strategies and recommendations. Additionally, filling authorized vacancies is key to reducing mandatory overtime. With one of the lowest unemployment rates in the county, we have to continue looking at innovative ways to attract qualified individuals to NDCS. A long term strategy for filling vacancies calls for 'hiring in advance' of vacancies before they occur, so a trained employee is ready to fill a vacancy when it is created. Using data, we will be able to project how many vacancies will occur in entry level positions such as correctional officers, corporals and caseworkers.

Another key effort implemented to reduce mandatory overtime allows for the compensation for hours worked on post by qualified rules and regulations staff. Called 'straight time overtime' this effort allows qualified staff to work a shift where staff otherwise would have been required to work mandatory overtime. This actually reduces costs, as the rules and regulations employee volunteering to work the shift is paid at straight time and not at overtime rates. Under this initiative, all contract provisions apply.

In conclusion, the Department shares and appreciates the concern from the Legislature and Appropriations committee about excessive mandatory overtime and the impact that has on staff as well as the Department budget. As noted in the report, NDCS has undertaken a number of initiatives to expand recruitment, enhance retention and improve employee engagement and will continue to explore innovative solutions to these issues. We look forward to continuing to work with the Legislature and the Appropriations committee to meet the needs of both inmates and employees while continuing to protect public safety.

Director Scott Frakes
NDCS

APPENDIX 1 – Staff Retention Statistics

Nebraska Department of Correctional Services



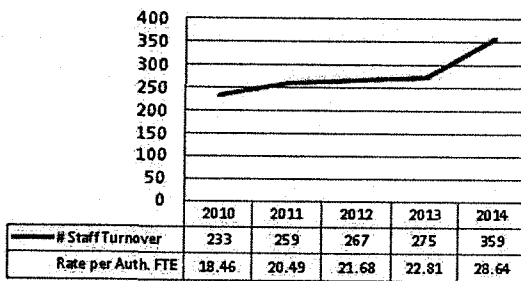
Staff Retention Statistics

November 2015

Director Scott R. Frakes

NDCS strives to retain quality staff. In order to track progress toward this outcome, NDCS will measure changes in: (1) the rate of employee turnover, (2) the rate of overtime hours accumulated among custody and unit staff, and (3) the number of vacancies among custody and unit staff.

Turnover among Security and Unit Staff in Calendar Year (excludes promotions)



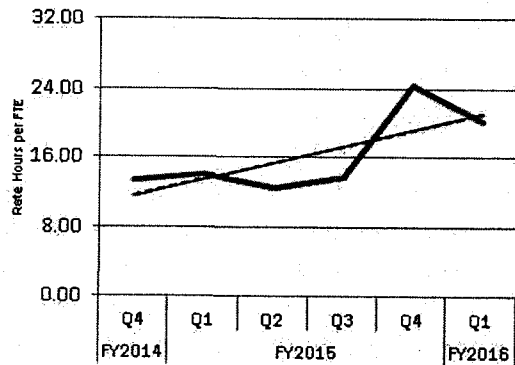
Staff Retention:

- The rate of turnover among correctional officers, corporals, sergeants, and case workers has increased over the past 5 calendar years.
- The rate of mandatory overtime for custody and unit staff has averaged 5.55 hours per FTE for the past 5 quarters.
- During FY2015, NDCS averaged about 96 vacancies in security and unit staff positions per month.

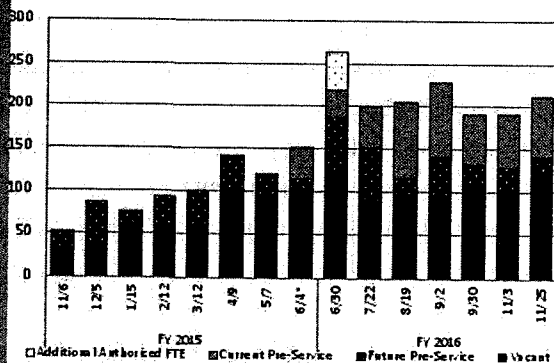
Employee Retention

Research has shown correctional officers face higher levels of stress than workers in other lines of work.¹ Overtime, extended exposure to occupational stress can increase the risk of serious medical conditions and have negative effects on workers' emotional and behavioral wellbeing.² These impacts may lead to decreases in staff morale and higher rates of turnover among key positions as staff search for jobs in less stressful environments. As turnover increases and fewer staff are available to perform necessary job functions, the likelihood of internal promotions decreases and the amount of money spent on overtime pay for existing employees increases. NDCS currently faces higher than normal rates of turnover among essential custody and unit staff. In order to increase employee retention, NDCS will take steps necessary to fill vacancies through increased internal promotions and efforts to enhance staff recruitment. Not only will this alleviate levels of stress among NDCS employees, it will also increase efficiencies within the department's operations by reducing the amount of money dedicated to overtime expenditures.

Agency Weekly Overtime Rates per FTE (Non-Vacant)



Agency Vacancies*



References

- Garland, B., Hogan, N., & Lambert, E. (2014). Antecedents of role stress among correctional staff: A replication and expansion. *Criminal Justice Policy Review*, 25(5), 527-550.
- Ganster, D. C., & Rosen, C. C. (2013). Work stress and employee health: A multidisciplinary review. *Journal of Management*, 39(5), 1085-1122.
- Rosenthal, T., & Altier, A. (2012). Occupational stress and hypertension. *Journal of the American Society of Hypertension*, 6(1), 2-22.

*NOTE: Vacancies include positions where hiring decisions have been made, but new employees have not yet completed Staff Training Academy. These vacancies only reflect positions for correctional officers, corporals, sergeants, and unit caseworkers. June 4, 2015 forward "Pre-service" counts include both current and future pre-service attendees, rather than only future attendees.



OUTCOME: Increase Staff Retention

Page 2

Not only are staff responsible for keeping offenders and the public safe, they play an instrumental role in the offender's rehabilitative process.

Keeping quality, trained staff is important for maintaining safe and secure prisons in the State of Nebraska. Not only are staff responsible for keeping offenders and the public safe, they can play a vital role in the rehabilitative process for the offenders, assisting with their successful reentry into our communities upon release. Furthermore, the ability to retain trained correctional professionals committed to successful offender reintegration into society protects all Nebraskans.

Organizations typically view turnover rates of 12-15% as a healthy and normal part of business operations. Turnover levels in excess of 15%, however, may indicate instability and create management difficulties. Over the past 5 years, NDCS has maintained turnover rates of 18.5% or higher. Turnover rates were further complicated during FY2015 and FY2016 by the disturbance at TSGI.

In order to combat the challenges created by staff turnover, NDCS will lower the rate of turnover among key security and unit staff to 28% or lower by the end of FY2016.



Strategies:

Fill custody and unit housing staff positions by:

1. Utilizing part-time positions filled by past experienced, quality staff,
2. Recruiting individuals from local universities and colleges with a passion to change the lives of those they work with; and,
3. Identify innovative and new ways to attract and hire correctional professionals.

Identify innovative and new ways to retain correctional professionals by:

1. Enhancing training opportunities for staff,
2. Examining the compensation and working conditions of correctional staff; and,
3. Reducing mandatory overtime for custody and unit management staff.

Measure #2: Rate of Overtime Hours

The availability of overtime hours for custody and unit management staff is a positive benefit, but not when the hours become excessive and mandatory. Correctional employees need to be able to leave work, spend time with their family and friends, as do all working Nebraskans. Upon their return, employees are better able to focus on their work and manage the intense responsibilities of a correctional setting. When the level of required overtime interferes with an employee's ability to balance

work and personal lives, stress and fatigue increase.

NDCS will know it has achieved success when no staff are required to work overtime, yet still are able to volunteer for the overtime that fits their lifestyle. During FY2015, the rate of overtime among security staff was approximately 16 hours per person per week.

NDCS will lower the rate of overtime to 14 hours per employee per week by the end of FY 2016.



Measure #3: Number of Security and Unit Staff Vacancies

The number of custody and unit staff vacancies directly impacts the number of mandatory hours required to work by these staff, as well as can increase employee turnover. In order to ensure safe and secure prison operations, certain posts must be staffed regardless if an employee is ill, on vacation, training, or for any reason is not available. When there are not sufficient staff on site to fill these required posts, overtime occurs.

Mandatory overtime, as well as excessive amounts of overtime worked, may impact staff morale and job satisfaction, thereby resulting in even more vacancies. During the first five months of FY2016, NDCS has averaged about 105 vacancies per month among security and unit staff (not including staff in current or future pre-service classes). By the end of FY2016, NDCS will increase recruitment and retention strategies reduce the number of vacancies to an average of 95 per month (excluding current and future preservice).



Criner, Erinn

From: Criner, Erinn
Sent: Monday, August 01, 2016 4:09 PM
To: Koebernick, Doug
Subject: requested information
Attachments: 2371_001.pdf; 2372_001.pdf

Hi Doug,

Attached and below is information requested.

- 1.) Agency mandatory V. voluntary graphs. Please note, that this report comes from our Telestaff software and does not include all overtime (it is a scheduling tool). As an example, if someone stays past their shift to write a report, it would not be captured here. Due to the 12 hour shifts, TSCI is not currently using Telestaff (so not included in the mandatory / voluntary report). Therefore, I've included reports from KRONOS (time keeping system) that includes all overtime. It does not track mandatory v voluntary though. (Attachment 2371)
- 2.) Turnover information by facility, with reason and tenure from 1.1.2016 - 6.30.2016 (Attachment 2372)
- 3.) Training costs for Corrections Officers is approximately \$5,600. This does not include Instructor wages or building lease, etc.
 - a. FY 15/16 587 started pre-service - 48 did not finish - 8%
 - b. FY 13/14 526 started Pre-Service - 34 did not finish - 6%
 - c. FY 14/15 462 started Pre-Service - 40 did not finish - 9%
- 4.) Protective Services Overtime dollars:
 - a. FY 15 \$7,656,497
 - b. FY 14 \$6,451,298
 - c. FY 13 \$5,652,351
 - d. FY 12 \$4,259,704
 - e. FY 11 \$3,348,281

As always, if you'd like to sit down and review this information or like for me to explain in further detail, I'll be available.

Thanks,
Erinn

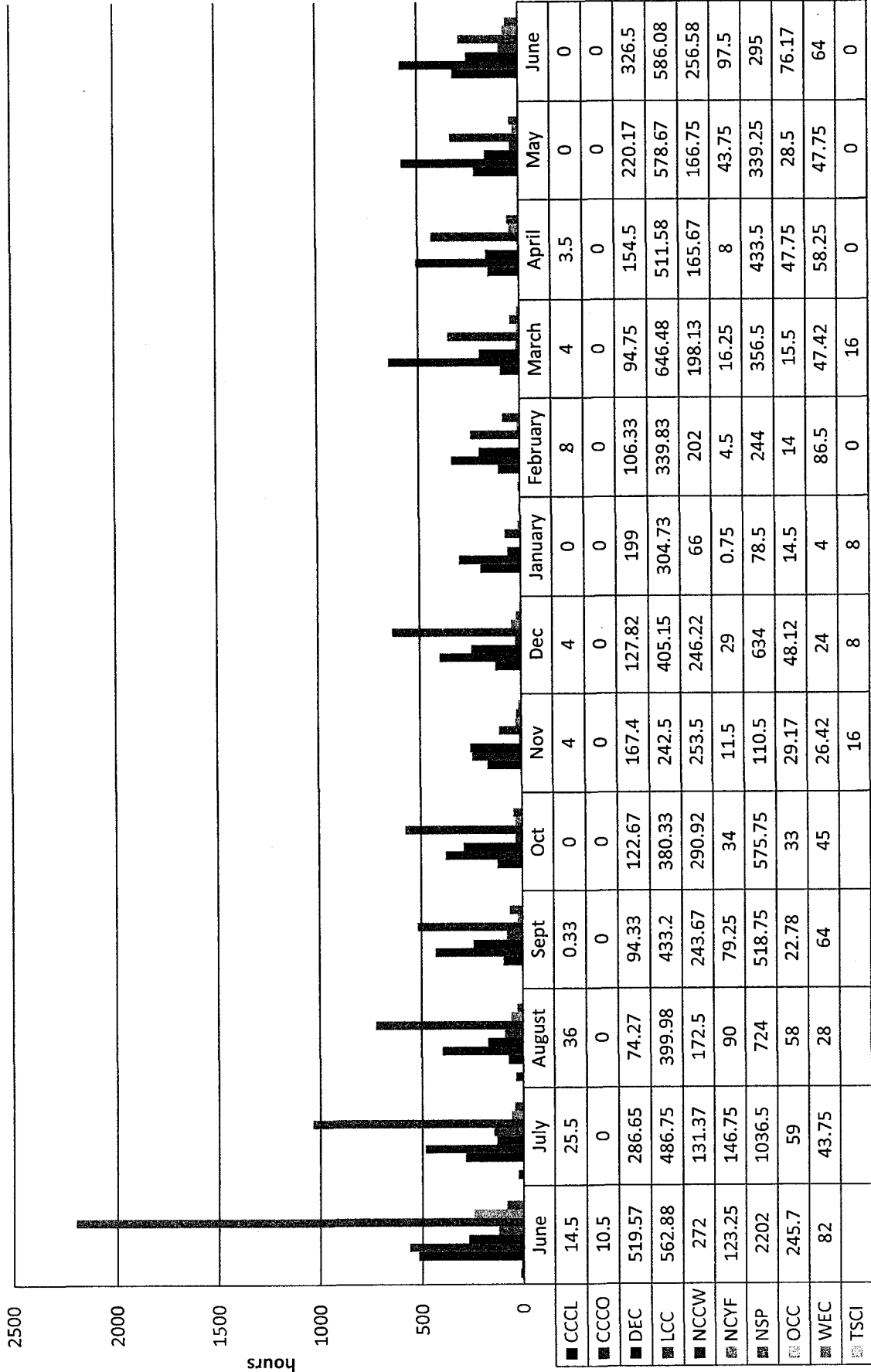
Erinn Criner, Human Talent Director
Nebraska Department of Correctional Services
Office: (402)479-5752
Cell: (402)430-7483
Fax: (402)479-5719

erinn.criner@nebraska.gov

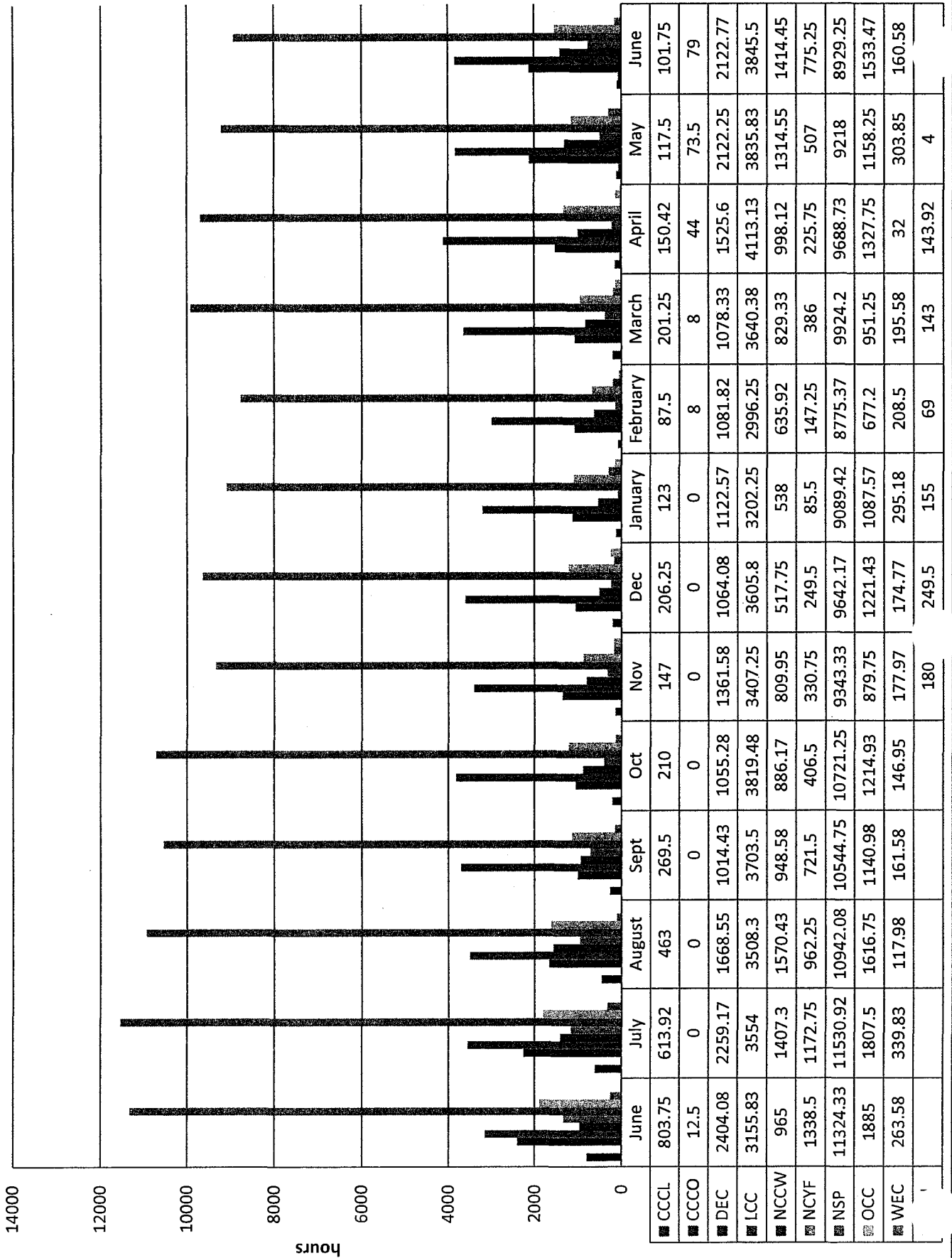
Maximizer | Individualization | Arranger | Positivity | Woo



NDCS Mandatory OT Hours



NDCS Voluntary OT Hours

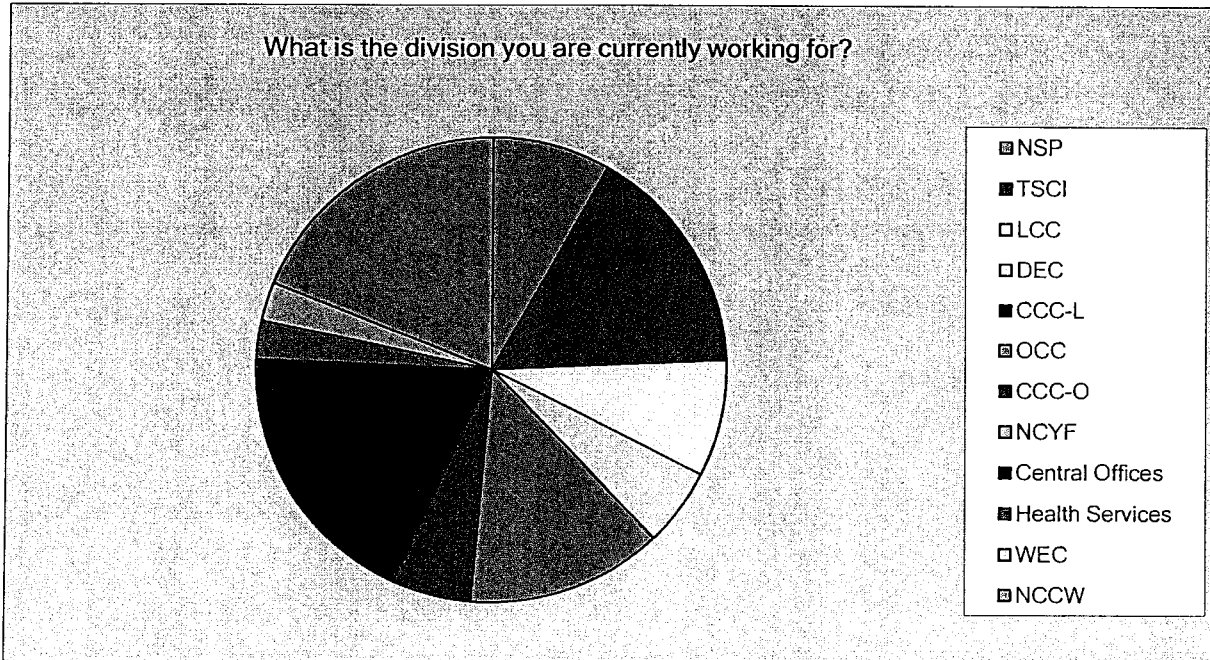


NDCS Exit Survey

What is the division you are currently working for?

Answer Options	Response Percent	Response Count
NSP	8.1%	3
TSCI	16.2%	6
LCC	8.1%	3
DEC	5.4%	2
CCC-L	0.0%	0
OCC	18.5%	5
CCC-O	5.4%	2
NCYF	0.0%	0
Central Offices	18.9%	7
Health Services	2.7%	1
WEC	2.7%	1
NCCW	18.9%	7

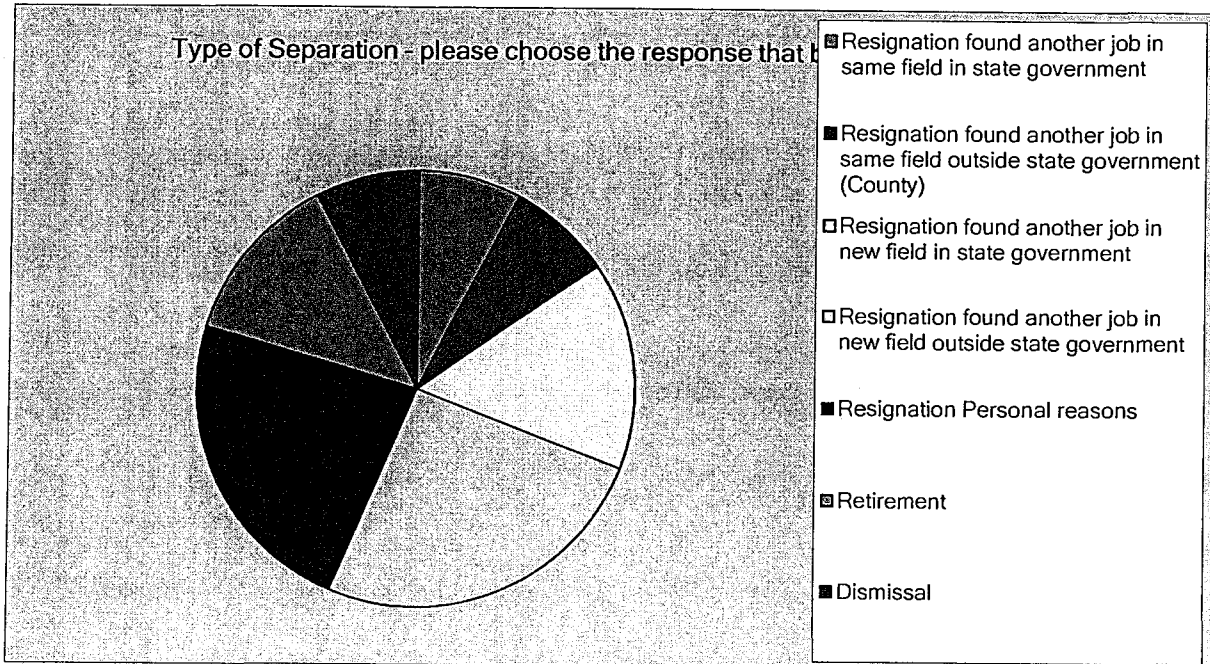
answered question 37
skipped question 2



NDCS Exit Survey

Type of Separation - please choose the response that best fits your situation.

Answer Options	Response Percent	Response Count
Resignation found another job in same field in state	7.7%	3
Resignation found another job in same field outside state	7.7%	3
Resignation found another job in new field in state	15.2%	6
Resignation found another job in new field outside state	25.6%	10
Resignation Personal reasons	23.1%	9
Retirement	12.8%	5
Dismissal	7.7%	3
<i>answered question</i>		39
<i>skipped question</i>		0



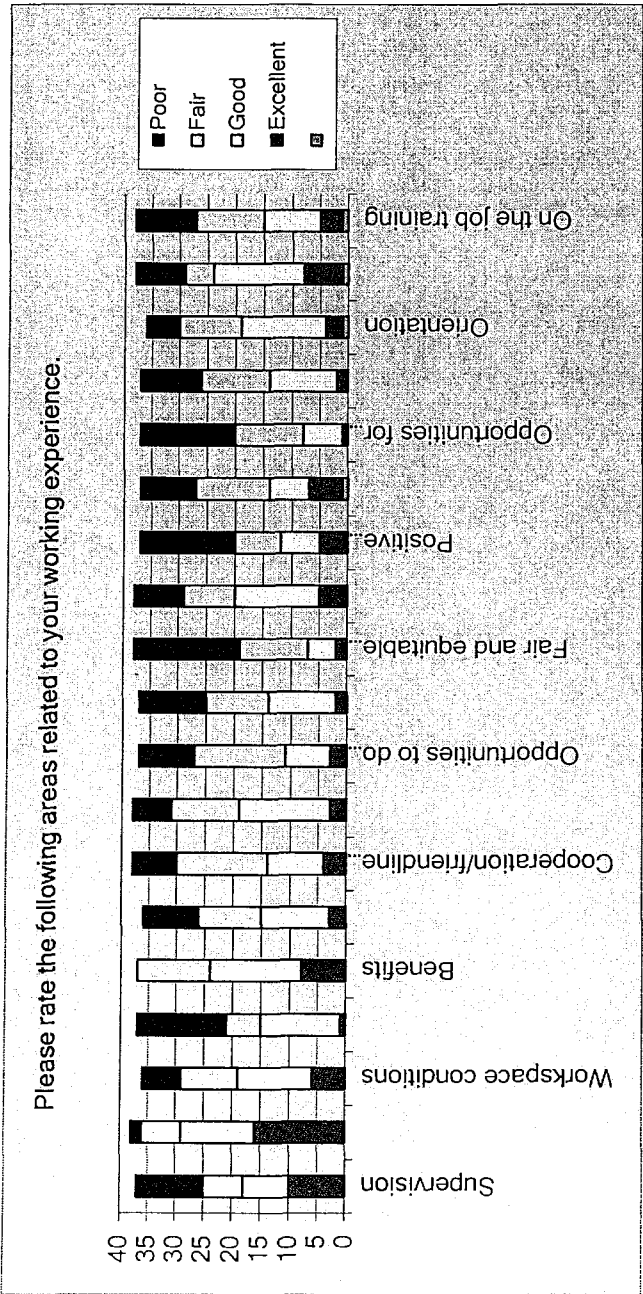
NDCS Exit Survey

Please rate the following areas related to your working experience.

Answer Options	Poor	Fair	Good	Excellent	Response Count
Supervision	12	7	8	10	37
Relationship with coworkers	2	7	13	16	37
Workspace conditions	7	10	13	6	36
Salary	16	6	14	1	37
Benefits	0	13	16	8	37
Adequate facilities and Equipment	10	11	12	3	36
Cooperation/friendliness of work environment	8	16	10	4	37
Cultural sensitivity in the work environment	7	12	16	3	37
Opportunities to do what you do best	10	16	8	3	37
Clear mission and direction for work	12	11	12	2	37
Fair and equitable treatment	19	12	5	2	37
Enough direction and instruction to do your job well	9	9	15	5	37
Positive feedback/adequate recognition	17	8	7	5	37
Support for decisions you made	10	13	7	6	37
Opportunities for advancement	17	12	7	1	36
Opportunities to have your opinions considered	11	12	12	2	36
Orientation	6	11	15	3	36
Formal training	9	5	16	7	37
On the job training	11	12	10	4	37

answered question
skipped question

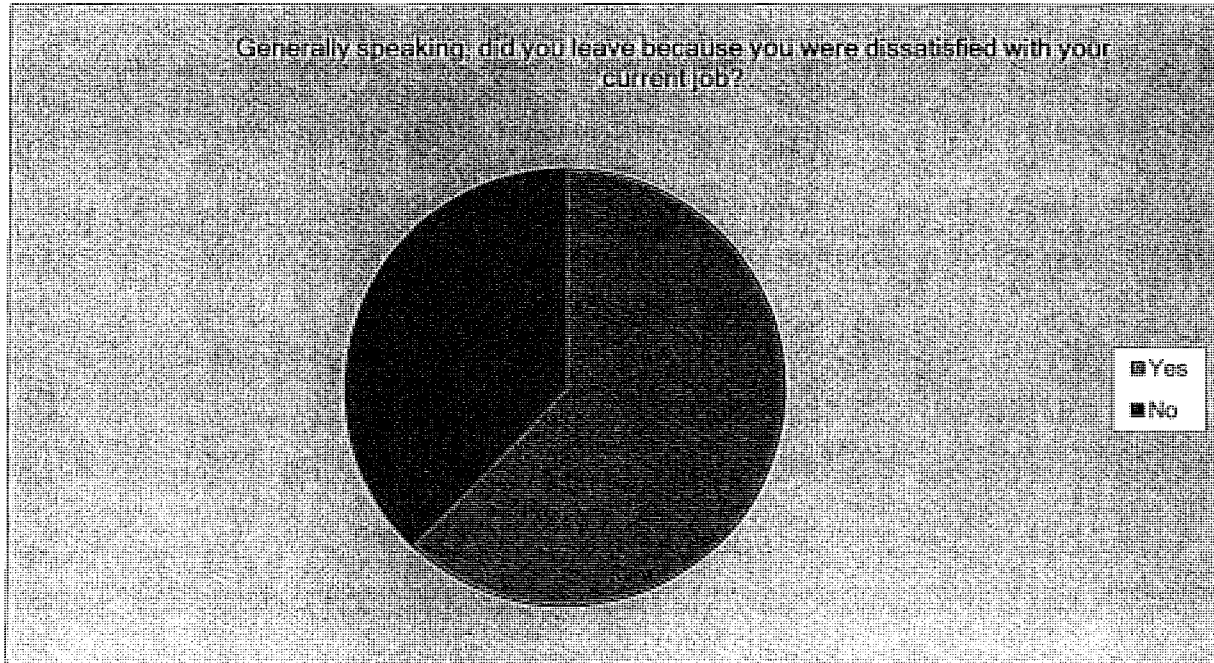
37
2



NDCS Exit Survey

Generally speaking, did you leave because you were dissatisfied with your current job?

Answer Options	Response Percent	Response Count
Yes	62.2%	23
No	37.8%	14
<i>answered question</i>		37
<i>skipped question</i>		2

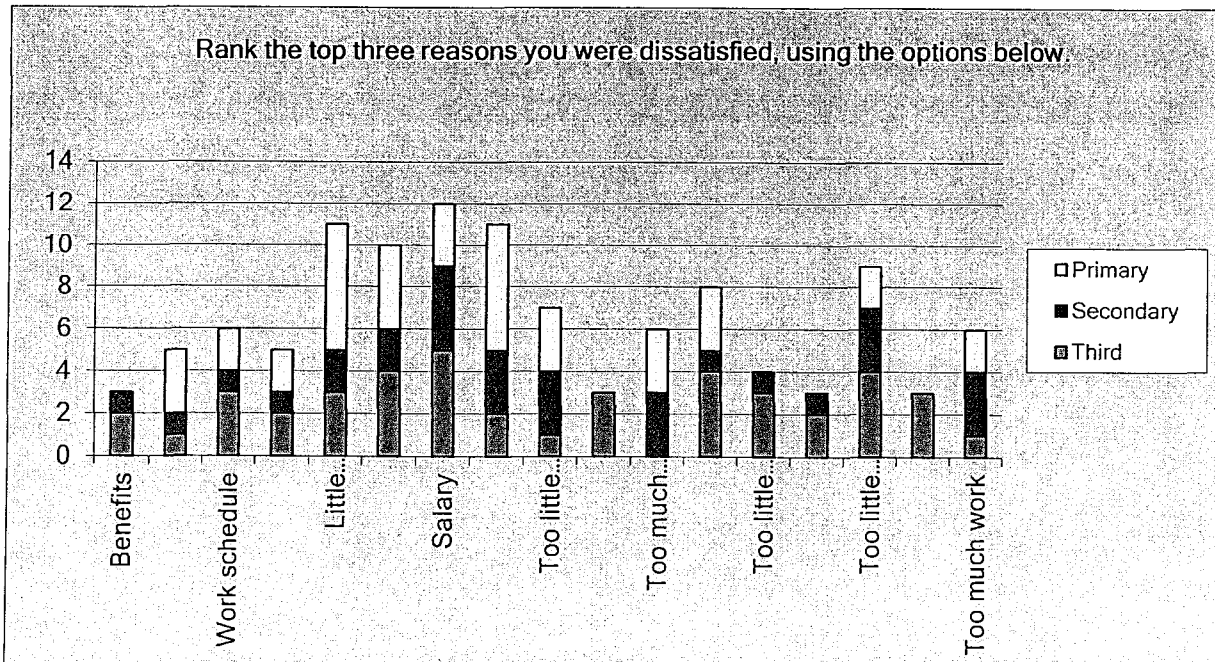


NDCS Exit Survey

Rank the top three reasons you were dissatisfied, using the options below.

Answer Options	Primary	Secondary	Third
Benefits	0	1	2
Hours	3	1	1
Work schedule	2	1	3
Job was not what was expected	2	1	2
Little opportunities for advancement	6	2	3
Relationship with coworkers	4	2	4
Salary	3	4	5
Supervision	6	3	2
Too little opportunity to provide input	3	3	1
Too little overtime	0	0	3
Too much overtime	3	3	0
Too little recognition	3	1	4
Too little responsibility	0	1	3
Too much responsibility	0	1	2
Too little training	2	3	4
Too little work	0	0	3
Too much work	2	3	1

answered question
skipped question

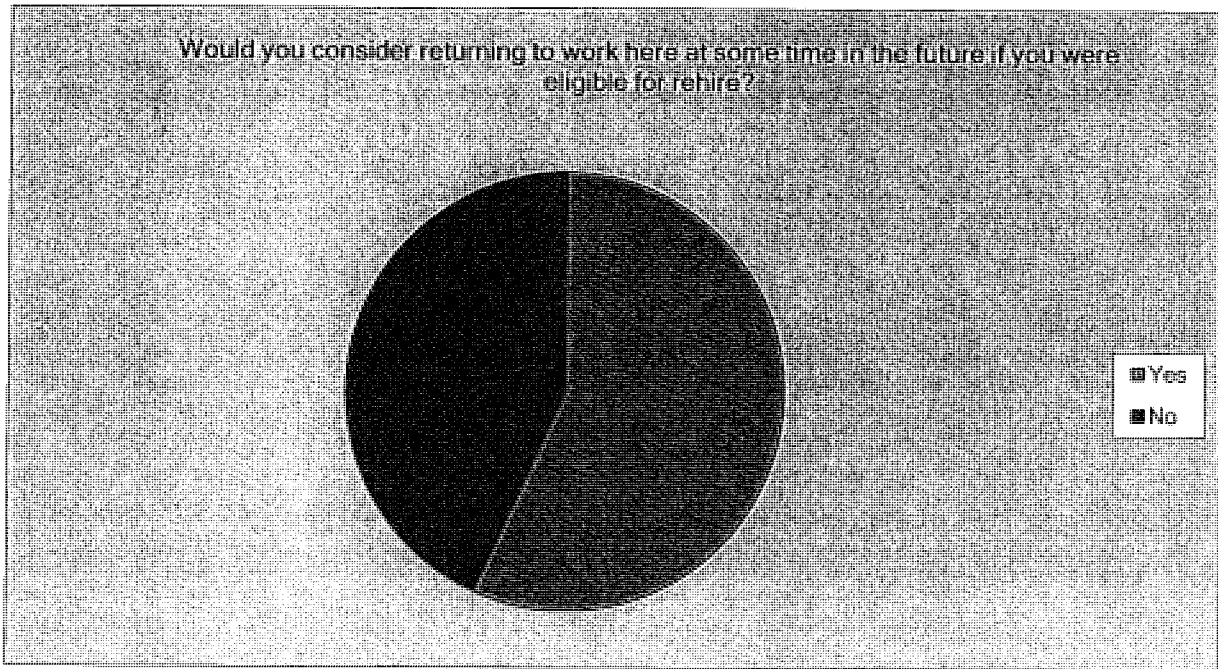


Response	Count
1	1
5	1
6	1
8	1
11	1
10	1
12	1
13	1
7	1
3	1
6	1
8	1
4	1
3	1
9	1
2	1
6	1
	24
	15

NDCS Exit Survey

Would you consider returning to work here at some time in the future if you were eligible for rehire?

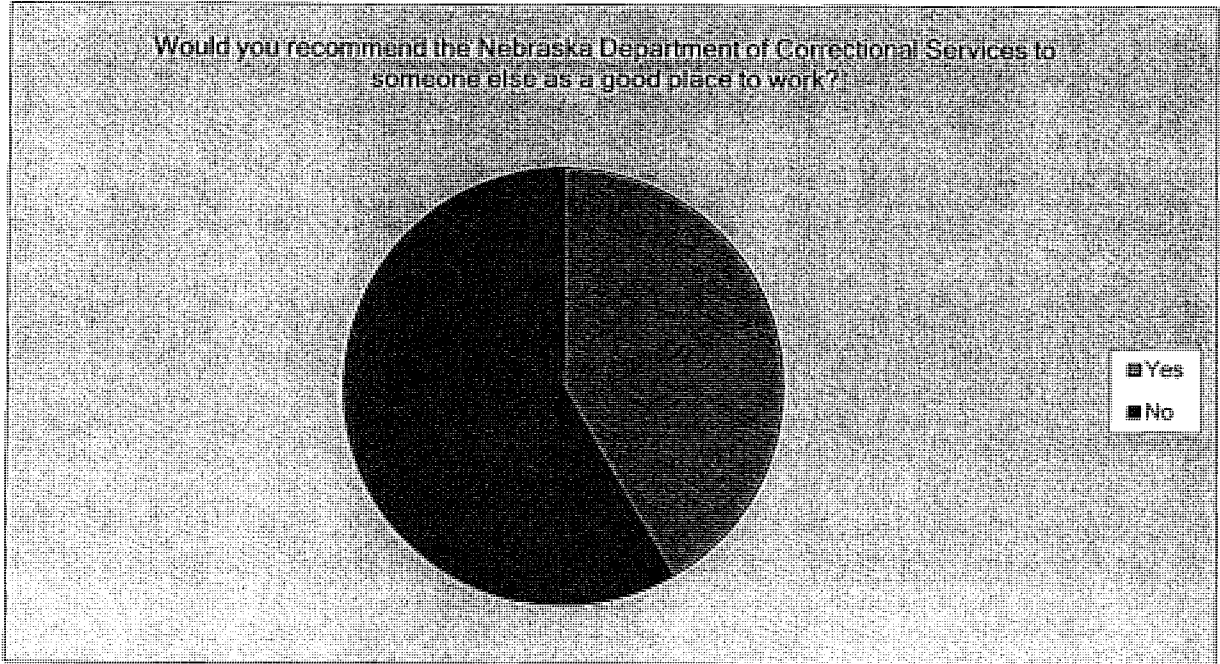
Answer Options	Response Percent	Response Count
Yes	56.8%	21
No	43.2%	16
<i>answered question</i>		37
<i>skipped question</i>		2



NDCS Exit Survey

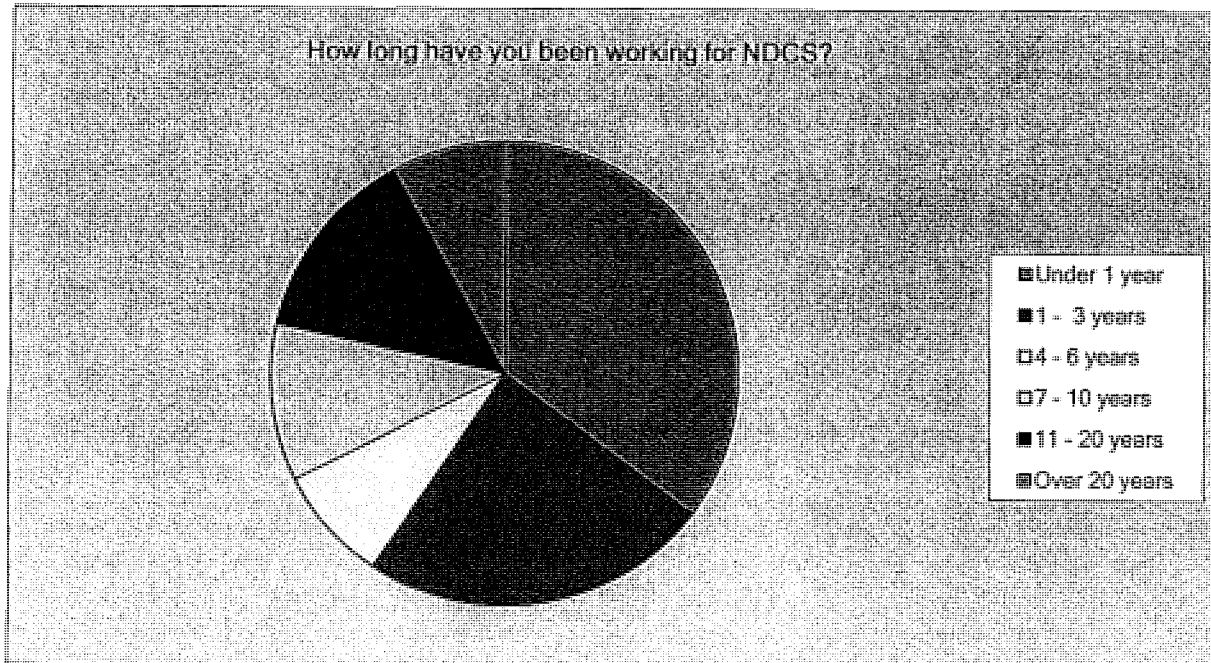
Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work?

Answer Options	Response Percent	Response Count
Yes	41.7%	15
No	58.3%	21
<i>answered question</i>		36
<i>skipped question</i>		0



NDCS Exit Survey

How long have you been working for NDCS?		
Answer Options	Response Percent	Response Count
Under 1 year	35.1%	10
1 - 3 years	24.3%	9
4 - 6 years	6.1%	4
7 - 10 years	10.8%	4
11 - 20 years	16.3%	6
Over 20 years	8.4%	3
<i>answered question</i>		37
<i>skipped question</i>		2

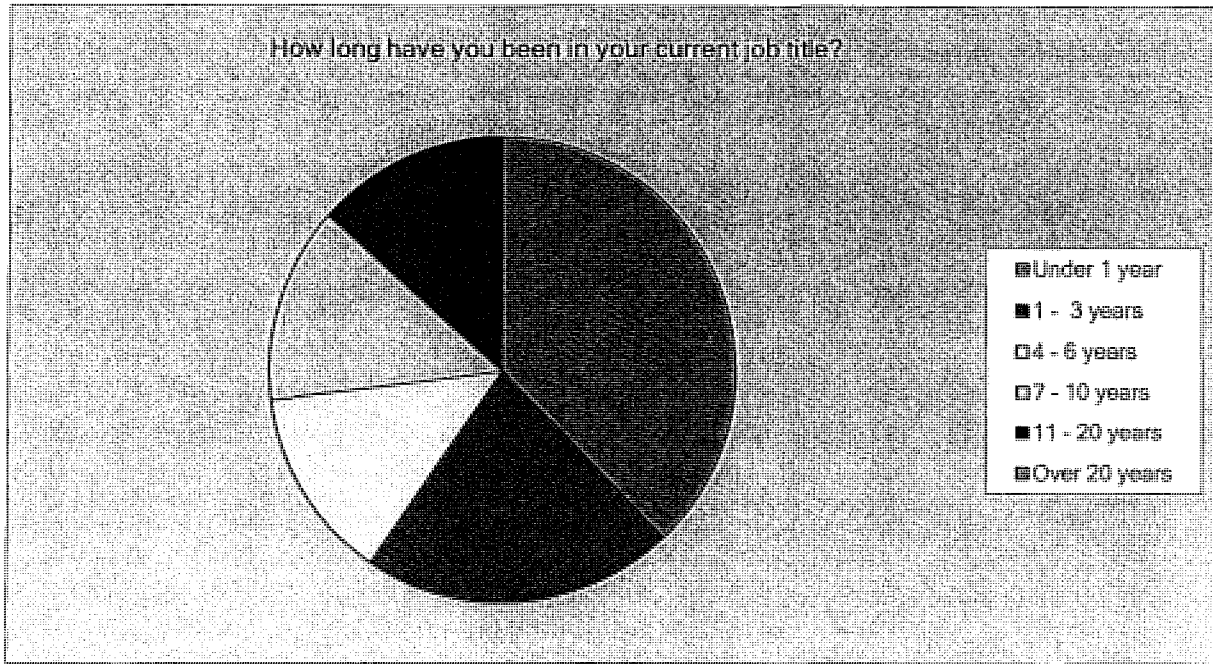


NDCS Exit Survey

How long have you been in your current job title?

Answer Options	Response Percent	Response Count
Under 1 year	37.8%	14
1 - 3 years	21.6%	8
4 - 6 years	18.1%	5
7 - 10 years	10.5%	5
11 - 20 years	10.5%	5
Over 20 years	0.0%	0

answered question 3/1
skipped question 2/1



#1

**COMPLETE**

Collector: Web Link 1 (Web Link)

Started: Tuesday, August 18, 2015 3:26:37 PM

Last Modified: Tuesday, August 18, 2015 3:31:22 PM

Time Spent: 00:04:45

IP Address: 164.119.82.105

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	Central Offices
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in new field outside state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Fair
Relationship with coworkers	Excellent
Workspace conditions	Excellent
Salary	Fair
Benefits	Fair
Adequate facilities and Equipment	Excellent
Cooperation/friendliness of work environment	Good
Cultural sensitivity in the work environment	Excellent
Opportunities to do what you do best	Fair
Clear mission and direction for work	Fair
Fair and equitable treatment	Good
Enough direction and instruction to do your job well	Good
Positive feedback/adequate recognition	Good
Support for decisions you made	Good
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Fair
Orientation	(no label)
Normal training	(no label)
On the job training	(no label)

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Little opportunities for advancement	Primary
Salary	Secondary
Supervision	Third

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? Yes

Q8: How long have you been working for NDCS? 1 - 3 years

Q9: How long have you been in your current job title? Under 1 year

Q10: Do you have any other comments, questions, or concerns? *Respondent skipped this question*

#2

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, October 19, 2015 3:42:35 PM
Last Modified: Monday, October 19, 2015 3:47:48 PM
Time Spent: 00:05:13
IP Address: 164.119.82.105

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	TSCI
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in new field outside state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Good
Relationship with coworkers	Good
Workspace conditions	Excellent
Salary	Good
Benefits	Good
Adequate facilities and Equipment	Good
Cooperation/friendliness of work environment	Good
Cultural sensitivity in the work environment	Good
Opportunities to do what you do best	Excellent
Clear mission and direction for work	Good
Fair and equitable treatment	Fair
Enough direction and instruction to do your job well	Excellent
Positive feedback/adequate recognition	Excellent
Support for decisions you made	Excellent
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Excellent
Orientation	Fair
Formal training	Good
On the job training	Good

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? No

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below. Respondent skipped this question

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? Yes

Q8: How long have you been working for NDCS? 11 - 20 years

Q9: How long have you been in your current job title? 11 - 20 years

Q10: Do you have any other comments, questions, or concerns? Respondent skipped this question

#3

INCOMPLETE



Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Wednesday, October 21, 2015 9:26:02 AM
 Last Modified: Wednesday, October 21, 2015 9:26:56 AM
 Time Spent: 00:00:53
 IP Address: 164.119.82.105

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	<i>Respondent skipped this question</i>
Q2: Type of Separation - please choose the response that best fits your situation:	Dismissal

PAGE 3

Q3: Please rate the following areas related to your working experience.	<i>Respondent skipped this question</i>
---	---

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job?	<i>Respondent skipped this question</i>
--	---

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.	<i>Respondent skipped this question</i>
--	---

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire?	<i>Respondent skipped this question</i>
Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work?	<i>Respondent skipped this question</i>
Q8: How long have you been working for NDCS?	<i>Respondent skipped this question</i>
Q9: How long have you been in your current job title?	<i>Respondent skipped this question</i>

Q10: Do you have any other comments, questions, or concerns?

Respondent skipped this question

#4

COMPLETE



Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Friday, November 06, 2015 12:17:12 PM
 Last Modified: Friday, November 06, 2015 12:28:14 PM
 Time Spent: 00:11:01
 IP Address: 164.119.82.105

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	TSCI
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in new field outside state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Excellent
Relationship with coworkers	Excellent
Workspace conditions	Excellent
Salary	Poor
Benefits	Fair
Adequate facilities and Equipment	Good
Cooperation/friendliness of work environment	Excellent
Cultural sensitivity in the work environment	Excellent
Opportunities to do what you do best	Fair
Clear mission and direction for work	Fair
Fair and equitable treatment	Good
Enough direction and instruction to do your job well	Good
Positive feedback/adequate recognition	Poor
Support for decisions you made	Excellent
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Poor
Orientation	Fair
Formal training	Good
On the job training	Poor

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? No

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below. Respondent skipped this question

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? Yes

Q8: How long have you been working for NDCS? 1 - 3 years

Q9: How long have you been in your current job title? 1 - 3 years

Q10: Do you have any other comments, questions, or concerns?

I really enjoy the people I work with, I will still be working within the prison, I will be employed through CCS in Medical.

#5

COMPLETE



Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Friday, December 04, 2015 10:21:16 AM
 Last Modified: Friday, December 04, 2015 10:40:31 AM
 Time Spent: 00:19:14
 IP Address: 208.92.171.153

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	TSCI
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation Personal reasons

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Poor
Relationship with coworkers	Excellent
Workspace conditions	Good
Salary	Fair
Benefits	Good
Adequate facilities and Equipment	Fair
Cooperation/friendliness of work environment	Fair
Cultural sensitivity in the work environment	Good
Opportunities to do what you do best	Fair
Clear mission and direction for work	Poor
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Poor
Positive feedback/adequate recognition	Poor
Support for decisions you made	Fair
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Fair
Orientation	Poor
Formal training	Poor
On the job training	Poor

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Little opportunities for advancement	Third
Supervision	Primary
Too little recognition	Secondary

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? Yes

Q8: How long have you been working for NDCS? 7 - 10 years

Q9: How long have you been in your current job title? 7 - 10 years

Q10: Do you have any other comments, questions, or concerns?

The main reason I quit my job without having another job lined up is because the director of my department refused to hold the staff accountable for ANYTHING. Including but not limited to: Consistency among staff to make inmates follow rules. There were no (ZERO) meetings to find out expectations of management. This administrative director has never been a boss before and doesn't know how to manage people. This administrator lacks the ability to lead and lets the staff walk all over her. I have never had such a weak supervisor and still she remains incapable of disciplining her staff and the inmates run amok. I am tired of being the bad guy and the only staff to consistently make inmates follow the rules. Being consistent with myself and having no back up from my fellow staff members makes me the target in my workplace. I am too stressed out by the lack of caring and staff that is too inexperienced and won't follow post orders for the safety and security of the institution. After 8 years I can't take it any more. The last 3 years have been almost unbearable.

#6

COMPLETE



Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Friday, January 08, 2016 8:17:10 AM
 Last Modified: Friday, January 08, 2016 8:24:58 AM
 Time Spent: 00:07:48
 IP Address: 164.119.82.105

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for? Central Offices

Q2: Type of Separation - please choose the response that best fits your situation: Retirement

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Fair
Relationship with coworkers	Good
Salary	Poor
Benefits	Good
Adequate facilities and Equipment	Good
Cooperation/friendliness of work environment	Good
Cultural sensitivity in the work environment	Good
Opportunities to do what you do best	Fair
Clear mission and direction for work	Fair
Fair and equitable treatment	Fair
Enough direction and instruction to do your job well	Fair
Positive feedback/adequate recognition	Poor
Support for decisions you made	Fair
Opportunities for advancement	Fair
Opportunities to have your opinions considered	Good
Orientation	Fair
Formal training	Poor
On the job training	Poor

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? No

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Respondent skipped this question

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? Yes

Q8: How long have you been working for NDCS? 7 - 10 years

Q9: How long have you been in your current job title? 7 - 10 years

Q10: Do you have any other comments, questions, or concerns?

Respondent skipped this question

#7

COMPLETE



Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Thursday, February 11, 2016 11:20:24 AM
 Last Modified: Thursday, February 11, 2016 11:30:26 AM
 Time Spent: 00:10:01
 IP Address: 164.119.71.90

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?

Central Offices

Q2: Type of Separation - please choose the response that best fits your situation:

Resignation found another job in same field in state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Good
Relationship with coworkers	Excellent
Workspace conditions	Good
Salary	Poor
Benefits	Good
Adequate facilities and Equipment	Excellent
Cooperation/friendliness of work environment	Good
Cultural sensitivity in the work environment	Good
Opportunities to do what you do best	Good
Clear mission and direction for work	Poor
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Fair
Positive feedback/adequate recognition	Excellent
Support for decisions you made	Fair
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Fair
Orientation	Good
Normal training	Fair
On the job training	Fair

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Little opportunities for advancement	Primary
Relationship with coworkers	Secondary
Salary	Third

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? Yes

Q8: How long have you been working for NDCS? 1 - 3 years

Q9: How long have you been in your current job title? 1 - 3 years

Q10: Do you have any other comments, questions, or concerns?

Most of my coworkers were wonderful, however, there were two that made things terrible. Not even the supervisor was able to manage their harrassment. It was as though the supervisor was walking on eggshells and the few that were tearing apart the rest of the team overtook the entire wing (purchasing).

Also, I had applied for similar position that payed just a little more than what I was currently receiving and I wasn't even able to get an interview. When I had called the state's recruitment agency they said I was being passed on for these position, but then not even called for an interview. This was beyond fusterating. My supervisor would also add additional work with a promise that she would upgrade my current position. Additional work was added but the pay increase never happened.

#8

**COMPLETE**

Collector: Web Link - Manual Entry 1 (Web Link)
Started: Thursday, February 11, 2016 11:29:16 AM
Last Modified: Thursday, February 11, 2016 11:50:54 AM
Time Spent: 00:21:38
IP Address: 164.119.82.105

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	OCC
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in new field in state government

PAGE 3**Q3: Please rate the following areas related to your working experience.**

Supervision	Good
Relationship with coworkers	Good
Workspace conditions	Excellent
Salary	Fair
Benefits	Excellent
Adequate facilities and Equipment	Excellent
Cooperation/friendliness of work environment	Good
Cultural sensitivity in the work environment	Fair
Opportunities to do what you do best	Good
Clear mission and direction for work	Good
Fair and equitable treatment	Fair
Enough direction and instruction to do your job well	Good
Positive feedback/adequate recognition	Fair
Support for decisions you made	Fair
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Good
Orientation	Poor
Formal training	Excellent
On the job training	Poor

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Relationship with coworkers	Primary
Supervision	Secondary

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? Yes

Q8: How long have you been working for NDCS? 1 - 3 years

Q9: How long have you been in your current job title? 1 - 3 years

Q10: Do you have any other comments, questions, or concerns?

A couple co-workers hold too much power. Supervisors are excellent in supervision and encouragement however poor in dealing with conflict or difficult situations between co-workers. The supervisor's passiveness allowed a negative situation to continue till it was out of control, to the point that I resigned. The reason I have left the department of corrections is due to being falsely accused of harassment (Not defended or supported by superiors), being threatened and harassed by the two co-workers that have no supervisory roles yet are allowed to exercise control. I was cornered into fearing for my professional license, losing my livelihood and having a decline in health due to two individuals being allowed to engage in inappropriate, unprofessional behaviors. I would only consider returning to work within corrections if I was not to work beside the two co-workers that created the situation leading to my departure.

#9

COMPLETE



Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Sunday, February 14, 2016 10:53:18 AM
 Last Modified: Sunday, February 14, 2016 10:57:05 AM
 Time Spent: 00:03:46
 IP Address: 97.98.152.155

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	Central Offices
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in new field outside state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Good
Relationship with coworkers	Good
Workspace conditions	Good
Salary	Poor
Benefits	Fair
Adequate facilities and Equipment	Fair
Cooperation/friendliness of work environment	Fair
Cultural sensitivity in the work environment	Fair
Opportunities to do what you do best	Good
Clear mission and direction for work	Good
Fair and equitable treatment	Fair
Enough direction and instruction to do your job well	Good
Positive feedback/adequate recognition	Fair
Support for decisions you made	Good
Opportunities for advancement	Fair
Opportunities to have your opinions considered	Fair
Orientation	Fair
Formal training	Good
On the job training	Fair

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Little opportunities for advancement	Third
Salary	Secondary
Too little recognition	Primary

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? 11 - 20 years

Q9: How long have you been in your current job title? 1 - 3 years

Q10: Do you have any other comments, questions, or concerns? *Respondent skipped this question*

#10

**COMPLETE**

Collector: Web Link - Manual Entry 1 (Web Link)
Started: Tuesday, February 16, 2016 8:17:33 AM
Last Modified: Tuesday, February 16, 2016 8:19:54 AM
Time Spent: 00:02:21
IP Address: 199.48.10.66

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	LCC
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in new field in state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Excellent
Relationship with coworkers	Fair
Workspace conditions	Fair
Salary	Poor
Benefits	Excellent
Adequate facilities and Equipment	Good
Cooperation/friendliness of work environment	Good
Cultural sensitivity in the work environment	Good
Opportunities to do what you do best	Fair
Clear mission and direction for work	Excellent
Fair and equitable treatment	Excellent
Enough direction and instruction to do your job well	Good
Positive feedback/adequate recognition	Good
Support for decisions you made	Good
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Good
Orientation	Good
Formal training	Excellent
On the job training	Excellent

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? No

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below. Respondent skipped this question

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? Yes

Q8: How long have you been working for NDCS? Under 1 year

Q9: How long have you been in your current job title? Under 1 year

Q10: Do you have any other comments, questions, or concerns? Respondent skipped this question

#11

**COMPLETE**

Collector: Web Link - Manual Entry 1 (Web Link)
Started: Tuesday, February 16, 2016 4:46:32 PM
Last Modified: Tuesday, February 16, 2016 4:52:59 PM
Time Spent: 00:06:27
IP Address: 164.119.75.92

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	Central Offices
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in same field in state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Good
Relationship with coworkers	Excellent
Workspace conditions	Fair
Salary	Excellent
Benefits	Excellent
Adequate facilities and Equipment	Fair
Cooperation/friendliness of work environment	Good
Cultural sensitivity in the work environment	Excellent
Opportunities to do what you do best	Poor
Clear mission and direction for work	Fair
Fair and equitable treatment	Excellent
Enough direction and instruction to do your job well	Excellent
Positive feedback/adequate recognition	Excellent
Support for decisions you made	Excellent
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Good
Orientation	Good
Formal training	Good
On the job training	Good

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Job was not what was expected	Third
Too little opportunity to provide input	Secondary
Too much work	Primary

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? 7 - 10 years

Q9: How long have you been in your current job title? 7 - 10 years

Q10: Do you have any other comments, questions, or concerns?

Leadership became very secretive and although the emails asked for staff input, that wasn't really happening. Not enough resources were committed to support staff, even though requests for additional work were expanding and not enough importance was being placed on support functions.

#12

**COMPLETE**

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Tuesday, February 16, 2016 9:41:34 PM
 Last Modified: Tuesday, February 16, 2016 10:04:03 PM
 Time Spent: 00:22:29
 IP Address: 98.23.135.56

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	NSP
Q2: Type of Separation - please choose the response that best fits your situation:	Retirement

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Poor
Relationship with coworkers	Fair
Workspace conditions	Poor
Salary	Poor
Benefits	Good
Adequate facilities and Equipment	Poor
Cooperation/friendliness of work environment	Fair
Cultural sensitivity in the work environment	Poor
Opportunities to do what you do best	Poor
Clear mission and direction for work	Fair
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Good
Positive feedback/adequate recognition	Poor
Support for decisions you made	Poor
Opportunities to have your opinions considered	Good
Orientation	Good
Formal training	Good
In the job training	Good

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Relationship with coworkers	Secondary
Supervision	Primary
Too little opportunity to provide input	Third

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? Under 1 year

Q9: How long have you been in your current job title? Under 1 year

Q10: Do you have any other comments, questions, or concerns?

Fire or demote, where appropriate, bad supervisors. The Department uses as a recruiting poster a picture of a badge in front of a tower, with the caption "Join Our Team." There is no team in a tower. You are all by yourself in a tower. Also, new employees get zero feeling of being in a team. I never saw teamwork while I was there. So your tower/badge picture is very true since you always feel alone.

#13

**COMPLETE**

Collector: Web Link - Manual Entry 1 (Web Link)

Started: Wednesday, February 17, 2016 7:38:46 PM

Last Modified: Wednesday, February 17, 2016 7:54:19 PM

Time Spent: 00:15:32

IP Address: 67.3.160.167

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	WEC
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation Personal reasons

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Poor
Relationship with coworkers	Excellent
Workspace conditions	Good
Salary	Good
Benefits	Excellent
Adequate facilities and Equipment	Fair
Cooperation/friendliness of work environment	Fair
Cultural sensitivity in the work environment	Good
Opportunities to do what you do best	Poor
Clear mission and direction for work	Poor
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Fair
Positive feedback/adequate recognition	Poor
Support for decisions you made	Fair
Opportunities for advancement	Good
Opportunities to have your opinions considered	Poor
Orientation	Good
ormal training	Fair
On the job training	Poor

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? No

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Respondent skipped this question

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? Under 1 year

Q9: How long have you been in your current job title? Under 1 year

Q10: Do you have any other comments, questions, or concerns?

Probationary employees are being disciplined for taking Leave without pay for illness and injury. Probations are extended which is directly referred to in the NDCS policies for performance and discipline. I was told I did nothing wrong due to illness but LWOP is viewed as "bad" and my manager was told she had to extend probation. Sickness is not a performance issue I can fix and leave balances are low anyway because I just started. I had a lot of experience in Law Enforcement that I could have brought to NDCS, but I can't work for an agency that uses discipline when they tell their employees they've done nothing wrong.

#14



COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Monday, February 22, 2016 8:08:54 AM
 Last Modified: Monday, February 22, 2016 8:19:45 AM
 Time Spent: 00:10:51
 IP Address: 164.119.71.242

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	Central Offices
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in same field in state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Good
Relationship with coworkers	Excellent
Workspace conditions	Excellent
Salary	Good
Benefits	Good
Adequate facilities and Equipment	Poor
Cooperation/friendliness of work environment	Fair
Cultural sensitivity in the work environment	Good
Opportunities to do what you do best	Fair
Clear mission and direction for work	Poor
Fair and equitable treatment	Fair
Enough direction and instruction to do your job well	Fair
Positive feedback/adequate recognition	Fair
Support for decisions you made	Fair
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Fair
Orientation	Good
Formal training	Poor
On the job training	Fair

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Benefits	Secondary
Hours	Primary
Work schedule	Third
Job was not what was expected	Secondary
Little opportunities for advancement	Primary
Relationship with coworkers	Third
Salary	Secondary
Too little opportunity to provide input	Primary
Too little overtime	Third
Too much overtime	Secondary
Too little recognition	Third
Too little responsibility	Third
Too much responsibility	Third
Too little training	Secondary
Too little work	Third
Too much work	Secondary

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? 11 - 20 years

Q9: How long have you been in your current job title? 11 - 20 years

Q10: Do you have any other comments, questions, or concerns?

There is a lot of talk of helping employees. However, there seems to be little being done to actually provide the help, either by salary increases or more hires. "You can do a lot with a little, but only for awhile". It should not be the norm....

#15

COMPLETE



Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Tuesday, March 08, 2016 12:53:19 PM
 Last Modified: Tuesday, March 08, 2016 1:57:34 PM
 Time Spent: 01:04:15
 IP Address: 164.119.82.105

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for? OCC

Q2: Type of Separation - please choose the response that best fits your situation: Resignation Personal reasons

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Excellent
Relationship with coworkers	Excellent
Workspace conditions	Fair
Salary	Poor
Benefits	Fair
Adequate facilities and Equipment	Fair
Cooperation/friendliness of work environment	Excellent
Cultural sensitivity in the work environment	Good
Opportunities to do what you do best	Good
Clear mission and direction for work	Good
Fair and equitable treatment	Fair
Enough direction and instruction to do your job well	Excellent
Positive feedback/adequate recognition	Excellent
Support for decisions you made	Excellent
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Fair
Orientation	Fair
Formal training	Good
On the job training	Fair

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Little opportunities for advancement	Primary
Salary	Secondary
Too little responsibility	Third

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? Yes

Q8: How long have you been working for NDCS? 4 - 6 years

Q9: How long have you been in your current job title? 4 - 6 years

Q10: Do you have any other comments, questions, or concerns?

The majority of my colleagues at OCC have been exceptional - intelligent, hardworking, respectful, personable individuals. I feel my immediate supervisors have encouraged professional development and have been genuinely invested in me. I have received important, direct feedback but have also been allowed to function independently, leaving me feeling trusted and valued in a professional capacity. I believe DAS and NDCS do not particularly value staff holding advanced educational degrees or professional licensures. Professional staff members play an important role within NDCS and provide necessary services to prepare those in its custody for safe return to the community and overall wellness. Salary is an issue and it deeply concerns me that although various staff have requested comparison studies and used existing data obtained by DAS (publically available to review) to point out discrepancies between state employees and average salaries in the community this issue continues to be pushed aside. The NAPE-AFSCME union is completely ineffective, in my opinion, and gives an impression of complacency and low standards in their negotiations. It is my opinion that NDCS and DAS take advantage of an unmotivated union, allowing for funding to be funneled to places other than staff compensation. I believe this is particularly pertinent to those who provide direct care. I have talked openly about how much I enjoy the work I do at NDCS with other professionals in the community. Although they indicate interest in pursuing employment here initially it quickly dissipates when we talk initial salary and lack of meaningful raises. Cost of living raise does not compensate as the name implies. There is no financial incentive to excel in one's work. I have earned the same pay as co-workers who have needed frequent supervision and intervention. For individuals whose job performance is subpar, they continue to earn the same pay as their more proficient peers. Peers meeting or exceeding expectations are given extra work without being compensated for their effort and ability. Longevity is seemingly not valued and instead is taken for granted. I worked for the State of Nebraska for ten years and earn only a couple dollars per hour more as I exit than I did when I started despite paying for an advanced degree out of pocket. I am also bothered by the lack of opportunities for career advancement for non-custody staff. It is my sincere hope that NDCS will improve the manner in which they evaluate staff. I am of the opinion there is merit in allowing staff to evaluate their superiors in addition to the traditional evaluation of staff by their immediate supervisors. I think if you genuinely want to gain insight into the effectiveness of staff - particularly those in leadership roles - you must create an opportunity for staff to honestly and openly assess performance. Attention to upfront leadership training is notable. However, in this time of emphasis on evaluation, use of validated approaches, and data-driven improvements it seems incomplete to not offer staff an opportunity to evaluate their leaders. Finally, I recognize recent effort to be more transparent with the media. It is my sincere hope that NDCS will not stop at sharing information in response to criticism, critical incidents, or questions. I urge you to go on the offensive and start volunteering positive stories about the work we do. If all there is to read is negative in content, it stands to reason that the community will continue to harbor concerns and mistrust. In reality, there are incredible successes walking out of our institutional doors daily. Men and women leave NDCS with treatment, sobriety, perspective, self-esteem, and a sense of purpose every day. They quietly adjust and blend into our communities. This is an indicator of success on NDCS's behalf. If we only discuss the high profile, destructive individuals who elect to make poor decisions upon exiting our facilities we are discounting the effort and tenacity of so many others who committed to self-improvement during incarceration. NDCS staff plays an integral role in the positive change the majority of individuals elect to make during incarceration. Those stories also deserve to be front page news. It is the responsibility of NDCS to educate our legislature and citizens about the incredible work that is done here each day.

#16



COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Wednesday, March 09, 2016 11:39:05 PM
 Last Modified: Wednesday, March 09, 2016 11:46:06 PM
 Time Spent: 00:07:01
 IP Address: 98.23.153.73

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for? DEC

Q2: Type of Separation - please choose the response that best fits your situation: Resignation found another job in new field outside state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Good
Relationship with coworkers	Excellent
Workspace conditions	Good
Salary	Good
Benefits	Good
Adequate facilities and Equipment	Good
Cooperation/friendliness of work environment	Good
Cultural sensitivity in the work environment	Fair
Opportunities to do what you do best	Fair
Clear mission and direction for work	Good
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Fair
Positive feedback/adequate recognition	Good
Support for decisions you made	Fair
Opportunities for advancement	Fair
Opportunities to have your opinions considered	Poor
Orientation	Fair
Formal training	Good
On the job training	Fair

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Hours	Primary
Relationship with coworkers	Third
Too much overtime	Secondary
Too little training	Third

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? Under 1 year

Q9: How long have you been in your current job title? 7 - 10 years

Q10: Do you have any other comments, questions, or concerns?

Some of the security officers spread unfounded rumors about me, made it uncomfortable to work with and I constantly felt like I was being targeted by them cause of being a younger female.

#17



COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Friday, March 11, 2016 3:14:16 PM
 Last Modified: Friday, March 11, 2016 3:43:56 PM
 Time Spent: 00:29:40
 IP Address: 166.175.189.96

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	TSCI
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation Personal reasons

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Fair
Relationship with coworkers	Poor
Workspace conditions	Poor
Salary	Good
Benefits	Good
Adequate facilities and Equipment	Poor
Cooperation/friendliness of work environment	Poor
Cultural sensitivity in the work environment	Poor
Opportunities to do what you do best	Poor
Clear mission and direction for work	Poor
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Poor
Positive feedback/adequate recognition	Poor
Support for decisions you made	Poor
Opportunities for advancement	Fair
Opportunities to have your opinions considered	Fair
Orientation	Poor
Formal training	Fair, Good
On the job training	Fair

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Work schedule	Primary
Too little opportunity to provide input	Secondary
Too little training	Third

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? Under 1 year

Q9: How long have you been in your current job title? Under 1 year

Q10: Do you have any other comments, questions, or concerns?

I am concerned with under-trained staff, inadequate ways for protection. Training at the facility is inadequate. I had to learn from my mistakes over the months. Senior staff seem to get the good posts. There definitely is a separation of new and senior staff. I am a patient person and tend to wait things out but things don't seem to change. The demanding schedule makes it hard to work here and have a family. There was talk post riot about getting more equipment and training. Then the talk stopped and there was no equipment or training I was unaware of. I resigned due to working every weekend and even though I had more seniority then some and learning they had Sundays off. I tried many things to try to stay but there didn't seem to be any other option. But things occurred after I decided things would not change and to leave that made me ok with my decision. The post rotations are unfair and seem to be based on senior staff preference. Corrections is a hard enough field to work in without all the added favoritism and lack of proper training and lack of communication. I feel I was set up for failure with no mentor to show me the ropes. The facility seems to be stuck in their ways and not open to new ways of scheduling days and post rotations.

#18

COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Saturday, March 12, 2016 3:54:58 PM
 Last Modified: Saturday, March 12, 2016 5:01:05 PM
 Time Spent: 01:06:06
 IP Address: 24.242.118.80

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	NSP
Q2: Type of Separation - please choose the response that best fits your situation:	Retirement

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Fair
Relationship with coworkers	Fair
Workspace conditions	Good
Salary	Poor
Benefits	Fair
Adequate facilities and Equipment	Good
Cooperation/friendliness of work environment	Poor
Cultural sensitivity in the work environment	Good
Opportunities to do what you do best	Fair
Clear mission and direction for work	Fair
Fair and equitable treatment	Fair
Enough direction and instruction to do your job well	Good
Positive feedback/adequate recognition	Fair
Support for decisions you made	Poor
Opportunities for advancement	Fair
Opportunities to have your opinions considered	Poor
Orientation	Good
ormal training	Good
On the job training	Fair

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? No

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below. Respondent skipped this question

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? 11 - 20 years

Q9: How long have you been in your current job title? 11 - 20 years

Q10: Do you have any other comments, questions, or concerns?

Mike Edison is the worst H.R. person I have ever had to deal with. This needs to be looked into. The bosses/supervisors should greet people at the beginning of the workers shift..especially when a worker has said hello to or good morning to them. And say it with a smile. When people are not doing their job the supervisor should say something to that person... and if they continue to do bad they should be written up. This should be done across the board. No one should be treated different than another. Rules should be followed by ALL not just a few. The rules are for every one. Discrimination for work place rules are very bad there. The work condition is bad. For 3 years I not only had to do my job at NSP, but jobs of others not being filled. And for most of the years working I had to do mine and others because people not showing up for work. I believe I should have been paid for that or a least a thank you. I did all of this for a low wage. It is not a normal work environment and to pay low wages for all the duties in that job is just wrong. This is one of the reasons you can't get or keep help. Team work needs improving because it just does not happen very often. Before coming to the state, I had more than 30 years at a warehouse job where everyone help everyone. No one was afraid to work. I have never met so many lazy and rude people all in the same place as I did at NSP. The manager is a nice guy but needs a class on how to supervise people. The manager has to have the knowledge of all departments in the warehouse and he does not. The manager also needs to know how to do all the jobs they are supervising. I thank you for hiring me 12 years ago and I hope the H.R. at NSP is looked into. The attitude and work ethics need to be looked into. Thanks

#19



COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Saturday, March 12, 2016 11:25:10 PM
 Last Modified: Saturday, March 12, 2016 11:37:59 PM
 Time Spent: 00:12:48
 IP Address: 184.224.30.165

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for? OCC

Q2: Type of Separation - please choose the response that best fits your situation: Dismissal

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Poor
Relationship with coworkers	Good
Workspace conditions	Good
Salary	Good
Benefits	Fair
Adequate facilities and Equipment	Poor
Cooperation/friendliness of work environment	Poor
Cultural sensitivity in the work environment	Fair
Opportunities to do what you do best	Poor
Clear mission and direction for work	Poor
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Good
Positive feedback/adequate recognition	Poor
Support for decisions you made	Fair
Opportunities for advancement	Poor
Formal training	Excellent
On the job training	Good

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? No

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Respondent skipped this question

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire?

Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work?

No

Q8: How long have you been working for NDCS?

1 - 3 years

Q9: How long have you been in your current job title?

1 - 3 years

Q10: Do you have any other comments, questions, or concerns?

was targeted by management for termination. I was branded as a liar and treated worse than the inmates. NDCS is losing a lot of good employees because they are too busy finding every petty offense an employee makes and holds them against them as much as they can. NDCS does not care about their employees or keeping them safe. I had a gang of inmates threaten my life and it took almost two months to get them off of the yard. Almost a year later an inmate threatens my life and tries to get at me by trying to get into the control center. Almost a year later after requesting to be on central monitoring for that inmate so he would not come back to OCC still nothing had been done.

#20



COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Wednesday, March 16, 2016 5:25:56 PM
 Last Modified: Wednesday, March 16, 2016 5:28:54 PM
 Time Spent: 00:02:58
 IP Address: 68.225.169.202

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	CCC-O
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in new field outside state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Excellent
Relationship with coworkers	Excellent
Workspace conditions	Fair
Salary	Poor
Benefits	Fair
Adequate facilities and Equipment	Poor
Cooperation/friendliness of work environment	Fair
Cultural sensitivity in the work environment	Fair
Opportunities to do what you do best	Poor
Clear mission and direction for work	Poor
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Poor, Fair
Positive feedback/adequate recognition	Fair
Support for decisions you made	Poor
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Poor
Orientation	Fair
ormal training	Fair
On the job training	Fair

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Little opportunities for advancement	Secondary
Salary	Primary
Too little recognition	Third

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? 1 - 3 years

Q9: How long have you been in your current job title? 1 - 3 years

Q10: Do you have any other comments, questions, or concerns? *Respondent skipped this question*

#21

COMPLETE



Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Friday, March 18, 2016 6:09:36 AM
 Last Modified: Friday, March 18, 2016 6:30:22 AM
 Time Spent: 00:20:45
 IP Address: 164.119.82.105

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for? CCC-O

Q2: Type of Separation - please choose the response that best fits your situation: Resignation Personal reasons

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Poor
Relationship with coworkers	Fair
Workspace conditions	Fair
Salary	Poor
Benefits	Excellent
Adequate facilities and Equipment	Fair
Cooperation/friendliness of work environment	Fair
Cultural sensitivity in the work environment	Fair
Opportunities to do what you do best	Fair
Clear mission and direction for work	Good
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Poor
Positive feedback/adequate recognition	Poor
Support for decisions you made	Poor
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Poor
Orientation	Good
Formal training	Good
On the job training	Fair

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Little opportunities for advancement	Secondary
Salary	Third
Supervision	Primary

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? Under 1 year

Q9: How long have you been in your current job title? Under 1 year

Q10: Do you have any other comments, questions, or concerns?

During my 7 months w/NDCS my supervisor never once provided any feedback, any type of input as to how I was performing, and no backing what so ever. The staff meetings are the most unprofessional meeting I have ever been in, why have a meeting to cater to the person that will talk the loudest. I came here seeking structure and professionalism and found there is a very serious lack of both in this organization. I had planned to turn in over 10 pages of notes that I have taken in my short time here but it would a moot point as they would probably end up in the trash. I truly expected a lot more working at the executive level; Director Frakes talked about good old boy system, never see it worse than here. Diversity is not a thought around here, and favoritism will get you every thing you need if your in with the right people. How can you have case managers coming to work smelling like alcohol and them telling inmates no drinking-- happens every day and no one does anything.

#22

**COMPLETE**

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Saturday, March 19, 2016 8:36:31 AM
 Last Modified: Saturday, March 19, 2016 8:42:49 AM
 Time Spent: 00:06:17
 IP Address: 174.71.79.215

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	OCC
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in new field outside state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Excellent
Relationship with coworkers	Excellent
Workspace conditions	Good
Salary	Poor
Benefits	Fair
Adequate facilities and Equipment	Good
Cooperation/friendliness of work environment	Good
Cultural sensitivity in the work environment	Fair
Opportunities to do what you do best	Fair
Clear mission and direction for work	Good
Fair and equitable treatment	Good
Enough direction and instruction to do your job well	Excellent
Positive feedback/adequate recognition	Good
Support for decisions you made	Fair
Opportunities for advancement	Good
Opportunities to have your opinions considered	Good
Orientation	Excellent
Formal training	Excellent
On the job training	Excellent

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? No

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below. Respondent skipped this question

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? Yes

Q8: How long have you been working for NDCS? 1 - 3 years

Q9: How long have you been in your current job title? Under 1 year

Q10: Do you have any other comments, questions, or concerns?

I loved my job at OCC. I loved my coworkers and the leadership. If I was paid a decent salary, or was even guaranteed a reasonable raise every year/few years...I would've never left. I left because I found a job that paid more and was guaranteed raises. But I truly loved my job with the Nebraska Department of Corrections and would seriously consider returning if the Nebraska Legislature gets their priorities in order.

#23

COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Wednesday, March 23, 2016 4:16:53 PM
 Last Modified: Wednesday, March 23, 2016 4:40:48 PM
 Time Spent: 00:23:54
 IP Address: 164.119.62.20

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	NSP
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in new field in state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Fair
Relationship with coworkers	Excellent
Workspace conditions	Poor
Salary	Fair
Benefits	Fair
Adequate facilities and Equipment	Poor
Cooperation/friendliness of work environment	Poor
Cultural sensitivity in the work environment	Poor
Opportunities to do what you do best	Poor
Clear mission and direction for work	Poor
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Poor
Positive feedback/adequate recognition	Poor
Support for decisions you made	Poor
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Poor
Orientation	Poor
Formal training	Poor
On the job training	Poor

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Benefits	Third
Hours	Primary
Work schedule	Primary
Job was not what was expected	Third
Little opportunities for advancement	Primary
Relationship with coworkers	Third
Salary	Third
Supervision	Primary
Too little opportunity to provide input	Primary
Too little overtime	Third
Too much overtime	Primary
Too little recognition	Primary
Too little responsibility	Third
Too much responsibility	Third
Too little training	Primary
Too little work	Third
Too much work	Primary

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? 4 - 6 years

Q9: How long have you been in your current job title? 4 - 6 years

Q10: Do you have any other comments, questions, or concerns?

My Supervisor Mark Danner was great! He listen to us and understood our concerns; however, he was not able to help us with the problems that were happening. There was lack of leadership and support from the top of the chain - starting with the last Warden. She was horrible and put the safety and security of her staff at risk every day. She never listen to line staff and she had her own agenda and did not care how it effected anyone who was on the front line! When the new Director came he promoted her which got her out of NSP but rewarded her for bad managing. She was disliked at LCC and at NSP by most of the line staff. You should lead by example and the leaders at NSP were terrible. The Intel Department was a joke! They could not catch a cold let a lone a dirty staff. When you give them information, they do nothing with it. There are some good people in Intel you just have idiots running the Department. You punish people who refuse mandatory after they have been mandatory for 3 to 4 days in a row. It is not safe for someone to have to work 16 hours 4 our of their 5 work days! If you treated your people like people and not like trash - you might be able to keep staff. I have worked in a meat packaging place that treated their people better and that is not saying much for the DOC!

I would NEVER recommend working here to anyone that I know nor do I ever tell anyone who ask me that this is a good place to work! A lot of changes need to be made before you will see any improvement in your retention. I do; however, believe that Warden Cruickshank is a great improvement. I do feel that the changes he has made are for the better. There are a lot more changes that need to be made to make NSP a good place to work. You have far too many staff that need to be fired because they either 1. don't care about their job; 2 are dirty; 3 don't know their job and should NEVER have been allowed to pass STA; and 4 have friends in "influential" places. Everyone needs to be accountable for their own actions and that has to start at the top - with the Director and down. Don't give "lip service" to line staff. Put your money or at least show you line staff that you appreciate them and that they are doing a good job. Let them know that you care. Most times the inmates are treated better and are believed before the staff is. Administration needs to support staff. When a staff person gets assaulted the inmates needs to be charged with a crime in court!!! These need to be new charges in a court down town! You need to show that this type of behavior will NOT be tolerated. Now all you have is "lip service" The inmates know they will not get any new charges so it is "open season" on staff. Just look at your reports to know that. Wake up before it is too late and you have more people hurt. I am so glad that I am out and I will never return!

#24

**COMPLETE**

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Thursday, March 24, 2016 6:36:52 AM
 Last Modified: Thursday, March 24, 2016 6:54:52 AM
 Time Spent: 00:17:59
 IP Address: 164.119.82.105

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	TSCI
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in same field outside state government (County)

PAGE 3**Q3: Please rate the following areas related to your working experience.**

Supervision	Excellent
Relationship with coworkers	Excellent
Workspace conditions	Good
Salary	Fair
Benefits	Fair
Adequate facilities and Equipment	Poor
Cooperation/friendliness of work environment	Fair
Cultural sensitivity in the work environment	Fair
Opportunities to do what you do best	Excellent
Clear mission and direction for work	Poor
Fair and equitable treatment	Fair
Enough direction and instruction to do your job well	Good
Positive feedback/adequate recognition	Good
Support for decisions you made	Excellent
Opportunities for advancement	Excellent
Opportunities to have your opinions considered	Excellent
Orientation	Fair
Formal training	Good
On the job training	Good

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? No

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below. Respondent skipped this question

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? Yes

Q8: How long have you been working for NDCS? 11 - 20 years

Q9: How long have you been in your current job title? 1 - 3 years

Q10: Do you have any other comments, questions, or concerns?

Staff retention

1. bring back reduced cost insurance when both spouse work for the department.
2. Allow staff to use exercise equipment before or after shift.
3. Allow staff to cash out comp and vac instead of losing it making it possible for staff to give themselves a bonuses if they come to work everyday.
4. do something about the pay. I have been with the department 14 years and every year my base pay has went down because of the increase in the insurance has been more then the pay increase. The only pay increases I have received are the ones I was given because of promotions. My increase from Lt. to captain was only \$33 a month

#25

COMPLETE



Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Thursday, March 31, 2016 3:28:44 PM
 Last Modified: Thursday, March 31, 2016 3:31:30 PM
 Time Spent: 00:02:46
 IP Address: 98.18.65.198

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for? NCCW

Q2: Type of Separation - please choose the response that best fits your situation: Resignation found another job in new field outside state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Poor
Relationship with coworkers	Fair
Workspace conditions	Fair
Salary	Good
Benefits	Good
Adequate facilities and Equipment	Good
Cooperation/friendliness of work environment	Fair
Cultural sensitivity in the work environment	Good
Opportunities to do what you do best	Fair
Clear mission and direction for work	Poor
Fair and equitable treatment	Fair
Enough direction and instruction to do your job well	Poor
Positive feedback/adequate recognition	Poor
Support for decisions you made	(no label)
Opportunities for advancement	Fair
Opportunities to have your opinions considered	Fair
Orientation	Fair
ormal training	Poor
On the job training	Poor

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Supervision	Secondary
Too little recognition	Third
Too little training	Primary

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? Under 1 year

Q9: How long have you been in your current job title? Under 1 year

Q10: Do you have any other comments, questions, or concerns? *Respondent skipped this question*

#26

COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Wednesday, April 20, 2016 1:49:11 PM
 Last Modified: Wednesday, April 20, 2016 1:51:14 PM
 Time Spent: 00:02:03
 IP Address: 164.119.82.105

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for? Central Offices

Q2: Type of Separation - please choose the response that best fits your situation: Retirement

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Excellent
Relationship with coworkers	Excellent
Workspace conditions	Excellent
Salary	Good
Benefits	Good
Adequate facilities and Equipment	Good
Cooperation/friendliness of work environment	Excellent
Cultural sensitivity in the work environment	Good
Opportunities to do what you do best	Good
Clear mission and direction for work	Good
Fair and equitable treatment	Good
Enough direction and instruction to do your job well	Good
Positive feedback/adequate recognition	Good
Support for decisions you made	Good
Opportunities for advancement	Fair
Opportunities to have your opinions considered	Good
Orientation	Good
mal training	Good
On the job training	Good

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? No

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below. Respondent skipped this question

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? Yes

Q8: How long have you been working for NDCS? Over 20 years

Q9: How long have you been in your current job title? 11 - 20 years

Q10: Do you have any other comments, questions, or concerns? Respondent skipped this question

#27



COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Wednesday, April 20, 2016 1:50:38 PM
 Last Modified: Wednesday, April 20, 2016 1:55:40 PM
 Time Spent: 00:05:02
 IP Address: 164.119.82.105

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for? OCC

Q2: Type of Separation - please choose the response that best fits your situation: Resignation Personal reasons

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Excellent
Relationship with coworkers	Fair
Workspace conditions	Fair
Salary	Good
Benefits	Excellent
Adequate facilities and Equipment	Fair
Cooperation/friendliness of work environment	Fair
Cultural sensitivity in the work environment	Poor
Opportunities to do what you do best	Excellent
Clear mission and direction for work	Good
Fair and equitable treatment	Fair
Enough direction and instruction to do your job well	Excellent
Positive feedback/adequate recognition	Fair
Support for decisions you made	Excellent
Opportunities for advancement	Good
Opportunities to have your opinions considered	Good
Orientation	Fair
Formal training	Poor
On the job training	Poor

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? No

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below. Respondent skipped this question

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? Under 1 year

Q9: How long have you been in your current job title? Under 1 year

Q10: Do you have any other comments, questions, or concerns?

I am getting married and moving out of state because my father in law passed away and we want to be closer to his family. I am however, slightly relieved that there is an end in sight because although I loved my job, I was becoming very burnt out and was not looking forward to coming to work like I used to be. I also felt that STA had little to do with things related to really training non-custody staff. My on the job training days, were unscheduled and sometimes myself and my other co-worker who worked in non-custody jobs just got stuck shadowing someone because our department forgot we were coming or had nothing for us to do. I really enjoyed my job here and felt I could offer a lot. Unfortunately there was a certain mentality between custody and non-custody staff where custody staff was unfriendly or did not respond to a simple "hi." That was unfortunate.

#28



COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Saturday, April 23, 2016 6:48:11 PM
 Last Modified: Saturday, April 23, 2016 6:52:09 PM
 Time Spent: 00:03:57
 IP Address: 68.96.143.16

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	LCC
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in new field outside state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Excellent
Relationship with coworkers	Poor
Workspace conditions	Poor
Salary	Poor
Benefits	Good
Adequate facilities and Equipment	Poor
Cooperation/friendliness of work environment	Poor
Cultural sensitivity in the work environment	Good
Opportunities to do what you do best	Fair
Clear mission and direction for work	Excellent
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Good
Positive feedback/adequate recognition	Excellent
Support for decisions you made	Fair
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Poor
Orientation	Excellent
Formal training	Excellent
On the job training	Excellent

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Benefits	Third
Hours	Third
Work schedule	Third
Job was not what was expected	Primary
Little opportunities for advancement	Primary
Relationship with coworkers	Primary
Salary	Primary
Supervision	Third
Too little opportunity to provide input	Primary
Too little overtime	Third
Too much overtime	Secondary
Too little recognition	Primary
Too little responsibility	Secondary
Too much responsibility	Secondary
Too little training	Third
Too little work	Third
Too much work	Third

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? 1 - 3 years

Q9: How long have you been in your current job title? Under 1 year

Q10: Do you have any other comments, questions, or concerns?

shitty pay
Higher ups dont care for officers because we are expendable
Not The necessary opportunities for inmates to reform

#29



COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Sunday, April 24, 2016 12:44:40 AM
 Last Modified: Sunday, April 24, 2016 12:47:36 AM
 Time Spent: 00:02:56
 IP Address: 71.29.208.85

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for? DEC

Q2: Type of Separation - please choose the response that best fits your situation: Dismissal

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Good
Relationship with coworkers	Good
Workspace conditions	Poor
Salary	Good
Benefits	Good
Adequate facilities and Equipment	Poor
Cooperation/friendliness of work environment	Fair
Cultural sensitivity in the work environment	Fair
Opportunities to do what you do best	Fair
Clear mission and direction for work	Poor
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Good
Positive feedback/adequate recognition	Fair
Support for decisions you made	Fair
Opportunities for advancement	Fair
Opportunities to have your opinions considered	Fair
Orientation	Fair
Formal training	Good
On the job training	Poor

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Hours	Secondary
Relationship with coworkers	Third
Too much overtime	Primary

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? Yes

Q8: How long have you been working for NDCS? Under 1 year

Q9: How long have you been in your current job title? Under 1 year

Q10: Do you have any other comments, questions, or concerns? Respondent skipped this question

#30



COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Monday, April 25, 2016 4:30:09 PM
 Last Modified: Monday, April 25, 2016 4:39:13 PM
 Time Spent: 00:09:04
 IP Address: 164.119.82.105

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	Health Services
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in same field outside state government (County)

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Poor
Relationship with coworkers	Excellent
Workspace conditions	Fair
Salary	Poor
Benefits	Fair
Adequate facilities and Equipment	Fair
Cooperation/friendliness of work environment	Fair
Cultural sensitivity in the work environment	Fair
Opportunities to do what you do best	Poor
Clear mission and direction for work	Good
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Fair
Positive feedback/adequate recognition	Poor
Support for decisions you made	Fair
Opportunities for advancement	Fair
Opportunities to have your opinions considered	Good
Orientation	Good
Formal training	Good
On the job training	Good

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Salary	Primary
Too little recognition	Third
Too much work	Secondary

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? 7 - 10 years

Q9: How long have you been in your current job title? 4 - 6 years

Q10: Do you have any other comments, questions, or concerns?

There is little to be done about retaining employees. In my line of work there would be times when employers would attempt to address the issues of why staff are leaving in order to retain staff, this is not the case with the NDCS. It appears that supervisors know they are fighting an upward battle with staff leaving and not even attempting to make things better. I likely would have stayed if I was offered a raise, but this was never even considered. However, raises have been given in order to retain Psychologists. The message the NDCS is sending is that most of the NDCS employees are expendable/replaceable. The policies are not consistent, such as who can and can't negotiate wages. There are NO incentives to work for NDCS. My annual salary was \$1,000 less this last year, this was due to insufficient "cost of living" raises to offset the cost of benefits increasing. It's obscene! And stop using the Union as the excuse! If IT can change job classifications in order to get raises, so can other departments.

#31



COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Tuesday, April 26, 2016 9:39:00 AM
 Last Modified: Tuesday, April 26, 2016 9:57:45 AM
 Time Spent: 00:18:45
 IP Address: 164.119.82.105

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	NCCW
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in new field in state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Poor
Relationship with coworkers	Excellent
Workspace conditions	Good
Salary	Good
Benefits	Good
Adequate facilities and Equipment	Good
Cooperation/friendliness of work environment	Excellent
Cultural sensitivity in the work environment	Good
Opportunities to do what you do best	Fair
Clear mission and direction for work	Fair
Fair and equitable treatment	Fair
Enough direction and instruction to do your job well	Good
Positive feedback/adequate recognition	Poor
Support for decisions you made	Fair
Opportunities for advancement	Fair
Opportunities to have your opinions considered	Fair
Orientation	Good
Formal training	Good
On the job training	Good

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Little opportunities for advancement	Third
Supervision	Primary
Too little opportunity to provide input	Secondary

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? *Respondent skipped this question*

Q8: How long have you been working for NDCS? Over 20 years

Q9: How long have you been in your current job title? 4 - 6 years

Q10: Do you have any other comments, questions, or concerns?

In the last three years I have seen a steady decline in the quality of employee that the department has hired and have felt the quality of supervision and direction which I have received has been dramatically worsening. I have not received an evaluation in three years and have been criticized for many ideas which I have presented to see them later implemented under the direction of the same person who criticized the ideas. It is difficult to leave the many staff who I have worked closely with over the years but felt that it was necessary for my own personal growth and well being.

#32



COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Wednesday, April 27, 2016 9:11:46 AM
 Last Modified: Wednesday, April 27, 2016 9:34:12 AM
 Time Spent: 00:22:25
 IP Address: 164.119.82.105

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?

Respondent skipped this question

Q2: Type of Separation - please choose the response that best fits your situation:

Retirement

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Poor
Relationship with coworkers	Good
Workspace conditions	Good
Salary	Poor
Benefits	Good
Adequate facilities and Equipment	Good
Cooperation/friendliness of work environment	Fair
Cultural sensitivity in the work environment	Poor
Opportunities to do what you do best	Fair
Clear mission and direction for work	Good
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Fair
Positive feedback/adequate recognition	Poor
Support for decisions you made	Poor
Opportunities for advancement	Good
Opportunities to have your opinions considered	Poor
Orientation	Good
Formal training	Fair
On the job training	Fair

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Salary	Third
Supervision	Primary
Too little training	Secondary

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? Over 20 years

Q9: How long have you been in your current job title? 7 - 10 years

Q10: Do you have any other comments, questions, or concerns?

Concerns for safety for inmates and staff due to changes in supervisor in training it was be firm, fair and consistent now it just talk and then there is not consequences for action and the good old boy club does not make for good working relationships

#33



COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Tuesday, May 03, 2016 3:07:56 PM
 Last Modified: Tuesday, May 03, 2016 3:28:45 PM
 Time Spent: 00:20:49
 IP Address: 97.98.155.74

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for? LCC

Q2: Type of Separation - please choose the response that best fits your situation: Resignation Personal reasons

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Poor
Relationship with coworkers	Good
Workspace conditions	Poor
Salary	Good
Benefits	Excellent
Adequate facilities and Equipment	Fair
Cooperation/friendliness of work environment	Fair
Cultural sensitivity in the work environment	Fair
Opportunities to do what you do best	Poor
Clear mission and direction for work	Fair
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Poor
Positive feedback/adequate recognition	Poor
Support for decisions you made	Poor
Opportunities for advancement	Good
Opportunities to have your opinions considered	Good
Orientation	Excellent
Formal training	Excellent
On the job training	Fair

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? No

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Respondent skipped this question

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? Yes

Q8: How long have you been working for NDCS? Under 1 year

Q9: How long have you been in your current job title? Under 1 year

Q10: Do you have any other comments, questions, or concerns?

Why is LCC the only facility that does not have security working on the housing units? Why is LCC the only facility that has the ratio of 1 UCW : 64 inmates? This is dangerous. I cannot say enough good things about UM's Simpson, Geerdes and Cruz. All 3 are very knowledgeable, fair and widely respected by inmates and staff alike. UM Skow is horrible. The reason his unit is so out of control is because nobody respects him. He has a reputation of being lazy, unfair, unjust, deceitful, to name a few. He has lived up to every bit of it. Inmates yell and cuss at Skow; they call him names like "fat bitch" "cow" "fag". I have heard inmates tell him they hope he dies in a car crash over the weekend. These are just a few examples. Skow does nothing but sit there and allow himself to be ridiculed. I have worked on every housing unit at LCC. Never did I feel as unsafe and as uncomfortable as I did when I worked on his unit. I was scoffed at and dismissed when I addressed these concerns. There was unprofessional behavior and favoritism that UM Skow displayed with UCW Johns. UCW Johns would leave Skow notes every night at the conclusion of her shift. He allowed her to encourage the inmates to call her by her first name "Jennifer" and "Jen" or "JJ". He would often side with her when it came to railroading other employees and joined in her witch hunt to get another employee terminated. He dismissed grievances, complaints and allegations from inmates that UCW Johns favored the black inmates. UCW Johns would frequently make racist remarks about the Hispanic inmates. UCW is/was good at her job; only because she would overachieve at the expense of everyone else. She would look for trouble on the opposite side of the housing unit she was working and she would then "tattle" to Skow. UCW Johns felt it was her duty to micromanage everyone and UM Skow sat back and allowed it to happen. The relationship between the 2 of them is very inappropriate and unprofessional.

#34



COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Thursday, May 19, 2016 3:12:14 PM
 Last Modified: Thursday, May 19, 2016 3:48:22 PM
 Time Spent: 00:36:07
 IP Address: 98.16.141.25

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	NCCW
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation found another job in same field outside state government (County)

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Poor
Relationship with coworkers	Good
Workspace conditions	Poor
Salary	Poor
Benefits	Fair
Adequate facilities and Equipment	Poor
Cooperation/friendliness of work environment	Poor
Cultural sensitivity in the work environment	Poor
Opportunities to do what you do best	Poor
Clear mission and direction for work	Poor
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Poor
Positive feedback/adequate recognition	Poor
Support for decisions you made	Poor
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Poor
Orientation	Poor
Formal training	Poor
On the job training	Poor

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Job was not what was expected	Primary
Salary	Third
Too much work	Secondary

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? Under 1 year

Q9: How long have you been in your current job title? 11 - 20 years

Q10: Do you have any other comments, questions, or concerns?

I have many concerns relating to the position I held within the Department. First being, the UCW on the Units are expected to be with Inmates 8 hours a day without a break and in some Units have no where to go to get away from the situation. Inmates are not held to any rules, talk to staff in the most disrespectful way and if staff has the time to write a Misconduct Report it is dismissed by UDC or IDC. The Inmates are not held to any standards and I have seen UCM "hide" from Inmates but UCW are told that they have to be out amongst them for 8 hours as they have shared bathrooms in Lobby. The Unit I worked was dirty and was no ventilation, 110 inmates using the bathroom in a small area without any air movement, I myself have had to leave sick because of this. The vents in building do not get cleaned and I myself have seen dead birds in the air vents in attic. Trying to get questions answered by Management is a joke. I tried 4 different UCM to get an answer for a inmates question not one knew the answer. Very low training or very little interest in job often seen. All in all the Facility very poorly ran from the Warden to the bottom. Facility very dirty. Very unprofessional Management (Lts and Sgts) only once in six months had I seen Major or Captain (and that wasn't on a housing unit), in roll call. I have many years of experience in Corrections and this is one of the most poorly run "State" facility I have seen. Besides poor pay the staff has many obstacles to deal with and not all are Inmates.

#35



INCOMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
Started: Thursday, May 26, 2016 2:33:15 AM
Last Modified: Thursday, May 26, 2016 2:33:55 AM
Time Spent: 00:00:40
IP Address: 164.119.5.197

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?

NCCW

Q2: Type of Separation - please choose the response that best fits your situation:

Resignation found another job in new field outside state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Respondent skipped this question

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job?

Respondent skipped this question

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Respondent skipped this question

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire?

Respondent skipped this question

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work?

Respondent skipped this question

Q8: How long have you been working for NDCS?

Respondent skipped this question

Q9: How long have you been in your current job title?

Respondent skipped this question

Q10: Do you have any other comments, questions, or concerns?

Respondent skipped this question

#36

**COMPLETE**

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Saturday, June 11, 2016 8:03:48 AM
 Last Modified: Saturday, June 11, 2016 8:11:21 AM
 Time Spent: 00:07:32
 IP Address: 164.119.5.197

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	NCCW
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation Personal reasons

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Fair
Relationship with coworkers	Good
Workspace conditions	Fair
Salary	Poor
Benefits	Good
Adequate facilities and Equipment	Fair
Cooperation/friendliness of work environment	Fair
Cultural sensitivity in the work environment	Good
Opportunities to do what you do best	Fair
Clear mission and direction for work	Fair
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Fair
Positive feedback/adequate recognition	Poor
Support for decisions you made	Poor
Opportunities for advancement	Poor
Opportunities to have your opinions considered	Poor
Orientation	Poor
Formal training	Poor
On the job training	Poor

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? No

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below. *Respondent skipped this question*

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? 4 - 6 years

Q9: How long have you been in your current job title? 4 - 6 years

Q10: Do you have any other comments, questions, or concerns?

Employees with experience need to be paid for that experience. Favoritism needs to be stopped. There needs to be more recognition of employees that put in the extra effort to keep the facility running. Supervisors need to be held accountable just like lower line staff and need to be required to help out with overtime along with the rest of the employees. Employees need to be held accountable for their wrongdoings otherwise they are just encouraged to keep doing what they are doing wrong. Higher ups need to listen and take into account what line and unit staff tell them.

#37



COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Tuesday, June 21, 2016 6:05:57 AM
 Last Modified: Tuesday, June 21, 2016 6:20:08 AM
 Time Spent: 00:14:10
 IP Address: 164.119.5.197

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for? TSCI

Q2: Type of Separation - please choose the response that best fits your situation: Resignation found another job in new field in state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Excellent
Relationship with coworkers	Fair, Good
Workspace conditions	Good
Salary	Good
Benefits	Excellent
Adequate facilities and Equipment	Good
Cooperation/friendliness of work environment	Good, Fair
Cultural sensitivity in the work environment	Good, Fair
Opportunities to do what you do best	Good
Clear mission and direction for work	Good
Fair and equitable treatment	Good, Fair
Enough direction and instruction to do your job well	Good
Positive feedback/adequate recognition	Good
Support for decisions you made	Good
Opportunities for advancement	Good, Fair
Opportunities to have your opinions considered	Good, Fair
Orientation	Good
Formal training	Excellent
On the job training	Good, Excellent

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? No

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Relationship with coworkers	Primary
Too little training	Secondary

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? Yes

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? Yes

Q8: How long have you been working for NDCS? Under 1 year

Q9: How long have you been in your current job title? Under 1 year

Q10: Do you have any other comments, questions, or concerns?

The biggest reason why I have and obtained a new job is that there are certain staff members that do not have the safety of their coworkers on their mind. Specifically CW Barker, address not only inmates but staff the same like she is a dictator and she is the boss to everyone which makes for a very hostile environment. There was multiple times where I CW Maher had to defuse so many different situations during my time here at TSCI. She honestly just treats people with no respect at all and belittles everyone.

#38



COMPLETE

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Thursday, June 23, 2016 9:40:10 AM
 Last Modified: Thursday, June 23, 2016 9:44:00 AM
 Time Spent: 00:03:50
 IP Address: 164.119.5.197

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for?	NCCW
Q2: Type of Separation - please choose the response that best fits your situation:	Resignation Personal reasons

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Fair
Relationship with coworkers	Good
Workspace conditions	Fair
Salary	Good
Benefits	Good
Cooperation/friendliness of work environment	Poor
Cultural sensitivity in the work environment	Poor
Opportunities to do what you do best	Good
Clear mission and direction for work	Fair
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Poor
Positive feedback/adequate recognition	Fair
Support for decisions you made	Good
Opportunities for advancement	Good
Opportunities to have your opinions considered	Good
Orientation	Good
Formal training	Poor
On the job training	Fair

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Work schedule	Secondary
Relationship with coworkers	Primary
Too little training	Third

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place to work? No

Q8: How long have you been working for NDCS? Under 1 year

Q9: How long have you been in your current job title? Under 1 year

Q10: Do you have any other comments, questions, or concerns?

In order to keep staff things need to change not only with staff but with management.

#39

**COMPLETE**

Collector: Web Link - Manual Entry 1 (Web Link)
 Started: Thursday, July 14, 2016 3:40:16 PM
 Last Modified: Thursday, July 14, 2016 3:45:27 PM
 Time Spent: 00:05:10
 IP Address: 76.84.64.187

PAGE 2: Welcome to the Exit Survey!

Q1: What is the division you are currently working for? NCCW

Q2: Type of Separation - please choose the response that best fits your situation: Resignation found another job in new field in state government

PAGE 3

Q3: Please rate the following areas related to your working experience.

Supervision	Poor
Relationship with coworkers	Good
Workspace conditions	Good
Salary	Fair
Benefits	Fair
Adequate facilities and Equipment	Fair
Cooperation/friendliness of work environment	Poor
Cultural sensitivity in the work environment	Good
Opportunities to do what you do best	Good
Clear mission and direction for work	Fair
Fair and equitable treatment	Poor
Enough direction and instruction to do your job well	Good
Positive feedback/adequate recognition	Poor
Support for decisions you made	Good
Opportunities for advancement	Fair
Opportunities to have your opinions considered	Fair
Orientation	Good
Formal training	Good
On the job training	Good

PAGE 4

Q4: Generally speaking, did you leave because you were dissatisfied with your current job? Yes

PAGE 5

Q5: Rank the top three reasons you were dissatisfied, using the options below.

Work schedule	Third
Supervision	Secondary
Too much overtime	Primary

PAGE 6

Q6: Would you consider returning to work here at some time in the future if you were eligible for rehire? No

Q7: Would you recommend the Nebraska Department of Correctional Services to someone else as a good place work? No

Q8: How long have you been working for NDCS? 1 - 3 years

Q9: How long have you been in your current job title? 1 - 3 years

Q10: Do you have any other comments, questions, or concerns?

Supervisors did a horrible job of scheduling shifts. Mandatory overtime was horrible and shift supervisors failed to notify staff in a timely manner on several occasions resulting in having no time to prepare. Days off were horrible. Overall not a good place to work.

RESPONSIVE TO #22:

Section C: Personnel

Principle: A written body of policy and procedure establishes the institution's staffing, recruiting, promotion, benefits, and review procedures for employees.

Personnel Policy Manual

4-4048
(Ref. 3-4048)

A personnel policy manual is available for employee reference and covers at a minimum the following areas:

- organization chart (table of organization)
- recruitment and promotion, including equal employment opportunity provisions
- job descriptions and qualifications, including salary determinations
- physical fitness policy
- benefits, holidays, leave, and work hours
- personnel records and employee evaluations
- staff development, including in-service training
- retirement, resignation, and termination
- employee-management relations, including disciplinary procedures and grievance and appeals procedures
- statutes relating to political activities
- insurance/professional liability requirements

New staff are informed in writing of the institution's hostage policy in regard to staff roles and safety.

Comment: Written personnel regulations help ensure equitable and consistent treatment of all employees. Every employee should have the opportunity to review the personnel manual at the time of employment and thereafter, and employees should be encouraged to ask questions about personnel policies.

4-4049
(Ref. 3-4049)

The warden/superintendent reviews the institution's internal personnel policies annually and submits to the parent agency any recommended changes that are relevant to the parent agency's policies.

Comment: None.

Staffing Requirements

4-4050
(Ref. 3-4050)

The staffing requirements for all categories of personnel are determined on an ongoing basis to ensure that inmates have access to staff, programs, and services.

Comment: Staffing requirements should be determined on more than inmate population figures and should include review of staffing needs for health care, academic, vocational, library, recreation, and religious programs and services. Workload ratios should reflect such factors as goals, legal requirements,

character and needs of the inmates supervised, and other duties required of staff. Workloads should be sufficiently low to provide access to staff and effective services.

4-4051
(Ref. 3-4051)

The institution uses a formula to determine the number of staff needed for essential positions. The formula considers, at a minimum, holidays, regular days off, annual leave, and average sick leave.

Comment: Additional factors that can be included in the formula are time off duty for training, military leave time, and factors specific to the institution and jurisdiction. Positions requiring staffing for more than one shift and/or more than five days per week should be budgeted for the full staffing needed.

4-4052
(Ref. 3-4052)

The warden/superintendent can document that the overall vacancy rate among the staff positions authorized for working directly with inmates does not exceed 10 percent for any 18-month period.

Comment: Wardens/superintendents should ensure that a pool or register of eligible candidates is available to fill or keep to a minimum any vacancies among staff who work directly with inmates (correctional officers, counselors, teachers, chaplains, librarians, and so on). Position vacancies that are frozen by legislative or fiscal controls should not be considered in the 10 percent vacancy rate specified in the standard. When unusual conditions cause an excessive number of vacancies, the warden/superintendent should notify the central agency in writing about the disparity between positions authorized and filled, documenting the reasons and alerting the agency to the potential problems.

Equal Employment Opportunity

4-4053
(Ref. 3-4053)

Written policy specifies that equal employment opportunities exist for all positions. When deficiencies exist regarding the employment of minority groups and women, the institution can document the implementation of an affirmative action program that is approved by the appropriate government agency and can document annual reviews and the changes needed to keep the program current.

Comment: Equal employment opportunity is a public policy goal. All qualified persons should be able to compete equally for entry into and promotion within the institution, and the affirmative action program should actively encourage the participation of members of minority groups, individuals with a disability, and women in the institution's staff development program. The affirmative action program also should include corrective actions, when needed, in policies regarding pay rate, demotion, transfer, layoff, termination, and upgrades.

4-4054
(Ref. 3-4053-1)

Written policy, procedure, and practice provide a mechanism to process requests for reasonable accommodation to the known physical and/or mental impairments of a qualified individual with a disability, either an applicant or an employee. The accommodation need not be granted if it would impose an undue hardship or direct threat.

Carbaugh, Abby L

om: Rodriguez, Paul
Sent: Monday, August 01, 2016 11:39 AM
To: Carbaugh, Abby L; Wray, Ricky; Geiger, Elizabeth; Thomas, Richard; Bruhn, Stephanie; Stairs, Agnes; Johnson, Natalie; Kingery, Rebecca; Jackson, Tammy
Cc: Jones, Lisa; Mitwaruciu, Alice; Kohl, Randy
Subject: RE: LEG REQUEST DUE AUGUST 11TH

We do not formally track the number of individuals who do not receive treatment due to language barriers.

I can provide you with a few case specific names of individuals, but nothing systematic or reflective of the overall occurrence.

I can start keeping track as it would be very easy to start tracking from today.

This issue is most prevalent with bHeLP and oHeLP. To date, I cannot recall at this time of a single iHeLP individual who could not do the program due to a language barrier.

Paul

Paul Rodriguez, LIMHP
Clinical Program Manager
Sex Offender Programming
2323 East Avenue J
Omaha, NE 68111
(402)206-3131 (cell)

From: Carbaugh, Abby L
Sent: Monday, August 01, 2016 10:18 AM
To: Wray, Ricky; Rodriguez, Paul; Geiger, Elizabeth; Thomas, Richard; Bruhn, Stephanie; Stairs, Agnes; Johnson, Natalie; Kingery, Rebecca; Jackson, Tammy
Cc: Jones, Lisa; Mitwaruciu, Alice; Kohl, Randy
Subject: LEG REQUEST DUE AUGUST 11TH

Good morning,

Director Frakes received a request for information from the LR34 committee (NDCS Special Investigative Committee). Question #25 requests:

“Statistical documentation relating to sex offender whose treatment plan recommends outpatient sex offender treatment, and any other similarly situated inmates, who have not received treatment because they do not speak English.”

To my knowledge, this information (if tracked) is not available in NiCaMS in a way that would allow me to easily retried and report on this information. **Please submit any information you might have that is responsive to this request (even if it’s as simple as, “we do not track this”) by the close of business on Thursday, August 11.** Your help is greatly appreciated!

Thanks,
Abby

Abby L. Carbaugh, Ph.D.

2756

Research Administrator
Nebraska Department of Correctional Services
P.O. Box 94661
Lincoln, NE 65809
Office: 402-479-5760
Cell: 402-203-2211
E-mail: abby.carbaugh@nebraska.gov

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Carbaugh, Abby L

From: Thomas, Richard
Sent: Tuesday, August 09, 2016 3:33 PM
To: Carbaugh, Abby L; Wray, Ricky; Rodriguez, Paul; Geiger, Elizabeth; Bruhn, Stephanie; Stairs, Agnes; Johnson, Natalie; Kingery, Rebecca; Jackson, Tammy
Cc: Jones, Lisa; Mitwaruciu, Alice; Kohl, Randy
Subject: RE: LEG REQUEST DUE AUGUST 11TH

Abby— We do not specifically track this, in part, because it does not seem to be a widespread problem for us. Off hand, I cannot recall anyone being denied SA services because of a language barrier. We have always had an interpreter on-site in RTC and that has proved useful in translating treatment documents and even assisting with assignments, individual sessions and other treatment activities. Another thing that we do is have those inmates who have language issues attend English as a Second Language (ESL) classes prior to starting our Treatment programs. We have found that helpful too. Additionally we pair inmates who struggle, either with language or cognitive difficulties—with another inmate mentor who assists and supports throughout the treatment process.

Richard N. Thomas, Ph.D.
Licensed Clinical Psychologist
ABH/SA RTC/NSP
P.O. Box 2500
Nebraska Department of Correctional Services
Lincoln, NE 68542-2500
402-479-3397 Fax 402- 479-3028

From: Carbaugh, Abby L
Sent: Tuesday, August 09, 2016 3:09 PM
To: Wray, Ricky; Rodriguez, Paul; Geiger, Elizabeth; Thomas, Richard; Bruhn, Stephanie; Stairs, Agnes; Johnson, Natalie; Kingery, Rebecca; Jackson, Tammy
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Subject: RE: LEG REQUEST DUE AUGUST 11TH

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-Abby

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From: Carbaugh, Abby L
Sent: Monday, August 01, 2016 10:18
To: Wray, Ricky; Rodriguez, Paul; Geiger, Elizabeth; Thomas, Richard; Bruhn, Stephanie; Stairs, Agnes; Johnson, Natalie; Kingery, Rebecca; Jackson, Tammy
Cc: Jones, Lisa; Mitwaruciu, Alice; Kohl, Randy
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Carbaugh, Abby L

om: Wray, Ricky
Sent: Tuesday, August 09, 2016 3:42 PM
To: Carbaugh, Abby L
Subject: RE: LEG REQUEST DUE AUGUST 11TH

Hi Abby,

Interpretation/Translation Division does not track this.

Thanks,

Ricky

From: Carbaugh, Abby L
Sent: Monday, August 01, 2016 10:18 AM
To: Wray, Ricky; Rodriguez, Paul; Geiger, Elizabeth; Thomas, Richard; Bruhn, Stephanie; Stairs, Agnes; Johnson, Natalie; Kingery, Rebecca; Jackson, Tammy
Cc: Jones, Lisa; Mitwaruciu, Alice; Kohl, Randy
Subject: LEG REQUEST DUE AUGUST 11TH
Importance: High

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2760

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Carbaugh, Abby L

From: Chandler, Wayne
Sent: Tuesday, August 09, 2016 4:51 PM
To: Mitwaruciu, Alice; Collins, Pat; Hill, Ed; Carbaugh, Abby L
Subject: RE: LEG REQUEST DUE AUGUST 11TH

Abby,

Regarding Spanish only speaking inmates and access to MHU or SMHU treatment: We do not decline to treat seriously mentally ill inmates based on language limitations. We have utilized both interpreter services and bilingual therapists to meet the needs of those who are referred to residential mental health by the MIRT committee.

Thank you,

Wayne Chandler
 Clinical Program Manager
 Mental Health Unit
 Lincoln Correctional Center
 Office (402)479-6124
 Cell (402)326-4821
 FAX (402)479-6221

From: Mitwaruciu, Alice
Sent: Tuesday, August 09, 2016 3:54 PM
To: Chandler, Wayne; Collins, Pat; Hill, Ed
Subject: Fwd: LEG REQUEST DUE AUGUST 11TH

FYI...please give Aby a response.

Alice Mitwaruciu, PhD
 Licensed Psychologist
 Behavioral Health Assistant Administrator
 Mental Health Services
 Nebraska Department of Correctional Services
 (402) 429-6131

----- Original message -----

From: "Carbaugh, Abby L" <Abby.Carbaugh@nebraska.gov>
Date: 09/08/2016 3:09 PM (GMT-06:00)
To: "Wray, Ricky" <Ricky.Wray@nebraska.gov>, "Rodriguez, Paul" <Paul.Rodriguez@nebraska.gov>, "Geiger, Elizabeth" <elizabeth.geiger@nebraska.gov>, "Thomas, Richard" <richard.thomas@nebraska.gov>, "Bruhn, Stephanie" <Stephanie.Bruhn@nebraska.gov>, "Stairs, Agnes" <agnes.stairs@nebraska.gov>, "Johnson, Natalie" <natalie.johnson@nebraska.gov>, "Kingery, Rebecca" <rebecca.kingery@nebraska.gov>, "Jackson, Tammy" <Tammy.Jackson@nebraska.gov>
Cc: "Jones, Lisa" <lisa.jones@nebraska.gov>, "Mitwaruciu, Alice" <alice.mitwaruciu@nebraska.gov>, "Kohl,

2762

Randy" <Randy.Kohl@nebraska.gov>
Subject: RE: LEG REQUEST DUE AUGUST 11TH

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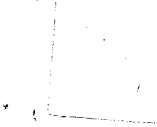
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**RESPONSIVE REGARDING
INTERNAL WORK GROUP
STAFF VACANCIES**

Spindler, Robin

From: Spindler, Robin
Sent: Monday, March 23, 2015 2:37 PM
To: Brian.Gage@nebraska.gov; Sabatka-Rine, Diane; Criner, Erinn; Ernst, Keith; Peters, Chris; Brad Hansen (Brad.Hansen@nebraska.gov)
Subject: summary from our overtime meeting of 3/23/15

Robin and Erinn reviewed the interests/purpose of the work group

- Reduce mandatory overtime for employees (which would in turn reduce overtime costs) – primarily cos, corp and caseworkers at this time.
- The purpose could be achieved by a variety of ways such as:
 - Hiring ahead of vacancies
 - Expand current sos internship program
 - Develop internship program with UNL/UNO
 - Develop part time pool of employees
 - Pre-service at TSCI
 - Other ideas and ways to reduce mandatory overtime for employees

The group identified and discussed general reasons for madatory overtime

- Training
 - Preservice/continuous cycle
 - CICR training (a lot of hours)
 - Time bewtween training
 - Double preservices
 - Preservice conducted at TSCI
 - TSCI specific training occurring: smu and leadership
 - CCCCL, CCCL & WEC not require weapons qualification
 - Not do OJT on Fridays
 - Facility training instructors assist STA (i.e., double preservices)
- Recruiting
 - Newspaper/is now every other month in local areas
 - Feedback from those newspapers that prior advertising not effective (when doing it every week, etc.)
 - Improve public image
 - Additional video series
- Hiring Process
 - Time
 - Steps/combine
 - NDCS moving towards consistent hiring practice
 - Initial current analysis with those having 'flags'
- Minimal Staffing/Posts
 - # of posts with relief
 - Able to reduce posts?
 - Change time of visits
- Correctional Officer/Corporal
 - Start everyone at corporal
 - Or start at CO pay, but at end of successful completion of probation, go to Corporal pay
 - Union contract implications

After further discussion, the group identified the following next steps/discussion:

*Lodging taken
will help at 2773*

- Identify what days preservice could be done at TSCI – Brian and Brad
- **Double Preservices to begin May 11th**
 - Ladena get trained as well and be temporarily reassigned to LCC
 - Ben from NSPs available to assist/add LCC & DEC to inservice at NSP (which frees up time for Ladena)
 - Get facility instructors certified
- **Recruiting – what need to do immediately** (and include salary with July raise)
 - Add radio ad for Tecumseh and Lincoln area (short term)
 - Continue every other month in local newspapers (i.e., Beatrice, etc.)
 - Launch employee referral card campaign
 - Theater adv in Tecumseh area
 - Color ad in Lincoln Journal Star and Omaha World Herald (at least 1/8 page – and at least 2 color)
 - Get to Tecumseh area high schools in April
 - Expand Sos internship Program
 - HR contact all universities, colleges in area – let them know we have more openings at TSCI and NSP
 - Expands #s, as well as contact all universities/colleges, not just the ones we are currently working with
 - Continue efforts to implement UNO/UNL internship program
 - Provide update to group after first meeting
- Review hiring process/steps of TSCI and NSP
- Look at employment terms even if they require negotiation/side agreement
 - Corporal pay versus Correctional Officer
- Not do OJT on Fridays
- Discuss if CICR training should be reduced/condensed/discontinued
- Discuss if CERT/SORT/CNT training hours requirements should be reduced
- Part time employees
 - How should we train
- Review existing practices to see if changes could reduce existing staffing needs
 - Identify recommended # of visiting hours (reduced)
 - Hours of the posts
- Identify evaluation process

68C-700,000

Other

- Work with colleges for credit, etc.
- Promotion process
- Retention
 - Exit survey

Data Needs Identified

- # failures at TSCI in pre-service due to weapons and defensive driving - Chris
- # hrs other corr'l agencies do for training for CERT/SORT/CNT – Brad
- Fiscal impact if all cos paid at Corporal rate - Chris

Recommended # for 'Hire Ahead'

	<u>CO</u>	<u>Corp</u>	<u>Caseworker</u>
• NSP	5	5	3
• TSCI	12	18	1

The next work group meeting was scheduled for:
Monday, April 13th at 9:00 am in the ECTC.

Let me know if I missed anything!!

Robin Spindler
Deputy Director, Administrative Services
Nebraska Department of Correctional Services
402/479-5711
402/479-5623 (fax)

If you need immediate assistance, please contact Katina Farritor at 402/479-5712 or Katina.Farritor@nebraska.gov .

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Spindler, Robin

From: Peart, Mario
Sent: Monday, March 23, 2015 4:13 PM
To: Hansen, Brad; Frakes, Scott; Hopkins, Frank; Spindler, Robin
Subject: FW:double pre-service
Attachments: 1017_001.pdf

Brad attached is Ladena work schedule and she still needs to get the training files done for the DEC audit in April, while I understand that there is a need, I am a little concern as to who is going to do her work. We are constantly pulling others to try and get the work done and the new training specialist at NSP is new on the job yet he is suppose to cover three facilities? I was told that TSCI has two training specialist , can one be assigned to assist with LCC and DEC training responsibilities ? I wish we had an opportunity to have an input on this decision. As usual we will do as told and we will make it work

It was decided this morning at a meeting concerning overtime for TSCI and NSP that STA would schedule a double pre-service starting May 11, 2015 for the entire fiscal year 2015-2016. Training will be able to accommodate this decision by using LCC/DEC training Specialist as a 6th training specialist at the Academy. Ladena Koch will start at the Academy on Monday, March 30, 2015 full time until further notice. Ben Leseberg, NSP Training Specialist, will cover Ladena's duties as the Training Specialist for LCC/DEC until further notice. I appreciate everyone's cooperation in this important matter. If you have questions please feel free to contact me.

Brad Hansen
Staff and Program Development Coordinator
Phone: 402-479-5617

Spindler, Robin

From : Hansen, Brad
Sent: Monday, March 23, 2015 3:10 PM
To: Frakes, Scott; Hopkins, Frank; Spindler, Robin; Peart, Mario; Sabatka-Rine, Diane; Koch, Ladena; Leseberg, Benjamin; Sturdy, Ken; Criner, Erinn; Ernst, Keith; Peters, Chris
Subject: Double Pre-services

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Brad Hansen
Staff and Program Development Coordinator
Phone: 402-479-5617

CO/CPL SELEC PROCESS

3/1

LINCOLN -- CONTINUOUS (1X/MONTH)	TSCI -- CONTINUOUS (2X/WEEK)	NCCW -- AS NEEDED	WEC -- AS NEEDED	OMAHA -- 2X/YEAR
<ol style="list-style-type: none"> 1. Applicant emailed invitation to test, must RSVP 2. Forms (trip 1) 3. CSI (trip 1) 4. Security Check 5. Tour and Meet & Greet (trip 2) 6. Reference Checks 7. Job Offer (trip 3) 8. Medical exam (trip 4) 9. Drug test (trip 5) 10. Pre-service 	<ol style="list-style-type: none"> 1. Applicant emailed invitation to test, must RSVP 2. Forms (trip 1) 3. CSI (trip 1) 4. Tour and Meet & Greet (trip 1) 5. Security check 6. Reference check 7. Job offer 8. Medical exam (trip 2) 9. Drug test (trip 2 or 3) 10. Pre-service 	<ol style="list-style-type: none"> 1. Applicant emailed invitation to test, must RSVP 2. Forms (trip 1) 3. CSI (trip 1) 4. Security check 5. Tour and Meet & Greet (trip 2) 6. Reference check 7. Job offer 8. Medical exam (trip 3) 9. Drug test (trip 3 or 4) 10. Pre-service 	<ol style="list-style-type: none"> 1. Applicant attends posted testing date (no invitation, no RSVP required). 2. Forms (trip 1) 3. Reading, math, writing assessment (trip 1) 4. Security check 5. CSI (trip 2) 6. Interview (trip 3) 7. Reference checks 8. Job offer 9. Medical exam (trip 4) 10. Drug test (trip 5) 11. Pre-service 	<ol style="list-style-type: none"> 1. Applicant emails RSVP to Admin. Capt./Lt. as stated in the job posting. 2. Forms (trip 1) 3. Reading, math, writing assessment (trip 1) <p>WHEN THEY HAVE A VACANCY:</p> <ol style="list-style-type: none"> 4. Security check 5. CSI (trip 2) 6. Interview (trip 3) 7. Reference checks 8. Job offer (trip 4) 9. Medical exam (trip 5) 10. Drug test (trip 6) 11. Pre-service

- Walk-around -

5-7-8

Wednesday, March 25, 2015
10:46 AM

Programs in process:

- Employer Branding
 - Social media
 - Employee referral campaign
 - High School / College - relationship building
 - Video campaigns
 - Continue tuition reimbursement program (over 1,000 credit hour reimbursed last fiscal year)
 - Internships (high school / college)
- Leadership development / Succession planning
 - Mentoring program (partner with Training)
- As state government - we do not have marketing type roles ... very humble. Branding

Huge opportunity with mission -

- Planting seeds of opportunity with High School and College Students / faculty
 - UNL - working with various programs, guest speaker
 - UNO - panel - also meeting in April to discuss larger scale internship program
 - Peru - visit scheduled for April meeting with department heads and career center
 - York College - met with two department chairs
 - Behavioral Health tour/event @ NSP
 - SCC - Milford and Lincoln
 - National Guard - several meetings and presentations
 - Wesleyan Advantage - adult learner program
- High schools
 - Last spring presented at the end of tours (LCC/NSP) - again this year
 - Fairbury High School
 - Diller-Odell
 - York High School
 - LPS
 - Tri-Country panel / job fair (York, Fillmore, Seward)
 - Working on Beatrice, Falls City, Nebraska City, and more within LPS
- Working with DAS on recruitment at a State level. Also continuing to build relationship with Director Ruth Jones.
 - Applicant process - continue to streamline. Suggesting that that we have one process. Includes moving CSI to day one, eliminating one trip. Other options that we are looking at.
 - Recommend CSI scores be considered at all facilities.
 - Updating of website from a branding standpoint
- Partnering more with DHHS - statistical analysis person. They have an exit survey that has good methodology - pursuing.
- Employee engagement ... why is it important.

CORRECTIONS OFFICER/CORPORAL SELECTION PROCESS PROPOSAL
4/9/15 DEPUTY DIRECTORS' MEETING

1. Application/Invitation
 - a. Emailed invitation to onsite completion of forms – dates posted in job bulletin.
 - b. Rehire review completed as needed.
2. Forms
 - a. Applicant is provided with a brief introduction to corrections and completes the following forms at the host facility:
 - i. Personal Information for Security Check
 - ii. Non-scored Questions a)
 - iii. Essential Job Duties
 - iv. Reference Check
3. Security Check
 - a. NCIC/NCJIS is processed by Special Services; committee review as needed.
 - b. Inmate visiting and phone is checked by facility; Warden reviews as needed.
 - c. If clear/approved, contacted for interview.
 - d. If not approved, notified via email.
4. Interview
 - a. Individual interviews conducted by a committee of, at minimum, two persons.
 - b. One question from each of the seven dimensions: Teamwork, Time Management, Self-confidence, Judgment, Integrity, Initiative, Emotional Management.
 - c. Total interview points = 28 per interview (if two person committee, a total of 56 cumulative points).
 - d. If pass, references conducted with current and former employers.
 - e. If disqualified, may reapply in six months.
5. Reference checks
 - a. State Agencies – currently and/or previously employed
 - b. PREA – other prisons, jails, nursing homes, schools, military, etc.
 - c. If favorable, job offer made.
 - d. If unfavorable, generally advised to reapply in one year.
6. Job offer (phone)
 - a. If accepting offer, provide med exam and drug test instructions.
 - b. If declining offer, removed from roster and must reapply for future consideration.
7. Medical exam
 - a. If pass, notified to take the drug test within 24 hours.
 - b. If physician identifies concerns, will be contacted by CO HR and job offer may be rescinded.
8. Drug test
 - a. If pass, attend pre-service.
 - b. If positive result, offer is rescinded.
9. CSI
 - a. Conducted Day 1 of Pre-service in the IT Lab at Central Office.
 - b. Low Overall Success Potential Score will disqualify candidate – employment will term.
 - c. Counter Productive Behavior Cautions will disqualify candidate – employment will term.
 - d. If disqualified, may reapply in one year. Rehire review will be conducted at that time.

Spindler, Robin

4-13-15

From: Criner, Erinn
Sent: Thursday, April 09, 2015 7:40 AM
To: Spindler, Robin; Hansen, Brad
Cc: Ernst, Keith
Subject: test failures

I was pulling the test failure data for Monday:

In 2014 test failures during pre-service (causing terminations):

A total of 9 terminations. 3 (2 TSCI/1NSP) of which were in "reds" on the CSI, which were not recommended for hire.

LCC	1
OCC	1
NSP	3
TSCI	4

Erinn Criner, HR Administrator
Nebraska Department of Correctional Services
Office: (402)479-5752
Cell: (402)430-7483
Fax: (402)479-5719
erinn.crinier@nebraska.gov
Maximizer | Individualization | Arranger | Positivity | Woo

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Spindler, Robin

Erinn - update our stats via Unit Admin; Recruiter

Security Admin. Food Serv.

m: Spindler, Robin
it: Monday, April 13, 2015 4:46 PM
To: Sabatka-Rine, Diane; Brian.Gage@nebraska.gov; Criner, Erinn; Ernst, Keith; Peters, Chris
Cc: Frakes, Scott
Subject: summary from our mtg of 4/13/15

Buo Mr.

So they

no con

tell others about internships, ck.

Had a lot of website work we were

Summary from our mtg of 4/13/15 - IF IT IS IN BOLD/RED FONT, IT IS AN ACTION ITEM

Miscellaneous

- **Robin will check with the Director regarding double-staffing of a STA Training Specialist position**
 - o To assist with the additional pre-services
- Certification schools scheduled (for training instructors)
- Ladenia is helping out with the double pre-services which start May 11th
 - o So far one attending (via Neogov); however, 11 are in orientation today
- Discussion that in the past NDCS had a position identified as a recruiter
 - o Lost in previous budget cuts
 - o Tammy taking on a lot of the recruiting coordination, development

*Ch. 10/11
60 ads in June/July
"Contractor Preference"*

Recruiting Update

- Omaha World Herald this Sunday: 1/8 page
- Journal Star: will be somewhat smaller (higher cost)
- Digital Billboards being scheduled in different Lincoln locations
 - o Going with it next week
- Business/Marketing cards being distributed this week - for staff to give to potential applicants
- Card/hand out for use at career fairs
 - o Some discussion that career fairs are not effective
- Suggestion of also giving it out to new hires when they do the survey
- The video is embedded in facebook and utube
 - o Looking at developing additional video series

For next mtd - any after increase after ads occurred?

Disinter Billboards start this week

at location in Lincoln \$1 in Beatrice (for TSC)

Beatrice trade - protect rest of adv. time

Beatrice Dept of Labor under contract

will be done

distributed to TSC + MSP

Ltd Telastett team know about it

recently doing more interviews

- Erin met with Dept of Defense recruiter
 - o For veterans, guard, coming out of active duty status
 - o Have worked with military in past; this is one more area
- High School season - still struggling getting into Lincoln high schools
 - o Tours going on
 - o Career Fairs gearing up
 - o April 22nd going to Peru
 - o Trying to get into Beatrice high schools
- College of St Mary's contacted us - still in process
- **Erinn with check with the Univ of Kearney re internships** - in process
- Working on Radio Ad - looks at it for the future
- Working with Tecumseh newspaper
- Working with Beatrice movie theater - doc
- Additional testing added to Lincoln
 - o **Erin will get the additional #**
 - o TSC does about 8 month
- SOS Internship Program
 - o Extended deadline and contacted the universities and colleges of more availability

Peru + Beatrice: good mtg & will be meeting w/ SCC - order full time internship direct at Peru

3 testing dates in May - 19 will chase w/ suggested hrs/prov

2782

- o 11 candidates currently; of which 4 are for Omaha
- o UNO/UNL Internship Program
 - o Met with UNO
 - o Goal is to start it with Summer session at UNO
 - o Also will have booth in Student Union re the internships with stipends
 - o Will be regularly speaking at the intro classes
 - o Will try to replicate at UNL
 - o Are starting with CO, Corp and then expand into other areas
 - o Will keep group apprised as efforts continue

Are following up w/ UNO - looked train

Normal
LCC: 2 NSP; 2 TSCI: 2
- 1 max person taking (NSP)

increased hrs
- extended
want to continue

Erinn will get the group a copy of the sites we subscribe to and use

- o College Tours
 - o At NSP, HR comes over and assists (Mondays and Tuesdays)
 - o TSCI does their when needed and gives packets to those coming

had at

Erinn will check if it is possible to purchase list of students' names, etc. - not going to pay

- o Application Discussion
 - o Contacting applicants so as to make it more likely for them to show up
 - o Erin will see what is available for an automatic text response to applicants for Lincoln and TSCI
- o Establish central depository (on Q drive) of who speaking where (i.e., classes, fairs, other events)

not work

Recruiter Update

- o Test Failures
 - o 5 from defensive driving; other 4 varied
 - o Brad will get process and identify if a study guide is available for students who first fail it (instead of immediately retaking it)

wants to hear from down town

will advertise for this position - chert border
will be at road about

Training for Part Time Employees

- o Brad will find out Lancaster County's training requirements for part time employees
- o Use condensed training for travel orders and hospital sitting only??
 - o Brad will bring a copy of the draft condensed training
- o Erinn will get a listing of those who left in good standing from Omaha and Lincoln in the last 18 months, including retirements greater than 4 months ago

will check into

Friday OJT

- o Currently, about 1/2 are not on Fridays
- o Will see if able to decrease further next fiscal year
 - o That allows not having to have full week OJT and/or FTO for the next fiscal year, if so decided

Will chert SOP process for this # - Brad? - with read to go - over 100

CERT/SORT/CNT and CICR/Crisis Trainings

- o Brad will get info from other correctional agencies and possibly ASCA survey, to include amount of time
- o Question if it should continue?

Brad sent out request some responses

hrs/v
Cris
Verrot
7 hrs/v

Visiting

- o Look at what other correctional agencies are doing
 - o Robin will check if any ASCA survey
- o NSP and TSCI have more hours, but also larger populations
- o Suggestion to have someone from outside NDCS analyze our staffing (perhaps from Washington) - will have fresh eyes/perspective - check with Director

- CCP to Brian

CO/Corp Selection Process - Proposal to Streamline and have Consistent Process

- o Reviewed with the group
- o Major proposed changes from current process
 - o Meet and greet replaced with an interview

After Fairs

- as part of tour get feedback more contact

then we follow up class

- Send forms electronically to applicant (if they can receive and print off), eliminating a visit by the applicant 2783
- Everyone do the CSI
 - Done first on the same day as the interview (results known before starting interview)
- Do job offer by phone (versus having applicant come in again) and send drug/medical exam forms electronically to applicant
- Have drug and medical test at same time/day
- Next steps with this: feedback from Wardens and presentation to Director

L
 TSC
 Review
 recommend
 Section/
 strength
 for
 hiring process

CSI Discussion

- Discussion about benefits and disadvantages

Let me know if I missed any perspectives/opinions voiced or anything else!

NEXT MEETING: April 30th at 9:00 am in the ECTC.

THANKS!!

presence
 review at
 next mtg

Robin Spindler
 Deputy Director, Administrative Services
 Nebraska Department of Correctional Services
 402/479-5711
 402/479-5623 (fax)

Endor,
 May 11
 JCE
 on

if you need immediate assistance, please contact Katina Farritor at 402/479-5712 or Katina.Farritor@nebraska.gov.

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• Brian
 available billboards
 - by Neb City; planning 7 de 1
 - Erin - will let ~~John~~ know status of these

TSC
 creditors daily
 interviews

• Newspaper insert vs ool for TSC
 • Job fair - Erin will buy info of all job fairs
 • hodab from Bue

Spindler, Robin

Subject: Overtime Mtg
Location: ECTC

Start: Fri 5/15/2015 8:00 AM
End: Fri 5/15/2015 10:00 AM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Spindler, Robin
Required Attendees: Criner, Erinn; Ernst, Keith; Sabatka-Rine, Diane; Brian.Gage@nebraska.gov; Brad Hansen (Brad.Hansen@nebraska.gov)

Summary from our Mtg of 4/30/15**Recruiting Update**

- Digital Billboards start this week: 4 locations in Lincoln and 1 in Beatrice for TSCI
- Channel 10/11: 60 ads – likely start in June or July, so that it is spread out more and have time to develop video based on the corrections professional
- Are advertising in the Beatrice Theatre – prorated for the rest of the year
- Good meeting with the Beatrice Dept of Labor
 - Low unemployment rate – they indicated when it is under 4% (which it is for Nebraska): 2% can't work and 2% won't work
 - Underemployment is an opportunity
- Advertised in the Omaha World Herald and Lincoln Journal Start
 - Will be tracking to see if any increase in applications and **report back next meeting by Erinn**
- Business marketing cards were distributed to TSCSI and NSP
 - Also gave to Telestaff team
 - **Will be giving out to new hires**
- Struggling to get into Lincoln High Schools
- College of St Mary's – in process
- Univ of Kearney internships – **are working on it**
- Radio Ad – working on it
- Additional testing added to Lincoln
 - 3 testing dates in May; but may change with possible revised hiring process
 - **Will get with Director regarding streamlined/consistent hiring process – Robin and Erinn**
- Peru & Beatrice
 - Good meeting with them
 - Will be meeting with Southeast Community College
 - Met with another full time internship director at Peru
- Tecumseh paper
 - Are spreading it out for effectiveness
 - Will look at insert versus ad – **Erinn will get back to the group**
- SOS 'Regular' Internship Program
 - LCC – 2; NSP – 2; OCC – 4; TSCI – 2; and 1 more person testing (for NSP)
 - Have increased available hours and shifts

- Allow to extend, if student wants to continue working
- UNO Internship Program
 - Peru gives credit for internships
 - **Are following up with UNO**
- Not going to pursue 'mailing list' of high school students' names
- Application Discussion
 - Have checked with Neogov if automatic text response is available – waiting to hear back; in meantime, are checking what software is available to do so (if Neogov doesn't)
- Test Failures
 - **Ken is working on study guide for students who fail defensive driving**
- Part Time Employees
 - Training
 - **Brad is checking with Lancaster County re their training requirements**
 - **Brad/Ken is working on modified/condensed training for travel orders and hospital stays only**
 - Process
 - Erinn will draft checklist/Q & A for hiring process for part time employees for travel orders & hospital stays only
 - Will use listing of those who left in good standing from Omaha & Lincoln in the approximate last 18 months, including retirements greater than 6 months
 - Will go through SOS process
 - **Brad will have the draft training process (i.e., review of post order, review of cuffing, etc.)**
- Hand out provided of the current websites we are using for advertising
- Will use existing meetings to share information about internship program (since we know through pre-service, most of our new hires hear about NDCS from someone they know)
 - Bus Mgrs, Security Administrator, Unit Administrators, SERT/SORT, Food service Dir., etc. meetings - **Erin will begin scheduling folks to present to them at these meetings**
- Cert/Sort/CNT and CICR/Crisis Trainings
 - Brad sent out a request and has received some responses so far: Oregon & Vermont @ 96 hrs/yr and N.D.@ 75 hrs/yr
- Visiting
 - Robin sent Brad the ASCA survey which was given to Brian
 - **Next meeting: further discussion needed?? (Such as someone outside analyze our visiting)**
- Tours
 - **For any tours conducted at NSP and TSCI – get names of teacher contact**
 - Follow up by HR to speak with the class to include career opportunities
 - **Start with NSP & TSCI – or do agency wide??**
- Recruiter
 - Position is being drafted and will be advertised soon for the Agency
- Job Fairs
 - **Erinn will bring listing to next meeting of those we do**
- Misc.
 - Double staffing of STA Training Spec processed
 - Pre-service information handed out from Brian
 - **Will review at next meeting**
 - TSCI is now doing daily interviews
 - Billboards
 - Additional locations handout provided by Brian for Erinn – **Erinn will let Brian know next mtg of status**
 - Handouts of fairs, etc. from Brian to Erinn

NEXT MEETING: Friday, May 15th at 8:00 am in the ECTC

Let me know if I missed anything, etc. Another great meeting, and in an hour no less!!

May 15th meeting rescheduled to May 26, 2015.

Spindler, Robin

Subject: FW: overtime mtg
Location: ectc

Start: Tue 6/16/2015 9:00 AM
End: Tue 6/16/2015 11:00 AM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Spindler, Robin

Not to attend, but so you could see our notes.

-----Original Appointment-----

From: Spindler, Robin
Sent: Wednesday, May 27, 2015 10:27 AM
To: Gage, Brian; Criner, Erinn; Sabatka-Rine, Diane; Ernst, Keith
Subject: overtime mtg
When: Tuesday, June 16, 2015 9:00 AM-11:00 AM (UTC-06:00) Central Time (US & Canada).
Where: ectc

Notes from our May 26, 2015 Mtg

Red Font: action item

Calls to prior employees who left in good standing

- Crystal started calls (TSCI and NSP) on May 26th – **Erinn will send summary of results when completed.**
- **After those completed, can do other Lincoln and Omaha facilities to see if staff interested in working at TSCI and/or NSP part time**

July 6 pre service

- 40 in it to date
- 5 said they would work at TSCI

Will be looking at paying some straight time overtime to exempt staff due to TSCI incident

- Details to be worked out

Will double staff a position each at NSP and TSCI to do the timekeeping

- HR will work with NSP/TSCI to identify the appropriation classification

Texting Neogov

- Still looking at it

Cost of cos to corporals

- \$680 – \$700,000
- **Robin will confirm with Chris what % she used for the benefits cost**

Lincoln Journal Star and Omaha World Herald

- Erinn will send out results from that

Advertising Schedule

- **Erinn will send out (or bring to the next meeting) the different advertising and when it is scheduled for**

Employee Referral Campaign

- **Erinn will check to see if state funds can be used for this type of program**

College of St. Mary's and Univ. of Kearney internships – in program/working on it

Streamline Hiring process – CSI

- Done in Lincoln
- If not doing so at TSCI, they will start

Omaha Hiring Process

- Currently, hiring/interviewing is done 2x year
- Robin will contact the Omaha wardens and let them know it now needs to be monthly. We realize they won't have Omaha openings, but can tell the selected applicants that there are openings at TSCI and NSP if they are interested. Then they could lateral after successful completion of original probation and a vacancy.
 - **QUESTION FOR DISCUSSION for ALL: do they still need to do the 90 day wait? Given there are not many vacancies in Omaha, would you be better placed by not requiring it. That way, applicants might be more willing to commute for the position??**

Double Staffing of Lts

- Double staff 1 Lt for 1st shift and 1 Lt for 2nd shift. Their responsibility would be to talk to staff, deal with staff issues, engage staff, etc.

— Need to do it w/ existing staff

Message from Director

- Discussion that TSCI staff want to know what is happening and being considered – re pay, as well as possibly a schedule for the next 2 weeks
- Right now, receiving information from external sources that isn't necessarily accurate (i.e., re bonuses)

Military and State Patrol

- HR will be working with military and the State patrol regarding referrals of individuals who aren't accepted (i.e., due to medical or other appropriate reasons)

City of Lincoln/Firefighters (new after meeting)

- HR will be looking at contacting those individuals who might be interested in part time work, given their work schedules

Internship Programs – updates for next meeting - Erinn

- **UNO and UNL for fall**
 - **Including booth at UNO in the Union**

Training Requirements for Part time Staff – Brad

relt we had another very good meeting. We have new ideas come up that we can immediately implement, as well as additional avenues for recruiting identified!

NOTE:

Between the June 2015 meeting and the July 2015 meetings, we implemented regular Omaha testing as referenced in the minutes. This effort was planned through telephone conference calls and discussions with OCC. An initial testing was held at the State Office Building, with subsequent testings occurring at OCC and NCYF.

Over 200 job categories...

Custody

Officers, Corporals, Sergeants, Lieutenants, Captains, Majors

Unit Management

Caseworkers, Case Managers, Unit Managers, Unit Administrators

Food Service

Food Service Specialists, Food Service Managers, Food Service Directors

Parole Supervision

Senior Parole Officers, Parole Supervisors

Prison Operations Staff

Teachers, Recreation Specialists, Religious Coordinators, Maintenance Specialists, Electricians, Canteen Operators, Safety Specialists, Librarians, Victim Services

Cornhusker State Industries

Shop Operators, Sales Consultants, Delivery Drivers, Administrative Support

Behavioral Health

Psychiatrists, Psychiatric Physician Assistants/Nurse Practitioners, Psychologists, Social Workers, Mental Health Practitioners, Substance Abuse Counselors

Administrative Services

Accounting, Purchasing, Training, Human Resources, Administration, Information Technology, Legal, Engineering, Records Management, Special Services, Federal Surplus

Medical

Registered Nurses, Licensed Practical Nurses, Physicians, Physician Assistants/Nurse Practitioners, Dentists, Pharmacists, Pharmacy Technicians

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- 12 Paid Holidays
- 100% Tuition Reimbursement
- Paid Vacation / Paid Sick Leave
- Retirement Plan
- Job Stability / Career Advancement
- Employee Assistance Program



WWW.CORRECTIONS.NEBRASKA.GOV

Handwritten signature

Gage, Brian

Subject: Overtime Mtg
Location: ECTC

Start: Tue 7/21/2015 2:00 PM
End: Tue 7/21/2015 3:00 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Spindler, Robin
Required Attendees: Criner, Erinn; Sabatka-Rine, Diane; Gage, Brian; Ernst, Keith
Optional Attendees: Hansen, Brad

Notes from our Mtg (let me know if I missed anything significant). Thanks,

Videos/interviews: the tuition reimb one was shown.

- 5 different ones
 1. Tuition reimbursement
 2. Intern
 3. Small town community feel
 4. Ar/career
 5. Control center
- Close to going out
- Could be edited to be shorter for tv, etc.

Radio Advs

- Went out 2 weeks ago
- 92.9; 101.9; 106.3
- 12 month contract
- 30 second generic one; 10 sec CO one

Recruiter Hired

Pre-Service Classes

- July 6th is full with security/unit mgt. etc. (others bumped)
- July 27th likely be full
- Need to look at possibility of an early August pre-service (and not wait til end of Aug)
- Quite a few officers for TSCI in class

Omaha testing

- Continuous posting on ad
- Testing this week: Tuesday, Wed., Thursday
- Been effective so far
- Staff hired in Omaha for TSCI or Lincoln can ride van to STA, but need to do commuting form (and so is taxable income)
 - This could be considered for the pay plan work group

2794

Eight Time overtime Mem

- Went out
- Good response
- Tower situation caught in time
- NCCW added

Timekeepers

- Lts only spend about an hour a day doing Kronos
- Need to consider bringing all Lts in for a meeting – regional?

Roll Call

- Need to looking at doing more efficient
-

Spindler, Robin

Subject: overtime mtg
Location: ectc

Start: Tue 8/18/2015 2:00 PM
End: Tue 8/18/2015 3:30 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: Spindler, Robin
Required Attendees: Criner, Erinn; Hansen, Brad; Gage, Brian; Ernst, Keith; Sabatka-Rine, Diane; Jensen, Denise

MISSED ITEM: the group reviewed preliminary Telestaff reports.

Notes from our 7/21/15 meeting. Let me know if I missed anything. Thanks,

TSCI

- More new hires than turnover
- No mandatories now

Pre-Service

July 27th is full

- Next preservice is August 17th – due to longer pre-services and space, can't fit one in before that date
- Have administrative staff presence there?
- Need to show we are investing in our staff – have facility look professional – spend the funds for upgrading/modernizing it

Omaha Testing

- Weekly interviews continuing
- Offers to TSCI and Lincoln first
- Testing and interviewing being done same day
- staffing in advance of vacancies
 - numbers not tied down yet

Lincoln Testing

- Interviewing and testing to be done same day starting next week

Lieutenants

- Good conversations at TSCI
 - TSCI network slow – Robin is checking into it
- Will be talking to the Lts at NSP
- EDC and training are being looked at

In one month hope to have 1 posting for all Cos regardless of location – to be followed by caseworkers

- Straight overtime – will be paid next payroll
- Straight time overtime usage – Keith and Erinn will get usage report

- 2796• Not able to identify specifically what advertising is effective
 - Likely combination of everything, including media coverage of TSCI

Movie Theatre Advertising

- Working on Beatrice

August 18, 2015 meeting rescheduled.

Spindler, Robin

Subject: NSP/TSCI Overtime Mtg
Location: ECTC

Start: Tue 1/12/2016 9:30 AM
End: Tue 1/12/2016 11:00 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: Spindler, Robin
Required Attendees: Gage, Brian; Criner, Erinn; Cruickshank, Rich; Sabatka-Rine, Diane; Ernst, Keith
Optional Attendees: Jensen, Denise

It's been a while since our last meeting, so I thought I would get one scheduled for all of us. (This was the earliest I could get our schedules to work!)

The agenda is to brainstorm/discuss other possibilities to recruit and retain our staff, specifically the correctional officers and unit caseworkers.

Scott rescheduled a meeting, so I have to leave early at 10:30. Sorry!

No minutes.

(RS)

FREE Websites

Academy of Correctional Health Professionals
 Bryan College
 Central Community College - CCC Career Services
 Chadron
 College of St Mary
 Counsel.net
 Creighton University
 Facebook
 Iowa Western
 ITT Tech - email blast
 JobZone
 Kaplan University
 Lincoln Human Resource Management Assoc (LHRAM)
 LinkedIn
 Metro - Culinary
 Metro Community College
 Mid-Plains
 NE Behavioral Health
 Nebraska Department of Education
 NE Electrical Division (NSED) - email blast
 NEWorks
 NursingJobs
 Public Health Assoc of NE (PHAN)
 Southeast Community College - website
 SCC - email blast
 UNK
 UNL
 UNMC
 UNO
 Wayne State

Websites w/ fee

American Psychological Assoc - PyscCareers
 Assoc for Facilities Engineering (AFE)
 Assoc for the Treatment of Sexual Abusers (ATSA)
 Beatrice Cinema Guidelines
 CareerLink
 Lamar Digital Boards
 Nat'l Assoc of Power Eng (NAPE)
 Nat'l Assoc of Social Workers (NASW)
 NE Psychological Assoc (NPA)
 NE State Bar Assoc (NSBA)
 Omaha Human Resource Management Assoc (HRAM)
 PracticeLink
 York NewsTimes Website
 2X2 - Central
 2X2 - SE Nebraska

\$\$

\$550.00 each - 30 day single posting
 \$235.00 each - 60 day Job Posting + email blast
 \$100.00 each - 30 day job posting
 \$364.00 prorated - Normal fee for a year - \$625.00
 \$5,130.00 year - unlimited postings
 \$1,850.00 4 wks - This includes 4 digital boards rotating to a new position weekly.
 \$150.00 each - 30 day single posting
 \$100.00 each - Email Blast to all members
 \$25.00 each - 60 day single posting
 \$551.00 each - Job flash email + 30 day single listing
 \$100.00 each - 30 day job posting
 \$3,995.00 year - Can only post 3 positions at one time.
 \$259.00 each - runs for 30 days
 \$325.00 each - one time ad in central nebraska papers
 \$300.00 each - one time ad in southeast nebraska papers

*Not include: sites that "snoop" state's website
 15. Monitor, Federal Jobs-SG*

Spindler, Robin

From: Criner, Erinn
Sent: Thursday, September 03, 2015 11:53 AM
To: Spindler, Robin; Ernst, Keith
Subject: update for this afternoon's meeting
Attachments: Nebraska Dept of Corrections6.mov

*SCC Criminal Justice meeting – went well. Learning about their corrections program. Possibility of being able to forgive classes after our training.

*Beatrice DOL event – low traffic, however engaged attendees

*Renewing billboards, Tammy will be updating the vinyl

*Beatrice theater advertising started

*Beatrice Sun newspaper insert ran mid-August

*Radio on 3 Southeast Nebraska Radio stations continues, ads change each month.

*Adding Froggy 98 in for game day advertising – starts this weekend.

/11 will be running a spot for OurTown McCook, however, we are using Amber and Marisol's footage and there is DCS coverage in the ad (video attached))

*Denise is working on a more interactive career booth to engage attendees.

*After finishing up pre-service this week, Denise will be spending time in the communities surrounding Tecumseh. Including Syracuse, Auburn, Nebraska City, Beatrice, and others.

Recruitment events calendar available with DCS agency access:

*Mock Interviews at UNL September 22nd

*SCC Explore It Career Fair – Beatrice September 29th

*UNL Career Fair – Pinnacle – September 30th

*UNK Criminal Justice Conference – Kearney October 5th

*UNO Career Fair – October 8th

*Omaha World Herald's Diversity fair – October 13th

*Offutt AFT Career Fair – October 29th

*Omaha continues to do weekly interviews, however the applicants have slowed for the Tecumseh area.

*Continue to work contacts within Military, DOL, VA – meeting with and emailing back and forth regularly to discuss candidates

2801

Meeting held September 22, 2015

No minutes

Spindler, Robin

Subject: NSP/TSCI Overtime Mtg
Location: ECTC

Start: Tue 1/12/2016 9:30 AM
End: Tue 1/12/2016 11:00 AM

Recurrence: (none)

Meeting Status: Meeting organizer

Organizer: Spindler, Robin
Required Attendees: Gage, Brian; Criner, Erinn; Cruickshank, Rich; Sabatka-Rine, Diane; Ernst, Keith
Optional Attendees: Jensen, Denise

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Scott rescheduled a meeting, so I have to leave early at 10:30. Sorry!

No minutes.

(NS)

State of Nebraska 2014 Nebraska Employers Salary Survey

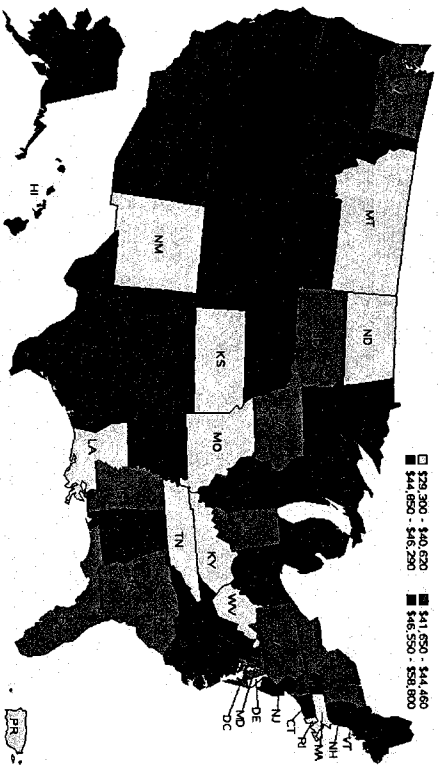
Position	Survey Respondents				State		
	# Employers	# Employees	Average Hourly Salary	Average Hourly Range Minimum	Average Hourly State Salary	Average Hourly Range Minimum	
Chemical Dep. Counselor	4	16	\$23.89	\$18.44	\$18.89	\$17.08	
Mental Health Practitioner II	9	51	\$26.80	\$22.05	\$21.15	\$19.73	

Respondents: Madonna, Brian Health, UNL, UNO, Concordia, Children's Hospital Omaha, St. Francis Grand Island, Boys Town, Douglas Co., Faith Regional Norfolk.

Other Counselor Information

Source	Position	# Employees	Average Hourly Salary	Average Hourly Range Minimum
Supreme Co	Treatment Probation Officers	19	\$24.92	\$23.46
BLS	NE Mental Health Counselors-Median	-	\$21.38	-
BLS	NE Mental Health Counselors-Experienced	-	\$26.88	-

Annual mean wage of mental health counselors, by state, May 2014



Blank areas indicate data not available.

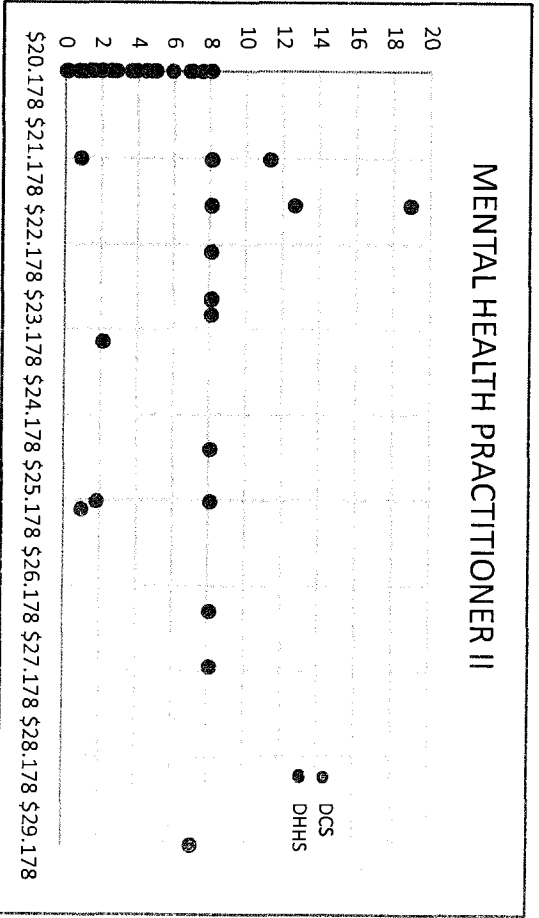
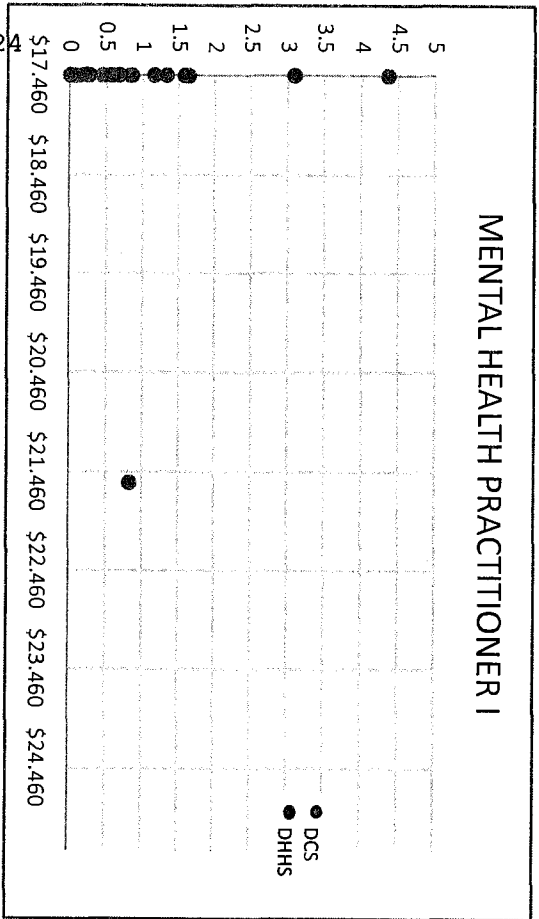
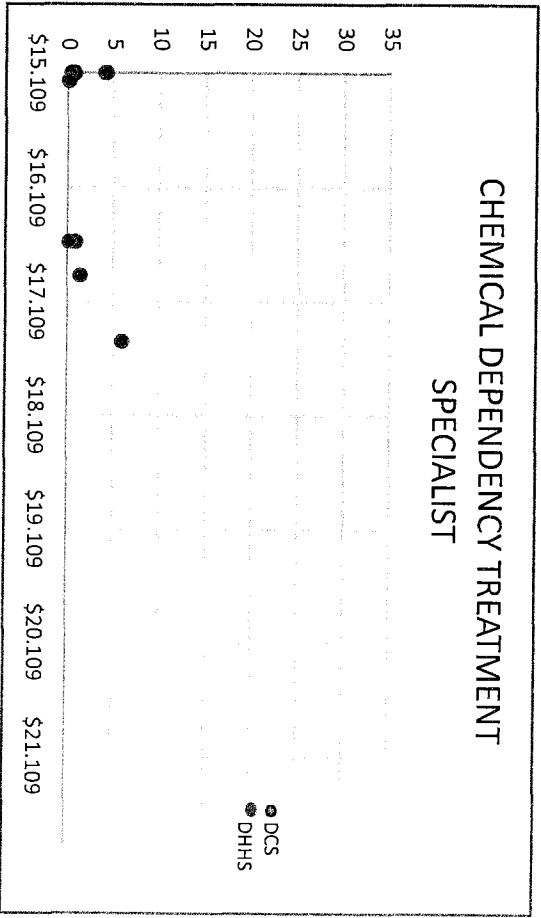
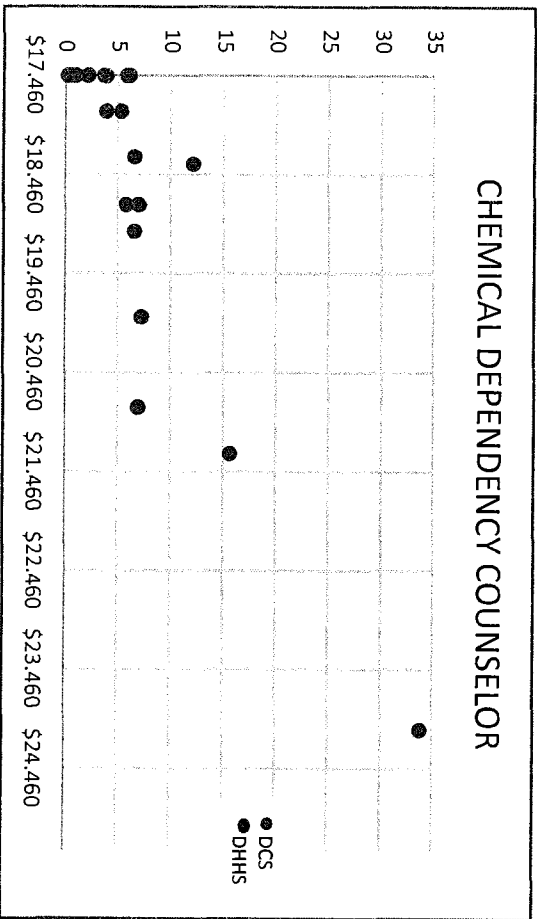
Top paying States for this occupation:

State	Employment (1)	Employment per 1,000 jobs	Location quotient (2)	Hourly mean wage	Annual mean wage (2)
Alaska	650	1.99	2.24	\$28.27	\$58,800
California	2,370	1.41	1.58	\$25.64	\$53,330
Washington	320	1.14	1.28	\$25.40	\$52,840
Hawaii	240	0.39	0.44	\$24.34	\$50,630
New Jersey	4,220	1.12	1.26	\$23.88	\$49,670

Source: Occupational Employment Statistics; BLS

Chemical Dependency/Mental Health Practitioner Salary Data

Minimum Hourly Rate	Position	Count DHHS	Count DCS	Average Hourly Salary	DHHS Average Hourly Salary	DCS Average Hourly Salary
\$15.109	Chemical Dep. Treatment Specialist	1	11	\$15.702	\$15.109	\$15.756
\$17.460	Chemical Dep. Counselor	1	24	\$18.372	\$17.460	\$18.410
\$17.460	Mental Health Practitioner I	10	16	\$17.618	\$17.460	\$17.717
\$20.178	Mental Health Practitioner II	33	19	\$21.408	\$21.654	\$20.981



Source: Workday 8-5-15

Behavioral Health Practitioner Series

Proposed Classifications:

BHP Series Level	Current Classifications
Behavioral Health Practitioner I (provisional License)	<ul style="list-style-type: none"> ➤ Mental health Practitioner I ➤ Chemical Dependency Treatment Specialist
Behavioral Health Practitioner II (Full licensure)	<ul style="list-style-type: none"> ➤ Mental health Practitioner II ➤ Chemical Dependency Counselor
Behavioral Health Practitioner III (Full licensure + Provisional)	<ul style="list-style-type: none"> ➤ Mental health Practitioner II ➤ Chemical Dependency Counselor
Behavioral Health Practitioner IV (2 Full licensures)	

Pay Line:

Because the Chemical Dependency and Mental Health Practitioners will be converted to the Behavioral Health Practitioner series we will build the pay-line on the higher paid Mental Health Practitioner II, with a July 1 pay range of \$20.178 - \$29.224.

The 12/3/2012 agency request included a 15% differential between the BHP I and the BHP II, and the BHP II and BHP III, and a 7.5% differential between the BHP III and BHP IV. If these differentials are used the July 1 pay-lines will be:

	Minimum	Maximum
BHP I	\$17.546	\$25.412
BHP II	\$20.178	\$29.224
BHP III	\$23.205	\$33.608
BHP IV	\$24.945	\$36.128

6/9/2015

Salary	Holiday/OT	% of Pay		Name	Yrs In Position	Gross Salary
			Lieutenant	ALDER, JAMES		
			Lieutenant	ALLEN, MARK D	19.5	\$50,048
\$54,970	\$7,870	14.3%	Lieutenant	ANDERSON, GRANT R	2.0	\$46,155
\$43,211	\$6,273	14.5%	Lieutenant	ASMUS, RICHARD L		
\$42,583	\$4,968	11.7%	Lieutenant	BAILEY, RONALD	20.1	\$48,228
\$38,574	\$1,792	4.6%	Lieutenant	BELTZ, STEVEN J	40.8	\$54,929
\$51,927	\$10,919	21.0%	Lieutenant	BORER, EDWARD L	4.3	\$45,930
			Lieutenant	BRITTEN, ROBERT S	14.3	\$48,003
\$45,389	\$4,343	9.6%	Lieutenant	CIHAL, JASON P		
			Lieutenant	CROSBY, MICHAEL	1.6	\$43,914
			Lieutenant	ELLINGER, JAMES R	8.1	\$45,397
\$48,506	\$6,261	12.9%	Lieutenant	FORGEY, NADINE R		
\$41,676	\$1,472	3.5%	Lieutenant	FRANCIS, JAMES E	19.3	\$49,706
\$46,617	\$9,549	20.5%	Lieutenant	FRANZEN, JAMES	1.8	\$46,270
\$51,308	\$6,988	13.6%	Lieutenant	FREESE, SHAWN L		
\$41,825	\$4,442	10.6%	Lieutenant	FULLERTON, CHARLES P	5.3	\$47,813
\$46,450	\$8,215	17.7%	Lieutenant	GEIDNER, BRIAN		
\$46,567	\$758	1.6%	Lieutenant	GEILENKIRCHEN, TED F	33.3	\$54,655
\$40,330	\$2,204	5.5%	Lieutenant	GIBREAL, RYAN S	1.6	\$46,272
\$40,929	\$3,711	9.1%	Lieutenant	GIBSON, DAVID B		
6,943	\$12,203	21.4%	Lieutenant	HANEY, CHAD	9.7	\$48,221
			Lieutenant	HEMINGER, DOUGLAS E	4.5	\$45,660
			Lieutenant	ILIC, BORIS		
\$42,183	\$274	0.6%	Lieutenant	JIMENEZ, ROBERT	5.6	\$48,389
			Lieutenant	KIRCHER, MICHAEL L	5.4	\$45,217
\$40,635	\$1,122	2.8%	Lieutenant	KIRKENDALL, BRIAN W	7.8	\$45,182
			Lieutenant	KLAASSEN, TREVOR D	9.8	\$46,142
			Lieutenant	KRUSE, JOHNATHAN L		
\$49,275	\$3,433	7.0%	Lieutenant	LEFFERDINK, DEAN L		
			Lieutenant	LINDSEY, TRAVIS A	4.2	\$46,027
\$37,071	\$676	1.8%	Lieutenant	MCCONVILLE, BRADLEY	8.7	\$45,267
\$49,033	\$5,778	11.8%	Lieutenant	MEYER, SHANE D	10.0	\$47,362
			Lieutenant	MOORE, JEREMY E	4.9	\$47,820
\$42,545	\$988	2.3%	Lieutenant	MORTON, RON V	2.2	\$46,081
\$40,268	\$3,238	8.0%	Lieutenant	MYLES, CORNELIUS B	6.5	\$49,856
			Lieutenant	OSTERBERG, WAYLON B	4.0	\$46,141
\$48,666	\$7,588	15.6%	Lieutenant	PATTERSON, LORNA K		
\$40,008			Lieutenant	PETERSON, ROSS E		
			Lieutenant	PRINCE, DEBRA L		
\$43,916	\$7,498	17.1%	Lieutenant	REDDY, PAVAN	6.1	\$48,580
\$43,137	\$3,490	8.1%	Lieutenant	REYNOLDS, DANIELLE M		
			Lieutenant	RUIZ, STEVE M		
\$39,721	\$2,814	7.1%	Lieutenant	RUNGE, SEAN D	19.3	\$46,958
			Lieutenant	SATRIANO, JOHN	4.4	\$44,480

\$40,918	\$2,275	5.6%	Lieutenant	SCHROTBERGER, FRANCIS S	3.9	\$44,801
\$39,787	\$3,334	8.4%	Lieutenant	SIMON, ANTON J	7.6	\$45,235
			Lieutenant	SIMPSON, KARA S	2.9	\$45,876
			Lieutenant	STEGEMAN, ELIZABETH J		
\$43,343	\$4,160	9.6%	Lieutenant	STEINBECK, DOUG M		
\$53,088	\$10,885	20.5%	Lieutenant	STONER, WH K		
			Lieutenant	SULLEY, RICHARD P		
			Lieutenant	TROYER, STEVE J	28.6	\$49,736
\$46,363	\$6,635	14.3%	Lieutenant	TRUMBLE, DANNY D	7.9	\$43,792
\$47,590	\$1,674	3.5%	Lieutenant	VAN LENGEN, RUSSELL D		
			Lieutenant	WHITFIELD, CHRISTOPHER A	4.5	\$45,972
\$42,523	\$4,672	11.0%	Lieutenant	WILKISON, DARIN D	9.1	\$45,255
\$39,750	\$2,785	7.0%	Lieutenant	WILLIAMS, RICKY J		
			Lieutenant	WILLIAMSON, CRAIG J		
\$45,187			Average			\$47,093.60
			Median			\$46,148.26
\$41,707	\$3,914	9.4%				
\$48,039	\$10,252	21.3%				
\$42,026	\$3,859	9.2%				
\$47,690	\$5,648	11.8%				
\$44,446	\$6,021	13.5%				
\$39,698	\$1,914	4.8%				
\$37,195	\$801	2.2%				
\$36,449	\$1,636	4.5%				
\$48,235	\$8,381	17.4%				
\$41,978	\$3,863	9.2%				
\$45,700	\$7,054	15.4%				
\$56,366	\$19,291	34.2%				
\$47,596	\$2,904	6.1%				
\$39,702	\$1,722	4.3%				
\$55,855	\$18,029	32.3%				
\$45,119	\$6,615	14.7%				
\$45,195	\$9,633	21.3%				

\$46,543	\$8,151	17.5%
\$41,587	\$4,758	11.4%
\$45,962	\$9,516	20.7%
\$44,835	\$7,258	16.2%
\$41,380	\$3,245	7.8%
\$49,272	\$8,075	16.4%
\$36,099	\$2,530	7.0%
\$46,955		
\$45,581	\$8,607	18.9%
\$48,326	\$10,201	21.1%
\$38,608	\$856	2.2%
\$42,371	\$1,240	2.9%
\$41,662	\$5,188	12.5%
\$47,410	\$8,846	18.7%
\$46,009	\$7,696	16.7%
\$61,596	\$17,129	27.8%
\$57,226	\$17,838	31.2%
\$54,552	\$16,719	30.6%
\$41,667	\$3,592	8.6%
\$40,628	\$4,231	10.4%
\$50,265	\$7,904	15.7%
\$45,124.57	\$5,977.85	13.2%
\$44,835.15	\$4,863.13	10.8%

Comparison of Corrections Sergeant's and Lieutenant's Gross Pay* 2013

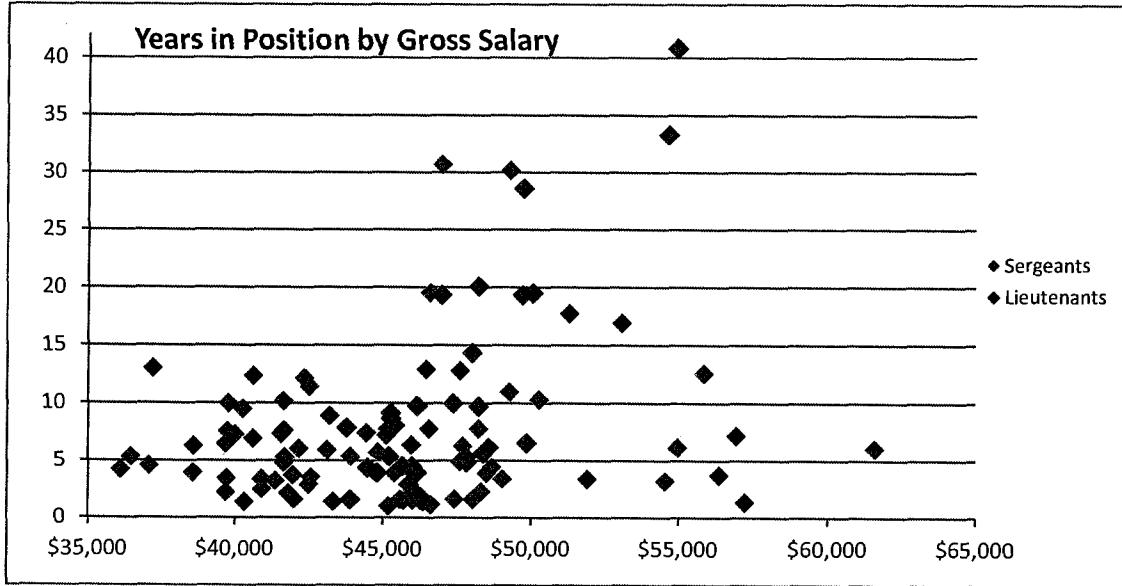
Summary:	Average	Median	Lowest Paid	Highest Paid	Count	Count Excluded**
Sergeants	\$45,125	\$44,835	\$36,099	\$61,596	75	51
Lieutenants	\$47,094	\$46,148	\$43,792	\$54,929	36	22

* gross pay includes shift differential, overtime and holiday pay.

** excluded due to working less than 1 year during 2013.

# Sergeants > Lowest Paid Lieutenant =	39	52%
# Sergeants > Average Paid Lieutenant =	22	29%

Average amount of Sergeant's Overtime/Holiday Pay Earned =	\$5,977.85
Percent OT/Holiday Earned of Sergeant's Total Gross Salary =	13.20%



Current Salary Ranges - 2014

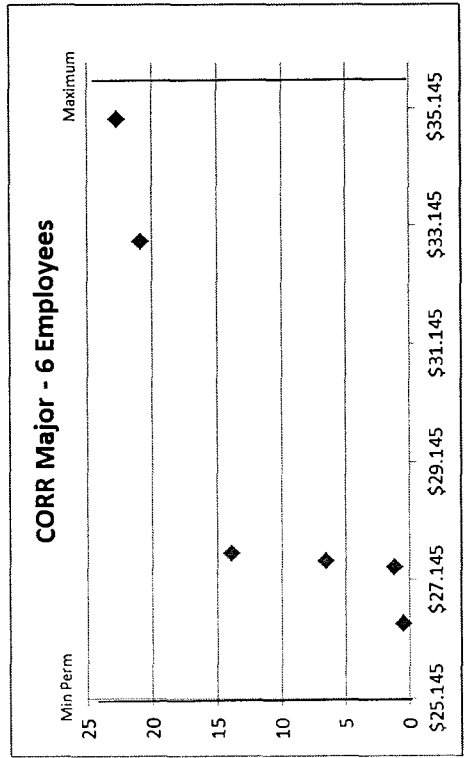
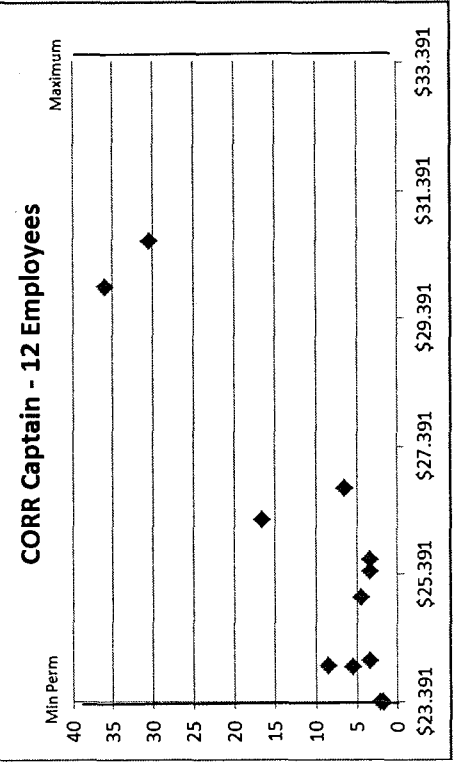
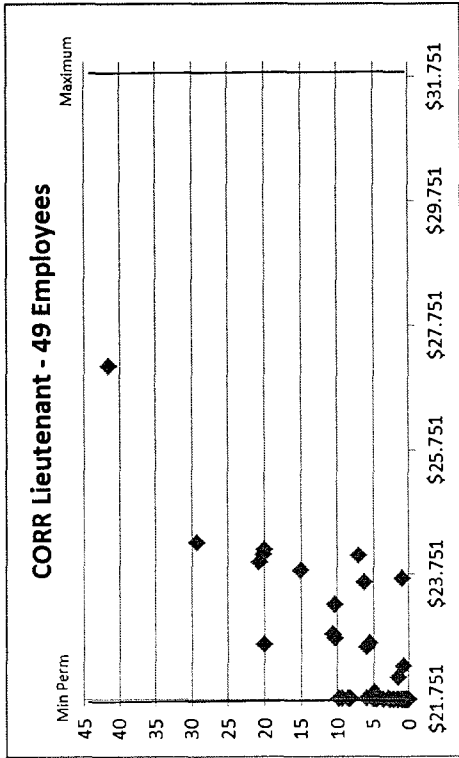
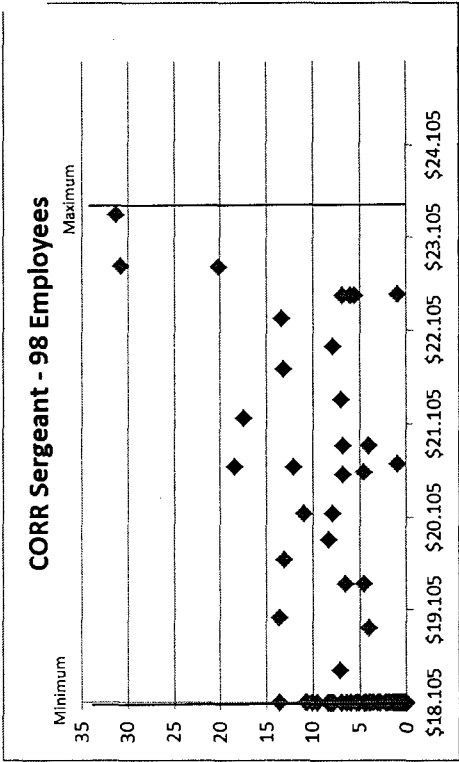
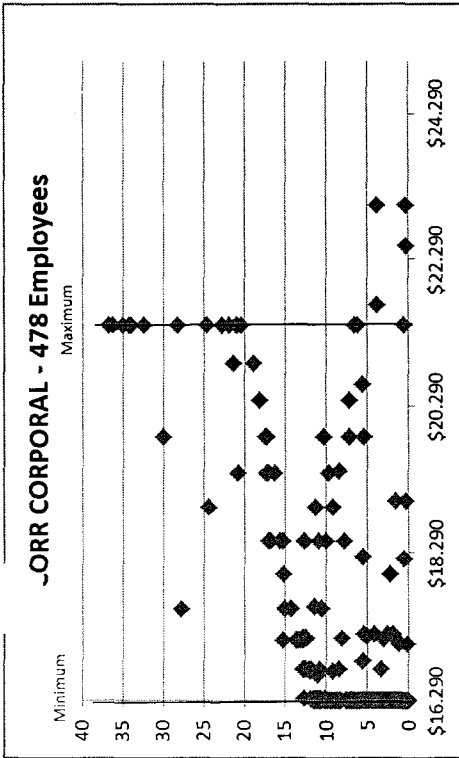
	Min Salary Range	Max Salary Range
Sergeant	\$37,658	\$48,591
Lieutenant	\$43,100	\$64,653

Corrections Officer Minimum Hourly Rate 2005 - 2015**

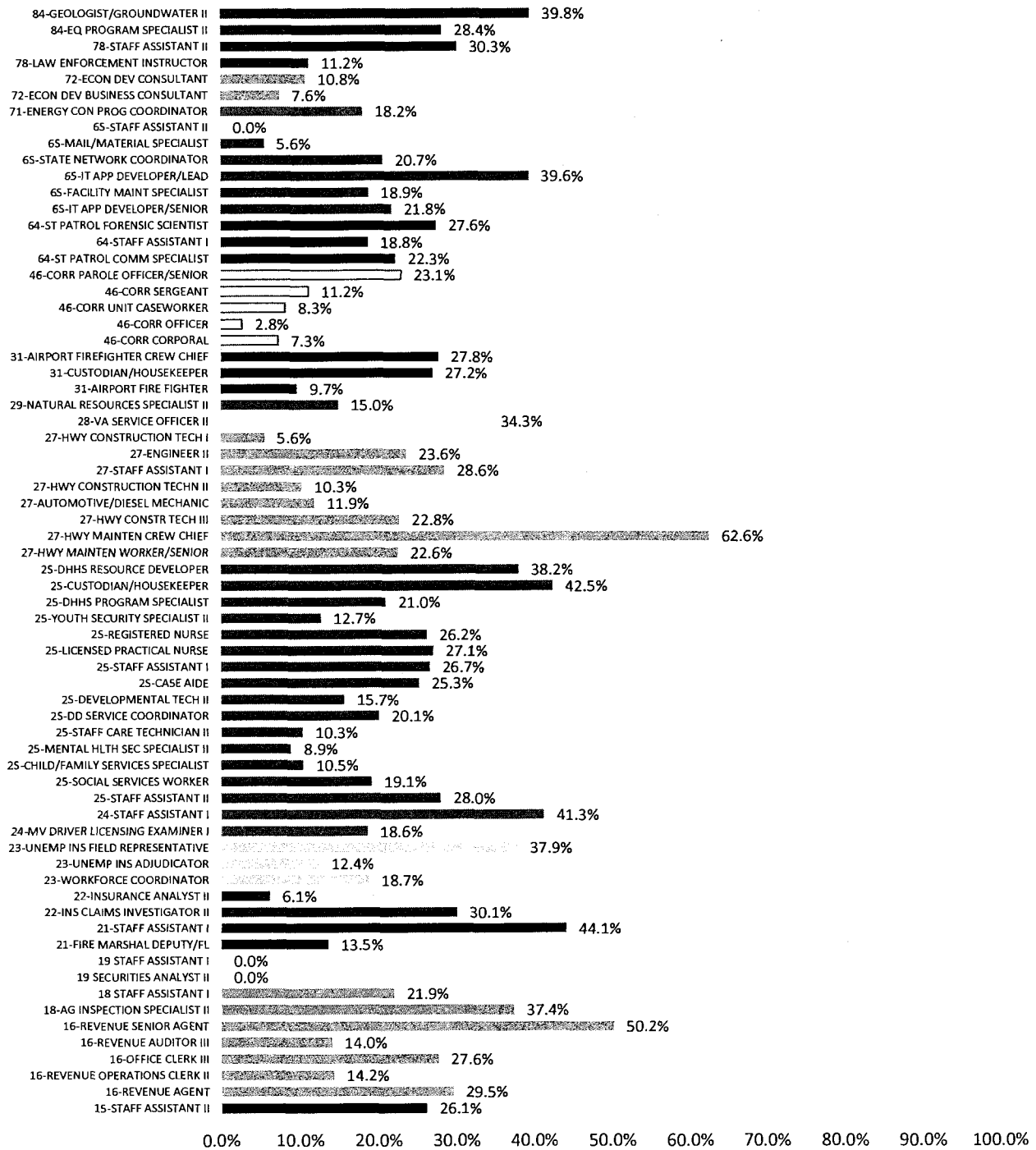
Year	Officer	Corporal	Caseworker	% Increase
2016-17	15.866	17.057	17.868	2.40%
2015-16	15.494	16.657	17.449	2.25%
2014-15	15.153	16.290	17.065	2.25%
2013-14	14.819	15.932	16.689	2.25%
2012-13	14.493	15.581	16.322	2.00%
2011-12	14.209	15.275	16.002	0.00%
2010-11	14.209	15.275	16.002	2.50%
2009-10	13.863	14.902	15.612	2.90%
2008-09*	13.472	14.482	15.172	2.50%
2007-08*	13.143	14.129	14.802	2.50%
2006-07	12.822	13.784	14.441	3.25%
2005-06	12.418	13.35	13.986	3.00%

* special adjustments by bargaining unit.

** On 1/1/99 a letter of agreement stipulated that the hiring rates be adjusted as follows: of Corrections Officer \$10.759, Corrections Corporal \$11.566 and Corrections Sergeant \$12.981. Employees above the new hiring rates receive a flat 3% increase.



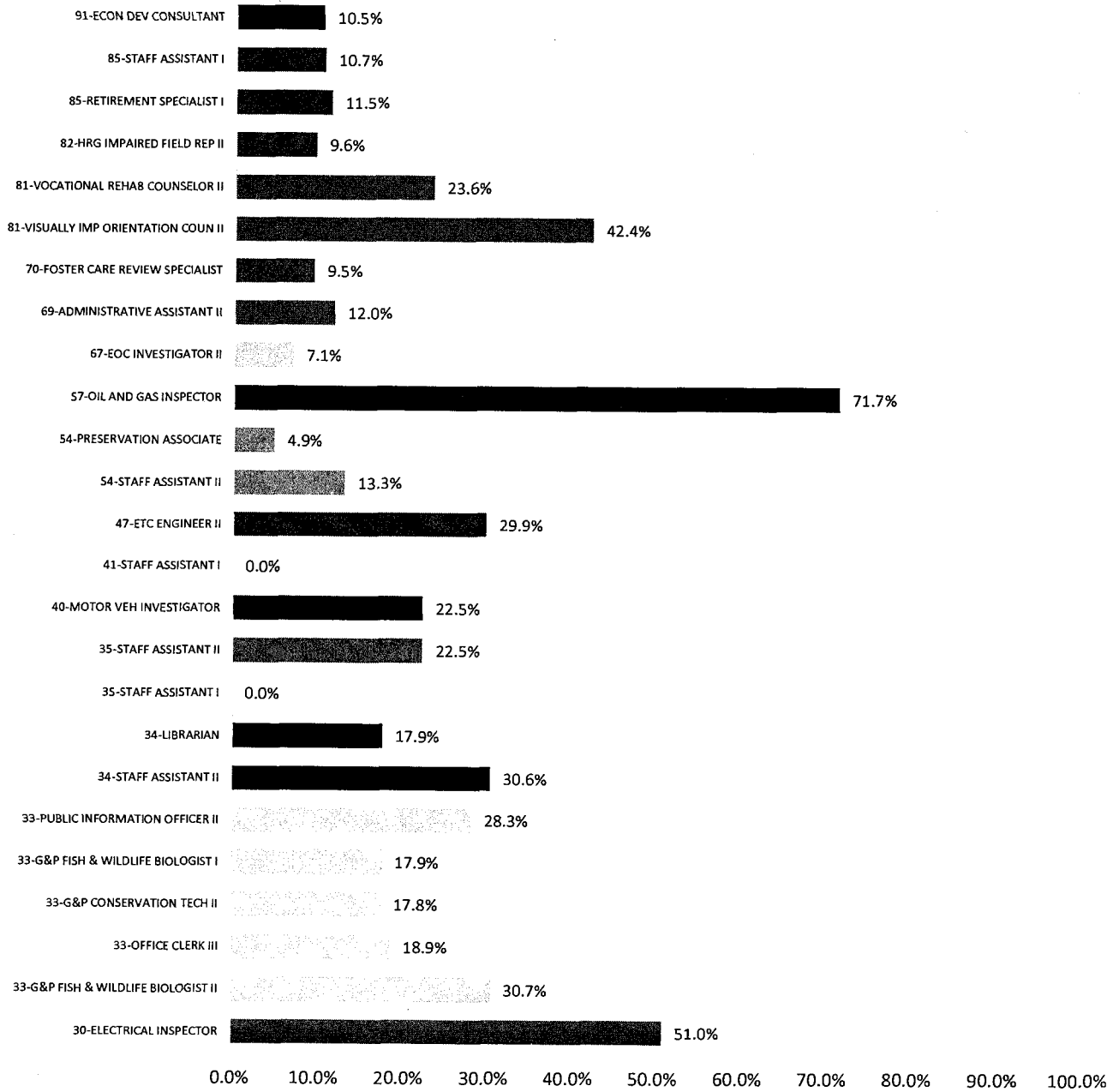
Code Agencies Average % Penetration into the Salary Range by Most Common NAPE Positions in the Agency



If Code agency had no positions with 2 or more in the position, they were not included.

- | | | |
|-------------------|-----------------------|-------------------|
| 15 - Parole Board | 23- Labor | 46- Corrections |
| 16- Revenue | 24- DMV | 64- State Patrol |
| 18- Agriculture | 25- DHHS | 65- AS |
| 19- Banking | 27- Roads | 72- Economic Dev. |
| 21- Fire Marshal | 28- DAV | 78- Crime Comm. |
| 22- Insurance | 29- Natural Resources | 84- DEQ |
| | 31- Military | |

Boards/Commissions Average % Penetration into the Salary Range by Most Common NAPE Positions



If Board/Commission had no positions with 2 or more in the position, they were not included.

30-Electrical Board

33- Game & Parks

34- Library Comm.

35- Liquor Control

40- Motor Vehicle Licensing

41- Real Estate Comm.

47- Ed Telecomm.

54- Historical Society

57- Oil & Gas

67- EOC

69- Arts Council

70- Foster Care

81- Blind & Visually Imp.

82- Deaf & Hard of Hearing

85- Retirement

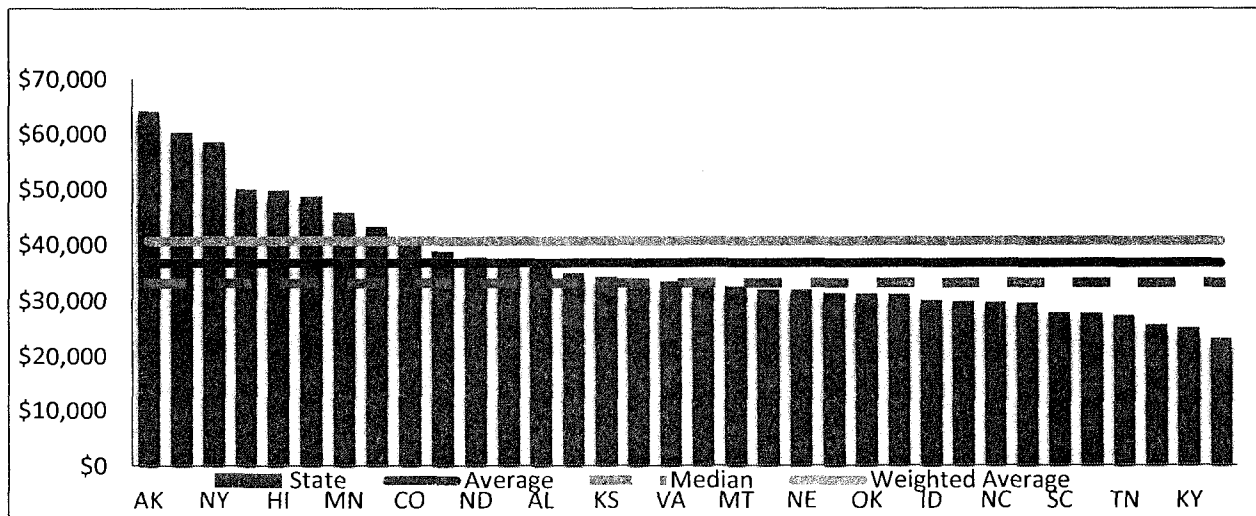
91- Economic Development

Corrections Officer Compensation Data Search

NCASG 2014 Survey Results:

1. Corrections Officer

Position Title	# Staff	Actual Average	Actual Lowest	Actual Highest	Pay Range Minimum	Pay Range Maximum	Match Level	State
Correctional Officer II	623	\$64,173	\$51,804	\$119,334	\$51,804	\$61,480	H	AK
Correctional Officer	6,272	\$60,387	\$38,280	\$71,412	\$31,332	\$65,448	E	IL
Correction Officer	16,652	\$58,646	\$58,646	\$58,646	\$47,930	\$58,646	E	NY
Correctional Officer	1,452	\$50,205	\$37,482	\$55,536	\$37,482	\$55,536	E	IA
Adult Corrections Officer 3	841	\$50,026	\$48,576	\$54,900	\$48,576	\$54,900	E	HI
Correctional Officer	1,884	\$48,871	\$39,324	\$56,304	\$39,324	\$56,304	E	OR
Corrections Officer 2	1,404	\$45,881	\$37,066	\$61,547	\$37,066	\$53,602	E	MN
Corrections And Custody Officer 2	3,143	\$43,414	\$37,620	\$44,712	\$37,620	\$44,712	E	WA
Correctional/Youth or Clinical Security Officer I	2,616	\$41,124	\$39,276	\$55,812	\$39,276	\$55,812	E	CO
Correctional Officer	3,012	\$38,827	\$31,725	\$56,733	\$31,725	\$55,520	E	WI
Correctional Officer II	211	\$37,812	\$33,108	\$54,276	\$33,108	\$55,188	E	ND
Correctional Officer, Post	826	\$36,615	\$33,426	\$64,085	\$26,894	\$47,528	E	UT
Correctional Officer	2,102	\$36,455	\$29,954	\$47,758	\$29,954	\$45,502	E	AL
Correctional Officer	423	\$34,948	\$32,820	\$42,815	\$32,365	\$48,547	E	WY
Corrections Officer 2	383	\$34,234	\$31,262	\$42,806	\$29,744	\$41,870	E	KS
Correctional Officer	934	\$33,992	\$31,586	\$51,558	\$31,586	\$52,644	E	DE
Security Officer III	5,801	\$33,426	\$25,200	\$54,351	\$24,479	\$54,653	E	VA
Correctional Enforcement	10,310	\$32,704	\$28,007	\$50,019	\$28,093	\$73,007	E	FL
Correctional Officer	341	\$32,475	\$26,148	\$42,120	\$17,359	\$54,535	E	MT
Correctional Officer & Jailers Operational	804	\$31,972	\$27,040	\$46,819	\$26,229	\$45,656	E	NM
Corrections Officer	370	\$31,894	\$31,518	\$40,760	\$31,518	\$42,463	E	NE
Correctional Officer	359	\$31,324	\$27,040	\$36,875	\$26,718	\$40,077	E	SD
Correctional Security Officer	358	\$31,240	\$27,555	\$42,054	\$23,931	\$43,874	E	OK
Correctional Officer	3,286	\$31,050	\$27,612	\$50,198	\$27,612	\$46,514	E	IN
Correctional Officer	761	\$30,063	\$27,602	\$45,074	\$27,602	\$50,752	E	ID
Corrections Sergeant	1,245	\$29,819	\$27,102	\$47,278	\$21,008	\$47,278	E	LA
Correctional Officer	8,794	\$29,706	\$28,826	\$44,099	\$28,826	\$44,099	E	NC
Corrections Officer I	4,753	\$29,565	\$28,404	\$34,752	\$27,984	\$38,700	E	MO
Correctional Officer I	2,165	\$27,846	\$21,484	\$39,754	\$21,484	\$39,754	E	SC
Correctional Officer I	753	\$27,692	\$25,268	\$37,829	\$25,268	\$42,918	E	AR
Correctional Officer	2,597	\$27,432	\$25,776	\$39,156	\$25,776	\$41,232		TN
Correctional Officer 2	1,054	\$25,653	\$23,724	\$37,360	\$23,724	\$43,896	E	WV
Correctional Officer	1,737	\$25,118	\$21,886	\$25,118	\$21,886		E	KY
Correctional Officer 1	387	\$23,186	\$23,183	\$24,343	\$23,183	\$40,571	E	MS
Incumbents & Averages	88,653	\$36,699	\$31,922	\$49,300	\$30,543	\$49,794		
Weighted Average		40,609						
Median		33,065						



2. Correctional Sergeant

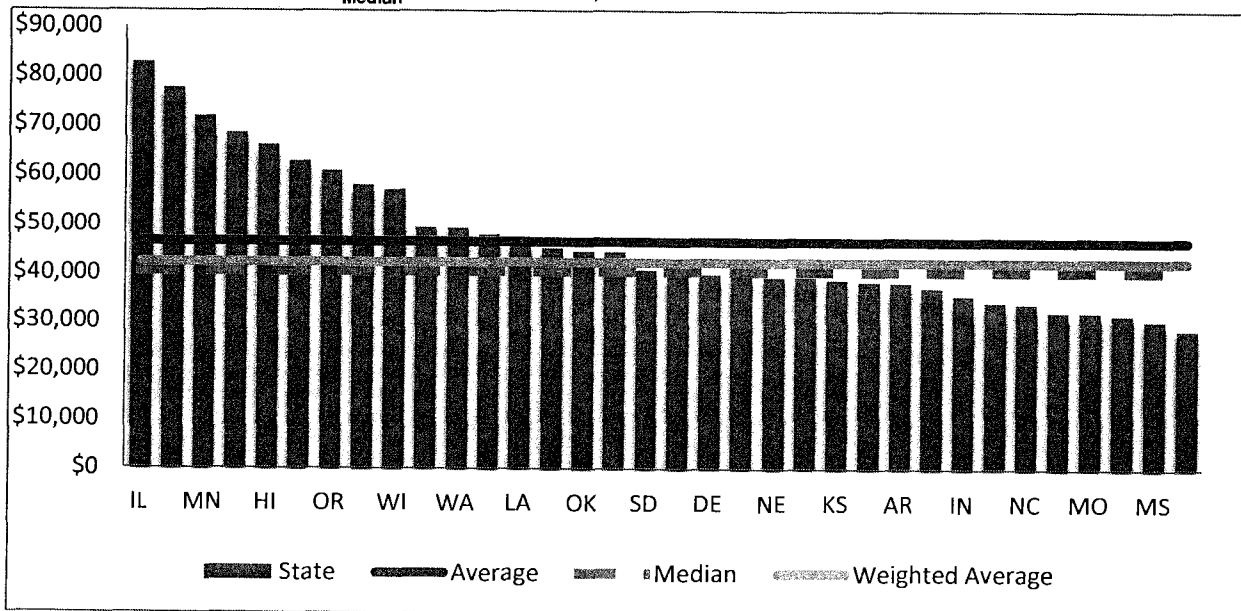
Position Title	# Staff	Actual Average	Actual Lowest	Actual Highest	Pay Range Minimum	Pay Range Maximum	Match Level	Sta.
Correctional Lieutenant	458	\$82,807	\$63,900	\$99,540	\$43,512	\$89,868	E	IL
Correctional Officer III	145	\$77,647	\$59,361	\$123,178	\$59,361	\$70,871	H	AK
Corrections Lieutenant	122	\$71,923	\$52,541	\$76,086	\$52,541	\$76,086	E	MN
Correction Sergeant	1,181	\$68,500	\$68,500	\$68,500	\$56,224	\$68,500	E	NY
Adult Corrections Officer 5	60	\$66,121	\$62,172	\$70,692	\$62,172	\$70,692	E	HI
Correctional Supervisor 1	42	\$62,921	\$47,112	\$65,062	\$42,931	\$65,062	E	IA
Correctional Sergeant	243	\$60,951	\$44,964	\$63,888	\$44,964	\$63,888	E	OR
Correctional/Youth or Clinical Security Supervisor III	266	\$58,044	\$47,724	\$67,836	\$47,724	\$67,836	E	CO
Supervising Officer 1	122	\$57,180	\$54,967	\$63,406	\$36,003	\$82,808	E	WI
Correctional Sergeant	75	\$49,550	\$46,332	\$51,322	\$44,907	\$67,371	E	WY
Corrections And Custody Officer 3	408	\$49,368	\$41,508	\$49,368	\$41,508	\$49,368	E	WA
Correctional Sergeant, Post	148	\$48,079	\$44,242	\$57,470	\$33,426	\$52,978	E	UT
Corrections Lieutenant	266	\$46,233	\$32,115	\$61,963	\$27,560	\$61,963	E	LA
Correctional Sergeant	56	\$45,393	\$45,144	\$51,218	\$17,805	\$71,416	E	MT
Correctional Security Manager	42	\$44,635	\$37,967	\$50,303	\$35,032	\$64,226	E	OK
Correctional Officer III	79	\$44,498	\$36,552	\$54,684	\$36,552	\$60,912	E	ND
Corrections Sergeant	32	\$40,716	\$37,709	\$42,804	\$31,732	\$47,598	E	SD
Correctional Sergeant	282	\$40,030	\$33,086	\$52,663	\$33,086	\$50,119	E	AL
Correctional Sergeant	189	\$39,891	\$36,161	\$52,170	\$36,161	\$60,269	E	DE
Security Officer IV	672	\$39,618	\$31,979	\$56,107	\$31,979	\$70,801	E	VA
Corrections Sergeant	97	\$39,378	\$37,658	\$48,587	\$37,658	\$48,591	E	NE
Correctional Sergeant	107	\$39,286	\$36,920	\$48,110	\$34,861	\$64,085	E	ID
Correctional Specialist 1	276	\$38,880	\$34,445	\$52,104	\$34,445	\$48,485	E	KS
Correctional Officer & Jailers Advanced	190	\$38,468	\$30,936	\$51,360	\$28,766	\$50,045	E	NM
Correctional Sergeant	686	\$38,205	\$29,836	\$54,056	\$29,251	\$49,683	E	AR
Correctional Enforcement	4,579	\$37,078	\$30,435	\$55,511	\$30,622	\$88,572	E	FL
Correctional Sergeant	521	\$35,511	\$28,444	\$51,538	\$28,444	\$47,944	E	IN
Correctional Sergeant	184	\$34,106	\$29,832	\$45,564	\$29,832	\$47,736		TN
Correctional Sergeant	1,248	\$33,840	\$31,622	\$42,035	\$30,904	\$47,800	E	NC
Correctional Officer 4	147	\$32,208	\$26,160	\$45,077	\$26,160	\$48,396	E	WV
Corrections Officer II	618	\$32,031	\$30,276	\$36,684	\$29,832	\$41,676	E	MO
Correctional Officer 2	1,307	\$31,594	\$26,139	\$41,244	\$26,139	\$48,361	E	SC
Correctional Officer 4	490	\$30,323	\$27,082	\$33,564	\$27,082	\$47,394	E	MS
Correctional Sergeant	177	\$28,369	\$24,073	\$42,100	\$24,072		E	KY
Incumbents & Averages	15,515	\$46,570	\$39,644	\$56,641	\$36,272	\$60,345		

Weighted Average

42,244

Median

40,373



NAPE 2014 Benchmark of Array States:

Nebraska	Corrections Officer	\$15,153	\$20,415	+7.5%	-5.4%
Iowa	Correctional Officer	\$18,020	\$26,700		
Kansas	Corrections Officer I (B)	\$13,610	\$19,160		
Mississippi	Correctional Officer I	\$11,109	\$19,440		
New Mexico	Correctional Officer and Jailer - O AK Dept. of Corrections Correction	\$12,610	\$21,950		
Arkansas	Officer I	\$12,148	\$20,634		
Indiana	Corrections Officer	\$14,160	\$23,853		
Minnesota	Corrections Officer I	\$15,860	\$18,830		
Wyoming	Correctional Officer	\$15,560	\$23,340		
	Average	\$14,135	\$21,738		
	Median	\$13,885	\$21,292		
	Midpoint	\$14,010	\$21,515		

Nebraska	Corrections Corporal	\$16,290	\$21,945	+14.3%	-1.3%
Iowa	NCC				
Kansas	Corrections Officer II	\$14,300	\$20,130		
Mississippi	Correctional Officer III	\$12,323	\$21,566		
New Mexico	Correctional Officer and Jailer - O	\$12,610	\$21,950		
Arkansas	ADC/DCC Corporal	\$12,755	\$21,665		
Indiana	NCC				
Minnesota	Corrections Officer II	\$17,300	\$25,020		
Wyoming	Correctional Corporal	\$17,090	\$25,630		
	Average	\$14,396	\$22,660		
	Median	\$13,528	\$21,808		
	Midpoint	\$13,962	\$22,234		

Nebraska	Corrections Sergeant	\$18,105	\$23,361	+11.0%	-8.0%
Iowa	Senior Correctional Officer	\$19,620	\$29,350		
Kansas	Corrections Specialist I	\$16,560	\$23,310		
Mississippi	Correctional Officer IV (Sergeant)	\$12,977	\$22,709		
New Mexico	Correctional Officer and Jailers - A AK Dept. of Corrections Correctional	\$13,830	\$24,060		
Arkansas	Sergeant	\$14,063	\$23,886		
Indiana	Correctional Sergeant	\$14,587	\$24,587		
Minnesota	Corrections Officer III	\$19,940	\$28,730		
Wyoming	Correctional Sergeant	\$21,590	\$32,390		
	Average	\$16,646	\$26,128		
	Median	\$15,574	\$24,324		
	Midpoint	\$16,110	\$25,226		

Nebraska	Corrections Unit Caseworker	\$17,065	\$23,361	+1.1%	-13.4%
Iowa	NCC				
Kansas	Corrections Counselor I	\$16,560	\$23,310		
Mississippi	NCC				
New Mexico	NCC				
Arkansas	ADC/DCC TREATMENT COORDINATOR	\$15,504	\$26,334		
Indiana	Correctional Caseworker 4 CORRECTIONS SECURITY	\$13,693	\$23,947		
Minnesota	CASEWORKER	\$20,310	\$29,790		
Wyoming	Caseworker	\$19,930	\$29,890		
	Average	\$17,199	\$26,654		
	Median	\$16,560	\$26,334		
	Midpoint	\$16,880	\$26,494		

3. Correctional Captain

Position Title	# Staff	Actual Average	Actual Lowest	Actual Highest	Pay Range Minimum	Pay Range Maximum	Match Level	State
Shift Supervisor	141	\$102,081	\$78,804	\$117,456	\$53,184	\$127,140	H	IL
Correction Captain	113	\$86,273	\$86,273	\$86,273	\$68,252	\$86,273	E	NY
Corrections Captain	12	\$84,698	\$84,698	\$84,698	\$58,802	\$84,698	E	MN
Correctional Officer IV	24	\$82,006	\$66,000	\$101,052	\$58,392	\$69,216	H	AK
Correctional Captain	44	\$79,939	\$67,812	\$90,600	\$64,608	\$90,600	E	OR
Correctional Captain	1	\$77,376	\$77,376	\$77,376	\$52,800	\$96,900	E	WA
Adult Corrections Officer 6	20	\$73,076	\$67,680	\$73,680	\$64,872	\$73,680	E	HI
Correctional/Youth Security Officer IV	100	\$69,852	\$55,260	\$78,540	\$55,260	\$78,540	E	CO
Correctional Supervisor 2	51	\$69,294	\$49,213	\$71,656	\$47,091	\$71,656	E	IA
Correctional Captain	8	\$66,283	\$65,205	\$69,318	\$59,176	\$88,754	E	WY
Supervising Officer 2	184	\$63,406	\$59,452	\$72,343	\$46,917	\$107,909	E	WI
Correctional Captain, Post	55	\$63,206	\$56,077	\$75,400	\$41,496	\$65,832	E	UT
Correctional Supervisor II	15	\$59,094	\$52,356	\$69,048	\$48,192	\$80,316	E	ND
Correctional Manager 2	7	\$57,833	\$53,227	\$62,462	\$49,171	\$90,376	E	ID
Correctional Captain	54	\$57,453	\$44,417	\$62,530	\$39,290	\$59,518	E	AL
Correctional Captain	27	\$54,312	\$53,340	\$57,880	\$53,340	\$88,900	E	DE
Correctional Chief Of Security	6	\$54,306	\$52,553	\$56,181	\$43,163	\$79,132	E	OK
Correctional Officer Supervisor Manager	20	\$53,793	\$45,681	\$55,252	\$29,358	\$117,122	E	MT
Corrections Captain	12	\$53,451	\$48,653	\$63,665	\$46,336	\$69,505	E	NE
Corrections Captain	161	\$53,281	\$36,899	\$70,949	\$31,554	\$69,389	E	LA
Correctional Specialist 3	52	\$50,648	\$43,950	\$61,838	\$41,870	\$58,885	E	KS
Correctional Officer Captain	24	\$50,431	\$47,106	\$56,714	\$35,381	\$61,568	E	NM
Correctional Captain	73	\$49,559	\$35,161	\$57,467	\$33,904	\$54,730	E	IN
Corrections Captain	5	\$49,448	\$44,680	\$54,020	\$43,216	\$64,824	E	SD
Correction Captain	51	\$47,131	\$39,100	\$62,115	\$33,861	\$57,514	H	AR
Correctional Officer 4	149	\$46,691	\$38,703	\$56,831	\$38,703	\$71,608	E	SC
First-Line Supervisor Corr.Enforcement	451	\$46,433	\$39,182	\$72,451	\$36,382	\$105,231	E	FL
Security Manager I	405	\$45,532	\$38,102	\$63,821	\$31,979	\$70,801	E	VA
Correctional Captain 2	9	\$45,519	\$35,888	\$52,262	\$34,178		E	KY
Correctional Captain	178	\$42,578	\$35,761	\$54,299	\$35,761	\$57,006	E	NC
Corrections Supervisor I	104	\$39,833	\$35,844	\$43,860	\$35,844	\$50,592	E	MO
Correctional Lieutenant	83	\$38,271	\$34,548	\$48,708	\$34,548	\$55,260		TN
Correctional Officer 6	22	\$37,694	\$33,888	\$44,400	\$29,400	\$54,396	E	WV
Department Of Corrections Correctional Commander	55	\$37,018	\$34,670	\$42,243	\$34,670	\$60,672	E	MS
Incumbents & Averages	2,716	\$58,465	\$51,105	\$66,688	\$44,440	\$76,319		

Weighted Average 55,037
 Median 54,049

