

Nebraska Department of Correctional Services

Non-Custody Staffing Study
Final Draft, August 27, 2020



Introduction and Overview

In 2016 the Nebraska Department of Correctional Services (NDCS) completed a custody staffing analysis. This Non-Custody Staffing Study provides the complementary analysis of non-custody staff to complete a comprehensive staffing analysis for all of NDCS, to bring the Department into compliance with the requirements of the State of Nebraska. This study encompasses administrative, program, medical, and mental health staff but does not include contracted service providers.

The main goals for this staffing study are:

- 1) Compare and identify standard staffing patterns at facilities of similar size as well as irregularities / deviations from those patterns; and
- 2) Determine the base staffing that would be required for a large facility of approximately 1,400-1,600 inmates, to assist in future planning exercises.

The correctional industry lacks fixed standards for the non-custody staffing of correctional/rehabilitative programs. One reason for the lack of rigid guidance is the wide diversity of facilities and systems, the different needs among inmate populations, and the different strategies for addressing those needs. Facilities may have larger or smaller populations with vastly different needs, and even with the same need, the levels of intervention may be different. Finally, each system has their own operational protocols and goals, depending on the laws and policies that govern their jurisdiction. Broad national guidance is provided by the American Correctional Association (ACA), the National Institute of Corrections (NIC), and the National Commission on Correctional Healthcare (NCCHC).

ACA Standards for Non-Custody Personnel/Staffing

The American Correctional Association addresses personnel in Section C of the 2003 Standards for Adult Correctional Institutions (4th Edition). This section makes up six pages of the 160+ page book, and only three standards deal with staffing levels. (The other standards address employee recruitment, selection, performance reviews/promotion, and logistics like record-keeping and storage of personnel files.) The three standards that address staffing requirements are as follows:

4-4050 – The staffing requirements for all categories of personnel are determined on an ongoing basis to ensure that inmates have access to staff, programs, and services.

Comment: Staffing requirements should be determined on more than inmate population figures and should include review of staffing needs for health care, academic, vocational, library, and religious programs and services. Workload ratios should reflect such factors as goals, legal requirements, character and needs of the inmates supervised, and other duties required of staff. Workloads should be sufficiently low to provide access to staff and effective services.

4-4051 The institution uses a formula to determine the number of staff needed for essential positions. The formula considers, at a minimum, holidays, regular days off, annual leave, and average sick leave.

Comment: Additional factors that can be included in the formula are time off duty for training, military leave time, and factors specific to the institution and jurisdiction. Positions requiring staffing for more than one shift and/or more than five days per week should be budgeted for the full staffing needed.

4-4052 – The warden/superintendent can document that the overall vacancy rate among the staff positions authorized for working directly with inmates does not exceed 10 percent for any 18-month period.

Comment: Wardens/superintendents should ensure that a pool or register of eligible candidates is available to fill or keep to a minimum any vacancies among staff who work directly with inmates (correctional officers, counselors, teachers, chaplains, librarians, and so on). Position vacancies that are frozen by legislative or fiscal controls should not be considered in the 10% vacancy rate specified in the standard. When unusual conditions cause an excessive number of vacancies, the warden/superintendent should notify the central agency in writing about the disparity between positions authorized and filled, documenting the reasons and alerting the agency to potential problems.¹

The American Correctional Association Standards for Administration and Management state that “The staffing requirements for all categories of personnel are determined on an ongoing basis to ensure that inmates have access to staff, programs, and services.” (American Correctional Association 2003) The ACA Standards go on to state that “Staffing requirements should be determined on more than inmate population figures and should include review of staffing needs for health care, academic, vocational, library, recreation, and religious programs and services.” (American Correctional Association 2003)

As such, consideration was given to the level of service and to parity of programs/service across facilities.

NIC Standards for Non-Custody Staffing

The NIC has published a 232-page manual titled “Prison Staffing Analysis – A Training Manual With Staffing Considerations for Special Populations.” The most recent edition was published in 2008. This manual is heavily focused on custody staff, stating up front that “The starting point for staffing accountability and efficiency is a policy on security staff deployment.” (page 3). This manual is centered around policies, procedures, and shift-relief for security staff positions. Steps are laid out to learn the routines, operations, posts, availability of staff (for calculating shift relief), and effectiveness of current operational practices within each facility.

The NIC manual identifies “Programs and activities” as agency characteristics, with drivers being “The types, number, roles, and methods of conducting programs and activities in the agency’s facilities (e.g., recreational, educational, and religious activities; vocational training; work details; and industries).” (p. 29)

As noted by the NIC manual, the patterns governing non-custody staffing are not security driven but are more subjectively driven by the population housed (gender, custody classification, behavior), the time available for different activities (treatment, education, recreation, and industry/vocational), and the individual interests and eligibility of each individual. Program capacity is limited, and is determined by the resources (budget, staff, space) available to support the program. Most staff posts are day-shift only, rendering the shift relief calculations irrelevant (except for 24-hour medical clinic positions).

Most importantly, this manual lays out guidelines for the content and level of rigor for a staffing study. This analysis attempts to apply similar rigor, as relevant, to the non-custody staff within the NDCS, to identify (with allowances for ongoing operational flexibility) the parameters that shape the staffing requirements.

NCCHC Standards for Staffing

The National Commission on Correctional Health Care has an active, ongoing, and very organic approach to correctional healthcare that is driven by service goals. There are five different editions of the NCCHC *Standards*, focused on jails, prisons, juvenile facilities, mental health services, and opioid treatment programs. The NCCHC also publishes position statements on various topics related to level of care in the correctional setting, and reviews and updates those position

¹ Standards for Adult Correctional Institutions, 4th Edition, American Correctional Association, Annapolis Junction, MD Jan. 2003. Pp. 12-13.

statements at least every five years. These position statements augment the published Standards to explain or provide detail on the Standards.

The most recent publication of the NCCHC Standards for Prisons was issued in 2018 and the most recent publication of the NCCHC Standards for Mental Health Services in Correctional Facilities was published in 2015. Section C of each book addresses a number of personnel-related topics, including training, credentials, space, and staffing.

For medical, mental health, and behavioral health programs, the NCCHC’s Standards (Standards for Mental Health Services in Correctional Facilities 2015), (Standards for Health Services in Jails 2018), state that “The number and types of qualified *mental health/medical* professionals required depend on the size of the facility, the types (*e.g., medical, nursing, dental, mental health in a medical setting, e.g. outpatient, stabilization units, residential mental health treatment unit in a mental health setting*) and scope (*e.g., outpatient, inpatient, specialty care*) of health services delivered, the needs of the inmate population, and the organizational structure (*e.g., hours of service, use of assistants, scheduling*). The staffing plan considers labor-intensive activities such as medication distribution, sick call, and cell checks in segregated housing.” These protocols for deriving staffing from services provided and delivery methods are consistent throughout the NCCHC.

Per the direction in the NCCHC Standards guides, the targeted level for medical, dental, mental health and behavioral health staff was derived from the following drivers:

- Scope of services provided (medical infirmary, Skilled Nursing Facility, dental, outpatient/inpatient treatment)
- Specialty needs of the population (age, gender, clinically assessed needs, proximity to release, free time available, and personal interests/group interests)
- Policy and practice related to on-site versus off-site services (dialysis, chemotherapy, orthopedics, and other specialty medical services).

Shift Relief

The NCCHC Standards differentiate between “posts” (jobs defined by location, time, and duties that can be filled interchangeably by staff members) and “positions” (jobs filled by specific staff members, where work is performed by that individual and deferred until they are available). While this analysis does not adhere rigidly to that terminology, most of the staff addressed in this analysis would be defined as “positions” – in other words, there is no shift relief required or relevant.

Where shift relief is required, the standard practice for determining staff per position is to calculate the shift relief factor using the formula:

$$\frac{\text{Total Position Hours Required}_{\text{per year}}}{\text{Total Hours Available per Employee}_{\text{per year}}} = \text{Employees}_{\text{per year}}$$

The hours available per employee are calculated using the total full time hours (2,080) minus any vacation, holidays, or training that might reduce the time filling the position. For example, if a job has 11 paid holidays and 20 days of vacation per year, and there are 40 hours of mandatory training required for the position, the total hours available will be 2,080 – 288 = 1,792 hours of work per employee filling the position as needed.

If the position is a 24/7 station, the position requires 365 * 24 hours of labor, or 8,760 hours.

A total of 4.9 FTEs will be required to fill the post (8,760/1,792 = 4.88).

In a non-custody setting, a standard ratio of 5 staff per 1 24-hour position was used to estimate the total staff required for any 24-hour posts. This shift relief factor was applied to nursing positions in SNF or 24-hour clinics.

All other staff included in this study are scheduled without shift relief. When sick leave or vacation occurs, temporary coverage of duties is arranged from among other staff.

Nebraska Statutes

The State of Nebraska has several statutes that govern staffing at NDCS. These include the following:

- Neb. Rev. Stat. 83-903 requires NDCS to have a program administrator to develop and oversee the reentry program.
- Neb. Rev. Stat. 83-4,159 requires NDCS to have
 - at least one designated medical doctor on call at all times for each facility, and that each facility housing more than five hundred inmates has at least one full-time medical doctor assigned to that facility as his or her primary employment location.
 - Each facility must have an acute care clinic that must be staffed by at least one medical doctor, physician assistant, or advanced practice registered nurse.
 - NDCS must also have a human immunodeficiency virus infection and acquired immunodeficiency syndrome chronic care clinic.
- Neb. Rev. Stat. 83-4,156 requires the NDCS Director to appoint a medical director for the department who must be a medical doctor.
- Neb. Rev. Stat. 83-177 requires each NDCS facility to have a chief executive officer appointed as warden or superintendent.

These staff are identified in the appropriate areas.

NDCS Functions and Locations

This analysis compares facilities of similar size across the NDCS to establish baseline staffing needs. Because staffing is linked to both operations and organization, each functional element will be discussed separately, to identify the staff drivers and resulting estimated staffing needs across locations. This report is organized according to function, with allocation of staff across locations discussed in the context of the function.

Functions

Within the NDCS organization, there is the Office of the Director and five organizational Divisions, some with subordinate groups. Some of these functions are driven by the organizational structure and have relatively fixed structure and size. Other elements are directly tied to the population served and the operational strategies used to deliver programs and services. These functions will fluctuate with size and service-related policies.

Fixed/Organizationally Driven Elements

The **Office of the Director** and its subordinate administrative functions (**General Counsel, Staff Services Division, Human Talent Division**) are fixed, driven by the total size of the organization – the aggregate of inmate population, the number of facilities in the NDCS system, and the total number of staff employed in the system. Changes to those overall organizational factors (the number of facilities, the total number of staff) will drive increases in these functions.

Variable/Operations and Population-Driven Elements

The **Operations Division** includes **Prison Administration** and **Prison Daily Operations** (facility administration for administration, program/inmate, and service driven functions at the prison facilities), **CSI** (Cornhusker State Industries and Engineering), and **Prison Programs** (the personnel who administer programs or services implemented at the prison facilities). Staffing for these elements is variable, driven by the number of prisons and the number of inmates/program recipients, as well as operational practices and space, which drive the programs offered, the program staff needed, and ultimately the administrative personnel required. These groups all have staff both in Central Office and at the facilities, as determined by the operational demands and practices.

Finally, **Medical Services Division**, which includes mental and behavioral health services in addition to medical and dental care, is driven by a combination of demand and operational decisions on the manner in which services are provided. Policy (either national, state, or in-house) also determines the types of services that will be provided and whether those services are provided by in-house staff or externally (via contract arrangement).

Locations

Locations included in this analysis are the following, indicated by the abbreviations shown here:

- Central Office (CO)
- Staff Training Academy (STA)
- Central Warehouse (CW)
- Cornhusker State Industries (CSI)
- Community Correction Center Omaha (CCC-O)
- Omaha Correctional Center (OCC)
- Nebraska Correctional Youth Facility (NCYF)
- Nebraska State Penitentiary (NSP)
- Lincoln Correctional Center (LCC)
- Community Corrections Center Lincoln (CCCL)
- Diagnostic and Evaluation Center (DEC)

- Tecumseh State Correctional Institution (TSCI)
- Work Ethic Camp (WEC)
- Nebraska Correctional Center for Women (NCCW)

Central Office (CO)

The NDCS Central Office is the location of NDCS headquarters (the Central Office) in Lincoln, Nebraska. The Office of the Director plus leadership for each of the five divisions within the NDCS make up the executive leadership of the organization and define the major functional groups examined in this study.

Staff Training Academy (STA)

The Staff Training Academy (STA) is located in Lincoln and houses a portion of the staff from the Human Talent Division.

Central Warehouse (CW)

The Central Warehouse is located in Lincoln, near the NSP campus. Staff from the Operations Division (Purchasing) are located here, as well as staff from NSP (which shares this warehouse).

Large Prisons

The large prisons (by inmate population size) are Tecumseh State Correctional Institution (TSCI, capacity 1,005), Nebraska State Penitentiary (NSP, 1,350), and Omaha Correctional Center (OCC, capacity 783).

Large/Medium Prisons

One pair of adjacent prisons handles some functions collaboratively, while other functions are independent to each of them. When combined, Lincoln Correctional Center (LCC, capacity 660) and the Diagnostic and Evaluation Center (DEC, capacity 520) make up a large prison, so functions that are handled collaboratively require the same staffing as a large prison (combined capacity of 1,016). When separated, these two prisons are individually sized as medium prisons, so functions that are handled separately require the same staffing as two medium prisons. Some functions are not offered at DEC, due to its role as the system's intake facility, which justifies the dual consideration of these two facilities.

It is worth noting that in 2021 additional capacity will be added to the LCC/DEC complex. A maximum security housing unit with a capacity of 384 and a Residential Treatment Center (RTC) with a capacity of 68 MH/medical special needs inmates will both open. The Max unit will be considered part of the LCC facility and the RTC will be considered part of the DEC facility, with some functions shared across all four elements of the complex. The total complex will have a capacity of 1,468, making it the largest complex in the NDCS system.

Medium Prisons

Two facilities are categorized as medium prisons. They are the Nebraska Correctional Center for Women (NCCW, capacity 322) and Community Corrections Center Lincoln (CCC-L, capacity 690). Of note: CCC-L is a community custody facility with different program and service needs due to the work-out nature of the population.

Small Prisons

There are three small prisons, each with a specialized focus. The Community Corrections Center – Omaha (CCC-O, capacity 166) is a community custody facility in Omaha. The Work Ethic Camp (WEC, capacity 168) in McCook is a low custody facility with a work/vocational focus. The Nebraska Correctional Youth Facility (NCYF, capacity 66) is a facility in Lincoln for sentenced youth within the prison system. It has a capacity of 66, but often houses an even smaller population.

Functions by Location

A colorized matrix was developed to provide a comparison of staff by location and function. This matrix groups the facilities by size, moving from the left (large) to the right (small). This format is used for each function in this report.

LARGE			LARGE/MED				MEDIUM		SMALL			Typical Inmate Occupancy (Capacity/ADP)	
1,005	1,350	783	496	384	68	520	322	660	166	168	66	CO	
TSCI	NSP	OCC	LCC	MAX	RTC	DEC	NCCW	CCC-L	CCC-O	WEC	NCYF		
NDCS ADMINISTRATION													
													• Office of the Director
													• General Counsel
•	•	•		•		•	•	•	•	•	•		• Staff Services Division
•	•	•		•			•	•		•			• Human Talent Division STA
													• Office of the Chief of Operations CW
													• Office of the Director of Adult Health Services
OPERATIONAL SERVICES													
													• Office of the Chief of Operations
													• Administrative Services Division
•	•	•	•	•	•	•	•	•	•	•	•		• Prison Administration
•	•	•	•	•	•	•	•	•	•	•	•		• Prison Daily Operations
•	•	•	•	•	•	•	•	•	•	•	•		• Prison Programs
•	•	•	•	•	•	•	•	•	•	•	•		• Cornhusker State Industries CW
ADULT HEALTH SERVICES													
													• Office of the Director of Adult Health Services
•	•	•	•	•	•	•	•	•	•	•	•		• Healthcare
•	•	•	•	•	•	•	•	•	•	•	•		• Dental
•	•	•	•	•	•	•	•	•	•	•	•		• Mental Health/Behavioral Health
•	•	•	•	•	•	•	•	•	•	•	•		• Substance Abuse

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NDCS Non-Custody Staffing Analysis

Each section of this report describes the function of the group, current staffing (positions) and allocation across locations, drivers of staffing changes, anticipated future change, and the anticipated staffing needs if a new prison facility (estimated capacity 1,400-1,600 GP inmates) were to be added to the system.

1. Office of the Director

NDCS operates from a Central Office (CO), with some staff located in the Staff Training Academy (STA) and Central Warehouse (CW) locations. Organizational groups within the NDCS include the following:

- Office of the Director
- Office of General Counsel
- Staff Services Division
- Human Talent Division
- Office of the Chief of Operations (with subordinate groups)
- Adult Health Services (with subordinate groups)

The Director of Corrections reports to the Governor and manages the NDCS relationship with other State agencies. Staff comprising the top level of NDCS Administration make up the Office of the Director. Most of these staff supervise large teams of subordinate staff located both in Central Office and in other NDCS facilities. Those staff are discussed separately.

Staff Allocation by Location:

Staff within the Office of the Director include an Executive Team of seven [7] personnel (including the Director) in Central Office. Any subordinate personnel reporting to these individuals are included in the subordinate tables with other staff, as indicated in the Office of the Director summary table.

LARGE			LARGE/MED				MEDIUM		SMALL			Offsite Subtotal	Typical Inmate Occupancy (Capacity/ADP)		Total Staff:	
1,005	1,350	783	496	384	68	520	322	660	166	168	66		CO	1. OFFICE OF THE DIRECTOR		7
TSCI	NSP	OCC	LCC	MAX	RTC	DEC	NCCW	CCC-L	CCC-O	WEC	NCYF					
			Details in Staff Services Division table.										15	1	Director N00200	Staff
													14	1	Administrative Assistant I K09120	
			Details in Human Talent Division table.										49	1	General Counsel G31115	HR
													7		See: 2. General Counsel	
			Details in Chief of Operations table.										495.5	1	Chief of Staff Services N00700	Operations
													14		See: 3. Staff Services Division	
			Details in Administrative Services Division table.										26	1	Human Talent Director G17142	Operations
													33.5		See: 4. Human Talent Division	
			Details in Cornhusker State Industries table.										28	1	Chief of Operations N00700	Operations
													16		See: 5. Chief of Operations	
			Details in Daily Operations table.										286.5	1	Deputy Director - Administrative Services N00700	Operations
													45		See: Administrative Services Division	
			Details in Prison Administration table.										105	1	Deputy Director - CSI N00700	Operations
													39		Details in Cornhusker State Industries table.	
			Details in Prison Programs table.										76	1	Deputy Director - Prisons (Chief Exec. Warden) N66800	Operations
													0		See: Daily Operations	
			Details in Medical Services Division table.										305	1	See: Prison Administration	Medical
													1		Deputy Director - Programs N00700	
													21		See: Prison Programs	Medical
													1		Medical Services Director N75450	
													26		See: Medical Services Division	Medical
													7			
													800.5	7		7 CO

Drivers:

This organization and administration of programs and services has been in place and served the NDCS for some time. The only driver of a change at this level of staff would be a change in organizational structure at the executive level, such as the development of a new program requiring unique expertise or specialized administrative leadership, or a re-allocation of responsibilities within this group.

The administrative leadership for the NDCS is fixed, established by the existence and structure of the NDCS organization. Workload is determined by the number and scope of the operational staff managed by this group, which in turn is driven by the number of facilities and inmates in custody throughout the system.

1.1 Office of the Director

STAFF	NO.	CATEGORY	ROLE	FIXED/VARIABLE	DRIVERS
N00200	[1]	Director		Fixed	One per NDCS
K09120	[1]	Administrative Assistant I	Executive Assistant to the Director	Fixed	One per NDCS
G31115	[1]	General Counsel	Director of the Office of General Counsel	Fixed	One per NDCS
N00700	[1]	Discretionary Non-Classified	Chief of Staff Services	Fixed	One per NDCS
G17142	[1]	Personnel Administrator II	Human Talent Director	Fixed	One per NDCS
N00700	[1]	Discretionary Non-Classified	Chief of Operations	Fixed	One per NDCS
N75450	[1]	Medical Services Director	Director of Medical Services Division	Fixed	One per NDCS

Future Change:

No change is anticipated to the makeup of this Executive Team in the near future. An organizational change is the only factor anticipated to create change in this group going forward.

New 1,400-1,600-Bed Facility Needs

None.

Office of the Director +0

2. Office of General Counsel

The General Counsel currently handles all employee grievance litigation, attends all executive staff meetings, reviews a variety of policy revisions for the agency, analyzes public records disclosures, assists the Attorney General’s Office with discovery in litigation (including the class action litigation filed by the ACLU), reviews workplace harassment investigations, criminal investigations, and employee disciplinary packets. General Counsel is the primary resource for inmate sentence calculation issues and serves as liaison between the courts and NDCS records when sentencing issues arise. General Counsel processes tort claims from inmates and staff and appears on behalf of NDCS at hearings before the Tort Claims Board. General Counsel is responsible for a variety of contract reviews and negotiations for the purchasing and engineering departments, including construction. General Counsel provides legal analysis and opinions for executive staff as needed on a variety of legal issues. General Counsel also delivers the legal issues lecture for preservice staff training and provides training for District Judges on laws applicable to inmate sentence calculations.

Staff Allocation by Location:

The Office of General Counsel includes a team of six [6] staff in addition to the General Counsel (already counted in the Office of the Director), all located in Central Office, with no staff in any other locations. One [1] additional attorney position is vacant. The American Correctional Association requires a dedicated ADA Coordinator to handle inmate requests for accommodation. That position in NDCS resides within the Office of General Counsel.

LARGE			LARGE/MED				MEDIUM		SMALL			Offsite Subtotal	Typical Inmate Occupancy (Capacity/ADP)		Total Staff: 6
1,005	1,350	783	496	384	68	520	322	660	166	168	66		CO	Legal	
TSCI	NSP	OCC	LCC	MAX	RTC	DEC	NCCW	CCC-L	CCC-O	WEC	NCYF	2. GENERAL COUNSEL			
												1	Director	N00200	
												1	General Counsel	G31115	
												3	Attorney III	K31113	
												1	Administrative Assistant III (ADA)	K09123	
												1	Administrative Assistant III	K09123	
												1	Paralegal I	K31121	
												0	6	6 CO	

Drivers:

Staff in this group are fixed, with numbers established by the overall size of the organization, the legal environment, and trends surrounding causes of complaint among staff and inmates.

1.2 Office of General Counsel

STAFF	NO.	CATEGORY	ROLE	FIXED/VARIABLE	DRIVERS
G31115	[1]	General Counsel	Director of the Office of General Counsel	Fixed	One per NDCS
K31113	[3]	Attorney III	[1] Inst. Disc. Appeals, [1] ADA, [1] vacant	Variable	One team of three attorneys
K31121	[1]	Paralegal	Public Record Inquiries	Variable	One per 3 attorneys
K09123	[1]	Administrative Assistant III	Administrative Support for Attorneys	Variable	One per 3 attorneys
K09123	[1]	Administrative Assistant III	ADA Specialist	Fixed	One per NDCS

Future Change:

Based on the current workload ratio (based on overall facility conditions, legal context, and general litigiousness of the staff and inmate population), the following scenarios would result in a need for one [+1] additional attorney.

- Inmate population increases by approximately 2,500 inmates, and/or
- Staff increases by approximately 200

With the current inmate population, 5,370, there are on average 1,120 Institutional Disciplinary Appeals processed per year. One attorney can process approximately 20 IDC appeals per week, and the workload is currently being handled by

one full-time attorney. If the population increased by one-half as projected (by +2,500), the IDC Appeals would be expected to reach 1,641 per year. Other attorneys would need to process the additional 10 IDC appeals per week, reducing the time available to handle ADA or Institutional Disciplinary Appeals by one day per week. An increase in inmate population would also create an increase in inmate litigation, which would increase the work load for the Administrative Assistant and General Counsel, thereby reducing their contribution to other legal tasks.

With approximately 2,200 employees now, the legal department processes 9 employment discrimination cases per year (filed with the NEOC/EEOC). With 200 additional staff, that number could grow by 1 or 2 per year. Employee grievances that reach Step 3 in the grievance process are also handled by the General Counsel. These hearings are labor intensive and require discovery exchanges, witness preparation, exhibit preparation, and legal research. At the time of this analysis, there were approximately 2-3 employee grievance appeals that are in full litigation either through arbitration or through a state personnel hearing. An increase in employees may increase the number of grievances filed, resulting in higher ongoing workload.

Adding one attorney to the team would help with research projects, discovery (in litigation), and general support for the team.

New 1,400-1,600-Bed Facility Needs

The addition of one new prison with 1,400-1,600 inmates would result in the addition of >200 staff and sufficient inmates to drive the need for one additional full time attorney.

- K31113 – [1] Attorney III

General Counsel +1

3. Staff Services Division

The Staff Services Division handles overarching functions that serve the entire NDCS, under the administration of the Chief of Staff (already counted in the Office of the Director). Staff Services Division staff make up five distinct functional groups, as follows: Staff Services Administration (Office of the Chief of Staff), Communications, Policy & Accreditation, Research, and Correctional Records (Records).

Staff Allocation by Location:

All [9] Staff Services Administration (Office of the Chief of Staff), Communications, Policy & Accreditation, and Research personnel are located in Central Office.

Correctional Records is the centralized repository for all inmate records, including custody documentation and release dates. This function is based out of the Central Office and DEC (central intake for the NDCS), with a total of [5] staff in Central Office and [15] staff located at the prison facilities.

LARGE			LARGE/MED				MEDIUM		SMALL			Offsite Subtotal	Typical Inmate Occupancy (Capacity/ADP)		Total Staff:		
TSCI	NSP	OCC	LCC	MAX	RTC	DEC	NCCW	CCC-L	CCC-O	WEC	NCYF		CO			29	
1,005	1,350	783	496	384	68	520	322	660	166	168	66		3. STAFF SERVICES DIVISION				
													1	Director	N00200		
													1	Chief of Staff Services	N00700		
													1	Legislative Ass't (Admin. Assist. II)	K09122		
													1	Communications Director	N00700		
													1	Public Information Officer II (Comm. Mgr)	V33123		
													1	Policy & Accredit. Mgr (Admin. Assist. III)	K09123		
													1	Research Director	N00700		
													2	IT Business System Analyst PR&A	A07081		
													2	Program Analyst PR&A	K13120		
													1	Correctional Records Administrator	G02864		
													2	Correctional Records Manager II	V02863		
													1	Staff Assistant I	S01841		
													1	Correctional Records Manager I	V02861		
														Corrections Ass't Warden II/Deputy Warden	G66912/3		
														Corrections Ass't Warden I/II/Associate Warden	G66911/2		
														Correctional Records Manager I/II	V02862/3		
														Staff Assistant I	S01841		
														Office Clerk III	S01113		
														Correctional Records Officer	S02861		
													6				
													2				
													3				
													4				
3	3	2						1	1	1			15	14		14 CO	
																	SMALL facility records are handled through Central Office
																	0 CCC-O
																	0 NCYF
																	1 WEC
																	Standard staffing, MEDIUM [2]
																	1 CCC-L
																	1 NCCW
																	Standard staffing, LARGE or LARGE/MEDIUM [3]+1 Staff Assistant I (Intake)
																	4 DEC
																	LCC
																	LCC does not house records. All LCC records are stored at DEC.
																	Standard staffing, LARGE or LARGE/MEDIUM [3]
																	[-1] Office Clerk III
																	2 OCC
																	Standard staffing, LARGE or LARGE/MEDIUM [3]
																	3 NSP
																	Standard staffing, LARGE or LARGE/MEDIUM [3]
																	3 TSCI

These staff are allocated as follows:

LARGE FACILITIES: Correctional Records Manager I/II [1], Office Clerk III [1], Correctional Records Officer [1]

MEDIUM FACILITIES: Correctional Records Manager I [1], Office Clerk III [1]

SMALL FACILITIES: No on site staff dedicated solely to records management. This role is addressed by staff with multiple roles. For example, at WEC records management is handled by a Staff Assistant II who also handles religious coordination. At NCYF records are managed by an Administrative Assistant II who also handles accreditation.

INTAKE FACILITY (LCC/DEC): Correctional Records Manager I/II (1), Office Clerk III (1), Correctional Records Officer (1), Staff Assistant I (1)

Drivers

Most roles in this division are driven by the organizational size and structure. Central Records staff are driven by the number of intakes and releases combined with the number of total inmates in the system.

1.3 Staff Services Division

STAFF	NO.	CATEGORY	ROLE		DRIVERS
N00700	[1]	Discretionary Non-Classified	Chief of Staff Services	Fixed	One per NDCS
K09122	[1]	Administrative Assistant II	Legislative Assistant	Fixed	One per NDCS
N00700	[1]	Discretionary Non-Classified	Communications Director	Fixed	One per NDCS
V33123	[1]	Public Information Officer II	Comm. Mgr	Fixed	One per NDCS
K09123	[1]	Administrative Assistant III	Policy & Accreditation Manager	Fixed	One per NDCS
N00700	[1]	Discretionary Non-Classified	Research Director	Fixed	One per NDCS
A07081	[2]		IT Business System Analyst	Fixed	Two per NDCS
K13120	[2]	Program Analyst	Research	Fixed	Two per NDCS
<i>CORRECTIONAL RECORDS</i>					
G02864	[1]	Correctional Records Administrator		Fixed	One per NDCS Central Records team
V02863	[2]	Correctional Records Manager II		Fixed	Two per NDCS Central Records team
S01841	[1]	Staff Assistant I		Fixed	One per NDCS Central Records team
V02861	[1]	Correctional Records Manager I		Fixed	One per NDCS Central Records team
<i>ON-SITE CORRECTIONAL RECORDS STAFF (PER TEAM/FACILITY)</i>					
G66912	[1]	Ass't Warden II/Assoc. Warden	Deputy Warden/Associate Warden	Fixed	One per facility
V02862/3	[1]	Correctional Records Manager I/II		Variable	One per LARGE, MEDIUM, INTAKE
S01113	[1]	Office Clerk III		Variable	One per LARGE
S02861	[1]	Correctional Records Officer		Variable	One per LARGE
S01841	[1]	Staff Assistant I		Variable	One per INTAKE facility

Future Change

Chief of Staff personnel in Administration, Communications, Policy & Accreditation, and Research are not anticipated to change going forward. The operational practices (degree of centralization) governing Correctional Records have shifted in the past decade. The facility-based staff is the minimum recommended under the current operational practices. Continued review is recommended going forward.

New 1,400-1,600-Bed Facility Needs

Staff in Central Records will increase if the number of inmates in the system increases. If a new LARGE prison were added to the system, bringing an additional 1,400-1,600 inmates, the Correctional Records staff would need to add the following [3] staff as follows:

- V02862 – [1] Correctional Records Manager I/II
- S01113 – [1] Office Clerk III
- S02861 – [1] Correctional Records Officer

Staff Services +3

4. Human Talent Division

The Human Talent Division handles the screening, hiring, and other functions related to all personnel employed by NDCS, processes payroll, and handles training. This group is centralized in Lincoln.

Human Talent Division staff is made up of seven distinct functional groups, as follows: Administration (Human Talent Director), Process Improvement, Recruitment/Recognition (Rec./Rec.), Classification & Compensation (Class. & Comp.), Staff Training Academy (STA), and general personnel support.

All staff are located in Central Office except for Training Academy and general personnel support functions, which are based in Central Office but supported by specialized personnel located in the Staff Training Academy and in individual prison facilities.

Staff Allocation by Location:

A total of [25.5] staff in the Central Office (CO) make up the Administration, Process Improvement, Recruitment/Recognition, and Classification & Compensation teams. Two [2] Central Office staff and [8] staff located at the Staff Training Academy (STA) make up the Training Academy function.

An additional [15.5] general personnel support staff are located at each of eight different prison facilities, allocated in teams of 3-4 as follows:

LARGE FACILITIES (TSCI, NSP, OCC, [LCC+DEC]) employ teams of three staff:

- V17121– [1] Personnel Manager I
- K17112 – [1] Personnel Assistant
- A11122 – [1] Training Specialist ([2] at TSCI)

MEDIUM and SMALL FACILITIES (NCYF, NCCW, WEC, CCCO) have unique strategies associated with their locations and staff collateral or shared capabilities, as follows.

- NCYF and CCCO are located in Omaha and share the three-person team assigned to OCC, which is also in Omaha.
- NCCW is located in York and has a dedicated Personnel Officer and one Training Specialist.
- WEC is located in Carney and has one Administrative Assistant II handling HR support functions. This staff person also provides support to Staff Services - Records and ACA.
- CCCL relies on 0.5 of the Personnel Officer based out of Central Office.

Drivers

Some of the staff in this Division are driven by the organizational structure. Others are driven by the workload associated with their role supporting functions that relate to the number of staff or facilities in the NDCS system.

1.4 Human Talent Division

STAFF	NO.	CATEGORY	ROLE	FIXED/VARIABLE	DRIVERS
G17142	[1]	Personnel Administrator II	Human Talent Director	Fixed	One per NDCS
K09123	[1]	Administrative Assistant III	victim services	Fixed	One per NDCS
<i>PROCESS IMPROVEMENT</i>					
V09153	[1]	Process Improvement Supervisor		Fixed	One per NDCS
K09152	[4]	Process Improvement Coordinator		Variable	1 per approx. 650 NDCS staff
<i>RECRUITMENT/RECOGNITION</i>					
V17122	[1]	Personnel Manager I	Recruitment/Recognition	Fixed	One per NDCS, up to 5 staff
K09122	[1]	Administrative Assistant II		Variable	One per Rec/Recog team
K17121	[2]	Personnel Officer		Variable	One per approx. 1,500 staff
<i>PAYROLL</i>					
V17122	[1]	Personnel Manager II	Assistant Human Talent Director	Fixed	One per NDCS
K17121	[1]	Personnel Manager I	Payroll	Fixed	One per NDCS
K17112	[4]	Personnel Assistant		Fixed	One per payroll team
K17113	[1]	Personnel Support Specialist		Fixed	One per payroll team
K17121	[1]	Personnel Officer		Variable	1 per approx. 2,000 total staff
<i>CLASSIFICATION & COMPENSATION</i>					
V17122	[1]	Personnel Manager I	Classification & Compensation	Fixed	One per NDCS
K17121	[1]	Personnel Officer		Fixed	One per NDCS
K09121/2	[1]	Administrative Assistant I		Fixed	One per team
V17121	[1]	Personnel Manager I	Health Services	Fixed	One per NDCS
G11930	[1]	Staff & Partnership Dev. Coordinator	Central Office	Fixed	One per NDCS
K11124	[1]	Training Coordinator - CO	Central Office	Fixed	One per NDCS
<i>STAFF TRAINING ACADEMY</i>					
V11125	[1]	Training & Development Mgr	Staff Training Academy	Fixed	One per NDCS
V/K11124	[1]	Training Coordinator	Staff Training Academy	Fixed	One per training team
S01841	[1]	Staff Assistant I	Staff Training Academy	Fixed	One per training team
A11122	[5]	Training Specialist	Staff Training Academy	Variable	One per 750-1,000 NDCS staff
<i>ON-SITE TEAM - CENTRAL OFFICE</i>					
V17123	[1]	Personnel Manager II	Regional Manager	Fixed	One per NDCS
K17121	[0.5]	Personnel Officer	Central Office Support	Fixed	One per NDCS, shared
<i>ON-SITE TEAM - LARGE OR LARGE/MED FACILITIES</i>					
V17121	[1]	Personnel Manager I	on-site team lead	Variable	One per LARGE facility
K17112	[1]	Personnel Assistant	on-site team	Variable	One per LARGE facility
A11122	[1]	Training Specialist	on-site team	Variable	One per LARGE facility
<i>ON-SITE TEAM - MEDIUM FACILITIES</i>					
V17121	[1]	Personnel Officer	on-site team lead	Variable	One per MEDIUM facility
A11122	[1]	Training Specialist	on-site team	Variable	One per MEDIUM facility

Future Change

The Central Office and Training Academy staffing is expected to change if a strategic reorganization occurs or if a new prison (with a cadre of new system employees) is added to the system.

The RTC is the next facility scheduled to open within the NDCS. With the opening of the RTC, additional Central Office staff are expected in Process Improvement, Payroll, and Classification/Compensation, as follows:

Central Office

- PROCESS IMPROVEMENT - K09152 – [+1] Process Improvement Coordinator

- PAYROLL TEAM - K17112 – [+1] Personnel Assistant
- PAYROLL TEAM – K17121 – [+1] Personnel Officer
- PAYROLL TEAM - K17113 – [+1] Personnel Support Specialist

On-site staff will typically increase if a new facility is added to the system based on the size of the new facility. With the addition of RTC, however, staff from LCC/DEC will take over the RTC and serve the new LCC/DEC/RTC complex. When that occurs, the missing K17112 Personnel Assistant (generalist) will be needed to fill out the on-site staff there.

On-Site Staff

- K17113 – [+1] Personnel Assistant (generalist) (*already included in on-site staff as a deficient current need*)

New 1,400-1,600-Bed Facility Needs

If a new LARGE prison were added to the system, the following increases would be expected within the Human Talent Division for each new prison:

Human Talent +6.5

Central Office (per two additional facilities)

- PROCESS IMPROVEMENT - K09152 – [+1] Process Improvement Coordinator
- PAYROLL TEAM - K17112 – [+1] Personnel Assistant
- PAYROLL TEAM – K17121 – [+1] Personnel Officer

Staff Training Academy (per additional facility):

- TRAINING & DEV. – A11122 [+0.5] Training Specialist

At the new prison (incremental with each additional facility):

- ON-SITE HR TEAM - V17121 – [+1] Personnel Manager I
- ON SITE HR TEAM – K17112 – [+1] Personnel Assistant
- ON SITE HR TEAM – A11122 – [+1] or [+2] Training Specialist

5. Operations Division (OPS)

The Operational Services Division is a group of five separate divisions reporting to the Chief of Operations within the Office of the Director. This group includes facility administration at all of the prisons, staff who provide programs in the prisons, staff who manage daily operations (facility maintenance/warehouse/canteen staff, food preparation/food service), and Cornhusker State Industries (CSI). Functional groups within the Operational Services Division include the following, each with separate operational structure and staffing deployment:

- a) Office of the Chief of Operational Services
- b) Administrative Services Division
- c) Cornhusker State Industries (CSI)
- d) Prison Administration
- e) Prison Daily Operations
- f) Prison Programs

5a. Office of the Chief of Operations

The Chief of Operations is part of the Director’s executive team and was counted in the Office of the Director. The Office of the Chief of Operations includes the Chief of Operations and [16] staff, located together in Central Office.

Staff Allocation by Location:

The Chief of Operations’ [12] directly reporting personnel plus [4] Deputy Directors are housed in Central Office. The four Deputy Directors each supervise large, diverse teams of staff located in both Central Office and in the facilities. Staff reporting to the Deputy Directors are discussed in detail in separate sections focused on the groups they lead.

LARGE			LARGE/MED				MEDIUM		SMALL			Offsite Subtotal	Typical Inmate Occupancy (Capacity/ADP)	Total Staff:	
TSCI	NSP	OCC	LCC	MAX	RTC	DEC	NCCW	CCC-L	CCC-O	WEC	NCYF				CO
1,005	1,350	783	496	384	68	520	322	660	166	168	66			16	
Staff included in 5c Prison Administration (Accounting)															
7	13	4	3			0	1	0	0	0	0	28	1		5a. OPS: CHIEF OF OPERATIONS (CENTRAL OFFICE)
															1 Director N00200
															1 Chief of Operations N00700
															1 Administrative Assistant II/Operations Coord. K09122
															1 Correctional Security Admin (Emergency Prep) G66590
													Intel		1 Correctional Security Admin (Intel)
															1 Captain
															1 Business systems analyst A0781
															1 Restrictive Housing Program Manager C66220
															1 Investigations Coordinator (personnel investigations) C66570
															1 Administrative Assistant III (Personnel) K09123
															2 Correctional Investigators K66450
															1 Staff Assistant II S01842
															1 IT Business Systems Analyst A0781
															1 Administrative Assistant III K09123
															1 Administrative Assistant II (PREA Coordinator) K01413
														1 5b. Deputy Director - Administrative Services N00700	
														47 See: 5b Administrative Services Division See: 5c Prison Administration (Accounting)	
														1 5f. Deputy Director - CSI N00700	
														39 See: 5c Cornhusker State Industries	
														1 5c, 5d. Deputy Dir. - Prison Administration N66800	
														1 See: 5c Prison Administration	
														0 See: 5d Daily Operations	
														1 5e. Deputy Director - Programs N00700	
														21 See: 5e Prison Programs table	
99.5	114	60	79			18	38.5	29.5	16.5	22	28	504.5	16	16 CO	

Drivers:

This leadership team of the Operations Division are driven by the structure of the system, more than by any specific workload or caseload. The Deputy Directors counted here is also actively involved in the operations they manage, which will be discussed separately.

1.5a Office of the Chief of Operations

STAFF	NO.	CATEGORY	ROLE	FIXED/VARIABLE	DRIVERS
N00700	[1]	Discretionary Non-Classified	Chief of Operations	Fixed	One per NDCS
K09122	[1]	Administrative Assistant II	Operations Coordinator	Fixed	One per NDCS
<i>INTEL</i>					
G66590	[1]	Correctional Security Admin	Emergency Preparedness	Fixed	One per NDCS
		Correctional Security Admin (Intel)		Fixed	Cusotdy Staff
		Captain		Fixed	Custody Staff
A0781	[1]	Business systems analyst		Fixed	One per NDCS
C66220	[1]	Restrictive Housing Program Manager		Fixed	One per NDCS
<i>INVESTIGATIONS</i>					
C66570	[1]	Investigations Coordinator	Personnel Investigations	Fixed	One per Investigations Team
K09123	[1]	Administrative Assistant III	Personnel Investigations	Fixed	One per Investigations Team
K66450	[2]	Correctional Investigators		Fixed	Two per Investigations Team
S01842	[1]	Staff Assistant II		Fixed	One per Investigations Team
A0781	[1]	IT Business Systems Analyst		Fixed	One per Investigations Team
K09123	[1]	Administrative Assistant III		Fixed	One per Investigations Team
K01413	[1]	Administrative Assistant II	PREA Coordinator	Fixed	One per NDCS
<i>ADMINISTRATIVE SERVICES</i>					
N00700	[1]	Discretionary Non-Classified	Deputy Director – Admin. Services	Fixed	One per NDCS
<i>CORNHUSKER STATE INDUSTRIES</i>					
N00700	[1]	Discretionary Non-Classified	Deputy Director – CSI	Fixed	One per NDCS
<i>PRISON ADMINISTRATION, PRISON DAILY OPERATIONS, PRISON PROGRAMS</i>					
N66800	[1]	Chief Executive Warden	Deputy Director – Prison Administration	Fixed	One per NDCS
N00700	[1]	Discretionary Non-Classified	Deputy Director – Programs	Fixed	One per NDCS

Future Change:

No change is anticipated in Central Office unless strategic or operational changes occur which alter the structure of the leadership team or staff within this group.

Changes to the staff in the subordinate Administrative Services, Prison Administration, Prison Daily Operations, Prison Programs, or CSI functions are discussed in those groups.

New 1,400-1,600-Bed Facility Needs

None.

Chief of Operations +0

5b. Administrative Services Division

The Administrative Services Division reports to the Deputy Director for Administrative Services (already counted in the Office of the Chief of Operations). This group handles business-related functions, such as accounting, information technology, and the procurement and storage of some services, materials, and supplies. This division is largely centralized, with satellite business management staff at each prison reporting to either the Controller or Assistant Controller.

Staff Allocation by Location:

The Administrative Services Division has a total of [45] staff, all located in Central Office. These staff are organized into four groups – staff reporting directly to the Deputy Director of Administrative Services [2], Information Technology [4], Purchasing [14], and Accounting and Finance [25]. Another [26] business office staff are located at the prisons. These staff are included in the Prison Administration table and work with that group on a daily basis, but report to the Controller.

LARGE			LARGE/MED				MEDIUM		SMALL			Offsite Subtotal	Typical Inmate Occupancy (Capacity/ADP)	Total Staff:	
1,005	1,350	783	496	384	68	520	322	660	166	168	66				
TSCI	NSP	OCC	LCC	MAX	RTC	DEC	NCCW	CCC-L	CCC-O	WEC	NCYF	CO			
													OPS: ADMIN SVCS (CENTRAL OFFICE)		
													1 Director	N00200	
													1 Chief of Operations	N00700	
													1 Deputy Director - Administrative Services	N00700	
													1 Agency Budget Mgt Analyst	G18320	
													1 Correctional Grievance Coordinator	K66220	
													OCIO IT Manager (Research Analyst II) [1]	K13112	
													OCIO IT Infrs. Support Analyst Senior [1]	V007073	
													OCIO IT Infrs. Support Analyst [4]	A07072	
													1 Facilities System Mgt Coordinator	M84550	
													1 IT Help Desk Senior	A07062	
													1 IT Help Desk	A07061	
													1 Staff Assistant I	S01841	
													1 Correctional Materiel Administrator	G04750	
													1 Materiel Control Mgr	V05610	
													1 Staff Assistant II	S01842	
													1 Warehouse Technician	M05221	
													1 Assistant Procurement Manager	V04740	
													4 Staff Assistant I	S01841	
													2 Buyer III	V04313	
													3 Buyer II	A04312	
													1 Supply Supervisor	V05213	
													1 Supply Worker II	S05212	
													1 Warehouse Technician	M05221	
													1 Controller	V19250	
													0 Accounting & Fin. Mgr (Business Managers Mgr)	V19250	
													0 Staff shown in Prison Administration (Accounting)		
													1 Accounting & Fin. Mgr (Fin., Systems, Grants Mgr)	V19250	
													0 Accountant III (Systems)	V19213	
													5 Accounting Clerk I/II	A19211/2	
													1 Federal Aid Administrator III (Grants)		
													1 Federal Aid Administrator I		
													2 Accountant III (1 medical lead, 1 gen. financial lead)	V19213	
													3 Accountant I/II	A19211/2	
													5 Accounting Clerk I/II	S19111/2	
													1 Accountant I/II (mail)	A19211/2	
													1 Accountant III (Inmate Accounts Lead)	V19213	
													6 Accounting Clerk I/II	S19111/2	
												26	47	47 CO	
															3 CW

Drivers:

Most of the staff needs in this division are fixed, with the teams established by the organizational structure and size of the NDCS. IT includes four NDCS staff plus [6] staff who are employees of the State Office of the Chief Information Officer (OCIO), not counted in the total.

Two groups have variable staff, based on the overall size of the NDCS system. These include Purchasing and Accounting. Purchasing includes one Correctional Materiel Administrator plus [16] staff who handle purchasing, inventory, and storage of materials that serve daily prison functions. The Controller (Accounting) supervises four managers, who in turn supervise staff who handle accounting and finance, which includes some population-driven roles such as inmate accounts. Both of these functions have staff that are primarily fixed, but with a few roles that will increase with increases in prison facilities or in the number of inmates.

1.5b Operations - Administrative Services Division

STAFF	NO.	CATEGORY	ROLE	FIXED/VARIABLE	DRIVERS
N00700	[1]	Discretionary Non-Classified	Deputy Director Admin. Services	Fixed	One per NDCS
G18320	[1]	Agency Budget Mgt Analyst			One per NDCS
K66220	[1]	Correctional Grievance Coordinator			One per NDCS
<i>INFORMATION TECHNOLOGY</i>					
K13112	[1]	IT Manager			OCIO Staff
V007073	[1]	IT Support Analyst (Senior)			OCIO Staff
A07072	[4]	IT Support Analyst			OCIO Staff
M84550	[1]	Facilities System Mgt. Coordinator	(radio communications)	Fixed	One per NDCS
A07062	[1]	IT Help Desk Senior		Fixed	One per IT Department
A07061	[1]	IT Help Desk		Fixed	One per IT Department
S01841	[1]	Staff Assistant I		Fixed	One per IT Department
<i>PURCHASING</i>					
G04750	[1]	Correctional Materiel Administrator		Fixed	One per NDCS
V05610	[1]	Materiel Control Manager		Fixed	One per NDCS
S01842	[1]	Staff Assistant II		Fixed	One per NDCS
M05221	[1]	Warehouse Technician		Fixed	One per NDCS
V04740	[1]	Assistant Procurement Manager		Fixed	One per NDCS
S01841	[4]	Staff Assistant I		Variable	1 per approx. 1,500 inmates
V04313	[2]	Buyer III		Variable	One per 2 Buyer II
A04312	[3]	Buyer II		Variable	1 per approx. 1,200 inmates
V05213	[1]	Supply Supervisor		Fixed	One per NDCS
S05212	[1]	Supply Worker II		Fixed	One per NDCS
M05221	[1]	Warehouse Technician		Variable	One per approx. 5,000 inmates
<i>ACCOUNTING</i>					
V19250	[1]	Controller		Fixed	One per NDCS
V19240	[1]	Accounting and Finance Mgr	Business Managers' Manager	Fixed	One per NDCS
V19240	[1]	Accounting and Finance Mgr	Systems, Grants, Finance Manager	Fixed	One per NDCS (requested, pending)
<i>SYSTEMS</i>					
A19211/2	[5]	Accounting Clerk I/II		Variable	One per xxx staff.
<i>GRANTS</i>					
	[1]	Federal Aid Administrator III	Grants team lead	Fixed	One per NDCS
	[1]	Federal Aid Administrator I		Fixed	One per NDCS
<i>FINANCE</i>					
V19213	[1]	Accountant III	Finance team lead, Medical	Fixed	One per FINANCE team, Medical
V19213	[1]	Accountant III	Finance team lead, General Financial	Fixed	One per FINANCE team, Gen. Financial
A19211/2	[4]	Accountant I/II		Variable	One per 1,500 inmates
S19112	[5]	Accounting Clerk II		Variable	One per 1,200 inmates
<i>INMATE ACCOUNTS</i>					
A19211/2	[6]	Accounting Clerk I/II		Variable	ONE per 1,000 inmates

Future Change:

The management roles and overall structure within this group are not expected to change. The addition of significant inmates or staff will drive future staffing increases to these groups. The addition of just a few staff or inmates can be absorbed, but the opening of the new RTC and the MAX unit (an estimated addition of >450 inmates) will drive a need for additional staff in the purchasing and accounting groups, as follows:

- V04312 – [1] Buyer II
- M05221 – [1] Warehouse Technician
- A19211/2 – [1] Accountant I/II (Finance)
- A19211/2 – [1] Accounting Clerk I/II (Inmate Accounts)

New 1,400-1,600-Bed Facility Needs

A new prison will result in a need for additional staff in purchasing and accounting in Central Office. Business Office staff at the prison will also be required; those staff are included in Prison Administration. These staff are in addition to those above, to be added with the opening of RTC and the MAX unit.

Administrative Services +3

- S01841 – [1] Staff Assistant I (purchasing)
- V04312 – [1] Buyer II
- A19211/2 – [1] Accounting Clerk I/II (Inmate Accounts)

5c. Prison Administration

Each prison has an administrative team, led by the Warden or Superintendent (as mandated by Nebraska Revised Statute 83-4, 177), that manages the daily functions at that facility as the facility's chief executive officer. The administrative team includes leadership over the custody staff (a team of Deputy Warden/Assistant Warden at LARGE and LARGE/MEDIUM facilities, and an Assistant Warden at MEDIUM or SMALL facilities), several staff support personnel, and the business team (mail, purchasing, materiel, accounting, which reports directly to the Accounting and Finance Manager).

Any specialty staff required for unique functions (switchboard, for example) are above and beyond the core team. Some functions (warehouse) are included as a unit or team, when there is a need, which is sized based on the operation.

Staff Allocation by Location:

One [1] Administrative Assistant I reports directly to the Deputy Director of Prison Administration (who was already counted in the Office of the Chief of Operations) in Central Office. All [105] other staff within Prison Administration are located at the prison facilities.

LARGE FACILITIES (TSCI, NSP, OCC, [LCC+DEC]) are managed by core administrative teams of [18] staff. These staff may be shared across multiple facilities like in the case of LCC/DEC or OCC (which shares staff with NCYF and CCC-O, also in Omaha). The standard LARGE facility staff includes:

- N66800 – [1] Correctional Warden
- V/K09121/2/3 – [3] Administrative Assistant I/II/III
- G66913 – [1] Deputy Warden
- G66911/2 – [1] Corrections Assistant Warden I/II
- S/K01412 – [3] Secretary/Administrative Assistant
- A09123 – [1] Administrative Assistant III (hearing officer)
- A09122/3 – [1] Administrative Assistant II/III (interpreter)
- V09212/2 – [1] Business Manager II/III
- S01113 – [2] Office Clerk III
- S01112 – [1] Accounting Clerk II
- S01841/2 – [1] Staff Assistant I/II
- S03333 – [2] Mail/Materiel Specialist

MEDIUM FACILITIES (NCCW, CCCL) are managed by a core administrative team of [9] staff:

- N66800 – [1] Correctional Warden
- V/K09121/2/3 – [2] Administrative Assistant I/II/III
- G66911/2 – [1] Corrections Assistant Warden I/II
- S/K01412 – [1] Secretary/Administrative Assistant
- A09123 – [1] Administrative Assistant III (hearing officer)
- V09212/2 – [1] Business Manager II/III
- S01112 – [1] Accounting Clerk II
- S03333 – [1] Mail/Materiel Specialist

Total Staff:
106

LARGE			LARGE/MED				MEDIUM		SMALL			Prisons Subtotal	Typical Inmate Occupancy (Capacity/ADP)			
1,005	1,350	783	496	384	68	520	322	660	168	166	66		CO			
TSCI	NSP	OCC	LCC	MAX	RTC	DEC	NCCW	CCC-L	WEC	CCC-O	NCYF		OPS: PRISON ADMINISTRATION			
													1	Director	N00200	
													1	Chief of Operations	N00700	
													1	Deputy Director - Prison Administration	N66800	
													1	Administrative Assistant I	K09121	
1	1	1	1				1	1	1	1	1	1	9	Correctional Warden	N66800	
1	1	1	1				2	0			1		8	Administration (Admin. Assist. I)	V/K09121	
1	2	1	0					1	1	1			7	Administration (Admin. Assist. II)	V/K09122	
1	0	0	1										3	Administration (Admin. Assist. III)	V/K09123	
1	1	1											3	ACA Compliance (Admin. Assist. III)	V/K09123	
1	1	1	1										4	Deputy Warden - Operations	G66913	
1	2	1	1				1	1			1		9	Corrections Ass't Warden I/II/Associate Warden	G66911/2	
			1						1	1			2	Corrections Ass't Superintendent/Adult	G66921	
3	3						1						9	Secretary/Administrative Assistant I	S/K01412	
		1						1	1	0	1		4	Secretary/Administrative Assistant II	S/K01413	
													1	Switchboard/Receptionist	S01511	
1	1	0	1				0	0	0	OCC			3	Administrative Assistant III (hearing officer)	A09123	
1	1	1	1										4	Administrative Assistant II/III (Interpreter)	V09122/3	
													1	Deputy Director - Administrative Services	N00700	
													1	Accounting and Finance Manager	V19250	
1	1	1	1				1	1	1	OCC	1		8	Business Mgr II/III	V09212/3	
1	0	1	0							0	OCC	0	2	Office Clerk III	S01113	
1	0	1	0				1	0		OCC			3	Accounting Clerk II	S01112	
1	1	0	1						1	OCC	1		5	Staff Assistant I/II	S01841/2	
2	2	1	2				1	0					8	Mail/Materiel Specialist	S03333	
1			1										2	Correctional Laundry Operator	M79121	
1	0	1					1	0	1				4	Correctional Warehouse Operator	V/M05540	
1	0	0											1	Supply Supervisor	V05213	
3	1												4	Supply Worker II	S05212	
1	1								1				2	Warehouse Technician	M05221	
24	19	14	13				4	9	5	8	3	6	105	1	CO	
												SMALL fac. [7] [-1] Off. Clerk III		6	NCYF	
												SMALL facility [7] [-1] Sec/AA II, [-3] Bus. Off. (shared w/OCC)		3	CCC-O	
												SMALL fac. [7] + MED wrhse [2]		8	WEC	
												MEDIUM [9] + SM wrhse [1] [-1] AAI, [-1] Hrng Off./AAIII, [-1] Acct. Clerk II, [-1] mail/mat. spec., [-1] Corr Wrhse		5	CCC-L	
												MEDIUM [9] + SM wrhse [1] [-1] AAIII/Hearing Off.		9	NCCW	
												[+1] Admin Ass't I, [-1] Admin Ass't II, [+1] Dep. Warden, [-1] Sec/Admin Ass't I		4	DEC	
												LARGE facility [18 shared w/DEC/RTC + MAX] [-1] Off. Clerk III, [-1] Acctng Clerk II, [+1] Corr. Laundry Operator		13	LCC	
												LARGE facility [18] + MED wrhse [2]		14	OCC	
												LARGE facility [18] + LARGE Warehouse [5] - [2] CW shared [+1] Ass't Ward., [-1] Off. Clerk III, [-1] Acct. Clerk II, [-2] Supp. Wrkr, [+1] Wrhse tech		19	NSP	
												LARGE facility [18] + LARGE warehouse [5] [+1] Corr. Laundry Operator		24	TSCI	

Facility Administration

Accounting

Warehouse

1	CW
1	CW
1	CW

SMALL facilities (NCYF, WEC, CCCO) have a core team of [7] staff, who handle a range of shared collateral duties in addition to their primary role(s). At CCC-O and NCYF these staff are supported by personnel at OCC, also located in Omaha. At WEC, these staff function as a stand-alone administrative team.

- N66800 – [1] Correctional Warden
- V/K09121/2/3 – [1] Administrative Assistant I/II
- G66911/2 – [1] Corrections Assistant Warden I/II or G66921 - [1] Corrections Ass't Superintendent
- S/K01412 – [1] Secretary/Administrative Assistant I/II
- A09123 – [1] Administrative Assistant III (hearing officer)
- V09212/2 – [1] Business Manager II/III

- S01113 – [1] Office Clerk III or S01841/2 – [1] Staff Assistant I/II (These positions are not equivalent. Which is required depends on what the other collateral capabilities are among other staff to determine what gaps need to be filled in the business office.)

In addition to the staff located in the administrative office at each facility, there are also warehouse support functions that are staffed out of the warehouse (if there is one). These functions and staff vary according to the size of the warehouse, which corresponds loosely to the size of the facility served.

LARGE warehouse teams include five staff:

- V/M05540 – [1] Correctional Warehouse Operator
- V05213 – [1] Supply Supervisor
- S05212 – [3] Supply Worker I or M05221 – [3] Warehouse Technician (or a combination totaling 3)

MEDIUM warehouse teams include two staff:

- V/M05540 – [1] Correctional Warehouse Operator
- M05221 – [1] Warehouse Technician

SMALL warehouse teams include one staff:

- V/M05540 – [1] Correctional Warehouse Operator

Drivers

The core of the administrative team is driven by the Average Daily Population at the facility, which is summarized by the facility size (LARGE, MEDIUM, SMALL). These teams should be more or less consistent across facilities of similar size, or across teams serving more than one facility with an aggregate population of similar size. In small facilities the positions that are not filled are included as collateral responsibilities. This process is not formalized, so individuals take up “slack” where their skills and abilities allow them to fill in.

1.5c Operations - Prison Administration

STAFF	NO.	CATEGORY	ROLE	FIXED/VARIABLE	DRIVERS
N00700	[1]	Discretionary Non-Classified	Director	Fixed	One per NDCS
N00700	[1]	Discretionary Non-Classified	Chief of Operations	Fixed	One per NDCS
N66800	[1]	Deputy Director - Prison Administration		Fixed	One per NDCS
K09121	[1]	Administrative Assistant I		Fixed	One per NDCS
<i>PRISON ADMINISTRATION - ALL FACILITIES</i>					
N66800	[1]	Correctional Warden		Fixed	One per facility
V/K09121/1	[1]	Administration (Admin Ass't I/II)		Fixed	One per facility
G66911/2	[1]	Corr. Ass't Warden/Assoc. Warden		Fixed	One per facility
S/K01412/3	[1]	Secretary/Administrative Assistant I/II		Fixed	One per facility
A09123	[1]	Administrative Assistant III (Hearing Officer)		Fixed	One per facility, may be shared
V09212/3	[1]	Business Mgr II/III		Fixed	One per facility
S01113/S01841	[1]	Office Clerk III or Staff Assistant I/II (depending on facility needs)		Fixed	One per facility
<i>MEDIUM/LARGE FACILITIES (ADDITIONAL STAFF)</i>					
V/K09121/1	[+1]	Administration (Admin Ass't I/II)		Fixed	+1 per LARGE, MEDIUM facility
S01112	[+1]	Accounting Clerk II		Fixed	+1 per LARGE, MEDIUM facility
<i>LARGE FACILITIES (ADDITIONAL STAFF)</i>					
G66913	[1]	Deputy Warden		Fixed	One per LARGE facility
V/K09121/2	[+1]	Administration (Admin Ass't I/II)		Fixed	+1 per LARGE facility
S/K01412/3	[+2]	Secretary/Administrative Assistant I/II		Fixed	+2 per LARGE facility
V09122/3	[1]	Administrative Assistant II/III (Interpreter)		Fixed	One per LARGE facility
S01112	[1]	Accounting Clerk II		Fixed	One per LARGE facility
S01841/2	[1]	Staff Assistant I/II		Fixed	One per LARGE facility
S03333	[2]	Mail/Materiel Specialist		Fixed	Two per LARGE facility

If there is a warehouse, [1]-[5] staff are required depending on the size of the warehouse operation.

STAFF	NO.	CATEGORY	ROLE	FIXED/VARIABLE	DRIVERS
<i>WAREHOUSE - ALL SIZES</i>					
V/M05540	[1]	Correctional Warehouse Operator		Fixed	One per warehouse
<i>WAREHOUSE - MEDIUM/LARGE (ADDITIONAL STAFF)</i>					
M05221/S05212	[1]	Warehouse Technician OR Supply Worker II		Fixed	One per LARGE, MEDIUM warehouse
<i>WAREHOUSE - LARGE (ADDITIONAL STAFF)</i>					
V05213	[1]	Supply Supervisor		Fixed	One per LARGE warehouse
M05221/S05212	[+2]	Warehouse Technician OR Supply Worker II		Fixed	+2 per LARGE warehouse

Future Change

Some existing facilities have disparate staffing compared with other facilities of similar size. This may be due to the individual capabilities of the people filling leadership roles at those facilities and the various distribution of collateral duties, or it may be due legacy positions being filled instead of establishing new roles, as administration has evolved over time. In some locations certain specialties may be more challenging to fill than others. The staffing in the table indicates “standard” staffing goals, as well as any shortfalls or gaps. Over time, efforts should be made to reclassify and fill any gaps to achieve a parity of staffing across all NDCS facilities.

Notable gaps exist at CCC-L, where the recent addition of beds has generated a shift from SMALL to MEDIUM status, and at NSP where the business office is not fully staffed.

New 1,400-1,600-Bed Facility Needs

The staffing for any facility should be established to match the core capacity of the facility with positions filled as the facility reaches the associated capacity level. If a new 1,400 bed facility were constructed, the full 18-person administration team would be required plus a full 5-person warehouse team, as follows:

- N66800 – [+1] Correctional Warden
- V/K09121/2/3 – [+1] Administrative Assistant I/II
- G66913 – [+1] Deputy Warden
- G66911/2 – [+1] Corrections Assistant Warden I/II
- S/K01412 – [+3] Secretary/Administrative Assistant
- A09123 – [+1] Administrative Assistant III (hearing officer)
- A09122/3 – [+1] Administrative Assistant II/III (interpreter)
- V09212/2 – [+1] Business Manager II/III
- S01113 – [+2] Office Clerk III
- S01112 – [+1] Accounting Clerk II
- S01841/2 – [+1] Staff Assistant I/II
- S03333 – [+2] Mail/Materiel Specialist
- V/K09121/2[+2] Administrative Assistant I/II

- V/M05540 – [+1] Correctional Warehouse Operator
- V05213 – [+1] Supply Supervisor
- S05212 – [+3] Supply Worker I or M05221 – [+3] Warehouse Technician (or a combination totaling 3)

Prison Administration +18

Warehouse +5

5d. Daily Operations

Daily operations at each facility require a team of administrative staff driven by facility design, operational practices, the classification of the population, programs in place, and the physical infrastructure (size and age). Unit management, food service, facility maintenance, and canteen fall into this category of staff.

Staff Allocation by Location:

LARGE			LARGE/MED				MEDIUM		SMALL			Prisons Subtotal	Typical Inmate Occupancy (Capacity/ADP)	Total Staff:	
1,005	1,350	783	496	384	68	520	322	660	168	166	66				CO
TSCI	NSP	OCC	LCC	MAX	RTC	DEC	NCCW	CCC-L	WEC	CCC-O	NCYF	OPS: DAILY OPERATIONS			
												1	Director	N00200	Unit Mgt
												1	Chief of Operations	N00700	
												1	Deputy Director - Prisons	N66800	
													Correctional Warden	N66800	
													Corrections Ass't Warden II/Associate Warden	G66912/3	
													Unit Administrator	V66444	
													Unit Manager	V66443	
													Case Manager	V66442	
													Intake Case Manager	C72490	
Custody staff were not included in this study.													Case Worker - Custody Staff (not included in this analysis)		
													Administrative Ass't I	K09121	
													Secretary II	S01412	
													Staff Assistant I/II	S01841/2	
													Office Clerk III (RTC unit staff)	S01113	
													Food Service Director II	V80312	
													Food Service Director I	V80311	
													Food Service Manager	V80230	
													Food Service Specialist	M80210	
													Food Service Specialist - School Lunch	M80210	
													Facility Maintenance Manager II	G84192	
													Facility Maintenance Manager I	G84191	
													Facility Maintenance Leader	M84160	
													Facility Maintenance Supervisor (also Tech)	V84170	
													Staff Assistant I	H72431	
													Stationary Engineer Senior	M84582	
													Facility Maintenance Specialist	M84150	
Maintenance Corporals - Custody Staff (not included in this analysis)													Facility Maintenance Tech II	M84142	
													Facility Management Systems Coordinator	M84550	
													Electrician	M84210	
													Electronics Technician Senior	M08802	
													Plumber	M84230	
													Business Mgr II/III	V09212/3	
													Corrections Canteen Supervisor	V05713	
													Corrections Canteen Operator	S05712	
54	66	33					21.5	24	11	13	11	295.5	1	1 CO	
													SMALL[9]+Unit Mgt[3] [-1] Food Svc. Dir. (shared), [+1] School Lunch Spec.	11	NCYF
													SMALL [9]+Unit Mgt[8] [-1]UA, [-1]UM, [+1]CM, [-2]FM Spec., [-1] Canteen	13	CCC-O
													SMALL [9]+Unit Mgt[5] [-1]UA, [+1] Food Svc Spec., [-1]FM Mgr I, [+1]FM Lead, [-2] FM spec., [-1] WEC	11	WEC
													MED[12] + UnitMgt[19] [-2]UM, [-5] CM, [-1]AAI, [+1]Staff Ass't, [-1]FM Mgr I, [+1]FM Lead, [-1]FM Sup, [+1]FM spec.	24	CCC-L
													MED[12] + Unit Mgt[12] [-1]UA, [-1]Intake CM, [-1]AAI, [+1]Staff Ass't, [-2]Food Spec., [+3]FM Sup., [+0.5]Canteen	21.5	NCCW
													+Unit Mgt [11] [-1] Food Svc Mgr, [-1] Fac. Maint. Spec.	12	DEC
													LARGE [36] +Unit Mgt [20] [-1]UM, [-1]Sec II, [-1] Food Svc. Mgr, [-2] Food Svc. Spec., [-1] Fac. Maint. Spec., [-2] Corr. Canteen Op.	50	LCC
													LARGE [36-4FS-4FM] + Unit Mgt [17] [-1]UA, [-1]CM, [-1]AAI, [-1]Food Svc. Mgr, [-2]Food Svc. Spec., [-4]FM Spec., [-1]Elect. Tech Sr., [-3]Canteen	33	OCC
													LARGE [36] +Unit Mgt [31] [-1]UA, [-1]UM, [-1]CM, [-1]AAI, [+1] Sec. II, [+1] Food Svc Dir., [+1] Food Svc Mgr	66	NSP
													LARGE [36] + Unit Mgt [24] [-1] Food Svc. Mgr, [-2] Food Svc. Spec., [-2] Fac. Maint. Spec., [-1] Corr. Canteen Op.	54	TSCI

LARGE facilities have [36] staff plus the staff numbers required for Unit Management, which is based on population totals. The [36] are broken down into Food Service, Facility Maintenance, and Canteen as follows:

- V80312 – [1] Food Service Director II
- V80230 – [3] Food Service Manager
- M80210 – [9] Food Service Specialists
- G84192 – [1] Facility Maintenance Manager II
- G94191 – [1] Facility Maintenance Manager I
- M84150 – [15] Facility Maintenance Specialist (total includes any specialty staff like Electrician and Plumber)
- V05713 – [1] Corrections Canteen Supervisor
- S05712 – [5] Corrections Canteen Operator

MEDIUM facilities have [12] staff plus the staff numbers required for Unit Management, based upon population. The [12] are allocated as follows:

- V80311 – [1] Food Service Director I
- V80230 – [1] Food Service Manager
- M80210 – [5] Food Service Specialist
- G94191 – [1] Facility Maintenance Manager I
- V84170 – [1] Facility Maintenance Supervisor
- M84150 – [2] Facility Maintenance Specialist (total includes any specialty staff like Electrician and Plumber)
- S05712 – [1] Corrections Canteen Operator

SMALL facilities have [9] staff plus the staff numbers required for Unit Management, based upon population. The [9] are allocated as follows:

- V80311 – [1] Food Service Director I
- V80230 – [1] Food Service Manager
- M80210 – [4] Food Service Specialist
- G94191 – [1] Facility Maintenance Manager I or M84160 – [1] Facility Maintenance Leader or V84170 – [1] Facility Maintenance Supervisor (one of these three should be present on site)
- M84150 – [1] Facility Maintenance Specialist
- S05712 – [1] Corrections Canteen Operator

Unit management staff needs are driven by population. They are estimated as follows, across all facilities of all sizes:

- V66444 - [1] Unit Administrator per 500-750 inmates
- V66443 – [1] Unit Manager per approximately 150 inmates
- V66442 – [1] Case Manager per approximately 70-80 GP inmates, or per 45-50 Community Custody/pre-release inmates
- K09121 – [1] Administrative Assistant I or S01412 Secretary II per UA (needs vary depending on the responsibilities at the specific facility)

Intake Case Managers are needed at DEC and NCCW to help with the intake processing of new inmates.

- C72490 – [1] Intake Case Manager per 100-200 intakes

Drivers

Most of the staff in the Daily Operations division are driven by the overall size of the population served. There are also unique operational drivers that influence the allocation of staff on a facility-by-facility basis.

Food Service

Food service staff are led by [1] Food Service Director I or II (NSP has an “inside” kitchen and an “outside” kitchen, so there is [+1] Food Service Director there) plus additional staff according to facility population ([12] LARGE, [7] MEDIUM, [5] SMALL). Staff typically include [1] Food Service Manager per meal and approximately [4] Food Service Specialists per meal. NCYF has [1] additional Food Service Specialist for school lunches.

Facility Maintenance

In the case of Facility Maintenance staff, different infrastructure results in different needs. Because this function is driven by a combination of infrastructure, population, and programs, there are some similarities of staffing by facility size and age. All NDCS facilities are >15 years old, with many buildings exceeding 60 years of age. The newest element in the NDCS system is the addition to the CCC-L complex, which includes some administration areas and some housing areas. The RTC and MAX unit at LCC are under construction now and are scheduled to open in 2021. The result is a wide range of facility ages and conditions.

For redundancy of staffing and shift relief, each large facility requires [2] manager/supervisory staff plus a team of [13] staff whose precise roles can vary, based on the age of infrastructure and complexity of the facility. For example, although both facilities need [13] maintenance staff, TSCI requires a higher number of Facility Maintenance Specialists than NSP, which requires a higher number of specialty (electrician, plumber, security electronics) maintenance staff. The mix of maintenance staff should change as a facility’s infrastructure ages. At CCC-L, for example, the original maintenance staffing was established when the facility was smaller and newer. Some adjustments are needed to shift the facility maintenance roles as the facility’s needs change.

In smaller facilities (WEC, CCC-O, NCYF) some of the facility maintenance services are contracted out. The result is a small on-site team (typically a Facility Maintenance Manager plus a Facility Maintenance Leader) plus one Facility Maintenance Specialist and a host of on-call contract electricians and plumbers.

In any facility, needs should be expected to change over time. Routine maintenance will likely be included in installation costs and warranties for a new facility, and systems should not be expected to break down. Outside the warranty period, when wear and tear begins to set in, on-site staff may be quicker to respond and less costly. A cost-benefit analysis in tandem with EUL analysis of building systems can help the Facility Maintenance Manager to identify the point at which it will be more cost-effective to have staff on board than to contract out for maintenance at large and small facilities.

Canteen

Canteen staffing is expected to change going forward as a central canteen operation is put into place. At large facilities a staffing reduction or redeployment (to the centralized location) may be possible. At medium and small facilities current on-site canteen staffing should remain and is likely to be sufficient to handle canteen distribution once the new program starts. The summary in the table assumes needs based on the centralized canteen operation. If that program is delayed, canteen staffing will need to be re-examined.

Summary

LARGE facilities have a core staff of [36]: [13] food service staff, [17] facility maintenance staff, and [6] canteen staff.
MEDIUM facilities have a core staff of [15]: [7] food service staff, [6] facility maintenance staff, and [2] canteen staff.
SMALL facilities have a core team of [7] staff: [6] food service and [1] facility maintenance, which are augmented by

sharing staff with larger facilities (in the case of NCYF/CCC-O and OCC) or by contract staff (in the case of NCYF). Each facility has the Unit Management staff required based on population levels.

1.5d Operations - Daily Operations

STAFF	NO.	CATEGORY	ROLE	FIXED/VARIABLE	DRIVERS
N00700	[1]	Discretionary Non-Classified	Director	Fixed	One per NDCS
N00700	[1]	Discretionary Non-Classified	Chief of Operations	Fixed	One per NDCS
N66800	[1]	Deputy Director - Prison Administration		Fixed	One per NDCS
N66800/G66911/2	[1]	Corrections Warden/Ass't Warden II/Associate Warden		Fixed	One per facility
<i>UNIT MANAGEMENT</i>					
V66444	[1]+	Unit Administrator		Fixed, Variable	One per facility, +1 per 500-750 inmates
V66443	[1]+	Unit Manager		Variable	One per 150 inmates
V66442	[1]+	Case Manager		Variable	One per 80 GP, one per 45 CC
C72490	[1]+	Intake Case Manager		Variable	One per 100-200 intakes
<i>FOOD SERVICE</i>					
V8301/2	[1]	Food Service Director I/II		Fixed	One per facility
V80311	[1]	Food Service Manager		Fixed	One per facility
M80210	[4]+	Food Service Specialist		Fixed, Variable	Four per facility, +1 per 200 inmates
<i>FACILITY MAINTENANCE</i>					
G84192/M84160	[1]	Facility Maint. Mgr I or Facility Maint. Leader		Fixed	One per facility
M84150	[1]	Facility Maint. Specialist		Fixed	One per facility
M84150	[+1]	Facility Maint. Specialist		Fixed	+1 per MEDIUM, LARGE facility
V84170	[+1]	Facility Maint. Supervisor		Fixed	+1 per MEDIUM facility (not for LARGE)
G84192	[+1]	Facility Maintenance Mgr II		Fixed	+1 per LARGE
M84150	[+11]	Facility Maint. Specialist		Fixed	+11 per LARGE facility
G84192	[1]	Facility Maintenance Mgr II or		Fixed	One per LARGE
<i>CANTEEN</i>					
S05712	[1]	Corrections Canteen Operator		Fixed	One per facility
V05713	[+1]	Correctional Canteen Supervisor		Fixed	+1 per LARGE
S05712	[+4]	Corrections Canteen Operator		Fixed	+4 per LARGE

Future Change

There are some inconsistencies across facilities of similar size or those with operational/capital facility differences. The disparities may be the result of operational changes where staffing may or may not have kept pace with other changes, or they may be intentional, where variations in operations (such as hot meal service) might be different. Disparities in need of amendment are, for the most part, in the process of being addressed through pending staffing requests to upgrade or change a certain staff position. Any disparities should be considered in the context of the specific facility going forward to determine if adjustments are required, or if the disparities are part of an intentional deviation from the standard.

If population increases at any facility, increases will be expected in the Unit Management staff. Food Service, Facility Maintenance, and Canteen staff will only increase if the increase is sufficient to shift a facility to a new size category, for example from MEDIUM to LARGE. If that were to occur, the staffing increase would be expected to match the difference between staffing for a MEDIUM facility and a LARGE one.

New 1,400-1,600-Bed Facility Needs

A new LARGE facility would require the standard [36]-person team of staff for daily operations that is required for a LARGE facility as follows:

Daily Operations +68-69

- [+13] food service staff
- [+17] facility maintenance staff (with as many as [5] deferred until Year 5 or beyond, added as-needed)
- [+6] canteen staff

The specific allocation of staff within those groups should be customized based on the specific operational strategies and infrastructure of the facility.

Unit Management staff for a 1,400-inmate facility would be approximately [32]-[33] as follows:

- V66444 – [+2-3] Unit Administrator
- V66443 – [+10] Unit Manager
- V66442 – [+19] Case Manager
- K09121 – [+1] Administrative Assistant I

The total Daily Operations staff for a new 1,400-inmate facility would [68]-[69] total staff.

5e. Prison Programs

The Prison Programs group includes staff in Central Office and staff at the various prison facilities who coordinate a range of programs and activities including sports, education, and vocational training. The staffing levels at the facilities vary based on the classification of the population and the level of other programming provided. NSP has a higher level of industry and fewer non-industry programs in place compared with OCC, for example. Some facilities rely on NDCS staff while others have robust community in-reach. The Programs table shows the various types of programs and the facilities at which each program is located. Despite the variety, recreation, religious, educational, and other programs and activities are an important and diverse part of all facility's operations. (DEC has intake population; therefore, no programs).

Programs	TSCI	NSP	OCC	LCC	DEC	NCCW	CCC-L	WEC	CCC-O	NCYF
InsideOut Dads	x	x	x	x				x		x
Within My Reach (Relationships)	x	x	x	x		x				
Common Sense Parenting	x	x	x	x		x				
Restrictive Housing Levels Program	x	x		x		x				x
Transformation Project (Rest. Housing)	x	x		x						
Living Well	x	x		x						
7 Habits on the Inside	x					x		x		x
Nutrition	x		x							
Victim Impact		x	x	x		x		x		x
Dog Handler Program		x	x	x		x				x
Released and Restored		x	x	x		x	x			
Discharge Planning		x	x	x		x		x		x
Alternatives to Violence		x	x	x			x			
Stress Management		x	x							
Planning with a Purpose		x	x							
ProStart Culinary Arts			x	x		x				x
Financial Peace University			x				x		x	
Transformation Project (GP)			x					x		x
Domestic Violence			x			x				
Horticulture			x							x
Mentoring Program		x								x
Cognitive Thinking			x					x		
Healthy Lifestyles		x								
Addicted Brain			x							
Communication Skills			x							
Men's Sexual Health			x							
Women's Sexual Health			x							
Money Smart						x				
SISTA						x				
Love and Logic						x				
Nursery						x				
Power of Peace						x				
Welding Training								x		
Business Tech								x		
WaY Writing Program										x
PreRelease										x
Grudge Reduction										x
Thinking for a Change										x
Character Building through Responsible Changes										x
ABC Construction Training										
Total Programs	8	15	21	12	0	15	3	8	1	15

Inmate Clubs	TSCI	NSP	OCC	LCC	DEC	NCCW	CCC-L	WEC	CCC-O	NCYF
Mata	x	x	x	x						
NASCA	x	x	x	x						
Alcoholics Anonymous	x	x	x	x		x	x	x		x
Harambee	x	x	x	x						
Hobby	x	x	x	x		x				
Veterans	x	x	x							
7th Step	x	x								
Toastmasters	x	x								
Stamp Collectors	x	x								
Fellowship			x			x				
Islamic			x							
Narcotics Anonymous			x			x	x			
Standing Together on Purpose				x						
Check Anonymous										
Chess Club										
Survivors						x				
Total Clubs	9	9	9	6	0	5	2	1	0	1

The Central Office staff for Prison Programs includes [21] staff divided into five major categories: support to the Deputy Director of Programs, Correctional Programs, Federal Aid, Re-Entry/Vocational Programs, and Volunteer Programs.

- There is [1] Administrative Assistant I and [1] Unit Manager (classification) in the Operational Division in Central Office.
- The Correctional Programs team includes [3] staff, plus [1] already counted: [1] Correctional Programs Coordinator, [1] Correctional Programs Manager, [1] Correctional Manager II (classification manager), and [1] interpreter (shared with NSP Prison Administration, already counted there).
- The Federal Aid team includes [3] staff: [1] Federal Aid Administrator I, [1] Federal Aid Administrator II, and [1] Staff Assistant II.
- Volunteer Programs are managed by [2] staff: [1] Volunteer Administrator and [1] Volunteer Services Manager.
- Re-Entry is managed by [11] staff in Central Office: [1] Re-Entry Administrator, [9] Caseworkers (re-entry specialists), and [1] Caseworker (vocational/life skills specialist).

On-site staff at the prison facilities are allocated, roughly by size of population, to LARGE or LARGE/MED facilities, MEDIUM/SMALL facilities, and COMM (community custody) facilities.

LARGE facilities (1,000 to 1,400 inmates) have a team of approximately [15] staff to handle programs and activities. This team includes [5-6] leadership staff:

- [2] Recreation Manager (ratio of 1:750)
- [1] Librarian
- [2-3] Religious Coordinator (ratio of 1:500)

These staff are supplemented by additional staff to support recreational programs (staffed at a ratio of approximately [1] recreation specialist per 100-120 inmates).

MEDIUM facilities (population up to 700) rely on a team of [6] staff including the same three leadership staff ([1] Recreation Manager, [1] Librarian, and [1] Religious Coordinator), with [3] additional staff to support activities. These additional staff are usually Recreation Specialists but can vary based on the population's needs.

SMALL facilities (population <200) generally require each of the same [3] leadership staff, but sometimes utilize in-reach [IN] from the community or share staff with a nearby facility, and they may also have special programs (community work, high school), so may have recreational staffing needs that are higher or lower. In the case of NCYF, for example, an additional [2] staff are needed to operate the High School, which also contains the library. At NCCW there are [2] additional vocational staff for the nursery/parenting program.

Staff Allocation by Location:

LARGE			LARGE/MED				MEDIUM		SMALL			Prisons Subtotal	Typical Inmate Occupancy (Capacity/ADP)		CORR Prgs	VOL	Fed. Aid	ReEntry	
1,005	1,350	783	496	384	68	520	322	660	168	166	66		CO	OPS: PROGRAMS					
TSCI	NSP	OCC	LCC	MAX	RTC	DEC	NCCW	CCC-L	WEC	CCC-O	NCYF								
												198		1 Director N00200					
														1 Chief of Operations N00700					
														1 Deputy Director - Programs N00700					
														1 Administrative Assistant I K09121					
														1 Unit Manager - Classification V66443					
														1 Corrections Programs Coordinator V11910					
														1 Correctional Programs Manager C66220					
														1 Correctional Manager II (Classification Mgr) V02863					
														Administrative Assistant III (Interpreter) V09123					
														1 Federal Aid Administrator I (Federal Grants) A19611					
														1 Federal Aid Administrator III (Federal Grants) V19613					
														1 Staff Assistant II S01942					
														1 Corr Progr. Manager (Volunteer Administrator) V66220					
														1 Volunteer Services Mgr K09123					
														1 Re-Entry Administrator (Corr. Program Coord.) V06910					
														9 Caseworker (Reentry Specialist) P66441				2 OSOB	
														1 Caseworker (Voc/Life Skills) P66441					
														Corrections Ass't Warden I/II/Associate Warden G66911/2					
														Recreation Manager V77045					
														Recreation Specialist H77043					
														Recreation Coordinator H77044					
														Librarian A37750					
														Corrections Library Coordinator G37230					
														Religious Coordinator C79920					
														Vocational Teacher II - Parenting V11452					
														Vocational Teacher I - Parenting/Nursery A11451					
														Principal - NCYF High School G11900					
														Administrative Assistant I - NCYF High School A09121					
														Comm Custody Vocational Teacher I A11451					
														Teacher (SCATA Contract) T11360				1 Heritage	
4.5	5	3					3	0.5	2	0.5	5.5	27							21 CO
14.5	16	9					7	0.5	3	0.5	10.5	76.0							
														SMALL facility [3] [+2] High School Principal/AAI, [+5.5] SCATA					10.5 NCYF
														COMM [1] [-1] Voc. Teacher. Community INREACH and support for recreation.					0.5 CCC-O
														SMALL facility [3] [-1] Librarian, [-1] Religious Coordinator, [+2] SCATA					3 WEC
														MED [6]-[1]Rec. Spec. -[1]Lib. [-1] CM Voc/Progs, [-1] Rec. Mgr, [-1] Rec. Coord., [-1] Relig. Coord.+[0.5] SCATA					0.5 CCC-L
														MED [6]+ Parenting [2] [-1] Rec. Mgr, [-1] Rec. Spec., [+1] Rec. Coord.,[-1] Libr., [+3] SCATA					7 NCCW
														[+1] Librarian, [+1] Relig. Coord.					2 DEC
														LARGE [15] Rec. Spec. 1:200; Religious Coord. 1:500 [-1] Rec. Mgr, [-4] Rec Spec., [-2] Relig. Coord., [+3] SCATA teacher					13 LCC
														LARGE [15] Rec. Spec. 1:200; Religious Coord. 1:500 [-1] Rec. Coord., [-2] Rec. Spec., [-2] Relig. Coord., [+3] SCATA					9 OCC
														LARGE [15] Recreation Spec. 1:200; Religious Coord. 1:500 [-1] Rec. Mgr, [-2] Rec. Spec., [-1] Librarian, [+1] Lib. Coord., [-2] Relig. Coord., [+5] SCATA					16 NSP
														LARGE [15] Recreation Spec. 1:200; Religious Coord. 1:500 [-1] Rec. Mgr, [-2] Rec. Specialist, [-2] Relig. Coord., [+4.5] SCATA					14.5 TSCI

Total Staff:

98

Drivers

On-site programs staff are driven by the number and types of programs offered, which in turn are driven by the number of inmates at the specific facility, the number of eligible inmates (i.e. those not involved in other programs or activities, those of appropriate custody level, and those not restricted due to behavioral issues), and the amount of space/type of space available for programs. Some facilities prefer a different configuration of staff (for example CCC-L prefers to have a self-service library with no Librarian and to have a Recreation Coordinator or Vocational/Life Skills Caseworker on staff instead). Other programs are grant-funded and/or serve a very specific segment of the population.

Regardless of the approach across the NDCS facilities, a team of [3] recreational leadership staff is advisable at all facilities (with sharing across facilities where geography and population make it feasible).

The summary of staffing included in this analysis needs reflects the demand that exists at current NDCS facilities, and the staffing needs to accommodate that demand right now, as operations and facilities exist, and an assumed parity of programming hours at each facility.

Because programs are so nuanced and easily impacted, overlapping guidelines should be considered for recreational space and for activity levels for inmates in order to establish layered policies to protect and preserve programs, like what is recommended here for program staffing.

Outside of the programs and clubs already listed, there are additional activities and pastimes offered, some of which are addressed in other sections of this report. They include the following:

Skilled Jobs

Cornhusker State Industries offers a number of shops at TSCI, NSP, OCC, LCC, NCCW, and CCC-O. Additional food service and maintenance jobs are offered at most facilities, as well as the ability to serve as an inmate porter. Facilities with a warehouse have inmate workers. Supervisory staff associated with these jobs are included in the relevant portions of this report, either CSI, facility maintenance, warehouse, food service, or similar.

Skilled Jobs	TSCI	NSP	OCC	LCC	DEC	NCCW	CCC-L	WEC	CCC-O	NCYF
CSI	x	x	x	x		x	x		x	
Sewing	x		x			x				
Wood	x	x	x	x						
Metals		x								
Upholstery		x	x							
Soap		x								
Sign		x								
Braille		x								
License Plates		x								
Laundry	x	x	x	x		x				
TEK Industries		x								
Printing				x						
Administration	x	x					x			
Warehouse	x		x			x	x			
Prairie Gold							x			
Cleaning Crew	x					x	x		x	
Military Crew							x			
NRD Crew							x			
DOR Crew							x		x	
Food Service	x	x	x	x		x	x	x		
Maintenance	x	x	x	x		x	x	x		
Inmate Medical Porter (CNA)	x	x	x	x		x				

Education

Educational programs are offered at all NDCS facilities but DEC. Fewer educational programs are offered at CCC-L and CCC-O, because inmates there have less free time due to community employment commitments.

General Education	TSCI	NSP	OCC	LCC	DEC	NCCW	CCC-L	WEC	CCC-O	NCYF
ESL/ELL	x	x	x	x		x			x	x
ABE/ASE	x	x	x	x		x	x	x	x	x
High School	x	x	x	x		x		x	x	x
Math Basics			x	x		x		x		x
Math Refresher			x	x		x		x		x
Fractions Refresher			x	x		x		x		x
Math Enrichment			x	x		x		x		x
Computer Literacy	x		x	x		x				x
Beginning Typing			x	x		x				x
Access to Post-Secondary Education Programs	x	x	x	x		x	x	x	x	x
Job Skills	x		x	x		x		x		x

Health Education

Various programs are offered on health topics ranging from nutrition to diabetes and general hygiene. These programs are held at all facilities but DEC (intake) and NCYF (youth).

Health Education	TSCI	NSP	OCC	LCC	DEC	NCCW	CCC-L	WEC	CCC-O	NCYF
Women's Health			x	x		x	x		x	
TB	x	x	x	x		x	x		x	
HIV/AIDS	x	x	x	x		x	x	x	x	
Hepatitis	x	x	x	x		x	x	x	x	
MRSA	x	x	x	x		x	x	x	x	
Hygiene		x	x	x		x	x	x	x	
Dental Care	x	x	x	x		x	x	x	x	
STIs		x	x	x		x	x	x	x	
K-2			x	x		x	x	x	x	
Emergency Preparedness				x		x	x			
Nutrition		x	x	x		x	x	x	x	
Smoking Awareness		x	x	x		x	x	x		
Diabetes		x	x	x		x	x	x		
Medication Abuse		x	x	x		x	x	x		

Vocational and Life Skills Programs

The Vocational and Life Skills (VLS) program was created in 2014 and includes eight programs that serve pre-release participants within NDCS or shortly after release. These programs are centered in Lincoln and Omaha and include a range of educational, vocational, and service support or pro-social programs designed to reduce the factors known to contribute to recidivism. Programming may last for durations ranging from 24 days to more than one year, but each new participant is only counted once, in the year they start programming. Approximately 3,000 participants were involved in VLS programs from 2014-2019.

Substance Use Treatment

Inpatient and outpatient treatment is offered at all facilities but DEC, NCYF, and CCC-O. Staffing for these programs is included in the Medical Services Division – Mental Health/Behavioral Health/Substance Use Treatment section of this report.

Substance Use Treatment	TSCI	NSP	OCC	LCC	DEC	NCCW	CCC-L	WEC	CCC-O	NCYF
Residential Treatment	x	x	x			x				
Non-Residential Treatment	x		x				x	x	x	
<i>Outpatient</i>							x	x	x	
<i>Intensive Outpatient</i>							x	x	x	
Continuing Care	x		x	x			x			
Drug and Alcohol Education			x							x

Sex Offender Treatment

Sex offender treatment is offered at LCC (inpatient) and at NSP, OCC, NCCW, and CCC-L. The waiting list for the inpatient program is long and custody classification limits access to the program at LCC. This program is included in the Medical Services Division – Mental Health/Behavioral Health/Substance Use Treatment section of this report.

Sex Offender Services	TSCI	NSP	OCC	LCC	DEC	NCCW	CCC-L	WEC	CCC-O	NCYF
iHelp			x							
oHelp	x	x	x			x				
Continuing Care			x				x		x	

Mental Health Treatment

Each facility has outpatient mental health care, as well as a number of mental health programs. These program are included in the Medical Services Division – Mental Health/Behavioral Health/Substance Use Treatment section of this report.

Mental Health Treatment	TSCI	NSP	OCC	LCC	DEC	NCCW	CCC-L	WEC	CCC-O	NCYF
Anger Management	x	x	x	x		x				x
Violence Reduction Program	x	x	x	x						
Dialectical Behavior Therapy (DBT)	x	x	x	x		x				x
Aggression Replacement Training (ART)										x
Anxiety Management			x	x		x				
Mental Health Unit	x			x		x				
Meteor Program	x			x						
Mood Management			x	x		x				
Outpatient Mental Health Clinic	x	x	x	x	x	x	x	x	x	x
Total MH Treatment	6	4	6	8	6	6	1	1	1	4

1.5e Operations - Prison Programs

STAFF	NO.	CATEGORY	ROLE	FIXED/VARIABLE	DRIVERS
N00700	[1]	Discretionary Non-Classified	Director	Fixed	One per NDCS
N00700	[1]	Discretionary Non-Classified	Chief of Operations	Fixed	One per NDCS
N00700	[1]	Deputy Director - Prison Programs		Fixed	One per NDCS
K09121	[1]	Administrative Assistant I		Fixed	One per NDCS
<i>CORRECTIONAL PROGRAMS</i>					
V11910	[1]	Corr.Programs Coordinator		Fixed	One per NDCS
C66220	[1]	Corr. Programs Mgr		Fixed	One per NDCS
V02863	[1]	Corr. Manager II	Classification Manager	Fixed	One per NDCS
V09123	[1]	Administrative Assistant III	Interpreter	Fixed	Already counted
<i>FEDERAL AID</i>					
V66443	[1]	Unit Manager	Classification	Fixed	One per NDCS
A19611	[1]	Federal Aid Administrator III	Federal Grants	Fixed	One per NDCS
V19613	[1]	Federal Aid Administrator III	Federal Grants	Fixed	One per NDCS
S01942	[1]	Staff Assistant II	Federal Grants	Fixed	One per NDCS
<i>VOLUNTEER SERVICES</i>					
V66220	[1]	Correctional Program Manager	Volunteer Administrator	Fixed	One per NDCS
K09123	[1]	Volunteer Services Manager	Volunteer Services	Fixed	One per NDCS
<i>RE-ENTRY</i>					
V06910	[1]	Correctional Program Coord.	Re-Entry Administrator	Fixed	One per NDCS
P66441	[1]	Caseworker	Re-Entry Specialist	Fixed	One per NDCS
P66441	[1]	Caseworker	Vocational/Life Skills	Fixed	One per NDCS
<i>RECREATION</i>					
V77045	[1]	Recreation Manager		Fixed	One per NDCS, one per facility
V77045	[+1]	Recreation Manager		Variable	+1 per > 750 inmates
H77043	[1]	Recreation Specialist		Fixed	One per NDCS, one per facility
H77043	[+1]	Recreation Specialist		Variable	+1 per 100-120 inmates
<i>LIBRARY</i>					
A37750	[1]	Librarian	Correctional Librarian	Fixed	One per facility
<i>RELIGIOUS PROGRAMS</i>					
C79920	[1]	Religious Coordinator		Fixed	One per facility
C79920	[+1]	Religious Coordinator		Variable	+1 per 500 inmates

Future Change

Staffing at the prison facilities in Prison Programs is the most widely varied staffing in the NDCS system. A staffing guideline exists for religious coordinator (1:500, and at least 1 per facility of >500 inmates). Using that guideline, they NDCS system should have between 9-12 religious coordinators on staff by the time the new units open in 2021. There are currently 8, so some increase should occur.

Programs and recreation are one of the first services to be affected by operational changes or space limitations. At LCC, for example, a new MAX housing unit is being constructed on the ball fields. This construction will increase the population while reducing recreation. There is no replacement for the ball fields, so that type of recreation will be eliminated. Lack of space (indoor or outdoor) and lack of staff are the two barriers to increasing recreational programs.

Establishing consistent programmatic goals across facilities of similar size would help to equalize opportunities across the NDCS. The facilities housing adult General Population inmates (TSCI, NSP, OCC, LCC, NCCW, and NCFY) could offer the same core programs, which would stratify and streamline programming across the system.

An additional programmatic need was identified during the course of this analysis for staff dedicated to facility-wide program case management, with a focus on re-entry. This function is folded into the Re-Entry team's purview, but on-site facility support would allow for more thorough and rapid adjustment of case planning. This topic will be discussed further

in the Conclusions. No staff increase is included here, as this increase would be the result of a systemwide operational change.

New 1,400-1,600-Bed Facility Needs

A new facility with 1,400-1,600 beds would be expected to require the following [14-15] Programs staff, plus any additional specialty staff for any unique programs at the new facility:

- V77045 - [2-3] Recreation Manager
- H77043 – [8-9] Recreation Specialists
- A37750 - [1] Librarian
- C79920 - [3] Religious Coordinators

Prison Programs +14-16

5f. Cornhusker State Industries (CSI)

The Deputy Director of CSI supervises Facilities Engineering and Federal Surplus functions as well as all functions associated with the Cornhusker State Industries (CSI). There is one support staff reporting directly to the Deputy Director of CSI as the administrative team over CSI functions.

Facilities Engineering handles facility maintenance and construction, which includes and bids and oversight for construction projects, background checks and snow removal at Central Office, as well as more routine facility maintenance at the prisons. Federal Surplus handles procurement and refurbishment of equipment/materials, as needed.

Cornhusker State Industries has manufacturing operations at LARGE, LARGE/MEDIUM, and MEDIUM facilities. These industries offer both vocational training and paid employment. These industries are run as businesses and include typical management, inventory, marketing, and staff required to operate as such, as well as the staff required to manage the production shops.

Inside the Shop Operations, the inmate candidate pool is taken from a subsection of the general population and consists of individuals with an appropriate custody classification and personal history, as well as those with adequate free time outside of any other therapeutic or educational programs.

There are no industries in WEC, CCC-L, or CCC-O (where inmates work outside the facility), DEC (the systemwide intake facility), or NCYF (where inmates go to school instead of work) because the candidate pool at those facilities is zero.

The 2020 CSI employment is as follows:

FACILITY/SHOP(S)	ADP	WORKERS	% EMPLOYED
TSCI – Laundry, Wood Shop	1,005	95	9%
NSP – Braille Print Shop, Soap Factory, Digital License Plates, Laundry, Signs, Reconditioned Furniture	1,350	224	16%
OCC – Wood Shop, Sewing, (private venture – currently not in use)	783	80	10%
LCC – Print Shop, Wood Shop	496	37	7%
NCCW – Sewing	322	27	8%
TOTALS	3,956	463	12%

The variation in candidate population, facility space, and employment is shown by the variation at these facilities. NSP has ample space for shops and a large employment pool and is able to operate a diverse range of industries. The inmate candidate pool is low at TSCI (where all housing units except Housing Unit 3 are a custody classification that excludes them from participating), at LCC (because the facility is home to a number of inpatient treatment programs that occupy inmate time during the day), and at NCCW – a facility with fewer inmates in its total population.

The goal at each facility is to employ 10-12% of the general population.

Staff Allocation by Location:

A total of [77] staff (78 including the Deputy Director of CSI, already counted in the Office of the Director) make up the Cornhusker State Industries (CSI) group.

Central Office houses 46 CSI staff that make up four complete functional groups within CSI and part of a fifth group, as follows: CSI Administration [2] (one of whom was already counted in the Office of the Director), Federal Surplus [4], Engineering [13], and the CSI business office [22] (staff focused on inventory, sales, quality assurance, and business operations related to the continual operation of the CSI industries) which works directly with the CSI staff located at the prisons.

Total Staff:

39

LARGE			LARGE/MED				MEDIUM		SMALL			Offsite Subtotal	Typical Inmate Occupancy (Capacity/ADP)		CO	Federal Surplus	Engineering	Safety	Business Office	Sales	Quality Assurance	Inventory	Shop Operations	SHOP OPS
TSCI	NSP	OCC	LCC	MAX	RTC	DEC	NCCW	CCC-L	CCC-O	WEC	NCYF		CO	OPS: CSI - CORNHUSKER STATE INDUSTRIES										
													1	Deputy Director - CSI	N00700									
													1	Secretary/Administrative	S01413									
													1	Federal Surplus Property Manager	V05560									
													1	Procurement/Placement Specialist	A05410									
													1	Automotive/Diesel Mechanic	M84624									
													1	CSI - Business Mgr II (FSP)	V09212/3									
													1	Facilities Engineering Mgr	G57852									
													1	Facilities Maint. Leader	M84160									
													1	Staff Assistant II	S01842									
													1	Facilities Engineering Ass't Mgt	V57851									
													1	Facilities Mgt System Coordinator	M84550									
													4	Facilities Constr. Coord II	E57822									
													1	Engineer II	E55312									
													1	Admin. Assistant II (HR/ACA/Safety Mgr)	A/K09122									
													1	Safety Coordinator	V82330									
													1	*Facility Maintenance Specialist	Corporal									
														*Inmate Work Crews	not listed									
														Safety Specialist	A82310									
													1	Budget Officer III (Business Manager)	G18313									
													1	Accounting Clerk II	S19112									
													1	Staff Assistant II	S01842									
													1	Buyer III	V04313									
													1	Buyer II	A04312									
													1	Correctional Industries Sales Mgr	V09622									
													3	Correctional Industries Sales Rep	A09621									
													1	CSI Sales Order Processing Coordinator	V01620									
													1	Public Information Officer II	A33123									
													1	Staff Assistant II	S01842									
													1	Administrative Assistant III (Quality Assurance Mgr)	V09123									
													1	Warehouse Manager	V05660									
													1	Supply Manager	V05214									
													1	Warehouse Corporal	Corporal									
													4	Driver	Corporal									
													1	Warehouse Manager	V05660									
													1	Warehouse Technician	M05221									
													1	Ass't Admin. Shop Ops	N00700									
													1	Corr. Ind. Manufacturing Coord. (Manufact. Mgr)	V84600									
													1	Administrative Assistant II (Workforce Dev. Mgr)	A/K09122									
													1	IT Infrs. Support Tech (MIS Supervisor)	A07071									
													2	Engineer II (Manufacturing Engineers)	E55312									
													39											39 CO

The fifth group within CSI with staff in Central Office is the CSI Shop Operations group. This team has five staff in Central Office who oversee the industries and provide overarching administrative and engineering support, and which make up the remainder of the 46 CSI staff at Central Office. Another 31 CSI staff, also part of Shop Operations, are located at the prison facilities where the 16 industry shops are located. These staff include shop supervisors and civilian supervisors who oversee the various industries. Each shop or industry has one dedicated Corrections Shop Operations Manager at each facility.

Labor at each shop includes between 7 and 60 inmate workers, with variations in number of workers based on the space available, the training required, as well as the niche interest and appeal of the particular industry. Industries like the

braille print shop at NSP operate with fewer staff than the laundry industry at TSCI. The average number of inmates employed is 20-30 per shop.

LARGE			LARGE/MED				MEDIUM		SMALL			Offsite Subtotal	Typical Inmate Occupancy (Capacity/ADP)		Total Staff:
1,005	1,350	783	496	384	68	520	322	494	166	168	66		CO	OPS: CSI - CORNHUSKER STATE INDUSTRIES (cont'd)	
TSCI	NSP	OCC	LCC	MAX	RTC	DEC	NCCW	CCC-L	CCC-O	WEC	NCYF				
	1														
	2														
	1														
	1														
	1														
	1														
	3														
	1														
	1														
	1														
	1														
1															
4															
3															
2															
		1													
		2													
		1													
		0													
			1												
			1												
			1												
							1								
7	13	4	3				1						0		
												No on-site industry here. Youth-appropriate school programs are in place.		NCYF	
												No on-site industry here. Community work programs are in place.		0 WEC	
												No on-site industry here. Community work programs are in place.		CCC-O	
												No on-site industry here. Community work programs are in place.		CCC-L	
												One shop: Sewing		1 NCCW	
												No on-site industry here. Intake facility.		DEC	
												Two industries: Print Shop, Wood Shop. (Food service is also an industry at this facility. Listed under Food Service.)		3 LCC	
												Per shop:			
												Three shops: Wood Shop, Sewing, Private Venture (not currently in use, but staffed and ready)		1.33 4 OCC	
												Six industries: Braille Print Shop, Soap Factory, Digital License Plates, Laundry, Signs, Reconditioned Furniture		2.17 13 NSP	
												Two industries: Laundry (commercial), Wood Shop		3.5 7 TSCI	

Drivers

1.5f Operations - Cornhusker State Industries, Engineering, Federal Surplus

STAFF	NO.	CATEGORY	ROLE	FIXED/VARIABLE	DRIVERS
N00700	1	Discretionary Non-Classified	Deputy Director - CSI	Fixed	One per NDCS
S01413	1	Secretary/Administrative	Executive Assistant - Deputy Dir. CSI	Fixed	One per NDCS
<i>FEDERAL SURPLUS</i>					
V05560	1	Federal Surplus Property Manager		Fixed	One per NDCS
A05410	1	Procurement/Placement Specialist		Fixed	One per Federal Surplus Team
M84624	1	Automotive/Diesel Mechanic		Fixed	One per Federal Surplus Team
V09212/3	1	CSI - Business Mgr II (FSP)		Fixed	One per Federal Surplus Team
<i>ENGINEERING</i>					
G57852	1	Facilities Engineering Mgr		Fixed	One per NDCS
M84160	1	Facilities Maint. Leader		Fixed	One per NDCS
S01842	1	Staff Assistant II		Fixed	One per Facility Maintenance Team
V57851	1	Facilities Engineering Ass't Mgt		Fixed	One per NDCS
M84550	1	Facilities Mgt System Coordinator		Fixed	One per NDCS
E57822	4	Facilities Constr. Coord II		Variable	One per 2-3 prison facilities.
E55312	1	Engineer II		Fixed	One per Engineering team
<i>HR/ACA/SAFETY</i>					
A/K09122	1	Admin. Assistant II	HR/ACA/Safety Mgr	Variable	One per approx. 400 inmate workers
V82330	1	Safety Coordinator		Fixed	One per NDCS
Corporal	1	Facility Maintenance Specialist			Custody Personnel
not listed		Inmate Work Crews			not listed
A82310	5	Safety Specialist		Fixed	One per LARGE or MED/LARGE fac.
<i>BUSINESS OFFICE</i>					
G18313	1	Budget Officer III	Business Manager	Fixed	One per CSI Operation
S19112	1	Accounting Clerk II		Fixed	One per Business Office
S01842	1	Staff Assistant II		Fixed	One per Business Office
V04313	1	Buyer III		Fixed	One per Business Office
A04312	1	Buyer II		Fixed	One per Business Office
V09622	1	Correctional Ind. Sales Mgr	Sales Manager	Fixed	One per CSI Operation
A09621	3	Correctional Industries Sales	Sales Representative	Fixed	One per 5-6 shops
V01620	1	CSI Sales Order Processing Coord.	Order Processing Coordinator	Fixed	One per Business Office
A33123	1	Public Information Officer II	Public Information for CSI	Fixed	One per Business Office
S01842	1	Staff Assistant II	Sales Office	Fixed	One per Business Office
V09123	1	Administrative Assistant III	Quality Assurance Manager	Fixed	One per Quality Assurance Group
V05660	1	Warehouse Manager	Quality Assurance	Fixed	One per Quality Assurance Group
V05214	1	Supply Manager		Fixed	One per Quality Assurance Group
Corporal	1	Warehouse Corporal			Custody Personnel
Corporal	4	Driver			Custody Personnel
V05660	1	Warehouse Manager		Fixed	One per CSI Operation
M05221	1	Warehouse Technician		Fixed	One per CSI Operation
<i>INVENTORY MANAGEMENT</i>					
V05660	1	Warehouse Manager		Fixed	One per Warehouse
M05221	1	Warehouse Technician		Fixed	One per Warehouse
<i>SHOP OPERATIONS - OPERATIONS MANAGEMENT</i>					
N00700	1	Ass't Admin. Shop Ops		Fixed	One per CSI Operation
V84600	1	Corr. Ind. Manufacturing Coord. (Manufact. Mgr)		Fixed	One per CSI Operation
A/K09122	1	Administrative Assistant II (Workforce Dev. Mgr)		Fixed	One per CSI Operation
A07071	1	IT Infrs. Support Tech (MIS Supervisor)			State Position
E55312	2	Engineer II (Manufacturing Engineers)		Fixed	Two per CSI Operation

STAFF	NO.	CATEGORY	ROLE	FIXED/VARIABLE	DRIVERS
<i>SHOP OPERATIONS - SHOP MANAGEMENT</i>					
V84632	3	Correctional Industries Shop Operations Manager			One per Multi-Shop Facility
V09123	1	Administrative Assistant III	Operations Manager		
V/M84660	4	Corr. Industries Shop Operator			One per Shop
M84631	17	Corr. Industries Shop Operator			
M84631	2	Corr. Industries Shop Operator	Utility Supervisor/Backup Shop Op.		Two at NSP
M86712	1	Sign Printer II			Sign Shop
Corporal	3	Driver			Custody Personnel

Future Change

CSI ADMINISTRATION

CSI administration is not anticipated to change in coming years, unless a major organizational restructuring were to alter the entire NDCS organization.

CSI FEDERAL SURPLUS

The Federal Surplus staff is not expected to change going forward.

CSI ENGINEERING AND FACILITY MAINTENANCE

The Engineering team has [1] Facilities Engineering Manager who supervises two teams – one two-person team responsible for facility maintenance at Central Office and one 7-person Facilities Engineering team responsible for construction and maintenance at the prison facilities. The Facilities Engineering team consists of [1] Facilities Engineering Assistant Manager, [1] Facilities Management System Coordinator, [4] Facilities Construction Coordinator II, and [1] Engineer II. The team size is driven by the maintenance labor required at the prison facilities and will not change unless a new facility is added to the system.

HR/ACA/SAFETY

The HR/ACA/Safety team has one centralized Safety Coordinator and [5] Safety Specialists located at the prison facilities. There is one Administrative Assistant II supporting the safety operation.

BUSINESS OFFICE

The Business Office handles four separate functions related to CSI business – Accounting/Purchasing, Sales, Quality Assurance, and Inventory Management.

SHOP OPERATIONS

Each industry or shop requires a Correctional Industries Shop Operator. Large operations, such as the laundry industries at NSP and TSCI employ 3-4 Shop Operators plus an Administrative Assistant III.

New 1,400-1,600-Bed Facility Needs

If a new prison were added to the system, the Facilities Engineering team would add [+1] Facilities Construction

Coordinator II and redistribute the workload among the total of [5] Construction Coordinator IIs. Purchasing would add [+1] Buyer II to support the new addition of 5-6 shops. The addition of 5-6 shops would also require [+1] Administrative Assistant III to support with HR screenings for employment. A new LARGE or MEDIUM/LARGE prison would also result in [+1] safety specialist located at that facility, who would be supervised by the Safety Coordinator within the CSI organization. The other administrative groups within CSI would not change.

Cornhusker State Industries +12

In a new prison of 1,400-1,600 general population medium custody inmates, there would be a goal of 12% employment (168 inmates). This employment level would require 5-6 shops.

The new CSI Central Office staff required would be as follows:

- [+1] Facilities Construction Coordinator II
- [+1] Buyer II
- [+1] Administrative Assistant III (HR Screenings for employment)

Additional CSI staff at the prison facility would include:

- [+1] Safety Specialist (supervised by the Safety Coordinator, located at the new facility)
- [+5-6] Shop Operator
- [+1]
- [+1] Civilian Supervisor
- [+2] Drivers (*custody staff*)

6. Medical Services Division

Adult Health Services includes an Administration component plus Adult Medical Health, Dental, Mental Health, Behavioral Health, and any specialty treatment services (Substance Use, for example). Administration (which includes the pharmacy) is centralized and housed in the NDCS Central Office.

Non-Administration staff are divided into two groups: Adult Medical/Dental and Mental Health/Behavioral Health/Substance Use Treatment. These services have some Central Office staff but rely on teams located at the prison facilities to deliver services.

6a Medical Services Administration/Adult Medical Health

A centralized team of staff administer the Medical Services Division. Pharmacy is also centralized.

For Adult Medical Health, staff vary by facility depending on the level of service provided. Four facilities have a Skilled Nursing Facility (SNF) - TSCI, NSP, DEC, and NCCW. Two facilities have an inpatient Mental Health unit - LCC and RTC (scheduled to open in 2021). These facilities have a higher level of staffing because they are licensed 24-hour care facilities. All facilities have an on-site clinic, where minor illnesses and medications are handled.

Staff Allocation by Location:

The Medical Services Division Administration team is located in Central Office, and includes the Medical Services Director (already counted in the Office of the Director) plus the following [9] medical staff and [10] person pharmacy team:

- G74120 – [1] Health Care Administrator
- A09121/2 – [2] Administrative Assistant I/II
- H11521 – [1] Community Health Educator
- H73320 – [1] CHHS Program Specialist/RM
- V09212 – [1] Business Manager II
- G75250 – [1] Infectious Control/Risk Mgt Nurse
- N75450 – [1] Medical Records Clerk
- G75315 – [1] Nursing Director

- N74732 – [1] Pharmacy Manager
- I74712 – [1] Pharmacy Inventory Technician
- N74731 – [2] Pharmacist
- I74711 – [6] Pharmacy Technician

Adult Medical Health/Dental staffing at facilities is determined based on operational service level, rather than on facility size. Each LARGE or MEDIUM facility (TSCI, NSP, OCC, LCC/DEC, NCCW, CCC-L) includes a health clinic, medical records staff, and dental care. Standard Adult Medical Health/Dental staffing includes: [18] Clinic + [2] medical records, [3] dental.

Some of these facilities also include either a Skilled Nursing Facility (SNF), an inpatient Mental Health unit, or both. If there is a SNF, [+13] additional medical staff are required. TSCI, NSP, LCC/MAX/RTC/DEC, and NCCW have a combination of SNF and clinic.

Total Staff:
162

LARGE			LARGE/MED				MEDIUM		SMALL			Typical Inmate Occupancy (Capacity/ADP)													
1,005	1,350	783	496	384	68	520	322	660	168	166	66	CO													
TSCI	NSP	OCC	LCC	MAX	RTC	DEC	NCCW	CCC-L	WEC	CCC-O	NCYF	Medical Services Division													
												1	Medical Services Director				N75450	Medical Administration							
												1	Health Care Administrator				G74120								
												1	Administrative Assistant I				A09121								
												1	Administrative Assistant II				A09122								
												1	Community Health Educator				H11521								
												1	DHHS Program Specialist/RM				H73320								
												1	Business Manager II				V09212								
												1	Infectious Control/Risk Management Nurse				G75250								
												1	Medical Records Clerk				N75450								
												1	Pharmacy Manager				N74732		Pharmacy						
												1	Pharmacy Inventory Technician				I74712								
												2	Pharmacist				N74731								
												6	Pharmacy Technician				I74711								
																2	Physician (SNF)				N75420	Clinic/Infirmary/SNF			
																5	Physician (Clinic)				N75420				
																3	Nurse Practitioner				D75350				
												0		1		7	Physician Assistant				D75410				
							ER	DEC								2	Medical Radiographer				H74420				
																		1	Nursing Director				G75315	Clinic/Infirmary/SNF	
																		7	Nursing Director/Associate				G/V75316		
												1						7	Nurse Supervisor				V75313		
												3						0	Registered Nurse				H75312		
												1								Licensed Practical Nurse				I75210	
																					Staff Care Technician II (SNF/Clinic)				I76512
																					Chemotherapy RN				H75312
																					Registered Nurse - Dialysis				H75312
																					Laboratory Section Supervisor				V53250
																					Laboratory Scientist II				E53212
																					Medical Records Clerk				S02111
																					Secretary II				S01412
																					Word Processing Specialist II				S01312
																					Optometric Aide				I74250
																					Dentist				D74150
																					Dental Assistant				I74110
																					Dental Hygienist				
34	24	25				17	19.5	14	4	5	1	1	144	19								19	CO		
<i>Outside providers are used. [-1] RN, [-0.5] dentist, [-0.5] dent.ass't, [-0.5]dent. hyg. - NCYF</i>																									
<i>CCC-O is served by OCC medical/dental staff. One PA is shared between CCCO and NCYF. 1 CCC-O</i>																									
<i>There is a small on-site clinic for sick call. Outside private providers are used. 5 WEC</i>																									
<i>There is a small clinic at CCC-L. CCC-L population is served by the DEC dental staff. 4 CCC-L</i>																									
<i>CLINIC [18], SNF [13], Med Rec. [2], Dent. [-2] Phys., [-1] PA, [+1] Nurs. Dir., [-5] RN, [-4] LPN, [-8] Staff Care Tech, [-1] Med Rec. Clerk, [-1] dent. Hyg 14 NCCW</i>																									
<i>CLINIC [18], SNF [13], Dent. [3], Opt. Aide [-2] phys, [-1] NP, [+1] RN, [-4] LPN, [-8] SC Tech, [-1] Wrld Proc., [-1] dent.hyg. 19.5 DEC</i>																									
<i>CLINIC [18], Dental [3] + Lab [3] + Records [2] [-1] NP, [-2] RN, [-1] LPN, [-4] Staff Care Tech., [-1] dental hygienist 17 LCC</i>																									
<i>CLINIC [18], Med Rec. [2], Dental [3] (serve OCC/CCC-O/NC [-1] NP, [-1] Med. Rad., [+1] LPN, [+5] Staff Care Tech, [-1] Med. Rec Clerk, [-1] dental hygienist 25 OCC</i>																									
<i>CLINIC [18], SNF [13], Med Rec. [2], Dental [3] [-8] SC Tech, [-1] Nrsng Dir (Clinic), [-1] Rad., [-5] LPN, [+2] Spec. RN, [-1] Sec II, [-1] WP Spec., [-1] dt 24 NSP</i>																									
<i>CLINIC [18], SNF [13], Med Rec. [2], Dental [3] [-1] Phys. SNF, [-1] Nursing Dir, [-1] LPN, [+1] Sec II, [-1] WP Spec., [-0.5] Opt. Aide, [-1] dent. hyg. 34 TSCI</i>																									

Standard staffing is as follows:

- N75420 – [1] Physician + [1] if there is a SNF
- D75350 – [1] Nurse Practitioner
- D75410 – [1] Physician Assistant

- H74420 – [1] Medical Radiographer
- G/V75316 – [1] Nursing Director/Associate
- V75313 – [1] Nurse Supervisor
- H75312 – [4] Registered Nurse + [4] if there is a SNF
- I75210 – [4] Licensed Professional Nurse + [4] if there is a SNF
- I76512 – [4] Staff Care Technician II + [4] if there is a SNF or population > 1,000

- [2] Medical Records staff (filled by a Medical Records Clerk or Secretary II plus a Word Processing Specialist II).
- [3] Dental staff – D74150 [1] Dentist, I74110 [1] Dental Assistant, [1] Dental Hygienist.

SMALL facilities (WEC, CCC-O, NCYF) have operational strategies to meet needs. CCC-O and NCYF, which are located in Omaha close to OCC, rely on OCC’s clinic for medical and pharmacy care. CCC-O also uses OCC’s dental care for its adult population. NCYF, which houses youth, makes use of contract dentists. WEC, which is located in McCook, NE, makes use of a nursing team for the on-site clinic but relies on community services (ER/contract providers) for support.

The SMALL facility on-site staff at WEC includes the following [6] staff:

- D75350 – [1] Physician Assistant
- V75313 – [1] Nurse Supervisor
- H75312 – [3] Registered Nurse
- I75210 – [1] Licensed Practical Nurse

Drivers:

The following staffing stipulations are included in State law:

- Neb. Rev. Stat. 83-4,156 requires the NDCS Director to appoint a medical director for the department who must be a medical doctor.
- Nebraska Revised Statute 83-4, 159 requires each facility to have at least one designated medical doctor on call at all times for each facility, and that each facility housing more than 500 inmates must have at least one full-time doctor assigned to that facility as their main employment location.
- Each facility must have an acute care clinic that is staffed by at least one medical doctor, physician’s assistant, or advanced practice registered nurse (clinical nurse practitioner).
- NDCS must also have a human immunodeficiency virus (HIV) infection and acquired immunodeficiency syndrome (AIDS) chronic care clinic.

Administration for the Medical Services Division at Central Office is fixed.

Pharmacists and Pharmacy Techs are inmate population-driven, dependent on the number of inmates on regular medication. Pharmacists are approximately 1 per 2,000-3,000 inmates with the current level of medication assumed as a standard. Pharmacy Techs are required at approximately 1 per 1,000 inmates under current work levels.

Prescriptions

Approximately 25% of the population received prescription medication, for a total of approximately 3,000-3,500 prescriptions filled per month. This rate is typical throughout the NDCS and is handled by the centralized pharmacy staff.

Laboratory Services

Approximately 5,000+ laboratory tests were completed per month for the past 18+ months, or approximately 0.5 test per inmate/per year. The number of laboratory tests was significantly higher in the past but has been steady in recent months, suggesting policy changes in the reasons tests are ordered. These tests are processed by the in-house laboratory staff or sent out, if the in-house staff cannot process the test in question.

1.6a Medical Services Division - Administration/Adult Medical Health

STAFF	NO.	CATEGORY	ROLE	FIXED/VARIABLE	DRIVERS
<i>MEDICAL SERVICES DIVISION ADMINISTRATION</i>					
N75450	1	Medical Services Director		Fixed	One per NDCS.
V09212	1	Business Manager II		Fixed	One per Medical Services Division
A09121	1	Administrative Assistant I		Fixed	One per Medical Services Division
A09122	1	Administrative Assistant II		Fixed	One per Medical Services Division
H11521	1	Community Health Educator		Fixed	One per Medical Services Division
H73320	1	DHHS Program Specialist/RM		Fixed	One per Medical Services Division
G74120	1	Health Care Administrator		Fixed	One per Medical Services Division
G75250	1	Infectious Control/Risk Management Nurse		Fixed	One per Medical Services Division
G75315	1	Nursing Director		Fixed	
N75450	1	Medical Records Clerk		Fixed	One per Medical Services Division
<i>PHARMACY</i>					
N74732	1	Pharmacy Manager		Fixed	One per NDCS Pharmacy
I74712	1	Pharmacy Inventory Technician		Fixed	One per NDCS Pharmacy
N74731	2	Pharmacist		Variable	One per 2,000-3,000 inmates
I74711	6	Pharmacy Technician		Variable	One per 1,000 inmates
<i>LABORATORY SERVICES</i>					
V53250	2	Laboratory Section Supervisor		Variable	One per 2,500 laboratory tests
E53212	1	Laboratory Scientist II		Variable	One per 5,000 laboratory tests
<i>OUTPATIENT CARE CLINIC</i>					
N75420	1	Physician (Clinic)		Variable	One per 500 inmates + 1 per SNF/CLINIC/
D75350	1	Nurse Practitioner			
D75410	1	Physician Assistant		Variable	One per LG, LG/MED, MED; 0.5 per SMALL
H74420	1	Medical Radiographer (optional on site)			One per SNF//Clinic or Contract Facility
G/V75316	1	Nursing Director/Associate		Fixed	One per clinic
V75313	1	Nurse Supervisor		Fixed	One per clinic
H75312	3	Registered Nurse		Variable	Three per clinic
I75210	4	Licensed Practical Nurse		Fixed	Four per clinic
I76512	4	Staff Care Technician II (Clinic)		Variable	4 plus 1 per 250 inmates served
S02111	1	Medical Records Clerk or Secretary II (at small clinics)		Fixed	One per clinic
S01312	1	Word Processing Specialist II (Medical Records)		Fixed	One per clinic
<i>ADDITIONAL STAFF SKILLED NURSING FACILITY OR MH CLINIC</i>					
N75420	1	Physician (SNF)		Variable	+ 1 per SNF/MH CLINIC
H75312	5	Registered Nurse		Variable	Five nurses per each 24-hour shift in SNF
I75210	4	Licensed Practical Nurse		Variable	4 per SNF
I76512	1-5	Staff Care Technician II (Clinic)		Variable	4 plus 1 per 250 inmates served
S01412/S01312	1	Secretary II or Word Processing Specialist		Fixed	+ One per SNF
<i>DENTAL CARE</i>					
D74150	1	Dentist		Fixed	One per facility, scheduled
I74110	1	Dental Assistant		Fixed	One per facility, scheduled
	1	Dental Hygienist		Fixed	One per facility, scheduled
<i>SPECIALITY STAFF</i>					
H75312	1	Chemotherapy RN		Variable	
H75312	1	Registered Nurse - Dialysis		Variable	
I74250	0.5	Optometric Aide		Variable	

On-site Adult Medical Health/Dental staff is determined by the level of on-site care. Facilities that have a clinic have a base staff of 18 to provide services for sick call and minor medical needs, pharmaceutical and laboratory-related care. Some facilities have an additional inpatient MH unit, or a SNF, or both. Those services require approximately 13 additional staff.

Some workload statistics were analyzed to quantify the workload drivers for variable staff such as LPNs and Staff Care Technicians, as well as supporting parity of service demands for fixed staff at facility clinics.

Sick Call/Infirmary

Service statistics showed that sick call rates were based on NSP (General Population inmates in a facility without a SNF) data (as available) from 2015-2019, and showed that demand for infirmary/sick call services were approximately as follows:

- 1.5 Doctor sick calls per inmate/year
- 1.0 - 1.5 Nurse Practitioner/Physician Assistant sick calls per inmate/year
- 120 - 250 Nursing sick calls per inmate/year

Contracted Off-Site Services

Hospital admissions: From 2015-2019, NSP experienced between 60 and 120 hospital admissions per year.

Future Change:

Organizational changes are anticipated in Medical Administration with the opening of the RTC, scheduled for mid-2021. No change in administrative staffing is expected when RTC opens, but this shift will establish a second location for Medical Administration in addition to Central Office, at the RTC.

While no change in Laboratory staffing is expected, the Laboratory Section will be centralized at RTC. This consolidation is represented in the Staff Allocation table by the RTC column which shows [1] Laboratory Section Supervisor and [1] Laboratory Scientist II (moving from NSP and DEC) to the RTC. Additional shifts to RTC may occur as the program and operational processes distill going forward, and as potential efficiencies emerge.

The Pharmacy team is expected to increase by [+1] pharmacist and [+1] pharmacy technician with the opening of the RTC.

New 1,400-1,600-Bed Facility Needs

A new correctional facility with 1,400 or more inmates would require an infirmary/clinic with basic staff required for a LARGE facility: ([18] + [2] medical records, [3] dental.

Medical Admin./Adult Med. Health +23

A SNF would not be provided; the assumption is that any such facility would be close to either Omaha or Lincoln, and a local State Hospital would be used to treat more complicated issues.

Additional nursing staff or Staff Care Technicians might be required if any specialty services (such as dialysis or chemotherapy) were provided at this facility.

6b Mental Health/Behavioral Health/Substance Use Treatment

Mental Health/Behavioral Health includes a variety of clinical assessment, treatment, and programming that is administered at the prison facilities. Administrative staff is centralized and treatment staff are located at the prison facilities. Many programs are contract-provided and are not shown in this analysis.

Staff Allocation by Location:

Administration

Central Office houses [7] staff who handle the administrative functions associated with the MH/BH/Substance Use Treatment programs. The administration team also includes three [3] staff physically located in LCC and NSP (the Psychiatric Director at LCC, the Psychology Director at NSP, and the Director of Social Work at NSP), who manage NDCS-wide programs. These staff might be centralized at the RTC, once it is open. The [10] Administration staff include:

- N74213 – [1] Psychiatric Director (located at LCC)
- N74825 – [1] Psychology Director (located at NSP)
- V72460 – [1] Clinical Program Manager – Central Office
- A09121 – [1] Administrative Assistant I – Medical Records/Medical Billing
- V09123 – [1] Administrative Assistant III – Medical Records/Medical Billing
- G72450 – [1] Behavioral Health Services Administrator
- A09121 – [1] Administrative Assistant I – Support to Behavioral Health Services
- H72432 – [1] Mental Health Practitioner II
- G72400 – [1] Director of Social Work (located at NSP)
- C72432 – [1] Certified Master Social Worker

Drivers:

An additional [162] staff are located on-site in the prison facilities and deliver program services there, allocated per needs.

All other drivers for staffing is the desired level of programming and treatment at that facility.

Fixed Staff at Facilities

The following [4] fixed on-site staff are required at every LARGE facility:

- V72460 – [1] Clinical Program Manager
- N74212 – [1] Clinical Psychiatrist (*can be a contract position*)
- N74823 – [1] Licensed Psychologist
- S01412 – [1] Secretary II (or someone who can support the MH core team)

Small facilities do not have a dedicated on-site Clinical Program Manager – the Central Office Clinical Program Manager supports those facilities. Small facilities also rely on Central Office for administrative support – there is no dedicated Secretary II on site.

Variable Staff at Facilities

A number of variable staff are required to support the Mental Health/Behavioral Health programs at every facility. These staff include are inmate program service-level driven, as follows:

- N74823 – [1] Licensed Psychologist ([+1] for every 350 inmates)
- V72433 – [1] Mental Health Practitioner Supervisor ([1] per 4 MH Practitioners)

Total Staff:
169

LARGE			LARGE/MED				MEDIUM		SMALL			Typical Inmate Occupancy (Capacity/ADP)											
1,005	1,350	783	496	384	68	520	322	660	168	166	66												
TSCI	NSP	OCC	LCC	MAX	RTC	DEC	NCCW	CCC-L	WEC	CCC-O	NCYF	CO	MENTAL HEALTH/BEHAVIORAL HEALTH										
												1	<i>1 Medical Services Director N75450</i>										
												1	Psychiatric Director N74213										
												1	Psychology Director N74825										
												1	1 Administrative Assistant I A09121										
												1	1 Administrative Assistant III V09123										
												3	1 Clinical Program Manager V72460										
												3	Psychiatrist/Clinical N74212										
												16	Psychologist Licensed N74823										
												1	Psychologist/Associate H74821										
												3	Psychologist I H74812										
												1	Administrative Assistant III V09123										
												1	Staff Assistant I S01841										
												6	Secretary II S01412										
												2	AR Nurse Practitioner (ARNP) D75350										
												1	Nursing Director/Associate (MH Unit) V75314										
												3	Registered Nurse H75312										
												1	Behavioral Health Services Administrator G72450										
												1	1 Administrative Assistant I A09121										
												1	Behavioral Health Caseworker										
												8	Mental Health Practitioner Superv. V72433										
												43	1 Mental Health Practitioner II H72432										
												1	Director of Social Work G72400										
												1	CMSW Supervisor V72343										
												6	1 Certified Master Social Worker C72342										
													SUBSTANCE USE TREATMENT										
												1	<i>1 Clinical Program Manager V72460</i>										
												9	Chemical Dependency Couns. Super V72793										
												4	Secretary II/Secretary Admin. S01412/3										
												35	Chemical Dependency Counselor C72792										
												2	Psychologist/Licensed N74823										
												4	Mental Health Practitioner II H72432										
												2	Staff Assistant I S01841										
												2	RSAT - Certified Master Social Worker C72342										
												1	RSAT - Administrative Assistant II V09122										
												162	7										
														3 NCYF									
														0 WEC									
														7 CCC-O									
														Need in-house SA/MH/DV/SO treatment.									
														Need in-house SA/MH/DV/SO treatment.									
														MH/BH [3]+MH Tx [8]+ SA Tx [9] [-1] Clin. Prog. Mgr, [-1] MH Pract. Sup., [-1] MH Pract. 17 NCCW									
														MH/BH[3]+ INP[5]+MH Tx[2] [-1] Clin. PM (shared), [-1]Psychiat. (CONT), [+3]Psych, [+1] ARNP, [-2]MH Pract, [-1] CMSW, [-1]MH Pract.SA 8 DEC									
														MH/BH[3]+ INP[5]+ MH Tx[20]+ SA Tx [3] [+1]Psych Dir., [-1]Psychiat. (CONT), [+1] Psych., [-1] MH Sup., [+1]CMSW Sup, [-1]CMSW, [-1]MH Pract. SA 29 LCC									
														MH/BH [3]+MH Tx [16]+ SA Tx [11] [-1]Lic. Psych, [+1]RSAT 30 OCC									
														MH/BH [3]+ MH Tx [15]+ [21] SA Tx [+1]Psych Dir., [+1]Clin Prog. Mgr, [+2]Psych Lic., [+2]Staff Ass't, [+1]Psych I, [+1] AAIII, [+1]Staff Asst I, [+2]RSAT 46 NSP									
														MH/BH [3]+ MH Tx [16]+SA Tx [10] [-1]Clin. Prog Mgr, [-1]Sec II, [+1]BH Cswrkr, [-1]MH Pract Sup., [-1]MH Pract. II, [-2]CMSW, [-1] Chem Sup., [-2]Chem. Couns. 21 TSCI									

Inpatient MH Treatment

The facilities with an Inpatient MH unit (LCC and soon at RTC) include the following [5] fixed staff:

- D75350 – [1] AR Nurse Practitioner
- V75314 – [1] Nursing Director/Associate (MH Unit)
- H75312 – [3] Registered Nurse

Substance Use Treatment

For inpatient Substance Use treatment, there are inpatient programs at TSCI (capacity 64), NSP (capacity 100), OCC(capacity 96) and NCCW (capacity 64). These inpatient programs are among the highest demand programs within the NDCS and could feasibly be provided at each facility. The programs last 90-120 days.

1.6b Medical Services Division - Mental Health/Behavioral Health/Substance Use Treatment

STAFF	NO.	CATEGORY	ROLE	FIXED/VARIABLE	DRIVERS
<i>MENTAL HEALTH/BEHAVIORAL HEALTH</i>					
N75450	1	Medical Services Director		Fixed	One per NDCS.
N74213	1	Psychiatric Director (not in Central Office)		Fixed	One per MH/BH/Substance Use Tx
N74825	1	Psychology Director (not in Central Office)		Fixed	One per MH/BH/Substance Use Tx
V72460	1	Clinical Program Manager		Fixed	One per MH/BH/Substance Use Tx
A09121	1	Administrative Assistant I (Medical Records/Billing)		Fixed	One per MH/BH/Substance Use Tx
V09123	1	Administrative Assistant III (Medical Records/Billing)		Fixed	One per MH/BH/Substance Use Tx
G72450	1	Behavioral Health Services Administrator		Fixed	One per MH/BH/Substance Use Tx
A09121	1	Administrative Assistant I		Fixed	One per MH/BH/Substance Use Tx
H72432	1	Mental Health Practitioner II		Fixed	One per MH/BH/Substance Use Tx
C72342	1	Certified Master Social Worker		Fixed	One per MH/BH/Substance Use Tx
<i>ON-SITE CORE MH TX TEAM</i>					
V72460	1	Clinical Program Manager		Fixed	One per LARGE facility
N74212	1	Psychiatrist/Clinical		Fixed	One per facility (may be contracted)
N74823	1	Psychologist Licensed		Fixed	One per facility
S01412	1	Secretary II		Fixed	One per LARGE facility
<i>VARIABLE MH TX STAFF</i>					
V72433	1-2	Mental Health Practitioner Superv.		Variable	One per up to four MH Practitioners
H72432	1-10	Mental Health Practitioner II		Variable	One per 60 clients
<i>ADDITIONAL INPATIENT MH STAFF</i>					
D75350	1	AR Nurse Practitioner (ARNP)		Fixed	One per inpatient MH Tx Unit
V75314	1	Nursing Director/Associate (MH Unit)		Fixed	One per inpatient MH Tx Unit
H75312	3	Registered Nurse		Fixed	Three per inpatient MH Tx Unit
<i>SOCIAL WORK</i>					
V72343	1	CMSW Supervisor			
C72342	1	Certified Master Social Worker		Fixed	One per facility
<i>SUBSTANCE USE TREATMENT STAFF</i>					
V72460	1	Clinical Program Manager		Fixed	One per LARGE facility
V72793	1	Chemical Dependency Couns. Super		Fixed	One per program
S01412/3	1	Secretary II/Secretary Admin.		Fixed	One per program
C72792	1	Chemical Dependency Counselor		Variable	One per 40 inpatient clients
H72432	1	Mental Health Practitioner II		Fixed	One per program
<i>ADDITIONAL STAFF - PER FACILITY AND PROGRAM NEEDS</i>					
H74821	V	Psychologist/Associate (Intake Assessments, other)		Variable	
H74812	V	Psychologist I		Variable	
C72342	V	Certified Master Social Worker		Variable	
S01841	V	Staff Assistant I		Variable	
	V	Behavioral Health Caseworker		Variable	

Future Change:

LCC/MAX/RTC/DEC has an inpatient Mental Health unit with [5] staff, included in the [162] total. The soon-to-open RTC will have a second inpatient MH unit, which is supposed to serve as the new location for that program, but demand may compel both units to continue in service. If both units remain open, [+5] staff will be required for the RTC MH Unit. Additional program staff have been authorized for the RTC for a total of [+12.5] total staff, including the [5] MH Unit personnel.

New 1,400-1,600-Bed Facility Needs

A new facility with 1,400-1,600 male GP inmates without an inpatient MH unit would require the following baseline MH/BH staff:

- V72460 – [1] Clinical Program Manager
- N74212 – [1] Clinical Psychiatrist (*can be a contract position*)
- S01412 – [1] Secretary II
- N74823 – [4] Licensed Psychologist ([1] for every 350 inmates)
- V72433 – [2] Mental Health Practitioner Supervisor ([1] per 6 MH Practitioners)
- H72432 – [15] Mental Health Practitioner ([1] per 60 inmates in treatment, assume 60% in treatment)
- C72342 – [3] Certified Master Social Worker ([1] for every 500 inmates)

MH/BH +27

This is a baseline. The NIC and NCCHC recommend that, to determine the staffing of any facility (including a new one), the required/desired level of program needs should be determined and then the appropriate staffing should follow. The level of program needs will vary based on the size of the population, the amount of time available, assessed clinical needs, personal interests, and requirements set by the institution (time occupied in programs or industry, for example). The manner in which each inmate spends their days varies based on these factors as well as by the programs available (school, CSI, treatment, clubs), the time of year (seasonal sports, the appeal of outdoor recreation), and other factors specific to the system and facility in question.

Only after the desired level of programming is determined for each inmate and for the facility in question can staffing be determined.

Conclusions

Parity of Staffing across the NDCS

This analysis has focused on the question of parity of staffing across NDCS facilities of similar size and service level by examining differences in titles, and roles as defined and mapped onto those titles. The outcome is a high-level identification of staffing disparities by *title*, based on a loose association of title with roles and responsibilities.

At the same time, it is important to note that staff are not functions – they are people – and the roles and responsibilities they fill may be shaped, over time, by their individual capabilities.

The suggested disparity gives an overview of areas in each facility or function that require deeper examination by the management and administrative personnel who supervise the individuals filling those roles. Two questions should drive any changes:

- 1) Are the roles and responsibilities of this title being handled at this facility?
- 2) Are the individuals handling the roles and responsibilities associated with this title being compensated according to their level of contribution?

Finally, where programs or treatment are concerned, the parity of staffing is only accurate if the level of service of programs is sufficient to meet the needs of the inmate population. Waiting lists exist for nearly every treatment program and activity within the NDCS system. In some cases (particularly where participation is inpatient, linked to a housing assignment, and of a fixed duration of 90 days or more), waiting lists can stretch to years. In terms of goals for service levels across the NDCS, this analysis serves as a starting point to facilitate goal-setting for service delivery, which can drive a next-generation analysis to better define future staffing needs.

In general, the staffing within each function and facility is appropriate to the current level of service provided at each facility, with shortfalls noted.

There are some cases where the passage of time has resulted in a disparity between facility needs and staff (in the case of Facility Maintenance) or where an individual's capabilities have exceeded the title assigned to them at initial hiring. For the most part, these changes have already been submitted for review through the annual process and are already under consideration.

Gaps in Service – potential changes for consideration

One clear operational gap was identified during the course of this analysis in the re-entry case management area. The gap is associated with facility-specific case management, with a long-range focus on re-entry. Specifically, staff identified a need for a mid-level caseworker located at each facility who can focus on individual level case management for that inmate population, but with a very detailed familiarity with the specific facility's programs, services, and opportunities. These staff positions could be established within the organization in Operational Services Division in Prison Programs – Re-Entry but assigned to Prison Administration at the individual facilities and could meet with each inmate upon arrival to review, modify, and update their plan within the context of the new facility and time remaining on their sentence.

A similar function is currently being served by a team of Central Office re-entry staff, but having an additional Caseworker at each facility to review, establish, and modify the complete program, educational, and activity plan for each inmate will help everyone to focus on pre-release and re-entry goals upon arrival at a given facility, and to maintain forward movement toward those goals during the entire duration of stay at that facility. This individual could also help to negotiate waiting lists and program-driven transfers to other facilities to ensure those are timely.

Next steps are:

- Quantify program demand by program and facility
 - Establish benchmarks for program/treatment involvement per inmate, either in hours or in level of involvement. (This step might require doing some individual case planning rolled up to determine what is reasonable for different groups). Determine the resulting demand for different programs and services for a defined period of time going forward.
 - Group programs and activities into three categories: those all inmates should complete, those required based on assessed need, and those that are optional/voluntary.
 - Determine reasonable and appropriate waiting times across the NDCS for each voluntary program or activity offered, and back out the capacity required for each program to not exceed those waiting times.
 - Determine barriers to admission and establish clear protocols to work around those barriers to accelerate admission in programs that are based on assessed need.
- Establish program capacity needs by program and facility/custody level/population group.
- Set clear guidelines for program staffing and program space (the two factors that most often limit program capacity) and strive to create or maintain that level of space across the NDCS. If sufficient space is not available at one facility, try to create compensatory capacity at another facility of similar custody classification.

Non-Custody Staffing Needs for a New 1,400-1,600 Bed Prison

Adding a new facility to the NDCS system will drive some predictable levels of non-custody staff. A new LARGE facility with design capacity of 1,400-1,600 General Population inmates will require the following staff [180.5] to [183.5] non-custody staff, in the functional groups noted.

1. Office of the Director	[0]
2. General Counsel	[+1]
3. Staff Services Division	[+3]
4. Human Talent Division	[+6.5]
5. Operational Services Division	
a. Chief of Operations	[0]
b. Administrative Services	[+3]
c. Prison Administration	[+18], [+5] Warehouse
d. Prison Daily Operations	[+68-69]
e. Prison Programs	[+14-16] <i>(plus additional staff per unique program needs)</i>
f. Cornhusker State Industries	[+12]
6. Medical Services Division	
a. Administration/Adult Medical/Dental	[+23] <i>(plus additional staff per unique program needs)</i>
b. MH/BH/SA Treatment	[+27] <i>(plus additional staff per unique program needs)</i>
TOTAL NON-CUSTODY STAFF NEEDS	[180.5] to [183.5]

