

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

PRISON STAFFING ANALYSIS

Custody Staff

December 2022 – June 2023

Team Members:

Barbara Lewien, Warden – Omaha Correctional Center
Michele Wilhelm, Warden – Nebraska State Penitentiary
Craig Gable, Warden – Tecumseh State Correctional Institution
Dave Erickson, Assistant Warden – Community Corrections Center – Omaha
John Satriano, Captain – Omaha Correctional Center
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Executive Summary

The Nebraska Department of Correctional Services (NDCS) first initiated this project in August 2015 when NDCS agreed to host a class offered by the National Institute of Corrections (NIC) on Prison Staffing Analysis. At that time, twenty NDCS team members were identified for participation in the training which served as the starting point for a serious review of existing systems of staffing the state's correctional facilities. The NDCS Director selected a team of five from this training to move forward with a full-scale staffing analysis of the custody posts.

During the 2018 Legislative Session, Nebraska Revised Statute 83-906 was revised as follows:

The Department of Correctional Services shall conduct a department-wide staffing analysis of all positions, including a specific analysis regarding behavioral health staffing, in an effort to make a comprehensive determination of staffing needs. Concurrently, the department shall make short-term recommendations for needed staffing, including, but not limited to, facility administrative and support positions, in order to improve the effectiveness of staffing.

The staffing analysis shall be completed and a report of its findings and subsequent staffing recommendations submitted electronically to the Legislature no later than September 15, 2020. Subsequent updates of the staffing analysis shall be completed and shall be submitted electronically to the Legislature on or before September 15, 2026, and at least every six years thereafter or more frequently at the discretion of the department.

To meet the September 15, 2020, submission required by statute, NDCS submitted the 2016 Prison Staffing Analysis (August 2015-July 2016) and non-custody analysis completed in August 2020.

In August 2022, the NDCS Director initiated this project to update the 2015-2016 staffing analysis and for statutory compliance. A refresher training was hosted by NDCS with twenty-six team members being identified for participation in the training. A team of seven from this training was selected to conduct an updated full-scale analysis of the custody posts.

The following report 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.

Brief History and Preparation

On February 8, 2023, selected participants attended the refresher staffing analysis training held at the NDCS Central Office. A small team was formed from the training participants to lead NDCS through the comprehensive staffing analysis of custody team members throughout the Department. The Staffing Analysis Team members were:

- Barbara Lewien, Warden (Project Leader) – Omaha Correctional Center
- Michele Wilhelm, Warden – Nebraska State Penitentiary
- Craig Gable, Warden – Tecumseh State Correctional Institution
- Dave Erickson, Assistant Warden – Community Corrections Center – Omaha
- John Satriano, Captain – Omaha Correctional Center
- Michael Kinney, Administrative Programs Officer II – Reception and Treatment Center
- Stephanie Collado, Administrative Programs Officer I – Omaha Correctional Center

Other team members were called upon to assist in the individual facility analyses.

Schedule

Prior to beginning the staffing analysis, the team discussed the approach and schedule. Team members were assigned to lead a minimum of one facility staffing analysis and to complete the subsequent report(s). The schedule was set up as follows:

- Omaha Correctional Center (OCC) – February 2023
- Nebraska Correctional Youth Facility (NCYF) – March 2023
- Community Corrections Center – Omaha (CCCO) – March 2023
- Community Corrections Center – Lincoln (CCCL) – March 2023
- Nebraska State Penitentiary (NSP) – April 2023
- Tecumseh State Correctional Center (TSCI) – April 2023
- Work Ethic Camp (WEC) – April 2023
- Nebraska Correctional Center for Women (NCCW) – April 2023
- Reception and Treatment Center (RTC) – May 2023

Staffing Analysis Data Collection Instruments

The approach focused on three factors central to staffing decisions. First is the institutional profile. Next, the routine schedule of activities conducted within the facility as recorded on an activities chart. This chart identifies the general activities occurring during a 24-hour period. Then, the actual staffing rosters identified and current and proposed post plan documents. Each of these documents are found in the individual facility analysis.

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 nine facilities, while sharing the same overall mission of public safety, are difficult to compare even those with same or similar custody classifications. Assuming each would need the same staffing would be a critical error since each individual mission can drive staffing decisions. The mission directs team members to make decisions consistent with operational goals and ensures team members are utilized in an appropriate manner.

The institutional profile provides a comprehensive and objective look at the physical plant, security systems and inmate populations. 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 which houses different custody levels.

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

The daily activities charts are a snapshot of the most important daily activities occurring within the facility. It can provide a view of where team members should be throughout a 24-hour day.

The current and proposed post plans are detailed documents showing the existing and potential 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.

Statewide Recommendations

Relief Factor – The relief factor was calculated using the formula provided by NIC.

Roster Management System – The current system utilized is Telestaff. NDCS has been using this system for over a decade and shift supervisors have a strong familiarity with it. NDCS has several team members who have advanced knowledge and provide guidance and training to others who are new to using the Telestaff system.

Inmate Transportation – Many travel orders and transfers occur within NDCS. As part of the previous staffing analysis, considerable attention was paid to this, and posts were created at several facilities to accommodate the transportation needs. This has improved the consistency in which travel orders are completed and assists in the planning process for staffing. It also reduces the potential for having to utilize team members from other areas of the facility. While posts were created for the purposes of transport during the 2015-2016 staffing analysis, not all these posts were filled by new position numbers as NDCS experienced considerable vacancies at some of the facilities.

Unit Management – Unit case workers and corporals have equal compensation and are interchangeable with regard to job duties. For the purposes of this report, the title of corporal was used on all potential staffing post plans.

Post Orders – Many post orders have been improved since the last analysis. Some language and information have been removed if it is not necessary to a particular post.

Incident Management – The analysis addresses whether sufficient team members are assigned to individual posts, ensuring safety while supplying the needed control and observation of inmates. While adding team members does not necessarily increase safety, a strong visible command and control of the facility can improve team member and population safety.

Fiscal Impact

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

Conclusion

As we move forward as an agency, a continuation of these efforts is recommended. 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.

Attachments:

1. Community Corrections Center Lincoln (CCCL) Staffing Analysis
2. Community Corrections Center Omaha (CCCO) Staffing Analysis
3. Nebraska Correctional Center for Women (NCCW) Staffing Analysis
4. Nebraska Correctional Youth Facility (NCYF) Staffing Analysis
5. Nebraska State Penitentiary (NSP) Staffing Analysis
6. Omaha Correctional Center (OCC) Staffing Analysis
7. Reception and Treatment Center (RTC) Staffing Analysis
8. Tecumseh State Correctional Institution (TSCI) Staffing Analysis
9. Work Ethic Camp (WEC) Staffing Analysis

FTE Identified by the Analysis for Full Staffing Complement

	Position					
Facility	Corporal	Sergeant	Lieutenant	Captain	Major	TOTALS
CCCL	14	0	2	0	0	16
CCCO	1	3	5	0	0	9*
NCCW	4	-1	0	0	0	3
NCYF	-2	2	0	0	0	0
NSP	-3	-2	0	0	0	-5
OCC	-4	3	0	0	0	-1
RTC	72	16	-5	1	-1	83
TSCI	7	8	0	0	0	15
WEC	-4	0	0	0	0	-4
TOTALS	85	29	2	1	-1	116**

*CCCO 5 net gain after conversion of 4 unit case managers.

**New FTE total excluding 4 existing unit case managers is 112.

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 = $2088 - 8(33.53 + 6 + 12) = 1675.76$ hours

Step 2

Determine relief factors for 8 hour/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 1675.76 =	1.25
$8/7 = 1 \text{ (post)} \times 8 \text{ hours} \times 365 \text{ days/year} = 2920 \text{ hours}$	divided by 1675.76 =	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 hour, seven day per week post requires	24/7	5.22

Attachment 1

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES
COMMUNITY CORRECTIONS CENTER LINCOLN

Prison Staffing Analysis

March 27 - 28, 2023

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NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES**COMMUNITY CORRECTIONS CENTER LINCOLN**

Prison Staffing Analysis

March 27 – March 28, 2023

Staffing Analysis Team (SAT)

The SAT conducted a staffing analysis from March 27 - 28, 2023, 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 one and a half days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: team member 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 to discuss the findings and make final recommendations. The SAT members were:

- Michael Kinney, Administrative Programs Officer II (Team Leader) – Reception and Treatment Center
- April Bulling-June, Captain – Community Corrections Center Lincoln
- Boris Ilic, Major – Nebraska State Penitentiary
- Ross Peterson, Emergency Preparedness Specialist – Omaha Facilities
- Barbara Lewien, Warden – Omaha Correctional Center

REPORT CONTEXT: This report reflects staffing levels, operational conditions, population characteristics, post requirements, and other relevant factors as they existed at the time the staffing analysis was conducted (March 27-28, 2023). References to “current” conditions or circumstances should be understood within that context. Because these factors may change over time, conditions described in this report may differ from those existing at the time the report is reviewed or used.

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 Reception and Treatment Center (RTC). Due to the close proximity to RTC, there are many shared services including the use of the RTC medical clinic and restrictive housing. RTC will also assist CCCL by sharing team members when emergencies cause them to go below minimum staffing levels.

CCCL opened in July of 1993 as a 200 bed community custody facility, but can currently house 660 inmates (500 male and 160 female beds available) at any given time. This additional capacity is due to adding bunk beds to rooms and two recent construction projects which added a 100 bed male dormitory and a 160 bed female housing unit (HU). CCCL has six HUs (five male and one female). Major incidents such as altercations or assaults are rare. Incidents involving illicit substances are more common due in part to the community access the population has with employment and furloughs. Inmate grievance numbers are low. The average number of step-one grievances per month were: 2020- 6.25, 2021– 3.08, and 2022– 1.92. Travel orders for CCCL inmates are minimal due to the inmate population being community custody. Appointments can be set up with a furlough or by using the facility drivers assigned to first or second shift.

Please see the attached institutional profile regarding more specific information.

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: December 2022

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	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	460
What is the facility Operational Capacity	660
Average Daily Population for the last year	619
Custody Level	Community corrections – work detail and work release (4A/4B)

What are the external boundaries of the facility	Two recreational yards; facility is community and has no security fences, alarms, or perimeter security
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes
Turnkeys	Yes
Internal towers	No
Other	None
PERIMETER	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	No
Is the barrier sufficient to detain/delay escape	No
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 - fog/snowstorms
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	One pedestrian gate for THU population for medical and meals daily.
What is the location/design of inmate visitors' entrance/exit	Front entrance-community based
What type of perimeter vehicle is available, and is it a fixed or mobile post	No perimeter vehicles or towers
COMMUNICATIONS	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/ paging systems	Yes – in most locations
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	Eight person rooms (main building), two person rooms (WHU), and dormitory (THU)
Does the line of sight provide good visibility; or if not, is it supplemented with cameras	Yes, and cameras throughout
Is inmate supervision provided through direct supervision, remote/secure supervision, or both	Both

Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Both – by team members
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	High number of class I drug/intox, low number of class II's, and high number of class III's
What is the frequency and seriousness of inmate on staff assaults	Infrequent - one in last year - serious
What is the frequency and seriousness of inmate-on-inmate assaults	Infrequent
Have there been any recent escapes, escape attempts or walkaways if so explain	Walkaways- 16 this last year (Dec. 2021 – Nov. 2022)
Have there been recent changes in severity of sentences or conditions of confinement	None
Is the population relatively stable or is there considerable turnover	Considerable turnover
Is there significant gang or STG influences	Minimal
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)	As needed; 1:1 or 1:2
unrestricted, open campus style	Yes
via pass system	Pass only for IDC/UDC, medical
time specific lines	No
combination depending on inmate status	No
VISITATION	
What is the visitation schedule	Sun 0830-1500, Weds 1800-2000, Thurs (1300-1500, 1800-2000), Sat (0830-1030, 1300-1500)
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	Central control staff enter visitors into NICAMS for contact visits – team member sets up virtual visits in west wing and enter into NICAMS
What is the duration of visits	Two hours for contact, 45 minutes for virtual visits
What are the search requirements for inmates and visitors	None
WORK ASSIGNMENTS	
Are work details supervised by security staff	All work details are supervised by team members, not necessarily custody team members

What are the essential work details inside the facility	Kitchen, cleaning porters, maintenance.
Are there any essential work details in the community	Yes - CSI, military crew, NDOT crew, NSOB crew, Governor's mansion, central office, NSP, TSCI, RTC
What work details are optional/can be shut down	All except kitchen and maintenance.
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	Central dining or sack lunches
How are inmates escorted/sent to dining areas	Inmates called to dining
How many staff are assigned to dining areas	One each dining hall
PROGRAMS	
List of Programs by:	
Number and types	Work detail, work release, educational release, furloughs, ABE/GED, substance abuse programming
Hours of operation	Varies
Total participants and individual class/group size	Varies
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	Minimal – scheduled
Dental	Weekly with eye clinic at RTC or NSP
Mental health	Bi-Weekly
Court appearances	Minimal
At outside hospitals, is there a prison ward, or does the sending institution provide security	Sending institution unless put on medical furlough
Are there other routine outside transports	Yes – work detail and work release jobs
ADMINISTRATIVE/EXTERNAL FACTORS	
Do any of the following affect staffing levels Budget constraints	No, all FTEs are within budget
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	No

Attendance issues (e.g., overtime, sick leave abuse)	No, the number of disciplinary actions for attendance is low.
Staff grievances concerning post assignments, overtime, training, and so forth.	Minimal
Critical incidents within the past five years	No
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	No
ACA Accreditation Standards affecting staffing	No

Operations

CCCL operates with team members assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200), and third shift (2200-0600). Each shift (first, second, third) operates with a shift supervisor, typically a lieutenant, and a shift of custody team members. CCCL has six housing units (HU) with intermediate supervision. There are a combination of unit case managers (UCM) and unit case workers (UCW) assigned to the six HUs. There is no minimum staffing requirement for unit team members; however, the facility does try to plan to have a minimum of two UCWs on duty during first and second shift. Day shift team members include administrative and support team members. Corporals are assigned various specialty tasks (visiting form review, drug screening mouth swabs, ID card printing, etc.).

Inmates transfer from CCCL to secure facilities 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. CCCL inmates are allowed to participate in programs in the community.

Current programs at CCCL include:

- Work detail
- Work release
- Educational release
- Furloughs
- 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 the population. In addition to the meals served in the dining hall, CCCL prepares several hundred sack lunches each day for the population going to various work sites in the community.

CCCL has a medical clinic area allowing for inmates to receive minor medical care on site. For additional or serious medical issues or after-hours issues, inmates may be transported to RTC or an outside community medical center.

Activities Schedule

CCCL is a community custody level facility. It is important to note HUs currently have intermediate supervision. CCCL has inmates working in the community without constant team member supervision. Inmates move freely throughout the facility without the use of a pass system. There is one female HU in the facility that is separate from the male areas. The female HU has its own entrance both visitors and female inmates use. This prevents the mixing of female and male populations.

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 team members to complete these tasks. An example of such an event would be an unscheduled medical travel order.

Please see the attached CCCL activities chart.

Institutional Activities Chart

Facility Name: Community Corrections Center Lincoln

December 2022

Weekday and Weekend	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
Education	M-F																								
Official Counts	Daily																								
Informal Counts	Daily																								
Inmate Dining	Daily																								
Inmate Visitation	Sun, Wed, Th, Sat																								
Yard/Work Lines	Daily																								
Yard	Daily																								
Outside Work Detail	M-F																								
Pill Call	Daily																								
Canteen	Three times a week																								
Trash Detail	Daily																								
Roll Call	Daily																								

Shift Relief Factor (SRF)

The SRF for 8-hour day, 7-day positions used is 1.74. The SRF for 8-hour day and 5-day positions is 1.25. National Institute of Corrections (NIC) Prison Staffing Analysis training manual provided the information necessary to calculate these figures.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT. No comments were made by the SAT for the positions not listed below.

Lieutenants

- A total of three lieutenants are assigned to CCCL. Each lieutenant is assigned to first, second, and third shift.
- When the lieutenant is absent there is no relief for their position. Sergeants will be assigned as the shift supervisor in the absence of a lieutenant; however, sergeants are not authorized to approve timecards on the Kronos timekeeping system.
- Adding a relief factor for lieutenants would authorize a total of five lieutenants be assigned to CCCL. This would ensure that for most of the time, there would be a lieutenant assigned as shift supervisor during first and second shift.
- Currently the principal hearing sergeant (assigned to process misconduct reports) does not have true relief. The addition of another second shift lieutenant would allow the second sergeant assigned to second shift to be a designated full-time relief for the principal hearing sergeant.

Shift Sergeant

- Currently third shift has one lieutenant and one sergeant assigned for shift. There is no built-in relief during third shift which has caused the need for day shift principal hearing sergeant to cover third shift.
- An additional sergeant assigned to third shift would allow the ability to cover the shift supervisor responsibilities effectively on a seven-day basis.

Day Shift Key/Tool/Supply Corporal

- This post is responsible for tracking all tools within the facility as well as keys.
- Key and tool control responsibilities include replacing broken items and ensuring all keys and tools have a system that is being followed to track who is using them.
- In addition to the key and tool control position, this person also oversees the facility warehouse where various maintenance and food service supplies are kept.
- The key/tool/supply corporal will supervise the unloading of trucks and sign for deliveries.
- This position currently does not have a relief and will often have their job duties passed on to a utility in their absence.

Day Shift Electronic Monitoring (EM) Corporal/Intel

- This position is responsible for maintaining the facilities electronic monitors (commonly referred to as ankle bracelets).
- The EM corporal is the primary team member assigned to place EMs on inmates prior to them leaving the facility.
- This position does not have a designated relief and relies on utility team members, shift supervisors or the captain to cover in their absence.

- The EM corporal is often used to relieve the principal hearing sergeant in their absence. This causes difficulty in performing proper intelligence gathering.

Day Shift Property Control Corporal

- This position is responsible for all the inmate property at CCCL. Additionally, this position is responsible for the following:
 - All tablet related issues/concerns.
 - Keeping track of bicycles and the appropriate gear.
 - Responsible for property drop off twice per week for family which requires adjusting hours.
 - All incentives at CCCL for the population.
 - All in and out transfers and all the work that goes with that.
 - All incoming and outgoing mail for the population and team members.
 - When this person is absent for any reason, these responsibilities fall under the captain, shift lieutenant, and the administrative programs officer II (APO II).

West Sally Port Corporal

- The west sally port is the entry/exit point for the male inmate population. While entering or exiting, the inmate will be logged in/out for accountability purposes.
- The west sally port is equipped with a walk-through metal detector that inmates are required to pass through upon returning from outside of the facility.
- There is only one team member assigned to the west sally port and during times of peak activity the amount of inmate traffic can affect the ability to complete searches.

Housing Unit Supervision – Unit Case Worker or Corporal

- Currently there is no mandatory minimum staffing level for unit team members. HUs can go entire shifts with only indirect supervision in the form of hourly security checks performed by utility team members.
- Currently there are only two utility team members assigned to each shift and these team members are utilized to monitor dining during first and second shifts.
- It is recommended that a HU corporal be assigned to first and second shift to assist with unit supervision, especially during meal periods.

Women's Housing Unit (WHU) and Transitional Housing Unit (THU) Corporal

- The WHU is currently staffed with one control center corporal and one floor corporal during first and second shift. Only one control center corporal is assigned to third shift. This building is a standalone building that is not connected to the main building. The WHU houses female inmates as well as being home to the medical department and kitchen.
- It is recommended a relief factor be added to the main HU posts to provide seven-day coverage on all units for first and second shift. Third shift staffing could be reduced by having one post cover two units in the main building.
- The THU is currently staffed by one corporal during all three shifts. This is a standalone building not connected to any other part of the facility.
- These posts appeared adequately staffed, however due to only one person being assigned to the building at times, a check-in system is recommended to ensure team members safety.

Day Shift Road Crews/Military Base/NSOB Work Crews Corporal

- A total of ten corporals are assigned for offsite details that include road crews, working at the Nebraska State Office Building and work at the Nebraska National Guard base.
- This post has no relief at times of inclement weather - the road crews and military crew are laid in for the day.
- These positions do not have a dedicated supervisor as a direct point of contact. Instead primary oversight is shared between the first shift supervisor at departure and the second shift supervisor upon return.
- Adding a relief factor for lieutenants would allow for the first shift relief lieutenant to be placed in charge of overseeing the road crews.

Utility Corporal

- Utility corporals have many assigned tasks including hourly checks of the male HUs, monitoring dining lines, room searches, and responding to emergencies to include possible intoxication of an inmate.
- The current minimum for utility team members is two.
- When team members from other areas of the facility are absent for any reason, the utility corporals typically must cover the duties of the absent team member.
- During meal periods both utilities are busy monitoring the dining halls. Due to the dining halls being in the women's HU, it is important that both are monitoring the area to prevent mixing of the populations.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Current Post Plan)
 - Custody/Units
- Proposed Minimal Post Staffing Analysis (Proposed Post Plan)
 - Custody/Units
- Custody Post Analysis Summary
 - Custody/Units

Minimal Post Staffing Analysis
Institution: Community Corrections Center Lincoln

Custody and UCW**Current Post Plan**

Post	Positions	Duties & Responsibilities	Type		# of Posts by Shift				Relief	Total	FTE Auth'd	Variance
			5 day	7 day	Day	1st	2nd	3rd	Factor	FTE Req.	Jan-23	
Admin Bldg.	Captain	Security Administrator/PREA Coord.	x		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL					1	0	0	0		1.00	1	0.00
Admin Bldg.	Lieutenant	Shift Supervisors		x	0	1	1	1	1.00	3.00	3	0.00
SUBTOTAL					0	1	1	1		3.00	3	0.00
Admin Bldg.	Sergeant	Supervise population/Shift/Armory		x	0	1	1	1	1.74	5.22	5	-0.22
Admin Bldg.	Sergeant	Intel	x		1	0	0	0	1.00	1.00	1	0.00
Admin Bldg.	Sergeant	PHO/DCC/Evidence	x		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL					2	1	1	1		7.22	7	-0.22
Central Control	Corporal	Central Control Ops/Visiting		X	0	1	1	1	1.74	5.22	5	-0.22
West Sally Port	Corporal	All incoming/outgoing traffic		X	0	1	1	1	1.74	5.22	5	-0.22
Utility	Corporal	Monitor movement/details		X	0	2	2	2	1.74	10.44	10	-0.44
Transportation	Corporal	Transportation Driver		X	0	2	2	0	1.74	6.96	6	-0.96
THU	Corporal	Supervise unit activities/Floor		X	0	1	1	1	1.74	5.22	5	-0.22
WHU Floor	Corporal	Supervise unit activities/Floor		X	0	1	1	0	1.74	3.48	3	-0.48
WHU Control	Corporal	Central Control Ops/Visiting		X	0	1	1	1	1.74	5.22	5	-0.22
Detail/Road	Corporal	Supervise crew off site, Dept. of Roads	X		6	0	0	0	1.00	6.00	6	0.00
NSOB	Corporal	Supervise crew off site, State Office Building	X		2	0	0	0	1.00	2.00	2	0.00
Military	Corporal	Supervise crew off site, Military Bases	X		2	0	0	0	1.00	2.00	2	0.00
Property/C.I./Mail	Corporal	Provide clothing and ID's to inmates	X		1	0	0	0	1.00	1.00	1	0.00
Key/Tool/Supply	Corporal	Monitors Keys, Locks all supply inventory	X		1	0	0	0	1.00	1.00	0	-1.00
EM/Intel	Corporal	Monitor all EM's/Intel/IDC Relief	X		1	0	0	0	1.00	1.00	1	0.00
Unit	Corporal	Support B, C, D, E Units	X		0	4	4	0	1.00	8.00	8	0.00
WHU	Corporal	Support WHU	X		1	0	0	0	1.00	1.00	1	0.00
Detail Job	Corporal	Maintain all detail jobs	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Corporals				15	13	13	6		64.76	61	-3.76
Grand Totals					18	15	15	8		75.98	72	-3.98

Note: All case worker and corporal posts have been merged to corporal.

Minimal Post Staffing Analysis
Institution: Community Corrections Center Lincoln

Custody and UCW**Proposed Post Plan**

Post	Positions	Duties & Responsibilities	Type		# of Posts by Shift				Relief	Total	FTE Auth'd	
			5 day	7 day	Day	1st	2nd	3rd	Factor	FTE Req.	Jan-23	Variance
Admin Bldg.	Captain	Security Administrator/PREA Coord.	x		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL					1	0	0	0		1.00	1	0.00
Admin Bldg.	Lieutenant	Shift Supervisors		x	0	1	1	1	1.74	5.22	3	-2.22
SUBTOTAL					0	1	1	1		5.22	3	-2.22
Admin Bldg.	Sergeant	Supervise population/Shift/Armory		x	0	1	1	1	1.74	5.22	5	-0.22
Admin Bldg.	Sergeant	PHO/DCC/Evidence	x		1	0	0	0	1.00	1.00	1	0.00
Admin Bldg.	Sergeant	Intel	x		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL					2	1	1	1		7.22	7	-0.22
Central Control	Corporal	Central Control Ops/Visiting		X	0	1	1	1	1.74	5.22	5	-0.22
West Sally Port	Corporal	All incoming/outgoing traffic		X	0	1	1	1	1.74	5.22	5	-0.22
Utility	Corporal	Monitor movement/details		X	0	2	2	2	1.74	10.44	10	-0.44
Transportation	Corporal	Transportation Driver		X	0	2	2	0	1.74	6.96	6	-0.96
THU	Corporal	Supervise unit activities/Floor		X	0	1	1	1	1.74	5.22	5	-0.22
WHU Floor	Corporal	Central Control Ops/Visiting		X	0	1	1	0	1.74	3.48	3	-0.48
WHU Control	Corporal	Central Control Ops/Visiting		X	0	1	1	1	1.74	5.22	5	-0.22
Unit	Corporal	Support B, C, D, E units		X	0	4	4	2	1.74	17.40	8	-9.40
WHU	Corporal	Support WHU	X		1	0	0	0	1.00	1.00	1	0.00
Property/C.I/Mail	Corporal	Provide clothing and ID's to inmates	X		1	0	0	0	1.00	1.00	1	0.00
Key/Tool/Supply	Corporal	Monitors Keys,Locks all supply inventory	X		1	0	0	0	1.00	1.00	0	-1.00
EM/Intel	Corporal	Monitor all EM's/Intel/IDC Relief	X		1	0	0	0	1.00	1.00	1	0.00
Detail Job	Corporal	Maintain all detail jobs	X		1	0	0	0	1.00	1.00	1	0.00
Detail/Road	Corporal	Supervise crew off site, Dept. of Roads	X		6	0	0	0	1.00	6.00	6	0.00
NSOB	Corporal	Supervise crew off site, State Office Building	X		2	0	0	0	1.00	2.00	2	0.00
Military	Corporal	Supervise crew off site, Military Bases	X		2	0	0	0	1.00	2.00	2	0.00
SUBTOTAL	Corporals				15	13	13	8		74.16	61	-13.16
Grand Totals					18	15	15	10		87.60	72	-15.60

Note: All case worker and corporal posts have been merged to corporal.

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	0
Correctional Lieutenant	5	5/0	2
Correctional Sergeant	7	5/2	0
Correctional Corporal	75	60/15	14
TOTAL full time employees (FTE's)	88		

2 Sergeants N-MANDATORY

Intel
PHO/DEC/Evidence

15 Corporals N-MANDATORY

Detail/Road Crew (6)
NE State Office Building (2)
Military (2)
Property/C.I./Mail
Key/Tool/Supply
E.M./Intel
WHU
Detail Job

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

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

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Security Administrator	1	0	0	0
TOTAL	1	0	0	0

Relief Factor of 1.00

TOTAL FTE to include relief factor: 1.00 - 5 day captain

CUSTODY POST ANALYSIS

ANALYSIS WORKSHEET

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

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

Relief factor of 1.74

Total FTE to include relief factor: 5.22 - 7 days lieutenants

CUSTODY POST ANALYSIS

ANALYSIS WORKSHEET

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

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
PHO/DCC/Evidence	1	0	0	0
Intel	1	0	0	0
TOTAL	2	0	0	0

Relief Factor 1.00

Total FTE to include relief factor: 2.00 - 5 day sergeants

CUSTODY POST ANALYSIS

ANALYSIS WORKSHEET

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

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

Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 day sergeants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

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

Post Title	Day	<u>Shift</u>		
		1st	2nd	3rd
Property	1	0	0	0
Tool/Key/Supply	1	0	0	0
Electronic Monitor	1	0	0	0
WHU	1	0	0	0
Road/Detail	6	0	0	0
NE S.O.B	2	0	0	0
Military	2	0	0	0
Detail job	1	0	0	0
TOTAL	15	0	0	0

Relief Factor of 1.00

TOTAL FTE to include relief factor: 15.0 - 5 day corporals

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

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

Post Title	Day	<u>Shift</u>		
		1st	2nd	3rd
Central Control	0	1	1	1
Movement/Utility	0	2	2	2
THU	0	1	1	1
WHU	0	2	2	1
West Sally Port	0	1	1	1
Travel/Transport	0	2	2	0
Housing Units B-E	0	4	4	2
TOTAL	0	13	13	8

Relief factor of 1.74

TOTAL FTE to include relief factor: 59.16 - 7 day corporals

CCCL Specific Recommendations

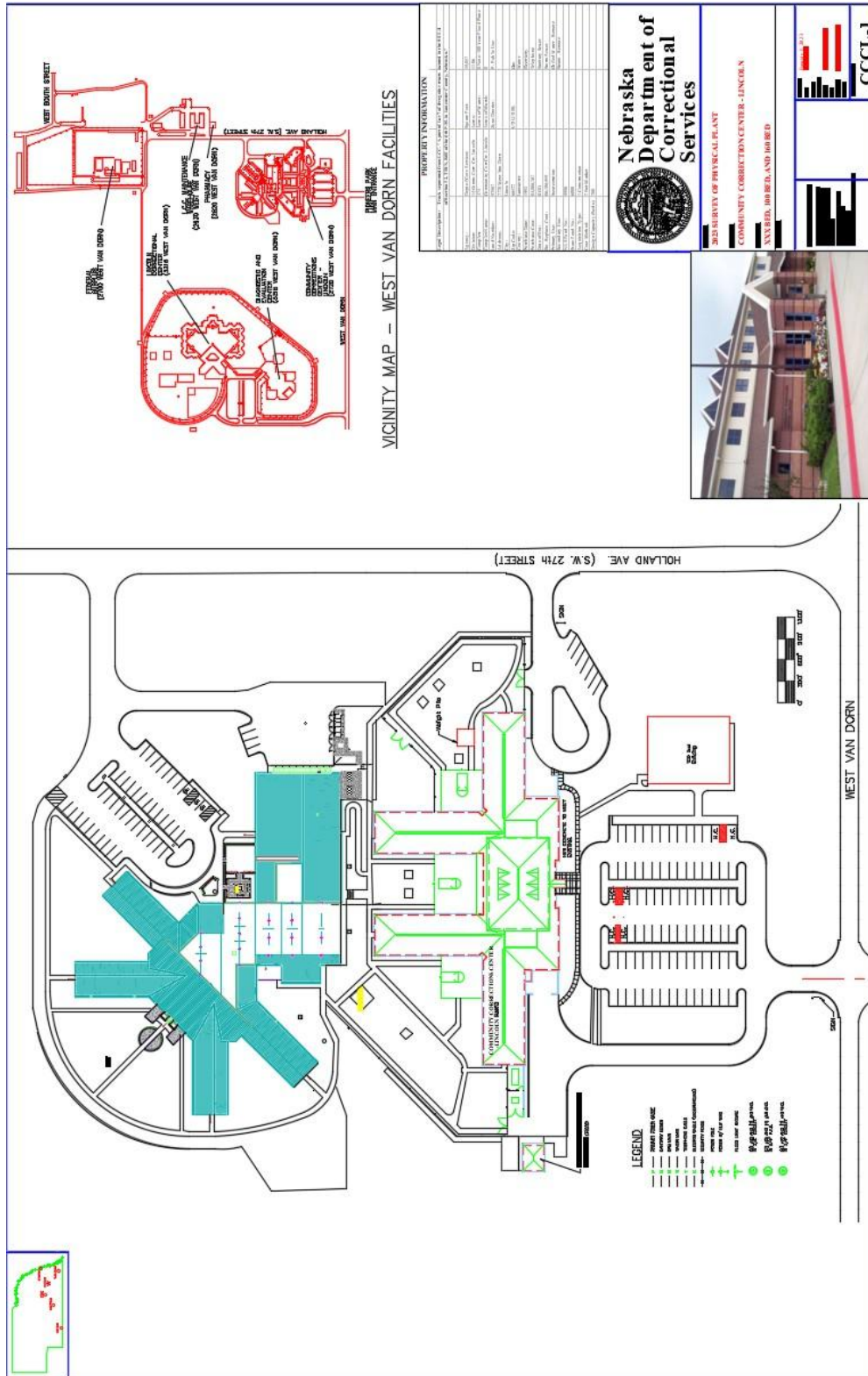
- Currently third shift has one lieutenant and one sergeant assigned for shift. There is no built-in relief during third shift which has caused the need for a day shift principal hearing sergeant to cover third shift.
- Adding a relief factor for shift lieutenants would increase the amount of time a supervisor outside of the bargaining unit was assigned as shift supervisor. Currently sergeants must be assigned as shift supervisor a minimum of twice per week. Sergeants are unable to approve, or review pay stubs or make approvals in the Kronos timekeeping system. Lastly CCCL has increased their average daily population and capacity since the last staffing analysis. CCCL consistently houses around 600 inmates on any given day. Having five lieutenants would put CCCL more in line with other facilities of that population. For instance, the Work Ethic Camp (a 200 bed capacity minimum B security prison) has six lieutenants assigned and the Nebraska Correctional Center for Women (a 275 bed capacity maximum, medium, and minimum security prison) has six lieutenants assigned.
- Adding a relief factor for HUs to provide adequate coverage daily will improve unit security.

Suggestions

- Since the last staffing analysis completed in 2016, CCCL has added a total of 260 beds. This increase in population led to an additional four relief unit case managers being assigned to the facility. Currently there is only one unit manager for the facility, but there appears there would be a benefit to upgrading one of the relief case managers to a unit manager. This would allow for a manageable case load (300 vs. 600) for each unit manager and could be done with little budget impact.
- There is no system currently in place to check on team members assigned to THU and WHU HUs during third shift. Currently both THU and WHU only have one team member assigned per building during 2200-0600 and will only have utility team members check in to pick up count sheets during third shift. It is recommended a call-in system be put in place that requires third shift central control to perform hourly check-ins with team members assigned to the THU and WHU.
- The west sally port addition has made for a much more pleasant experience entering and exiting the facility as a visitor. In 2016 inmates, team members, and visitor traffic all came through the front door and was controlled by a single team member assigned to central control. This would become chaotic and slow down movement at times. This was a concern in the 2016 staffing analysis that was addressed in a positive way, and we would like to commend CCCL for the change.

Attachments

- A. Map



Attachment 2

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES
COMMUNITY CORRECTIONAL CENTER OMAHA

Prison Staffing Analysis

March 21 - 22, 2023

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NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

COMMUNITY CORRECTIONS CENTER OMAHA

Prison Staffing Analysis

March 21 – 22, 2023

Staffing Analysis Team (SAT)

The SAT held an organizational meeting at the Community Corrections Center Omaha (CCCO) 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 two days to complete. Each SAT team member completed a report of their observations and recommendations based upon the following: team member interview, post observation, review of current post plan, current post orders, Telestaff rosters, master team roster, statistical information provided, activities chart, and budget information. The SAT members were:

- John Satriano, Captain (Team Leader) – Omaha Correctional Center
- Janee Pannkuk, Assistant Warden – Nebraska Correctional Youth Facility
- James Gosch, Unit Case Worker – Community Corrections Center Omaha
- Ross Peterson, Emergency Preparedness Specialist – Omaha Facilities
- Barbara Lewien, Warden – Omaha Correctional Center

REPORT CONTEXT: This report reflects staffing levels, operational conditions, population characteristics, post requirements, and other relevant factors as they existed at the time the staffing analysis was conducted (March 21-22, 2023). References to “current” conditions or circumstances should be understood within that context. Because these factors may change over time, conditions described in this report may differ from those existing at the time the report is reviewed or used.

Facility Design and Location

The Community Corrections Center Omaha (CCCO) is a community A/B level 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 three buildings and 90 beds to accommodate both male and female inmates. A fourth building was added in 2022 to accommodate education and other programming. Currently, CCCO has 179 beds for male inmates. All female inmates at community level live at the Community Corrections Center Lincoln (CCCL). Inmates must be classified to community A or B custody level and are typically near discharge of their sentence or are scheduled for a parole hearing. Inmates may be eligible for furloughs at CCCO; therefore, canteen, hair care, etc. are not available on-site and must be ordered from centralized canteen or purchased while out on furlough.

Inmates assigned to work details (community A custody) traditionally work at CCCO, Omaha Correctional Center (OCC), Nebraska Correctional Youth Facility (NCYF), 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 78 beds for male inmates on work detail and 101 beds for male inmates on work release. The facility operates consistently around 195% 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 a secured facility then reclassified to a more appropriate custody level. The average number of step-one grievances per month were: 2020 – 1.3, 2021 – 0.67, and 2022 – 2.92.

The four-building complex includes an administration and housing facility, an educational/classroom building and two small storage units. The site does not include perimeter fencing or vehicle sally ports, utilizing a single pedestrian point of entry for all visitors, inmates and personnel.

Please see 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: December 2022

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	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
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	179
Average Daily Population for the last year	176
Custody Level	Community A and B
What are the external boundaries of the facility	No perimeter fence, boundaries are identified by property lines.
Does internal surveillance and supervision include	
Control Rooms	No
Cameras	Yes
Gates	No
Cross Fencing	No
Turnkeys	No
Internal towers	No
Other	No
<i>Perimeter</i>	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	45 cameras, front entrance is locked 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	No vehicle gates, pedestrian traffic through main entrance.
What is the location/design of inmate visitors' entrance/exit	Main entrance
What type of perimeter vehicle is available, and is it a fixed or mobile post	No perimeter patrol
<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 – radios have an alarm
<i>Inmate Housing</i>	
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/four per room
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes, and supplemented with cameras
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Both
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Inmate rooms are manually keyed for entry not secured for exit
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	2022 -1018 MR hearings UDC and IDC, multiple code of offenses violations
What is the frequency and seriousness of inmate on staff assaults	none
What is the frequency and seriousness of inmate-on-inmate assaults	2021 – one, minor injuries
Have there been any recent escapes, escape attempts or walkaways if so explain	2021 – ten walkaways
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Steady turnover
Is there significant gang or STG influences	No
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)	As needed 1:1
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	Saturday/Sunday 12:30 – 4:00pm two sessions
Are visits contact or non-contact or both	Contact and virtual visits
What is the process for visitor registration/sign-in and are security staff assigned full-time	Sign in and supervised by front desk staff
What is the duration of visits	1.5 hours for contact 45 minutes for virtual visits
What are the search requirements for inmates and visitors	Random pat searches
Work Assignments	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Food service and maintenance
Are there any essential work details in the community	State office building and road crews
What work details are optional/can be shut down	All other porter details/jobs
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 or sack lunch if at outside location
How are inmates escorted/sent to dining areas	Intercom announcement
How many staff are assigned to dining areas	One – food service minimum
Programs	
List of Programs by:	
Number and types	Education-ABE/GED, IOP, T4C, MRT, Continuing Care
Hours of operation	Daily - 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	One per month

Dental	Zero
Mental health	Zero
Court appearances	Two per year
At outside hospitals, is there a prison ward, or does the sending institution provide security	Medical furlough or staff supervision
Are there other routine outside transports	Daily transports to Metro CC, bus stop, ReConnect
Administrative/External Factors	
Do any of the following affect staffing levels Budget constraints	No
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	No
Attendance issues (e.g., overtime, sick leave abuse)	No
Staff grievances concerning post assignments, overtime, training, and so forth.	No
Critical incidents within the past five years	Three inmate deaths in 2021
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	No
ACA Accreditation Standards affecting staffing	No

Operations

CCCO operates with team members assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200), and third shift (2200-0600). Both first and second shift have very few custody team members assigned and operate with unit case workers (UCW) as the main assigned team members. 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 team members are assigned specifically to a housing unit area. Third shift operates solely with custody team members. The assistant warden (AW) is currently designated as the security administrator. UCMs and UCWs make up most team members available to the inmate population. Day shift includes administrative and support team members. The total number of custody and unit team members assigned to CCCO is 31.

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
- Team Member Training

Programs

Inmate programs are limited at CCCO because inmates have community access to programs. 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 team members, re-entry partners, contract team members, and CCCO team members. 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
- 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 team members to conduct searches of the inmate in and out of the facility. Additionally, OCC team members provide escort of these inmates to the medical clinic. The OCC medical team responds to CCCO for medical emergencies. A dental clinic is located within the medical area of OCC. Currently a contract exists for a dentist and dental assistants to provide services to the CCCO inmate population.

CCCO team members 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 medical furlough until such time the inmate is released from the hospital. Inmates not eligible for furloughs require a team member to be assigned to post at the hospital. Travel orders for medical related services are rare. There is a transportation corporal assigned 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. An outdoor recreation space and a track are located on the back side of the facility for exercise and recreation use. No gymnasium is available. Inmates eligible for furloughs must have an approved 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 team members to complete these tasks. An example of such an event would be a medical emergency.

Please see the CCCO activities chart covering both weekdays and weekends.

Institutional Activities Chart

Facility Name: Community Corrections Center Omaha

April 2023

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	0000
Education/GED	Mon-Thurs																								
Official Counts	Mon-Sun																								
Inmate Dining	Mon-Sun																								
Inmate Visitation	Sat/Sun																								
DMV/State ID	Thursday																								
Pill Call	M-F																								
Religious Services	Sun																								
Canteen	Friday																								
College Classes	Mon-Sat																								
Unscheduled Transports	ANYTIME																								
Roll Call	Mon-Sun																								
Van Transportation	Mon-Sun																								
Open Door Mission Clothing	Friday																								
MRT Class	Sunday																								
Sponsor Class	1st/3rd Wed																								
Domestic Violence	Thursday																								
New Arrival Orientation	Sunday																								
Work Release Orientation	Sunday																								
Continued Care	Tuesday																								
Intensive Outpatient SA	Tues, Wed, Thurs																								
Outpatient Substance Abuse	Monday																								
Medical Appointments at OCC	Friday																								
Outside Medical Appointments	Mon-Fri																								
A&R	Sat/Sun																								

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day posts used is 1.74. The SRF for 8-hour day, 5-day posts used is 1.25. The National Institute of Corrections (NIC) Prison Staffing Analysis training manual provides the information necessary to calculate these figures.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT. No comments were made by the SAT for the positions not listed below.

Unit Case Manager

- There are currently seven unit case managers (UCM) assigned to CCCO. Four are on first shift (0600-1400), and three are on second shift (1400-2200). There are no unit case managers assigned to day shift or third shift.
- Most UCMs are shift supervisors a minimum of two shifts per week.
- UCMs have very minimal downtime, mainly during count time, and most use this time to complete minor but necessary tasks.
- UCMs indicated being pulled from their duties to assist or work the front desk on average about four to ten times per month.

Third Shift Sergeant

- There are two sergeants assigned to third shift as supervisors.
- Additional duties of the sergeants include writing and logging of misconduct reports, collecting mouth swabs, reviewing electronic monitoring maps, logging all furloughs, maintaining list of team member overtime, updating Telestaff, inmate searches, room searches, clear institutional count, create a daily alpha roster, balance inmate payroll from prior day's deposits, phone monitoring, and tool control.

Unit Case Worker

- The only assigned post at CCCO is the front desk/reception.
- Team members indicated confusion about the chain of command and typically route questions and concerns to the assistant warden.
- The main responsibility of the unit case worker is to ensure the front desk always has a team member available. Since this is not always possible, other team members including the teacher, unit case managers, assistant warden, and others have worked at the front desk to assist with coverage.
- Per the standard operating procedures (SOP), the following duties will be completed: front desk monitoring, check in/out of inmates, electronic 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 team members 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 field training officer (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.

Transportation Corporals

- There are two transportation corporals, one assigned to first shift (0500 – 1300) and the other to second shift (1400 – 2000) Monday through Fridays with working holidays. They are counted as a member of shift coverage.
- Provides transportation into the community for inmates on job seek appointments, and/or to their jobs in the community.
- 60% of the day is dedicated to scheduled times of drop off and pick-ups in downtown Omaha. The remainder of their days can include medical and group furlough travel, front desk/entrance coverage, job area checks, check in/out of inmates, room searches, and other activities the facility may need assistance with.
- Medical passes (sometimes to Lincoln) and as many as three medical passes a day can create a hectic, but manageable schedule.
- Communication is good between administration and medical so arrangements can be made to ensure efficient team members transportation utilization.
- They are expected to have the support, equipment, and tools necessary to complete their jobs.
- There are no post orders, but an SOP is available and utilized for guidance.
- The van schedule does not provide for this team member 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.

Third Shift Corporal

- Collateral duties assigned to a corporal include evidence handling and ordering department forms, etc.
- Corporals indicated ability to complete tasks except for when only two team members are assigned. This causes a hardship in completing any assignments that would take team members away from the front desk.
- Team members indicate concern for emergencies with only two team members on duty. They rely on OCC to assist in these cases. This may be a hardship for OCC depending upon their staffing levels.
- Another corporal has the assigned collateral duty of sending tax credit forms to inmate employers spending about nine hours a week on this task. The same team member also fills chemicals nightly for over an hour. Typically, these duties get completed; however, any unusual or emergency circumstances can change this, and no assignments are completed then.

State Office Building Corporal

- Two corporals are assigned to supervise the janitorial duties of the three floors and lower-level parking garage of the Omaha State Office building (OSOB) and stairwell of the garage area. Corporals are to monitor, direct, train, and supervise, up to eight inmates. One corporal's shift is from 0630 – 1430. Another corporal's shift is from 0900 – 1700.

Both corporals are to have up to four inmates assigned to their crew for a total of six to eight inmates assigned at the OSOB.

- Supervision, monitoring, training, supporting, and redirecting of their specific work crews as they perform all janitorial duties of the OSOB.
- When inmate crew members are less than three per corporal, the corporals must then assist to complete the needed janitorial duties. There have been instances where there are no inmates assigned or available due to passes (i.e., medical). The corporals are expected to complete all the scheduled janitorial work.
- The OSOB is comprised of the Department of Health and Human Services offices and two training rooms, two conference rooms, Division of Visually Impaired/Blind, Equal Opportunity Commission, Vocational Rehabilitation, Department of Revenue, Foster Care, Banking, Parole, Department of Labor, Building Division, Cornhusker State Industries (CSI), and others.
- Each corporal and inmate crew have a schedule of precise janitorial activities to be performed at specific locations during specified timeframes throughout each day.
- Assigned tasks include ensuring quality of work performed by inmates; monitoring and redirecting inmate interactions with the public and other state employees; training newly assigned inmates in use of janitorial supplies/equipment; explaining expectations, schedules; responding to emergency or requested janitorial needs from those working/visiting the OSOB; maintaining clean floors, windows, vents, trash, seven bathrooms, sanitize door fixtures, stairwells (not garage where cars are parked); vacuuming and cleaning spills, etc.
- Coordinating leave between the two corporals to ensure inmates are supervised and on task throughout their day. In the event both corporals are absent; inmates do not work at the OSOB.

Road Crew Corporals

- There are four road crew corporals assigned to day shift (0700-1500). This position is paid for by the Department of Transportation (DOT) through a contract with CSI. Each corporal has a team of three to four inmates assigned to their road crew.
- Their primary duties are to train and supervise the inmates on their crew. Each crew is responsible for a different part of the city of Omaha.
- The crews are used to pick up trash on highways and interstates, remove snow from the DOT facilities, assist with cleaning of the DOT facilities and maintenance of equipment.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Current Post Plan)
 - ✓ Custody/Units
- Proposed Minimal Post Staffing Analysis (Proposed Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
 - ✓ Custody/Units

Minimal Post Staffing Analysis
Facility: Community Corrections Center Omaha

Custody and UCW**Current Post Plan**

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor	Total FTE Req.	FTE Auth'd Nov - 2022	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Admin	Captain	Supervise security operations	X		0	0	0	0	1.00	1.00	0	-1.00
SUBTOTAL	Administrative				0	0	0	0		1.00	0	-1.00
Shift Supervisor	Lieutenant	Supervise 1st and 2nd shifts		X	0	0	0	0	1.74	5.22	0	-5.22
SUBTOTAL	Shift Supervisor				0	0	0	0		5.22	0	-5.22
Shift Sergeant	Sergeant	Supervise 3rd shift		X	0	0	0	1	1.74	1.74	2	0.26
SUBTOTAL	Sergeants				0	0	0	1		1.74	2	0.26
Front Desk	Corporal	Facility access, communications, security		X	0	2	2	2	1.74	10.44	13	2.56
Van Driver	Corporal	Drive inmates to and from work		X	0	1	1	0	1.00	2.00	2	0.00
Road Crew	Corporal	Supervise DOT road crews	X		4	0	0	0	1.00	4.00	4	0.00
State Office Bldg	Corporal	Supervise State Office Building porters	X		2	0	0	0	1.00	2.00	2	0.00
SUBTOTAL	Corporals				6	3	3	2		18.44	21	2.56
Grand Totals					6	3	3	3		26.40	23	-3.40

Note: All case worker and corporal posts have been merged to corporal.

Currently the Unit Case Managers are designated as the shift supervisor but are not included in the FTE authorized column.

Minimal Post Staffing Analysis
Facility: Community Corrections Center Omaha

Custody and UCW

Proposed Post Plan

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor	Total FTE Req.	FTE Auth'd Nov - 2022	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Shift Lieutenant	Lieutenants	Supervise 1st, 2nd, 3rd shifts		X	0	1	1	1	1.74	5.22	0	-5.22
SUBTOTAL	Shift Supervisor				0	1	1	1		5.22	0	-5.22
Shift Sergeant	Sergeant	Assist running 3rd shift		X	0	1	1	1	1.74	5.22	2	-3.22
SUBTOTAL	Sergeants				1	0	0	1		5.22	2	-3.22
Front Desk	Corporal	Facility access, communications, security		X	0	2	2	2	1.74	10.44	13	2.56
Van Driver	Corporal	Drive inmates to and from work		X	0	1	1	1	1.74	5.22	2	-3.22
Road Crew	Corporal	Supervise DOT road crews	X		4	0	0	0	1.00	4.00	4	0.00
State Office Bldg	Corporal	Supervise State Office Buidling porters	X		2	0	0	0	1.00	2.00	2	0.00
SUBTOTAL	Corporals				6	3	3	3		21.66	21	-0.66
Grand Totals					7	4	3	5		32.10	23	-9.10

Note: All case worker and corporal posts have been merged to corporal.

Four unit case manager positions convert to four lieutenants.

POST ANALYSIS SUMMARY

Facility: Community Corrections Center Omaha

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE's	Change in FTE's
Correctional Major	0	0/0	0
Correctional Captain	1	0/0	0
Correctional Lieutenant	5	5/0	5
Correctional Sergeant	5	5/0	3
Correctional Corporal	22	16/6	1
TOTAL full time employees (FTE's)	32		

6 Corpals N-MANDATORY Road crew (4)
NSOB (2)

4 UCM positions convert to 4 lieutenants, new FTEs total 5

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

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

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

Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 day lieutenants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

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

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

Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 day sergeants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Community Corrections Center Omaha
JOB: **Correctional Corporal**
POST TYPE: 5 day

Post Title	Day	<u>Shift</u>		
		1st	2nd	3rd
Road Crew	4	0	0	0
State Office Building	2	0	0	0
TOTAL	6	0	0	0

Relief Factor of 1.00

TOTAL FTE to include relief factor: 6.00 - 5 day corporals

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Community Corrections Center Omaha
JOB CLASSIFICATION: **Correctional Corporal**
POST TYPE: 7 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Front Desk	0	2	2	2
Van Driver	0	1	1	1
TOTAL	0	3	3	3

Relief factor of 1.74

TOTAL FTE to include relief factor for 15.66 - 7 day corporals

CCCO Specific Recommendations

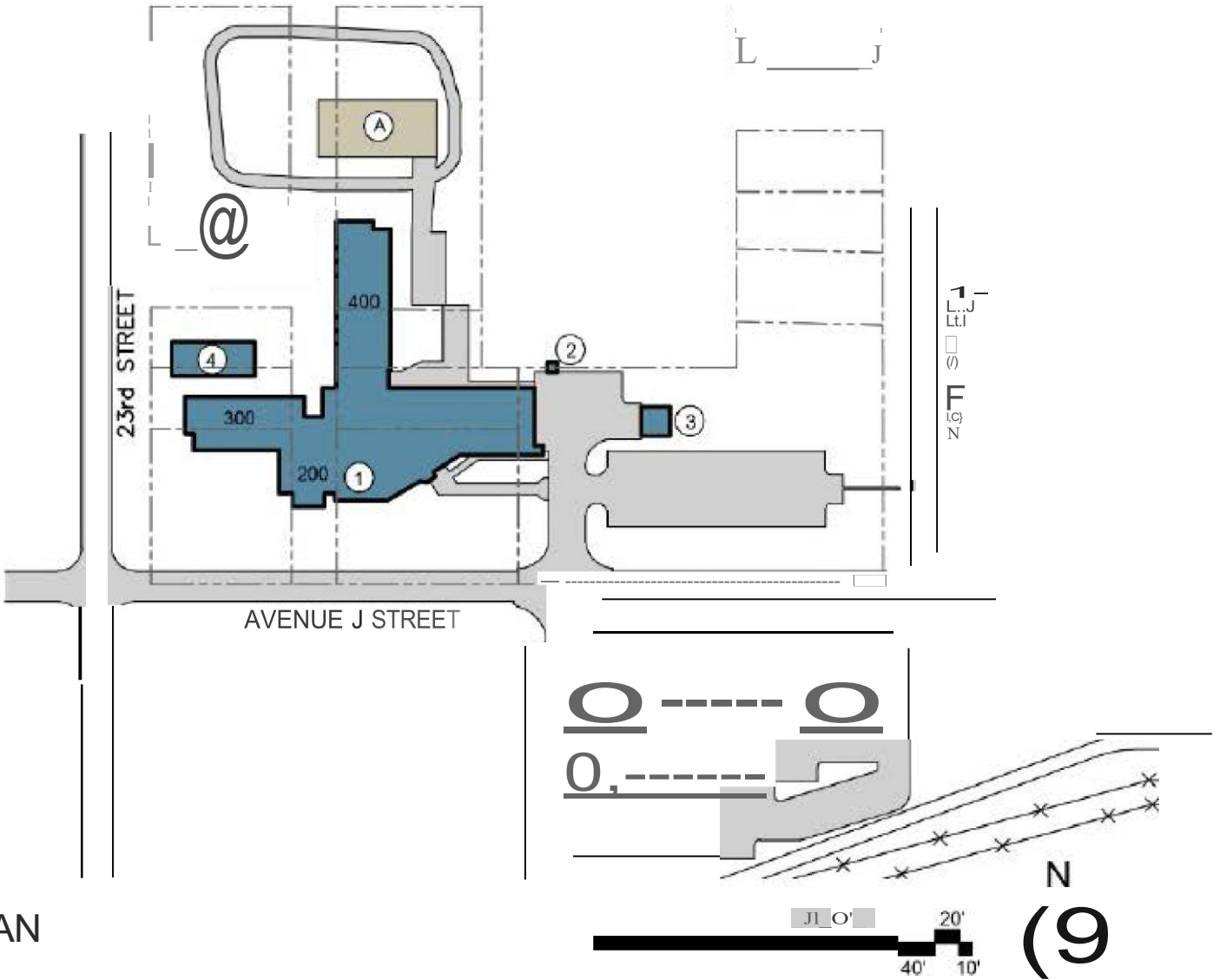
- Currently UCMs are assigned as the shift supervisor. Recommend adding shift lieutenants to all three shifts. Two on each first and second shift, and one on third shift. The benefit of adding lieutenants is they are rules and regulation team members who can be adjusted to fit the needs of the facility, do time keeping, schedule shifts and rosters, complete administrative and PREA investigations, write discipline, and other management tasks that cannot be completed by other classifications. It is also recommended that four of the current UCM positions be converted to lieutenants, having only a net increase of one FTE. By removing the shift leader responsibilities from the UCMs, will allow them to focus on case work and the reduction of UCM's would not negatively affect the facility.
- Add additional transportation corporals to allow for proper coverage. This would change the current 8/5 positions on first and second shift to 8/7 and add an 8/7 position to third shift.
- Convert SOPs into post orders for all posts in the facility. There is confusion amongst the team members on what their specific duties and responsibilities are. CCCO is the only NDCS facility that uses SOPs instead of post orders.
- Eliminate UCW positions and replace with custody team members as noted on new post plan. It is recommended the UCW 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 team members working within the same department of custody.

Suggestions

- Most team members indicated too many collateral duties for several team members and not enough for others. A redistribution of these duties would alleviate the inequities noted by team members. Additionally, it is recommended cross-training occur to ensure team members know how to perform the collateral duties of others. CCCO has a small team member compliment; therefore, there is a great need for multiple people to be able to fill in as needed.
- Food service team members appear to have a significant amount of downtime. It is recommended this area be re-evaluated regarding the number of positions as well as the schedule of the food service team members.

Attachments

A. Map



CCCO - SITE PLAN

9 BUILDINGS

- G) MAIN BUILDING UNIT - 200, 300, 400
- R) STORAGE SHED
- @) GARAGE
- ©) EDUCATION BUILDING

GROUNDS

- @) BASKETBALL COURT & WALKING TRACK
- @) GARDEN

Attachment 3

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES
NEBRASKA CORRECTIONAL CENTER FOR WOMEN

Prison Staffing Analysis

April 24 – April 25, 2023

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NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES**NEBRASKA CORRECTIONAL CENTER FOR WOMEN**

Prison Staffing Analysis

April 24 – April 25, 2023

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 two days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: team member interview, post observation, review of current post plan, current post orders, Telestaff rosters, master team roster, statistical information provided, activities chart, and budget information. The SAT members were:

- Craig Gable, Warden (Team Leader) – Tecumseh State Correctional Institution
- Brook Bjerrum, Assistant Warden – Nebraska Correctional Center for Women
- James Francis, Major – Reception and Treatment Center
- Allison Drescher, Unit Administrator – Community Corrections Center - Lincoln
- Rick Johnston, Captain – Nebraska Correctional Center for Women
- Daniel Sloup, Classification Administrator – Central Office
- Barbara Lewien, Warden – Omaha Correctional Center

REPORT CONTEXT: This report reflects staffing levels, operational conditions, population characteristics, post requirements, and other relevant factors as they existed at the time the staffing analysis was conducted (April 24-25, 2023). References to “current” conditions or circumstances should be understood within that context. Because these factors may change over time, conditions described in this report may differ from those existing at the time the report is reviewed or used.

Facility Design and Location

The Nebraska Correctional Center for Women (NCCW) is a Nebraska Department of Correctional Services (NDCS) facility located at 1107 Recharge Road, York, NE 68467. The facility is in a small community of approximately 8,000 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 inmates 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), residential substance use (RSU) unit (8 8-bed cells), C2 unit (16 rooms for inpatient mental health treatment, protective custody and mission specific living areas), the behavior intervention and programming unit (15 1-bed cells) and the diagnostic and evaluation (D&E) unit (newly committed inmates during their first 30 days of incarceration). The administrative building includes administrative offices, food service, laundry services, warehouse, and the gym.

NCCW serves as the female reception and orientation center, providing custody and care for maximum, medium, and minimum custody inmates. At the time of the analysis, the composition

was 30.1% maximum, 30.5% medium, and 39.4% minimum. This facility has also housed youthful female inmates. 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 offenses are by percentage:

- | | | |
|------------------------|-------------------------|------------------|
| • Drugs (24.4%) | • Weapons (7.2%) | • Fraud (2.4%) |
| • Assault (17.2%) | • Sex offenses (5.5%) | • Arson (1.4%) |
| • Homicide (10.3%) | • Other offenses (4.1%) | • Restraint (1%) |
| • Motor vehicle (6.9%) | • Burglary (3.9%) | • Robbery (.5%) |
| • Theft (6.9%) | | |

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 the center/bottom ribbon varies depending on the location in the facility. It is mounted on a concrete apron approximately two feet wide. The inner fence is 12 feet tall with two strands of razor ribbon at the top and the center/bottom ribbon varies depending on location. The fence has a motion/vibration detection system with 20 zones monitored by central control. The perimeter is checked twice per shift by foot patrol and is monitored by several of the 25 exterior cameras with pan, tilt and zoom capability, which are positioned around the compound and 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 is staffed by a supervisory sergeant during normal business hours.

NCCW is planning several construction and maintenance projects requiring the entrance of contractors. These include a chiller replacement, re-roofing majority of the buildings, and installing a new generator.

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: April 2023

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Yes, female intake only
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	No
Immediate Segregation	No
Protective segregation	Yes
Intensive Management	No
Disciplinary Segregation	No
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	Yes
Drug treatment or other residential therapeutic programs	Yes
Youthful Offenders	Yes
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	Yes
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	275
What is the facility Operational Capacity	344

Average Daily Population for the last year	282
Custody Level	Maximum, medium, minimum
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	None
<i>Perimeter</i>	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes, cameras and fence detection (microwave)
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g., terrain; fence	Yes, multiple buildings obstruct lines of site, poor drainage/terrain in some areas
What is the frequency and severity of visibility impairment such as fog or dust storms	Occasional fog, dust storms and snowstorms
Is the perimeter and yard lighting level sufficient	No, additional lighting is needed in main yard and softball field.
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Regular travel orders, new admissions, 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 vehicle or perimeter posts
<i>Communications</i>	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	No, not all areas are operational at this time
Are staff equipped with personal body alarms or other emergency notification equipment	Yes, radios are equipped with TAC alarms

<i>Inmate Housing</i>	
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	Three to seven person rooms, single person in MH unit/controlled movement, unsecured in B building
Does the line of sight provide good visibility; or if not is it supplemented with cameras	No, need more cameras and update cameras due to poor sight lines
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 in NH, D&E, C building, manually key C building as needed, all doors can be keyed in emergencies
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	Class 1 – 74 (2022) Class II – 741 (2022) Class III – 1315 (2022)
What is the frequency and seriousness of inmate on staff assaults	Minor staff assaults occur almost monthly, significant staff assaults are rare
What is the frequency and seriousness of inmate- on-inmate assaults	Inmate on inmate assaults occur monthly with most resulting in no injury or minor injuries, significant injuries are rare
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 noticeable changes to sentences, NCCW no longer utilized restrictive housing
Is the population relatively stable or is there considerable turnover	Considerable turnover due to inmate transfers and shorter sentences
Is there significant gang or STG influences	No
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, varies based on status and housing assignments

unrestricted, open campus style	Yes
via pass system	Yes
time specific lines	Yes, medication lines
combination depending on inmate status	Yes
Visitation	
What is the visitation schedule	Visitation, by unit/population, is open Wednesday – Sunday, ranging in hours from 0800 to 2000.
Are visits contact or non-contact or both	Both are available
What is the process for visitor registration/sign-in and are security staff assigned full-time	Visiting staff process in visitors, one full time visiting pass clerk
What is the duration of visits	Two and a half hours for all populations
What are the search requirements for inmates and visitors	Inmates are safety searched before and after visitation, visitors walk through a metal detector and are pat searched prior to visitation
Work Assignments	
Are work details supervised by security staff	All work is supervised by team members, not all security
What are the essential work details inside the facility	Kitchen, laundry, maintenance
Are there any essential work details in the community	No
What work details are optional/can be shut down	Everything but kitchen, laundry, and maintenance
Food Service	
Is food service contracted or state run	State run
Are any inmates fed in-cell, if so how many	Yes, 15 in BIPU (controlled movement), any on medical restrictions
Are inmates fed in central dining areas or in common areas in housing units	Majority are fed in central dining
How are inmates escorted/sent to dining areas	Open dining, escort RSU, D&E, and C2 population
How many staff are assigned to dining areas	Two
Programs	
List of Programs by:	
Number and types	Clinical, non-clinical, trade, vocational, education, ancillary
Hours of operation	Majority 0800-1600

Total participants and individual class/group size	Varies but averages 10-20 per class
Contracted or institutional staff supervised	Both contracted and institutional team members
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:	January 1, 2022, to December 31, 2022
Medical	604
Dental	Included above
Mental health	Included above
Court appearances	Rare
At outside hospitals, is there a prison ward, or does the sending institution provide security	Average of seven to twelve births per year
Are there other routine outside transports	Discharge/parole releases to bus depot
Administrative/External Factors	
Do any of the following affect staffing levels Budget constraints	No
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Hiring females to cover female only posts, low unemployment, rural communities, lack of daycare options
Attendance issues (e.g., overtime, sick leave abuse)	No, the number of disciplinary actions is low.
Staff grievances concerning post assignments, overtime, training, and so forth.	Rare
Critical incidents within the past five years	11 total-suicide attempts, two staff assaults (12-20-20 to 12-31-2022)
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	Yes, legislation regarding pregnant inmates.
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, pregnant inmates shall not be restrained
ACA Accreditation Standards affecting staffing	No

Operations

NCCW operates with team members 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) operates with a shift supervisor, typically a lieutenant, and a shift of custody team members. 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 case workers (UCWs) assigned to each unit operate on first and second shift, except the D&E and nursery are only first shift. The units are operated by custody team members on third shift. Day shift includes administrative and support team members as well as various additional team members such as Cornhusker State Industries (CSI) shop team members, etc.

This facility has no firearms or lethal weapons. Team members are issued MK-4 chemical agent with lieutenants, sergeants, unit case managers, unit case workers, and emergency response teams being issued MK-9 canisters. In addition, keys and radios are all issued from central control. Central control is staffed by one corporal. The facility is equipped with surveillance cameras throughout 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 team members, reentry partners, contract team members, and NCCW team members. The programs and services provided include, but are not limited to:

- Mental Health counseling and clinical programming
- Inpatient Mental Health programming (STAR)
- Residential Substance Use Programming (RSU)
- Non-clinical programming (T4C, MRT, 7 Habits)
- Cornhusker State Industries Sewing Shop
- York University
- Prison Fellowship Academy
- Adult Basic Education/GED
- College correspondence courses
- Domesti-Pups dog program
- Parenting/Nursery Program
- Recreation Programs and Services
- Inmate Clubs
- Religious Services
- Library Services

Additional Available Services

A medical and dental clinic is located within the facility. Currently a dentist and dental assistants divide time between the Nebraska State Penitentiary and NCCW to provide services.

NCCW operates with a pill call window which is located outside the medical area. Pill call is conducted two times a day and requires custody team members to monitor this activity. The number of inmates with medication determines the time needed for team members to complete this duty.

Many travel orders are utilized for various services within the York community and include travel to metro areas such as Lincoln and Omaha. In calendar year 2022, 604 travel orders were handled by 1,019 team members, using over 3,598 team member hours. Travel orders are completed by custody team members and completed in compliance with the NDCS policy. The travel order numbers were considered by the SAT during this analysis and contribute to the overall staffing needs.

Activity Schedule

It is important to note NCCW operates 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 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 the majority of the population utilizes the recreation 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 team member intensive needs of visitation through visitor processing, inmate processing, and observation of visits. NCCW processes approximately 22 in-person visitors in an average week and 22 virtual visits each week.

Please see the attached weekly NCCW activities charts.

Institutional Activities Chart

Facility Name: NCCW

April 2023

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
Admission	M-F																								
Recreation Yard	Daily																								
Open Day rooms	Daily																								
Travel Orders	M-F																								
Delivery/Gates	M-F																								
Trash/Recycling Detail	Daily																								
Roll Call	Daily																								
STAR/RSU Escorts	Daily																								
Perimeter Checks	Daily																								
Parking Lot checks	Daily																								
Building Checks- 2 to Open/2 to Close	Daily																								
Contractor Escorts	Varies																								
Safety/Pat Searches	Daily																								
Area Searches	Daily																								
Randomizer/Staff Searches	Daily																								
Official Counts	Daily																								
Informal Counts	Daily																								
Dining	Daily																								
Medication Line	Daily																								
Medication Distribution - in Unit	Daily																								
Legal Mail Distribution	M-F																								
Mail Distribution - in unit	M-F																								
C Unit meals	Daily																								
C Unit yards	Daily																								
C Unit showers	Daily																								
C Unit Law Library/Education	Varies																								
D&E Library	Tuesday																								
C Unit escorts	Varies																								
C Unit Visit escorts	Th, Fri																								
Parole Board	Monthly Weds																								
Visiting	Wednesday																								
Visiting	Thursday																								
Visiting	Friday																								
Visiting	Sat/Sun																								
Special Visits/ Online Court Hearings	M-F																								
Pop Detail	Th, Fri																								
Pop Detail	Sat-Wed																								
AA/NA	Every other Sun																								
PHO	Sat-Wed																								
IDC	M-F																								
Medical Hours - Clinic	M-F																								
Gym/Organized Rec	Daily																								
C2 Unit 3rd shift	Daily																								
Nursery 3rd shift	Daily																								
Religious Services	M-F																								
Canteen	Four days a week																								
Hair Care	Two days a week																								
School	Mon-Thurs																								
School	Fri																								
School - Accellus/Workforce Ready	Mon, Tues, Thurs																								
School - Accellus/Workforce Ready	Weds																								
School - Accellus/Workforce Ready	Fri																								
Maintenance	M-F																								
CSI	M-F																								
Library/Law Library- GP	M-F																								
Library/Law Library- GP	Saturday																								
Laundry	M-F																								
Parenting	M-F																								
Kitchen	Daily																								
Dog Program	Weds																								
York University	Tues, Th																								
Metropolitan Community College	Monday																								
Metropolitan Community College	Tuesday																								
Metropolitan Community College	Thursday																								
Common Sense Parenting	Friday																								

Norfolk Correctional Center For Women 3-12

Institutional Activities Chart

Facility Name: NCCW

April 2023

[illegible]

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day posts used is 1.74. The SRF for 8-hour day, 5-day posts used is 1.25. The National Institute of Corrections (NIC) Prison Staffing Analysis training manual provides the information necessary to calculate these figures.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT. No comments were made by the SAT for the positions not listed below.

Captain

- Normal assigned duties include but are not limited to direct supervision of lieutenants, urine analysis coordinator, primary review for use of force, composes statements of charges, conducts investigations and interviews, acting major, as well as miscellaneous duties, etc.

Relief/Administrative Lieutenant

- Normal assigned duties include but are not limited to custody team member bidding, custody rotation assignments, interview boards, facilitating non-rotating post assignments, manages post order review and revision process, provides relief to shift lieutenants and miscellaneous duties as assigned.

Lieutenants (Shift Supervisor)

- The lieutenants have a large amount of computer work to do daily (Telestaff, employment development center (EDC), Kronos, supervisor incident reports (SIR)).
- Lieutenants are the shift commanders for all shift staffing needs and post assignments.

Intel Lieutenant

- They spend a significant amount of time conducting interviews, investigations, listening to phone calls, reviewing the inmate tablet e-message system, analyzing information, and compiling for reports to provide solid information from which the facility leadership can make informed decisions.
- This position shares its services with the Work Ethic Camp (WEC)

Shift Sergeants

- The sergeants work with the lieutenants constantly to complete daily and monthly tasks.
- Sergeants are often working outside of their classification due to facility staffing needs. They will often act as the shift lieutenant, or they will fill a vacant corporal post to alleviate overtime.

Housing Unit Sergeant (North Hall, B & C Building)

- Currently only assigned to each housing unit during second shift.
- Primary duties include supervision of second shift corporals/UCWs assigned to their designated area, monitoring daily function of housing units, ensuring movement in and out.

- Primary duties include supervision of second shift corporals/UCWs assigned to their designated area, monitoring daily function of housing units, ensuring movement in and out of the housing unit is effectively monitored and controlled, appropriate sanitation is maintained, and searches are completed.
- In evening hours this position is often the only supervisor assigned to their respective housing unit.

Armory/Key/Tool Control Sergeant

- Normal assigned duties include but are not limited to maintenance and inventory of all armory, keys, and tool related equipment, issues equipment to new hires, conducts all relevant key control duties, maintains all key inventory and equipment, and assists with vehicle coordination.

Industries/Vehicle Sergeant

- Main job responsibility is the operation/security of the vehicle gate.
- Provides direct supervision of the laundry, property, visiting, and intake corporals.
- Responsible for the drug test team and verifying these are completed.
- Responsible for team member clothing issue.

Field Training Officer (FTO) Sergeant

- There is no post order for this position as it is supervised by the Staff Training Academy (STA) with a liaison supervisor from NCCW.
- Team member reports daily routine varies but includes updating FTO modules, updating OJT modules to correspond with post orders, supervising the FTO program, coordinates FTO and OJT schedules.
- Enters training records into EDC and OJT records for facility supervisors.
- Pulled to assist facility team members with planned use of force or to assist with travel orders approximately once a month, otherwise facility supervisors don't pull this position to assist.
- In addition to FTO duties, this position currently also serves as the emergency preparedness Specialist (EP).

Central Control Corporal

- Responsible for the operation of doors in the entrance and exit points of the facility and serves as the control hub for the facility.
- Responsible for all radio calls directed to central control.
- Team member reported they are also tasked with monitoring cameras; however, do not feel this is feasible.
- Issues radios, keys, and other security equipment.

Education Corporal

- Primary duties include providing security for the education and library department, rule enforcement, area searches, completing pat searches, providing coverage in the library,

creating library passes, certified to facilitate GED testing as this cannot be done by the teachers.

- This position is assigned many additional custody duties outside of a typical education post such as: completing mouth swabs, performing room searches/green boxing, creates picture cards, schedules porters, and completes CIPS, pack out property for facility transfers.

BIP-U Corporal

- Daily duties include managing the out of cell schedule, enforce rules, supervise incarcerated individuals, facilitate showers, and cell cleaning, meal pass, medication pass, formal/informal counts, unit checks, cell searches, and safety searches.
- The schedule to the unit is very structured and team member must strictly follow the schedule as posted to ensure everyone is allotted six hours out of cell.

Food Service Corporal

- Provides the custody oversight of the kitchen area.
- Supervising the population while they work and are in the kitchen.

Intake/Property Corporal

- Team member reported the most time-consuming task assigned and primary duty is processing movement in and out of the facility for transfers, travel orders, and new commitments.
- This corporal is assigned one inmate porter that assists with filing and going through property.
- This area could benefit with assistance from other areas when there is an increase in transfers which adds to the workload.

Gym Corporal

- There is currently a recreation supervisor that provides supervision of the gym when activities are offered.
- It was reported the gym corporal is used to offset gym coverage for the recreation supervisor and not necessarily as a custody support function.

Visiting Corporal

- Duties include checking in visitors, pat searching visitors, supervise professional visits, provide coverage during Parole Board, safety search inmates, supervise visiting sessions, enforce rules, process visiting request forms, enter information into NICaMS, area searches of visiting, and coordinate and supervise porters.
- When visiting is not in session, team member works on processing the visiting request forms and scheduling visits which can be time consuming depending on the number of requests.

Medical/Clinic/SNF Corporal

- Primary duties include monitoring/controlling movement in and out of medical area, searches, and inventory.
- Escorting inmates to/from medical and medical team members to units.
- Reports significant down time based on medical schedules, and no issues accomplishing everything in post orders.
- Team member reports medical still sees patients after their duty hours and no relief is sent. There is also no relief sent for training/in-service.

Yard Corporal

- Primary duties include supervising inmates on the yard and in dining, escorts for BIP-U and medical, and supervising med-lines.
- Searches take up significant time for female team members. Area searches are completed by yard team members when time permits.
- Team members reported that it is commonplace for responders to be assigned to details that impede their ability to respond to emergency situations.

Housing Unit Case Worker (North Hall, B & C Building)

- Accomplishing all duties prescribed in the post orders is rarely a challenge and they accomplish it without assistance every day barring exigent circumstances.
- Busiest times are 0600-0800 prior to arrival of UM and 1030-1400 when most of the unit returns from work/programming/education/recreation.
- Each UCW is assigned a small caseload which requires them to complete case management functions as well as basic safety and security tasks.

D&E Unit Case Worker

- One UCW is assigned on first shift, and one corporal on second and third shift.
- Primary duties include facilitation of movement in/out of D&E. Assisting with scheduling of appointments for D&E medical, dental, mental health, case management
- Supervises individuals assigned to medical rooms in D&E. most of their time is spent supervising showers, yards, facilitating/supervising movement on and off the unit.
- Second shift involves supervision of most of the recreation and out of cell time.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Current Post Plan)
 - ✓ Custody/Units
- Proposed Minimal Post Staffing Analysis (Proposed Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
 - ✓ Custody/Units

Minimal Post Staffing Analysis
Institution: Nebraska Correctional Center for Women

Custody and UCW**CURRENT POST PLAN**

POST	POSITION	DUTY AND RESPONSIBILITY	Type		# of Posts By Shift				Relief Factor	Total FTE Req	FTE AUTH'D Jan-23	Variance
			5 Day	7 Day	Day	1st	2nd	3rd				
Security Administrator	Major	Security Administration	X		1	0	0	0	1.00	1.00	1	0
Admin	Captain	Custody	X		1	0	0	0	1.00	1.00	1	0
Intel	Lieutenant	Chief Intel Analyst	X		1	0	0	0	1.00	1.00	1	0
Lieutenant	Lieutenant	Admin & Relief	X		1	0	0	0	1.00	1.00	1	0
SUBTOTAL					4	0	0	0		4.00	4	0
Shift Supervisor	Lieutenant	Shift Supervisor		X	0	1	1	1	1.74	5.22	5	-0.22
SUBTOTAL					0	1	1	1		5.22	5	-0.22
Shift Sergeants/SPV Sgt	Sergeants/SPV Sgts	Assist Shift Supervisor		X	0	1	1	1	1.74	5.22	6	0.78
North Hall Sergeant	SPV. Sergeant	Supervise North Hall	X		0	0	1	0	1.00	1.00	1	0
B Building Sergeant	SPV. Sergeant	Supervise B Building	X		0	0	1	0	1.00	1.00	1	0
C Building Sergeant	SPV. Sergeant	Supervise C Building	X		0	0	1	0	1.00	1.00	1	0
Industries/Vehicle Gate	SPV. Sergeant	Supervise Industries/Gate	X		1	0	0	0	1.00	1.00	1	0
Tool/Key	SPV. Sergeant	Tool & Key Control	X		1	0	0	0	1.00	1.00	1	0
Principle Hearing	Sergeant	Administer Disciplinary Hearings	X		1	0	0	0	1.00	1.00	1	0
Training/FTO	SPV. Sergeant	Administer Training	X		1	0	0	0	1.00	1.00	1	0
SUBTOTAL					4	1	4	1		12.22	13	0.78
Central Control	Corporal	Doors/Movement/Monitoring		X	0	1	1	1	1.74	5.22	6	0.78
Movement/Escort	Corporal	Movement & Escorts		X	0	4	4	2	1.74	17.40	17	-0.4
BIP-U	Corporal	Floor Corporal		X	0	1	1	0	1.74	3.48	4	0.52
C Bldg (STAR)	Corporal	Floor Corporal		X	0	1	1	1	1.74	5.22	5	-0.22
B Control	Corporal	Control Center		X	0	1	1	1	1.74	5.22	5	-0.22
C Control	Corporal	Control Center		X	0	1	1	1	1.74	5.22	4	-1.22
North Hall #1	Corporal	Floor Corporal		X	0	0	0	1	1.74	1.74	2	0.26
B Bay #1	Corporal	Floor Corporal		X	0	1	1	1	1.74	5.22	4	-1.22
D & E	Corporal	Floor Corporal		X	0	0	1	1	1.74	3.48	3	-0.48
RSU (SAU)	Corporal	RSU/SAU Security		X	0	0	0	1	1.74	1.74	2	0.26
Food Service	Corporal	Food Service		X	0	1	1	0	1.74	3.48	3	-0.48
North Hall	Corporal	Unit Management		X	0	2	2	0	1.74	6.96	7	0.04
B Bay	Corporal	Unit Management		X	0	2	2	0	1.74	6.96	8	1.04
RSU (SAU)	Corporal	Unit Management		X	0	1	1	0	1.74	3.48	3	-0.48
C-Bldg (STAR)	Corporal	Unit Management		X	0	1	1	0	1.74	3.48	2	-1.48
D & E	Corporal	Unit Management		X	0	1	0	0	1.74	1.74	1	-0.74
Recreation/Gym	Corporal	Gym Security	X		0	0	1	0	1.25	1.25	1	-0.25
Visiting/Pass Clerk	Corporal	Visiting Monitoring/Security	X		1	0	0	0	1.25	1.25	2	0.75
Admissions/Intake	Corporal	Admissions	X		1	0	0	0	1.25	1.25	1	-0.25
Property/Utility	Corporal	Property/Movement/Escorts	X		1	0	0	0	1.25	1.25	1	-0.25
Travel Orders	Corporal	Travel Orders	X		2	0	0	0	1.25	2.50	2	-0.5
Education/Programs	Corporal	Education Security/Monitoring	X		1	0	0	0	1.00	1.00	1	0
Medical/Clinic	Corporal	Medical/Clinic Security	X		1	0	0	0	1.00	1.00	1	0
Work Detail (Laundry)	Corporal	Laundry Security/Monitoring	X		1	0	0	0	1.00	1.00	1	0
Utility	Corporal	Movement & Escorts	X		0	0	1	0	1.00	1.00	1	0
Admin/Disciplinary	Corporal	Admin/DCC Corporal	X		1	0	0	0	1.00	1.00	1	0
Nursery	Corporal	Unit Management	X		1	0	0	0	1.00	1.00	1	0
SUBTOTAL					10	18	20	10		93.54	89	-4.54
GRAND TOTAL					18	20	25	12		114.98	111	-3.98

Note: All case worker and corporal posts have been merged to corporal.

Minimal Post Staffing Analysis
Institution: Nebraska Correctional Center for Women

Custody and UCW**PROPOSED POST PLAN**

POST	POSITION	DUTY AND RESPONSIBILITY	Type		# of Posts By Shift				Relief Factor	Total FTE Req	FTE AUTH'D Jan-23	Variance
			5 Day	7 Day	Day	1st	2nd	3rd				
Security Administrator	Major	Security Administration	X		1	0	0	0	1.00	1.00	1	0
Admin	Captain	Custody	X		1	0	0	0	1.00	1.00	1	0
Intel	Lieutenant	Chief Intel Analyst	X		1	0	0	0	1.00	1.00	1	0
Lieutenant	Lieutenant	Admin & Relief	X		1	0	0	0	1.00	1.00	1	0
SUBTOTAL					4	0	0	0		4.00	4	0
Shift Supervisor	Lieutenant	Shift Supervisor		X	0	1	1	1	1.74	5.22	5	-0.22
SUBTOTAL					0	1	1	1		5.22	5	-0.22
Shift Sergeants/SPV Sgt	Sergeants	Assist Shift Supervisor		X	0	1	1	1	1.74	5.22	6	0.78
HU Sergeant	Sergeant	Supervise NH, B, C	X		0	0	3	0	1.00	3.00	3	0
Industries/Vehicle Gate	Sergeant	Supervise Industries/Gate	X		1	0	0	0	1.00	1.00	1	0
Tool/Key	Sergeant	Tool & Key Control	X		1	0	0	0	1.00	1.00	1	0
Principle Hearing	Sergeant	Administer Disciplinary Heari	X		1	0	0	0	1.00	1.00	1	0
Training/FTO	Sergeant	Administer Training	X		1	0	0	0	1.00	1.00	1	0
SUBTOTAL					4	1	4	1		12.22	13	0.78
Central Control	Corporal	Doors/Movement/Monitoring		X	0	1	1	1	1.74	5.22	6	0.78
Movement/Escort	Corporal	Movement & Escorts		X	0	4	4	2	1.74	17.40	17	-0.4
BIP-U	Corporal	Floor Corporal		X	0	1	1	0	1.74	3.48	4	0.52
C Bldg (STAR)	Corporal	Floor Corporal		X	0	1	1	1	1.74	5.22	5	-0.22
B Control	Corporal	Control Center		X	0	1	1	1	1.74	5.22	5	-0.22
C Control	Corporal	Control Center		X	0	1	1	1	1.74	5.22	4	-1.22
North Hall #1	Corporal	Floor Corporal		X	0	0	0	1	1.74	1.74	2	0.26
B Bay #1	Corporal	Floor Corporal		X	0	1	1	1	1.74	5.22	4	-1.22
D & E	Corporal	Floor Corporal		X	0	0	1	1	1.74	3.48	3	-0.48
RSU (SAU)	Corporal	RSU/SAU Security		X	0	0	0	1	1.74	1.74	2	0.26
Food Service	Corporal	Food Service		X	0	1	1	0	1.74	3.48	3	-0.48
North Hall	Corporal	Unit Management		X	0	2	2	0	1.74	6.96	7	0.04
B Bay	Corporal	Unit Management		X	0	2	2	0	1.74	6.96	8	1.04
RSU (SAU)	Corporal	Unit Management		X	0	1	1	0	1.74	3.48	3	-0.48
C-Bldg (STAR)	Corporal	Unit Management		X	0	1	1	0	1.74	3.48	2	-1.48
D & E	Corporal	Unit Management		X	0	1	0	0	1.74	1.74	1	-0.74
Recreation/Gym	Corporal	Gym Security	X		0	0	1	0	1.25	1.25	1	-0.25
Visiting/Pass Clerk	Corporal	Visiting Monitoring/Security	X		1	0	0	0	1.25	1.25	2	0.75
Admissions/Intake	Corporal	Admissions	X		1	0	0	0	1.25	1.25	1	-0.25
Property/Utility	Corporal	Property/Movement/Escorts	X		1	0	0	0	1.25	1.25	1	-0.25
Travel Orders	Corporal	Travel Orders	X		2	0	0	0	1.25	2.50	2	-0.5
Education/Programs	Corporal	Education Security/Monitorin	X		1	0	0	0	1.00	1.00	1	0
Medical/Clinic	Corporal	Medical/Clinic Security	X		1	0	0	0	1.00	1.00	1	0
Work Detail (Laundry)	Corporal	Laundry Security/Monitoring	X		1	0	0	0	1.00	1.00	1	0
Utility	Corporal	Movement & Escorts	X		0	0	1	0	1.00	1.00	1	0
Admin/Disciplinary	Corporal	Admin/DCC Corporal	X		1	0	0	0	1.00	1.00	1	0
Nursery	Corporal	Unit Management	X		1	0	0	0	1.00	1.00	1	0
SUBTOTAL					10	18	20	10		92.54	89.00	-3.54
GRAND TOTAL					18	20	25	12		113.98	111.00	-2.98

Note: All case worker and corporal posts have been merged to corporal.

11 Corporals N-MANDATORY	Recreation/Gym
	Admissions/Intake
	Property/Utility
	Travel Orders (2)
	Education/Programs
	Medical/Clinic
	Work Detail (Laundry)
	Utility
	Admin/Disciplinary
	Visiting/Pass Clerk

CUSTODY POST ANALYSIS

ANALYSIS WORKSHEET

FACILITY:	Nebraska Correctional Center for Women
JOB CLASSIFICATION:	Correctional Major
POST TYPE:	5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Security Administrator	1	0	0	0
TOTAL	1	0	0	0

TOTAL FTE to include relief factor: 1.00 - 5 day major

CUSTODY POST ANALYSIS

ANALYSIS WORKSHEET

FACILITY:	Nebraska Correctional Center for Women
JOB CLASSIFICATION:	Correctional Captain
POST TYPE:	5 day

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

Relief factor of 1.00

TOTAL FTE to include relief factor: 1.00 - 5 day captain

CUSTODY POST ANALYSIS

ANALYSIS WORKSHEET

FACILITY: Nebraska Correctional Center for Women
JOB CLASSIFICATION: **Correctional Lieutenant**
POST TYPE: 5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Administrative/Relief	1	0	0	0
Intel	1	0	0	0
TOTAL	2	0	0	0

Relief factor of 1.00

TOTAL FTE to include relief factor: 2.00 - 5 day lieutenants

CUSTODY POST ANALYSIS

ANALYSIS WORKSHEET

FACILITY:	Nebraska Correctional Center for Women
JOB CLASSIFICATION:	Correctional Lieutenant
POST TYPE:	7 day

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

Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 day lieutenants

CUSTODY POST ANALYSIS

ANALYSIS WORKSHEET

FACILITY: Nebraska Correctional Center for Women
JOB CLASSIFICATION: **Correctional Sergeant**
POST TYPE: 5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Armory/Key/Tool	1	0	0	0
Principle Hearing	1	0	0	0
Industries/Vehicle Gate	1	0	0	0
FTO	1	0	0	0
TOTAL	4	0	0	0

Relief Factor of 1.00

TOTAL FTE to include relief factor: 4.00 - 5 day sergeants

CUSTODY POST ANALYSIS

ANALYSIS WORKSHEET

FACILITY:	Nebraska Correctional Center for Women
JOB CLASSIFICATION:	Correctional Sergeant
POST TYPE:	7 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Shift	0	1	1	1
HU	0	0	3	0
TOTAL	0	1	4	1

Relief factor of 1.74

TOTAL FTE to include relief factor: 10.44 - 7 day sergeants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Nebraska Correctional Center for Women
JOB CLASSIFICATION: **Correctional Corporal**
POST TYPE: 5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Recreation/Gym*	0	0	1	0
Visiting/Pass Clerk*	1	0	0	0
Admissions/Intake*	1	0	0	0
Property/Utility*	1	0	0	0
Travel Orders*	2	0	0	0
Education/Programs	1	0	0	0
Medical clinic	1	0	0	0
Work Detail (Laundry)	1	0	0	0
Utility	0	0	1	0
Admin/Disciplinary	1	0	0	0
TOTAL	9	0	2	0

*Relief factor of 1.25

Relief factor of 1.00

TOTAL FTE to include relief factor for 11.25 - 5 day corporals

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Nebraska Correctional Center for Women
JOB CLASSIFICATION: Correctional Corporal
POST TYPE: 7 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Central Control	0	1	1	1
Movement/Escort	0	4	4	2
BIP-U Floor	0	1	1	0
C Bldg (STAR) Floor	0	1	1	1
B Control	0	1	1	1
C Control	0	1	1	1
North Hall #1 Floor	0	0	0	1
B Bay Floor	0	1	1	1
D & E Floor	0	0	1	1
RSU (SAU) Floor	0	0	0	1
Nursery Floor	0	0	1	0
Food Service	0	1	1	0
North Hall	0	2	2	0
B Bay	0	2	2	0
RSU (SAU)	0	1	1	0
C Building	0	1	1	0
D & E	0	1	0	0
TOTAL	0	18	19	10

Relief factor of 1.74

TOTAL FTE to include relief factor for 81.78 - 7 day corporals

NCCW Specific Recommendations

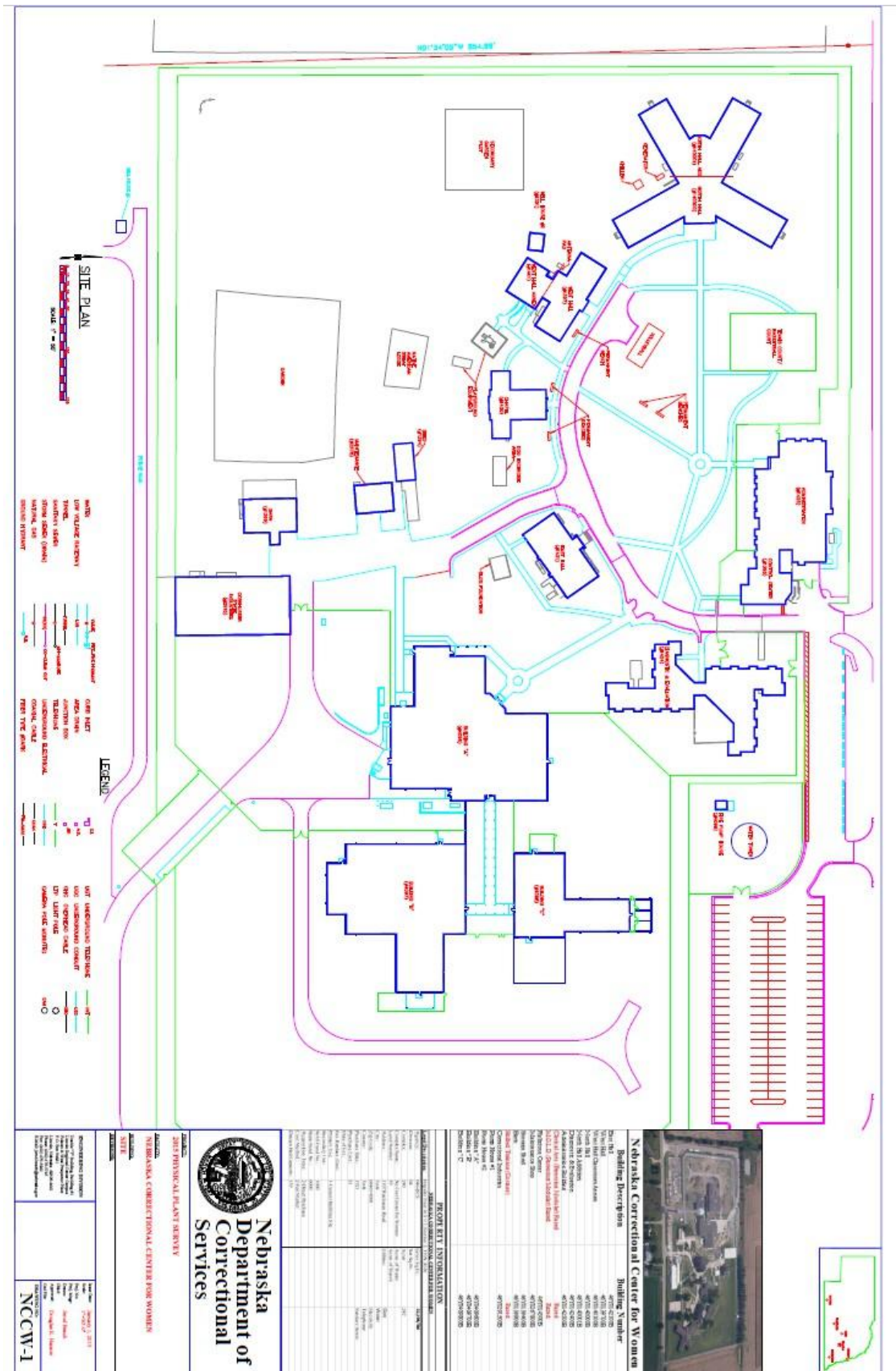
- Education corporal – Remove additional monthly duties that takes the team member away from post to ensure team member is present during working hours of education and library.

Suggestions

- Team member reported medical still sees patients after the clinic corporal duty hours and no relief is sent to medical.
 - ✓ Review current practice to verify this is what is outlined in procedures/post orders
- Housing unit sergeants reported some uncertainty about the delineation of daily/post duties between case management and housing unit sergeants.
 - ✓ Review and clearly identify the job expectations of each area.
- There are several team members who have secondary duties that include visiting duties. There are backups for this post to cover the visiting sessions however there is some confusion as to how to complete some of the job duties of a visiting corporal or who is responsible for what task.
 - ✓ Give thought to the breakdown of duties for the relief team member.

Attachments

A. Map



Attachment 4

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES
NEBRASKA CORRECTIONAL YOUTH FACILITY

Prison Staffing Analysis

March 8 – 9, 2023

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NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES**NEBRASKA CORRECTIONAL YOUTH FACILITY**

Prison Staffing Analysis

March 8 - 9, 2023

Staffing Analysis Team (SAT)

The SAT held an organizational meeting at the Nebraska Correctional Youth Facility (NCYF) 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 two days to complete. Each SAT team member completed a report of their observations and recommendations based upon the following: team interview, post observation, review of current post plan, current post orders, Telestaff rosters, master team roster, statistical information provided, activities chart, and budget information. The SAT members were:

- John Satriano, Captain (Team Leader) – Omaha Correctional Center
- Janee Pannkuk, Assistant Warden – Nebraska Correctional Youth Facility
- Allison Drescher, Unit Administrator – Community Corrections Center Lincoln
- Berenice Mines, Lieutenant – Omaha Correctional Center
- Barbara Lewien, Warden – Omaha Correctional Center

REPORT CONTEXT: This report reflects staffing levels, operational conditions, population characteristics, post requirements, and other relevant factors as they existed at the time the staffing analysis was conducted (March 08-09, 2023). References to “current” conditions or circumstances should be understood within that context. Because these factors may change over time, conditions described in this report may differ from those existing at the time the report is reviewed or used.

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 (HU) consists of HU 1, HU 2, and HU 3. “E” building consists of education, medical, programming, and the gymnasium. The original design capacity was 76 single cells with eight cells being designated for Restrictive Housing Unit (RHU).

In March 2020, NCYF discontinued the use of RHU. Any inmate aged 18 and older may be placed in RHU; however, this is accomplished through transfer to the Omaha Correctional Center RHU. Inmates aged 17 and younger are not placed in RHU.

The intentional peer support (IPS) was added to NCYF in the Spring of 2021. There are eight inmates in the IPS program who reside in the same HUs as the 18 and older inmates. There are also three inmates who are positive influencers (PI). The IPS and PI inmates help support the youth in navigating challenging situations. This also assists team members to effectively work through behavioral challenges with the population as well.

The Nebraska Department of Correctional Services (NDCS) established a rule ten 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, social studies, career and technical education, physical education, and visual/performing arts. Students are assigned to classes based on the review of past school transcripts and their identified deficits required to graduate.

Historically, NCYF has maintained a population of approximately 20% maximum, 25% medium, and 55% minimum custody level. At the time of analysis, those numbers are 17.5% maximum, 25% medium, 55% minimum, and 2.5% community. The average length of stay is 0.83 years. The current average daily operating capacity of NCYF is 67. Typically, NCYF operates at about 90% of the designed capacity. Inmate on team member assaults do occur and there were four inmate-on-team member assaults in 2022. Team member grievances are very low. Overtime is comprised mostly of voluntary overtime. Mandatory overtime is minimal. Sick leave usage is average. Inmate-on-inmate assaults and fights do occur. There were 18 inmate-on-inmate assaults in 2022. Inmate grievances occur at a very low rate. The average of step-one grievances per month were: 2020 – 0.1, 2021 – 0.67, and 2022 – 2.0.

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 inmate's incarceration, from initial intake to their eventual release to the community. Within the facility, NCYF team members have 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: January 2023

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	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	Yes (inpatient/outpatient)
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	95
Average Daily Population for the last year	67

Custody Level	Maximum, medium, and minimum
What are the external boundaries of the facility	Double, 14-foot chain link fence with double roll or razor wire. 15-acre land; microwave & E-flex fence detection system
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	No
Turnkeys	No
Internal towers	No
Other	No
<i>Perimeter</i>	
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 and big yard area have areas needing more lighting
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Contractors/vendors – three to four times a week / foot traffic daily / perimeter switch three times 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 – pickup truck or car
<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	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Single and double secured 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. Team member-controlled areas does not provide direct line of sight.
Is inmate supervision provided through direct supervision, remote/secure supervision, or both	Direct – central control also monitors individuals' activity.
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote lock/unlock by control panel and staff can manually key the doors.
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	1,607 (2022 total)
What is the frequency and seriousness of inmate on staff assaults	Four inmate on staff assault (2022 total)
What is the frequency and seriousness of inmate-on-inmate assaults	18 (2022 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	None noted
Is the population relatively stable or is there considerable turnover	65 transfers into the facility; 79 transfers out of the facility
Is there significant gang or STG influences	Yes, 35.59 %
Disciplinary Process	Yes
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 1:1
unrestricted, open campus style	Yes
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	N/A
<i>Visitation</i>	
What is the visitation schedule	Five-day schedule including weekends (Wed-Sun)
Are visits contact or non-contact or both	Contact and virtual visits
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 custody team members. There is one full time pass clerk who also supervises visits.

What is the duration of visits	Three hour per session
What are the search requirements for inmates and visitors	Visitors – pat searched; inmates – safety searched
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 others could 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, security lay-in, 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 housing unit at a time. When one unit is completed and has returned to their unit, the next unit is called.
How many staff are assigned to dining areas	Three to four team members
Programs	
List of Programs by:	
Number and types	ART, Anger Management High Risk/Need, DBT, IOP, Mental Health Outpatient Services, Mindful Living, Mindfulness Based Parenting, Mindfulness Based Psychotherapy, Mindfulness Meditation, OP, 7 Habits, Community Justice, Dog Program, Exploring Trauma, Hustle 2.0, MRT, Restorative Justice, T4C, Victim Impact, Adult Basic Education, ASE, College Courses, ESL/ELL, High School, AA, Art Class, Book Club, Charles Drew Health Class, IPS, Keyboard/guitar, Mentoring Program, NA, Religious Class and Activities, Sports/Rec Activities, WRAP, Reentry, One Heart, Reconnect, Ironing Class, Parole prep
Hours of operation	Varies
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Facility and contract team members, 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	37
Dental	Included in medical above

Mental health	N/A
Court appearances	Zero
At outside hospitals, is there a prison ward, or does the sending institution provide security	Facility provides security
Are there other routine outside transports	New arrivals: 65 Parole hearings to CCCO: 16
Administrative/External Factors	
Do any of the following affect staffing levels Budget constraints	No, all FTE's are within budget
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	No
Attendance issues (e.g., overtime, sick leave abuse)	No, disciplinary actions for attendance is low
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	No
ACA Accreditation Standards affecting staffing	No

Operations

NCYF operates with team members 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) operates with a shift supervisor, typically a lieutenant, and a shift of custody team members. The HUs operate on first and second shift with unit case managers (UCM) and unit case workers (UCW) assigned to each unit. The HUs are operated by custody team members on third shift. Day shift team members includes administrative and support team members as well as various additional team members such as canteen, maintenance, supply, and laundry.

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

- Emergency Management
- Human Resources
- Safety/Sanitation
- Medical/Dental/Eye
- Team Member Training

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 team members, reentry partners, contract team members, and NCYF team members. The following programs and services are provided, but not limited to:

- Mental Health Counseling
- Victim Impact
- Aggression Replacement Training (A.R.T.)
- Pawsitive Outcomes Program
- Project Green Thumb Horticulture Program
- High School
- College Coursework
- Mentor Program
- Religious Services
- Inmate Music Program
- Recreational Programs and Services
- Inmate Work Programs
- Intentional Peer Support
- 7 Habits
- Thinking for a Change
- Mindfulness Meditation
- Commitment to grow

Additional Available Services

A medical clinic is located within the facility but is only staffed Monday through Friday during normal business hours. Medical team members from OCC are used at NCYF for pill call and during medical emergencies. Inmates will be taken on travel orders for dental x-rays and for medical procedures. A dental clinic is located within the medical area. Currently a contract exists for a dentist and dental assistant to enter NCYF to provide services.

NCYF operates with a central pill call located in the medical clinic. Pill call is conducted two times a day and requires custody team members to monitor this activity. The number of inmates with medication determines the time needed for custody team members to complete this duty.

Given that NCYF has limited medical services within the facility, travel orders are utilized for various services within the Omaha community. These travel orders are completed predominantly by custody and administrative team members and completed in compliance with the NDCS policy. The total number of travel orders were for the year 2020 – 80, 2021 – 50, and 2022 – 53.

Activity Schedule

It is important to note NCYF operates with an open campus with an hourly doors schedule. Inmates move about the facility when the doors are open and remain in the areas for an hour. Deadlock breaks at approximately 0630 hours each day. The daily activities begin including opening of HUs, morning pill call, breakfast, inmate work assignments, education, and yard. Outside recreation areas are typically open the majority of the day. There are areas inmates need an approved pass to access the area such as medical, education, etc. Activities charts are attached and provide an overview of when activities occur within the facility. While these charts capture regularly scheduled activities, they 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 they require team members 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 team member intensive involvement of visitation through visitor processing, inmate processing, and observation of visits. Virtual visits were implemented department-wide, and visits are scheduled in advance through the NDCS website. The changes have improved visitor processing and controlled movement. NCYF processes approximately 25 visitors in an average week.

Please see the NCYF activities charts for both weekdays and weekends.

Institutional Activities Chart

Facility Name: NCYF

March 2023

Activity	Frequency	100	200	300	400	500	600	700	800	900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400
Inmate Dining	Daily																								
Official Counts	Daily																								
Informal Counts	Daily																								
Yard Supervision	Daily																								
Visitation (Weekday)	W, TH, F																								
Visitation (Weekend)	S, SU																								
High School	M, T, W, TH																								
After School	M,T,W,TH,F																								
Testing	F																								
School Orientation	F																								
Study Hall	F																								
Incentive Movie	F																								
Laundry Operation	M,T,W,TH,F																								
Institutional Court	T, F																								
Canteen	F																								
Mental Health Group	M																								
Mental Health Group	T																								
Mental Health Group	W																								
Mental Health Group	TH																								
Mental Health Group	F																								
IOP	T, W, TH																								
IPS	TH																								
ART Class	W																								
WRAP	T																								
Catholic Services	SU																								
Protestant Services	T																								
One Heart	W																								
Guitar/Keyboard Lessons	S, SU																								
Commitment to Growth	SU																								
Gym Cleaning	M																								
Open Gym	M																								
Open Gym	T, TH																								
Open Gym	S, SU																								

Institutional Activities Chart

Facility Name: NCYF

March 2023

Activity	Frequency	100	200	300	400	500	600	700	800	900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400
Open Gym	W																								
Orientation Gym	Daily																								
Library	T,W,TH																								
Law Library	M,T,W,TH,F																								
Barber	W, TH																								
AA	T																								
Dog Program (Washing)	M																								
Bible Study	SU																								
Travel Orders	Varies																								
Pill Call / Sick Call	Daily																								
Dental Appointments	Weekly																								
IPS/Mentor One-on-One	Varies																								
Mail Call	Daily																								
Porter (Work Calls)	Daily																								
Trash Detail	Daily																								

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day posts used is 1.74. The SRF for 8-hour day, 5-day posts used is 1.25. The National Institute of Corrections (NIC) Prison Staffing Analysis training manual provides the information necessary to calculate these figures.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT. No comments were made by the SAT for the positions not listed below.

Lieutenants (Shift Supervisor)

- 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.
- The lieutenants have a large amount of computer work to do daily (Telestaff, EDC, Kronos, SIRs).
- Lieutenants are the shift coordinators for all shift staffing needs and post assignments.
- Lieutenants work with their team members and the incarcerated population very effectively.
- The lieutenants field questions from all team members within the facility. The ability of the lieutenants to complete tasks depends on the number of interruptions from phone calls, team members coming to the office and day-to-day challenges presented by the population and/or team members.

Intel Lieutenant

- This position is staffed by one chief intel analyst (lieutenant) that is shared between NCYF and CCCO.
- They spend a significant amount of time conducting interviews, investigations, listening to phone calls, reviewing the GTL tablet e-message system, analyzing information, and compiling reports to provide solid information from which the facility leadership can make informed decisions.
- Additionally, they conduct the intel checks for HR.

Sergeants

- Each shift is assigned one sergeant per shift with no relief factor.
- Sergeants are often working outside of their classification due to facility staffing needs. They will often act as the shift lieutenant, or they will fill a vacant corporal post to alleviate overtime.

- One team member reported that the frequency of being pulled from shift sergeant is two to three times per week.
- One team member reported that the daily routine is subject to change based on team member vacancies for the day.
- One team member reported that shift sergeants assist with daily Telestaff rosters, team within a team, and reviewing on the job training forms.
- Recommend changing the scheduled days off of first and second shift sergeants in order to meet the facility staffing needs.

E Building Corporal

- Position has one corporal for first and second shift each.
- In charge of supervision of medical, education, and gymnasium.
- 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.
- In charge of the sanitation in E building.
- Monitors inmates that are given permission to exit classroom to utilize the restroom.
- When not in E building, other assigned tasks could include inmate escorts, monitor dining hall during dining times, and escort vendors throughout the facility.
- Recommend adding an education corporal to assist with coverage in this area during school hours.

Armory, Key, and Tool Corporal

- This area is staffed by one day shift corporal.
- Manages the armory, key control, and tool control for the facility.
- Pulled regularly to assist with shift needs and travel orders.
- This position does not currently have a relief factor and relief is pulled from shift.

Disciplinary Committee Corporal (DCC)

- This area is staffed by one day shift corporal. Their responsibilities include all functions related to IDC, PHO, evidence handling, and additional duties such as video review and travel orders, CID entry and assisting property.
- IDC is held on Tuesdays and Thursdays.
- The DCC states the workload varies and there can be down time if there are less misconduct reports written.
- Recommend adding camera review to daily duties during down time.

Property/Intake/Laundry Corporal

- This area is staffed by one day shift corporal.
- This corporal is assigned to complete all property for any incoming and outgoing transfers as well as placements into the RHU at OCC.

- This corporal is assigned two CCCO inmate porters that assist with filing and going through property, washing and folding laundry, and inventory of issued clothing. If one of the porters is absent, then the property corporal must fulfill the duties, and this takes all of their time.
- This area could benefit with assistance from other areas when there is an increase in transfers which adds to the workload.
- When the property corporal is on approved leave, the area is covered by a first shift corporal.

Central Control Corporal

- 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.
- During busy hours of operation (0700-1600) tasks include exchange of keys/radios for all team members, control entry/exit points for facility, phone and radio traffic, issue vehicles, process discharges, paroles, detainers for inmates departing OCC, input all inmate moves into NiCaMS, and process persons entering/exiting.
- Manageable responsibility for one team member to handle.

Pass Clerk/Visiting Corporal

- This area is staffed by one corporal assigned to both pass clerk and the visiting room.
- Duty hours are Wednesday through Friday from 1200-2030 and Saturday and Sunday from 0730-1600
- Schedule all visits with the inmate's visitor, processes all visitors into the facility, checks identification, monitor visitors and population while visiting is occurring.
- Additional duties assigned to the pass clerk/visiting corporal include inmate picture program, inmate property release, processing incoming mail, and are pulled for other duties intermittently.
- Recommend reviewing the process of escorting visitors to and from visiting room. Utilizing central control for short overview of visitors. Also review pass clerk corporal scheduling process to ensure visits are scheduled in groups to allow more efficient use of team member time.

Yard Supervision Corporal

- Position has two corporals for first and second shift each and one corporal for third shift.
- Very busy during warm weather days and following the dinner meal. More than one yard team member is needed when both yards (big/main) are open and busy. Not much down time due to the diversity of activities throughout the day.
- This team member at times is utilized to assist with other details which take them away from yard supervision.
- Team members are concerned there are not enough team members available at times to effectively respond and resolve critical incidents.

- Release of education or larger scale events/programs from E building (education movie) causes an influx of individuals who need to be pat searched. Sometimes the pat searches are not quality due to the volume of individuals and the need to get them back to the HUs for count/lockdown.
- Non-clinical programming can cause confusion in release/entering the HUs. Especially when program schedule does not align with the running of the hourly doors.
- Hourly door schedule can be difficult to manage depending upon activities. People don't hear announcements which causes inmates to be leaving/entering buildings when not expecting them.

Housing Unit Case Workers

- HUs are busy with minimal staffing of one UCW.
- HU3 UCW has downtime due to the limited number of inmates housed in HU3.
- Sight lines within the unit from the UCW workstation have several blind spots.
- The UCW workstations 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 workstation unsupervised.
- If an additional team member 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.
- UCMs scheduled work hours are not consistent with those of the UCW they supervise.
- Recommend a HU sergeant for second shift to assist with HU management and inmate redirection.
- Recommend adding barriers of some type to the control stations to limit access to the area by inmates.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Current Post Plan)
 - ✓ Custody/Units
- Proposed Minimal Post Staffing Analysis (Proposed Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
 - ✓ Custody/Units

Minimal Post Staffing Analysis
Facility: Nebraska Correctional Youth Facility

Custody and UCW**Current Post Plan**

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor	Total FTE Req.	FTE Auth'd 1-Jan-23	Variance
			5 day	7 day	Day	1st	2nd	3rd				
A. Bldg.	Captain	Supervise security operations	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Administrative				1	0	0	0		1.00	1	0.00
A. Bldg.	Shift Lieutenant	Supervise 1st, 2nd, 3rd shifts		X	0	1	1	1	1.74	5.22	5	-0.22
A. Bldg.	Admin. Lieutenant	Post orders, staffing, relief LT	X		1	0	0	0	1.00	1.00	1	0.00
A. Bldg.	Intel Lieutenant	Intel for NCYF and CCC-O	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Lieutenants				2	0	0	0		2.00	7	5.00
A. Bldg.	Shift Sergeant	Monitor inmate activities and movement		X	0	1	1	1	1.74	5.22	3	-2.22
SUBTOTAL	Sergeants				0	1	1	1		5.22	3	-2.22
Central Control	Corporal	Facility access, communications, security		X	0	1	1	1	1.74	5.22	6	0.78
Perimeter Patrol	Corporal	Respond to fence alerts, secure perimeter		X	0	1	1	1	1.74	5.22	6	0.78
Yard	Corporal	Escorts, movement and security		X	0	2	2	1	1.74	8.70	9	0.30
HU1	Corporal	Security of living area		X	0	1	1	1	1.74	5.22	6	0.78
HU2	Corporal	Security of living area		X	0	1	1	1	1.74	5.22	6	0.78
HU3	Corporal	Security of living area		X	0	1	1	1	1.74	5.22	5	-0.22
E. Bldg.	Corporal	Security of classrooms, medical & gym		X	0	1	1	0	1.74	3.48	3	-0.48
Pass Clerk	Corporal	Process visitors, VRF's, supervise visits	X		1	0	0	0	1.25	1.25	1	-0.25
Property	Corporal	Maintain clothing and property issue	X		1	0	0	0	1.25	1.25	1	-0.25
DCC	Corporal	Coordinate Disciplinary Committee	X		1	0	0	0	1.25	1.25	1	-0.25
Armory	Corporal	Maintain armory, tools, & keys	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Corporals				4	8	8	6		43.03	45	1.97
Grand Totals					7	9	9	7		51.25	56	4.75

Note: All case worker and corporal post have been merged to corporal.

Minimal Post Staffing Analysis
Facility: Nebraska Correctional Youth Facility

Custody and UCW**Proposed Post Plan**

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jan-23	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Admin	Captain	Supervise security operations	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Administrative				1	0	0	0		1.00	1	0.00
Shift Lieutenant	Lieutenants	Supervise 1st, 2nd, 3rd shifts		X	0	1	1	1	1.74	5.22	5	-0.22
Admin Lieutenant	Lieutenant	Post orders, staffing, relief LT	X		1	0	0	0	1.00	1.00	1	0.00
Intel Lieutenant	Lieutenant	Intel for NCYF	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Lieutenants				2	0	0	0		7.22	7	-0.22
Shift Sergeant	Sergeant	Monitor inmate activities and movement		X	0	1	1	1	1.74	5.22	3	-2.22
SUBTOTAL	Sergeants				0	1	2	1		5.22	3	-2.22
Central Control	Corporal	Facility access, communications, security		X	0	1	1	1	1.74	5.22	6	0.78
Perimeter Patrol	Corporal	Respond to fence alerts, secure perimeter		X	0	1	1	1	1.74	5.22	6	0.78
Yard	Corporal	Escorts, movement and security		X	0	2	2	1	1.74	8.70	9	0.30
Housing Unit 1	Corporal	Security on unit, daily activities		X	0	1	1	1	1.74	5.22	6	0.78
Housing Unit 2	Corporal	Security on unit, daily activities		X	0	1	1	1	1.74	5.22	6	0.78
Housing Unit 3	Corporal	Security on unit, daily activities		X	0	1	1	1	1.74	5.22	5	-0.22
E. Bldg.	Corporal	Security of classrooms, medical & gym		X	0	1	1	0	1.74	3.48	3	-0.48
Pass Clerk	Corporal	Process visitors, VRF's, supervise visits	X		1	0	0	0	1.00	1.00	1	0.00
Property	Corporal	Maintain clothing and property issue	X		1	0	0	0	1.00	1.00	1	0.00
DCC	Corporal	Coordinate Disciplinary Committee	X		1	0	0	0	1.00	1.00	1	0.00
Armory	Corporal	Maintain armory, tools, & keys	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Corporals				4	8	8	6		42.28	45	2.72
Grand Totals					7	9	11	7		55.72	56	0.28

Note: All case worker and corporal post have been merged to corporal.

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	7	5/2	0
Correctional Sergeant	5	5/0	2
Correctional Corporal	43	39/4	-2
TOTAL full time employees (FTE's)	56		

4 Corporals N-MANDATORY

Visiting/Pass Clerk
Property
Disciplinary
Armory

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

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

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

Relief Factor 1.00

TOTAL FTE to include relief factor: 1.00 - 5 day captains

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Nebraska Correctional Youth Facility
JOB CLASSIFICATION: **Correctional Lieutenant**
POST TYPE: 5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Administrative	1	0	0	0
Intel	1	0	0	0
TOTAL	2	0	0	0

Relief factor of 1.00

TOTAL FTE to include relief factor: 2.00 - 5 day lieutenants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

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

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

Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 day lieutenants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

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

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

Relief factor of 1.74

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

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

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

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Visiting/Pass Clerk	1	0	0	0
Disciplinary	1	0	0	0
Property	1	0	0	0
Armory	1	0	0	0
TOTAL	4	0	0	0

Relief factor of 1.00

TOTAL FTE to include relief factor for 4.00 - 5 day corporals

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

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

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Central Control	0	1	1	1
Perimeter Patrol	0	1	1	1
Yard	0	2	2	1
Housing Unit 1	0	1	1	1
Housing Unit 2	0	1	1	1
Housing Unit 3	0	1	1	1
E Building	0	1	1	0
TOTAL	0	8	8	6

Relief factor of 1.74

TOTAL FTE to include relief factor for 38.28 - 7 day corporals

NCYF Specific Recommendations

- Third shift sergeant – Add a shift sergeant to third shift for supervisory relief. Currently there is only one sergeant and one lieutenant on third shift not allowing adequate supervisory coverage.

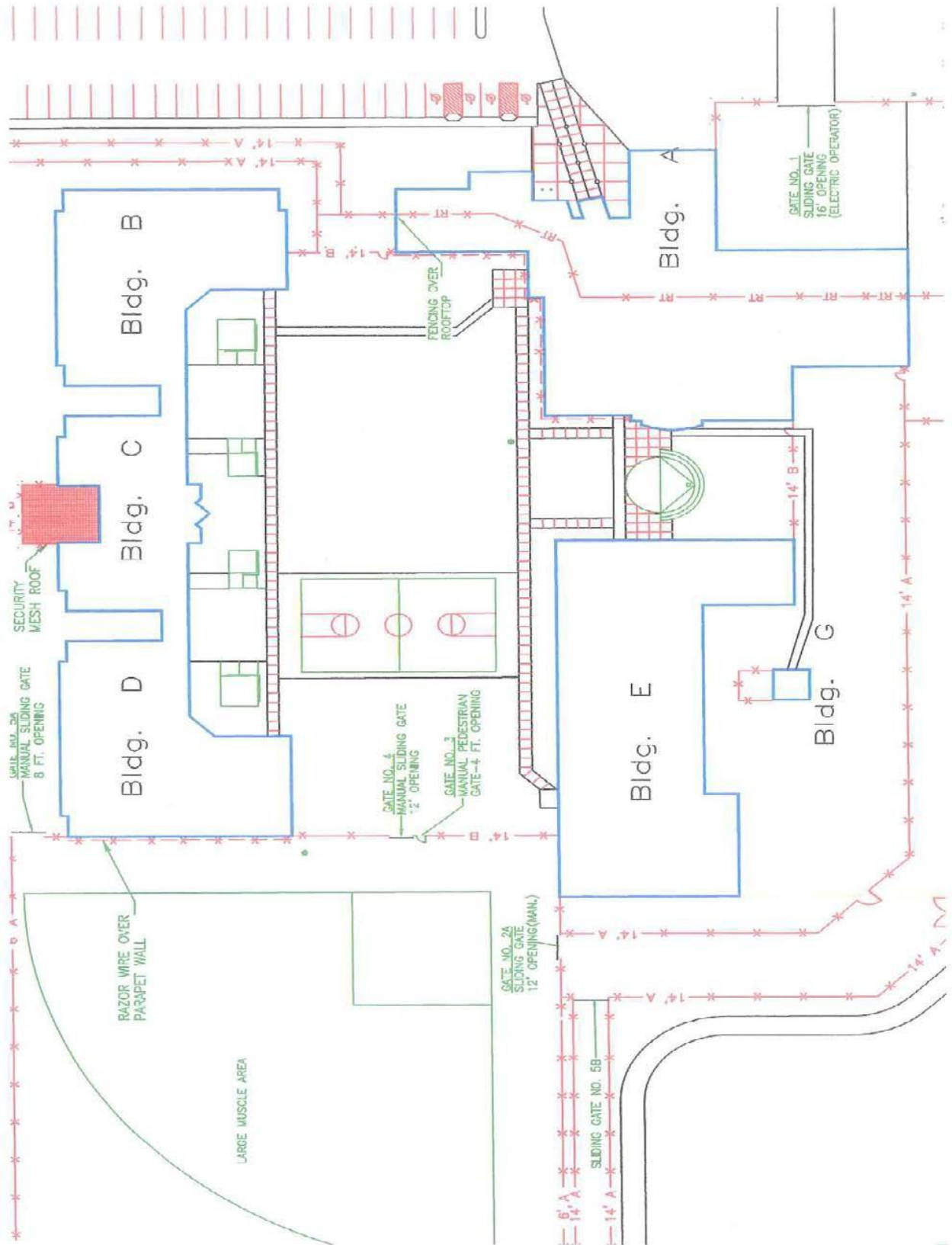
Suggestions

- Update language in the armory post order to align with the newly assigned armory corporal.
- Add barriers (swinging gates) on each control center walk through areas in the HUs. This will mitigate inmates unimpeded access to areas behind the housing unit control centers.
- Add lighting on the yards and in the wooded area by the maintenance shed for better nighttime visibility and contraband control.
- 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. Recommend changing the days off so none of the three supervisors have the same days off.

Attachments

- A. Map

NCYF Site Plan



Attachment 5

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA STATE PENITENTIARY

Prison Staffing Analysis

April 3 - April 5, 2023

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NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES**NEBRASKA STATE PENITENTIARY**

Prison Staffing Analysis

April 3 – April 5, 2023

Staffing Analysis Team (SAT)

The SAT conducted a staffing analysis from April 3 – April 5, 2023, of the Nebraska State Penitentiary (NSP). 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: team member 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 to discuss the findings and make final recommendations. The SAT members were:

- Michael Kinney, Administrative Programs Officer II (Team Leader) – Reception and Treatment Center
- Taggart Boyd, Warden – Reception and Treatment Center
- Elizabeth Stegeman, Associate Warden – Nebraska State Penitentiary
- James Francis, Major – Reception and Treatment Center
- Joshua Klein, Major – Tecumseh State Correctional Institution
- Connor Larson, Major – Omaha Correctional Center
- Jericho Johnson, Major – Nebraska Correctional Center for Women
- Jeffrey Seeley, Lieutenant – Tecumseh State Correctional Institution
- Daniel Sloup, Classification Administrator – Nebraska Department of Correctional Services
- Barbara Lewien, Warden – Omaha Correctional Center

REPORT CONTEXT: This report reflects staffing levels, operational conditions, population characteristics, post requirements, and other relevant factors as they existed at the time the staffing analysis was conducted (April 03-05, 2023). References to “current” conditions or circumstances should be understood within that context. Because these factors may change over time, conditions described in this report may differ from those existing at the time the report is reviewed or used.

Facility Design and Location

NSP is located in Lincoln, Nebraska at 4201 South 14th Street Lincoln, NE 68542. The facility has been on the same site since it opened in 1869. The original physical plant consisted of two traditional cell houses that were constructed in the 1870’s (West Cell Block) and the 1890’s (East Cell Block). These principal units along with an attached three-story administration building also of the 19th century construction served until 1981. They were the oldest continuously occupied state buildings until that year.

The current inside buildings were constructed in 1980-1993 and consist of an administration building which houses offices, visiting spaces, skilled nursing facility (which was closed in 2022, but later re-opened to serve as a temporary HU due to a major mechanical issue in HU 1 (HU 1)), medical clinic, food service operations, and a gymnasium. Four 80 room modular HUs 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 supplied heat and chilled air along with emergency power. It primarily used coal and has been replaced with a modern utility building in 2020. This new building has a mutual agreement with the Lincoln Public Power District to provide power to NSP but is also tied into the main grid. 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 (HU 7 and HU 8). Each unit has two sleeping bays separated by control centers, day rooms, and shower/toilet facilities. These units share a common mechanical space. In 2021 HU 9 was built to house 100 minimum security inmates in a dormitory setting.

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 (RHU) of traditional design which had been used to house the facility's most unmanageable inmates. The control unit no longer is in use because of NDCS' restrictive housing policy changes, but still stands. 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, over 40 structures, including the security towers, are on property. There are approximately 30 acres of land inside the fenced perimeter and the entire facility (excluding leased property) is approximately 130 acres.

The facility is divided into nine permanent HUs. All HUs are for general population with the exception of RHU. HU 7 and HU 8 are also dormitory style housing. NSP houses male inmates 19 years of age and above who are serving short, medium, and long-term felony sentences.

The age of NSP causes ongoing issues that continue to affect facility operations. It was noted during the analysis HU 1 was closed due to a pipe burst causing major flooding in the unit's mechanical room. This flooding left the HU inoperable. At the time of the analysis no timetable could be given if the HU would be able to house inmates in the future. The second notable issue was that over the years, NSP has added multiple buildings throughout its campus and changed the mission of certain buildings. For instance, HU 4 was designed the same as HUs 1-5 but is now used for restrictive housing. These modifications due to changes in the facility's mission and the general role of corrections has made NSP inefficient in the use of staffing. The addition of buildings over the years has caused blind spots for towers and creates difficulty if modern security devices such as electronic doors controlled from a centralized location were to be installed. Physical plant does impact staffing patterns. The average of step-one grievances per month were: 2020 – 24.92, 2021 – 20.3, and 2022 – 17.83.

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: January 2023

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	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	Yes
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective segregation	No
Intensive Management	No
Disciplinary Segregation	No
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	Yes
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	718
What is the facility Operational Capacity	1,489

Average Daily Population for the last year	1,301
Custody Level	Maximum/Medium/Minimum
What are the external boundaries of the facility	Double 12' fences topped with razor wire; concrete wall with razor wire; eight external towers; one internal tower; microwave fence detection system
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes
Turnkeys	Yes
Internal towers	Yes
Other	N/A
<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	Yes, 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	Perimeter-yes / yard-no
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Daily (M-F), commercial vehicle, maintenance staff account for approximately 25 vehicles per day.
What is the location/design of inmate visitors' entrance/exit	Main entrance of facility
What type of perimeter vehicle is available, and is it a fixed or mobile post	Sedan style vehicle – mobile
<i>Communications</i>	
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	Yes
<i>Inmate Housing</i>	
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 (HU 1E) double cells and dormitory setting.
Does the line of sight provide good visibility; or if not is it supplemented with cameras	No
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Both
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote and manually keyed
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	9101 in 2022
What is the frequency and seriousness of inmate on staff assaults	Nine total in 2022 (several resulted in outside care)
What is the frequency and seriousness of inmate- on-inmate assaults	55 in 2022 (one resulted in a death)
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 turnover
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, when needed 1:1 or 1:2
unrestricted, open campus style	No
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	Yes

<i>Visitation</i>	
What is the visitation schedule	Wednesday - Sunday
Are visits contact or non-contact or both	Capability for both along with virtual visits
What is the process for visitor registration/sign-in and are security staff assigned full-time	Online registration, sign in on arrival, are pat searched at the front entrance and monitored by security staff who are assigned to the visiting room.
What is the duration of visits	Four hours per session in-person and 40 minutes for virtual visits
What are the search requirements for inmates and visitors	Visitors are pat searched in; inmates are safety searched in and out.
<i>Work Assignments</i>	
Are work details supervised by security staff	Some are supervised
What are the essential work details inside the facility	Food service, maintenance, and laundry
Are there any essential work details in the community	No
What work details are optional/can be shut down	Circumstance will dictate plan of action.
<i>Food Service</i>	
Is food service contracted or state run	State Run
Are any inmates fed in-cell, if so, how many	Yes, approximately 78
Are inmates fed in central dining areas or in common areas in housing units	Central dining
How are inmates escorted/sent to dining areas	Released by housing unit
How many staff are assigned to dining areas	Three to four yard staff
<i>Programs</i>	
List of Programs by:	
Number and types	Canine programs, vocational programs, educational, parenting, relationship, religious, mental health, Prison Fellowship, Rise, etc.
Hours of operation	Various daily
Total participants and individual class/group size	Varies in size
Contracted or institutional staff supervised	Both
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	Very high number 1185 in 2022
Dental	Included above
Mental health	Included above
Court appearances	Approximately one per month
At outside hospitals, is there a prison ward, or does the sending institution provide security	Institution provides
Are there other routine outside transports	Yes
Administrative/External Factors	
Do any of the following affect staffing levels Budget constraints	No
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	No
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, staff assaults, two inmate on inmate assaults resulting in 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	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	No
ACA Accreditation Standards affecting staffing	No

Operations

There are 343 authorized custody/unit case worker (UCW) full time employees (FTE) that include a major, captains, lieutenants, sergeants, corporals, and UCWs. Shifts are 0600 - 1400 (first), 1400 – 2200 (second), and 2200 - 0600 (third). Specialist assignments (key, tool, armory, intel, and disciplinary committee) operate on varying day shifts. Corporals provide daily security in the maximum and medium security HUs. UCWs are generally responsible for building sanitation, searches, laundry distribution, and what might be called traditional custodial and security functions for the minimum-security units.

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 team members, re-entry partners, contract employees, and NSP team members. The following programs and services are provided but not limited to:

- Adult Basic Education/GED/High School
- Anger Management High Risk/Need
- Destination Dads
- Moral Reconation Therapy
- Thinking for a Change
- AA and NA
- College Correspondence
- Religious Services
- Braille Certification Program
- Recreation Program and Services
- Library Services
- Industries Program
- Conventional Inmate Employment
- Toastmasters
- Inmate clubs

Additional Available Services

The medical clinic serves the needs of the NSP population. This clinic is staffed with multiple medical team members and includes its own physician. When an inmate's medical needs require more specialized care, travel orders into the community are arranged. It is common for multiple travel orders to be needed on any given day. Most of the travel orders are supervised by custody team members which results in additional posts that need to be filled by team members. The total number of travel orders were for the year 2020 – 789, 2021 – 992, and 2022 – 1185. Currently, NSP has zero team members assigned as travel order corporals.

Activities Schedule

It is important to note NSP houses three different custody classifications. Inmates assigned to maximum and medium custody are housed in HU 1 through 5 and minimum custody inmates are housed in HU 6 through 9. NSP recreational areas are divided into two sections, one for the medium/maximum population and one for the minimum population. The minimum custody area is more of an open campus setting, allowing HUs assigned in this classification level to be on the yard at one time during daylight hours. The maximum/medium area operates on a structured schedule that prevents different HUs from mixing during recreation.

Though the recreational areas are separated, there are many shared services that provide services for both the maximum/medium population and minimum population. These shared services make it important that the daily schedule operates on time to limit the amount of custody level mixing.

Please see the attached NSP activities charts.

Institutional Activities Chart

Facility Name: Nebraska State Penitentiary

March 2023

Weekday (External) 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
Exercise	Daily																								
Feeding	Daily																								
Showers	Daily																								
Official Counts	Daily																								
Informal Counts	Daily																								
Inmate Dining	Daily																								
Inmate Visitation	Wed-Sun																								
Law Library	Daily																								
Library	Daily																								
Yard/Work Lines	Daily																								
Yard	Daily																								
Pill Call	Daily																								
Programs	Daily																								
Recreation/Gym	Daily																								
Religious Services	Daily																								
Sick Call	Daily																								
Trash Detail	Daily																								
Mail Call	Daily																								

Institutional Activities Chart

Facility Name: Nebraska State Penitentiary

March 2023

Weekday (Internal) 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
Roll Call	Daily																								
Restrictive Housing Exercise	Daily																								
Restrictive Housing Feeding	Daily																								
Restrictive Housing Showers	Daily																								
Education	Daily																								
Official Counts	Daily																								
Informal Counts	Daily																								
Inmate Dining	Daily																								
Inmate Visitation	Wed-Sun																								
Laundry Distribution	Daily																								
Law Library	Daily																								
Library	Daily																								
Yard/Work Lines	Daily																								
Yard	Daily																								
Pill Call	Daily																								
Programs	Daily																								
Recreation/Gym	Daily																								
Religious Services	Daily																								
Sick Call	Daily																								
Trash Detail	Daily																								
RH Visits	Th/Sun																								
RH Law Library	Upon Request																								
Mail Call	Daily																								
Mental Health Rounds	Daily																								

Institutional Activities Chart

Facility Name: Nebraska State Penitentiary

March 2023

Weekend 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
Exercise	Sat, Sun																								
Feeding	Sat, Sun																								
Showers	Sat, Sun																								
Official Counts	Sat, Sun																								
Informal Counts	Sat, Sun																								
Inmate Dining	Sat, Sun																								
Inmate Visitation	Sat, Sun																								
Law Library	Sat, Sun																								
Library	Sat, Sun																								
Yard/Work Lines	Sat, Sun																								
Yard	Sat, Sun																								
Pill Call	Sat, Sun																								
Programs	Sat, Sun																								
Recreation/Gym	Sat, Sun																								
Religious Services	Sat, Sun																								
Sick Call	Upon request																								
Trash Detail	Sat, Sun																								
RH Visits	Th/Sun																								
RH Law Library	Upon request																								
Mail Call	Sat, Sun																								

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. The National Institute of Corrections (NIC) Prison Staffing Analysis training manual provided the information necessary to calculate these figures.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT. No comments were made by the SAT for the positions not listed below.

Shift Lieutenant

- Shift lieutenant position has one assigned for each shift (first, second, and third), who is assisted by the sergeant assigned therein.
- The lieutenant's function is to oversee shift operations, ensuring sound decision-making occurs related to all aspects of shift. Counseling of team members and inmates, completing rounds, overseeing dining, and handling routine and emergency situations appropriately are all mentioned as core functions by team members interviewed.
- In addition to the shift lieutenant, there is a lieutenant assigned to the intelligence team, an external lieutenant (who oversees security operations in the minimum-security areas), and an administrative lieutenant.
- NSP requires that a lieutenant be assigned as shift supervisor during the hours of 0600-2200. This sometimes requires one of the day shift lieutenants to fill in as a relief.
- The lieutenant position appeared adequately staffed.

Administrative Lieutenant

- The administrative lieutenant completes assigned administrative duties consistent with other administrative lieutenants across the department.
- Assists with other duties assigned by the major, which can include investigations.
- It was noted that the day shift lieutenants were assigned protective custody investigations as well. This task is usually completed by the intelligence department.
- Fills in for shift lieutenants on an as needed basis.

External Lieutenant

- The external lieutenant is assigned to the external area of the facility, with the purpose of oversight of external areas, team member and inmate conflict, associated documentation.
- Assists with other duties assigned by the major, which can include investigations.
- It was noted that the day shift lieutenants were assigned protective custody investigations as well. This task is usually completed by the intelligence department.
- Fills in for shift lieutenants on an as needed basis.

Field Training Officer (FTO) Sergeant

- Currently staffed by two FTO sergeants working day shift, Monday through Friday.
- The department consistently places one FTO sergeants at its facilities (eight out of nine), however two FTO sergeant were assigned to NSP as a pilot program to test the benefit of two positions at a facility.
- It is common for one of the FTO sergeants to be required to teach at the Staff Training Academy as a guest instructor.

- This post can be completed staffed by one sergeant if that position is not pulled for guest instructor duties. If the current practice of using the FTO sergeant for guest instructor duties remains two sergeants is recommended.

Shift Sergeant

- Currently one sergeant is assigned to first, second, and third shift.
- Responsible for completing clerical work associated with the functioning of the lieutenant's office.
- Team cohesion and clear delineation of duties ensured proper functioning of the position.
- The sergeants assigned to be assistant shift supervisor do not have a relief factor and may have a sergeant relieve them during time off.

Yard Sergeant

- Currently one sergeant is assigned to first shift.
- This sergeant is responsible for the movement of inmates throughout the facility and assigning tasks/escort duties to yard corporals.
- The yard also has a sergeant assigned during first and second shifts.
- When the yard sergeant has their days off, this position is not filled.
- It is recommended the sergeant be the yard supervisor

Housing Unit 3 Sergeant

- HU 3 currently houses NSP's most problematic general population inmates.
- A sergeant is assigned to first and second shift five days a week to provide extra supervision to the HU.
- HU 3 has a unit manager that works day shift hours Monday through Friday. The unit manager can provide leadership and supervision during these hours. It is recommended that a sergeant only be assigned during second shift.

Housing Unit 4 Sergeant

- HU 4 was comprised of restrictive housing and general population.
- A sergeant was assigned to first and second shift five days per week to provide extra supervision to the HU. These positions were recently reallocated from HU 2 to HU 4.
- A mission update for HU4 removes the need for these positions.

External Sergeant

- Current staffing pattern for this post is on first, second, and third shift seven days a week.
- This position is responsible for supervising all HUs, calling dining lines, and responding to emergencies.
- It was noted there was a second sergeant assigned to the external area as well. Both sergeants appeared to be performing very similar duties.
- It is recommended that only one sergeant be assigned to the area and that a second sergeant assigned was inefficient.

West Wire Gate/Tower 2 Sergeant and Corporal

- Tower 2 is located at the facility's vehicle sally port. This is the entry/exit point for all vehicles entering NSP.
- The wire gate is staffed with a sergeant and a corporal to search and log vehicles into the facility. Currently tower 2 is staffed with two corporals (tower 2 corporal and tower 2

observer) in the tower during day shift Monday – Friday to assist in monitoring vehicle traffic and operate gates. The remainder of the day when there is limited vehicle traffic tower 2 only has one corporal.

- It is difficult to differentiate the duties of the tower 2 corporal and the tower 2 observation post. There are clear post order distinctions between the corporal and the sergeant however they are doing the same thing.
- Non-maintenance vehicles are escorted by other corporals.
- It was noted the corporal assigned to the wire gate, could be utilized to help search vehicles and provide vehicle escorts. This would take escort duties away from yard team members and prevent vehicles from having to wait for an escort.
- Recently, an additional set of mechanical gates was built in front of the sally port. These gates separate the wire gate from the inmate population and decrease the need for the observer post.

Yard Sergeant and Corporal

- The yard post at NSP is split into two main areas. These areas are the main yard and external yard (minimum security yard)
- Currently the yard is staffed as follows:
 - First shift: main yard eight corporals and one sergeant, external yard two corporals.
 - Second Shift: main yard seven corporals and one sergeant, external yard two corporals.
 - Third Shift: main yard four corporals, external yard one corporal.
- Yard corporals are treated as utility team members. Yard corporals mainly are responsible for supervising outdoor recreation and movement of inmates, but also are assigned to escort vehicles, escort restrictive housing passes, supervise programs and religious services, monitor dining halls and respond to emergencies.
- It is recommended that the main yard be given one additional corporal during first shift to better assist with vehicle escort, restrictive housing escorts and other duties that primarily occur during first shift.

Shop Area Sergeant and Corporal

- The shop area encompasses a large portion of NSP. Current staffing for the shop area includes a shop sergeant, laundry building sergeant, laundry building corporal, an industrial gate corporal, metal detector corporal, a Tek 1 corporal and Tek 2 Corporal.
- It was noted that the industrial gate corporal could be better utilized to perform area checks. Depending on who is working this post, may determine how often the area checks are completed, and having a more constant person working this post would be beneficial.
- Tek 2 was noted to have very few inmates assigned to work in the building. Frequently no corporal is assigned to Tek 2. It is recommended that Tek 2 supervision could be performed by a combination of the Tek 1 corporal, industrial gate corporal and shop sergeant performing area checks.

Central Control Corporal

- Assigned two corporals 0600-1800 hours and two corporals from 1800-0600
- In addition to operating sally port doors, they are responsible for issuing keys, radios, equipment, tools, conducting count, tower checks, calling passes through the institution, and maintaining logs. They monitor the fence detection system and field telephone calls throughout the day. They must assist during emergencies as needed.

- Enter travel order data into Nebraska inmate case management system and maintain master count.
- Team members assigned mentioned a day shift corporal would be beneficial to assist with data entry.
- Adding an electronic key watch system for team members to use when checking out keys would be beneficial to central control and would allow them to focus on other job duties.

Front Entrance/Pass Clerk Corporal

- Post is staffed during first and second shift. During third shift the front doors are locked and there is a phone to request entry as needed.
- Duties include processing visitors, team members, volunteers, and program team members. This includes pat searches, property searches, and verifying identification.
- Responsible for vehicle logs and keys
- Provides first line of defense in contraband control and uses an x-ray scanner for items entering the prison as well as a metal detector for individuals entering the facility.
- Duties exceed what one person can do. Needs at least another team member during peak times/programs, etc., to help.
- Female team member frequently needs to be called up for pat searches.
- Utilizes others for assistance; however, delays occur.
- Current team member levels are two team members during visiting days and one team member for non-visiting days. It is recommended that two team members be present seven days per week to process people more effectively in and out of the institution.

Tower Corporal

- A corporal is assigned to towers 1, 3, 4, and 6 for 24 hours a day.
- A corporal assigned to towers 5,7,10 from 0600-1400 and 1400-2200 hours.
- Tower 6 main area of responsibility is no longer in use (control unit). Only visibility for active areas include the internal weight pile, the Beal slough and 14th street along perimeter wall. With towers 5 and 7 operating from 0600-2200 hours, tower 6 seems to only be needed during third shift hours (2200-0600)

Video Surveillance Corporals

- One corporal assigned 0530-1330 Tuesday - Saturday.
- One corporal assigned 1300-2100 Sunday - Thursday.
- No relief factor for absences leaving no monitoring Sunday/Monday mornings or Friday/Saturday evenings.
- Conduct real time monitoring of events occurring on facility grounds to include, visiting, movement, HU activity and parking lot/roadway activity.
- Responsible for video investigation of incidents that already occurred or saving video for DCC requests. This post covers central control post during some short time spans; however, there are rare.
- It is recommended that a relief factor be given to the video surveillance post to ensure team members are monitoring cameras during the hours of 0600-2200

Housing Unit 3 Corporal

- HU 3 currently houses the facilities most disruptive general population inmates.

- Current staffing levels are for two control center corporals and two floor corporals during first and second shift. Third shift is staffed by two control center corporals who also conduct checks and count.
- Monday – Friday during day shift there is a unit manager assigned to the HU to provide a senior team member to oversee operations. It is recommended that a sergeant be assigned for second shift to ensure that there is still supervision from a senior team member during evening hours.

Housing Unit 4 Corporal (RHU and General Population)

- HU 4 is made of two restrictive housing galleries and one gallery of general population.
- The original design of HU 4 was general population. It now houses RHU inmates. Having two different types of housing in HU 4 can prove challenging.
- Current staffing is for two control center corporals, three floor corporals and two utility corporals assigned from 0600-2200 hours. From 2200-0600 the unit is staffed with two control center corporals who relieve each other to conduct checks and count.
- There is one sergeant assigned to first shift Monday - Friday, however second shift does not have a sergeant assigned. It is recommended a sergeant be assigned to this post 0600-2200 hours seven day per week to improve supervision and security.
- An additional note that was observed is custody team members are required to complete medication administration, which includes the administration of abuseable psychotropic medications. Team members are required to complete medication administration records.

Visiting Corporals

- Current staffing levels in this area were observed as two corporals during first shift and two corporals from 1300-2100 hours. The visiting room operates Wednesday to Sunday.
- The visiting room has a one hour overlap from 1300 hours to 1400 hours with four employees in the visiting room. One team member is required to step out to monitor vending machines when necessary.
- Visiting was observed to be properly staffed with two corporals during each shift.

Education Corporal

- Current staffing pattern for this post is one corporal on first shift and one corporal on second shift, five (5) days a week (Monday – Friday) with operating hours from 0700 hours – 1600 hours.
- One corporal is sufficient to supervise this post during hours of operation.
- Consideration should be given to removing from shift rotation to mirror education hours (0700 hours – 1500 hours or 0730 hours – 1530 hours)

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Current Post Plan)
 - ✓ Custody/Units
- Proposed Minimal Post Staffing Analysis (Proposed Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
 - ✓ Custody/Units

Post	Positions	Duties & Responsibilities	Type		# of Posts by Shift				AM	PM	Relief Factor	Total FTE Req.	FTE Auth'd Jan-23	Variance
			5 day	7 day	Day	1st	2nd	3rd						
Security Administrator	Major	Security Administrator	x		1	0	0	0			1.00	1.00	1	0.00
Admin	Captain	Admin	x		1	0	0	0			1.00	1.00	1	0.00
Operations	Captain	Oversee all shifts	x		1	0	0	0			1.00	1.00	1	0.00
Intel	Captain	Intel Cpt.	x		1	0	0	0			1.00	1.00	1	0.00
SUBTOTAL					4	0	0	0				4.00	4	0.00
Shift Supervisor	Lieutenant	Shift Supervisors		x	0	1	1	1			1.74	5.22	5	-0.22
Admin	Lieutenant	Admin	x		1	0	0	0			1.00	1.00	1	0.00
Intel	Lieutenant	CIA	x		1	0	0	0			1.00	1.00	1	0.00
External	Lieutenant	Supervise minimum security operations.	x		1	0	0	0			1.00	1.00	1	0.00
SUBTOTAL					3	1	1	1				8.22	8	-0.22
Shift	Sergeant	Assistant Shift Supervisors		x	0	1	1	1			1.74	5.22	5	-0.22
Yard	Sergeant	Supervise yard movement		x	0	2	2	0			1.74	6.96	5	-1.96
Turnkey	Sergeant	Supervise Turnkey area		x	0	1	1	0			1.74	3.48	4	0.52
External	Sergeant	Supervise minimum security operations.		x	0	1	1	1			1.74	5.22	6	0.78
West Wire	Sergeant	Control vehicle gate traffic	x		1	0	0	0			1.25	1.25	1	-0.25
CSI Laundry	Sergeant	Supervise laundry	x		1	0	0	0			1.25	1.25	1	-0.25
Shops	Sergeant	Supervisor Shops	x		1	0	0	0			1.25	1.25	2	0.75
FTO SSGT	Sergeant	Training staff	x		2	0	0	0			1.00	2.00	2	0.00
External	Sergeant	Supervise External Sergeant	x		1	0	0	0			1.00	1.00	1	0.00
HU 3	Sergeant	Supervise HU 3 operations	x		0	1	1	0			1.00	2.00	2	0.00
HU 4	Sergeant	Supervise RHU	x		1	0	0	0			1.00	1.00	1	0.00
Mail Room	Sergeant	Supervise mailroom and legal mail	x		1	0	0	0			1.00	1.00	1	0.00
Armory	Sergeant	Armory	x		1	0	0	0			1.00	1.00	1	0.00
SUBTOTAL					9	6	6	2				32.63	32	-0.63
Central Control	Corporal	Central Control Ops		x	0	0	0	0	2	2	1.74	6.96	7	0.04
Yard	Corporal	Monitors Front yard movement		x	0	8	7	4			1.74	33.06	34	0.94
External Yard	Corporal	Monitors External Yard		x	0	2	2	1			1.74	8.70	9	0.30
HU 1	Corporal	CLOSED INDEFINITELY DUE TO FLOOD		x	0	3	3	2			1.74	13.92	14	0.08
HU 1-E (Former SNF)	Corporal	Supervise unit activities/Floor		x	0	0	0	0	1	1	1.74	3.48	4	0.52
HU 2	Corporal	Supervise unit activities/Floor		x	0	4	4	2			1.74	17.40	18	0.60
HU 3	Corporal	Supervise unit activities/Floor		x	0	4	4	2			1.74	17.40	18	0.60
HU 4 Floor	Corporal	Supervise unit activities/Floor		x	0	5	5	0			1.74	17.40	18	0.60
HU 4 CC	Corporal	Log activity/control doors		x	0	0	0	0	2	2	1.74	6.96	7	0.04
HU 5	Corporal	Supervise unit activities/Floor		x	0	3	3	2			1.74	13.92	14	0.08
HU 6B	Corporal	Supervise unit activities/Floor		x	0	1	1	1			1.74	5.22	6	0.78
HU 6C	Corporal	Supervise unit activities/Floor		x	0	1	1	1			1.74	5.22	6	0.78
HU 6 utility	Corporal	Supervise unit activities/Floor		x	0	1	1	1			1.74	5.22	6	0.78
HU 7	Corporal	Supervise unit activities/Floor		x	0	2	2	2			1.74	10.44	11	0.56
HU 8	Corporal	Supervise unit activities/Floor		x	0	2	2	2			1.74	10.44	11	0.56
HU 9	Corporal	Supervise unit activities/Floor		x	0	1	1	1			1.74	5.22	5	-0.22
Front Entrance	Corporal	Control Staff/Visitors		x	0	1	1	1			1.74	5.22	4	-1.22
Towers	Corporal	Observe movement/yard activity		x	0	6	6	3	3	3	1.74	36.54	36	-0.54
Kitchens	Corporal	Supervise kitchen workers		x	0	2	2	0			1.74	6.96	7	0.04
Library	Corporal	Control inmates/searches		x	0	1	1	0			1.74	3.48	4	0.52
External Checkpoint	Corporal	Control Traffic		x	0	1	1	0			1.74	3.48	4	0.52
Gym	Corporal	Oversees inmate gym act		x	0	1	1	0			1.74	3.48	4	0.52
Turnkey	Corporal	Control Mvmt,shakedown/act.		x	0	2	2	0			1.74	6.96	7	0.04
Tower 2 Observer	Corporal	Observe gate/foot traffic	x		1	0	0	0			1.25	1.25	1	-0.25
Pass Clerk	Corporal	Process visitors/supervise front entrance	x		0	1	1	0			1.25	2.50	4	1.50
Education	Corporal	Inmate mvmt/shakedowns	x		1	0	0	0			1.25	1.25	2	0.75
Visiting	Corporal	Supervises Visiting Rm	x		0	2	2	0			1.25	5.00	5	0.00
TEK 1 and 2	Corporal	Supervise/control CSI movement	x		0	2	0	0			1.25	2.50	3	0.50
CSI - Laundry- Cpl	Corporal	Control CSI workers	x		1	0	0	0			1.25	1.25	1	-0.25
West Wire	Corporal	Control Traffic	x		1	0	0	0			1.25	1.25	1	-0.25
Metal Detector	Corporal	Control and Process inmates from CSI	x		1	0	0	0			1.25	1.25	1	-0.25
Clinic	Corporal	Supervise clinic	x		1	0	0	0			1.25	1.25	1	-0.25
Industrial Gate	Corporal	Control inmate Movement	x		1	0	0	0			1.25	1.25	2	0.75
Recycling/Chemical	Corporal	Oversees Programs	x		1	0	0	0			1.25	1.25	2	0.75
Video Monitoring	Corporal	Monitor facility via video	x		0	1	1	0			1.00	2.00	4	2.00
Property	Corporal	Maintain Property/account for it	x		2	0	0	0			1.00	2.00	2	0.00
Admission	Corporal	Provide clothing and ID's to inmates	x		1	0	0	0			1.00	1.00	1	0.00
Key Control	Corporal	Monitors Keys & Locks	x		1	0	0	0			1.00	1.00	1	0.00
Tool Control	Corporal	Monitors all tools for institution	x		1	0	0	0			1.00	1.00	1	0.00
DCC/PHO	Corporal	Assist with Disciplinary activities	x		4	0	0	0			1.00	4.00	4	0.00
Intel	Corporal	Intelligence gathering	x		2	0	0	0			1.00	2.00	2	0.00
Maintenance	Corporal	Maintenance	x		7	0	0	0			1.00	7.00	7	0.00
SUBTOTAL	Corporals				26	57	54	25	8	8		287.08	299	11.92
Grand Totals					42	64	61	28	8	8		331.93	343	11.07

Note: All case worker and corporal posts have been merged to corpora.

Custody and UCW

Minimal Post Staffing Analysis
Institution: Nebraska State Penitentiary

Nebraska State Penitentiary 5-21

Proposed Post Plan

Post	Positions	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor	Total FTE Req.	FTE Auth'd Jan-23	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Major	Security Administrator	x		1	0	0	0	1.00	1.00	1	0.00
Admin	Captain	Admin	x		1	0	0	0	1.00	1.00	1	0.00
Operations	Captain	Oversee all shifts	x		1	0	0	0	1.00	1.00	1	0.00
Intel	Captain	Intel Cpt.	x		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL					4	0	0	0		4.00	4	0.00
Shift Supervisor	Lieutenant	Shift Supervisors		x	0	1	1	1	1.74	5.22	5	-0.22
Admin	Lieutenant	Admin	x		1	0	0	0	1.00	1.00	1	0.00
Intel	Lieutenant	CIA	x		1	0	0	0	1.00	1.00	1	0.00
External	Lieutenant	Supervise minimum security operations.	x		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL					3	1	1	1		8.22	8	-0.22
Shift	Sergeant	Assistant Shift Supervisors		x	0	1	1	1	1.74	5.22	6	0.78
Yard	Sergeant	Supervise yard movement		x	0	1	1	1	1.74	5.22	5	-0.22
Turnkey	Sergeant	Supervise Turnkey area		x	0	1	1	0	1.74	3.48	4	0.52
External	Sergeant	Supervise minimum security operations.		x	0	1	1	1	1.74	5.22	7	1.78
Mail Room	Sergeant	Supervise mailroom and legal mail	x		1	0	0	0	1.25	1.25	1	-0.25
West Wire	Sergeant	Control vehicle gate traffic	x		1	0	0	0	1.25	1.25	1	-0.25
CSI Laundry	Sergeant	Supervise laundry	x		1	0	0	0	1.25	1.25	1	-0.25
Shops	Sergeant	Supervise Shops	x		1	0	0	0	1.25	1.25	2	0.75
Travel Order	Sergeant	Schedule/supervise travel order team	x		1	0	0	0	1.00	1.00	1	0.00
FTO SSGT	Sergeant	Training staff	x		1	0	0	0	1.00	1.00	2	1.00
HU 3	Sergeant	Supervise HU 3 operations	x		1	0	0	0	1.00	1.00	1	0.00
Armory	Sergeant	Armory	x		1	0	0	0	1.00	1.00	1	0.00
Tools	Sergeant	Tool Control	x		1	0	0	0	1.00	1.00	0	-1.00
Keys	Sergeant	Key Control	x		1	0	0	0	1.00	1.00	0	-1.00
SUBTOTAL					10	6	4	3		30.14	32	1.86
Central Control	Corporal	Central Control Ops		x	0	2	2	2	1.74	10.44	7	-3.44
Yard	Corporal	Monitors Front yard movement		x	0	9	7	4	1.74	34.80	34	-0.80
External Yard	Corporal	Monitors External Yard		x	0	2	2	1	1.74	8.70	9	0.30
HU 1	Corporal	CLOSED INDEFINITELY DUE TO FLOOD		x	0	3	3	2	1.74	13.92	14	0.08
HU 1-E (Former SNF)	Corporal	Supervise unit activities/Floor		x	0	1	1	1	1.74	5.22	4	-1.22
HU 2	Corporal	Supervise unit activities/Floor		x	0	3	3	2	1.74	13.92	18	4.08
HU 3	Corporal	Supervise unit activities/Floor		x	0	4	4	2	1.74	17.40	18	0.60
HU 4 Floor	Corporal	Supervise unit activities/Floor		x	0	3	3	0	1.74	10.44	18	7.56
HU 4 CC	Corporal	Log activity/control doors		x	0	2	2	2	1.74	10.44	7	-3.44
HU 5	Corporal	Supervise unit activities/Floor		x	0	3	3	2	1.74	13.92	14	0.08
HU 6B	Corporal	Supervise unit activities/Floor		x	0	1	1	1	1.74	5.22	6	0.78
HU 6C	Corporal	Supervise unit activities/Floor		x	0	1	1	1	1.74	5.22	6	0.78
HU 6 utility	Corporal	Supervise unit activities/Floor		x	0	1	1	1	1.74	5.22	6	0.78
HU 7	Corporal	Supervise unit activities/Floor		x	0	2	2	2	1.74	10.44	11	0.56
HU 8	Corporal	Supervise unit activities/Floor		x	0	2	2	2	1.74	10.44	11	0.56
HU 9	Corporal	Supervise unit activities/Floor		x	0	1	1	1	1.74	5.22	5	-0.22
Front Entrance	Corporal	Control Staff/Visitors		x	0	1	1	1	1.74	5.22	4	-1.22
Towers	Corporal	Observe movement/yard activity		x	0	9	9	6	1.74	41.76	36	-5.76
Video Monitoring	Corporal	Monitor facility via video		x	0	1	1	0	1.74	3.48	4	0.52
Kitchens	Corporal	Supervise kitchen workers		x	0	2	2	0	1.74	6.96	7	0.04
Library	Corporal	Control inmates/searches		x	0	1	1	0	1.74	3.48	4	0.52
Gym	Corporal	Oversees inmate gym act		x	0	1	1	0	1.74	3.48	4	0.52
Turnkey	Corporal	Control Mvmt,shakedown/act.		x	0	2	2	0	1.74	6.96	7	0.04
External Checkpoint	Corporal	Control Traffic		x	0	1	1	0	1.74	3.48	4	0.52
Tower 2 Observer	Corporal	Observe gate/foot traffic	x		0	0	0	0	1.25	0.00	1	1.00
Pass Clerk	Corporal	Process visitors/supervise front entrance	x		0	1	1	0	1.25	2.50	4	1.50
Visiting	Corporal	Supervises Visiting Rm	x		0	2	2	0	1.25	5.00	5	0.00
TEK 1 and 2	Corporal	Supervise/control CSI movement	x		0	1	0	0	1.25	1.25	3	1.75
CSI - Laundry- Cpl	Corporal	Control CSI workers	x		1	0	0	0	1.25	1.25	1	-0.25
West Wire	Corporal	Control Traffic	x		1	0	0	0	1.25	1.25	1	-0.25
Education	Corporal	Inmate mvmt/shakedowns	x		1	0	0	0	1.25	1.25	2	0.75
Metal Detector	Corporal	Control and Process inmates from CSI	x		1	0	0	0	1.25	1.25	1	-0.25
Clinic	Corporal	Supervise clinic	x		1	0	0	0	1.25	1.25	1	-0.25
Industrial Gate	Corporal	Control Inmate Movement	x		1	0	0	0	1.25	1.25	2	0.75
Admission	Corporal	Provide clothing and ID's to inmates	x		1	0	0	0	1.25	1.25	1	-0.25
Travel Order	Corporal	Supervise travel orders in community.	x		5	0	0	0	1.25	6.25	0	-6.25
Recycling/Chemical	Corporal	Oversees Programs	x		1	0	0	0	1.25	1.25	2	0.75
Key Control	Corporal	Monitors Keys & Locks	x		0	0	0	0	1.00	0.00	1	1.00
Tool Control	Corporal	Monitors all tools for institution	x		0	0	0	0	1.00	0.00	1	1.00
DCC/PHO	Corporal	Assist with Disciplinary activities	x		4	0	0	0	1.00	4.00	4	0.00
Intel	Corporal	Intelligence gathering	x		2	0	0	0	1.00	2.00	2	0.00
Property	Corporal	Maintain Property/account for it	x		2	0	0	0	1.00	2.00	2	0.00
Maintenance	Corporal	Maintenance	x		7	0	0	0	1.00	7.00	7	0.00
SUBTOTAL					28	64	59	33		295.78	299	3.22
Grand Totals					45	68	65	37		338.14	343	4.86

Note: All case worker and corporal post have been merged to corporal.

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	8	5/3	0
Correctional Sergeant	30	24/6	-2
Correctional Corporal	296	281/15	-3
TOTAL full-time employees (FTE's)	338		

6 Sergeants Non-Mandatory

- FTO
- Keys
- Tools
- Armory
- Travel Order
- HU 3

15 Corporals Non-Mandatory

- Property (2)
- DCC-PHO (4)
- Intel (2)
- Maintenance (7)

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Nebraska State Penitentiary
JOB CLASSIFICATION:	Correctional Major
POST TYPE:	5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Security Administrator	1	0	0	0
TOTAL	1	0	0	0

TOTAL FTE to include relief factor: 1.00 - 5 day major

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Nebraska State Penitentiary
JOB CLASSIFICATION:	Correctional Captain
POST TYPE:	5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Operative	1	0	0	0
Administrative	1	0	0	0
Intel	1	0	0	0
TOTAL	3	0	0	0

TOTAL FTE to include relief factor: 3.00 - 5 day captains

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Nebraska State Penitentiary
JOB CLASSIFICATION:	Correctional Lieutenant
POST TYPE:	5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Intel	1	0	0	0
Administrative	1	0	0	0
External	1	0	0	0
TOTAL	3	0	0	0

Relief factor of 1.00

TOTAL FTE to include relief factor: 3 - 5 days lieutenant

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Nebraska State Penitentiary
JOB CLASSIFICATION:	Correctional Lieutenant
POST TYPE:	7 day

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

Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 day lieutenants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Nebraska State Penitentiary
JOB CLASSIFICATION:	Correctional Sergeant
POST TYPE:	5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Mailroom*	1	0	0	0
West Wire*	1	0	0	0
CSI Laundry*	1	0	0	0
Shops*	1	0	0	0
Travel Order	1	0	0	0
FTO	1	0	0	0
HU 3	1	0	0	0
Armory	1	0	0	0
Tools	1	0	0	0
Keys	1	0	0	0
TOTAL	10	0	0	0

*Relief factor of 1.25
 Relief factor of 1.00

TOTAL FTE to include relief factor: 11.00 - 5 day sergeant

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Nebraska State Penitentiary
JOB CLASSIFICATION:	Correctional Sergeant
POST TYPE:	7 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Shift	0	1	1	1
Yard	0	1	1	1
Turnkey	0	1	1	0
External	0	1	1	1
TOTAL	0	4	4	3

Relief factor of 1.74

TOTAL FTE to include relief factor: 19.14- 7 day sergeants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Nebraska State Penitentiary
JOB CLASSIFICATION: **Correctional Corporal**
POST TYPE: 5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Pass Clerk*	0	1	1	0
Visiting*	0	2	2	0
Tek 1 & 2*	1	0	0	0
CSI Laundry*	1	0	0	0
West Wire*	1	0	0	0
Education*	1	0	0	0
Metal Detector*	1	0	0	0
Clinic*	1	0	0	0
Industrial Gate*	1	0	0	0
Admissions*	1	0	0	0
Travel Order*	5	0	0	0
Recycling/Chemical*	1	0	0	0
DCC/PHO	4	0	0	0
Intel	2	0	0	0
Property	2	0	0	0
Maintenance	7	0	0	0
TOTAL	29	3	3	0

Relief Factor of 1.00

*Relief Factor of 1.25

TOTAL FTE to include relief factor: 40.00 - 5 day corporals

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Nebraska State Penitentiary
JOB CLASSIFICATION: Correctional Corporal
POST TYPE: 7 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Central Control	0	2	2	2
Yard	0	9	7	4
External Yard	0	2	2	1
HU 1	0	3	3	2
HU 1E	0	1	1	1
HU 2	0	3	3	2
HU 3	0	4	4	2
HU 4 Floor	0	3	3	0
HU 4 CC	0	2	2	2
HU 5	0	3	3	2
HU 6B	0	1	1	1
HU 6C	0	1	1	1
HU 6 Utility	0	1	1	1
HU 7	0	2	2	2
HU 8	0	2	2	2
HU 9	0	1	1	1
Front Entrance	0	1	1	1
Towers	0	9	9	6
Video Monitoring	0	1	1	0
Kitchens	0	2	2	0
Library	0	1	1	0
Gym	0	1	1	0
Turnkey	0	2	2	0
External Checkpoint	0	1	1	0
TOTAL	0	58	56	33

Relief factor of 1.74

TOTAL FTE to include relief factor: 255.78 - 7 day corporals

NSP Specific Recommendations

- Add a yard sergeant assignment to third shift.
- Decrease FTO sergeant to one sergeant instead of two. Many of the assigned FTO duties are handed off to other team members conducting FTO duties. There is no need for two.
- Eliminate one external sergeant post. It is not needed based on current coverage.
- Add two sergeants, one for key control and one for tool control and consistent for facility size.
- Provide a relief factor to the video monitoring to all for video monitoring on first and second shifts seven days a week.
- Delete two posts for HU 4 floor corporal as the population in HU 4 is in process of changing to general population from RHU.
- Decrease Tek coverage from one corporal in Tek 1 and one corporal in Tek 2. One corporal can supervise both Tek 1 and 2 by moving between the two areas.
- An additional set of mechanical gates has been added on the secure side of the west wire gate. These gates separate the west wire gate from the inmate population and decrease the need for the tower 2 observer post. Delete the tower 2 observer post.
- HU 1 is currently closed due to significant maintenance issues related to flooding. Temporary reassignment of all HU1 positions until further notice.
- During the previous staffing analysis, a travel order team was recommended; however, these positions were never added based upon inability to fill vacancies. NSP has a high number of travel orders pulling team members from other areas within the facility. Add a travel order team of one sergeant and five corporals for day shift hours five days a week.

Suggestions

- Assign medical team members to issue medication in RHU and cease having custody/unit management team members complete this task.
- The current practice of maintenance team members (who are assigned individual gator vehicles with tools) to exit the facility during count causes considerable vehicle traffic at the west wire gate prior to count time. Recommend staggering maintenance breaks and allow maintenance to continue working during count.

Attachments

A. Map

Attachment 6

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

OMAHA CORRECTIONAL CENTER

Prison Staffing Analysis

February 28 – March 2, 2023

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NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES**OMAHA CORRECTIONAL CENTER**

Prison Staffing Analysis

February 28 – March 2, 2023

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 (HU) posts were analyzed on all three shifts. The observations on post took approximately two and a half days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: team member interview, post observation, review of current post plan, current post orders, Telestaff rosters, master team roster, statistical information provided, activities chart, and budget information. The SAT members were:

- Craig Gable, Warden (Team Leader) – Tecumseh State Correctional Institution
- Loretta Wells, Warden – Nebraska Correctional Youth Facility
- Dave Erickson, Warden – Community Corrections Center - Omaha
- John Satriano, Captain – Omaha Correctional Center
- Staci Drescher, Captain – Nebraska Correctional Youth Facility
- Mike Bizsak, Lieutenant – Nebraska Correctional Youth Facility
- Barbara Lewien, Warden – Omaha Correctional Center

REPORT CONTEXT: This report reflects staffing levels, operational conditions, population characteristics, post requirements, and other relevant factors as they existed at the time the staffing analysis was conducted (February 28-March 02, 2023). References to “current” conditions or circumstances should be understood within that context. Because these factors may change over time, conditions described in this report may differ from those existing at the time the report is reviewed or used.

Facility Design and Location

The Omaha Correctional Center (OCC) is a medium and minimum custody facility located on 37 acres in East Omaha. It is the fourth 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 HU was built increasing the designed capacity to 396 inmate beds. Currently, OCC has 789 inmate beds located in four HUs. HUs J1, J2, and K are the original housing units. These HUs consist of two-person cells. HU J3 is divided into three wings with eight-person rooms. One wing of J3 is an in-patient sex offender treatment unit. Additionally, OCC has a restrictive housing unit (RHU) with 11 cells located between the operations area and the medical clinic.

Historically, OCC has maintained a population of approximately 20% medium and 80% minimum. Today, those numbers are 11% medium and 89% minimum. The average length of stay is 1.47 years. The current average daily operating capacity of OCC is 771. Typically, OCC operates at about 190% of the designed capacity. It should be noted that the last significant assault on a team member occurred in October 2021. Team member grievances are very low. Overtime is comprised mostly of voluntary overtime. Mandatory overtime is minimal. Sick leave usage is average. Inmate on inmate assaults and fights do occur but at a low rate. The last inmate on inmate assault occurred December 2022. Inmate grievances occur at low rate. The average of

step-one grievances per month were: 2020 – 13.5, 2021 – 11.5, and 2022 - 18.6.

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, maintenance, laundry, grounds, and religious lands.

There are currently several maintenance projects at OCC requiring the entrance of contractors. These projects include fire alarm system upgrade, electronic door control upgrades, camera surveillance system upgrade, and a flooring project in RHU. Recently, the boiler system and chillers were upgraded as they were at the end of life. Windows and doors need replacement and have been listed as 309 Task Force projects for some time. J1 HU received new windows and doors in 2011. J2 and K HU also need new windows and doors as well as new exterior bricking.

Please see 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: March 2023

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 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	Yes
Administrative Confinement	No
Immediate Segregation	Yes
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	Yes
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	396
What is the facility Operational Capacity	495

Average Daily Population for the last year	771
Custody Level	Medium/minimum
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	Perimeter patrol vehicle
<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	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 of facility
What type of perimeter vehicle is available, and is it a fixed or mobile post	Pickup truck – 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	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	HUs J1, J2, and K are secured double bunked cells, HU J3 are unsecured eight person cells
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes, and cameras
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Both
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote and manually keyed in J1, J2, and K: unsecured/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	5,265 in 2022, 162 Class 1, 1558 Class 2, 2105 Class 3.
What is the frequency and seriousness of inmate on staff assaults	Very low
What is the frequency and seriousness of inmate- on-inmate assaults	Low
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	The average length of stay is 1.47 years.
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, when needed
unrestricted, open campus style	Yes
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	Yes

<i>Visitation</i>	
What is the visitation schedule	W/Th/F: 1300-1500, 1530-1730, 1800-2000 Sat/Sun: 0730-0930, 1000-1200, 1230-1430
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	Online registration, sign in on arrival, two visiting staff assigned full time to monitor visits.
What is the duration of visits	Two hours
What are the search requirements for inmates and visitors	Visitors are pat searched in; inmates are safety searched in and out.
<i>Work Assignments</i>	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Food service, maintenance, and laundry
Are there any essential work details in the community	No
What work details are optional/can be shut down	All other details
<i>Food Service</i>	
Is food service contracted or state run	State run
Are any inmates fed in-cell, if so, how many	Yes, restrictive housing, average ten
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, open campus
How many staff are assigned to dining areas	Three custody team members during meals
<i>Programs</i>	
List of Programs by:	
Number and types	Moral Reconciliation Therapy (MRT), 7 Habits, General Education, Parenting, College, Alcoholics Anonymous (AA), Narcotics Anonymous (NA), Clubs, Violence Reduction Program, Sex Offender, Anger Management, religion
Hours of operation	Various - see activities 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

<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	
Medical	Very high
Dental	Low
Mental health	Low
Court appearances	Very low
At outside hospitals, is there a prison ward, or does the sending institution provide security	Institution provides
Are there other routine outside transports	Yes
Administrative/External Factors	
Do any of the following affect staffing levels Budget constraints	No, all FTEs are within the budget
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	No
Attendance issues (e.g., overtime, sick leave abuse)	No, the number of disciplinary actions for attendance is low
Staff grievances concerning post assignments, overtime, training, and so forth.	No
Critical incidents within the past five years	No
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	No
ACA Accreditation Standards affecting staffing	No

Operations

OCC operates with team members 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) operates with a shift supervisor, typically a lieutenant, and a shift of custody team members. Each HU operates on first and second shift with a unit manager (UM), unit case managers (UCM), and unit case workers (UCW), or corporals assigned to each unit. There are two unit sergeants assigned to OCC with both working second shift. They are assigned to cover all four HUs. The units are operated by custody team members on third shift. Day shift team members include administrative and support team members as well as various additional team members such as Cornhusker State Industries (CSI) shop team members, 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
- Records
- Human Resources
- Business Office
- Supply
- Maintenance
- Safety/Sanitation
- Medical/Dental/Eye/Mental Health
- Mail
- Team Member Training
- Medical

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 team members, re-entry partners, grantees, contract team members, and OCC team members. The following programs and services are provided but not limited to:

- Mental Health Counseling
- Outpatient Sex Offender Program (O-help)
- In-patient Sex Offender Program (I-help)
- Violence Reduction Program (VRP) and Anger Management
- Cornhusker State Industries (CSI)
- Adult Basic Education/GED/High School
- Metropolitan Community College courses
- University of Nebraska – Omaha courses
- Prison Fellowship Academy
- Parenting – Inside Out Dads
- Daddy Day Visits
- Financial course
- Thinking for a Change
- 7 Habits on the Inside
- Moral Reconciliation Therapy (MRT)
- Recreation Programs and Services
- Music Program
- Clubs
- Religious Services
- Library Services
- Mental Health Association

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 team members to conduct safety searches of the inmates in/out of the facility. Additionally, OCC team members provide escort of these inmates to the medical clinic.

The physician and other clinic team members must also travel to the NCYF located approximately three blocks away to provide services to their incarcerated population.

Dental and eye clinics are located within the medical area. Currently a contract exists for an eye doctor, dentist, and dental assistants to enter OCC to provide services.

OCC operates with a central pill call located just outside the medical clinic. Pill call is conducted two times a day and requires custody team members to monitor this activity. The number of inmates with medications determines the time needed for custody team members to complete this duty. OCC has two pill call windows. Both windows are operational and in use every day.

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 team members and completed in compliance with the NDCS policy. The total number of travel orders were for the year 2020 – 375, 2021 – 373, and 2022 – 462. Currently, OCC has four team members assigned as travel order corporals.

Also noteworthy for the analysis are the number of days hospital coverage has been needed within NDCS. Community hospital stays at the Omaha area hospitals are covered predominantly by OCC.

Activity Schedule

It is important to note OCC operates with an open campus. Inmates move about the facility when the yard is open. Deadlock breaks at approximately 0605 hours each day. The daily activities begin including opening of HUs, morning pill call and diabetic lines, breakfast, inmate work assignments and yard. The gymnasium and other outside recreation areas are typically open the majority of the day. There are areas inmates need an approved pass to access the area 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 can be large numbers of inmates on the yard.

Activities charts are attached and provide an overview of when activities occur within the facility. While these charts capture regularly scheduled activities, they 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 they require team members 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 team member intensive needs of visitation through visitor processing, inmate processing, and observation of

visits. Video visiting was implemented department-wide, and visits are scheduled in advance through the NDCS website. The changes have improved visitor processing and controlled movement. Restrictive housing visits occur on Saturday mornings (0730-0915). These visits can be team member intensive and require scheduling based upon the inmate reason for restrictive housing placement and separation needs.

OCC processes approximately 200 visitors in an average week. These numbers are lower than pre-covid numbers of approximately 350 visitors per week.

Please see the OCC activities charts for both weekdays and weekends.

Institutional Activities Chart

Facility Name: Omaha Correctional Center

March 2023

Weekday 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
Roll Call	M-F																								
Restrictive Housing Exercise	M-F																								
Restrictive Housing Feeding	M-F																								
Restrictive Housing Showers	M-F																								
Education	M-F																								
Official Counts	M-F																								
Informal Counts	M-F																								
Inmate Dining	M-F																								
Inmate Visitation	W/T/F only																								
Laundry Distribution	M-F																								
Law Library	M-F																								
Library	M-F																								
Yard/Work Lines	M-F																								
Yard	M-F																								
Pill Call	M-F																								
Programs	M-F																								
Recreation/Gym	M-F																								
Religious Services	M-F																								
Sick Call	M-F																								
Canteen	M-F																								
Trash Detail	M-F																								
College Classes	M-F																								
Travel Orders	M-F																								
East Gate coverage	M-F																								
Housing Units	M-F																								
Contraband Check	M-F																								
Fence Check	M-F																								
Lighting/access cover check	M-F																								

Institutional Activities Chart

Facility Name: Omaha Correctional Center

March 2023

Weekend 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
Roll Call	Sat, Sun																								
Restrictive Housing Exercise	Sat, Sun																								
Restrictive Housing Feeding	Sat, Sun																								
Restrictive Housing Showers	Sat, Sun																								
Education	Sat, Sun																								
Official Counts	Sat, Sun																								
Informal Counts	Sat, Sun																								
Inmate Dining	Sat, Sun																								
Inmate Visitation	Sat, Sun																								
Law Library	Sat, Sun																								
Library	Sat, Sun																								
Yard/Work Lines	Sat, Sun																								
Yard	Sat, Sun																								
Pill Call	Sat, Sun																								
Programs	Sat, Sun																								
Recreation/Gym	Sat, Sun																								
Religious Services	Sat, Sun																								
Trash Detail	Sat, Sun																								
College Classes	Sat, Sun																								
Travel Orders	Sat, Sun																								
Housing Units	Sat, Sun																								
Contraband Check	Sat, Sun																								
Fence Check	Sat, Sun																								
Lighting/access cover check	Sat, Sun																								

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day posts used is 1.74. The SRF for 8-hour day, 5-day posts used is 1.25. The National Institute of Corrections (NIC) Prison Staffing Analysis training manual provides the information necessary to calculate these figures.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT. No comments were made by the SAT for the positions not listed below.

Captain

- Normal assigned duties include but are not limited to direct supervision of lieutenants, urine analysis coordinator, primary review for use of force, composes statements of charges, conducts investigations and interviews, acting major as well as miscellaneous filing, etc.
- Shifting some duties to the administrative lieutenant may be appropriate

Administrative Lieutenant

- Normal assigned duties include but are not limited to custody team member bidding, custody rotation assignments, clothing issue coordinator, interview boards, facilitating non-rotating post assignments, manages post order review and revision process, provides relief to shift lieutenants and miscellaneous duties as assigned.
- Currently the administrative lieutenant serves as the institutional disciplinary committee (IDC) chair; however, the OCC administration reports this duty is being shifted to a rotating duty between multiple supervisors. This task is too large for the current workload of the administrative lieutenant.
- Shifting some captain duties to this post can occur after IDC is removed.

Lieutenants (Shift Supervisor)

- The lieutenants have a large amount of computer work to do daily (Telestaff, employment development center (EDC), Kronos, supervisor incident reports (SIR)).
- Lieutenants are the shift coordinators for all shift staffing needs and post assignments.
- Lieutenants have been required to monitor and open the operation area door. The foot traffic in this area has been minimized and team members can key this door.
- Lieutenants work with their team members and the inmate population very effectively.
- The lieutenants field questions from all team members within the facility. The ability of the lieutenants to complete tasks depends on the number of interruptions from phone calls, team members coming to the office, and day-to-day challenges presented by the population and/or team members.
- Lieutenants need to increase supervision of shift sergeants to ensure post orders are followed and deploy sergeants to the areas needing coverage. There are some sergeants that need more direction and distinct tasks assigned. Lieutenants reported an increase in accountability recently with sergeants who were not performing expected tasks.

Shift Sergeants

- The sergeants work with the lieutenants constantly to complete daily and monthly tasks.
- The level of assistance with the line team members was inconsistent among all the sergeants.
- Sergeants are often working outside of their classification due to facility staffing needs. They will often act as the shift lieutenant, or they will fill a vacant corporal post to alleviate overtime. There is currently not a post designated as the yard sergeant. A yard sergeant would increase organization of the yard team members and provide a supervisory function not currently present on the yard. The yard is very busy due to the open campus concept.
- Redistribution and redirection of duties of sergeants can increase consistency and utilization of all team members.

Armory/Key Sergeant

- Normal assigned duties include but are not limited to maintenance and inventory of all armory related equipment, issues equipment to new hires, conducts all relevant key control duties, maintains all key inventory and equipment, completes National Crime Information Center (NCIC) reports, assists with vehicle coordination.
- While the duty of the vehicle coordinator position is assigned to another team member, it frequently takes the work of two people due to the delivery/pick up of vehicles at the various service stations across the area. It is suggested this task be the primary task of one person instead of the secondary task for three different (armory, tool, detail) teammates.
- It is also suggested the task of Terminal Agency Coordinator (TAC) be reevaluated. Training of other team members will help in reducing this workload currently being completed by primarily on one person.

Tool Control Sergeant

- Normal assigned duties include but are not limited to maintenance and inventory of tools and equipment, assigned as vehicle coordinator.
- As noted above, the vehicle coordinator task is quite large and consumes two team members often. This is a considerable job assignment however if removed from this position, the position would assist with NCIC completions or other additional tasks.

Detail Sergeant

- Normal assigned duties include but are not limited to assigning vehicle drivers to Tecumseh State Correctional Institution (TSCI), visits to TSCI for spot checks and to assist TSCI special detail members, assists armory and tool control sergeants, assists with NCIC's, conducts new hire boards, assists vehicle coordinator.
- While this position was created to assist in the day-to-day management of the TSCI special detail, it has not developed into such. It is recommended this position be repurposed to fulfill the needs of the OCC—see recommendations section.

Field Training Officer (FTO) Sergeant

- Team member reported the daily routine subject to change based on training schedule from Staff Training Academy (STA).
- Required to attend graduations at STA (once every three weeks).
- Monitors and leads FTO week at the facility for graduates from STA and assigns job duties during on-the-job (OJT) during STA.
- Additional duties include reviewing OJT and FTO modules for all three facilities annually, teaching 40 MM weapons classes, teach control tactics, and oleoresin capsicum spray (OC).
- Maintains OJT records and forms but does not follow up when they are not turned in.
- Team members states busy but not able to verbalize justification.
- Additional duties could be assigned and absorbed based on workload reported.

Housing Unit (HU) Sergeant

- There are two HU sergeants (one covers J3, and one covers J1, J2, and K). Their hours are for second shift.
- HU sergeant is to monitor inmate behavior, searches, monitor loitering, ensure extra duty is completed, and supervise the visiting room team members.
- HU sergeant is responsible for ensuring the legal mail is processed and distributed. This duty may be better positioned with the detail sergeant as the HU sergeants are taken out of the units during this time decreasing efficiency and coverage.

East Gate Sergeant and East Gate Corporals

- The area is staffed by two corporals and one sergeant, the hours are staggered to allow coverage from 0645 to 1600 hours five days a week.
- The main function is to process inmates in and out of the CSI shops area. While completing this function, it is common to need additional help from yard team members.
- Complete hourly security checks in all areas in the shops. This encompasses 8 different areas.
- Escort and search all incoming vehicles into the secure area of the facility.
- Assist CSI with tool checks, count, and the lunch meal.
- The sergeant searches and clears the laundry carts and TSCI return laundry before processing.
- A review of the schedule for the team members assigned could potentially assist in the coverage of this area which would decrease need for yard team members to assist.

North Gate Corporal

- This area is staffed by one corporal.
- Main function is to process in and out vehicles and packages.
- The busiest time is between 0730 – 1030 hours with truck traffic, afternoon traffic is due to travel orders and packages.
- A notable obstacle in the process is waiting for individuals in the east gate area being processed in or out and central control opening the gate doors.

- This area can be adequately staffed with one corporal.

Restrictive Housing Unit Corporal

- This area is staffed by one corporal on all shifts.
- The corporal is assigned to observe the inmates residing in the area.
- Between first and second shifts all individuals get offered showers and cleaning time.
- During mealtimes and pill call, an additional yard team member is required in the area when the door hatches are opened.

Central Control Corporal

- During busy hours of operation (0700-1600) tasks include exchange of keys/radios for all team members, control entry/exit points for facility, phone and radio traffic, issue vehicles, process discharges, paroles, detainers for inmates departing OCC, input all inmate moves into NiCaMS, and process persons entering/exiting.
- Adjusting the assigned work hours of the second shift turnkey corporal to 0900 – 1700 could potentially assist the central control to a reasonable workload. The workload is currently significant due to the volume of traffic and tasks assigned to central control.
- The facility does have new key kiosks; however, the kiosks are not yet operational due to the need for install of the computer connections. Once this is complete, this post will no longer have the responsibility of exchanging keys for team members. This will alleviate some of the current workload.

Turnkey Corporal

- The area is staffed by one corporal for first and second shift each.
- The first shift corporal is busy processing team members most of their day, they have also been tasked with processing and escorting all contractors, volunteers, and visitors into the area.
- The first shift corporal has been assigned vehicle sanitation.
- The second shift corporal is pulled away frequently to cover other areas of the facility, while the first shift corporal is not.
- The second shift corporal be adjusted from 1400 – 2200 hours to 0900 – 1700 hours to assist day shift operations is recommended.

Disciplinary Committee Coordinator (DCC) Corporals

- There are two team members assigned as the DCC. Their responsibilities include all functions related to IDC, principle hearing officer (PHO), evidence handling and additional duties such as team member clothing issue.
- IDC is held on Tuesdays, Wednesday, and Thursdays.
- It was reported they conduct approximately 35 PHOs per week.
- The DCC states the workload is constant and full.

Property Corporal

- The area is staffed by one day shift corporal.

- This corporal is assigned to complete all property for any incoming and outgoing transfers as well as placements into the RHU.
- This corporal is assigned one inmate porter that assists with filing and going through property.
- This area could benefit with assistance from other areas when there is an increase in transfers which adds to the workload.
- When the property corporal is on approved leave, the area is covered by a first shift corporal.

Gym Corporal

- The daily routine of this post is subject to last minute changes as the needs of the facility changes such as a transportation order change. When this occurs, there are no custody team members in the gym; however, there is at least one recreation team member. Pulling a team member from this post reported occurs about two to three times a month.
- If a recreation team member is not present (Friday evenings and Saturday all day due to current recreation team member vacancies), the gym corporal is the only team member in the gym and is keeping the post open. On rare occasions, a second team member may be assigned to the gym by the shift supervisor if a team member is available.
- This post covers the gym, gaming area, hair care area, music room, and inmate restroom.
- During the winter months (October through February), more inmates are utilizing the gym increasing the workload and need for additional security.
- Other tasks assigned to this post when the gym is closed include trash pickup, dining hall, east gate searches, mail distribution, and collection of count sheets.
- Recommend shift supervisors make every effort to have at least two team members (in any combination) in the gym when it is open.
- If two team members are not available to post in the gym, consider gym closure or alternate hours.

Medical Corporal

- Medical corporal is responsible for the processing of inmates in and out of the Medical Area.
- The current physical plant layout and the location of where the corporal is posted in medical is appropriate and the corporal can respond to any area in medical quickly if there is an emergency.
- There is one medical corporal assigned to each shift, first and second shift.
- The diabetic population is processed into medical by the corporal at the beginning of the shift. Searches are not being completed upon entry in medical; however, they are completed upon exit.
- This post is deployed to complete other tasks when medical is closed, or no inmates are in medical. These tasks include yard closure assistance, facility count, etc.

- It is recommended the medical corporal stay within the medical area when any inmates are present. This includes not assisting with pill call if inmates are in medical.

Visiting Corporal

- This area is well-maintained and organized. The process for visiting is efficient and controlled.
- Observation was done on Wednesday (first day of visiting for the week) and the set-up time for the corporals was longer than 15 minutes. Time to complete setting up visiting was 30-40 minutes (tables, chairs, searches, tablet connection, and general set up). This could be shortened if the visiting room was set up prior to the team members coming on duty.
- Scheduling sheet is detailed and identifies video visits, inmates that are sex offenders and others that are identified by intelligence to be observed.
- Set up includes the assigning of inmates to specific tables within visiting for team members to easily observe.
- Physical plant layout is excellent, there are multiple mirrors, and cameras to assist the facility in overserving visits.
- Attorney visits are conducting in a separate room that is attached to the visiting room and team members can monitor this room for these visits.
- Two visiting corporals are sufficient to complete all necessary duties.
- Need to get second podium and split the two corporals in the visiting room area for better observation of the incarcerated population during visiting sessions.
- Set up time needs to be increased from 15 minutes to 30 minutes.
- Make last visiting session a video only session to ensure that visiting corporals can complete the closing of visiting without going over their normal shift (current shift is from 1200 hours to 2000 hours and the last session ends at 2000 hours. Video visits are only 40 minutes in length and would give the corporals an additional one hour and 20 minutes to complete their duties and then could assist the shift supervisor with any additional duties).

Pass Clerk Corporal

- This is a post in the front area of A-building.
- There are currently multiple (three) visiting sessions that are processed by the pass clerk corporal from Wednesday through Sunday.
- There are a total of 13 inmates that can participate in visiting during each session.
- Video visits are processed through the pass clerk corporal, and they are part of the 13 that are allocated for each visiting session.
- This post is currently a two-year bid post.
- Pass clerk corporal does assist (after visitors have been processed for the session) with searches (x-ray machine) as needed.
- Pass clerk corporal processes and logs NCIC information into the computer and oversees setting the schedule of visitors each week.

- The pass clerk corporal can be utilized by the shift supervisor if needed for quick duties, but the corporal must be available to out process visitors when it is time.
- One pass clerk corporal is sufficient to complete all necessary duties.

Travel Order Corporals

- This post is very dependent on the actual number of actual travel orders that have been scheduled for the day as it varies from zero to as many as five to six a day.
- When not performing travel order duties, the corporals (four team members) are deployed throughout the facility and can be utilized by the shift supervisor throughout the facility.
- There are times a medium custody inmate will need to go out on a travel order, and this does require two corporals (minimum) for that travel order to take place. Currently 11% of the population are medium custody.
- The travel order corporals and shift supervisors can adjust the times to accommodate the travel order needs. Most travel orders are for outside provider medical appointments.

Commons Corporal

- It has become normal for this post to only be in the commons area to conduct an area check or pulled from the area completely. No one posted to this area, except on paper during analysis. This is considered a pull post by the facility.
- In charge of the supervision of education, mental health, IDC, training, maintenance, and reentry.
- When not in the commons, other assigned tasks could include area checks, east gate and visiting assistance, vendor escorts, yard details, travel orders, urine analysis testing, searches, and fence checks.
- In previous years this post had been dedicated to the commons area, however, the post has evolved into a true utility often being utilized in all areas of the facility.
- Currently only first shift has a commons corporal. Many activities occur in the commons area on second shift.

Kitchen Corporal

- Currently posted Monday through Friday 1100-1900, not back filled during absences.
- Inmates working in food service should be searched in and out of the work site. This is not always occurring if the kitchen corporal is not present, and theft is realistic in this area.
- This post is busy from prior to the morning meal through the end of the evening meal. Consider adjusted shift hours and posting on both first and second shifts.

Clubs Corporal

- Works a split schedule of Monday and Friday from 0800-1600, Tuesday, Wednesday, and Thursday from 1200-2000 hours.
- Only actually watches club activities from 1600-2000 on Tuesday, Wednesday, and Thursday.

- Other duties completed during the rest of the days are answering inmate requests, roster updates, covering religious events, club purchases, generating passes, completing monthly reports.
- Post is underutilized and can be assigned new tasks immediately. Other areas need assistance, and this post can provide it.

Library Corporal

- Post was vacant during staffing analysis.
- Library holds up to 35 inmates, could easily be monitored by the librarian.
- Re-assign this post to another area where assistance is needed.

Video Monitoring Corporal

- One team member works in conjunction with visiting hours.
- Video monitoring is a vital function to the overall security of the facility. The main task is to watch cameras and live feeds.
- Will conduct video reviews for intel team and document findings on reports.
- Will conduct video reviews for the shift supervisor and document findings.
- This post can adequately be staffed and operated with one corporal and no change is recommended.
- Recommend adding duty of overseeing the camera system and contacting repair vendor.

Yard Corporal

- The yard post is vital to the daily operations of the institution.
- Every post that needs assistance calls the yard to fill in (visiting, east gate, HUs, travel orders, RHU, medical, escorts, and others).
- The yard is pulled to fill in as relief at various posts when needed.
- It was common while conducting the analysis to see all but one yard team member assigned to details, leaving the yard supervisor as the only team member on the yard. This caused details to begin to wait to get assistance sometime for extended time.
- Due to the number of details, an additional team member (seven days a week coverage) on first and second shift would benefit the operations of OCC. It would be better if the team member would be a yard sergeant. This would ensure the yard is adequately supervised and a supervisory presence on the yard when it is open. A yard sergeant can provide the direction needed to the corporals and alleviate this from the shift supervisors.

Tower and Perimeter Corporals

- Both posts have limited views of areas in the facility. Some of the views they do have are known blind spots.
- Both posts help with minimizing contraband introduction opportunities.
- Both posts have a clear purpose of why they are needed in the facility.

Intel Corporal

- They spend a significant amount of time conducting interviews, investigations, listening to phone calls, reviewing the inmate tablet e-message system, analyzing information, and compiling for reports to provide solid information from which the facility leadership can make informed decisions.
- Additionally, they conduct the intel checks for human resources.

Housing Units (J1, J2, K)

- Each unit has two UCW assigned. The units appeared to be clean, K-unit is in the middle of a construction project for the control panel.
- The first shift team members had concerns in reference to the case workers being pulled for custody positions (travel orders, yard) on a continuous basis. Tuesdays are usually a good day on first shift to have an additional case worker; however, it rarely happens particularly with multiple team members out for long term personal leave. Mornings are reportedly very busy with activities.
- The second shift has increased unit traffic with yard closures as the population are in the unit for the most part. An additional team member may be helpful; however, when vacancies are filled the assigned number of posts are adequate for safety and security.
- During the interviews of team members, it was noted that the UCMs on first shift are utilized as UCWs frequently each week.

Housing Unit J3

- Each wing has one UCW assigned one unit case manager on first shift, one case manager on second shift, and one unit manager.
- There is a float assigned to the unit. The float UCW is responsible for going in between each wing, completing area checks, and providing relief for the designated UCW.
- There are eight inmates assigned to J3 HU in each cell. The HU cell doors do not secure; therefore, there is constant movement of inmates in/out of cells. The restroom/shower is also a community space.
- Due to constant traffic in J3 (all wings) it was mentioned by the J3 UCW's they appreciate the assigned UCW float post to the unit along with the sergeant.
- The float also spends a lot of time in the J3 vestibule monitoring loitering, inmates coming in or attempting to go into other wings, or inmates entering who do not live there, manages the desk duties, and assists with searches on the HU.
- The focus of this analysis is on custody and case worker team members; however, it should be noted J3 houses approximately twice as many inmates as the other HUs. A second unit manager should be considered based on the number of unit disciplinary committee (UDC) cases, grievances, and classification actions generated from this one HU. Caseload sizes are larger for UCMs as well by about 30 inmates additional per unit case manager.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Current Post Plan)
 - ✓ Custody/Units
- Proposed Minimal Post Staffing Analysis (Proposed Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
 - ✓ Custody/Units

Minimal Post Staffing Analysis
Institution: Omaha Correctional Center

Custody and UCW

Current Post Plan

Post	Position	Duties and Responsibilities	Type		# of Posts By Shift				Relief Factor	Total FTE Req	FTE Auth'd Jan-23	Variance
			5 Day	7 Day	Day	1st	2nd	3rd				
Security Administrator	Major	Security Administrator	X		1	0	0	0	1.00	1.00	1	0.00
Admin	Captain	Admin	X		1	0	0	0	1.00	1.00	1	0.00
Intel	Captain	Intel Cpt	X		1	0	0	0	1.00	1.00	1	0.00
Admin	Lieutenant	Admin	X		1	0	0	0	1.00	1.00	1	0.00
Intel	Lieutenant	CIA	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Administrative				5	0	0	0		5	5	0.00
Shift Supervisor	Lieutenant	Shift Supervisor		X	0	1	1	1	1.74	5.22	5	-0.22
SUBTOTAL	Lieutenants				0	1	1	1		5.22	5	-0.22
Shift Sergeants	Sergeant	ERT Lead, asst. Shift Spv.		X	0	1	1	1	1.74	5.22	6	0.78
Housing Unit	SPV. Sergeant	Housing Unit Supervision		X	0	0	1	0	1.74	1.74	2	0.26
East Gate	SPV. Sergeant	Supervise east gate traffic	X		1	0	0	0	1.25	1.25	1	-0.25
Intel	SPV. Sergeant	Assist Intel Lt and Cpt.	X		1	0	0	0	1.00	1.00	1	0.00
Armory	Sergeant	Armory and Key oversite	X		1	0	0	0	1.00	1.00	1	0.00
Tools	SPV. Sergeant	Oversee tools	X		1	0	0	0	1.00	1.00	1	0.00
Detail	Sergeant	Supervise TSCI SD staff	X		1	0	0	0	1.00	1.00	1	0.00
FTO	SPV. Sergeant	Supervise training	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Sergeants				6	1	2	1		13.21	14	0.79
Central Control	Corporal	Control Facility Moves		X	0	1	1	1	1.74	5.22	6	0.78
Movement/Escort	Corporal	Supervise Yard		X	0	4	4	2	1.74	17.40	21	3.60
RHU	Corporal	Supervise RHU II		X	0	1	1	1	1.74	5.22	6	0.78
HU J1	Corporal	Supervise II activities		X	0	2	2	1	1.74	8.70	9	0.30
HU J2	Corporal	Supervise II activities		X	0	2	2	1	1.74	8.70	9	0.30
HU J3	Corporal	Supervise II activities		X	0	4	4	4	1.74	20.88	22	1.12
HU K	Corporal	Supervise II activities		X	0	2	2	1	1.74	8.70	9	0.30
Recreation	Corporal	Supervise Gym		X	0	1	1	0	1.74	3.48	4	0.52
Tower	Corporal	Perimeter Support		X	0	1	1	0	1.74	3.48	4	0.52
Perimeter	Corporal	Perimeter Security		X	0	1	1	1	1.74	5.22	6	0.78
Medical	Corporal	Supervise Clinic		X	0	1	1	0	1.74	3.48	4	0.52
Turnkey	Corporal	Front entrance security	X		0	1	1	0	1.25	2.50	2	-0.50
Commons	Corporal	Spv. Commons/EDU/MH	X		0	1	0	0	1.25	1.25	2	0.75
Visiting/Pass Clerk	Corporal	Spv/process visitors	X		3	0	0	0	1.25	3.75	3	-0.75
East/North Gate	Corporal	control traffic	X		3	0	0	0	1.25	3.75	3	-0.75
Property	Corporal	Control/store property	X		1	0	0	0	1.00	1.00	1	0.00
Video Monitoring	Corporal	Security Support	X		1	0	0	0	1.00	1.00	1	0.00
Clubs/Library	Corporal	Supervise Club/Library act.	X		2	0	0	0	1.00	2.00	2	0.00
Kitchen	Corporal	Supervise Kitchen	X		1	0	0	0	1.00	1.00	1	0.00
Travel Orders	Corporal	community supervision	X		1	2	1	0	1.00	4.00	4	0.00
DCC	Corporal	Coordinate IDC Hearings	X		2	0	0	0	1.00	2.00	2	0.00
Intel	Corporal	Support Intel Cpt/Lt.	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Corporal				15	24	22	12		112.73	122	9.27**
Grand Totals					26	26	25	14		136.16	146	9.84

Note: All case worker and corporal posts have been merged to corporal.

**Authorized FTE does not include maintenance corporal

Minimal Post Staffing Analysis
Institution: Omaha Correctional Center

Custody and UCW

Proposed Post Plan

Post	Position	Duties and Responsibilities	Type		# of Posts By Shift				Relief Factor	Total FTE Req	FTE Auth'd Jan-23	Variance
			5 Day	7 Day	Day	1st	2nd	3rd				
Security Administrator	Major	Security Administrator	X		1	0	0	0	1.00	1.00	1	0.00
Admin	Captain	Admin	X		1	0	0	0	1.00	1.00	1	0.00
Intel	Captain	Intel Cpt	X		1	0	0	0	1.00	1.00	1	0.00
Admin	Lieutenant	Admin	X		1	0	0	0	1.00	1.00	1	0.00
Intel	Lieutenant	CIA	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Administrative				5	0	0	0		5.00	5	0.00
Shift Supervisor	Lieutenant	Shift Supervisor		X	0	1	1	1	1.74	5.22	5	-0.22
SUBTOTAL	Lieutenants				0	1	1	1		5.22	5	-0.22
Shift Sergeants	Sergeant	Asst. Shift Spv.		X	0	1	1	1	1.74	5.22	6	0.78
Yard Sergeants	Sergeant	Lead Yard, ERT Spv		X	0	1	1	0	1.74	3.48	0	-3.48
East Gate	Sergeant	Supervise east gate traffic	X		1	0	0	0	1.25	1.25	1	-0.25
Housing Unit	Sergeant	Housing Unit Supervision		X	0	0	2	0	1.00	2.00	2	0.00
Intel	Sergeant	Assist Intel Lt and Cpt.	X		1	0	0	0	1.00	1.00	1	0.00
Armory	Sergeant	Armory and Key oversite	X		1	0	0	0	1.00	1.00	1	0.00
Tools	Sergeant	Oversee tools	X		1	0	0	0	1.00	1.00	1	0.00
Detail/Mail	Sergeant	Supervise TSCI SD/Mail	X		1	0	0	0	1.00	1.00	1	0.00
FTO	Sergeant	Supervise training	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Sergeants				6	2	4	1		16.95	14	-2.95
Central Control	Corporal	Control Facility Moves		X	0	1	1	1	1.74	5.22	6	0.78
Movement/Escort	Corporal	Supervise Yard		X	0	4	4	2	1.74	17.40	21	3.60
RHU	Corporal	Supervise RHU II		X	0	1	1	1	1.74	5.22	6	0.78
HU J1	Corporal	Supervise II activities		X	0	2	2	1	1.74	8.70	9	0.30
HU J2	Corporal	Supervise II activities		X	0	2	2	1	1.74	8.70	9	0.30
HU J3	Corporal	Supervise II activities		X	0	4	4	4	1.74	20.88	22	1.12
HU K	Corporal	Supervise II activities		X	0	2	2	1	1.74	8.70	9	0.30
Recreation	Corporal	Supervise Gym		X	0	1	1	0	1.74	3.48	4	0.52
Kitchen	Corporal	Supervise Kitchen		X	2	0	0	0	1.74	3.48	1	-2.48
Tower	Corporal	Perimeter Support		X	0	1	1	0	1.74	3.48	4	0.52
Perimeter	Corporal	Perimeter Security		X	0	1	1	1	1.74	5.22	6	0.78
Medical	Corporal	Supervise Clinic		X	0	1	1	0	1.74	3.48	4	0.52
Turnkey	Corporal	Front entrance security	X		0	1	0	0	1.25	1.25	2	0.75
Turnkey/Central	Corporal	Assist Central Control	X		1	0	0	0	1.25	1.25	0	-1.25
Commons/Yard	Corporal	Spv. Commons/EDU/MH	X		0	1	1	0	1.25	2.50	2	-0.50
Visiting/Pass Clerk	Corporal	Spv/process visitors	X		3	0	0	0	1.25	3.75	3	-0.75
East/North Gate	Corporal	Control Vehicle/II traffic	X		3	0	0	0	1.25	3.75	3	-0.75
Property	Corporal	Control/store property	X		1	0	0	0	1.00	1.00	1	0.00
Programs	Corporal	Supervise Club/Library act.	X		2	0	0	0	1.00	2.00	2	0.00
DCC	Corporal	Coordinate IDC Hearings	X		2	0	0	0	1.00	2.00	2	0.00
Travel Orders	Corporal	Supervise II in community	X		1	2	1	0	1.00	4.00	4	0.00
Video Monitoring	Corporal	Security Support	X		1	0	0	0	1.00	1.00	1	0.00
Intel	Corporal	Support Intel Cpt/Lt.	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Corporal				17	25	22	12		117.46	122	4.54 **
Grand Totals					26	28	27	14		144.63	146	1.37

Note: All case worker and corporal posts have been merged to corporal.

**Authorized FTE does not include maintenance corporal

11 Corporals N-MANDATORY Intel
Travel Order (4)
Disciplinary (2)
Property
Video Monitoring
Programs (2)

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Omaha Correctional Center
JOB CLASSIFICATION:	Correctional Major
POST TYPE:	5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Security Administrator	1	0	0	0
TOTAL	1	0	0	0

Relief Factor 1.00

TOTAL FTE to include relief factor: 1.00 - 5 day major

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Omaha Correctional Center
JOB CLASSIFICATION: **Correctional Captain**
POST TYPE: 5 day

Post Title	Day	<u>Shift</u>		
		1st	2nd	3rd
Administrative	1	0	0	0
Intel	1	0	0	0
TOTAL	2	0	0	0

Relief Factor 1.00

TOTAL FTE to include relief factor: 2.00 - 5 day captains

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Omaha Correctional Center
JOB CLASSIFICATION:	Correctional Lieutenant
POST TYPE:	5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Administrative	1	0	0	0
Intel	1	0	0	0
TOTAL	2	0	0	0

Relief factor of 1.00

TOTAL FTE to include relief factor: 2.00 - 5 day lieutenants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Omaha Correctional Center
JOB CLASSIFICATION:	Correctional Lieutenant
POST TYPE:	7 day

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

Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 day lieutenants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Omaha Correctional Center
 JOB CLASSIFICATION: **Correctional Sergeant**
 POST TYPE: 5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Armory/Key	1	0	0	0
Tool	1	0	0	0
Intel	1	0	0	0
East Gate*	1	0	0	0
Detail/Mail	1	0	0	0
FTO	1	0	0	0
TOTAL	6	0	0	0

*Relief Factor of 1.25

Relief Factor 1.00

TOTAL FTE to include relief factor: 6.25 - 5 day sergeants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Omaha Correctional Center
JOB CLASSIFICATION: **Correctional Sergeant**
POST TYPE: 7 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Shift	0	1	1	1
Unit*	0	0	2	0
Yard	0	1	1	0
TOTAL	0	2	4	1

Relief factor of 1.74

*Relief Factor of 1.00

TOTAL FTE to include relief factor: 10.70 - 7 day sergeants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Omaha Correctional Center
JOB CLASSIFICATION:	Correctional Corporal
POST TYPE:	5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Property	1	0	0	0
Programs	2	0	0	0
Disciplinary/DCC*	2	0	0	0
East/North Gate*	3	0	0	0
Travel Orders*	1	2	1	0
Visiting/Pass clerk*	3	0	0	0
Intel	1	0	0	0
Video Monitoring	1	0	0	0
Turnkey*	0	1	0	0
Turnkey/Control*	1	0	0	0
Commons/Yard*	0	1	1	0
TOTAL	15	4	2	0

Relief factor 1.00

*Relief factor of 1.25

TOTAL FTE to include relief factor for 24.5 - 5 day corporals

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Omaha Correctional Center
JOB CLASSIFICATION:	Correctional Corporal
POST TYPE:	7 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Central Control	0	1	1	1
Movement/Escorts	0	4	4	2
Restrictive Housing Unit	0	1	1	1
Housing Unit (J-1, J-2, K)	0	6	6	3
Housing Unit J-3	0	4	4	4
Recreation	0	1	1	0
Kitchen	2	0	0	0
Tower	0	1	1	0
Perimeter	0	1	1	1
Medical	0	1	1	0
TOTAL	2	20	20	12

Relief factor of 1.74

TOTAL FTE to include relief factor for 93.96 - 7 day corporals

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Omaha Correctional Center
JOB CLASSIFICATION:	Correctional Corporal
POST TYPE:	7 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Central Control	0	1	1	1
Movement/Escorts	0	4	4	2
Restrictive Housing Unit	0	1	1	1
Housing Unit (J-1, J-2, K)	0	6	6	3
Housing Unit J-3	0	4	4	4
Recreation	0	1	1	0
Kitchen	2	0	0	0
Tower	0	1	1	0
Perimeter	0	1	1	1
Medical	0	1	1	0
TOTAL	2	20	20	12

Relief factor of 1.74

TOTAL FTE to include relief factor for 93.96 - 7 day corporals

OCC Specific Recommendations

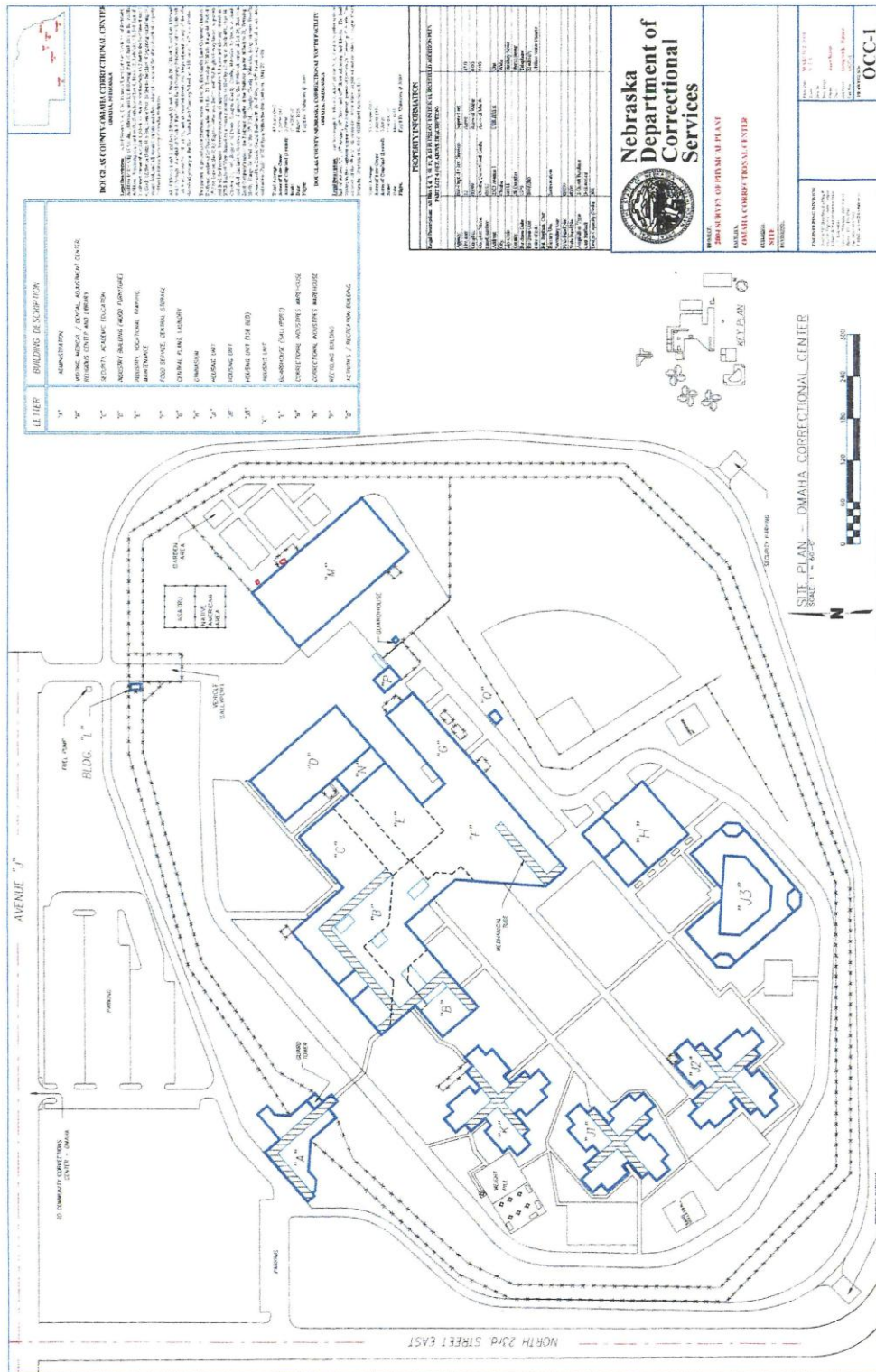
- A yard sergeant will coordinate the movement, escorts, and management of the yard. OCC has an open campus-style yard meaning many inmates can be on the yard at one time. The amount of activity is generally high and requires control and leadership.
- Kitchen corporal – Increase the kitchen coverage to eight-hour shifts, seven-days a week to account for all meals and adequately cover the needs for safety and security. These two posts would be outside of the normal assigned shift hours to accommodate the kitchen needs.
- Shift duties of legal mail from unit sergeant to detail sergeant. Also, add the mail room duties to the detail sergeant.
- Club/library corporal – Eliminate one position and combine these duties into a programs corporal post to cover programs, inmate clubs, and library.
- Maintain the first shift turnkey post and move the second shift turnkey post to day hours to accommodate the facility needs with turnkey, central control assistance during busy hours and vehicle needs.
- Add a commons corporal post to second shift to account for coverage of the programs building during evening time activities.
- Redistribute shift sergeant's duties evenly.
- Administrative lieutenant – IDC chair duties are being re-assigned on a rotating schedule. Re-assign some of the duties currently being completed by the captain.

Suggestions

- The CSI team members in the area can assist each other with tasks, especially when the supervisor is on site
- The maintenance, supply, and laundry team members assist with processing two to open and two to close to alleviate needing other custody team members to complete these tasks.
- Having the east gate area run on hourly doors, only allow individuals out at certain times, or only place individuals on pass for certain days to reduce the movement should be considered.
- Have assistance from support team members, for example have recreation team member conduct trash detail so the gym corporal is not taken away from assisting in the east gate processing.
- Having another team member assigned to assist with NCIC checks.
- The intel function is currently maintaining the camera system. It is recommended this duty be placed with the video monitoring corporal.
- Legal mail processing is recommended to mirror the current process at TSCI/Nebraska State Penitentiary (NSP).
- Post orders have redundant information which can be combined into the general post order and shorten each individual post order.
- Need to assess if there is a proper level of food service specialists for the coverage needed in the kitchen. OCC leadership indicates hiring food service specialists is challenging.

Attachments

A. Map



Attachment 7

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

RECEPTION AND TREATMENT CENTER

Prison Staffing Analysis

May 1 - 4, 2023

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NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES**RECEPTION AND TREATMENT CENTER**

Prison Staffing Analysis

May 1 - 4, 2023

Staffing Analysis Team (SAT)

The SAT met on May 1, 2023, to discuss the expectations of the analysis team and distribute assignments to ensure all custody and housing unit (HU) posts were analyzed on the two current shifts. At this time, the SAT 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: team member interview, post observation, review of current post plan, statistical information provided, activities chart, and budget information. The SAT members were:

- Michele Wilhelm, Warden (Team Leader) - Nebraska State Penitentiary
- Elizabeth Stegeman, Associate Warden - Nebraska State Penitentiary
- Janee Pannkuk, Assistant Warden – Nebraska Correctional Youth Facility
- Joshua Klein, Major – Tecumseh State Correctional Institution
- Jericho Johnson, Major - Nebraska Correctional Center for Women
- Cody Eastman, Captain - Nebraska State Penitentiary
- Tobias Martin, Lieutenant - Nebraska State Penitentiary
- Jeffrey Seeley, Lieutenant - Tecumseh State Correctional Institution
- Shawn Kessler, Unit Manager- Nebraska State Penitentiary
- Christopher Quakenbush, Sergeant - Nebraska State Penitentiary
- Barbara Lewien, Warden - Omaha Correctional Center

REPORT CONTEXT: This report reflects staffing levels, operational conditions, population characteristics, post requirements, and other relevant factors as they existed at the time the staffing analysis was conducted (May 01-04, 2023). References to “current” conditions or circumstances should be understood within that context. Because these factors may change over time, conditions described in this report may differ from those existing at the time the report is reviewed or used.

Facility Design and Location

The Reception and Treatment Center (RTC) is in Lincoln, Nebraska. Previously known as two separate facilities, the Lincoln Correctional Center (LCC) and the Diagnostic and Evaluation Center (DEC), were merged for accreditation in 2019 then renamed and officially became one facility known as the Reception and Treatment Center on January 4th, 2022.

RTC is broken down into two sides, RTC 1 (formerly DEC) which houses the intake and reception processes, while RTC 2 (formerly LCC) houses more long-term inmates with treatment needs.

The Reception and Treatment Center is a maximum/medium custody facility. All adult males sentenced to NDCS by the courts in the state of Nebraska are received by the RTC 1. During their stay at RTC 1, inmates will be evaluated, assessed, classified, and have medical work ups done prior to being transferred to another facility.

Housing Unit	Single or Double		Total Beds/Cots
RTC 1/HU 1	Three to four bunked and cots	General population (21+, victim potential)	124/10
RTC 1/HU 2	Double bunked and cots	General population (first adult felony incarceration (AFI), non-violent, non-aggressive)	32/21
RTC 1/HU 3	Double bunked and cots	General population (younger, non-aggressive, non-predatory)	32/21
RTC 1/HU 4	Double bunked and cots	General population (multiple AFIs, non-violent, non-aggressive)	32/21
RTC 1/HU 5	Double bunked and cots	General population (multiple AFIs, parole violators (PV), returnees, aggressive/predatory)	32/21
RTC 1/HU 6	Double bunked and cots	General population (multiple AFIs, PVs, returnees, non-aggressive)	32/21
RTC 1/HU 7	Double bunked and cots	General population (21+ years, non-predatory)	32/21
RTC 1/HU 8	Double bunked and cots	General population (first AFIs, aggressive, predatory, history of violence)	32/21
RTC 1 HU 9	Double bunked and cots	General population (multiple AFIs, PVs, returnees, aggressive, predatory)	32/21
RTC 2/A1 Wing	Double bunked	General population	32
RTC 2/A1 Center	Double bunked	General population	32
RTC 2/A2 Wing	Double bunked	General population	64
RTC 2/B	Double bunked	General population	128
RTC 2/C1 Wing	Single bunked	Restrictive housing	16
RTC 2/C1 Center	Double bunked	Chronic care mental health	20
RTC 2/C2	Double bunked	Classified 3A (minimum custody) /pending transfer	30
RTC 2/D	Double bunked	Mental health	92
RTC 2/E	Double bunked	General population/RSU (residential substance unit)	126
RTC 2/F	Double bunked	General population -1A (maximum custody)	192
RTC 2/G	Double bunked	General population -1A	192
RTC 2/H	Single bunk	Acute / subacute mental health	32
RTC 2/SNF	Single Bunk	Medical patients	32

***The eight observation cells and 32 skilled nursing beds are not considered in total bed count.**

All inmates at RTC are male and classified to maximum or medium custody. RTC has a population of 58% (761) maximum and 42% (558) medium as of May 2023. The institution has a bed-capacity of 1410. Additional temporary beds are added to RTC 1 frequently to accommodate new intakes. There are 60 residential substance unit beds within the protective management (PM) unit. The facility also includes a 16 bed special management unit (SMU) for inmates held on immediate segregation (IS) or classified to longer-term restrictive housing.

The design for this institution is based on a multi-building site layout concept with general population HUs, in-patient substance unit, special management, mental health, chronic care, medical, and several support services. The facility provides spaces for several special programs directed at rehabilitation and returning inmates to society as law-abiding and productive citizens.

RTC 1 HUs utilize a direct supervision, with an enclosed control station in conjunction with the day room custody team members. Contact and virtual visitation for the general population is accommodated in a centralized visitation area.

RTC 2 HUs utilize a direct supervision, unit management philosophy with the day room unit case workers (UCW). The enclosed control station is utilized on third shift only. Contact and virtual visitation for the general population is accommodated in a centralized visitation area.

The primary methods of facility security are a central door control system, a 12' high double perimeter fence with razor ribbon, an electronic detection system, CCTV surveillance, and four towers. Primary access into the facility is through a secure entrance into the administration building. Vehicles enter through a sally port which enters a secured service area that is not accessible to the inmate population.

Please see the attached institutional profile providing more specific information about RTC.

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: RTC

Date: January 2023

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, inmates assigned to the skilled nursing facility (SNF)
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	No
Immediate Segregation	Yes
Protective Segregation	Yes
Intensive Management	No
Disciplinary Segregation	No
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	Yes, SNF
Drug treatment or other residential therapeutic programs	Yes, E unit
Youthful Offenders	No, only for processing
Inmates sentenced to the death penalty	No, only for processing
Secure Mental Health Unit	Yes, C unit
Sex Offenders Inpatient	No

PHYSICAL DESIGN CHARACTERISTICS - FACILITY CONFIGURATION	
What is the facility Design Capacity	884
What is the facility Operational Capacity	1302
Average Daily Population for the last year	1063
Custody Level	Maximum/medium
What are the external boundaries of the facility	Double perimeter fence with razor wire and both electronic and microwave detection systems
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes, perimeter
Turnkeys	Yes
Internal towers	Yes, one
Other	N/A
<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 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	Approximately 30 vehicles a 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	No

<i>Communications</i>	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/ paging systems	Yes
Staff equipped with personal body alarms or other emergency notification equipment	Yes, on all radios
<i>Inmate Housing</i>	
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	RHU is single celled; all others are two-person or more. Cots can be used as needed.
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	Both
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote in GP and keyed in RHU
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	Class I – 284 Class II – 999 Class III - 2349
What is the frequency and seriousness of inmate on staff assaults	Staff assaults have increased. Inmates are assaulting staff for various reasons.
What is the frequency and seriousness of inmate-on-inmate assaults	Inmate on inmate assaults have increased.
Have there been any recent escapes, escape attempts or walkaways if so explain	There was an escape in 2016.
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 considerable turnover because there are transfers in and out daily.
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, depends on status and where they are housed. 1:1 for GP and PM. RHU can be up to 2:1 or higher.
unrestricted, open campus style	No
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	Yes
<i>Visitation</i>	
What is the visitation schedule	Monday through Thursday from 0815-1400 and 1500-1700
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	Visiting team members process in visitors and escort RHU and PM populations to their visits, causing them to leave the visiting room,
What is the duration of visits	Two to six hours
What are the search requirements for inmates and visitors	Inmates are safety searched in and out of visiting, visitors are pat searched before visiting.
<i>Work Assignments</i>	
Are work details supervised by security staff	All work details are supervised, but some are not supervised by custody team members.
What are the essential work details inside the facility	Kitchen, maintenance, and laundry
Are there any essential work details in the community	No
What work details are optional/can be shut down	All others
<i>Food Service</i>	
Is food service contracted or state run	State run
Are any inmates fed in-cell, if so how many	Yes, MH, SNF, RHU, F&G (breakfast)
Are inmates fed in central dining areas or in common areas in housing units	Both
How are inmates escorted/sent to dining areas	Minimum of one team member on the compound as the units are called or in the spine.
How many staff are assigned to dining areas	Minimum of one

<i>Programs</i>	
List of Programs by:	
Number and types	Mental health, education, and vocational
Hours of operation	Monday-Friday 0800-1630
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Facility team members
Are programs considered as a function or determining factor in inmate idleness	No
<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	
Medical	There were 542 medical travel orders in the past year. This averages out to 45.2 per month. This averages out to 90 staff at approximately 600 hours for the calendar year 2022.
Dental	Included with medical
Mental health	Only if there are no plan beds available at RTC.
Court appearances	There were nine travel orders for court proceedings. This averages out to .75 hours per month.
At outside hospitals, is there a prison ward, or does the sending institution provide security	The facility provides security for inmates admitted to the community hospital.
Are there other routine outside transports	There were 30 inmates transferred to other facilities requiring facility team members.
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	Inmate deaths 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
ACA Accreditation Standards affecting staffing	No

Operations

Prior to June of 2021, RTC operated with first shift (0600-1400), second shift (1400-2200), and third shift (2200-0600). RTC currently operates with team members assigned to two twelve-hour shifts, due to a staffing emergency. The two shifts consist of day shift (0700-1900) and the night shift (1900-0700). The shifts operate with a shift supervisor, typically a lieutenant, and a shift of custody team members. RTC 1 HUs operate with custody team members assigned to each unit.

RTC 2 HUs operates with a unit manager, unit case managers (UCM), and unit case workers (UCW) assigned to each unit. Day shift team members includes administrative and support team members as well as various additional specific to work areas such as Cornhuskers State Industries (CSI), maintenance, mental health, medical, mailroom, recreation, education, substance use, safety/sanitation, and emergency specialist.

Programs

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

- Mental Health Counseling
- Inpatient Substance Use Programming
- Cornhusker State Industries
- Adult Basic Education/GED/High School and college classes
- 7 Habits
- Recreation Programs and Services
- Inmate Clubs
- Religious Services
- Library Services
- WRAP
- TRAUMA
- Success Prep
- RISE
- Domesti-Pups
- Prison Fellowship Academy
- New Freedom
- Intentional Peer Support
- Destination Dads
- Community Justice Center classes
- Violence Reduction Program (VRP)
- Moral Reconation Therapy (MRT)
- Thinking for a Change (T4C)
- Anger Management

Additional Available Services

A medical clinic is located within the facility. Inmates are assessed as they enter medical and are escorted to exam rooms as needed for further evaluation. RTC also utilizes an area in medical as an emergency room and for x-rays. A dental clinic is located within the medical area. A contract exists for a dentist and dental assistant to enter RTC to provide these services. RTC utilizes a medication window for those who travel to the dining halls for meals. All other medications are delivered to the HU. RTC has a 32-bed SNF that is consistently used to its capacity.

The facility conducts many travel orders required for medical exams and procedures that cannot be accomplished onsite. These travel orders are accomplished with custody team members and completed in compliance with the NDCS policy. Travel orders were considered by the SAT during the analysis and contribute to the overall team member needs. RTC houses high-security inmates requiring multiple team members on many of these travel orders. Due to the medical needs of the population the number of travel orders has increased.

Activity Schedule

RTC has different schedules based on population needs in specific HUs. 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 facility has been adding activities back to the daily schedule as resources have allowed. 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 as they require team members to complete these tasks. An example of such an event would be an unscheduled medical travel order.

Please see the attached RTC activities chart for both weekdays and weekends.

Institutional Activities Chart

Institution: RTC

December 2022

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 Call Out	M - F																								
RHU Exercise	M - Sat																								
RHU Feeding	Daily																								
RHU Showers	M - Sat																								
Education	M-Th																								
Official Counts	Daily																								
Informal Counts	Daily																								
Inmate Dining	M - F																								
Inmate Visitation	M - Th																								
Laundry Distribution	M-F																								
Law Library	M-Th																								
Library	M-Th																								
Yard Work Lines	M-F																								
Yard	M-Th																								
Pill Call/Diabetic Call	Daily																								
Programs	M-Th																								
Recreation/Gym	M-Th																								
Religious Services	M-Su																								
Sick Call	M-F																								
Canteen	M, W-F																								
Trash Detail	M-Th																								
College Classes	M-Th																								
Travel Orders	M-Th																								
RH Visits	M-Th																								
RH Law Library	Daily																								
Mail Call	M-Sa																								
Mental Health Rounds	M-F																								
Roll Call	Daily																								

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 are 1.25. The National Institute of Corrections (NIC) Prison Staffing Analysis training manual provides the information necessary to calculate these figures.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT. No comments were made by the SAT for the positions not listed below.

Major

- Currently two security administrators are assigned to RTC, recommend returning to one security administrator through attrition.

Intel Lieutenant and Corporal

- Currently there are two lieutenants. One is assisting with initial intakes and STG validations. The other lieutenant assists with daily intel duties throughout the facility.
- Currently intel has three corporal positions: one from RTC 1 and two from RTC 2.

Housing Unit F and G Lieutenant

- Two lieutenants assigned five days a week.
- One lieutenant assists with completing Institutional Disciplinary Committee (IDC) and Unit Disciplinary Committee (UDC) duties.
- One lieutenant manages team members assigned to HU F and HU G.
- Both lieutenants are assisting with completing use of force reports and reviewing all logs and reports from HU F and HU G.

Field Training Officer Sergeant

- Currently there is one FTO sergeant working day shift, Monday through Friday.
- This position is pulled for various duties and has been assigned team within a team coordination.

Armory Sergeant

- RTC is allotted two sergeant positions assigned to the armory. Both maintain day shift hours and share the core functions. Both specialize in a few areas where individual strengths exist. The RTC armory issues equipment to team members, maintains supplies, oversees key control, and manages inmate phone tablets.

Dock Sergeant

- Assigned one sergeant 0700-1500 hours within a rotating post.
- Dock sergeant duties include but are not limited to x-ray all products/materials coming into the institution before distribution, dump/operate trash compactor, clean dock/stairs/elevators of trash residue.
- Recommend adding dock duties to the currently assigned sanitation corporal to assist with the dock, recycling, and chemicals.
- Recommend post be moved out of rotation and put in a two-year day shift post or possibly permanent.

Preliminary Hearing Officer (PHO) and Disciplinary Committee Chair (DCC) Sergeant and Corporal

- The disciplinary process is still attempting to function as it did prior to the merge. This does not appear to be a result of the team members working to keep it functioning separately. It appears to be a result of the design still using two separate processes for three separate areas (RTC 1, RTC 2, and the 384). The Disciplinary Committee Chair should oversee the committee functions staffed by one DCC Sergeant, two or three DCC corporals, and one or two PHO corporals. The PHO process should be supervised by the DCC sergeant and should be able to optimally achieve its results with two corporals. It may be necessary to review the post orders, policies, and other related frameworks to determine which aspects to keep and which aspects to eliminate. A cross-section of the team members currently assigned should be given the opportunity to contribute to the development of new processes for DCC and PHO.

South Gate Sergeant and Wire Gate Corporal

- One sergeant and two wire gate corporals assigned from 0800-1400 hours Monday-Friday. One day a week each corporal gets pulled to cover shift posts inside the institution.
- South gate sergeant duties include but are not limited to controlling vehicle traffic entering/exiting the facility, inspecting vehicles to be assured there is no contraband being introduced into the facility as well as checking all laundry carts and shop supplies to eliminate escape risks.

Laundry, CSI Print and Wood Shop Sergeant and Corporal

- One sergeant oversees laundry, printshop, and woodshop areas.
- Two corporals are assigned; however, it is very rare two corporals are on post.
- Use of wand and metal detector are utilized to enhance contraband entrance/exit.
- With the addition of 400+ inmates add a corporal specifically to enhance security and manage all aspects of laundry duties.
- Remove chemical oversight from this area.
- Refrain from pulling both assigned corporals.
- Ensure relief corporals are thoroughly trained on woodshop rosters and tool security/accountability expectations.
- Add an additional sergeant to oversee laundry to ensure all CSI and laundry operations areas have a permanent supervisor.

Skilled Nursing Facility (SNF) and H Unit Sergeant and Corporal

- This area requires a considerable amount of escorts and 15-minute checks to maintain the efficiency needed to ensure all duties are completed.

Construction/Contractor Escort Sergeant and Corporal

- Two sergeants and four corporals assigned to day shift Monday-Friday.
- Construction/contractor escort duties include the escorting of all outside contractors working on various construction projects inside the facility, maintaining tool control, and security.
- Construction continues at this time, once completed, consider removing these posts.

Central 1 and 2 Corporal

- Controls doors, wire gate, calls emergencies, and issues equipment.
- These posts will be closed later this year and all duties will move to Central 3 corporal.

Central 3 Corporal (new main control)

- Staffed with two shift corporals and one day shift corporal. Controls all doors in new portion of facility and all exterior gates.
- Central 3 is central control for the entire facility, pending the closure of one and two.
- Recommend five (to include two day shift) corporals for first shift, three corporals for second shift, two corporals for third shift.

Utility and Housing Unit F and G Corporal

- 16 corporals assigned seven days a week.
- Three corporals assigned to each gallery as floor corporals that complete daily searches, feeds inmates assigned to HU F and HU G, and assists with observation of recreational yard.
- Two corporals assigned to control center. Manages inmate movement on the unit.
- Ten utility corporals assigned seven days a week.
 - Five corporals assigned to each unit as utility corporals
 - Utility corporals assist with observation of Recreational Yard.
 - Utility corporals assist with relieving floor corporals.
 - Utility corporals assist with retrieving food carts.
 - Utility corporals escort inmates on pass off HU F and HU G.
- Currently one corporal assigned five days a week.
 - Assist with property and PHO duties on HU F and HU G.
- Recommend reducing to; one lieutenant assigned five days a week completing current duties for both units, two sergeants assigned seven days a week completing current duties and covering both units during first and second shifts. Two floor corporals on each gallery completing current duties. Two utility corporals for each unit.
- Recommend discontinue use of property and PHO corporal solely assigned in HU F and G.

Clinic Corporal

- The RTC clinic provides medical services for all populations at RTC.
- Currently the clinic is assigned two corporals to operate on a normal day.
- There is a behavioral health case worker assigned to the clinic area, who provides escorts and supervision of mental health patients on pass to see psychiatry and other mental health team members.
- During the day of the staffing analysis there was only one corporal assigned due to low staffing. Additionally, there were 180 passes scheduled to the clinic that day. With only one team member, passes were falling behind and security checks throughout the clinic were sporadic. Since only one team member was assigned, utility team members had to escort all RTC 1 inmates to the clinic. When the utilities were unavailable, passes could not be escorted to the clinic. This causes delays throughout the day.
- Two corporals should always be assigned, so more frequent walk throughs of the clinic can be done. Additionally, two corporals would allow for one of the corporals to escort passes from the RTC 1 side throughout the day.

Recreation Corporal

- A corporal position is indicated but is not filled. This is a vital security post and should be staffed.

Library and Education Corporal

- A corporal position is indicated on the staffing roster; however, these positions are not filled. Due to the size of the library and educational area along with inmates in the area at any given time, they are available for reassignment as needed.

Kitchen Corporal

- Current staffing pattern for this post is three corporals from 0700 - 1900 hours, seven days a week and three corporals from 1900 - 0700 hours, seven days a week.
- Current staffing patterns seem to be sufficient.
- Recommend two corporals first shift, two corporals second shift on offset hours to accommodate the kitchen schedule. This would eliminate the need for a third shift corporal.

Video Monitoring Corporal

- Not yet staffed and tentatively planned to be in Central 2 upon its closure.
- Recommend one corporal for each first and second shift.

Housing Unit 10 Corporal

- HU 10 is a temporary 15-bed HU currently housing elderly inmates from the Nebraska State Penitentiary (NSP) displaced when their HU had a major mechanical problem rendering the HU unlivable. HU 10 is a former SNF that was closed when the new SNF opened in 2022.
- Currently there is no timeline for how long the NSP elderly population will remain at RTC.
- These inmates are unable to be housed in another HU at RTC due to medical needs (wheelchairs, walkers, etc.).
- The size of this unit makes it inefficient to operate as the inmate to team member ratio can only be 15:1.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Current Post Plan)
 - ✓ Custody/Units
- Proposed Minimal Post Staffing Analysis (Proposed Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
 - ✓ Custody/Units

MINIMAL POST STAFFING ANALYSIS
Institution: Reception Treatment Center

Reception and Treatment Center 7-19

CUSTODY AND CASEWORKERS

CURRENT POST PLAN

Post	Position	Duties and Responsibilities	Type		# of Posts By Shift				Relief Factor	Total FTE Req.	FTE Auth'd 1Jan23	Variance
			5 Day	7 Day	Day	1st	2nd	3rd				
Security Administrator	Major	Security Administrator	X		2	0	0	0	1.00	2.00	2	0.00
Administrative	Captain	Administrative	X		1	0	0	0	1.00	1.00	1	0.00
Operations	Captain	Operations	X		1	0	0	0	1.00	1.00	1	0.00
Intel	Captain	Intel Captain	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	ADMIN				5	0	0	0		5.00	5	0.00
Shift Supervisor	Lieutenant	Shift Supervisor		X	0	2	2	1	1.74	8.70	7	-1.70
Unit	Lieutenant	Supervise F/G Unit	X		1	0	0	0	1.00	1.00	2	1.00
Administrative	Lieutenant	Administrative	X		3	0	0	0	1.00	3.00	3	0.00
Intel	Lieutenant	Chief Intel Analyst	X		2	0	0	0	1.00	2.00	2	0.00
SUBTOTAL	LIEUTENANTS				6	2	2	1		14.70	14	(0.70)
Yard Sergeant	Sergeant	Supervise Yard Corporals		X	0	1	1	1	1.74	5.22	4	-1.22
Utility Sergeant	Sergeant	Supervise Utility Corporals		X	0	1	1	1	1.74	5.22	4	-1.22
Shift Sergeants	Sergeant	Assist Shift Lieutenants		X	0	2	2	2	1.74	10.44	8	-2.44
SNF/SMH/Corridor Sgt	Sergeant	Supervise Area Corporals		X	0	1	1	1	1.74	5.22	4	-1.22
F & G Unit Sergeant	Sergeant	Supervise F Corporals		X	0	2	2	2	1.74	10.44	3	-7.44
Front Entrance Sgt.	Sergeant	Supervise Front Entrance		X	0	1	1	0	1.74	3.48	1	-2.48
Turnkey Sergeant	Sergeant	Supervise Turnkey		X	0	1	1	0	1.74	3.48	1	-2.48
C Unit Sergeant	Sergeant	Supervise C Corporals	X		1	0	0	0	1.25	1.25	0	-1.25
CSI Sergeant	Sergeant	Supervise CSI Corporals	X		1	0	0	0	1.25	1.25	1	-0.25
Dock Sergeant	Sergeant	Supervise Dock	X		1	0	0	0	1.25	1.25	1	-0.25
Admissions Sgt.	Sergeant	Supervise Admissions	X		1	0	0	0	1.25	1.25	1	-0.25
DCC Sergeant	Sergeant	Supervise DCC	X		1	0	0	0	1.25	1.25	1	-0.25
South Gate Sgt.	Sergeant	Supervise South Gate	X		1	0	0	0	1.25	1.25	1	-0.25
Armory Sergeants	Sergeant	Supervise Armory	X		2	0	0	0	1.00	2.00	2	0.00
PHO Sergeants	Sergeant	Administer PHO Process	X		2	0	0	0	1.00	2.00	2	0.00
Tools Control Sgt.	Sergeant	Oversee Tools	X		1	0	0	0	1.00	1.00	1	0.00
FTO Sergeant	Sergeant	Oversee FTO Process	X		1	0	0	0	1.00	1.00	1	0.00
Construction Sgt.	Sergeant	Manage Construction	X		2	0	0	0	1.00	2.00	2	0.00
SUBTOTAL	SERGEANTS				14	9	9	7		59	38	(21.00)
Central Control 1	Corporal	Doors/Monitoring		X	0	1	1	1	1.74	5.22	5	-0.22
Central Control 2	Corporal	Doors/Monitoring		X	0	1	1	1	1.74	5.22	5	-0.22
Central Control 3	Corporal	Doors/Monitoring		X	0	2	2	1	1.74	8.70	9	0.30
Towers	Corporal	Overwatch		X	0	4	4	3	1.74	19.14	19	-0.14
Yard/Utility	Corporal	Yard/Utility Duties		X	0	6	6	4	1.74	27.84	19	-8.84
Kitchen	Corporal	Supervise Kitchen		X	0	2	2	2	1.74	10.44	8	-2.44
Video Monitoring	Corporal	Monitoring Video		X	0	1	1	0	1.74	3.48	4	0.52
Turnkey	Corporal	Turnkey Security		X	0	3	3	1	1.74	12.18	8	-4.18
Front Entrance	Corporal	Entry/Exit Procedure		X	0	2	2	2	1.74	10.44	8	-2.44
A1, B1, D1, E1 Units	Corporal	Floor Corporals*		X	0	4	4	0	1.74	13.92	14	0.08
A2, B2, D2, E2 Units	Corporal	Floor Corporals*		X	0	4	4	0	1.74	13.92	12	-1.92
A, B, D, E CC	Corporal	Control Center		X	0	0	0	4	1.74	6.96	7	0.04
C1 Unit	Corporal	C1 Security		X	0	3	3	1	1.74	12.18	10	-2.18
C2 Unit	Corporal	C2 Security		X	0	1	1	0	1.74	3.48	4	0.52
C Control Center	Corporal	C Control Center Corporals		X	0	0	0	1	1.74	1.74	2	0.26
SNF	Corporal	SNF Security		X	0	1	1	1	1.74	5.22	4	-1.22
SNF/H Unit CC	Corporal	SNF & H Unit Door Security		X	0	1	1	1	1.74	5.22	0	-5.22
HU1 - 9	Corporal	Floor Corporal		X	0	9	9	0	1.74	31.32	18	-13.32
HU1 CC	Corporal	HU1 Doors/Monitoring		X	0	1	1	1	1.74	5.22	4	-1.22
HU2/3 CC	Corporal	HU2/3 Doors/Monitoring		X	0	1	1	1	1.74	5.22	4	-1.22
HU4/5 CC	Corporal	HU3/4 Doors/Monitoring		X	0	1	1	1	1.74	5.22	4	-1.22
HU6/7 CC	Corporal	HU6/7 Doors/Monitoring		X	0	1	1	1	1.74	5.22	4	-1.22
HU8/9 CC	Corporal	HU8/9 Doors/Monitoring		X	0	1	1	1	1.74	5.22	4	-1.22
HU10	Corporal	HU10 Security		X	0	1	1	1	1.74	5.22	4	-1.22
Recreation	Corporal	Recreation Security		X	0	1	1	0	1.74	3.48	4	0.52
Corridor	Corporal	Corridor Security		X	0	4	4	3	1.74	19.14	7	-12.14
F & G Units	Corporal	F & G Unit Security		X	0	18	18	10	1.74	80.04	56	-24.04
H Unit	Corporal	H Unit Security		X	0	3	3	2	1.74	13.92	10	-3.92
Clinic	Corporal	Clinic Security	X		2	0	0	0	1.25	2.50	3	0.50
Visiting	Corporal	Pass Clerk/Visiting	X		4	0	0	0	1.25	5.00	5	0.00
Property	Corporal	Inmate Property	X		1	0	0	0	1.25	1.25	2	0.75
CSI Shops	Corporal	CSI Shops Security	X		1	0	0	0	1.25	1.25	3	1.75
Library	Corporal	Library Security	X		1	0	0	0	1.25	1.25	1	-0.25
Travel Orders	Corporal	Travel Orders	X		6	0	0	0	1.25	7.50	8	0.50
Admissions	Corporal	Admissions	X		3	0	0	0	1.25	3.75	4	0.25
Sanitation/Supply	Corporal	Sanitation/Supply	X		1	0	0	0	1.25	1.25	1	-0.25
Dining Hall	Corporal	Dining Hall Security	X		0	6	6	0	1.25	15.00	8	-7.00
SNF	Corporal	Day Shift	X		1	0	0	0	1.00	1.00	1	0.00
Central Control 2	Corporal	Day Shift	X		1	0	0	0	1.00	1.00	1	0.00
Central Control 3	Corporal	Day Shift	X		1	0	0	0	1.00	1.00	1	0.00
DCC	Corporal	DCC	X		1	0	0	0	1.00	1.00	2	1.00
Intel	Corporal	Intel	X		3	0	0	0	1.00	3.00	3	0.00
Wire Gate	Corporal	Wire Gate Security	X		2	0	0	0	1.00	2.00	2	0.00
Property/Utility F/G	Corporal		X		1	0	0	0	1.00	1.00	1	0.00
Construction	Corporal	Construction Security	X		4	0	0	0	1.00	4.00	3	-1.00
Mental Health CW	Caseworker	Mental Health CW	X		13	0	0	0	1.00	13	13	0.00
SUBTOTAL	CORPORALS				46	83	83	44		410.27	319	(91.27)
GRAND TOTAL	Note: Floor corporal numbers include unit case workers.				71	94	94	52		488.97	376	(112.97)

MINIMAL POST STAFFING ANALYSIS
Institution: Reception Treatment Center

Reception and Treatment Center 7-20

CUSTODY AND CASEWORKERS

PROPOSED POST PLAN

Post	Position	Duties and Responsibilities	Type		# of Posts By Shift				Relief Factor	Total FTE Req.	FTE Auth'd 1Jan23	Variance
			5 Day	7 Day	Day	1st	2nd	3rd				
Security Administrator	Major	Security Administrator	X		1	0	0	0	1.00	1.00	2	1.00
Administrative	Captain	Administrative	X		1	0	0	0	1.00	1.00	1	0.00
Operations	Captain	Operations	X		1	0	0	0	1.00	1.00	1	0.00
Intel	Captain	Intel Captain	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	ADMINISTRATIVE				4	0	0	0		4.00	5	1.00
Shift Supervisor	Lieutenant	Shift Supervisor		X	0	1	1	1	1.74	5.22	7	1.78
Unit	Lieutenant	Supervise F/G Unit	X		1	0	0	0	1.00	1.00	2	1.00
Administrative	Lieutenant	Administrative	X		1	0	0	0	1.00	1.00	3	2.00
Intel	Lieutenant	Chief Intel Analyst	X		2	0	0	0	1.00	2.00	2	0.00
SUBTOTAL	LIEUTENANTS				4	1	1	1		9.22	14	4.78
Yard Sergeant	Sergeant	Supervise Yard Corporals		X	0	1	1	0	1.74	3.48	4	0.52
Utility Sergeant	Sergeant	Supervise Utility Corporals		X	0	1	1	0	1.74	3.48	4	0.52
Shift Sergeants	Sergeant	Assist Shift Lieutenants		X	0	1	1	1	1.74	5.22	5	-0.22
Corridor Sergeant	Sergeant	Supervise Corridors		X	0	1	1	1	1.74	5.22	5	-0.22
SNF/SMH/Sgt	Sergeant	Supervise Area Corporals		X	0	1	1	1	1.74	5.22	5	-0.22
F & G Unit Sergeant	Sergeant	Supervise F & G Corporals		X	0	2	2	2	1.74	10.44	5	-5.44
C Unit Sergeant	Sergeant	Supervise C Corporals		X	0	1	1	0	1.74	3.48	2	-1.48
Front Entrance Sgt.	Sergeant	Supervise Front Entrance		X	0	1	1	0	1.74	3.48	1	-2.48
Turnkey Sergeant	Sergeant	Supervise Turnkey		X	0	1	1	0	1.74	3.48	1	-2.48
CSI Sergeant	Sergeant	Supervise CSI Corporals	X		1	0	0	0	1.25	1.25	1	-0.25
Dock Sergeant	Sergeant	Supervise Dock	X		1	0	0	0	1.25	1.25	1	-0.25
Admissions Sgt.	Sergeant	Supervise Admissions	X		1	0	0	0	1.25	1.25	1	-0.25
South Gate Sgt.	Sergeant	Supervise South Gate	X		1	0	0	0	1.25	1.25	1	-0.25
Mailroom Sergeant	Sergeant	Legal Mail Processing	X		1	0	0	0	1.25	1.25	0	-1.25
Disciplinary	Sergeant	Supervise DCC & PHO	X		1	0	0	0	1.00	1.00	1	0.00
Construction Sgt.	Sergeant	Manage Construction	X		2	0	0	0	1.00	2.00	2	0.00
Armory Sergeant	Sergeant	Supervise Armory	X		1	0	0	0	1.00	1.00	2	1.00
Key Sergeant	Sergeant	Supervise Key Control	X		1	0	0	0	1.00	1.00	0	-1.00
Tools Control Sgt.	Sergeant	Oversee Tools	X		1	0	0	0	1.00	1.00	1	0.00
Travel Orders	Sergeant	Supervise Travel Orders	X		1	0	0	0	1.00	1.00	0	-1.00
Intel Sergeant	Sergeant	Assist Intel	X		1	0	0	0	1.00	1.00	0	-1.00
FTO Sergeant	Sergeant	Oversee FTO Process	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	SERGEANTS				14	10	10	5		58.75	43	(15.75)
Central Control	Corporal	Doors/Monitoring		X	0	3	3	2	1.74	13.92	12	-1.92
Towers	Corporal	Overwatch		X	0	4	4	3	1.74	19.14	19	-0.14
Yard/Utility	Corporal	Yard/Utility Duties		X	0	6	6	4	1.74	27.84	29	1.16
Kitchen	Corporal	Supervise Kitchen		X	0	2	2	0	1.74	6.96	7	0.04
Video Monitoring	Corporal	Monitoring Video		X	0	1	1	0	1.74	3.48	4	0.52
Turnkey	Corporal	Turnkey Security		X	0	2	2	0	1.74	6.96	7	0.04
Front Entrance	Corporal	Entry/Exit Procedure		X	0	2	2	1	1.74	8.70	8	-0.70
A1, B1, D1, E1 Units	Corporal	Floor Corporals		X	0	4	4	0	1.74	13.92	14	0.08
A2, B2, D2, E2 Units	Corporal	Floor Corporals		X	0	4	4	0	1.74	13.92	12	-1.92
A, B, D, E CC	Corporal	Control Center		X	0	0	0	4	1.74	6.96	7	0.04
C1 Unit	Corporal	C1 Security		X	0	2	2	1	1.74	8.70	9	0.30
C2 Unit	Corporal	C2 Security		X	0	1	1	0	1.74	3.48	0	-3.48
C Control Center	Corporal	C Control Center		X	0	0	0	1	1.74	1.74	2	0.26
SNF	Corporal	SNF Security		X	0	1	1	1	1.74	5.22	5	-0.22
SNF/H Unit CC	Corporal	SNF & H Unit Door Security		X	0	2	2	1	1.74	8.70	9	0.30
HU1 - 9	Corporal	Floor Corporal		X	0	9	9	0	1.74	31.32	23	-8.32
HU1 CC	Corporal	HU1 Doors/Monitoring		X	0	1	1	1	1.74	5.22	5	-0.22
HU2/3 CC	Corporal	HU2/3 Doors/Monitoring		X	0	1	1	1	1.74	5.22	5	-0.22
HU4/5 CC	Corporal	HU3/4 Doors/Monitoring		X	0	1	1	1	1.74	5.22	5	-0.22
HU6/7 CC	Corporal	HU6/7 Doors/Monitoring		X	0	1	1	1	1.74	5.22	5	-0.22
HU8/9 CC	Corporal	HU8/9 Doors/Monitoring		X	0	1	1	1	1.74	5.22	5	-0.22
HU10	Corporal	HU10 Security		X	0	1	1	1	1.74	5.22	0	-5.22
Gym 1 & 2	Corporal	Recreation Security		X	0	2	2	0	1.74	6.96	7	0.04
Corridor	Corporal	Corridor Security		X	0	2	2	1	1.74	8.70	9	0.30
F & G Floors	Corporal	F & G Floors		X	0	16	16	4	1.74	62.64	35	-27.64
F & G Control Centers	Corporal	Door Security		X	0	4	4	2	1.74	17.40	4	-13.40
F & G Utility	Corporal	Movement & Escort		X	0	2	2	2	1.74	10.44	14	3.56
H Unit Floor	Corporal	H Unit Security		X	0	3	3	2	1.74	13.92	12	-1.92
Library/Education	Corporal	Movement & Escort		X	0	1	1	0	1.74	3.48	1	-2.48
Clinic	Corporal	Clinic Security	X		2	0	0	0	1.25	2.50	3	0.50
Visiting	Corporal	Pass Clerk/Visiting	X		4	0	0	0	1.25	5.00	5	0.00
CSI Shops	Corporal	CSI Shops Security	X		2	0	0	0	1.25	2.50	3	0.50
Travel Orders	Corporal	Travel Orders	X		8	0	0	0	1.25	10.00	0	-10.00
Admissions	Corporal	Admissions	X		3	0	0	0	1.25	3.75	4	0.25
SNF	Corporal	Day Shift	X		1	0	0	0	1.25	1.25	1	-0.25
South Gate	Corporal	South Gate Utility	X		2	0	0	0	1.25	2.50	2	-0.50
Property	Corporal	Inmate Property	X		0	1	1	0	1.00	2.00	1	-1.00
Central Control	Corporal	Day Shift	X		2	0	0	0	1.00	2.00	2	0.00
DCC/PHO	Corporal	DCC/PHO	X		3	0	0	0	1.00	3.00	3	0.00
Construction	Corporal	Construction Security	X		4	0	0	0	1.00	4.00	4	0.00
Recycle/Dock/Chemical	Corporal	Sanitation/Supply	X		1	0	0	0	1.00	1.00	1	0.00
Intel	Corporal	Intel	X		3	0	0	0	1.00	3.00	3	0.00
Mental Health CW	Caseworker	Mental Health CW	X		13	0	0	0	1.00	13	13	0.00
SUBTOTAL	CORPORALS				48	80	80	35		391.32	319	(72.32)
GRAND TOTAL	Note: Floor corporal numbers include unit case workers.				70	91	91	41		463.29	381	(82.29)

POST ANALYSIS SUMMARY

Facility: Reception and Treatment Center

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE's	Change in FTE's
Correctional Major	1	0/1	-1
Correctional Captain	4	0/4	1
Correctional Lieutenant	9	5/4	-5
Correctional Sergeant	59	45/14	16
Correctional Corporal	390	363/28	72
TOTAL full-time employees (FTE's)	463		

14 Sergeants Non-Mandatory

CSI
 Dock
 Admissions
 South Gate
 Keys
 Intel
 DCC
 Travel Order
 FTO/Training
 Mailroom
 Construction (2)
 Armory
 Tools

28 Corporals Non-Mandatory

Property (2)
 Central Control (2)
 DCC/PHO (3)
 Construction (4)
 Intel (3)
 MH CW (13)
 Recycle/Dock/Chemical

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Reception and Treatment Center
JOB CLASSIFICATION: **Correctional Major**
POST TYPE: 5 day

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

Relief factor of 1.00

TOTAL FTE to include relief factor: 1.00 - 5 day major

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Reception and Treatment Center
JOB CLASSIFICATION: **Correctional Captain**
POST TYPE: 5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Intel	1	0	0	0
Operations	1	0	0	0
Admin	1	0	0	0
F/G	1	0	0	0
TOTAL	4	0	0	0

Relief factor of 1.00

TOTAL FTE to include relief factor: 4.00 - 5 day captains

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Reception and Treatment Center
JOB CLASSIFICATION:	Correctional Lieutenant
POST TYPE:	5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Administrative	1	0	0	0
Intel Lieutenant	1	0	0	0
F/G Unit	2	0	0	0
TOTAL	4	0	0	0

Relief factor of 1.00

TOTAL FTE to include relief factor: 4.00 - 5 day lieutenants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Reception and Treatment Center
JOB CLASSIFICATION:	Correctional Lieutenant
POST TYPE:	7 day

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

Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 day lieutenants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Reception and Treatment Center
JOB CLASSIFICATION: **Correctional Sergeant**
POST TYPE: 5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
CSI*	1	0	0	0
Dock*	1	0	0	0
Admissions*	1	0	0	0
South Gate*	1	0	0	0
Mailroom*	1	0	0	0
DCC	1	0	0	0
Construction	2	0	0	0
Armory	1	0	0	0
Key	1	0	0	0
Tool	1	0	0	0
Travel Order	1	0	0	0
Intel	1	0	0	0
FTO	1	0	0	0
TOTAL	14	0	0	0

*Relief factor of 1.25

Relief factor of 1.00

TOTAL FTE to include relief factor: 15.25 - 5 day sergeant

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Reception and Treatment Center
JOB CLASSIFICATION:	Correctional Sergeant
POST TYPE:	7 Day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Shift	0	1	1	1
Yard	0	1	1	0
Utility	0	1	1	0
SNF/SMH	0	1	1	1
F/G Unit	0	2	2	2
C Unit	0	1	1	0
Front Entrance	0	1	1	0
Turnkey	0	1	1	0
Corridor	0	1	1	1
TOTAL	0	10	10	5

Relief factor of 1.74

TOTAL FTE to include relief factor: 43.50 - 7 day sergeants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Reception and Treatment Center
JOB CLASSIFICATION: **Correctional Corporal**
POST TYPE: 5 Day

Post Title	Shift			
	Day	1st	2nd	3rd
Clinic*	2	0	0	0
Visiting*	4	0	0	0
CSI*	2	0	0	0
Travel Order*	8	0	0	0
Admissions*	3	0	0	0
South Gate*	2	0	0	0
SNF*	1	0	0	0
Property	0	1	1	0
Central Control	2	0	0	0
DCC/PHO	3	0	0	0
Construction	4	0	0	0
Intel	3	0	0	0
South Gate	2	0	0	0
Mental Health Case Worker	13	0	0	0
Recycle/Dock/Chemical	1	0	0	0
TOTAL	48	1	1	0

Relief factor of
1.00
*Relief factor of
1.25

TOTAL FTE to include relief factor: 55.50 – 5 day corporals

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Reception and Treatment Center
JOB CLASSIFICATION: Correctional Corporal
POST TYPE: 7 Day

Post Title	<u>Shift</u>			
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>
Central Control	0	3	3	2
Tower	0	4	4	3
Yard/Utility	0	6	6	4
Kitchen	0	2	2	0
Video Monitoring	0	1	1	0
Turnkey	0	2	2	0
Front Entrance	0	2	2	1
A1, B1, D1, E1 Units	0	4	4	0
A2, B2, D2, E2 Units	0	4	4	0
A, B, D, E, CC	0	0	0	4
C1	0	2	2	1
C2	0	1	1	0
C Control Center	0	0	0	1
Skilled Nursing (SNF)	0	1	1	1
SNF/H Unit CC	0	2	2	1
HU 1A-9 Floor	0	9	9	0
HU 1 CC	0	1	1	1
HU 2/3 CC	0	1	1	1
HU 4/5 CC	0	1	1	1
HU 6/7 CC	0	1	1	1
HU 8/9 CC	0	1	1	1
HU 10	0	1	1	1
Gym 1 & 2	0	2	2	0
Corridor	0	2	2	1
F & G Floors	0	16	16	4
F & G CC	0	4	4	2
F & G Utility	0	2	2	2
H Unit Floor	0	3	3	2
Library/Education	0	1	1	0
Community Hospital	0	1	1	1
TOTAL	0	79	79	31

Relief factor of 1.74

TOTAL FTE to include relief factor: 328.86 – 7 day corporals

RTC Specific Recommendations

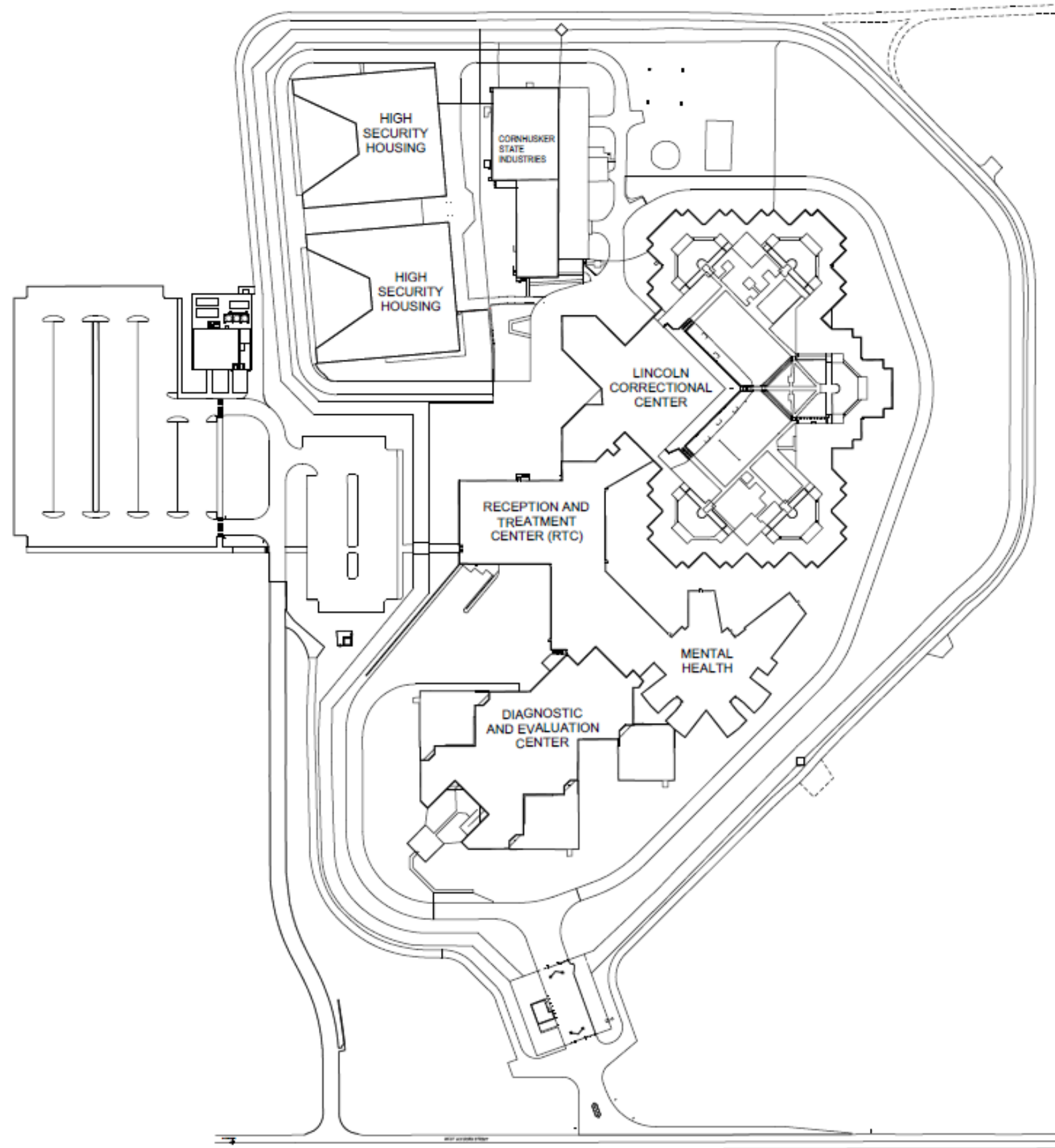
- Reduce from two majors to one. Facility is now merged, and major construction completed.
- Reduce from 14 to ten lieutenants. This includes adding one day shift lieutenants for supervision of F/G units.
- Add corridor sergeants for all three shifts.
- Remove one third shift yard sergeant as there is no need on normal operations.
- Remove one utility sergeant from third shift as there is no need on normal operations.
- Reduce supervisory sergeant from two per shift to one for each shift allowing needed coverage.
- Add one SNF/SMH sergeant to first, second, and third shift to provide supervision of team members assigned to these areas and direct activities.
- Add one C unit sergeant to second shift.
- Combine DCC and PHO sergeant duties and merged into one position.
- Reduce armory sergeant from two to one as facility has now merged.
- Add key sergeant.
- Anticipating the merging of the three control centers will allow for a reduction in this area. There will be two day shift corporals and three corporals on first and second shift and two corporals on third to manage duties.
- Reduce to two turnkey corporals on both first and second shift and no coverage on third shift.
- Reduce front entrance corporal from two to one on third shift.
- Increase coverage on first and second shift by one SNF/H unit CC corporal. Many inmates in this area require team members to be at multiple doors at once.
- Increase coverage of gym by adding gym corporals to first and second shift.
- Reduce from four to two corridor corporals on first and second shift, and from three to one on third shift.
- Define the post for F & G corporal to floor, control center, and utility. Reduce third shift from ten to eight corporals. Add four corporals to first and second shift.
- Add education as a duty to library/education corporal. Team members can move between both posts to provide supervision.
- Increase CSI shops corporal by one on day shift.
- Add one travel order sergeant. Recommend eight travel order corporals to manage scheduled/emergency travel orders. Recommend it be staggered, staffed from 0500-1300 hours and 0700-1530 hours (under normal operations) five days a week.
- Rename sanitation and supply corporal to recycle/dock/chemical corporal and add additional duties of the dock and chemicals.
- Change one property corporal to second shift to provide needed coverage.
- Increase by two DCC/PHO corporals on day shift to assist with increase misconduct reports.
- At conclusion of construction, eliminate construction sergeants and corporals.

Suggestions

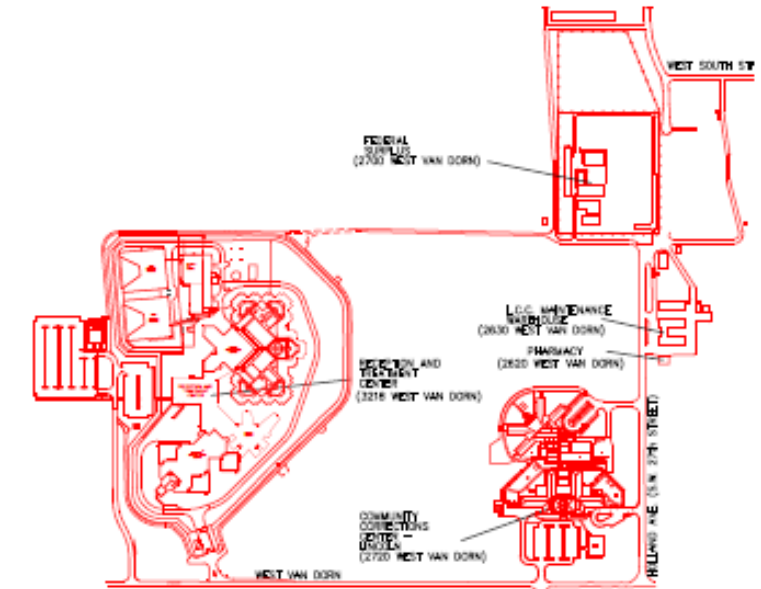
- Continue to work on consolidating departments between RTC 1 and RTC 2.
- Review and update post orders to ensure all duties are listed.
- Update Telestaff roster to indicate clearly established posts.

Attachment

A. Map



SITE PLAN
SCALE: 1" = 60' - 0"



VICINITY MAP - WEST VAN DORN FACILITIES



**Nebraska
Department of
Correctional
Services**

PROJECT: 2023 SURVEY OF PHYSICAL PLANT	
FACILITY: RECEPTION AND TREATMENT CENTER	
REVISION: SITE PLAN	
REVISION:	
ENGINEERING DIVISION Lincoln "F" Building, Building 40 Lincoln Regional Center Campus P.O. Box 10400 Lincoln, Nebraska 68508-0400 Phone: (402) 479-1779 Fax: (402) 479-1842 E-Mail: jean.boddenberg@ndcs.gov	Issue Date: January 1, 2023 Scale: Prep. By: Prep. Mgr.: Jason Boddenberg Drawn: Check: Approved: Civil File: DRAWING NO.: RTC-1

Attachment 8

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES
TECUMSEH STATE CORRECTIONAL INSTITUTION

Prison Staffing Analysis

April 10 - 12, 2023

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NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES**Tecumseh State Correctional Institution**

Prison Staffing Analysis

April 10 - 12, 2023

Staffing Analysis Team (SAT)

The SAT met on April 10, 2023, to discuss the expectations of the analysis team and distribute assignments to ensure all custody and HU posts were analyzed on the two current shifts. At this time, the SAT discussed the importance of focusing on staffing as it would be on three eight-hour shifts as 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: team member interview, post observation, review of current post plan, statistical information provided, activities chart, and budget information. The SAT members were:

- Michele Wilhelm, Warden (Team Leader) - Nebraska State Penitentiary
- James Jansen, Warden - Community Corrections Lincoln
- Elizabeth Stegeman, Associate Warden - Nebraska State Penitentiary
- Janee Pannkuk, Assistant Warden – Nebraska Correctional Youth Facility
- Joshua Klein, Major – Tecumseh State Correctional Institution
- Cody Eastman, Captain - Nebraska State Penitentiary
- Kolby Foote, Lieutenant - Nebraska State Penitentiary
- Shawn Kessler, Unit Manager - Nebraska State Penitentiary
- Chris Quakenbush – Supervisory Sergeant - Nebraska State Penitentiary
- Barbara Lewien, Warden – Omaha Correctional Center

REPORT CONTEXT: This report reflects staffing levels, operational conditions, population characteristics, post requirements, and other relevant factors as they existed at the time the staffing analysis was conducted (April 10-12, 2023). References to “current” conditions or circumstances should be understood within that context. Because these factors may change over time, conditions described in this report may differ from those existing at the time the report is reviewed or used.

Facility Design and Location

The Tecumseh State Correctional Institution (TSCI) is a maximum/medium custody 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, in December of 1998 ground was broken and construction commenced. TSCI began accepting incarcerated individuals in December of 2001. It is the third 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	Protective management	64
1F	Double bunked	Protective management	64
2ABCD	Double bunked	Maximum custody	256
3ABCD	Double bunked	Medium custody	256
RHU A gallery	Single cell	Restrictive housing	62
RHU B gallery	Single cell	Restrictive housing - *Three observation cells and secured mental	36
RHU C gallery	Single cell	Restrictive housing	16
RHU D	Single cell	Restrictive housing	32
RHU E	Single cell	Restrictive housing	84
RHU F	Single cell	Restrictive housing	84
SNF	Single cell	*Skilled nursing beds	10

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

All inmates at TSCI are male and classified to maximum or medium custody. TSCI has a population of 33% (340) maximum and 67% (686) medium custody as of May 2023. The institution has a capacity of 1210 inmates, of which 840 are general population. There are 384 beds assigned to protective management. There are 64 residential substance abuse beds within the protective management unit. The facility also includes a 194 bed special management unit for inmates who are being held on immediate segregation or classified to long term restrictive housing. The department's inmates sentenced to the death penalty (ISDP) are also housed in this unit.

The facility provides spaces for several special programs directed at rehabilitation and returning inmates to society as law-abiding and productive citizens. Housing units (HU) utilize direct supervision, unit management philosophy with an enclosed team member control station in conjunction with the day room unit case workers (UCW). Contact and virtual visitations for the general population and protective management (PM) is accommodated in a centralized visitation area. Restrictive housing inmate 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-foot double perimeter fence, which incorporates razor ribbon, an electronic detection system, 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 which enters into secured not accessible to inmates.

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: December 2022

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	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	No
Administrative Confinement	No
Immediate Segregation	Yes
Protective Segregation	Yes
Intensive Management	No
Disciplinary Segregation	No
Court Imposed Segregation	No
Does the facility house special populations	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	1053
Custody Level	Maximum/medium
What are the external boundaries of the facility	Double 12-foot fences 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
<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
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	Two mobile/vehicle patrols (24/7)

<i>Communications</i>	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/ paging systems	Yes
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	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Two person cells (GP and PM) and single cells (RHU, ISDP, SNF and PM medical inmates)
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, (11/30/21-12/01/22) IDC - 2426 UDC - 6526 Total - 8952
What is the frequency and seriousness of inmate on staff assaults	Total to date, (11/30/21-12/01/22) Injury - 45 Serious injury - 0
What is the frequency and seriousness of inmate-on-inmate assaults	Total to date, (11/30/21-12/01/22) Injury - 28 Serious injury - 5
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	Yes
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. Virtual visits Wed/Thurs 0830-1210 & 1330-1640, Fri 0830-0910, 1230-1310 & 1530-1610.
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 team members aid in monitoring visits. Custody team members will escort inmates and complete the safety search in and out of visiting. Full time team members are assigned.
What is the duration of visits	Each inmate gets offered at least one two-hour visit session per week.
What are the search requirements for inmates and visitors	Inmates are safety searched. Visitors pass through metal detector and are pat searched.
<i>Work Assignments</i>	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Food service, maintenance, and laundry
Are there any essential work details in the community	No
What work details are optional/can be shut down	All others
<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, 170 in RHU, and approximately ten in the SNF
Are inmates fed in central dining areas or in common areas in housing units	HU 1 is fed on unit, all others in the 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	Three

Programs	
List of Programs by:	
Number and types	Mental health counseling, inpatient substance programming, CSI, ABE/GED/Parenting-Inside Out Dads, 7 Habits on the inside, MRT, T4C, VRP, ASUMHU Program, Challenge Program, recreation programs and services, clubs, religious services, library services, and dog program
Hours of operation	Varies by program, usually one hour
Total participants and individual class/group size	Varies by program
Contracted or institutional staff supervised	Institutional team members
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	474 in calendar year 2022
Dental	Grouped with medical
Mental health	Grouped with medical
Court appearances	33 in calendar year 2022
At outside hospitals, is there a prison ward, or does the sending institution provide security	Sending institution provides or team members 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)	Yes, location of facility and available workforce pool
Attendance issues (e.g., overtime, sick leave abuse)	High level of scheduled overtime and voluntary overtime due to staffing emergency
Staff grievances concerning post assignments, overtime, training, and so forth.	Zero
Critical incidents within the past five years	Large scale disturbance 03/02/2017 Emergency staffing 12/04/2019 - current
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	Yes
New laws regarding provision of services to inmates i.e., PREA	No
ACA Accreditation Standards affecting staffing	No

Operations

TSCI currently operates with team members assigned to two 12-hour shifts, due to continued staffing challenges. The two shifts consist of day shift (0700-1900) and the night shift (1900-0700). Prior to May 10, 2015, 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 team members. Each housing unit (HU) operates on first and second shift with a unit manager (UM) and are assisted by unit case managers (UCM), and unit case workers (UCW) assigned to each unit. The units are operated by custody team members on third shift. Day shift team members includes administrative and support team members 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.

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 team members, re-entry partners, contract team members and TSCI team members. The following programs and services are provided but not limited to:

- Mental Health Programs
- Thinking for a Change (T4C)
- 7 Habits
- Moral Reconciliation Therapy (MRT)
- Workforce Readiness
- Education
- Restorative Justice
- Destination Dads
- Second Chance Pups/Domesti-PUPS canine program
- Alternatives to Violence (AVP)
- RISE
- Prison Fellowship Academy
- ReConnect
- Compassion in Action (in cell self-study)
- Associated Builders and Contractors (ABC)
- Opening Doors CORE class (Center for People in Need)
- Library Services
- Religion
- Sports/Recreation Activities
- Inmate Clubs
- Intentional Peer Support (IPS)
- Apprenticeships and Certifications
- RHU Programs

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. TSCI also utilizes an area in medical as an emergency room and another for x-rays. A dental clinic is located with the medical area. Currently a contract exists for a dentist and their assistant to enter TSCI to provide these services. Due to TSCI's current controlled movement most of the medications are being delivered to the HUs which requires several custody escorts to accomplish. TSCI has a 10-bed skilled nursing facility (SNF) that is consistently used to its capacity.

The facility is faced with many travel orders required for medical exams and procedures that cannot be accomplished onsite. These travel orders are accomplished with custody team members and completed in compliance with the NDCS policy. Travel orders were considered by the SAT during the analysis and contribute to the overall staffing needs. TSCI houses most of the departments high risk inmates and several of these travel orders require additional team members because of the inmate's behavior and/or escape risk. Longer 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 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 emergency staffing changes. 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.

Please see the attached TSCI activities chart for both weekdays and weekends.

Institutional Activities Chart

Facility Name: Nebraska State Penitentiary

March 2023

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 Call Out; LTRH (Tue)	TUE & THU																								
Restrictive Housing Exercise	ALL DAYS																								
Restrictive Housing Feeding	ALL DAYS																								
Restrictive Housing Showers	ALL DAYS																								
Mental Health Unit (ASAMHU)	ALL DAYS																								
Education	MON-THU																								
Official Counts	ALL DAYS																								
Informal Counts	ALL DAYS																								
Inmate Dining	ALL DAYS																								
Inmate Visitation	WED-SUN																								
Laundry Distribution	MON-FRI																								
Law Library	MON-FRI																								
Library	MON-FRI																								
Yard/Work Lines	MON-FRI																								
Yard	ALL DAYS																								
Outside Work Detail	MON-FRI																								
Pill Call/Diabetic Call	ALL DAYS																								
Programs/Clubs	MON-FRI																								
Recreation/Gym	MON-FRI																								
Religious Services/Library	ALL DAYS																								
Sick Call	ALL DAYS																								
Canteen	MON-FRI																								
Trash Detail	ALL DAYS																								
College Classes	TU & FR																								
Travel Orders	MON-FRI																								
RH Visits	WED-SUN																								
RH Law Library	ALL DAYS																								
Mail Call	MON-FRI																								
Mental Health Rounds	MON-FRI																								
Roll Call	ALL DAYS																								
Mental Health Sessions	MON-FRI																								
Med (PT/Telepsych M-F) Escorts	ALL DAYS																								
Diabetic Nurse Escorts	ALL DAYS																								
RHU Med Escort	ALL DAYS																								
RHU Diabetic Escort	ALL DAYS																								
Mental Health OD	SAT & SUN																								
PM Telepsych & Physical Therapy	M-F 1X/wk each																								
Canine Program	ALL DAYS																								

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 are 1.25. The National Institute of Corrections (NIC) Prison Staffing Analysis training manual provides the information necessary to calculate these figures.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT. No comments were made by the SAT for the positions not listed below.

Housing Unit 1 Protective Management Sergeant

- One sergeant assigned 0600-1400, supervises six galleries in HU 1, primarily 1X and 2X custody levels.
- Regularly pulled to assist in other areas.
- Recommend an additional sergeant assigned from 1400-2200.

Housing Units 3 Sergeant

- One sergeant assigned 0600-1400, supervises four galleries in HU 3, primarily 2X custody level and CSI shop assignments.
- Recommend adjusting assigned hours to 1400-2200 when traffic is highest in the unit.

Central Control Corporal

- Central control team members were great at multitasking.
- One of the duties they are responsible for is video surveillance. Recommended this is removed from being a responsibility of central control and adding video surveillance as a post.

Library/Education Corporal

- Add one corporal on first shift to assist in safety and security of area when both education and library are operating. A designated corporal for education and for library on first shift and the portion of second shift both education and library are operating.

Video Surveillance Corporal

- Recommend making this its own post so the video surveillance is priority. Recommend it be staffed from 0600-2030 hours (under normal operations) seven days a week. Central control does their best to monitor the screens, however it is not given the time needed.

Restrictive Housing (RHU) Unit Case Worker

- Staffing and times for this post are 0600-1400 (first shift) and 1400-2200 (second shift).
- Post numbers are one UCW side on first shift (two sides of RHU) and one UCW per both sides on second shift.
- This post is very busy, consistently moving from one side to the other (as only one UCW was working in RHU). Assisting with removal of the population from cells, medical/dental appointments, IDC court and programming. Handing out clothing request, completing IIR's, passing out appropriate forms for staff, assisting with feeding of the meals, overseeing who gets out for classification/parole hearings, court, etc.).
- When posts are full on first shift – staffing is adequate.
- Recommend additional unit staff on second shift to have one on each side.

CSI Operations / Laundry Corporal

- Revise corporal rotation to a two-year non-rotating post.
- Refrain (as much as possible) from pulling both assigned corporals.

Tower Corporal

- Presently assigned two corporals from 0600-2200 hours.
- Required to observe areas within perimeter and operate two separate gates (yard & visitor)
- Frequently pull one corporal for other duties within the facility.
- Recommend leaving two corporals on both first and second shift.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Current Post Plan)
 - ✓ Custody/Units
- Proposed Minimal Post Staffing Analysis (Proposed Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
 - ✓ Custody/Units

Custody and UCW

CURRENT POST PLAN

POST	POSITION	DUTY & RESPONSIBILITY	TYPE		# OF POSTS BY SHIFT				Relief Factor	Total FTE Req.	FTE Auth'd 1 Jan 23	Variance
			5 Days	7 Days	Day	1st	2nd	3rd				
Security Admin.	Major	Security Administration	X		1	0	0	0	1.00	1.00	1	0.00
Oper. Captain	Captain	Custody	X		1	0	0	0	1.00	1.00	1	0.00
Admin. Captain	Captain	Day Shift/PREA	X		1	0	0	0	1.00	1.00	1	0.00
RHU Captain	Captain	RHU Administration	X		1	0	0	0	1.00	1.00	1	0.00
Intel	Captain	CIA	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Admin				5	0	0	0		5.00	5	0.00
Shift Supervisor	Lieutenant	Shift Supervisor		X	0	1	1	1	1.74	5.22	5	-0.22
Admin Lieutenant	Lieutenant	Administration and Relief	X		1	0	0	0	1.00	1.00	1	0.00
Intel	Lieutenant	Assist CIA	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Lieutenant				2	1	1	1		7.22	7	-0.22
Shift Sup. Sgt.	Sergeant	Asst. Shift Supervisor		X	0	1	1	1	1.74	5.22	5	-0.22
Utility/Yard	Sergeant	Supervise Yard Staff		X	0	1	1	1	1.74	5.22	5	-0.22
Housing Unit 2	Sergeant	Supervise HU 2		X	0	1	1	0	1.74	3.48	4	0.52
RHU	Sergeant	Supervise RHU Staff		X	0	2	2	1	1.74	8.70	6	-2.70
CSI Laund./Wood.	Sergeant	Supervise CSI Shops	X		0	1	0	0	1.25	1.25	1	-0.25
CSI Canteen	Sergeant	Supervise CSI Canteen	X		1	0	0	0	1.25	1.25	1	-0.25
SVG	Sergeant	Supervise SVG	X		1	0	0	0	1.25	1.25	1	-0.25
Housing Unit 1	Sergeant	Supervise HU 1	X		0	1	0	0	1.00	1.00	1	0.00
Housing Unit 3	Sergeant	Supervise HU 3	X		0	1	0	0	1.00	1.00	1	0.00
Armory	Sergeant	Supervise Armory	X		1	0	0	0	1.00	1.00	1	0.00
Disciplinary	Sergeant	Supervise DCC Staff	X		1	0	0	0	1.00	1.00	1	0.00
Admin	Sergeant	Administration and Relief	X		0	1	1	0	1.00	2.00	2	0.00
FTO	Sergeant	FTO/Training	X		1	0	0	0	1.00	1.00	1	0.00
Mailroom	Sergeant	Mailroom Supervisor	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Sergeant				6	9	6	3		34.37	31	-3.37
Central Control	Corporal	Control Movem. & Doors		X	0	3	3	2	1.74	13.92	10	-3.92
Clinic	Corporal	Supervise Clinic Area		X	0	1	1	0	1.74	3.48	2	-1.48
Gatehouse	Corporal	Front Entrance Security		X	0	1	1	1	1.74	5.22	3	-2.22
HU 1AB Control	Corporal	Control Doors & Monitor		X	0	1	1	1	1.74	5.22	3	-2.22
HU 1CD Control	Corporal	Control Doors & Monitor		X	0	1	1	1	1.74	5.22	3	-2.22
HU 1EF Control	Corporal	Control Doors & Monitor		X	0	1	1	1	1.74	5.22	3	-2.22
HU 2AB Control	Corporal	Control Doors & Monitor		X	0	1	1	1	1.74	5.22	3	-2.22
HU 2C IIU/Relief	Corporal	Operate IIU Program		X	0	0	0	0	1.74	0.00	6	6.00
HU 2CD Control	Corporal	Control Doors & Monitor		X	0	1	1	1	1.74	5.22	3	-2.22
HU 3AB Control	Corporal	Control Doors & Monitor		X	0	1	1	1	1.74	5.22	3	-2.22
HU 3CD Control	Corporal	Control Doors & Monitor		X	0	1	1	1	1.74	5.22	3	-2.22
HU 1AB Floor	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	4	-2.96
HU 1CD Floor	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	4	-2.96
HU 1E Floor	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	4	-2.96
HU 1F Floor	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	4	-2.96
HU 2AB Floor	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	4	-2.96
HU 2CD Floor	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	4	-2.96
HU 3AB Floor	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	4	-2.96
HU 3CD Floor	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	4	-2.96
RHU Control	Corporal	Control RHU Doors		X	0	4	4	2	1.74	17.40	14	-3.40
RHU Floor	Corporal	Supervise Galleries		X	0	10	10	6	1.74	45.24	39	-6.24
RHU CW	Caseworker	Unit Monitoring		X	0	2	1	0	1.74	5.22	3	-2.22
Kitchen	Corporal	Oversee Kitchen Security		X	0	2	2	0	1.74	6.96	4	-2.96
Perimeter	Corporal	Perimeter Security		X	0	2	2	2	1.74	10.44	6	-4.44
Skilled Nursing	Corporal	Supervise SNF Area		X	0	1	1	1	1.74	5.22	3	-2.22
Tower	Corporal	Overwatch		X	0	2	2	0	1.74	6.96	2	-4.96
Yard/Utility	Corporal	Manage Utility Staff		X	0	8	7	6	1.74	36.54	30	-6.54
Pass Clerk	Corporal	Visitors & Documentation	X		0	1	1	0	1.25	2.50	2	-0.50
Visiting	Corporal	Supervise Visiting Room	X		0	3	2	0	1.25	6.25	5	-1.25
CSI Laundry	Corporal	Supervise Laundry	X		0	2	2	0	1.25	5.00	4	-1.00
Gym	Corporal	Supervise Gym Area	X		0	1	1	0	1.25	2.50	2	-0.50
Library/Education	Corporal	Supervise Library/Edu	X		0	1	1	0	1.25	2.50	2	-0.50
PHO	Corporal	Principle Hearing Offc	X		1	0	0	0	1.25	1.25	1	-0.25
Property/Intake	Corporal	Inmate Property/Intake	X		2	0	0	0	1.25	2.50	2	-0.50
Detail Supervisor	Corporal	Supervise Porters	X		1	0	0	0	1.00	1.00	1	0.00
TSCI Detail	Corporal	Special Detail		X	0	0	0	0	1.00	0.00	80	80.00
Canteen	Corporal	Inmate Canteen	X		1	0	0	0	1.00	1.00	1	0.00
Central Control	Corporal	Central Operations	X		1	0	0	0	1.00	1.00	1	0.00
Chemicals/K-9	Corporal	Supervise Chemicals	X		1	0	0	0	1.00	1.00	1	0.00
CSI Woodshop	Corporal	Supervise Woodshop	X		2	0	0	0	1.00	2.00	2	0.00
Disciplinary	Corporal	Disciplinary	X		2	0	0	0	1.00	2.00	2	0.00
Key Control	Corporal	Monitor all keys of inst	X		1	0	0	0	1.00	1.00	1	0.00
Tool Control	Corporal	Monitor all tools of inst	X		1	0	0	0	1.00	1.00	1	0.00
Intel	Corporal	Assist Intel LT	X		2	0	0	0	1.00	2.00	2	0.00
Centralized Canteen	Corporal	CSI Canteen Supervisor	X		1	0	0	0	1.00	1.00	1	0.00
Laundry/CSI Supervisors	Corporal	CSI Laundry Supervisors	X		4	0	0	0	1.00	4.00	4	0.00
Mental Health CW	Caseworker	Mental Health Caseload	X		0	1	1	0	1.00	2.00	2	0.00
SUBTOTAL					20	68	65	27		290.32	292	1.68
GRAND TOTALS	335 TOTAL POSITIONS AUTHORIZED				33	78	72	31		336.91	335	-1.91

Note: All case worker and corporal posts have been merged to corporal.

Custody and UCW

PROPOSED POST PLAN

POST	POSITION	DUTY & RESPONSIBILITY	TYPE		# OF POSTS BY SHIFT				Relief Factor	Total FTE Req.	FTE Auth'd 1 Jan 23	Variance
			5 Days	7 Days	Day	1st	2nd	3rd				
Security Admin.	Major	Security Administration	X		1	0	0	0	1.00	1.00	1	0.00
Oper. Captain	Captain	Custody	X		1	0	0	0	1.00	1.00	1	0.00
Admin. Captain	Captain	Day Shift/PREA	X		1	0	0	0	1.00	1.00	1	0.00
RHU Captain	Captain	RHU Administration	X		1	0	0	0	1.00	1.00	1	0.00
Intel	Captain	CIA	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Admin				5	0	0	0		5.00	5	0.00
Shift Supervisor	Lieutenant	Shift Supervisor		X	0	1	1	1	1.74	5.22	5	-0.22
Admin Lieutenant	Lieutenant	Administration and Relief	X		1	0	0	0	1.00	1.00	1	0.00
Intel	Lieutenant	Assist CIA	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Lieutenant				2	1	1	1		7.22	7	-0.22
Shift Sup. Sgt.	Sergeant	Asst. Shift Supervisor		X	0	1	1	1	1.74	5.22	5	-0.22
Utility/Yard	Sergeant	Supervise Yard Staff		X	0	1	1	1	1.74	5.22	5	-0.22
RHU	Sergeant	Supervise RHU Staff		X	0	2	2	1	1.74	8.70	6	-2.70
CSI Laundry	Sergeant	Supervise CSI Laundry	X		1	0	0	0	1.25	1.25	1	-0.25
CSI Canteen	Sergeant	Supervise CSI Canteen	X		1	0	0	0	1.25	1.25	1	-0.25
CSI Woodshop	Sergeant	Supervise CSI Woodshop	X		1	0	0	0	1.25	1.25	0	-1.25
SVG	Sergeant	Supervise SVG	X		1	0	0	0	1.25	1.25	1	-0.25
Housing Unit 1	Sergeant	Supervise HU 1		X	0	1	0	0	1.00	1.00	1	0.00
Housing Unit 2	Sergeant	Supervise HU 2		X	0	1	1	0	1.00	2.00	4	2.00
Housing Unit 3	Sergeant	Supervise HU 3		X	0	1	1	0	1.00	2.00	1	-1.00
Travel Order	Sergeant	Supervise Travel Orders	X		1	0	0	0	1.00	1.00	0	-1.00
Armory	Sergeant	Supervise Armory	X		1	0	0	0	1.00	1.00	1	0.00
Tool	Sergeant	Tool Control	X		1	0	0	0	1.00	1.00	0	-1.00
Key	Sergeant	Key Control	X		1	0	0	0	1.00	1.00	0	-1.00
Intel	Sergeant	Intel Function	X		1	0	0	0	1.00	1.00	0	-1.00
Disciplinary	Sergeant	Supervise DCC Staff	X		1	0	0	0	1.00	1.00	1	0.00
Admin	Sergeant	Administration and Relief	X		0	1	1	0	1.00	2.00	2	0.00
FTO	Sergeant	FTO/Training	X		1	0	0	0	1.00	1.00	1	0.00
Mailroom	Sergeant	Mailroom Supervisor	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Sergeant				12	8	7	3		39.14	31	-8.14
Central Control	Corporal	Control Movem. & Doors		X	0	3	3	2	1.74	13.92	10	-3.92
Clinic	Corporal	Supervise Clinic Area		X	0	1	1	0	1.74	3.48	2	-1.48
Gatehouse	Corporal	Front Entrance Security		X	0	1	1	1	1.74	5.22	3	-2.22
HU 1AB Control	Corporal	Control Doors & Monitor		X	0	1	1	1	1.74	5.22	3	-2.22
HU 1CD Control	Corporal	Control Doors & Monitor		X	0	1	1	1	1.74	5.22	3	-2.22
HU 1EF Control	Corporal	Control Doors & Monitor		X	0	1	1	1	1.74	5.22	3	-2.22
HU 2AB Control	Corporal	Control Doors & Monitor		X	0	1	1	1	1.74	5.22	3	-2.22
HU 2C IIU/Relief	Corporal	Operate IIU Program		X	0	0	0	0	1.74	0.00	6	6.00
HU 2CD Control	Corporal	Control Doors & Monitor		X	0	1	1	1	1.74	5.22	3	-2.22
HU 3AB Control	Corporal	Control Doors & Monitor		X	0	1	1	1	1.74	5.22	3	-2.22
HU 3CD Control	Corporal	Control Doors & Monitor		X	0	1	1	1	1.74	5.22	3	-2.22
HU 1AB Floor	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	4	-2.96
HU 1CD Floor	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	4	-2.96
HU 1EF Floor	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	8	1.04
HU 2AB Floor	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	4	-2.96
HU 2CD Floor	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	4	-2.96
HU 3AB Floor	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	4	-2.96
HU 3CD Floor	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	4	-2.96
RHU Control	Corporal	Control RHU Doors		X	0	4	4	2	1.74	17.40	14	-3.40
RHU Floor	Corporal	Supervise Galleries		X	0	10	10	6	1.74	45.24	39	-6.24
RHU CW	Caseworker	Unit Monitoring		X	0	2	2	0	1.74	6.96	3	-3.96
Kitchen	Corporal	Oversee Kitchen Security		X	0	2	2	0	1.74	6.96	4	-2.96
Perimeter	Corporal	Perimeter Security		X	0	2	2	2	1.74	10.44	6	-4.44
Skilled Nursing	Corporal	Supervise SNF Area		X	0	1	1	1	1.74	5.22	3	-2.22
Tower	Corporal	Overwatch		X	0	2	2	0	1.74	6.96	2	-4.96
Yard/Utility	Corporal	Manage Utility Staff		X	0	8	7	6	1.74	36.54	30	-6.54
Video Monitoring	Corporal	Video Surveillance		X	0	1	1	0	1.74	3.48	0	-3.48
Gym	Corporal	Supervise Gym Area		X	0	1	1	0	1.74	3.48	2	-1.48
Library	Corporal	Supervise Library		X	0	1	1	0	1.74	3.48	0	-3.48
Pass Clerk	Corporal	Visitors & Documentation	X		0	1	1	0	1.25	2.50	2	-0.50
Visiting	Corporal	Supervise Visiting Room	X		0	3	2	0	1.25	6.25	5	-1.25
CSI Laundry	Corporal	Supervise Laundry	X		0	2	2	0	1.25	5.00	4	-1.00
Education	Corporal	Supervise Education	X		1	0	0	0	1.25	1.25	2	0.75
PHO	Corporal	Principle Hearing Offc	X		1	0	0	0	1.25	1.25	1	-0.25
Property/Intake	Corporal	Inmate Property/Intake	X		2	0	0	0	1.25	2.50	2	-0.50
Centralized Canteen	Corporal	CSI Canteen Supervisor	X		1	0	0	0	1.25	1.25	1	-0.25
Travel Order	Corporal	Supervise Travel Orders	X		7	0	0	0	1.25	8.75	0	-8.75
CSI Woodshop	Corporal	Supervise Woodshop	X		2	0	0	0	1.25	2.50	2	-0.50
Detail Supervisor	Corporal	Supervise Porters	X		1	0	0	0	1.00	1.00	1	0.00
TSCI Detail	Corporal	Special Detail		X	0	0	0	0	1.00	0.00	80	80.00
Canteen	Corporal	Inmate Canteen	X		0	0	0	0	1.00	0.00	1	1.00
Central Control	Corporal	Central Operations	X		1	0	0	0	1.00	1.00	1	0.00
Chemicals/K-9	Corporal	Supervise Chemicals	X		1	0	0	0	1.00	1.00	1	0.00
Disciplinary	Corporal	Disciplinary	X		2	0	0	0	1.00	2.00	2	0.00
Key Control	Corporal	Monitor all keys of inst	X		0	0	0	0	1.00	0.00	1	1.00
Tool Control	Corporal	Monitor all tools of inst	X		0	0	0	0	1.00	0.00	1	1.00
Intel	Corporal	Assist Intel LT	X		2	0	0	0	1.00	2.00	2	0.00
Laundry/CSI Supervisors	Corporal	CSI Laundry Supervisors	X		4	0	0	0	1.00	4.00	4	0.00
Mental Health CW	Caseworker	Mental Health Caseload	X		0	1	1	0	1.00	2.00	2	0.00
SUBTOTAL					25	67	65	27		298.29	292	-6.29
GRAND TOTALS	335 TOTAL POSITIONS AUTHORIZED				44	76	73	31		349.65	335	-14.65

Note: All case worker and corporal posts have been merged to corporal.

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	4	0/4	0
Correctional Lieutenant	7	5/2	0
Correctional Sergeant	39	24/15	8
Correctional Corporal	299	283/16	7
TOTAL full time employees (FTE)	350		

15 Sergeants N-MANDATORY

Armory
Intel
DCC
FTO/Training
Mailroom

Travel Order
Tools
Keys
Admin (2)
Housing Unit (5)

16 Corprals N-MANDATORY

PHO
DCC (2)
Property (2)
Detail Supervisor
Chemical/K9
Intel (2)
Laundry/CSI Supervisor (4)
MH CW (2)
Central Control

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Tecumseh State Correctional Institution
JOB CLASSIFICATION: **Correctional Major**
POST TYPE: 5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Security Administrator	1	0	0	0
TOTAL	1	0	0	0

Relief factor of 1.00

TOTAL FTE to include relief factor: 1.00 - 5 day major

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Tecumseh State Correctional Institution
JOB CLASSIFICATION: **Correctional Captain**
POST TYPE: 5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Intel	1	0	0	0
Operations	1	0	0	0
Adminisitrative	1	0	0	0
RHU	1	0	0	0
TOTAL	4	0	0	0

Relief factor of 1.00

TOTAL FTE to include relief factor: 4.00 - 5 day captains

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Tecumseh State Correctional Institution
JOB CLASSIFICATION:	Correctional Lieutenant
POST TYPE:	7 day

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

Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 day lieutenants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Tecumseh State Correctional Institution
JOB CLASSIFICATION:	Correctional Lieutenant
POST TYPE:	5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Admin/Relief	1	0	0	0
Intel	1	0	0	0
TOTAL	2	0	0	0

Relief factor of 1.00

TOTAL FTE to include relief factor: 2.00 - 5 day lieutenants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Tecumseh State Correctional Institution
JOB CLASSIFICATION: **Correctional Sergeant**
POST TYPE: 7 day

Post Title	Day	<u>Shift</u>		
		1st	2nd	3rd
Assistant Shift Supervisor	0	1	1	1
Utility/Yard	0	1	1	1
RHU	0	2	2	1
TOTAL	0	4	4	3

Relief factor of 1.74

TOTAL FTE to include relief factor: 19.14 - 7 day sergeant

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Tecumseh State Correctional Institution
 JOB CLASSIFICATION: **Correctional Sergeant**
 POST TYPE: 5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
CSI Laundry*	2	0	0	0
CSI Canteen*	1	0	0	0
CSI Woodshop*	1	0	0	0
South Vehicle Gate*	1	0	0	0
Travel Order	1	0	0	0
Armory	1	0	0	0
Tool	1	0	0	0
Key	1	0	0	0
Intel	1	0	0	0
DCC	1	0	0	0
Admin	0	1	1	0
FTO/Training	1	0	0	0
Mailroom	1	0	0	0
Housing Unit 1	0	1	0	0
Housing Unit 2	0	1	1	0
Housing Unit 3	0	1	1	0
TOTAL	16	4	3	0

Relief Factor of 1.00

*Relief Factor of 1.25

TOTAL FTE to include relief factor: 24.25 - 5 day sergeants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Tecumseh State Correctional Institution
JOB CLASSIFICATION:	Correctional Corporal
POST TYPE:	7 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Central Control	0	3	3	2
Clinic	0	1	1	0
Gatehouse	0	1	1	1
HU 1AB Control Center	0	1	1	1
HU 1CD Control Center	0	1	1	1
HU 1EF Control Center	0	1	1	1
HU 2AB Control Center	0	1	1	1
HU 2CD Control Center	0	1	1	1
HU 3AB Control Center	0	1	1	1
HU 3CD Control Center	0	1	1	1
HU 1AB Floor	0	2	2	0
HU 1CD Floor	0	2	2	0
HU 1EF Floor	0	2	2	0
HU 2AB Floor	0	2	2	0
HU 2CD Floor	0	2	2	0
HU 3AB Floor	0	2	2	0
HU 3CD Floor	0	2	2	0
RHU Control Centers	0	4	4	2
RHU Floors	0	10	10	6
RHU Case Worker	0	2	2	0
Kitchen	0	2	2	0
Perimeter	0	2	2	2
Skilled Nursing Facility (SNF)	0	1	1	1
Tower	0	2	2	0
Yard/Utility	0	8	7	6
Video Monitoring	0	1	1	0
Gym	0	1	1	0
Library	0	1	1	0
TOTAL	0	60	59	27

Relief factor of 1.74

TOTAL FTE to include relief factor for 254.04 - 7 day corporals

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Tecumseh State Correctional Institution
JOB CLASSIFICATION:	Correctional Corporal
POST TYPE:	5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Pass Clerk*	0	1	1	0
Visiting*	0	3	2	0
CSI Laundry*	0	2	2	0
Education*	1	0	0	0
PHO*	1	0	0	0
Property/Intake*	2	0	0	0
Centralized Canteen*	1	0	0	0
Travel Order*	7	0	0	0
CSI Woodshop*	2	0	0	0
Detail Supervisor	1	0	0	0
Central Control	1	0	0	0
Chemical/K9	1	0	0	0
Disciplinary	2	0	0	0
Intel	2	0	0	0
Laundry CSI Supervisor	4	0	0	0
MH CW	0	1	1	0
TOTAL	25	7	6	0

*Relief factor of 1.25
 Relief factor 1.00

TOTAL FTE to include relief factor for 56.00 - 5 day corporals

TSCI Specific Recommendations

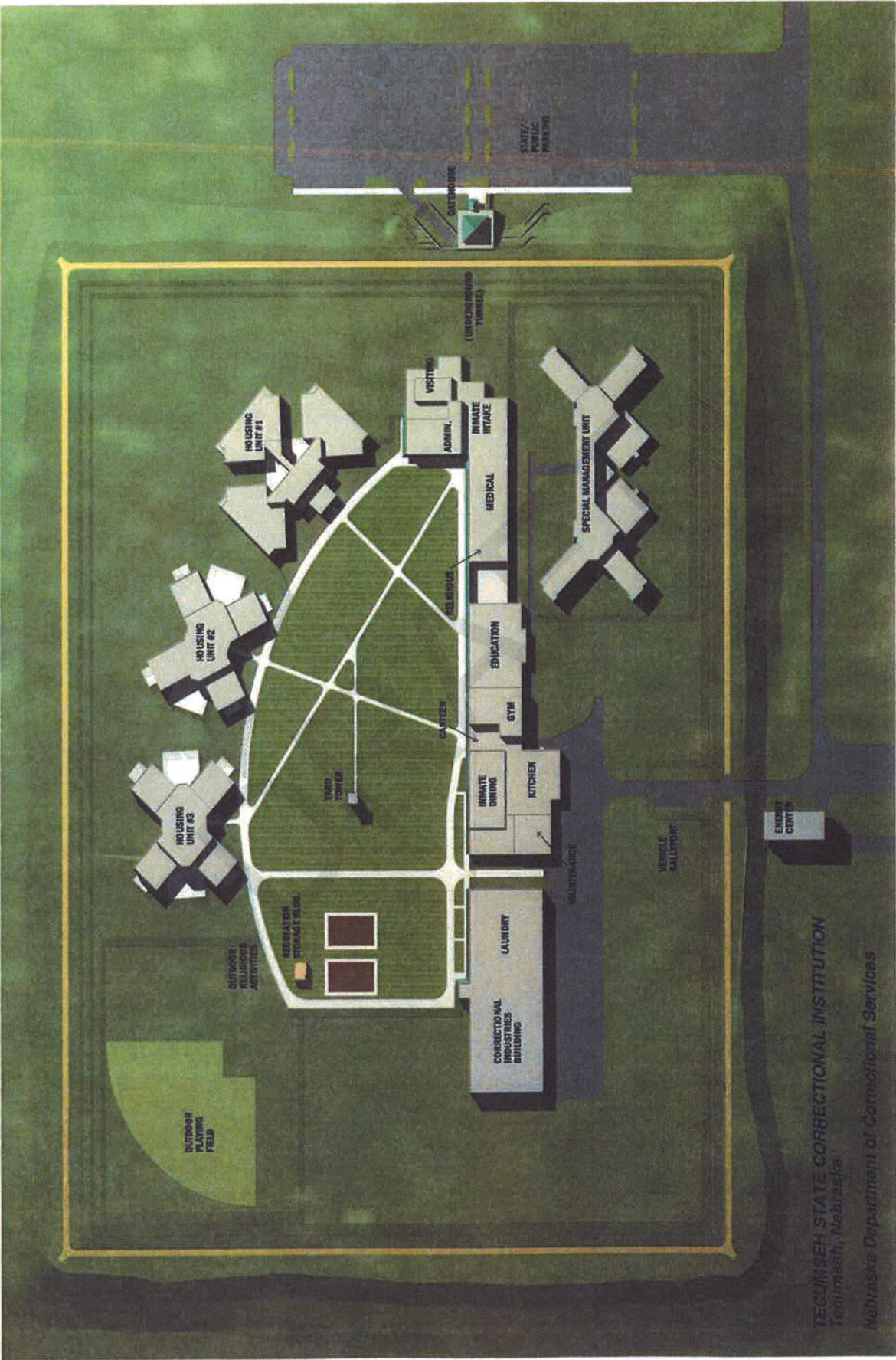
- Add HU 3 sergeant on first shift to assist with the considerable amount of movement on and off the unit to jobs. Medium custody units allow for a HU sergeant per the staffing model.
- Assign one sergeant specifically to the woodshop and cease having a shared supervision with the laundry sergeant. This area has a large number of high security tools and with the size of the area and number of inmates assigned, requires a dedicated sergeant.
- Add two sergeants, one for key control and one for tool control.
- Add a travel order sergeant to manage scheduling, assist in taking high-security travel orders. Also, add a team of seven travel order corporals to manage the large number of travel orders. These travel orders are typically lengthy based on location of TSCI to hospitals and doctors in Omaha and Lincoln. These should be day shift five days a week.
- Add a video monitoring corporal post to ensure video monitoring is a priority. This should be during first and second shift seven days a week.
- Make library corporal and education corporal two separate posts to provide appropriate supervision. This should be first and second shift seven days a week for library and five days a week on first shift for education.
- Ensure minimum staffing requirement is met of two team members in HUs. HU 1 E and F should each have two based on population and size of the unit.

Suggestions

- Avoid pulling a team member from CSI shops for other details.
- Ensure updated CSI work rosters are provided to team members working in shop areas.

Attachments

A. Map



TECUMSEH STATE CORRECTIONAL INSTITUTION
Tecumseh, Nebraska
Nebraska Department of Correctional Services

Attachment 9

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

WORK ETHIC CAMP

Prison Staffing Analysis

April 17 - 18, 2023

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NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES**WORK ETHIC CAMP**

Prison Staffing Analysis

April 17 – 18, 2023

Staffing Analysis Team (SAT)

The SAT held an organizational meeting at the Work Ethic Camp (WEC) prior to conducting the analysis. Assignments were given to ensure all custody and housing unit (HU) posts were analyzed on all three shifts. The observations on post took approximately two days to complete. Each SAT team member completed a report of their observations and recommendations based upon the following: team member interview, post observation, review of current post plan, current post orders, Telestaff rosters, master team roster, statistical information provided, activities chart, and budget information. The SAT members were:

- David Erickson, Assistant Warden (Team Leader) – Community Corrections Center Omaha
- Connor Larson, Major – Omaha Correctional Center
- Staci Drescher, Captain – Nebraska Correctional Youth Facility
- Brad McConville, Captain – Work Ethic Camp
- Barbara Lewien, Warden – Omaha Correctional Center

REPORT CONTEXT: This report reflects staffing levels, operational conditions, population characteristics, post requirements, and other relevant factors as they existed at the time the staffing analysis was conducted (April 17-18, 2023). References to “current” conditions or circumstances should be understood within that context. Because these factors may change over time, conditions described in this report may differ from those existing at the time the report is reviewed or used.

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 7,356 residents (per 2021 census numbers), located in the southwest corner of Nebraska, approximately 230 miles from Lincoln, Nebraska.

WEC is a facility that provides an integrated program for inmates combining evidence-based practices within 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 is 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.

WEC is one of the newer department facilities, it was constructed in 2001. The facility has three total buildings on its campus. One building 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. No indoor recreation space is available, inclement weather forces inmates to stay in the dorms, day room area, or in the administration building for programming. WEC houses male, minimum B level inmates. At the time of this analysis, the count for WEC was 198.

The facility is enclosed by a chain link fence. The fence is eight feet 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.

Please see 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: January 2023

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	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	No
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
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	191- CY2022
Custody Level	3B/Minimum B

What are the external boundaries of the facility	Eight-foot fence with razor wire
Does internal surveillance and supervision include	
Control Rooms	No
Cameras	Yes
Gates	Yes
Cross Fencing	Yes
Turnkeys	No
Internal towers	No
Other	No
<i>Perimeter</i>	
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	Delay – single perimeter fence with razor wire.
Are there any impairments to good sight lines e.g., terrain; fence	Yes – terrain behind facility; ravine
What is the frequency and severity of visibility impairment such as fog or dust storms	Occasional fog, snow, high winds, dust storm
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
<i>Communications</i>	
Do all staff in inmate areas have radios	No, if not issued radio have access to body alarm
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	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 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	22-Class I; 92 – Class II; 348 – class III
What is the frequency and seriousness of inmate on staff assaults	Zero inmate on staff assaults in past 12 months
What is the frequency and seriousness of inmate-on-inmate assaults	One inmate on inmate assault in past 12 months
Have there been any recent escapes, escape attempts or walkaways if so explain	Yes – inmate climbed 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	
<i>Movement</i>	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes, if yard is closed. 1-1 ratio
unrestricted, open campus style	Yes
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	No
<i>Visitation</i>	
What is the visitation schedule	Saturday/Sunday 0800 – 1045; 1300-1530
Are visits contact or non-contact or both	Contact and virtual visits
What is the process for visitor registration/sign-in and are security staff assigned full-time	Pre-approved registrations (unless approved by the warden); sign in; central control staff
What is the duration of visits	Three-hour sessions; 45 minutes for virtual visits
What are the search requirements for inmates and visitors	Visitors pat searched; inmates are safety searched
<i>Work Assignments</i>	
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 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	Central dining
How are inmates escorted/sent to dining areas	Called by dormitory
How many staff are assigned to dining areas	At least one team member
Programs	
List of Programs by:	
Number and types	Intensive Out-Patient Substance Use Treatment; Outpatient Substance Use Treatment; Moral Reconciliation Therapy; Getting It Right – a Reentry Program; Thinking for a Change; CTECH; Illegal 2 Legal; Destination Dads; Beyond Anger; Education – Adult Basic Education; Adult Secondary Education; GED; Workforce Readiness
Hours of operation	0800-2000
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Institutional team member supervised
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	934 medical travel orders
Dental	Included above
Mental health	Included above
Court appearances	Included above
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
Administrative/External Factors	
Do any of the following affect staffing levels Budget constraints	No
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Yes – geographical location

Attendance issues (e.g., overtime, sick leave abuse)	No, the number of disciplinary actions for attendance is very low
Staff grievances concerning post assignments, overtime, training, and so forth.	No
Critical incidents within the past five years	Yes, one escape over fence
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	No
ACA Accreditation Standards affecting staffing	No

Operations

WEC operates with team members 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) operates with a shift supervisor, typically a lieutenant, and a shift of custody team members. Utility posts are present on each of the two housing areas on all three shifts.

Unit case workers (UCW) are assigned to each unit, and they operate on day and second shift. Unit management assists with supervision and sanitation in the dorms, but it is not their primary duty.

Day shift staffing includes administrative and support team members as well as various additional team members such as kitchen, maintenance, etc.

The facility has no firearms or lethal weapons. Team members are issued MK-4 chemical agent. Lieutenants, sergeants, and emergency response teams are issued MK-9 canisters. The facility also has pepper ball pistols and a shock shield if needed. In addition, keys, radios, and restraints are all issued from central control. Central control is staffed by a corporal. The facility is equipped with 74 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 programs department which includes unit management and chemical dependency team members. The UCW's divide up the dorms and will average 20-25 inmates on their caseload. WEC participates in Telehealth for inmates who have been referred by the UCM's or mental health. The inmates speak to the social worker based out of the Nebraska State Penitentiary (NSP) by using video conferencing regarding housing and welfare for when they are released from NDCS.

The following are some programs and services provided at WEC, but not limited to:

- Outpatient Substance Use Programming
- Adult Basic Education/GED
- Community College Courses
- Moral Reconciliation Therapy (MRT)
- Religious services
- Library services
- T4C (Thinking for a Change)
- 7 Habits
- One and Done
- Getting it Right
- Inside-Out-Dads
- Recreation Programs and Services
- Illegal 2 Legal
- Beyond Anger

Additional Available Services

A medical clinic is located within the facility. Nurses are on duty from 0600-2100, and there is an assigned nurse on-call outside of normal working hours. Medical needs of the population are met by the WEC health services department. Incoming inmates are processed into WEC for these services requiring WEC team members to conduct searches of the inmate in/out of the facility. Additionally, WEC team members provide escorts of these inmates to outside medical appointments when needed. Many of the travel orders performed by team members at WEC are long in the length of time due to WEC's location and where services are offered. An example of this would be taking an inmate to Arapahoe, NE for dental services, which is about 40 miles each way. If an inmate at WEC needs a higher level of security, they must be taken to Phelps County Jail in Holdrege, NE, approximately 70 miles away. These travel orders are completed predominantly by custody team members and completed in compliance with the NDCS policy instructions. The travel order details were considered by the SAT during this analysis.

WEC inmates are allowed to have PRN medications, medication taken on an as needed basis, on their persons. If an inmate is prescribed controlled medication, it is kept in the in the HU and locked in a controlled area and administered with team member supervision.

Activity Schedule

All inmate movement from one location is to be controlled and supervised by team members using master pass lists, rosters, and use of communication devices to indicate group movement (i.e., dining). Inmates are required to have a pass, or be on a roster to access medical, education, etc. Yard is open to all inmates at one time. During nice weather conditions, the majority of the population utilizes the recreation 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 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 WEC activities charts for both weekdays and weekends.

Institutional Activities Chart

Facility Name: Work Ethic Camp

April 2023

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																								
Recreation	Daily																								
Roll Call	Daily																								
Sick Call	Mon - Fri																								
Yard	Daily																								
GED/High School	Daily																								
Road Crew	Mon. - Fri																								
Sustance Use Treatment	Mon. - Fri																								
Mail Call /Processing	Mon- Sat.																								
Programming	Mon. - Sun																								
Mental Health Checks	Bi-Monthly																								
Canteen	Tue. - Fri																								
Religious	Tues - Sun																								
Disciplinary Hearings	Tues. - Thur																								
Travel Orders	Mon - Fri																								
Inmate Visitation	Sat. Sun																								
Barber Shop	Sat. Sun																								
A.A.	Mon																								

Shift Relief Factors (SRF)

The SRF for 8-hour day, 7-day posts used is 1.74. The SRF for 8-hour day, 5-day posts used is 1.25. The National Institute of Corrections (NIC) Prison Staffing Analysis training manual provides the information necessary to calculate these figures.

Summary of SAT Observations

The following comments reflect the observations and findings of the SAT. No comments were made by the SAT for positions not listed below.

Captain (Security Administrator)

- One captain, scheduled Monday through Friday, 0800-1600
- There is no relief built into this position.
- Serves as the security administrator responsible for all security operations within the facility.
- Oversees staffing, all searches (staff, vehicle, area, etc.), tool control, team member disciplinary actions, investigations, travel orders, procedure reviews, and many other various duties.

Shift Lieutenant

- Swing shift lieutenant reports having significant down time during third shift in order to monitor phone calls.
- Swing shift lieutenant has the only 10-hour shift schedule. Utilizes overlap of supervision to conduct area checks and assist with pending duties of leaving shift leaders.
- Team members report swing shift lieutenant has lack of involvement in second and third shift management decisions.
- Team members report the swing shift lieutenant position is unnecessary for proper supervisor coverage.

Administrative Lieutenant

- This position completes IDC, inmate grievances, and ICIR's.
- The administrative lieutenant serves as the emergency preparedness representative for the facility.
- Oversees security threat group monitoring, bidding and rotation of security personnel, armory, keys, and tools for the facility.

Admissions Sergeant

- There is a total of one admissions sergeant.
- The position for the admissions sergeant is a 5-day post (Monday through Friday), day shift position.
- The admissions sergeant assists with the IDC/Disciplinary duties for the facility.
- The admissions sergeant is the position that covers if the administrative lieutenant is absent.
- Travel orders are under the supervision of the admissions sergeant.
- The admissions sergeant also covers assigned ICIR'S and EP duties.

Sergeant

- There are two assigned sergeants per shift, six in total.
- Sergeant days off on second and third shift are Sunday/Monday and Friday/Saturday, respectively. Reportedly, the first shift sergeant days off are Sunday/Monday and Tuesday/Wednesday. One of the sergeants expressed disagreement with this.
- Sergeants are trained in the responsibilities of conducting PHO and depending on the week can elicit daily heavy workloads.
- First shift sergeants reportedly have additional specialized duties that second and third shift do not. These include key/tool control and DCC evidence custodian.
- When staffed alongside a lieutenant, sergeants are assigned as the emergency response team supervisor.

Unit Case Worker (UCW)

- There is a total of eight UCWs, four for day shift and four for second shift.
- There are multiple training/classes that the UCW performs at the institution: T4C, 7 Habits, Inside-Outside Dads, One and Done, and Getting it Right.
- The UCW purpose at WEC is case management duties and instruction as compared to other NDCS facilities.
- The UCW's are also in charge of library duties at WEC, and they have organized a small library at the facility. UCW's oversee set up and the opening of the library and legal library.

Housing Unit (HU) Corporal

- This post is assigned to supervise the population in C building.
- The minimum staffing is two corporals, one being assigned to HU A/B and the other to HU C/D/E. This post is staffed 24 hours a day, 7 days a week.
- Corporals are responsible for the overall safety and security of the HU, which includes pat searches, supervision of inmates throughout the unit, bunk and area searches, bunk inspections, sanitation inspections, counts, hourly walkthroughs, and other sanitation details.
- Third shift HU corporals are also responsible for sorting mail and getting up the early morning kitchen workers.

Central Control Corporal

- This post is staffed by one corporal each shift (first, second, third) and is an exempt two-year mandatory post on first and second shift. Third shift is rotating.
- This team member's duties are:
 - exchanging keys/radios for team members
 - opens/closes doors to the front entrance of the facility
 - answers phone calls
 - issues state vehicles
 - processes and inputs all inmate movement, travel orders, and road crews.
- During the slower periods on the post, the team member will monitor the facility video monitoring system.

- This team member dispatches emergency responders to needed areas.

Visiting Corporal

- This post is staffed by two corporals. One corporal works 0730–1600 (female team member) with Monday and Tuesday off. The other corporal works 0800–1630 (male team member) with Wednesday and Thursday off.
- Visiting only runs on Saturday and Sundays, two three-hour sessions (0800–1045 and 1300–1530). Visiting consists of in-person and video visits.
- The visiting room only requires to be staffed by one team member during visiting hours.
- One corporal completes the duties of the pass clerk.
- It's rare that visiting is at capacity for in-person visits. Video visits are a popular option.
- It's believed by team members that a male and female is needed due to pat searches of opposite genders, which can be conducted by a female team member.
- One, if not both, are being pulled constantly to assist in other areas of the facility.

Admissions Corporal

- 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.
- Current post performs pat searches on inmates leaving the facility on road crew or travel orders.
- Very busy work area. Travel orders are processed out from this location, road crews are processed out from this area, as well as new arrivals and other departures.
- Post is currently filled with a male staff, and this does help with the ability to perform safety searches on inmates coming and going.
- In-processing/property is also handled in this area.

Travel Order Corporal

- The post is staffed by two corporals. One corporal works 0700–1700 with Friday, Saturday, and Sunday off and one works 0700–1700 with Saturday, Sunday, and Monday off.
- The travel order corporals stay busy and take approximately four travel orders a day. Most travel orders are taken by a single team member, except the dental travel orders which is two team members and multiple inmates.
- Team members do have down time in between travel orders but assist in other areas of the facility.

Yard Corporal

- Yard 1 team members do not report an extensive list of duties nor a lack of manpower in carrying out their assigned tasks.
- Yard 2 team members report having a lack of purpose at times. State they are often utilized in HU's when their side of the Yard is vacated by the population.
- Yard 2 expresses they are often utilized to cover searches for visiting and are asked to leave supervision of inmate population on their side of the Yard.

- It appeared only one Yard team member was necessary in order to provide adequate coverage of Yard activity if they only did intermittent random checks of both sides.

Detail Crew Corporal

- Unable to visit work sites due to them being a far distance from the facility.
- Road crew team members request another full-time team member to balance schedules easier.
- Schedules for road crew was penciled into a calendar which makes it challenging for team members wanting to see their projected schedules.
- Unable to speak with road crew supervisor because of their absence from the facility.
- Road crew team members report a significant time conducting follow up paperwork duties this could be alleviated by completing most of the paperwork while they are out.

Utility (Rover) Corporal

- This post is assigned to supervise activities in both A and B buildings. This includes the warehouse, kitchen, medical, and classes.
- The minimum staffing is one corporal.
- Corporals assist with safety searches during visitation and with road crews that are returning.
- Pick up count sheets from the kitchen and warehouse.
- Supervise porters in A building and ensure porter carts are secured after use.
- Switch out laundry on weekends.
- Supervise dining
- Assists with opening and closing the warehouse and assists with closing of the kitchen.
(Two to open two to close)

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Current Post Plan)
 - ✓ Custody/Units
- Proposed Minimal Post Staffing Analysis (Proposed Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary
 - ✓ Custody/Units

Minimal Post Staffing Analysis
Institution: Work Ethic Camp

Custody and UCW

Current Post Plan

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor	Total FTE Req.	FTE Auth'd Nov - 2022	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Admin	Captain	Supervise security operations	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Administrative				1	0	0	0		1.00	1	0.00
Shift Supervisor	Lieutenant	Shift Supervisor		X	0	1	1	1	1.74	5.22	4	-1.22
Swing Shift Lt	Lieutenant	Supervise 2nd and 3rd shift	X		0	0	1	0	1.00	1.00	1	0.00
Admin Lt	Lieutenant	Relief Lieutenant	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Lieutenants				1	1	2	1		7.22	6	-1.22
Shift Sergeant	Sergeant	Assistant Shift Supervisor		X	0	1	1	1	1.74	5.22	6	0.78
Admissions	Sergeant	Admin, Road Crew, Property	X		1	0	0	0	1.25	1.25	1	-0.25
SUBTOTAL	Sergeants				1	1	1	1		6.47	7	0.53
Central Control	Corporal	Facility access, communications, security		X	0	1	1	1	1.74	5.22	6	0.78
Housing Units	Corporal	Supervise Housing Units		X	0	2	2	2	1.74	10.44	11	0.56
Yard 1	Corporal	Supervise Yard		X	0	1	1	1	1.74	5.22	6	0.78
Utility	Corporal	Supervise various areas		X	0	1	1	0	1.74	3.48	4	0.52
Travel Order	Corporal	Supervise inmates in the community	X		2	0	0	0	1.25	2.50	3	0.50
Visiting	Corporal	Supervise visiting	X		2	0	0	0	1.25	2.50	2	-0.50
Yard 2	Corporal	Supervise Yard when available	X		0	0	1	0	1.00	1.00	1	0.00
Detail Supervisors	Corporal	Supervise Work Detail Crews	X		6	0	0	0	1.00	6.00	6	0.00
Admissions	Corporal	Admin, Supply, Property	X		1	0	0	0	1.00	1.00	1	0.00
Unit Case Workers	Corporal	Casework, Teach	X		4	0	4	0	1.00	8.00	8	0.00
SUBTOTAL	Corporals				15	5	10	4		45.36	48	2.64
Grand Totals					18	7	13	6		60.05	62	1.95

Note: All case worker and corporal posts have been merged to corporal.

**Authorized FTE does not include maintenance corporal

Minimal Post Staffing Analysis
Institution: Work Ethic Camp

Custody and UCW

Proposed Post Plan

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor	Total FTE Req.	FTE Auth'd Nov - 2022	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Admin	Captain	Supervise security operations	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Administrative				1	0	0	0		1.00	1	0.00
Shift Supervisor	Lieutenant	Shift Supervisor		X	0	1	1	1	1.74	5.22	5	-0.22
Admin Lt	Lieutenant	Relief Lieutenant	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Lieutenants				1	1	1	1		6.22	6	-0.22
Shift Sergeant	Sergeant	Assistant Shift Supervisor		X	0	1	1	1	1.74	5.22	6	0.78
Admissions	Sergeant	Admin, Road Crew, Property	X		1	0	0	0	1.00	1.00	1	0.00
SUBTOTAL	Sergeants				1	1	1	1		6.22	7	0.78
Central Control	Corporal	Facility access, communications, security		X	0	1	1	1	1.74	5.22	6	0.78
Housing Units	Corporal	Supervise Housing Units		X	0	2	2	2	1.74	10.44	11	0.56
Yard	Corporal	Supervise Yard		X	0	1	1	1	1.74	5.22	7	1.78
Utility	Corporal	Supervise various areas		X	0	1	1	0	1.74	3.48	4	0.52
Travel Order	Corporal	Supervise inmates in the community	X		3	0	0	0	1.25	3.75	4	0.25
Visiting	Corporal	Supervise visiting	X		1	0	0	0	1.25	1.25	2	0.75
Detail Supervisors	Corporal	Supervise Work Detail Crew	X		6	0	0	0	1.00	6.00	6	0.00
Admissions	Corporal	Admin, Supply, Property	X		1	0	0	0	1.00	1.00	1	0.00
Unit Case Workers	Corporal	Casework, Teach	X		0	4	4	0	1.00	8.00	8	0.00
SUBTOTAL	Corporals				11	9	9	4		44.36	48	3.64
Grand Totals					14	11	11	6		57.80	62	4.20

Note: All case worker and corporal posts have been merged to corporal.

**Authorized FTE does not include maintenance corporal

POST ANALYSIS SUMMARY

Facility: Work Ethic Camp

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE's	Change in FTE's
Correctional Major	0	0/0	0
Correctional Captain	1	0/1	0
Correctional Lieutenant	6	5/1	0
Correctional Sergeant	7	6/1	0
Correctional Corporal	44	29/15	-4
TOTAL FTE'S	58		

1 Sergeant N-MANDATORY

Admissions

15 Corporals N-MANDATORY

Detail supervisors (6)
 Admissions (1)
 Unit Case Workers (8)

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Work Ethic Camp
JOB CLASSIFICATION: **Correctional Captain**
POST TYPE: 5 day

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

Relief factor of 1.00

TOTAL FTE to include relief factor: 1.00 - 5 day captain

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Work Ethic Camp
JOB CLASSIFICATION: **Correctional Lieutenant**
POST TYPE: 7 day

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

Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22 - 7 day lieutenants

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Work Ethic Camp
JOB CLASSIFICATION:	Correctional Lieutenant
POST TYPE:	5 Day

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

Relief factor of 1.00

TOTAL FTE to include relief factor: 1.00 - 5 day lieutenant

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Work Ethic Camp
JOB CLASSIFICATION: **Correctional Sergeant**
POST TYPE: 5 Day

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

Relief factor of 1.00

TOTAL FTE to include relief factor: 1.00 - 5 day sergeant

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Work Ethic Camp
JOB CLASSIFICATION: **Correctional Sergeant**
POST TYPE: 7 day

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

Relief factor of 1.74

TOTAL FTE to include relief factor: 5.22

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY: Work Ethic Camp
JOB CLASSIFICATION: **Correctional Corporal**
POST TYPE: 5 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Detail Supervisor	6	0	0	0
Visiting*	1	0	0	0
Travel Order*	3	0	0	0
Admissions	1	0	0	0
UCW	0	4	4	0
TOTAL	11	4	4	0

Relief factor of 1.00

*Relief factor of 1.25

TOTAL FTE to include relief factor for 20.00 - 5 day corporals

CUSTODY POST ANALYSIS**ANALYSIS WORKSHEET**

FACILITY:	Work Ethic Camp
JOB CLASSIFICATION:	Correctional Corporal
POST TYPE:	7 day

Post Title	<u>Shift</u>			
	Day	1st	2nd	3rd
Central Control	0	1	1	1
Housing Units	0	2	2	2
Yard	0	1	1	1
Utility	0	1	1	0
TOTAL	0	5	5	4

Relief Factor of 1.74

TOTAL FTE to include relief factor for 24.36 - 7 day corporals

WEC Specific Recommendations

- Add additional language in the utilities (rover) post orders regarding the two to open and two to close process.
- Central control post should be a one or two years exempt post, Monday through Friday for consistent entrance and exit procedures on all three shifts. Third shift is currently rotating.
- Review travel order corporal current schedule and possibly adjust to 8-hour shifts. This will allow for better coverage during the week when only one team member is assigned
- Delete one of the visiting corporal positions to be reallocated to a travel order corporal position. Two FTEs are not needed to run this post. One FTE is sufficient to run the visiting post along with the pass clerk duties. Video visits could be added to additional days in the week to provide more visiting opportunities.
- Review the visiting processing schedule, consider having a stopping point (time for processing) for entrance into visiting.
- Convert swing shift lieutenant to a second shift lieutenant. No other NDCS facility has a swing shift lieutenant.
- Crosstrain team members (sergeants and corporals) in areas so they can be appropriately covered during their absence.
- Utilize detail crews within the facility upon completion of daily detail assignments.
- Recommend schedules be kept on an excel spreadsheet so that shift supervisor and other management can plan to use on shift, or special details.
- Recommend IDC duties be transferred to HU staff (UCM's/UM).
- Remove inmate grievances from admissions lieutenant and shift it to unit management. All other NDCS facilities operate with grievances under unit management.
- Recommend library duties (scheduling and issuing of legal library passes) be assigned to custody team member instead of UCWs.
- Change schedule of UCW from day shift to first shift to assist shift supervisor.
- Eliminate yard 2 post.

Attachments

A. Map

