



Prison Staffing Analysis

Custody Staff

August 2015 – July 2016

Team Members:

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

Main Table of Contents

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

Executive Summary

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

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

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

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

Brief History and Preparation

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

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

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

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

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

Schedule

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

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

Staffing Analysis Data Collection Instruments

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

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

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

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

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

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

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

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

Statewide Recommendations

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

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

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

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

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

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

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

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

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

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

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

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

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

Summary

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

NEW FTE REQUESTED

Facility	Position				TOTALS
	Corporal	Sergeant	Lieutenant	Captain	
CCCL	1	1	(1)	1	2
CCCO	(3)	5	1	1	4
DEC	3	1	0	0	4
LCC	30	14	0	0	44
NCCW	13	6	1	0	20
NCYF	(2)	4	0	0	2
NSP	17	8	(1)	0	24
OCC	21	5	1	0	27
TSCI	(5)	8	0	0	3
WEC	5	0	3	0	8
TOTALS	80	52	4	2	138

Conclusion

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

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

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

Attachments:

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

Attachment 1



NDCS Proposed Custody Staffing Model

Custody Staffing Model - Unit Staffing

Building Sergeant	Shift			
Custody Level	1	2	3	Day
Maximum	8/5	8/5		
Medium		8/7		
Minimum		8/5		

Unit Corporals	Shift		
Custody Level	1	2	3
Max. Control Center	8/7	8/7	8/7
Max. Floor	8/7	8/7	8/7*
	8/7	8/7	
	<i>*per building</i>		
Med. Control Center	8/7	8/7	
Med. Floor	8/7	8/7	8/7
	8/7	8/7	
Min. Floor	8/7	8/7	8/7
	8/7	8/7	
Com. Floor	8/7	8/7	

Community Floor Corporal will watch multiple units
(intermittent supervision)

Prototypical Unit Size

Maximum	128
Medium	128
Minimum	200
Community	100

Shifts

Day	0800-1630
1st	0550-1400
2nd	1350-2200
3rd	2150-0600

Custody Staffing Model - Facility Staffing - Maximum				
MAJOR	Shift			
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
CAPTAINS	Shift			
Post/Area	1ST	2ND	3RD	Day
Security Management				
Administrative	8/5			
Intel	8/5			
Operations	8/5			
LIEUTENANTS	Shift			
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
SERGEANTS	Shift			
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Response/Movement				
Yard	8/7	8/7		
Administrative Support				
Armory/Key	8/5			
Tool	8/5			
Intel	8/5			
Principle Hearing	8/5			
Activities/Programs				
Industries	8/5			
Perimeter/Exit/Entrance Security				
Vehicle Gate	8/5			
CORPORALS	Shift			
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
	8/7	8/7		
Programs/Activities	8/7	8/7		
	8/7	8/7		
	8/7	8/7		
Recreation	8/7	8/7		
	8/7	8/7		
Clinic	8/5	8/5		
Skilled Nursing	8/7	8/7	8/7	
Visiting		8/5		
		8/5		
		8/5		
		8/5		
Administrative Support				
Disciplinary	8/5			
	8/5			
Intel	8/5			
	8/5			
Property	8/5	8/5		
Industries (per shop)	8/5			
Response/Movement				
Movement/Escorts	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7	8/7	
External Transport Staff				
Travel Order staff*	8/5			
	8/5			
*1 team of 2 per 400 beds	8/5			
	8/5			
	8/5			
Control Center				
Central Control	8/7	8/7	8/7	8/5
	8/7	8/7	8/7	
Video Monitoring	8/7	8/7		
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7		
Tower/ Perimeter	Facility Specific			

Prototypical Unit Size	
Maximum	128
Medium	128
Minimum	200
Community	100

Shifts	
Day	0800-1630
1st	0550-1400
2nd	1350-2200
3rd	2150-0600

Custody Staffing Model - Facility Staffing - Medium				
MAJOR		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
CAPTAINS		Shift		
	1ST	2ND	3RD	Day
Security Management				
Administrative	8/5			
Intel	8/5			
LIEUTENANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Administrative Support				
Armory/Key	8/5			
Tool/Industries	8/5			
Intel/Principle Hearing	8/5			
Perimeter/Exit/Entrance Security.				
Vehicle Gate	8/5			
CORPORALS		Shift		
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Kitchen *(off shift post)	8/7	8/7		
Programs/Activities	8/7	8/7		
	8/7	8/7		
	8/7	8/7		
Recreation	8/7	8/7		
	8/7	8/7		
Clinic	8/5	8/5		
Visiting		8/5		
		8/5		
		8/5		
		8/5		
Administrative Support				
Disciplinary	8/5			
Property	8/5	8/5		
Industries (All shops)	8/5			
	8/5			
Response/Movement				
Movement/Escorts	8/7	8/7	8/7	
	8/7	8/7	8/7	
	8/7	8/7		
	8/7	8/7		
External Transport Staff				
Travel Order staff*	8/5			
*1 team of 2 per 400 inmates	8/5			
	8/5			
	8/5			
Control Center				
Central Control	8/7	8/7	8/7	
Video Monitoring	8/7	8/7		
Perimeter/Entry/Exit Security				
Front Entrance	8/7	8/7		
Tower/ Perimeter	Facility Specific			

Prototypical Unit Size	
Maximum	128
Medium	128
Minimum	200
Community	100

Shifts	
Day	0800-1630
1st	0550-1400
2nd	1350-2200
3rd	2150-0600

Custody Staffing Model - Facility Staffing - Minimum				
CAPTAIN		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
LIEUTENANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Assistant Shift Supervisor				
Shift	8/7	8/7	8/7	
Administrative Support				
Armory/Key/Tool	8/5			
Principle Hearing/Intel/Video	8/5			
CORPORALS		Shift		
Post/Area	1ST	2ND	3RD	Day
Programs/Activities				
Programs/Activities	8/7			8/7
	8/7			8/7
Visiting	8/5			
	8/5			
Administrative Support				
Property	8/5			
Response/Movement				
Movement/Escorts	8/7	8/7	8/7	
	8/7	8/7		
Control Center				
Central Control	8/7	8/7		
*Work Detail	Facility Specific			

Prototypical Unit Size	
Maximum	128
Medium	128
Minimum	200
Community	100

Shifts	
Day	0800-1630
1st	0550-1400
2nd	1350-2200
3rd	2150-0600

Custody Staffing Model - Facility Staffing - Community				
CAPTAIN		Shift		
Post/Area	1ST	2ND	3RD	Day
Security Administrator				
Shift	8/5			
LIEUTENANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Administrative Support				
Administrative	8/5	8/5		
SERGEANTS		Shift		
Post/Area	1ST	2ND	3RD	Day
Shift Supervisor				
Shift	8/7	8/7	8/7	
Administrative Support				
Armory/Discipline/ Principle Hearing/Intel	8/5			
CORPORALS		Shift		
Post/Area	1ST	2ND	3RD	Day
Administrative Support				
Property	8/5			
Response/Movement				
Movement	8/7	8/7	8/7	
	8/7	8/7	8/7	
External Transport Staff				
Travel/Transport	8/7	8/7		
	8/7			
Control Center				
Central Control	8/7	8/7	8/7	

Prototypical Unit Size	
Maximum	128
Medium	128
Minimum	200
Community	100

Shifts	
Day	0800-1630
1st	0550-1400
2nd	1350-2200
3rd	2150-0600

Restrictive Housing Unit			
Model based off of TSCI RHU East			
Custody Positions	Shift		
	1	2	3
Sergeant	8/7	8/7	8/7
Control Center Corporal	8/7	8/7	8/7
	8/7	8/7	
Floor Corporal	8/7	8/7	8/7
	8/7	8/7	8/7
	8/7	8/7	8/7
	8/7	8/7	
	8/7	8/7	

Calculation of Custody Relief Requirements

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

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

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

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

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

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

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

Attachment 2

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

COMMUNITY CORRECTIONS CENTER - Lincoln

Prison Staffing Analysis

January 6-8, 2016

Table of Contents - CCCL

Staffing Analysis Team Information	2-2
Facility Design and Location	2-2
Institutional Profile	2-3
Operations	2-7
Programs	2-7
Additional Services	2-7
Activity Schedule	2-8
Activity Schedule Charts	2-9
Shift Relief Factors (SRF)	2-10
Summary of Observations	2-10
Summary of Post Planning Results	2-13
Current Post Plan/Previous Relief Factor	2-14
Current Post Plan/Current Relief Factor	2-15
Proposed Post Plan	2-16
Custody Post Analysis Summary	2-17
Facility Specific Recommendations	2-24
Attachment: Facility Map	2-25

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

COMMUNITY CORRECTIONS CENTER - Lincoln

Prison Staffing Analysis

January 6-8, 2016

Staffing Analysis Team (SAT)

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

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

Facility Design and Location

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

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

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

INSTITUTIONAL PROFILE

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

Facility: CCCL

Date: January 7, 2016

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

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

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

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

Operations

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

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

Programs

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

Current programs at CCCL include:

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

Additional Available Services

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

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

Activities Schedule

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

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

Please see the attached CCCL Activities Chart.

Facility Name: **Community Corrections Center-Lincoln**

Date Prepared: **10/13/2015**

Weekday Institutional Activities Chart

ACTIVITY	TIME	FREQ	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00
Formal Count	2 HRS	Daily																								
Medication Dist.	2.75 HRS	Daily																								
Supervise Dining	6 HRS	Daily																								
Perimeter Check	1.5 HRS	Daily																								
Supervise Inmate Porters	3 HRS	Daily																								
Shift Change/Roll Call	1.5 HRS	Daily																								
Mail Sorting/Dist.	5 HRS	Daily																								
Property	5 HRS	Daily																								
Transportation Waviers	1 HR	Daily																								
Shift Lieutenant	8 HRS	Daily																								
Shift Sergeant #1	8 HRS	Daily																								
Shift Sergeant #2	8 HRS	Daily																								
Utility 304	8 HRS	Daily																								
Utility 305	8 HRS	Daily																								
Utility 306	8 HRS	Daily																								
Central Control	8 HRS	Daily																								
Central Control Relief	4 HRS	Daily																								
Daily Inmate Interviews	2 HRS	Daily																								
Chemical Distribution	3 HRS	Daily																								
Yard Checks	1.5 HRS	Daily																								

First Shift
 Second Shift
 Third Shift

Shift Relief Factor (SRF)

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

Summary of SAT Observations

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

Utility Corporal

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

Housing Unit Staff

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

Armory/Key/Tool Sergeant

- Armory Sergeant is tasked with all Armory duties, Intel functions, and Principle Hearing.
- Key control responsibility is currently assigned to a maintenance staff member. This is not in line with other facilities where a custody staff member is responsible for Key Control. Due to high security of Key Control and per the NDCS staffing model, it is recommended that the duties be transferred to the Armory Sergeant.
- It is recommended to add a second day shift Sergeant to assist with administrative duties. The breakdown of duty assignments would be as follows:
 - Armory Sergeant – Armory, Key Control, Tool Control and Disciplinary
 - Administrative Sergeant – Principle Hearing and Intel

Travel/Transport (Driver)

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

Unit Case Managers

- Currently only four Unit Case Managers (UCM) are assigned to CCCL. This is a low number considering the facility frequently operates with over 350 inmates that are all community level custody (4A and 4B). This is a very high case load for these UCM.
- Although this audit was focused primarily on security and custody, it is recommended that the number of unit staff be reviewed by another team at a later date. Caseload size is recommended at 40 due to volume of paperwork and need for community supervision.

Community Resource

- Currently there are not staff assigned to this position. The SAT recommends an analysis of unit staff with consideration for caseload size of 40.
- If this change were made, unit staff would then have duties of community resource to include job checks, pass and furlough checks, sponsor reviews, etc. Unit staff would also be responsible for random checks of the electronic monitoring devices. By adding this responsibility, there would be much more accountability for the inmates and increased public safety.

Security Administrator

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

Intel Department

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

Central Control

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

Mail/Property

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

Additional Observations

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

Summary of Post Planning Results

This section includes the following attached charts and documents:

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

Minimal Post Staffing Analysis

Institution: Community Corrections Center - Lincoln

Current Post Plan / Previous Relief Factor

Custody & UCW

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

Minimal Post Staffing Analysis

Institution: Community Corrections Center - Lincoln

Current Post Plan / Current Relief Factor

Custody & UCW

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

Minimal Post Staffing Analysis

Institution: Community Corrections Center - Lincoln

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Captain	Security Admin/Intel	x		1				1.00	1.00		
SUBTOTAL	Administrative				1	0	0	0		1.00	0.00	1.00
Administrative	Lieutenant	Administrative	x				1	1	1.00	2.00		
SUBTOTAL	Lieutenants				0	0	1	1		2.00	3.00	(1.00)
Shift	Sergeant	Shift Supervisor		x		1	1	1	1.74	5.22		
Administrative	Sergeant	Armory, Key, Tool / DCC	x		2				1.00	2.00		
SUBTOTAL	Sergeants				2	1	1	1		7.22	6.00	1.22
Central Control	Corporal	Control Facility Moves		x		1	1	1	1.74	5.22		
Movement	Corporal	Supervise internal movement		x		2	2	2	1.74	10.44		
Travel / Transport	Corporal	Drive inmates to work, etc..		x		2	1		1.74	5.22		
Housing Units	Corporal	Supervise living units		x		2	2		1.74	6.96		
Property	Corporal	Handle mail / inmate property	x		1				1.25	1.25		
SUBTOTAL	Corporals				1	7	6	3		29.09	28.00	1.09
TOTALS										39.31	37.00	2.31

Note: All Caseworker posts have been merged to Corporal

Custody Post Analysis Summary

Facility: Community Corrections Center Lincoln

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Captain	1	0/1	1
Correctional Lieutenant	2	0/2	-1
Correctional Sergeant	7	5/2*	1
Correctional Corporal	29	28/1**	1
TOTAL FTE'S	39	33/6	2

***2 Sergeants N-MAND** Administrative
 Armory/Key/Tool/Disciplinary

****1 Corporal N-MAND** Property

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

TOTAL FTE to include relief factor: 2.00 – 5 Day Lieutenants

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

*Relief factor of 1.74

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	1	0	0	0	Per staffing model
Armory/Key/Tool/Disciplinary	1	0	0	0	Facility specific – <i>Size/population</i>
TOTAL	2	0	0	0	

TOTAL FTE to include relief factor: 2.00 – 5 Day Sergeants

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Central Control*	0	1	1	1	Per staffing model
Movement*	0	2	2	2	Per staffing model
Housing Unit*	0	2	2	0	Facility specific – <i>Facility size/physical plant</i>
Travel/Transport*	0	2	1	0	Per staffing model
TOTAL	0	7	6	3	

*Relief factor of 1.74

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

*Relief factor of 1.25

TOTAL FTE to include relief factor: 1.25 – 5 Day Corporals

CCCL Specific Recommendations

- A Captain is recommended to be the Security Administrator, head of Intel and be the Chairperson for Institutional Disciplinary Committee. A current Lieutenant could be upgraded to Captain.
- Reorganize Sergeant positions to allow for an Administrative Sergeant to complete the Principle Hearing duties, assist with Intel, oversee the Urinary Analysis program, and staff clothing issue. The Armory/Key/Tool/Disciplinary Sergeant would oversee all of those specific areas.
- Eliminate Unit Caseworker positions and replace with custody staff as noted on new post plan. Maintain current staffing with Unit Case Manager (possibly add more).
- Utilize relief positions for Travel Orders as they are not currently available.
- A Property Corporal is recommended to assist with inmate mail and personal property drop offs.

Attachments

- A. Map

Attachment 3

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

COMMUNITY CORRECTIONS CENTER - Omaha

Prison Staffing Analysis

November 16-18, 2015

Table of Contents - CCCO

Staffing Analysis Team Information	3-2
Facility Design and Location	3-2
Institutional Profile	3-4
Operations	3-8
Programs	3-8
Additional Services	3-8
Activity Schedule	3-9
Activity Schedule Charts	3-10
Shift Relief Factors (SRF)	3-12
Summary of Observations	3-12
Summary of Post Planning Results	3-15
Current Post Plan/Previous Relief Factor	3-16
Current Post Plan/Current Relief Factor	3-17
Proposed Post Plan	3-18
Custody Post Analysis Summary	3-19
Facility Specific Recommendations	3-26
Attachment: Facility Map	3-27

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

COMMUNITY CORRECTIONAL CENTER – Omaha

Prison Staffing Analysis

November 16-18, 2015

Staffing Analysis Team (SAT)

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

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

Facility Design and Location

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

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

CCCO relies heavily on shared services with OCC. All records, business office functions, safety and sanitation, human resources, emergency management, health services, mail services, training, religious services, education and maintenance assistance are completed in partnership with OCC. Inmates who may not be suitable for community custody are also returned to OCC then reclassified to a more appropriate custody level. There have been no staff assaults, staff grievances are very low, staff mandatory overtime is zero, voluntary overtime is low and sick leave usage is average. Inmate on inmate assaults and fights are very rare. Inmate grievances are also low.

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

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

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

INSTITUTIONAL PROFILE

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

Facility: CCCO

Date: 11/17/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	No
Does the facility provide specialized chronic care services such as dialyses, hospice or geriatric?	No – all medical services provided by OCC
Does the institution have or will have prison industry(s) programs	No
Is there any specialized housing such as pre or post disciplinary confinement	No – male inmates returned to OCC; female inmates returned to NCCW
Administrative Confinement	No
Immediate Segregation	No
Protective Segregation	No
Intensive Management	No
Disciplinary Segregation	No
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	90
What is the facility Operational Capacity	135
Average Daily Population for the last year	162
Custody Level	Community A and B
What are the external boundaries of the facility	No fencing – inmates are allowed to walk the area in front of the building and utilize the exercise pad in the back area
Does internal surveillance and supervision include	
Control Rooms	No
Cameras	Yes
Gates	No

Cross Fencing	No
Turnkeys	No
Internal towers	No
Other	No
<i>Perimeter</i>	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	There are 16 cameras total; the front entrance is locked only during overnight hours
Is the barrier sufficient to detain/delay escape	No
Are there any impairments to good sight lines e.g. terrain; fence.	No
What is the frequency and severity of visibility impairment such as fog or dust storms	Winter storms/Fog
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	There are no vehicle entry points; pedestrian traffic is through the building Main entrance
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility
What type of perimeter vehicle is available, and is it a fixed or mobile post	No perimeter patrol
<i>Communications</i>	
Do all staff in inmate areas have radios	UCW's, Food Service, Maintenance and third shift custody staff only
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes – staff with a radio also have a body alarm
<i>Inmate Housing</i>	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Unsecure rooms
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes cameras have been installed
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Unit staff provide supervision on first and second shifts; custody staff provide supervision on third shift; the front desk is the only assigned post
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Inmate room doors are unsecured
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	2015 – 570 MR's with 35 being class I
What is the frequency and seriousness of inmate on staff assaults	0

What is the frequency and seriousness of inmate-on-inmate assaults	2014 -1; no weapons 2015 - 0
Have there been any recent escapes, escape attempts or walkaways if so explain	2014 - 6 2015 - 1
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	There is a steady turnover rate due to inmates completing sentences or parole
Is there significant gang or STG influences	No
Disciplinary Process	Per policy
Operations and Activities	
<i>Movement</i>	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes when needed for an inmate to be returned to a higher security level
unrestricted, open campus style	Yes
via pass system	No
time specific lines	No
combination depending on inmate status	No
<i>Visitation</i>	
What is the visitation schedule	Sa/Su 230-1530
Are visits contact or non-contact or both	Contact only
What is the process for visitor registration/sign-in and are security staff assigned full-time	Visitors will be signed in to visit by front desk staff; visits occur in the lobby area
What is the duration of visits	Each inmate can visit on Saturday and Sunday for 3 hours
What are the search requirements for inmates and visitors	Random pat/strip searches on inmates; no searches required on visitors
<i>Work Assignments</i>	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Food service, HU porters, maintenance, outside details
Are there any essential work details in the community	Yes - State Office Bldg., Dept. of Roads
What work details are optional/can be shut down	Outside details, maintenance, porters
<i>Food Service</i>	
Is food service contracted or state run	State
Are any inmates fed in-cell, if so how many	No
Are inmates fed in central dining areas or in common areas in housing units	Central Dining plus many inmates take a sack lunch if on work release or working a detail off-site
How are inmates escorted/sent to dining areas	Intercom announcement
How many staff are assigned to dining areas	0 custody staff; 4 food service staff

<i>Programs</i>	
List of Programs by:	
Number and types	Education-ABE/GED, NRTS, limited mental health, off-site community providers
Hours of operation	Programs occur daily –Most programs are off-site community providers. See activity chart
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Institutional or community providers
Are programs considered as a function or determining factor in inmate idleness	Yes
<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	
Medical, Dental, Mental health	0
Hospital stays TO's	0 - furloughs are utilized
Court appearances	0
Transfers	2015 - 3 hours total
At outside hospitals, is there a prison ward, or does the sending institution provide security	Outside hospital stays may be done by medical furlough; return to OCC for treatment
Are there other routine outside transports	Van runs daily all day for jobs/job searches/appointments.
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Douglas County pays substantially more, Low unemployment rate.
Attendance issues (e.g., overtime, sick leave abuse)	Sick leave is average; mandatory overtime is zero; voluntary overtime is very low
Staff grievances concerning post assignments, overtime, training, and so forth.	2014 - 3 2015 - 4
Critical incidents within the past five years	Contraband introduction of synthetic marijuana has led to various medical emergencies; alcohol usage on the rise
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

CCCO operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Neither first nor second shift have custody staff assigned and operate with Unit Caseworkers (UCW) as the primary assigned staff. The Unit Case Managers (UCM) will typically provide any supervisory functions needed for the shift. Only one post is assigned, front desk/reception, and no staff are assigned specifically to a housing unit area. Third shift operates solely with custody staff. One or two Corporals and a Sergeant are the typical staff complement. The highest ranking custody staff are Sergeants assigned to third shift. The Security Administrator is the Assistant Warden. UCMs and UCWs make up the majority of staff available to the inmate population. CCCO currently has a Unit Administrator (UA) assigned; however, this is a double staffing position through OCC and upon the UA moving on to another institution or leaving NDCS, this position will be eliminated. Day shift staff includes administrative and support staff. The total number of staff assigned to CCCO is 34.

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

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

Programs

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

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

Additional Available Services

A medical clinic is located at OCC. Medical needs of the population are met by the OCC health services department. CCCO inmates are processed into OCC for these services requiring OCC staff to conduct

searches of the inmate in/out of the facility. Additionally, OCC staff provide escort of these inmates to the medical clinic.

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

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

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

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

Activity Schedule

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

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

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

Shift Relief Factors (SRF)

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

Summary of SAT Observations

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

Unit Caseworker (UCW)

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

Travel/Transport (Driver)

- The main goal of the driver is to provide transportation into the community for inmates with job seeking passes, appointments and/or jobs in the community.
- There is no post order but a standard operating procedure is available and utilized for guidance.
- Additional duties are assigned when the van is not out transporting to include front entrance, check in/out of inmates and room searches.
- The van schedule does not provide for this staff person to be available to assist the shift for extended periods of time.
- No relief for the weekends has been assigned to van driver, nor is there anyone available to cover for training and holidays.

Third Shift Sergeant

- The Sergeant reported there is commonly only two staff assigned to third shift.

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

Third Shift Corporal

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

Food Service

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

Additional Observations

- CCCO has a significant need to keep the van going to transport inmates within the community for various appointments and work assignments. There are not enough designated staff for this post.
- Most staff indicated too many collateral duties for several staff and not enough for others. A redistribution of these duties would alleviate the inequities noted by staff. Additionally, it is recommended cross-training occur to ensure staff know how to perform the collateral duties of others. CCCO has a small staff compliment; therefore, there is a great need for multiple people to be able to fill in as needed.
- All Security Administrator duties have been delegated to the Assistant Warden. Additionally, there is no intel function or custody chain of command.
- A day shift Sergeant is recommended to accommodate all property, key and armory needs. This person could also conduct Principle Hearing duties.
- Food service staff appeared to have a significant amount of down time. It is recommended this area be re-evaluated with regard to the number of positions as well as the schedule of the food service staff.

- There is no established chain of command. This causes some difficulties when an emergency occurs and in every day assignments. It is recommended supervisory staff be added and staff be assigned specific posts.
- It is recommended the Unit Caseworker positions become custody positions to allow continuity among shifts and allow for overtime coverage from shift to shift. Furthermore, if there is a need for overtime into the next shift, this could be done easily with all staff working within the same department of custody.
- GPS monitoring and tracking as well as other activities inmates are involved in the community go largely unsupervised due to staffing and workloads. Upon analysis of unit management, it is recommended case load size be approximately 40 per case manager. If this change were made, unit staff would then have duties of community resource to include job checks, pass and furlough checks, sponsor reviews, etc. Unit staff would also be responsible for random checks of the electric monitoring devices. By adding this responsibility, there would be much more accountability for the inmates and increased public safety.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Community Corrections Center - Omaha

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
										0.00		
SUBTOTAL	Lieutenants				0	0	0	0		0.00	0.00	0.00
Asst. Shift Supr.	Sergeant	Shift Supervisor		x				1	1.90	1.90		
SUBTOTAL	Sergeants				0	0	0	1		1.90	2.00	0.10
Central Control	Corporal	Control Center		x				2	1.90	3.80		
Driver	Corporal	Van Driver	x			1	1		1.30	2.60		
SUBTOTAL	Corporals				0	1	1	2		6.40	6.00	(0.40)
Housing Units	Unit Caseworker	Supervise inmate activity		x		3	3		1.90	11.40		
SUBTOTAL	Unit Caseworkers				0	3	3	0		11.40	10.00	(1.40)
TOTALS											18.00	(1.70)

Minimal Post Staffing Analysis

Institution: Community Corrections Center - Omaha

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
										0.00		
SUBTOTAL	Lieutenants				0	0	0	0		0.00	0.00	0.00
Asst. Shift Supr.	Sergeant	Shift Supervisor		x				1	1.74	1.74		
SUBTOTAL	Sergeants				0	0	0	1		1.74	2.00	0.26
Central Control	Corporal	Control Center		x				2	1.74	3.48		
Driver	Corporal	Van Driver	x			1	1		1.25	2.50		
SUBTOTAL	Corporals				0	1	1	2		5.98	6.00	0.02
Housing Units	Unit Caseworker	Supervise inmate activity		x		3	3		1.74	10.44		
SUBTOTAL	Unit Caseworkers				0	3	3	0		10.44	10.00	(0.44)
TOTALS											18.00	(0.16)

Minimal Post Staffing Analysis

Institution: Community Corrections Center - Omaha

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Captain	Operations	x		1				1.00	1.00		
SUBTOTAL	Administrative				1	0	0	0		1.00	0.00	1.00
Administrative	Lieutenant	Administrative	x				1		1.00	1.00		
SUBTOTAL	Lieutenants				0	0	1	0		1.00	0.00	1.00
Shift	Sergeant	Shift Supervisor		x		1	1	1	1.74	5.22		
Administrative	Sergeant	Armory, Key, Tool / DCC	x		1				1.25	1.25		
SUBTOTAL	Sergeants				1	1	1	1		6.47	2.00	4.47
Central Control	Corporal	Control Facility Moves		x		1	1	1	1.74	5.22		
Movement	Corporal	Security		x		1	1	1	1.74	5.22		
Travel / Transport	Corporal	Transportation	x			1	1		1.25	2.50		
SUBTOTAL	Corporals				0	3	3	2		12.94	16.00	(3.06)
TOTALS										21.41	18.00	3.41

Note: All Caseworker posts have been merged to Corporal

Custody Post Analysis Summary

Facility: Community Corrections Center – Omaha

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Captain	1	0/1	1
Correctional Lieutenant	1	0/1	1
Correctional Sergeant	7	6/1*	5
Correctional Corporal	13	13/0	-3
TOTAL FTE'S	22	19/3	4

***1 Sergeant N-MAND**

Administrative

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift	0	0	1	0	Facility specific – <i>facility size</i>
TOTAL	0	0	1	0	

TOTAL FTE to include relief factor: 1.00 – 5 Day Lieutenant

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

*Relief factor of 1.74

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

*Relief factor of 1.25

TOTAL FTE to include relief factor: 1.25 – 5 Day Sergeant

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Central Control*	0	1	1	1	Per staffing model
Movement*	0	1	1	1	Facility specific – <i>Facility size</i>
TOTAL	0	2	2	2	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 10.44 – 7 Day Corporals

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Travel/Transport*	0	1	1	0	Facility specific – <i>Facility size</i>
Property	0	0	0	0	Facility specific – <i>Facility size</i>
TOTAL	0	1	1	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 2.50 – 5 Day Corporals

CCCO Specific Recommendations

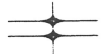
- Recommend adding a Captain for Security Administrator and other duties currently assigned to the Assistant Warden. These duties could include Intel, investigations, PREA coordinator, etc.
- Key/Tool/Property Control and Principle Hearing – Add a Sergeant position due to work load and security concerns. These assignments are currently collateral duties. This would be a day shift position.
- Post assignment to front desk/control and utility will assist in ensuring all areas are covered.
- Establish a chain of command similar to all other institutions.
- Eliminate UCW positions and replace with custody staff as noted on new post plan. Maintain current staffing with UCM.
- Utilize relief positions for Travel/Transport as they currently are not available.
- Lieutenant position is recommended to establish a clear chain of command and consistency between similarly situated facilities.

Attachments

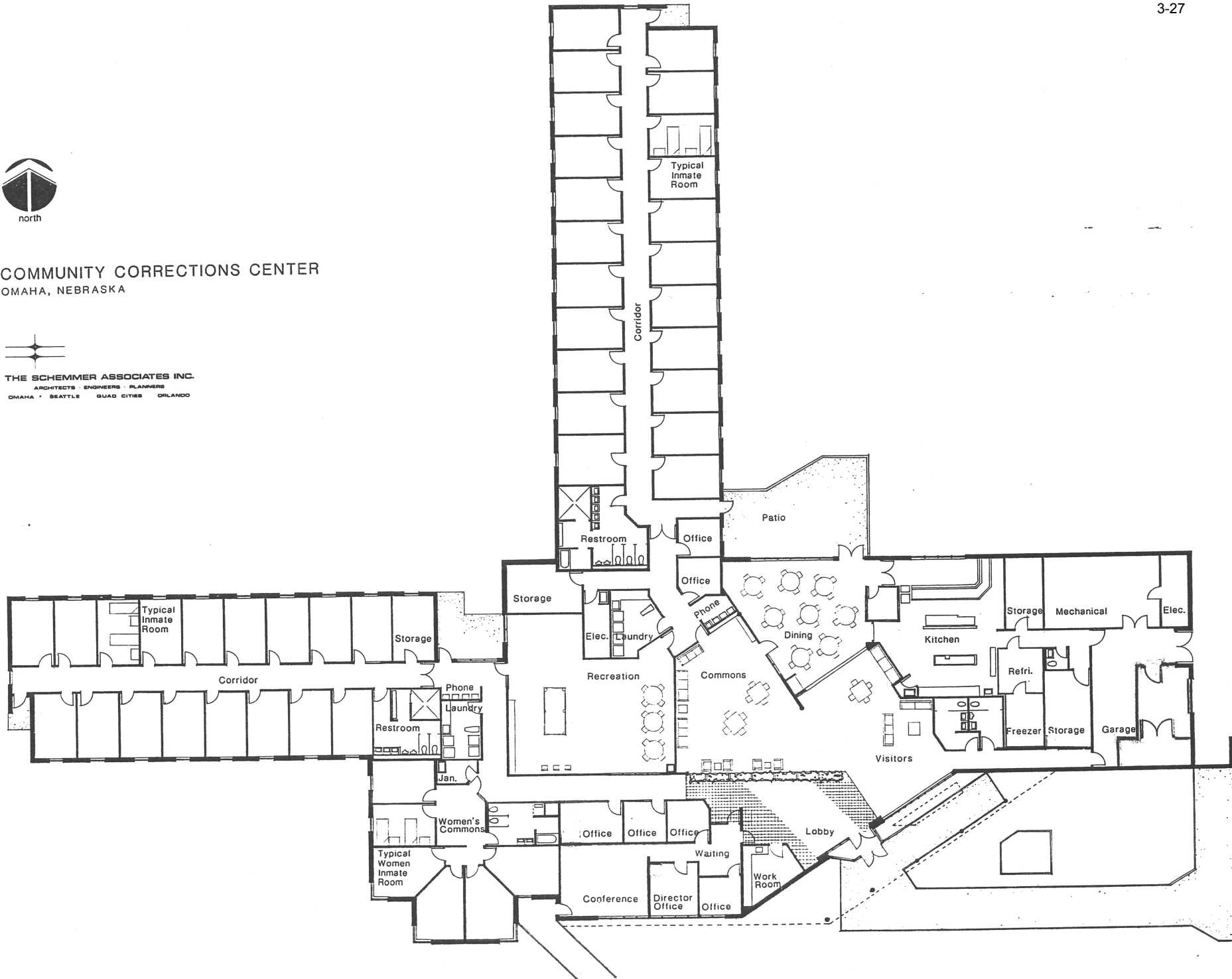
- A. Map



COMMUNITY CORRECTIONS CENTER OMAHA, NEBRASKA



THE SCHEMMER ASSOCIATES INC.
ARCHITECTS - ENGINEERS - PLANNERS
OMAHA • SEATTLE • DUNDAS • ORLANDO



Attachment 4

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

DIAGNOSTIC AND EVALUATION CENTER

Prison Staffing Analysis

January 25 -26, 2016

Table of Contents- DEC

Staffing Analysis Team Information	4-2
Facility Design and Location	4-2
Institutional Profile	4-4
Operations	4-8
Programs	4-8
Additional Services	4-8
Activity Schedule	4-9
Activity Schedule Chart	4-10
Shift Relief Factors (SRF)	4-11
Summary of Observations	4-11
Summary of Post Planning Results	4-12
Current Post Plan/Previous Relief Factor	4-13
Current Post Plan/Current Relief Factor	4-14
Proposed Post Plan	4-15
Custody Post Analysis Summary	4-16
Facility Specific Recommendations	4-24
Attachment: Facility Map	4-25

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

DIAGNOSTIC AND EVALUATION CENTER

Prison Staffing Analysis

January 25-26, 2016

Staffing Analysis Team (SAT)

The SAT met on January 25, 2016 to discuss the expectations of the analysis team and distribute assignments to ensure all custody posts were analyzed on first, second and third shifts. The observations on post took two days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Michele Capps, Deputy Warden- Nebraska State Penitentiary
- Keith Ernst, Assistant Human Resource Administrator- Central Office
- Amber Gigstad, Unit Case Manager- Tecumseh State Correctional Institution
- James Jansen, Major- Tecumseh State Correctional Institution
- Christopher Ulrick, Sergeant- Tecumseh State Correctional Institution
- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center

Facility Design and Location

The Diagnostic and Evaluation Center (DEC) was established by the Nebraska State Legislature in 1976 as part of Legislative Bill 984. Construction was completed in June of 1979 and the new facility was opened in August of 1979 as a 176-bed, maximum custody, reception, diagnostic, evaluation, assessment, classification and assignment facility.

As required by State Statute, all adult males sentenced to the Nebraska Department of Correctional Services (NDCS) by the County and District courts of the State of Nebraska are received into the correctional system at the DEC. In addition, the facility houses ninety-day evaluators sentenced by the court for assessment, county and federal safe keepers, interstate transfers, returned parolees and escapees.

Prior to being transferred to another facility within the NDCS, inmates are evaluated, assessed, classified and have medical work-ups completed while at the DEC. Transfer locations are based upon inmates' custody classification.

The facility consists of nine housing units with the following housing guidelines:

<u>Unit</u>	<u>Inmate Type</u>
Housing Unit 1	21+ years, victim potential
Housing Unit 2	First adult felony incarceration (AFI), non-violent, non-aggressive
Housing Unit 3	Younger, non-aggressive, non-predatory
Housing Unit 4	Multiple AFI's, non-violent, non-aggressive
Housing Unit 5	Multiple AFI's, parole violators (PV's), returnees, aggressive, predatory
Housing Unit 6	Multiple AFI's, PV's, returnees, non-aggressive
Housing Unit 7	21+ years, non-predatory
Housing Unit 8	First AFI's, aggressive, predatory, history of violence
Housing Unit 9	Multiple AFI's, PV's, returnees, aggressive, predatory

Please see the attached Institutional Profile providing more specific information about DEC.

INSTITUTIONAL PROFILE

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

Facility: **DEC**

Date: 8/13/2015

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Agency Reception (all but female)
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	Yes – for Skilled Nursing Facility (SNF) inmates
Does the institution have or will have prison industry(s) programs	No
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Only if patient in SNF
Immediate Segregation	Only if patient in SNF
Protective Segregation	Only if patient in SNF
Intensive Management	No
Disciplinary Segregation	Only if patient in SNF
Court Imposed Segregation	Only if patient in SNF
Does the facility house special populations	
Geriatric/convalescent population	Only if patient in SNF
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No - Intake only
Inmates sentenced to the death penalty	No – Intake only
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	176
What is the facility Operational Capacity	320
Average Daily Population for the last year	485
Custody Level	Maximum
What are the external boundaries of the facility	Co-located within common perimeter with LCC. 12' double fence w/razor & Detection system
Does internal surveillance and supervision include	
Control Rooms	Yes

Cameras	Yes
Gates	Yes
Cross Fencing	Yes – perimeter
Turnkeys	N/A
Internal towers	No
Other	N/A
<i>Perimeter</i>	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes – towers, gates & fence detection
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	No
What is the frequency and severity of visibility impairment such as fog or dust storms	Infrequent fog and snow storms
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Approx. 40 vehicles per day
What is the location/design of inmate visitors' entrance/exit	Main entrance - pass clerk
What type of perimeter vehicle is available, and is it a fixed or mobile post	N/A – LCC
<i>Communications</i>	
Do all staff in inmate areas have radios	If not issued radio, have access to body alarms.
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes
<i>Inmate Housing</i>	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Double – except SNF single cell HU 1 – 3 or 4/cell
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct in HU Control Room / Remote from Control Center
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote from HU Control Room & Control Center / SNF manually by staff
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available
What is the frequency of inmate disciplinary misconducts & types	58 Class I / 189 Class II / 665 Class III (Annual figures)

What is the frequency and seriousness of inmate on staff assaults	2 per mo. (over 6 mo.) Varied from Hitting to Throwing
What is the frequency and seriousness of inmate-on-inmate assaults	4 per mo. (over 6 mo.) Varied from Biting to Weapons
Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Varies; turnover approx. 6-8 months
Is there significant gang or STG influences	Yes
Disciplinary Process	Agency
Operations and Activities	
<i>Movement</i>	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes – 6 inmates per staff, unless mass movement to gym / yard
unrestricted, open campus style	No
via pass system	Yes, with escort
time specific lines	Yes
combination depending on inmate status	Yes
<i>Visitation</i>	
What is the visitation schedule	Wednesday-Sunday, 0800 – 1050 & 1300-1550
Are visits contact or non-contact or both	All contact visits
What is the process for visitor registration/sign-in and are security staff assigned full-time	Pre-approved registrations (unless approved by Warden); Sign in; Full time pass clerk assigned
What is the duration of visits	2 hour 50 minutes
What are the search requirements for inmates and visitors	Visitors pat searched and pass through metal detector; inmates are strip searched
<i>Work Assignments</i>	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Non secured areas cleaned by Community Inmate (Warden's secretary supervises)
Are there any essential work details in the community	None
What work details are optional/can be shut down	Front detail can be shut down
<i>Food Service</i>	
Is food service contracted or state run	State
Are any inmates fed in-cell, if so how many	SNF – up to 15 rooms
Are inmates fed in central dining areas or in common areas in housing units	Common areas
How are inmates escorted/sent to dining areas	Dining in the housing unit/common area

How many staff are assigned to dining areas	One per common area
<i>Programs</i>	
List of Programs by:	
Number and types	MRT, Mental Health Counseling, Recreation Programs, Religious Services, Education classes, Library Services, Technology Entertainment and Design (TED) Talks, Reentry Orientation classes
Hours of operation	TBD
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Institutional Staff
Are programs considered as a function or determining factor in inmate idleness	N/A
<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	
Medical,	33 in June 2015; 5,744 hours
Dental,	Combined with Medical
Mental health,	None
Court appearances	51 hours in June 2015
At outside hospitals, is there a prison ward, or does the sending institution provide security	Institution provides security
Are there other routine outside transports	Yes
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Yes
Attendance issues (e.g., overtime, sick leave abuse)	Yes
Staff grievances concerning post assignments, overtime, training, and so forth.	No
Critical incidents within the past five years	None
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	No
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	No
Specific statutory and umbrella agency policy and directives	No
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

DEC operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. Custody provides supervision on the housing units and case management focuses on the classification process. Day shift staff includes administrative and support staff as well as various additional staff. There are many shared services between DEC and the Lincoln Correctional Center (LCC) to include the following:

- Food Service
- Laundry
- Canteen
- Mailroom
- Maintenance
- Perimeter Security
- Emergency Management
- Human Resources
- Safety/Sanitation
- Inmate Records

Programs

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

- Mental Health Counseling
- Adult Basic Education/GED/High School
- Reentry Orientation Classes
- Recreation Programs and Services
- Religious Services
- Library Services
- TED Talks
- Moral Reconciliation Therapy

Additional Available Services

The DEC medical facility consists of a medical, dental and eye clinic, as well as a laboratory and hospital unit. The Skilled Nursing Facility (SNF) contains nine licensed beds and eight rooms used for inmates in need of special medical/mental health attention and inmates that are unable to live or function cooperatively on the general population housing units.

Even though DEC has medical services within the facility, many travel orders are utilized for various services within the Lincoln and Omaha community. These travel orders are completed predominantly by custody staff and completed in compliance with the NDCS Security Manual. The travel order numbers were considered by the SAT during this analysis and contribute to the overall staff needs.

Activity Schedule

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

Please see the attached DEC Activities Chart.

Shift Relief Factors (SRF)

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

Summary of SAT Observations

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

Housing Unit/Utility

- Need Sergeants available on the units to assist with inmate issues that arise during shift, oversee basic security and sanitation of the housing units and relieve Floor Corporals. Currently housing units will not have staff working on the floors when the Floor Corporal leaves the post temporarily.
- A Corporal is currently the lead supervisor.
- Addition of a Sanitation and Supply Corporal who would be responsible for overall facility sanitation and making sure all housing units have supplies.
- There is not enough staff available to respond to emergencies without locking down a unit or removing a staff from another area.
- Addition of staff to take travel orders. Currently staff is taken from other posts and areas.

Administrative

- Need an additional staff member to assist with clothing issue, Urinary Analysis program, inmate property, and possibly overseeing medical travel order scheduling to ensure there is adequate staffing.

Mailroom

- Need an additional custody staff member to monitor phone calls, review emails. Mailroom staff currently complete these assignments.

Visitation

- Currently there is no custody staff dedicated to sit in the visiting room with inmates and visitors. This is an area of concern for a Maximum Security Prison.

Library

- Currently there is no custody staff assigned in the Library.

Skilled Nursing Facility (SNF)

- The Skilled Nursing Facility needs additional staff available to address the large volume of mental health inmates that are housed in the SNF. The SNF treats mentally ill inmates from LCC and County Safe Keepers that cannot be managed by the counties.

Additional Observations

- DEC spent 5,934.76 hours on travel orders in 2015. There are no designated staff escorts for these travel orders.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Diagnostic & Evaluation Center

Current Post Plan / Previous Relief Factor

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Major's Office	Major	Custody Dept. Head	x		1				1.00	1.00		
Captain's Office	Captain	Investigations & Admin Support	x		1				1.00	1.00		
SUBTOTAL	Administrative				2	0	0	0		2.00	2.00	0.00
Custody	Lieutenants	Shift Supervisors		x		1	1	1	1.90	5.70		
SUBTOTAL	Lieutenants				0	1	1	1		5.70	6.00	0.30
Shift Supervisor	Sergeant	Asst. Shift Supervisor		x		1	1	2	1.90	7.60		
Admissions	Sergeant	Inmate Intake Interview / Assignment	x		1				1.30	1.30		
Principle Hearing	Sergeant	Inmate Disciplinary Invest.	x		1				1.00	1.00		
Armory	Sergeant	Armory / Key Control	x		1				1.00	1.00		
Disciplinary	Sergeant	Inmate Disciplinary/Evidence	x		1				1.00	1.00		
SUBTOTAL	Sergeants				4	1	1	2		11.90	10.00	(1.90)
Central Control	Corporal	Communications, Door Control		x		1	1	1	1.90	5.70		
Skilled Nursing Facility	Corporal	Inmate Supervision		x		1	1	1	1.90	5.70		
Housing Unit 1	Corporal	Inmate Supervision		x		1	1		1.90	3.80		
Housing Unit 2	Corporal	Inmate Supervision		x		1	1		1.90	3.80		
Housing Unit 3	Corporal	Inmate Supervision		x		1	1		1.90	3.80		
Housing Unit 4	Corporal	Inmate Supervision		x		1	1		1.90	3.80		
Housing Unit 5	Corporal	Inmate Supervision		x		1	1		1.90	3.80		
Housing Unit 6	Corporal	Inmate Supervision		x		1	1		1.90	3.80		
Housing Unit 7	Corporal	Inmate Supervision		x		1	1		1.90	3.80		
Housing Unit 8	Corporal	Inmate Supervision		x		1	1		1.90	3.80		
Housing Unit 9	Corporal	Inmate Supervision		x		1	1		1.90	3.80		
Utility	Corporal	Inmate Supervision, Escort/Area Checks		x		3	3	2	1.90	15.20		
Medical Clinic	Corporal	Inmate Supervision	x		1				1.30	1.30		
Visiting	Corporal	Inmate Supervision / Visits	x		1				1.30	1.30		
Admissions	Corporal	Process New Inmate Commits	x		2				1.30	2.60		
SUBTOTAL	Corporals				4	14	14	4		66.00	70.00	4.00
Housing Unit 1	Officer	Door Control / Logging / Observation		x		1	1	1	1.90	5.70		
Housing Unit 2/3	Officer	Door Control / Logging / Observation		x		1	1	1	1.90	5.70		
Housing Unit 4/5	Officer	Door Control / Logging / Observation		x		1	1	1	1.90	5.70		
Housing Unit 6/7	Officer	Door Control / Logging / Observation		x		1	1	1	1.90	5.70		
Housing Unit 8/9	Officer	Door Control / Logging / Observation		x		1	1	1	1.90	5.70		
Central Control	Officer	Communications, Door Control / Count	x		1				1.30	1.30		
Skilled Nursing Facility	Officer	Door Control / Count	x		1				1.30	1.30		
SUBTOTAL	Officers				0	5	5	5		31.10	32.00	0.90
TOTALS											120.00	3.30

Minimal Post Staffing Analysis

Institution: Diagnostic & Evaluation Center

Current Post Plan / Current Relief Factor

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Major's Office	Major	Custody Dept. Head	x		1				1.00	1.00		
Captain's Office	Captain	Investigations & Admin Support	x		1				1.00	1.00		
SUBTOTAL	Administrative				2	0	0	0		2.00	2.00	0.00
Custody	Lieutenants	Shift Supervisors		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	6.00	0.78
Shift Supervisor	Sergeant	Asst. Shift Supervisor		x		1	1	2	1.74	6.96		
Admissions	Sergeant	Inmate Intake Interview / Assignment	x		1				1.25	1.25		
Principle Hearing	Sergeant	Inmate Disciplinary Invest.	x		1				1.00	1.00		
Armory	Sergeant	Armory / Key Control	x		1				1.00	1.00		
Disciplinary	Sergeant	Inmate Disciplinary/Evidence	x		1				1.00	1.00		
SUBTOTAL	Sergeants				4	1	1	2		11.21	10.00	(1.21)
Central Control	Corporal	Communications, Door Control		x		1	1	1	1.74	5.22		
Skilled Nursing Facility	Corporal	Inmate Supervision		x		1	1	1	1.74	5.22		
Housing Unit 1	Corporal	Inmate Supervision		x		1	1		1.74	3.48		
Housing Unit 2	Corporal	Inmate Supervision		x		1	1		1.74	3.48		
Housing Unit 3	Corporal	Inmate Supervision		x		1	1		1.74	3.48		
Housing Unit 4	Corporal	Inmate Supervision		x		1	1		1.74	3.48		
Housing Unit 5	Corporal	Inmate Supervision		x		1	1		1.74	3.48		
Housing Unit 6	Corporal	Inmate Supervision		x		1	1		1.74	3.48		
Housing Unit 7	Corporal	Inmate Supervision		x		1	1		1.74	3.48		
Housing Unit 8	Corporal	Inmate Supervision		x		1	1		1.74	3.48		
Housing Unit 9	Corporal	Inmate Supervision		x		1	1		1.74	3.48		
Utility	Corporal	Inmate Supervision, Escort/Area Checks		x		3	3	2	1.74	13.92		
Medical Clinic	Corporal	Inmate Supervision	x		1				1.25	1.25		
Visiting	Corporal	Inmate Supervision / Visits	x		1				1.25	1.25		
Admissions	Corporal	Process New Inmate Commits	x		2				1.25	2.50		
SUBTOTAL	Corporals				4	14	14	4		60.68	70.00	9.32
Housing Unit 1	Officer	Door Control / Logging / Observation		x		1	1	1	1.74	5.22		
Housing Unit 2/3	Officer	Door Control / Logging / Observation		x		1	1	1	1.74	5.22		
Housing Unit 4/5	Officer	Door Control / Logging / Observation		x		1	1	1	1.74	5.22		
Housing Unit 6/7	Officer	Door Control / Logging / Observation		x		1	1	1	1.74	5.22		
Housing Unit 8/9	Officer	Door Control / Logging / Observation		x		1	1	1	1.74	5.22		
Central Control	Officer	Communications, Door Control / Count	x		1				1.25	1.25		
Skilled Nursing Facility	Officer	Door Control / Count	x		1				1.25	1.25		
SUBTOTAL	Officers				0	5	5	5		28.60	32.00	3.40
TOTALS											120.00	12.29

Minimal Post Staffing Analysis

Institution: Dianostic and Evaluation Center

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift			Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance	
			5 day	7 day	Day	1st	2nd					3rd
Security Administrator	Major	Security Admin/Intel	x		1				1.00	1.00		
Administrative	Captain	Security Admin/Intel	x		1				1.00	1.00		
SUBTOTAL	Administrative				2	0	0	0		2.00	2.00	0.00
Shift Supervisor	Lieutenant	Shift Supervisor		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	6.00	(0.78)
Shift Unit	Sergeant	Supervise staff and inst.		x		1	1	1	1.74	5.22		
Admissions	Sergeant	Supervise Units	x			1	1		1.25	2.50		
Principle Hearing	Sergeant	Inmate Intake/Assignments	x		1				1.25	1.25		
Armory / Key	Sergeant	Inmate Disciplinary Invest.	x		1				1.00	1.00		
SUBTOTAL	Sergeants				3	2	2	1		10.97	10.00	0.97
Central Control	Corporal	Armory, Key, Tool		x		3	3	2	1.74	5.22		
SNF	Corporal	Control Facility Moves		x		1	1	1	1.74	5.22		
HU 1	Corporal	Supervise internal moves		x		2	2	1	1.74	8.70		
HU 2	Corporal	Supervise Housing Unit		x		1	1		1.74	3.48		
HU 3	Corporal	Supervise Housing Unit		x		1	1		1.74	3.48		
HU 4	Corporal	Supervise Housing Unit		x		1	1		1.74	3.48		
HU 5	Corporal	Supervise Housing Unit		x		1	1		1.74	3.48		
HU 6	Corporal	Supervise Housing Unit		x		1	1		1.74	3.48		
HU 7	Corporal	Supervise Housing Unit		x		1	1		1.74	3.48		
HU 8	Corporal	Supervise Housing Unit		x		1	1		1.74	3.48		
HU 9	Corporal	Supervise Housing Unit		x		1	1		1.74	3.48		
HU 1 CC	Corporal	Supervise Housing Unit		x		1	1	1	1.74	5.22		
HU 2/3 CC	Corporal	Supervise Housing Unit		x		1	1	1	1.74	5.22		
HU 4/5 CC	Corporal	Supervise Housing Unit		x		1	1	1	1.74	5.22		
HU 6/7 CC	Corporal	Supervise Housing Unit		x		1	1	1	1.74	5.22		
HU 8/9 CC	Corporal	Supervise Housing Unit		x		1	1	1	1.74	5.22		
Movement / Escort	Corporal	Escort inmates		x		3	3	2	1.74	13.92		
Clinic	Corporal	Supervise clinic area	x		1				1.25	1.25		
Visiting	Corporal	Supervise inmate visits	x		2				1.25	2.50		
Front Entrance	Corporal	Secure entry to facility	x		1				1.25	1.25		
Central Control	Corporal		x		1				1.25	1.25		
Library	Corporal	Supervise library	x		1				1.25	1.25		
Admissions	Corporal	Process new commits	x		1	1	1		1.25	3.75		
Travel Orders	Corporal	Escort travel orders	x		4				1.25	5.00		
Diciplinary	Corporal	Inmate Disciplinary/Evidence	x		1				1.00	1.00		
Intel	Corporal	Intel review	x		1				1.00	1.00		
Sanitation/Supply	Corporal	Supplies	x		1				1.00	1.00		
SUBTOTAL	Corporals				14	21	21	9		104.51	102.00	2.51
TOTALS									122.70	120.00	2.70	

Note: All Corporal and Officer positions have been combined to Corporal.

Custody Post Analysis Summary

Facility: Diagnostic and Evaluation Center

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Major	1	0/1	0
Correctional Captain	1	0/1	0
Correctional Lieutenant	6	6/0	0
Correctional Sergeant	11	8/3*	1
Correctional Corporal	105	94/11**	3
TOTAL FTE'S	124	108/16	4

***3 Sergeants N-MAND** Principle Hearing
 Armory
 Admissions

****11 Corporals N-MAND** Clinic
 Front Entrance
 Library
 Admissions
 Travel Order Team (4)
 Intel
 Sanitation/Supply
 Disciplinary

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Major
 POST TYPE: 5 Day

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

TOTAL FTE to include relief factor: 1.00 – 5 Day Major

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Captain
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	0	0	0	0	Facility specific – <i>Facility size</i>
Intel	0	0	0	0	Facility specific – <i>Facility size</i>
Operations	1	0	0	0	Per staffing model
TOTAL	1	0	0	0	

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Lieutenant
 POST TYPE: 7 Day

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

*Relief factor of 1.74

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
Yard*	0	0	0	0	Facility specific – <i>No yard</i>
TOTAL	0	1	1	1	

*Relief factor of 1.74

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

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Sergeant
 POST TYPE: 5 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Admissions*	1	0	0	0	Facility specific – <i>Mission</i>
Unit*	0	1	1	0	Per staffing model
Principle Hearing	1	0	0	0	Per staffing model
Armory/Key/Tool	1	0	0	0	Facility specific – <i>Combined</i>
Industries	0	0	0	0	Facility specific – <i>No CSI shops</i>
Intel	0	0	0	0	Facility specific – <i>Mission</i>
Vehicle Gate	0	0	0	0	Facility specific – <i>Physical plant</i>
TOTAL	3	1	1	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 5.75 – 5 Day Sergeants

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 7 Day

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Central Control*	0	1	1	1	Facility specific – <i>Physical plant</i>
Skilled Nursing *	0	2	2	1	Facility specific – <i>Population</i>
HU 1-9 Floors*	0	9	9	0	Facility specific – <i>Physical plant</i>
HU 1-9 C Centers*	0	5	5	5	Per staffing model
Movement/Escorts*	0	3	3	2	Facility specific – <i>Physical plant/mission</i>
Kitchen	0	0	0	0	Facility specific – <i>Physical plant</i>
Programs/Activities	0	0	0	0	Facility specific – <i>Mission</i>
Recreation	0	0	0	0	Facility specific – <i>Mission</i>
Video Monitoring	0	0	0	0	Facility specific – <i>Population/physical plant</i>
TOTAL	0	20	20	9	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 85.26 – 7 Day Corporals

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Diagnostic and Evaluation Center
 JOB CLASSIFICATION: Correctional Corporal
 POST TYPE: 5 Day

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Clinic*	1	0	0	0	Facility specific – <i>Clinic hours</i>
Visiting*	2	0	0	0	Facility specific – <i>Facility size</i>
Front Entrance*	1	0	0	0	Facility specific – <i>Physical plant</i>
Central Control*	1	0	0	0	Per staffing model
Programs/Activities*	1	0	0	0	Facility specific – <i>Library</i>
Admissions*	1	1	1	0	Facility specific – <i>Mission</i>
Travel Order*	4	0	0	0	Per staffing model
Intel	1	0	0	0	Facility specific – <i>Facility size</i>
Sanitation / Supply	1	0	0	0	Facility specific – <i>Physical plant</i>
Disciplinary	1	0	0	0	Facility specific – <i>Facility size</i>
Industries	0	0	0	0	Facility specific – <i>No CSI shops</i>
Property	0	0	0	0	Facility specific – <i>Mission</i>
TOTAL	14	1	1	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 19.25 – 5 Day Corporals

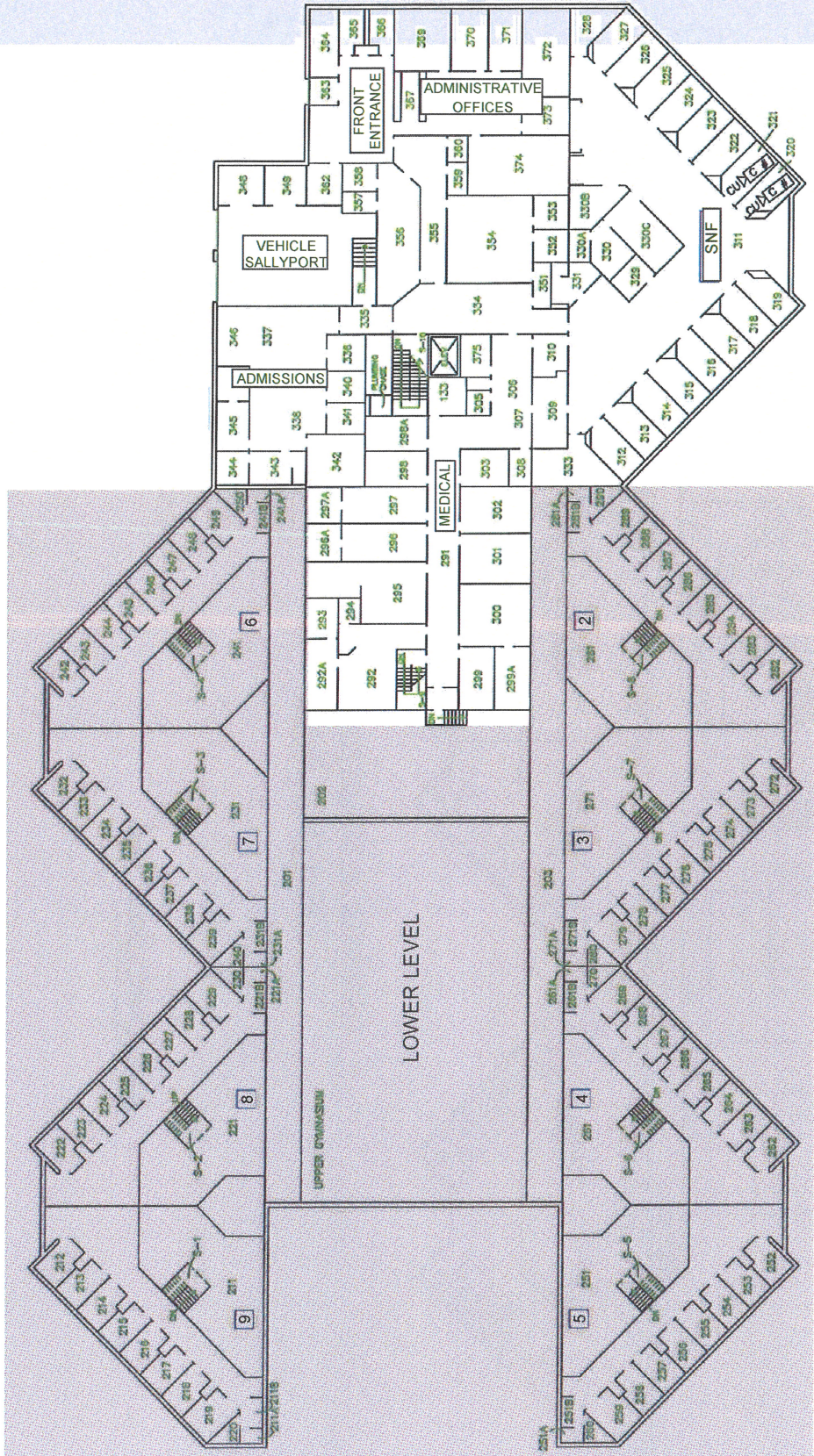
DEC Specific Recommendations

- Due to the unique mission of DEC, several posts were not recommended that would be consistent with the staffing model because of its size and short term stay of inmates. DEC also is provided several services from LCC and doesn't require its own fulltime staff member in the facility.
- Unit Sergeant - Addition of a second shift Unit Sergeant for housing units. Responsibilities of the Unit Sergeant would be to handle inmate issues that arise during shift, oversee basic security and sanitation of the housing units, respond to emergencies, and relieve Floor Corporals so they could use the restroom, write reports, etc.
- Intel Corporal - Addition of a day shift Intel Corporal to monitor phone calls, review emails (new issue for the Department due to recently allowing inmates to have email access), perform investigations and gather intel.
- Visiting Corporal – Create a Visiting Corporal to monitor the Visiting Room.
- Programs/Activities – Create a Library Corporal to provide security in the Library.
- Sanitation Corporal – Create a Corporal position that would be responsible for the overall facility sanitation and making sure all housing units have supplies.
- Movement/Escorts - Create a Utility Corporal per shift to increase emergency response and maintain smooth operations by having more escort staff.
- Travel Order Corporal – Create a team of four Travel Order Corporals to transport inmates to medical appointments, court and other outside locations.
- SNF Corporal – Create a second Corporal assigned to the SNF due to the large volume of mental health inmates that are housed in the SNF.

Attachments

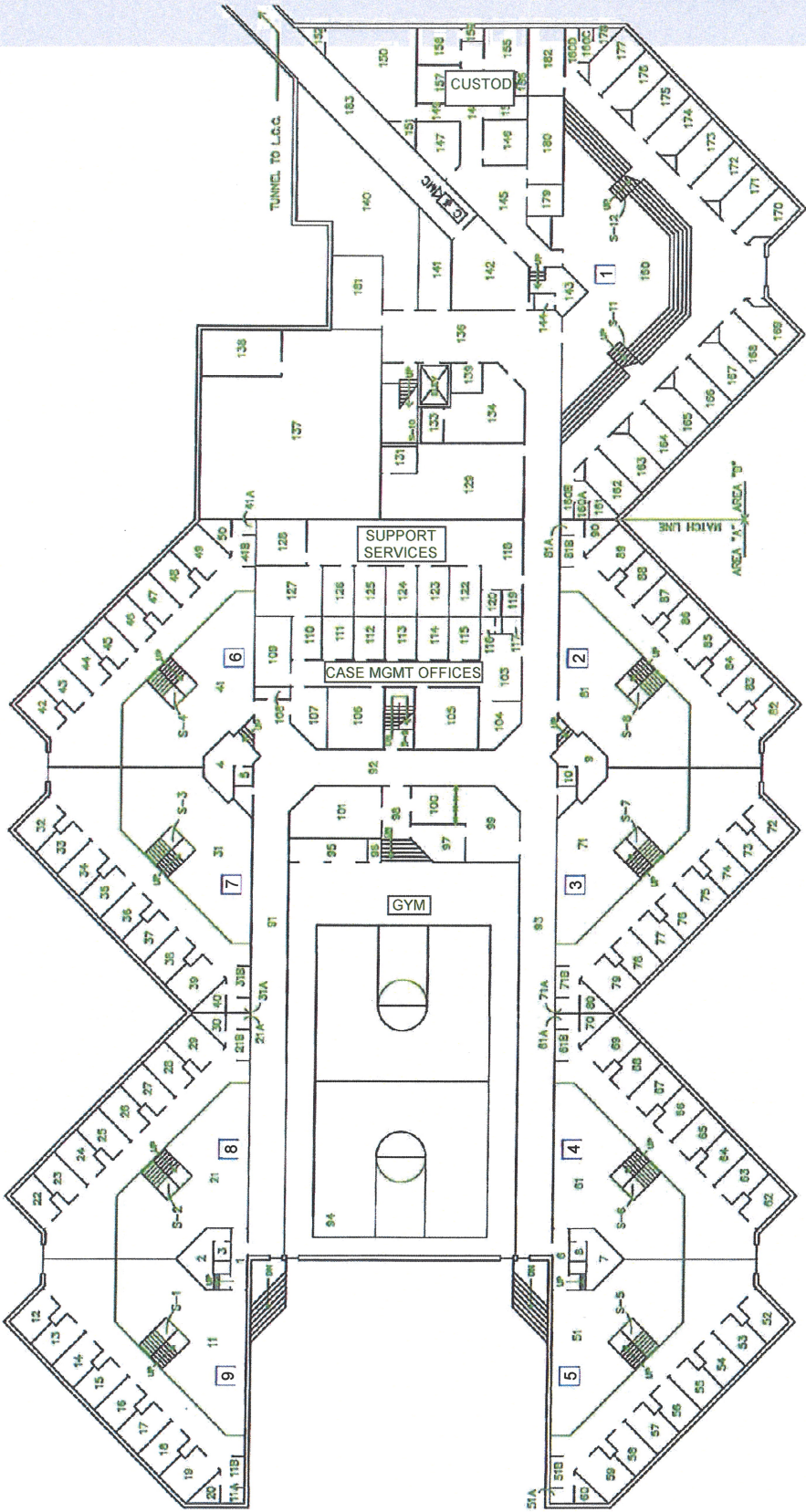
- A. Map

DIAGNOSTIC AND EVALUATION CENTER PHYSICAL PLANT DIAGRAM

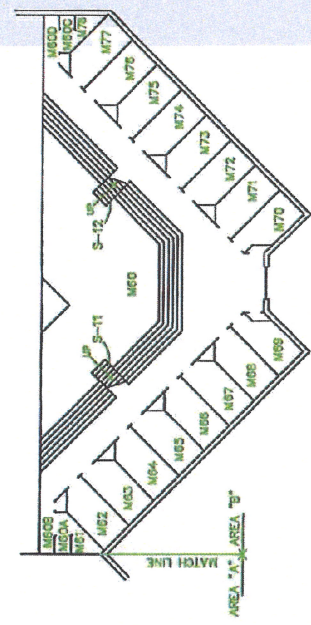
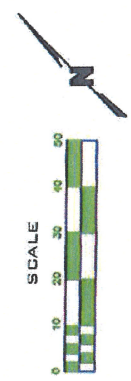


DIAGNOSTIC & EVALUATION CENTER
UPPER LEVEL PLAN

DIAGNOSTIC AND EVALUATION CENTER PHYSICAL PLANT DIAGRAM



DIAGNOSTIC & EVALUATION CENTER
LOWER LEVEL PLAN



MEZZANINE LEVEL PLAN

Attachment 5

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

LINCOLN CORRECTIONAL CENTER

Prison Staffing Analysis

January 28-29, 2016

Table of Contents - LCC

Staffing Analysis Team Information	5-2
Facility Design and Location	5-2
Institutional Profile	5-3
Operations	5-7
Programs	5-7
Activity Schedule	5-8
Activity Schedule Chart	5-9
Shift Relief Factors (SRF)	5-10
Summary of Observations	5-10
Summary of Post Planning Results	5-14
Current Post Plan/Previous Relief Factor	5-15
Current Post Plan/Current Relief Factor	5-16
Proposed Post Plan	5-17
Custody Post Analysis Summary	5-18
Facility Specific Recommendations	5-26
Attachment: Facility Map	5-27

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES**LINCOLN CORRECTIONAL CENTER****Prison Staffing Analysis****January 28-29, 2016****Staffing Analysis Team (SAT)**

The SAT conducted a staffing analysis from January 28-29, 2016 of the Lincoln Correctional Center (LCC). Assignments were given to ensure all custody and housing posts were analyzed on all three shifts. The observations on post took approximately two days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. At the conclusion of the analysis the SAT met and discussed all of their findings and made final recommendations. The SAT members were:

- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center
- Shaun Settles, Major – Nebraska Correctional Center for Women
- Mario Peart, Warden – Lincoln Correctional Center
- Uki Wolfe, Emergency Preparedness Specialist – Nebraska Correctional Center for Women
- Shawn Sherman, Unit Administrator – Tecumseh State Correctional Institution

Facility Design and Location

LCC is a maximum/medium custody facility located in Lincoln, Nebraska. LCC is located on West Van Dorn street next to the Diagnostic and Evaluation Center (DEC). Due to its close proximity to DEC there are many shared services including use of DEC's Medical Clinic and Skilled Nursing Facility.

LCC opened in August of 1979 as a minimum/medium custody facility but currently houses maximum/medium custody inmates. LCC also houses a large number of the Nebraska Department of Correctional Services' (NDCS) mentally ill inmates. Due to the classification change from the original design, LCC staff face many challenges operating on a daily basis (I.E. lack of functional control centers for maximum security inmates).

Please see the attached Institutional Profile providing more specific information about LCC.

INSTITUTIONAL PROFILE

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

Facility: LCC

Date: 1/29/2016

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	For own population.
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	No, DEC provides.
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	Yes
Intensive Management	No
Disciplinary Segregation	Yes
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	Yes
Sex Offenders Inpatient	Yes
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	308
What is the facility Operational Capacity	468
Average Daily Population for the last year	497
Custody Level	Maximum, Medium
What are the external boundaries of the facility	LCC is responsible for perimeter security, fence check and towers.
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes

Turnkeys	Yes
Internal towers	Yes, not staffed.
Other	N/A
<i>Perimeter</i>	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes, for LCC and DEC.
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	Yes, Tower 1 is adjacent to the parking area.
What is the frequency and severity of visibility impairment such as fog or dust storms	Rare fog/winter storms
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	No issues with procedures.
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby.
What type of perimeter vehicle is available, and is it a fixed or mobile post	No perimeter vehicle.
<i>Communications</i>	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	No, mostly just security.
<i>Inmate Housing</i>	
Is the inmate housing construction type appropriate for population housed	Design does not meet custody levels.
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Two person cells for general population (GP). Single cells for RHU.
Does the line of sight provide good visibility; or if not is it supplemented with cameras	No, more cameras are needed.
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct 0600-2200. Secure 2200-0600
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote in GP and CU. Key in C- Unit.
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	For 2015: 497 Class I charges 3192 Class II charges 4522 Class III charges
What is the frequency and seriousness of inmate on staff assaults	Inmate on inmate altercations are not too frequent and it's rare for a serious event.
What is the frequency and seriousness of inmate-on-inmate assaults	Inmate on staff assaults have been rising as more secure mental health inmates are

	moved to LCC. Specifically spitting and bodily fluids.
Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Considerable. Over 1,600 transfers last year.
Is there significant gang or STG influences	Yes, 37 % STG
Disciplinary Process	Per policy.
Operations and Activities	
<i>Movement</i>	
Do inmates move within the facility:	
under general supervision	Yes, Yard staff.
under escort (if so, what is the ratio requirement)	Yes. Variation depending on status and where they are housed. 1:1 RHU. 10:1 from LCC to DEC.
unrestricted, open campus style	No
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	Yes
<i>Visitation</i>	
What is the visitation schedule	Wed-Sun 0800-1045, 1230-1530 and 1700-1930.
Are visits contact or non-contact or both	Contact only.
What is the process for visitor registration/sign-in and are security staff assigned full-time	Visiting Staff will process visitors and escort inmates from protective custody and RHU causing them to leave the Visiting Room. No gender specific posts.
What is the duration of visits	From 2 hours to 2 hours and 45 minutes depending on session.
What are the search requirements for inmates and visitors	Inmates strip searched. Visitors pass through metal detector and pat search.
<i>Work Assignments</i>	
Are work details supervised by security staff	All work details supervised but some are not supervised by security.
What are the essential work details inside the facility	Kitchen.
Are there any essential work details in the community	No
What work details are optional/can be shut down	All of the rest.
<i>Food Service</i>	
Is food service contracted or state run	State ran. Provide for LCC and DEC.
Are any inmates fed in-cell, if so how many	Yes, 94.
Are inmates fed in central dining areas or in common areas in housing units	Majority fed in Central Dining.

How are inmates escorted/sent to dining areas	Inmates called 1 unit at a time and staff provide supervision between the unit and Dining Hall.
How many staff are assigned to dining areas	3
Programs	
List of Programs by:	
Number and types	Mental Health, Education and Vocational.
Hours of operation	Mon- Fri 0800 -1630.
Total participants and individual class/group size	Varies.
Contracted or institutional staff supervised	Institutional staff.
Are programs considered as a function or determining factor in inmate idleness	No
Inmate Escort and Travel Orders	
What is the average necessity/frequency and duration of off institution transports for:	
Medical,	562/ year
Dental,	Grouped with Medical
Mental health,	Grouped with Medical
Court appearances	2/ year
At outside hospitals, is there a prison ward, or does the sending institution provide security	16/ year – Facility provides security
Are there other routine outside transports	60 / year – transfers to other facilities
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Lancaster County pays substantially more. Low unemployment rate.
Attendance issues (e.g., overtime, sick leave abuse)	Sick leave usage high due to high mandatory overtime.
Staff grievances concerning post assignments, overtime, training, and so forth.	0
Critical incidents within the past five years	Suicides and staff assaults.
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

LCC operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. Because of the physical plant design of LCC, there are six housing units that operate more as eleven units. Each unit requires direct supervision. There is typically one Unit Caseworker (UCW) assigned to each side of a housing unit during first and second shift and one officer assigned to watch both sides of a housing unit during third shift. Day shift staff includes administrative, Cornhusker State Industries (CSI) staff and support staff.

LCC has its own clinic that operates during first and second shift and uses the Diagnostic and Evaluation Center (DEC) Skilled Nursing Facility (SNF) for Medical issues during third shift. LCC also used the DEC SNF for suicidal and self-harming inmates. Other shared services between LCC and DEC include:

- Food Service
- Laundry
- Canteen
- Mailroom
- Maintenance
- Perimeter Security
- Emergency Management
- Human Resources
- Safety/Sanitation
- Inmate Records

Programs

Inmates have access to various different programs at LCC. Programs afford educational and treatment opportunities. Programs offered at LCC are provided by an active volunteer base, health services staff, contract employees and LCC employees. The following programs and services are provided but not limited to:

- Academic Education - ABE/GED
- Remedial Reading and Mathematics
- Pre-employment Training
- English as a Second Language
- College Level Courses
- Cornhusker State Industries (CSI) - Wood Shop; Print Shop
- Pre-Release
- Preparing Animals to Assist with Success (PAAWS)
- Basic dog obedience program
- The Department's Mental Health Unit/Secure Mental Health Unit for mentally ill inmates
- In Patient Sex Offender (Ihelp)

Activity Schedule

LCC operates under structured movement. Yard schedules are made in advance to only allow certain housing units access to the recreation yard at certain times. Inmate movement on the yard is run through a Yard Sergeant. LCC operates on a pass system in which inmates must receive a pass to enter various areas (visiting, medical, etc.).

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

Please see the attached LCC Activities Chart for both weekdays and weekends.

Shift Relief Factor (SRF)

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

Summary of SAT Observations

Control Unit Sergeant

- The Control Unit only has a Sergeant posted for day shift hours Monday through Friday.
- The Control Unit Sergeant is responsible for overseeing business hours operations in the Unit that houses the most violent and disruptive inmates.
- Add a Restrictive Housing Unit Sergeant for first and second shift to ensure a Supervisor is always present during peak hours.

C Unit Staff (Restrictive Housing)

- C Unit recently began double bunking (placing two inmates in the same cell) some of the cells in the unit. This has increased the number of inmates that need to be escorted to shower, yard, visits and other passes. Even though the number of inmates increased, the number of staff did not. This has led to staff not following proper safety procedures as a tradeoff to get all activities accomplished in the allotted time.
- Addition of another staff member in C1 Unit and C2 Unit during first and second shift is suggested.

Tool Control Corporal

- Currently the Tool Control Corporal is assigned to go on travel orders and supervise the Canteen up to 24 hours per week. This significantly interferes with their duties with Tool Control (an important part of proper security).
- It is recommended that a Canteen Corporal position be added to supervise the Canteen. It is also recommended that travel order teams be created (this will be discussed later).
- In addition to these changes, it is recommended that the position of Tool Control be upgraded to Sergeant due to importance to security.

Intel Department

- There is no current staff authorized to assist the Intel Captain with Intel duties. There was a Corporal assigned to Intel, however this position is a second shift relief position (which can cause the need for overtime on second shift).
- It is recommended to add a Sergeant and Corporal to the Intel Department. These positions would be full time and not cause the need to utilize a relief post from a shift.

Sanitation

- There were common areas in need of sanitation improvement.
- Recommend adding a position for Sanitation and Supply. This would be a Corporal post that would be responsible for ordering of facility chemicals, cleaning supplies and completing paperwork, in addition to overseeing basic facility sanitation.

Yard/Escorts/Utility

- Currently there are no staff assigned as facility escorts. This means that all inmate passes that require escorts (Secure Mental Health Unit for example) have yard staff (who are the emergency responders) used for the escort. This causes lack of security on the yard and lessens the chances of a proper response to emergencies.
- It is recommended to add three facility escort staff to first and second shift seven days per week and add two Monday through Friday day shift (busiest hours) escort staff.

Travel Orders

- In 2015 LCC spent 6,169.62 hours escorting inmates out of the facility (medical appointments, court, transfers, etc.) without any staff assigned for these escorts. This means nearly all travel orders are covered by overtime.
- It is recommended to add four positions for travel orders. This will reduce the need for overtime and ensure staff are available to respond at the facility should an emergency arise.

Video Surveillance

- Currently there is no staff assigned for video monitoring.
- It is recommended to add a position for video monitoring staff.

Kitchen

- Due to the Kitchen being separated from the Dining Hall, inmates have to move large amounts of food from the Kitchen to the Dining Hall. This is often done with a food service escort, not a security escort.
- It is recommended to add an additional Corporal to first and second shifts in the Kitchen. This second Corporal would be responsible for movement between the Kitchen and Dining Hall as well as supervise inmates in the dining hall.

CSI Industries

- Currently only a CSI Shop Sergeant is responsible for the security of the CSI Shops area. For a maximum security facility this is low.
- It is recommended to add two Corporals that are assigned to the CSI area to supervise the three shops in the area.

Housing Units (General Population)

- Control centers are not functional during daytime hours due to poor design. The control centers are actually separated from the housing units. The control centers may be functional if video surveillance monitors were added to each control center with the intent that the control center staff operate by using the camera system for visual supervision.
- It is recommended to double staff the general population (GP) non specialty housing units (B Unit and E Unit) to ensure staff safety in the absence of a secure control center or add cameras to all housing units and video surveillance equipment to the control centers so that the control centers could be staffed again.
- It is recommended to add Unit Sergeants (per the staffing model) to ensure a supervisor is regularly present during the hours inmates are out of their cells.

Education

- Currently there is no custody staff assigned to Education. Teachers provide the security in addition to teaching the inmates.
- It is recommended that a Corporal be added to Education to provide security of the area.

Library

- Currently there is no custody staff assigned to the Library and the Library is only open 1200 to 2000 hours.
- When the Librarian calls in or has vacation, Custody staff are used to operate and supervise the Library.
- It is recommended that a Library Corporal be added to first and second shift to provide proper security, in addition to providing the inmate population with more access to the Library.

Religion

- Currently there is no custody staff assigned to the Religious Center. Yard staff are utilized from their assigned duties to supervise religious activities in the absence of the Religious Coordinator (who works Monday through Friday 0800 to 1630 hours).
- It is recommended that Corporals be assigned to the Religious Center to provide a security presence in the Religious Center and allow for yard staff to perform their own duties.

Visiting

- Currently both first and second shift provide coverage for the Visiting Room. Staff report that during the week days the morning session is not very busy.
- It is recommended that visiting hours be changed to a 40 hours per week block. This would allow for only one shift to cover the Visiting Room and would be a better use of staff.

Turnkey

- Turnkey is a major inmate traffic hub. Most inmate passes and all CSI shop traffic walk through this area.
- Currently three staff are assigned to Turnkey during first and second shift. The third staff member is a recently added position and can be utilized for other duties.
- It is recommended that Turnkey return to a two staff post on first and second shift. It is also recommended that in order to assist during peak traffic hours a third staff be assigned to day shift Monday through Friday.

Additional Observations

- There appeared to be lack of communication between Mental Health staff and Restrictive Housing Unit (RHU) staff. This led to staff spending extra time trying to verify restrictions and other documents. It is recommended to create an assigned group or team that is responsible for reviewing levels, restrictions and incentives for mentally ill inmates in the Secure Mental Health Unit. This team could be made up of select Mental Health staff, a Unit Case Manager, Unit Manager or a custody supervisor. It is

recommended that this group or team be led by either the Associate Warden or Deputy Warden in order to have an ultimate decision maker when Unit Staff and Mental Health Staff have disagreements. This would allow for better communication, a clearer chain of command, free up line staff time and would likely improve staff morale.

- Restrictive Housing Units are not participating in the transformation project. The transformation project and levels programs are Department driven programs to improve behaviors of inmates housed in RHU. By adding more staff to C1 and C2 Units and working on the communication between Mental Health and Unit Staff, staff should have the time to implement the transformation project.

Summary of Post Planning Results

This section includes the following attached charts and documents:

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

Minimal Post Staffing Analysis

Institution: Lincoln Correctional Center

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Major's Office	Major	Institutional Security Administrator	x		1				1.00	1.00		
Captain's Office	Captain	Security Manager	x		2				1.00	2.00		
SUBTOTAL	Administrative				3	0	0	0		3.00	3.00	0.00
Lieutenant's Office	Lieutenants	Supervise staff and institution		x	1	1	1		1.90	5.70		
SUBTOTAL	Lieutenants				0	1	1	1		5.70	6.00	0.30
Asst. Shift Sup.	Sergeant	Assist Shift Supervisor		x	1	1	2		1.90	7.60		
Yard	Sergeant	Supervise Yard / Compound		x	1	1			1.90	3.80		
Industries	Sergeant	Supervise CSI Shop inmates	x		1				1.30	1.30		
Vehicle Gate	Sergeant	Control Vehicular traffic	x		1				1.30	1.30		
Control Unit	Sergeant	Supervise RH Unit	x		1				1.00	1.00		
Principle Hearing	Sergeant	Process Misconduct Reports	x		1				1.00	1.00		
Armory	Sergeant	Armory / Key Control	x		1				1.00	1.00		
SUBTOTAL	Sergeants				5	2	2	2		17.00	11.00	(6.00)
Central Control	Corporal	Control institution traffic		x	1	1	1		1.90	5.70		
Kitchen	Corporal	Supervise kitchen inmates		x	1	1			1.90	3.80		
Yard	Corporal	Supervise inmates on yard		x	1	1	1		1.90	5.70		
Control Unit Floor	Corporal	Supervise RH Unit		x	1	1	1		1.90	5.70		
Turnkey	Corporal	Control traffic in spine area		x	1	1			1.90	3.80		
Control Unit CC	Corporal	Supervise traffic in/out of RH		x	1	1			1.90	3.80		
A Unit	Corporal	Supervise housing unit at night		x			1		1.90	1.90		
C Unit	Corporal	Supervise housing unit at night		x			1		1.90	1.90		
Yard	Corporal	Supervise inmates on yard		x		1			1.90	1.90		
Big Yard / Gym	Corporal	Supervise inmates on big yard/gym		x	1	1			1.90	3.80		
Front Entrance	Corporal	Control traffic into the institution		x	1	1			1.90	3.80		
Central Control	Corporal	Control facility movement	x		1				1.30	1.30		
Medical Clinic	Corporal	Supervise inmates in Clinic	x		1				1.30	1.30		
Visiting	Corporal	Supervise inmates/visitors	x		1				1.30	1.30		
Property Control	Corporal	Control / storage inmate property	x		1				1.00	1.00		
Canteen / Tool	Corporal	Tool / Inventory / Canteen	x		1				1.00	1.00		
Disciplinary	Corporal	Coordinate discipline proceedings	x		2				1.00	2.00		
Canine Program	Corporal	Canine handler	x		1				1.00	1.00		
SUBTOTAL	Corporals				7	9	9	5		50.70	52.00	1.30
Turnkey	Officer	Control traffic in spine area		x	1	1			1.90	3.80		
Towers	Officer	Security perimeter fence		x	3	3	3		1.90	17.10		
Yard	Officer	Supervise inmates on yard		x	2	2	2		1.90	11.40		
A Unit Control Center	Officer	Monitor Housing Unit at Night		x			1		1.90	1.90		
B Unit Control Center	Officer	Monitor Housing Unit at Night		x			1		1.90	1.90		
C Unit Control Center	Officer	Monitor Housing Unit at Night		x			1		1.90	1.90		
D Unit Control Center	Officer	Monitor Housing Unit at Night		x			1		1.90	1.90		
E Unit Control Center	Officer	Monitor Housing Unit at Night		x			1		1.90	1.90		
Control Unit CC	Officer	Control traffic in/out of RHU		x			1		1.90	1.90		
Visiting	Officer	Supervise inmates/visitors	x		3				1.30	3.90		
SUBTOTAL	Officers				3	6	6	11		47.60	49.00	1.40
Unit A1	Unit Caseworker	Supervise inmate activities		x	1	1			1.90	3.80		
Unit A2	Unit Caseworker	Supervise inmate activities		x	1	1			1.90	3.80		
Unit B1	Unit Caseworker	Supervise inmate activities		x	1	1			1.90	3.80		
Unit B2	Unit Caseworker	Supervise inmate activities		x	1	1			1.90	3.80		
Unit C1W	Unit Caseworker	Supervise inmate activities		x	1	1			1.90	3.80		
Unit C1C	Unit Caseworker	Supervise inmate activities		x	1	1			1.90	3.80		
Unit C2W	Unit Caseworker	Supervise inmate activities		x	1	1			1.90	3.80		
Unit C2C	Unit Caseworker	Supervise inmate activities		x	1	1			1.90	3.80		
Unit D1	Unit Caseworker	Supervise inmate activities		x	1	1			1.90	3.80		
Unit D2	Unit Caseworker	Supervise inmate activities		x	1	1			1.90	3.80		
Unit E1	Unit Caseworker	Supervise inmate activities		x	1	1			1.90	3.80		
Unit E2	Unit Caseworker	Supervise inmate activities		x	1	1			1.90	3.80		
SUBTOTAL	Unit Caseworkers				0	12	12	0		45.60	44.00	(1.60)

TOTALS 165.00 (4.60)

** Authorized FTE does NOT include Maintenance Cpl.

*** ADDED CANINE HANDLER (transferred from CCCL)

Minimal Post Staffing Analysis

Institution: Lincoln Correctional Center

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Major's Office	Major	Institutional Security Administrator	x		1				1.00	1.00		
Captain's Office	Captain	Security Manager	x		2				1.00	2.00		
SUBTOTAL	Administrative				3	0	0	0		3.00	3.00	0.00
Lieutenant's Office	Lieutenants	Supervise staff and institution		x	1	1	1		1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	6.00	0.78
Asst. Shift Sup.	Sergeant	Assist Shift Supervisor		x	1	1	2		1.74	6.96		
Yard	Sergeant	Supervise Yard / Compound		x	1	1			1.74	3.48		
Industries	Sergeant	Supervise CSI Shop inmates	x		1				1.25	1.25		
Vehicle Gate	Sergeant	Control Vehicular traffic	x		1				1.25	1.25		
Control Unit	Sergeant	Supervise RH Unit	x		1				1.00	1.00		
Principle Hearing	Sergeant	Process Misconduct Reports	x		1				1.00	1.00		
Armory	Sergeant	Armory / Key Control	x		1				1.00	1.00		
SUBTOTAL	Sergeants				5	2	2	2		15.94	11.00	(4.94)
Central Control	Corporal	Control institution traffic		x	1	1	1		1.74	5.22		
Kitchen	Corporal	Supervise kitchen inmates		x	1	1			1.74	3.48		
Yard	Corporal	Supervise inmates on yard		x	1	1	1		1.74	5.22		
Control Unit Floor	Corporal	Supervise RH Unit		x	1	1	1		1.74	5.22		
Turnkey	Corporal	Control traffic in spine area		x	1	1			1.74	3.48		
Control Unit CC	Corporal	Supervise traffic in/out of RH		x	1	1			1.74	3.48		
A Unit	Corporal	Supervise housing unit at night		x			1		1.74	1.74		
C Unit	Corporal	Supervise housing unit at night		x			1		1.74	1.74		
Yard	Corporal	Supervise inmates on yard		x		1			1.74	1.74		
Big Yard / Gym	Corporal	Supervise inmates on big yard/gym		x	1	1			1.74	3.48		
Front Entrance	Corporal	Control traffic into the institution		x	1	1			1.74	3.48		
Central Control	Corporal	Control facility movement	x		1				1.25	1.25		
Medical Clinic	Corporal	Supervise inmates in Clinic	x		1				1.25	1.25		
Visiting	Corporal	Supervise inmates/visitors	x		1				1.25	1.25		
Property Control	Corporal	Control / storage inmate property	x		1				1.00	1.00		
Canteen / Tool	Corporal	Tool / Inventory / Canteen	x		1				1.00	1.00		
Disciplinary	Corporal	Coordinate discipline proceedings	x		2				1.00	2.00		
Canine Program	Corporal	Canine handler	x		1				1.00	1.00		
SUBTOTAL	Corporals				7	9	9	5		47.03	52.00	4.97
Turnkey	Officer	Control traffic in spine area		x	1	1			1.74	3.48		
Towers	Officer	Security perimeter fence		x	3	3	3		1.74	15.66		
Yard	Officer	Supervise inmates on yard		x	2	2	2		1.74	10.44		
A Unit Control Center	Officer	Monitor Housing Unit at Night		x			1		1.74	1.74		
B Unit Control Center	Officer	Monitor Housing Unit at Night		x			1		1.74	1.74		
C Unit Control Center	Officer	Monitor Housing Unit at Night		x			1		1.74	1.74		
D Unit Control Center	Officer	Monitor Housing Unit at Night		x			1		1.74	1.74		
E Unit Control Center	Officer	Monitor Housing Unit at Night		x			1		1.74	1.74		
Control Unit CC	Officer	Control traffic in/out of RHU		x			1		1.74	1.74		
Visiting	Officer	Supervise inmates/visitors	x		3				1.25	3.75		
SUBTOTAL	Officers				3	6	6	11		43.77	49.00	5.23
Unit A1	Unit Caseworker	Supervise inmate activities		x	1	1			1.74	3.48		
Unit A2	Unit Caseworker	Supervise inmate activities		x	1	1			1.74	3.48		
Unit B1	Unit Caseworker	Supervise inmate activities		x	1	1			1.74	3.48		
Unit B2	Unit Caseworker	Supervise inmate activities		x	1	1			1.74	3.48		
Unit C1W	Unit Caseworker	Supervise inmate activities		x	1	1			1.74	3.48		
Unit C1C	Unit Caseworker	Supervise inmate activities		x	1	1			1.74	3.48		
Unit C2W	Unit Caseworker	Supervise inmate activities		x	1	1			1.74	3.48		
Unit C2C	Unit Caseworker	Supervise inmate activities		x	1	1			1.74	3.48		
Unit D1	Unit Caseworker	Supervise inmate activities		x	1	1			1.74	3.48		
Unit D2	Unit Caseworker	Supervise inmate activities		x	1	1			1.74	3.48		
Unit E1	Unit Caseworker	Supervise inmate activities		x	1	1			1.74	3.48		
Unit E2	Unit Caseworker	Supervise inmate activities		x	1	1			1.74	3.48		
SUBTOTAL	Unit Caseworkers				0	12	12	0		41.76	44.00	2.24

TOTALS 165.00 8.28

** Authorized FTE does NOT include Maintenance Cpl.

*** ADDED CANINE HANDLER (transferred from CCCL)

Minimal Post Staffing Analysis

Institution: Lincoln Correctional Center

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Major	Institutional Security Administrator	x		1				1.00	1.00		
Intel	Captain	Intel	x		1				1.00	1.00		
Operations	Captain	Security Manager	x		1				1.00	1.00		
SUBTOTAL	Administrative				3	0	0	0		3.00	3.00	0.00
Shift Supervisor	Lieutenant	Supervise staff and institution		x	1	1	1		1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	6.00	(0.78)
Shift Sergeant	Sergeant	Assist Shift Supervisor		x	1	1	1		1.74	5.22		
Yard	Sergeant	Supervise Yard / Escort		x	1	1	1		1.74	5.22		
RH Unit	Sergeant	Supervise RH Unit		x	1	1			1.74	3.48		
A/B Unit	Sergeant	Supervise A Unit	x		1	1			1.25	2.50		
D/E Unit	Sergeant	Supervise D Unit	x		1	1			1.25	2.50		
Industries - CSI Shops	Sergeant	Supervise CSI Shop inmates	x		1				1.25	1.25		
Vehicle Gate	Sergeant	Control Vehicular traffic	x		1				1.25	1.25		
Tool	Sergeant	Tool/Key Control	x		1				1.00	1.00		
Intel	Sergeant	Gather Intel/Investigations/STG	x		1				1.00	1.00		
Principle Hearing	Sergeant	Process Misconduct Reports	x		1				1.00	1.00		
SUBTOTAL	Sergeants				5	5	5	2		24.42	11.00	13.42
Kitchen	Corporal	Supervise kitchen inmates		x	2	2			1.74	6.96		
Video Monitoring	Corporal	Monitor facility cameras		x	1	1			1.74	3.48		
Turnkey	Corporal	Control institutional traffic		x	2	2			1.74	6.96		
Movement / Escorts	Corporal	Supervise inmate movement		x	4	4	2		1.74	17.40		
Central Control	Corporal	Maintain Count, Facility doors		x	1	1	1		1.74	5.22		
Towers	Corporal	Security perimeter fence		x	3	3	3		1.74	15.66		
Front Entrance	Corporal	Secure facility entry/exit		x	1	1			1.74	3.48		
A 1 Unit	Corporal	Supervise Housing Unit		x	1	1	1		1.74	5.22		
A 2 Unit	Corporal	Supervise Housing Unit		x	1	1			1.74	3.48		
B 1 Unit	Corporal	Supervise Housing Unit		x	2	2	1		1.74	8.70		
B 2 Unit	Corporal	Supervise Housing Unit		x	2	2			1.74	6.96		
C 1 Unit	Corporal	Supervise RH Housing Unit		x	3	3	1		1.74	12.18		
C 2 Unit	Corporal	Supervise RH Housing Unit		x	2	2	1		1.74	8.70		
D 1 Unit	Corporal	Supervise Housing Unit		x	1	1	1		1.74	5.22		
D 2 Unit	Corporal	Supervise Housing Unit		x	1	1			1.74	3.48		
E 1 Unit	Corporal	Supervise Housing Unit		x	2	2	1		1.74	8.70		
E 2 Unit	Corporal	Supervise Housing Unit		x	2	2			1.74	6.96		
Control Unit	Corporal	Supervise RH Housing Unit		x	2	2	2		1.74	10.44		
Programs / Activities	Corporal	Supervise the Library, Religion		x	2	2			1.74	6.96		
Recreation	Corporal	Supervise Gym / Big Yard		x	1	1			1.74	3.48		
Clinic	Corporal	Supervise Clinic	x		1				1.25	1.25		
Visiting	Corporal	Supervise inmate visits	x				3		1.25	3.75		
Property	Corporal	Store and oversee inmate Property	x		1				1.25	1.25		
Industries - CSI Shops	Corporal	Provide security in the Shops	x		2				1.25	2.50		
Turnkey	Corporal	Control institutional traffic	x		1				1.25	1.25		
Travel Orders	Corporal	Escort inmates outside facility	x		4				1.25	5.00		
Movement / Escorts	Corporal	Assist with escorts during peak	x		2				1.25	2.50		
Central Control	Corporal	Maintain Count, Facility doors	x		1				1.25	1.25		
Education	Corporal	Supervise inmate Education	x		1				1.25	1.25		
Disciplinary	Corporal	Coordinate discipline proceedings	x		2				1.00	2.00		
Sanitation/Supply	Corporal	Institutional sanitation/supplies	x		1				1.00	1.00		
Canine Unit	Corporal	Facility Searches	x		1				1.00	1.00		
Intel	Corporal	STG review, assist intel capt.	x		1				1.00	1.00		
SUBTOTAL	Corporals				18	36	39	14		174.64	145.00	29.64
									TOTALS	207.28	165.00	42.28

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

** authorized FTE does NOT include Maintenance Cpl

Custody Post Analysis Summary

Facility: Lincoln Correctional Center

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Major	1	0/1	0
Correctional Captain	2	0/2	0
Correctional Lieutenant	6	6/0	0
Correctional Sergeant	25	20/5*	14
Correctional Corporal	175	161/14**	30
TOTAL FTE'S	209	187/22	44

***5 Sergeants N-MAND** Industries - CSI Shops
Vehicle Gate
Tool
Intel
Principle Hearing

****14 Corporals N-MAND** Property
Industries - CSI Shops (2)
Turnkey
Central Control
Education
Disciplinary (2)
Sanitation/Supply
Canine
Intel
Clinic
Movement/Escorts (2)

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

FACILITY: Lincoln Correctional Center
 JOB CLASSIFICATION: Correctional Major
 POST TYPE: 5 Day

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

TOTAL FTE to include relief factor: 1.00 – 5 Day Major

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	0	0	0	0	Facility specific – <i>Facility size</i>
Intel	1	0	0	0	Per staffing model
Operations	1	0	0	0	Per staffing model
TOTAL	2	0	0	0	

TOTAL FTE to include relief factor: 2.00 – 5 Day Captains

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

*Relief factor of 1.74

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
Yard*	0	1	1	1	Per staffing model
RHU*	0	1	1	0	Facility specific – <i>Physical plant/RHU beds</i>
TOTAL	0	3	3	2	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 13.92 – 7 Day Sergeants

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
A/B Unit*	0	1	1	0	Per staffing model
D/E Unit*	0	1	1	0	Per staffing model
Industries - CSI Shops*	1	0	0	0	Per staffing model
Vehicle Gate*	1	0	0	0	Per staffing model
Armory/Key	0	0	0	0	Facility specific - <i>Exception</i>
Tool	1	0	0	0	Per staffing model
Intel	1	0	0	0	Per staffing model
Principle Hearing	1	0	0	0	Per staffing model
TOTAL	5	2	2	0	

*Relief factor 1.25

TOTAL FTE to include relief factor: 10.50 – 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Kitchen*	0	2	2	0	Per staffing model
Programs/Activities*	0	2	2	0	Facility specific – <i>Facility size</i>
Recreation*	0	1	1	0	Per staffing model
Video Monitoring*	0	1	1	0	Per staffing model
Turnkey*	0	2	2	0	Facility specific – <i>Physical plant</i>
Movement/Escort*	0	4	4	2	Facility specific – <i>Facility mission/Physical plant</i>
Central Control*	0	1	1	1	Facility specific – <i>Population size</i>
Towers*	0	3	3	3	Facility specific – <i>Physical plant</i>
Front Entrance*	0	1	1	0	Per staffing model
A Unit*	0	2	2	1	Facility specific – <i>Physical plant /unit mission</i>
B Unit*	0	4	4	1	Facility specific – <i>Physical plant /unit mission</i>
C Unit*	0	5	5	2	Facility specific – <i>Physical plant /unit mission</i>
D Unit*	0	2	2	1	Facility specific – <i>Physical plant /unit mission</i>
E Unit*	0	4	4	1	Facility specific – <i>Physical plant /unit mission</i>
Control Unit*	0	2	2	2	Facility specific – <i>Physical plant /unit mission</i>
Skilled Nursing	0	0	0	0	Facility specific – <i>Physical plant</i>
TOTAL	0	36	36	14	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 149.64 – 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Clinic*	1	0	0	0	Facility specific – <i>Population size</i>
Visiting*	0	0	3	0	Facility specific – <i>Facility size</i>
Property*	1	0	0	0	Facility specific – <i>Population size</i>
Industries - CSI*	2	0	0	0	Facility specific – <i>Physical plant</i>
Turnkey*	1	0	0	0	Facility specific – <i>Physical plant</i>
Travel Orders*	4	0	0	0	Facility specific – <i>Facility size</i>
Movement/Escorts	2	0	0	0	Facility specific – <i>Facility mission/Physical plant</i>
Central Control*	1	0	0	0	Per staffing model
Education*	1	0	0	0	Facility specific – <i>Daily schedule</i>
Disciplinary	2	0	0	0	Per staffing model
Sanitation	1	0	0	0	Facility specific – <i>Amount of common areas</i>
Canine	1	0	0	0	Facility specific – <i>Department assignment</i>
Intel	1	0	0	0	Facility specific – <i>Population size</i>
TOTAL	18	0	3	0	

*Relief factor 1.25

TOTAL FTE to include relief factor: 25.00 – 5 Day Corporals

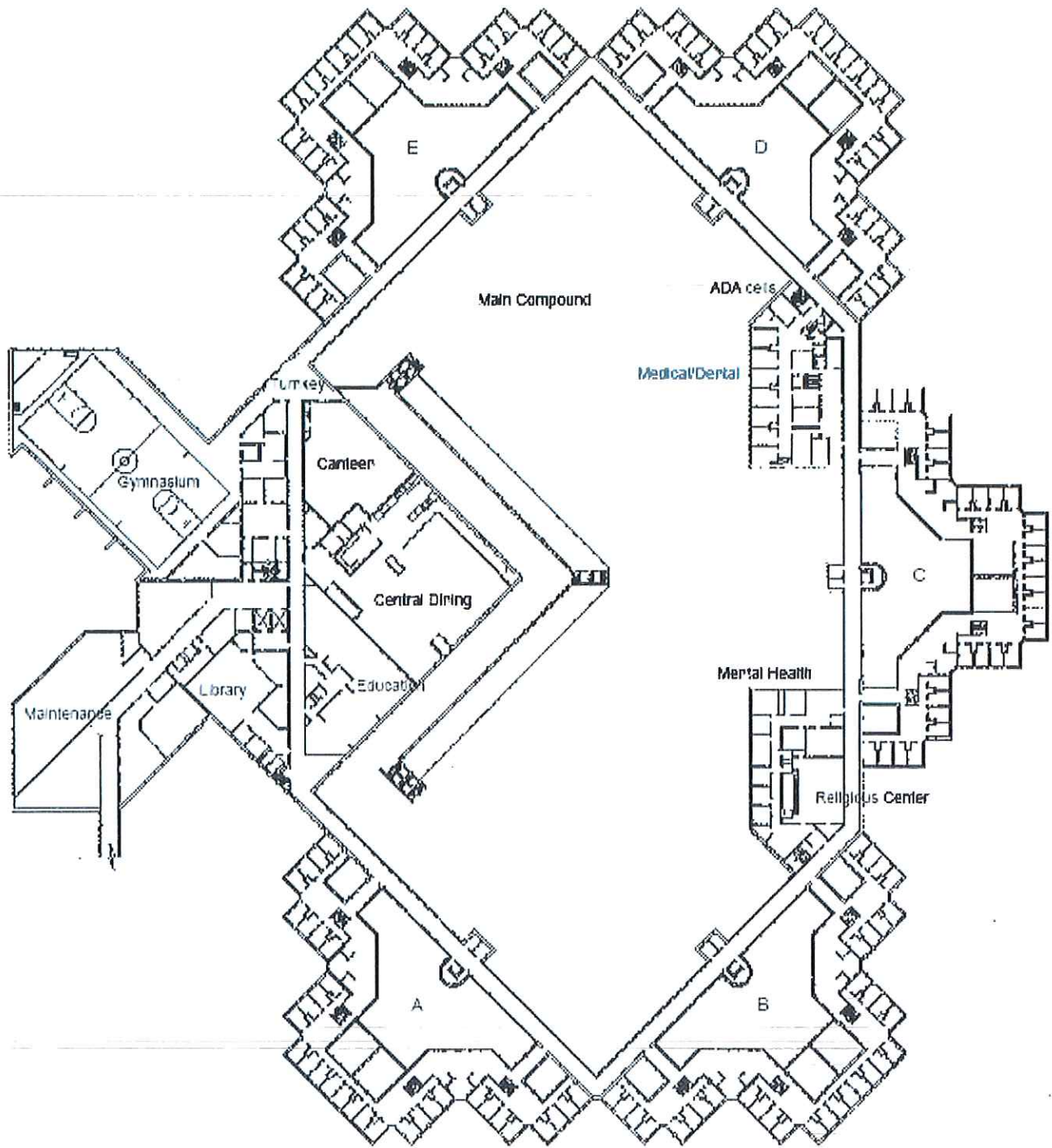
LCC Specific Recommendations

- Upgrade the Tool Corporal to a Sergeant due to high security nature of the position.
- An Intel Corporal is recommended to assist with the Intel Department.
- Unit Sergeants are recommended to provide a supervisory presence in the housing units.
- A second Kitchen Corporal is recommended to assist in watching food preparation and the movement of food to the Dining Hall.
- An Education Corporal is recommended to provide a security presence in Education.
- A Library Corporal is recommended on first and second shift to enhance security and allow the inmates more access to the Library.
- A Corporal is recommended on first and second shift to provide security in the Religious Center and allow yard staff to focus on their duties.
- A Video Monitoring Corporal is recommended for first and second shift to enhance security and surveillance of the facility.
- A Sanitation/Supply Corporal is recommended to provide supervision of facility sanitation as well as order supplies for the facility.
- Two Corporals are recommended to assist in supervision of the Industries - CSI shops.
- It is recommended that Turnkey be changed from a three staff to a two staff post on first and second shift. It is also recommended a day shift, Monday through Friday, Corporal be added to Turnkey to assist during peak traffic.
- It is recommended to add Movement/Escort staff to escort passes throughout the facility.
- It is recommended that four travel order staff be added to escort inmates into the community for appointments.

Attachments

- A. Map

LINCOLN CORRECTIONAL CENTER PHYSICAL PLANT DIAGRAM



Attachment 6

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA CORRECTIONAL CENTER FOR WOMEN

Prison Staffing Analysis

January 19-21, 2016

Table of Contents - NCCW

Staffing Analysis Team Information	6-2
Facility Design and Location	6-2
Institutional Profile	6-4
Operations	6-8
Programs	6-8
Additional Services	6-8
Activity Schedule	6-9
Activity Schedule Charts	6-10
Shift Relief Factors (SRF)	6-12
Summary of Observations	6-12
Summary of Post Planning Results	6-17
Current Post Plan/Previous Relief Factor	6-18
Current Post Plan/Current Relief Factor	6-19
Proposed Post Plan	6-20
Custody Post Analysis Summary	6-21
Facility Specific Recommendations	6-29
Attachment: Facility Map	6-30

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA CORRECTIONAL CENTER FOR WOMEN

Prison Staffing Analysis
January 19-21, 2016

Staffing Analysis Team (SAT)

The SAT held an organizational meeting on January 19th at the Nebraska Correctional Center for Women (NCCW) prior to conducting the analysis. Assignments were given to ensure all custody and housing unit posts were analyzed on all three shifts. The group toured the facility to ensure all members were familiar with the campus layout. The observations on post took approximately 2 ½ days to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Chris Peters, Business Manager – Federal Surplus Property
- Shaun Settles, Major – Nebraska Correctional Center for Women
- Joe Baldassano, Assistant Warden – Community Corrections Center, Lincoln
- Brad McConville, Lieutenant – Work Ethic Camp
- Uki Wolfe, Emergency Preparedness Specialist – Nebraska Correctional Center for Women
- Linda Bos, Human Resource Manager – Central Office

Facility Design and Location

NCCW is a Nebraska Department of Corrections (NDCS) facility located at 1107 Recharge Rd., York, NE 68467. The facility is in a small community of approximately 8000 residents and is located 44 miles west of Lincoln, Nebraska a few miles north of Interstate 80.

NCCW is the only secure state prison for female offenders sentenced to state custody in Nebraska. It is the second oldest state prison and was established in 1920 through the purchase of a dairy farm. The facility has 19 total buildings which include six housing units, of which two are used for general population. Housing units include North Hall (44 3- and 4-bed cells), the nursery unit (15 1 bed cells), B Bay unit (19 6- and 7- bed cells), Strategic Treatment and Reintegration (STAR) Unit (12-16 beds for treatment and restrictive housing or protective custody inmates), the Diagnostic and Evaluation (D&E) Unit (newly committed inmates during their first 30 days of incarceration), and temporary restrictive housing with number of cells/units dependent on inmate profile and count. The administrative building includes administrative offices, food service, laundry services, warehouse and the gym.

NCCW serves as the female reception and orientation center, and provides custody and care for maximum, medium and minimum level inmates. At the time of the analysis, the inmate composition was 30.8% maximum, 32.0% medium, 36.1% minimum and 1.1% community. This facility has also housed youthful female offenders. NCCW accepts pre-adjudicated females from county jails who cannot be held locally for security and/or medical reasons at a per diem rate. Evaluations are conducted at the facility to assist the court with sentencing decisions. Inmate offense(s) are by percentage: Drugs (29.9%),

Theft (14.7%), Assault (11.2%), Fraud (10.7%), Motor Vehicle (30%), Homicide (6.6%), Burglary (6.3%), robbery (3.3%), Weapons (2.8%), Sex Offenses (2.5%), Arson (.5%), and Restraint (.3%) and Other (3.6%).

The facility is enclosed by a double chain link fence. The outer fence is 12 feet tall with two strands of razor ribbon at the top and one strand of razor ribbon at the center, which is approximately 6 feet high. It is mounted on a concrete apron approximately 2 feet wide. The inner fence is 12 feet tall with one strand of razor ribbon at the top, one strand at the middle and two strands at the bottom. The fence has no motion detection system or alert sensors. There are no observation towers or mobile patrol. The perimeter is checked twice per shift by foot patrol and is monitored by several of the 25 exterior cameras, with pan and zoom capability, which are positioned around the compound and are electronically controlled by Central Control.

There are two vehicle sally ports located at the front and rear of the facility. Both sally ports are monitored by video cameras. The front sally port is located at the main entrance and is used for entrance of emergency vehicles. The rear sally port allows access to the warehouse for supply delivery. It can also allow emergency vehicle access to transport offenders from the Restrictive Housing Unit (RHU), if needed.

NCCW is planning several construction and maintenance projects, requiring the entrance of contractors. These include new construction, major renovations, water & h/vac system upgrades.

Please see the attached Institutional Profile providing more specific information about NCCW.

INSTITUTIONAL PROFILE

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

Facility: NCCW

Date: 12/10/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Yes. Female intake facility
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	No
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	Yes
Intensive Management	Yes
Disciplinary Segregation	Yes
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	Yes
Youthful Offenders	Yes, none currently
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	275
What is the facility Operational Capacity	330
Average Daily Population for the last year	322
Custody Level	Max, Med, Min
What are the external boundaries of the facility	Double Perimeter Fence
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	No

Turnkeys	No
Internal towers	No
Other	
<i>Perimeter</i>	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes, cameras only
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	Yes, Multiple building obstruct lines of site to perimeter
What is the frequency and severity of visibility impairment such as fog or dust storms	Occasional fog/snow storms
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular / pedestrian traffic at the facility gates	Regular/Scheduled deliveries
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby.
What type of perimeter vehicle is available, and is it a fixed or mobile post	No perimeter vehicles or perimeter posts
<i>Communications</i>	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes, radios equipped with TAC alarm
<i>Inmate Housing</i>	
Is the inmate housing construction type appropriate for population housed	No. Design does not meet custody levels.
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	3-6 person cells for GP, SAU. Single cells for RHU. B-Building doors do not secure
Does the line of sight provide good visibility; or if not is it supplemented with cameras	No. Need additional cameras in all housing units.
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct 0600-2200. Secure 2200-0600
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote C-Building, Manual North Hall, N/A B-Building
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	Last 12 months; 62 class I, 555 class II, 1524 class III, 2141 total guilty charges.
What is the frequency and seriousness of inmate on staff assaults	Rare, less than 1 per year
What is the frequency and seriousness of inmate-on-inmate assaults	Occasional, 10+ during current year
Have there been any recent escapes, escape attempts or walkaways if so explain	1 attempt. Inmate attempted to climb fence.

Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Considerable turnover. Inmate transfers and short sentences.
Is there significant gang or STG influences	No
Disciplinary Process	Per policy.
Operations and Activities	
<i>Movement</i>	
Do inmates move within the facility:	
under general supervision	Yes, Yard staff.
under escort (if so, what is the ratio requirement)	Yes. Variation depending on status and housing assignment 1:1 RHU.
unrestricted, open campus style	Yes
via pass system	Yes
time specific lines	No
combination depending on inmate status	Yes
<i>Visitation</i>	
What is the visitation schedule	Thursday 6:30-8:00pm, Friday 12:00-1:45pm, Sat/Sun 8:00-10:30/1:00-3:30
Are visits contact or non-contact or both	Contact, Non-contact available
What is the process for visitor registration/sign-in and are security staff assigned full-time	Visiting Staff process visitors and inmates into the visiting room. 2 Staff assigned to visiting positions
What is the duration of visits	General Population 2.5 hours RHU, D&E 1.75 hours
What are the search requirements for inmates and visitors	Inmates strip searched. Visitors pass through metal detector and pat search.
<i>Work Assignments</i>	
Are work details supervised by security staff	All work details supervised but some are not supervised by security.
What are the essential work details inside the facility	Kitchen.
Are there any essential work details in the community	No
What work details are optional/can be shut down	All of the rest.
<i>Food Service</i>	
Is food service contracted or state run	State ran.
Are any inmates fed in-cell, if so how many	Yes, 15 RHU
Are inmates fed in central dining areas or in common areas in housing units	Majority fed in Central Dining.
How are inmates escorted/sent to dining areas	Inmates called 1 Gallery at a time, staff provide supervision between Unit and Dining Hall.
How many staff are assigned to dining areas	2
<i>Programs</i>	

List of Programs by:	
Number and types	Mental Health, Education and Vocational, Self-Help, Dog, Clubs
Hours of operation	Mon- Fri 0800 -2200.
Total participants and individual class/group size	Varies.
Contracted or institutional staff supervised	Institutional staff.
Are programs considered as a function or determining factor in inmate idleness	N/A
<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	December 1, 2014 – December 1, 2015
Medical,	624/ year
Dental,	Grouped with Medical
Mental health,	Grouped with Medical
Court appearances	No Data
At outside hospitals, is there a prison ward, or does the sending institution provide security	7/ year – Child birth most common, institution provides security.
Are there other routine outside transports	68 / year
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Low unemployment rate. Rural community.
Attendance issues (e.g., overtime, sick leave abuse)	Sick leave usage high due to high mandatory overtime.
Staff grievances concerning post assignments, overtime, training, and so forth.	0
Critical incidents within the past five years	1 inmate death.
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

NCCW operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. A day shift Unit Manager is assigned to North Hall and B Building. Unit Case Managers (UCMs) are assigned on day shift to the D&E, B Building and C Building. Unit Caseworkers(UCWs) assigned to each unit operate on first and second shift, except the D&E has first shift only, and Nursery has second shift only. The units are operated by custody staff on third shift. Day shift staff includes administrative and support staff as well as various additional staff such as Cornhusker State Industries (CSI) shop staff, etc.

This facility has no firearms or lethal weapons. Staff are issued MK-4 chemical agent with Sergeants, Lieutenants, and Emergency Response Teams being issued MK-9 canisters. In addition, keys, radios and restraints are all issued from Central Control. Central Control is staffed by one Corporal. The facility is equipped with surveillance cameras through the compound with recording capability. The cameras monitor both outside and inside housing and program buildings.

Programs

Inmates are offered a variety of programs at NCCW. Programs afford educational and treatment opportunities. Programs offered at NCCW are provided by an active volunteer base, health services staff, reentry partners, contract employees and NCCW employees. The programs and services provided include, but are not limited to:

- Mental Health Counseling
- Strategic Treatment and Reintegration (STAR) unit
- Inpatient Substance Abuse Programming
- Cornhusker State Industries Sewing Shop
- Pro-Start Vocational Culinary Program
- Adult Basic Education/GED
- College correspondence courses
- Domesti-Pups dog program
- Parenting Program
- Recreation Programs and Services
- Inmate Clubs
- Religious Services
- Library Services

Additional Available Services

A medical clinic is located within the facility. A dental clinic is located within the medical area. Currently a dentist and his assistants divide time between the Lincoln Correctional Center and NCCW to provide services.

NCCW operates with pill call on each housing unit. Pill call is conducted three times a day and requires unit staff to monitor this activity. The number of inmates with medications determines the time needed for staff to complete this duty.

Many travel orders are utilized for various services within the York community. In calendar year 2015, 652 travel orders were handled by 1,163 staff, using over 3,500 man hours. The York Hospital has agreed to schedule up to 8 inmates at a time for mammograms and x-ray appointments. These travel orders use 5 staff, including the Captain, a Sergeant, and three Corporals. While more staff intensive per instance, there are fewer trips away from the facility. Travel orders are completed predominantly by custody staff and completed in compliance with the NDCS Security Manual. The travel order numbers were considered by the SAT during this analysis and contribute to the overall staff needs.

Activity Schedule

It is important to note NCCW operates with an open campus. Inmates move about the facility when the yard is open. The housing units do not run hourly doors during the day which would limit the amount of traffic in and out. There are areas inmates need a pass in order to access such as medical, education, etc. The open campus allows for all inmates to be on the yard at one time. During nice weather conditions, there are large numbers of inmates on the yard at one time.

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

Although inmate visitation is on the activities chart, it is important to note the staff intensive needs of visitation through visitor processing, inmate processing and observation of visits. NCCW processes approximately 131 visitors in an average week.

Please see the attached weekly NCCW Activities Charts.

Shift Relief Factors (SRF)

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

Summary of SAT Observations

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

Dining

- Staff are not assigned to dining, but are brought in from other areas (escorts from housing units, yard, etc.). This seems to work as long as the staffing complement is near or at full.

Central Control

- This is a vital and very busy post. The busiest times are during shift change, but fluctuate with travel orders, phone and radio calls, etc.
- Both first and second shift keep occupied during shift.
- Staff assigned to monitor cameras in Central Control will assist when possible, but are often called away for yard or other duty.

“B” Control Center

- Overlooks general population (GP) inmates in B-bay, inmates in SAU, and camera access to inmates and children in the nursery.
- The tasks assigned to this post are minimal, and additional duties could be assigned as long as they don't interfere with inmate & staff observation.
- Blind spots do occur on the SAU, and cameras are not able to access all areas of both B-bay and SAU.
- The electronics systems for doors and computers are in need of updating.

“C” Control Center

- Runs lights for RHU and STAR units, and doors for RHU.
- Line of sight is good over the STAR unit, but the bars on the door to the RHU are a minor hindrance. He can visually see staff throughout both units.
- The microphone to the intercom system currently does not work, so he can hear staff & inmates, but cannot respond.
- The door into the STAR unit is off track, and is waiting for parts.
- Staff state that the position keeps busy, but all tasks are completed each shift. However, if any new tasks were to be assigned, they would impact this capability.

Detail Corporal (Laundry)

- Laundry is supervised by one staff member, who also assists with travel orders.
- When warehouse operator is absent, the Detail Corporal covers the warehouse. There is no other relief for either position.
- When deliveries are made at the south gate, inmates must be removed to process the vehicle.

Housing Unit (B bay)

- Currently UCWs supervise inmates on first and second shift, with security covering third shift. There are two UCW posts, with a UCM and Unit Manager also in the area.

- The UCWs are doing more security work than counseling, and agree there should be a security presence on the floor.
- The phone seemed to keep the UCWs the busiest, as calls came in requesting inmates report to medical, school, or other areas of the facility. Since a change in the paging process, the phone calls have been “almost non-stop”.

Housing Units (North Hall)

- North Hall has two posts, staffed by UCWs on first and second shift, and Corporals on third shift. One Corporal is reassigned other duties when needed.
- Cameras on the unit are observed in Central Control, as time permits.
- Cell doors are locked after 9 pm.
- During the day, the phone is extremely busy.
- It is difficult to prevent inmates from sneaking into an unassigned wing while fulfilling case management duties.
- The position of the Control Center does not allow visual access to all the wings at the same time.
- The Post Orders are for inmate supervision, so the case management duties are additional.

Housing Unit (SAU)

- The SAU unit has one UCW on first and second shift, and a Corporal on third shift.
- This housing unit has a high number of inmates on medications. While the one staff person is handing out pills, other inmates know the unit is not as closely supervised. It is not uncommon for med-call to be stopped to handle a situation, or for the unit to be late to dining.
- The Chemical Dependency Counselors on the unit did not appear to help with supervision, but made the UCW duties difficult by either changing lobby hours, or making other rules specifically for the unit.

Housing Unit (STAR)

- The STAR unit has one UCW on first and second shift. On third shift the RHU Corporal covers both units.
- STAR houses PC, Mental Health, Plan Status and RHU overflow.
- First and second shift keep very busy, especially during meal and medication delivery.
- Staff state that most, if not all, Post Order duties are completed in one shift, unless there are unscheduled disruptive events.

Housing Unit (D&E)

- The D&E unit has one post, filled by a UCW on first shift, and a Corporal on second and third shift. This does not allow for consistency, especially for new commits that have case management questions.
- The Post Orders are for inmate supervision, so the case management duties are additional.
- Two of the rooms are designated as Medical Lay-in Rooms (house inmates with special medical needs), which can affect supervision of D&E inmates. This staffing pattern allows for the potential risk of inmates temporarily left unsupervised.

Industries Corporal

- There is no onsite security post. Yard Corporals come in to pat search at opening and closing of shop, and when leaving and returning from lunch.

Intake/Property

- This position keeps very busy, as it involves searches for any travel order leaving or returning.
- The Intake area becomes congested with staff preparing for travel orders, any new or recommitments, and inmate workers.
- Property handling is kept busy with packing up items to be sent out, or updating inmate lists with new purchases from the canteen.
- Having another person work property would allow a backup for busy intake periods.

Kitchen

- This post remains in the kitchen during food prep time on first and second shifts, supervising inmates, opening locked doors, and maintaining tool control and inventory.
- There is sufficient work, and no need for additional staff.

Medical Clinic/Dental

- There is no security post in the Medical clinic.

Nursery

- NCCW is unique with the nursery housing available to mothers, expectant mothers and caregivers.
- The unit has a Parenting Coordinator and Nursery Instructor, who are available day-shift hours, but has other obligations off of the unit several hours each week.
- The only other supervision is a UCW assigned second shift (who is often reassigned other tasks) and third shift checks every 30 minutes.
- While the Nursery program requires inmates to be classified at Community Custody, inmates that have overnight visits with their children do not have to have that custody classification. For that reason, it is suggested that security have a presence on the unit during first and second shifts.

Principle Hearing/ Disciplinary / Evidence

- Current Corporal assigned has held post for 4 years.
- Duties keep busy, but efficiencies have been implemented to improve record keeping and reduce staff intensive processes.
- Misconduct Reports have increased recently, and could be handled verbally with inmate compliance instead.
- Institutional Disciplinary Committee chair responsibilities are rotated among various staff, leading to possible inconsistencies and adding ancillary duties to multiple staff.

Restrictive Housing (RH)

- The RH floor has one Corporal post per shift.
- Primary duties are to manage day-to-day operation of the RHU.
- First and second shift keep very busy, especially during meal and medication delivery.
- State that not all Post Order duties are completed in one shift, especially if there are unscheduled disruptive events.

Shift Lieutenant/Supervisor

- There are two Lieutenants on first and second shifts. One Lieutenant is assigned to third shift.
- There is no relief Sergeant or Lieutenant assigned Friday – Monday, which makes it difficult when requesting leave.

- Assigned ancillary duties make prioritizing duties difficult.
- Requests from Administration often draw them away from daily shift supervision.

Tool/Key Corporal

- This position is held by a Sergeant at other facilities.
- The current staff has sufficient work to keep busy, not enough for another FTE.
- He is used on an average of three travel orders per month. He also backs up other posts on a short-term basis.

Visiting & Pass Clerk

- The two staff assigned to these posts have held the positions less than 6 months.
- Their duties keep them busy even on non-visit days.
- Additional staff are used to assist in pat searching visitors and/or inmates during visiting hours.
- There is concern with the security of information on the desk, and suggest a raised counter to block computer screen or paper view by non-staff.

Yard Corporals

- Yard staff are located on the main yard area. Due to building layout, line of sight to every area on the yard is not possible.
- The lower south and southwest area of the yard has no staff assigned.
- Concern was made about the open campus with no controlled doors and insufficient pass system.
- It is possible to have a large number of inmates on the yard with minimal staff available to supervise.
- Staff (usually female) are called away from yard detail to assist with other duties, including escorts, dining, etc.

Yard Sergeants

- There is a Sergeant on the yard first and second shift.
- Primary duties are to manage day-to-day operations of recreation yard, organize escorts, ensure staff presence for pat and strip searches, complete security checks and process travel orders. These duties keep them busy throughout the shift, and can be completed with sufficient staffing.
- Ancillary duties (Team within a Team, target searches, etc.) are more difficult to complete.

Additional Observations

- **Medications given on units** – Staff on each housing unit mentioned medication distribution is very time consuming, and with limited staff, supervision of inmates was compromised during these times. While outside the scope of this analysis, it is believed a central pill call system would assist multiple posts by freeing up time spent on this task.
- **Open Campus / Pass system** – The facility runs with an open campus system, without using controlled doors or scheduled yard use by housing unit. Also, concerns were made about calling housing units to request inmates instead of issuing paper passes. This was repeatedly mentioned as one of the most labor intensive duties on the housing unit floors.
- **Unit Caseworkers** – Several UCW posts do perform case management for inmates. By replacing these staff with custody specific staff, the case management duties will fall on the UCMs. With the current staffing of 3 UCMs, caseloads would be well over 100 per UCM.

- **Sergeants** – Currently the only Sergeant post is a combined Assistant Shift Supervisor/Yard Sergeant. The facility is currently authorized for only six FTE.
- **Update post orders** – Update references to “Administrative Lieutenant” to “Captain”.
- **Electronic upgrades** – Existing call buttons, room lights, doors, and other systems have aged to the point that they no longer function properly, if at all. This is most evident in North Hall and the RHU. This requires additional staff time to manually perform duties that could be done at the push of a button. While outside the scope of this analysis, it is recommended that such systems be reviewed for possible safety concerns.
- **Staff satisfaction** – When asked, staff were satisfied with their position, and felt that they could approach their direct supervisor or another in the chain of command with any concerns. Several staff indicated that they are not able to complete all necessary tasks daily, which leads them to feel they have let the facility and their coworkers down.
- **Female officer presence** – With the unique nature of a women’s facility, it is suggested that a female be assigned on third shift to the B Building and C Building area, specifically for RHU needs.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody /Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Center for Women

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Majors office	Major	Administrative	x		1				1.00	1.00		
Captain's office	Captain	Administrative	x		1				1.00	1.00		
SUBTOTAL	Administrative				2	0	0	0		2.00	2.00	0.00
Lieutenant's Office	Lieutenant	Shift supervisor		x		1	1	1	1.90	5.70		
SUBTOTAL	Lieutenants				0	1	1	1		5.70	5.00	(0.70)
Yard	Sergeant	Assistant shift supervisor		x		1	1	1	1.90	5.70		
SUBTOTAL	Sergeants				0	1	1	1		5.70	6.00	0.30
Central Control	Corporal	Operate gates/doors, keys, communications & cameras		x		1	1	1	1.90	5.70		
D&E floor	Corporal	Supervise inmates		x			1	1	1.90	3.80		
C-Control	Corporal	Operate gates/doors, cameras		x		1	1	1	1.90	5.70		
B-Control	Corporal	Operate gates/doors, cameras		x		1	1	1	1.90	5.70		
RH floor	Corporal	Supervise RH inmates		x		1	1	1	1.90	5.70		
Yard #1	Corporal	Supervise yard, TOs & visiting		x		1	1	1	1.90	5.70		
Yard #2	Corporal	Supervise yard, TOs & visiting		x		1	1		1.90	3.80		
North Hall #1	Corporal	Supervise inmates		x				1	1.90	1.90		
North Hall #2	Corporal	Supervise inmates		x				1	1.90	1.90		
B-Bay	Corporal	Supervise inmates		x				1	1.90	1.90		
SAU	Corporal	Supervise inmates		x				1	1.90	1.90		
Kitchen	Corporal	Supervise inmates		x		1	1		1.90	3.80		
Admissions	Corporal	Admissions and property	x		1				1.30	1.30		
Disciplinary	Corporal	Discipline/Evidence Custodian	x		1				1.30	1.30		
Tool/Key	Corporal	Tool/Key control	x		1				1.30	1.30		
Work Detail	Corporal	Laundry/Clothing exchange	x		1				1.30	1.30		
Pass Clerk	Corporal	Supervise visiting	x		1				1.30	1.30		
Visiting	Corporal	Supervise visiting	x		1				1.30	1.30		
SUBTOTAL	Corporals				4	7	8	10		55.30	56.00	0.70
Nursery	Unit Caseworker	Supervise inmates		x			1		1.90	1.90		
SAU	Unit Caseworker	Supervise inmates		x		1	1		1.90	3.80		
B-Bay #1	Unit Caseworker	Supervise inmates		x		1	1		1.90	3.80		
B-Bay #2	Unit Caseworker	Supervise inmates		x		1	1		1.90	3.80		
North Hall #1	Unit Caseworker	Supervise inmates		x		1	1		1.90	3.80		
North Hall #2	Unit Caseworker	Supervise inmates		x		1	1		1.90	3.80		
STAR	Unit Caseworker	Supervise inmates		x		1	1		1.90	3.80		
D&E	Unit Caseworker	Supervise inmates		x		1			1.90	1.90		
SUBTOTAL	Case Workers				0	7	7	0		26.60	26.00	(0.60)
TOTALS										95.00	(0.30)	

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Center for Women

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Majors office	Major	Administrative	x		1				1.00	1.00		
Captain's office	Captain	Administrative	x		1				1.00	1.00		
SUBTOTAL	Administrative				2	0	0	0		2.00	2.00	0.00
Lieutenant's Office	Lieutenant	Shift supervisor		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	5.00	(0.22)
Yard	Sergeant	Assistant shift supervisor		x		1	1	1	1.74	5.22		
SUBTOTAL	Sergeants				0	1	1	1		5.22	6.00	0.78
Central Control	Corporal	Operate gates/doors, keys, communications & cameras		x		1	1	1	1.74	5.22		
D&E floor	Corporal	Supervise inmates		x			1	1	1.74	3.48		
C-Control	Corporal	Operate gates/doors, cameras		x		1	1	1	1.74	5.22		
B-Control	Corporal	Operate gates/doors, cameras		x		1	1	1	1.74	5.22		
RH floor	Corporal	Supervise RH inmates		x		1	1	1	1.74	5.22		
Yard #1	Corporal	Supervise yard, TOs & visiting		x		1	1	1	1.74	5.22		
Yard #2	Corporal	Supervise yard, TOs & visiting		x		1	1		1.74	3.48		
North Hall #1	Corporal	Supervise inmates		x				1	1.74	1.74		
North Hall #2	Corporal	Supervise inmates		x				1	1.74	1.74		
B-Bay	Corporal	Supervise inmates		x				1	1.74	1.74		
SAU	Corporal	Supervise inmates		x				1	1.74	1.74		
Kitchen	Corporal	Supervise inmates		x		1	1		1.74	3.48		
Admissions	Corporal	Admissions and property	x		1				1.25	1.25		
Disciplinary	Corporal	Discipline/Evidence Custodian	x		1				1.25	1.25		
Tool/Key	Corporal	Tool/Key control	x		1				1.25	1.25		
Work Detail	Corporal	Laundry/Clothing exchange	x		1				1.25	1.25		
Pass Clerk	Corporal	Supervise visiting	x		1				1.25	1.25		
Visiting	Corporal	Supervise visiting	x		1				1.25	1.25		
SUBTOTAL	Corporals				4	7	8	10		51.00	56.00	5.00
Nursery	Unit Caseworker	Supervise inmates		x			1		1.74	1.74		
SAU	Unit Caseworker	Supervise inmates		x		1	1		1.74	3.48		
B-Bay #1	Unit Caseworker	Supervise inmates		x		1	1		1.74	3.48		
B-Bay #2	Unit Caseworker	Supervise inmates		x		1	1		1.74	3.48		
North Hall #1	Unit Caseworker	Supervise inmates		x		1	1		1.74	3.48		
North Hall #2	Unit Caseworker	Supervise inmates		x		1	1		1.74	3.48		
STAR	Unit Caseworker	Supervise inmates		x		1	1		1.74	3.48		
D&E	Unit Caseworker	Supervise inmates		x		1			1.74	1.74		
SUBTOTAL	Case Workers				0	7	7	0		24.36	26.00	1.64
TOTALS										95.00	7.20	

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Center for Women

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Major	Administrative	x		1				1.00	1.00		
Security Management	Captain	Administrative	x		1				1.00	1.00		
SUBTOTAL	Administrative				2	0	0	0		2.00	2.00	0.00
Shift Supervisor	Lieutenant	Shift supervisor		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	5.00	0.22
Shift	Sergeant	Assistant shift supervisor		x		1	1	1	1.74	5.22		
North Hall	Sergeant	Building Supervisor	x				1		1.25	1.25		
B Building	Sergeant	Building Supervisor	x				1		1.25	1.25		
C Building	Sergeant	Building Supervisor	x				1		1.25	1.25		
Principle Hearing / Intel	Sergeant	Hearing officer	x		1				1.00	1.00		
Industries / Vehicle Gate	Sergeant	Industries shop & vehicles	x		1				1.00	1.00		
Tool / Key	Sergeant	Maintain tools, keys and locks	x		1				1.00	1.00		
SUBTOTAL	Sergeants				3	1	4	1		11.97	6.00	5.97
Central Control	Corporal	Operate gates/doors, keys, etc.		x		1	1	1	1.74	5.22		
Movement / Escorts	Corporal	Escorts		x		4	4	1	1.74	15.66		
RH floor	Corporal	Supervise RH inmates		x		1	1	1	1.74	5.22		
STAR	Corporal	Supervise inmates		x		1	1		1.74	3.48		
Nursery	Corporal	Supervise inmates		x		1	1		1.74	3.48		
SAU	Corporal	Supervise inmates		x		1	1	1	1.74	5.22		
B-Bay #1	Corporal	Supervise inmates		x		1	1	1	1.74	5.22		
B-Bay #2	Corporal	Supervise inmates		x		1	1		1.74	3.48		
North Hall #1	Corporal	Supervise inmates		x		1	1	1	1.74	5.22		
North Hall #2	Corporal	Supervise inmates		x		1	1		1.74	3.48		
D&E floor	Corporal	Supervise inmates		x		1	1	1	1.74	5.22		
C-Control	Corporal	Operate gates/doors, cameras		x		1	1	1	1.74	5.22		
B-Control	Corporal	Operate gates/doors, cameras		x		1	1	1	1.74	5.22		
Kitchen	Corporal	Supervise inmates		x		1	1		1.74	3.48		
Recreation	Corporal	Supervise inmates		x			1		1.74	1.74		
Programs / Activities	Corporal	Supervise inmates in Library & school	x		1				1.25	1.25		
Central Control	Corporal	Assist Central Control	x		1				1.25	1.25		
Clinic	Corporal	Supervise inmates	x			1	1		1.25	2.50		
Travel Orders	Corporal	Off-site escort	x		4				1.25	5.00		
Work Detail	Corporal	Laundry/Clothing exchange	x		1				1.25	1.25		
Visiting	Corporal	Supervise visiting	x		3				1.25	3.75		
Admissions	Corporal	Admissions and property	x		1				1.00	1.00		
Disciplinary	Corporal	Discipline/Evidence Custodian	x		1				1.00	1.00		
Intel / Video	Corporal	Assist Intel Sgt.	x		1				1.00	1.00		
SUBTOTAL	Corporals				13	18	19	9		94.56	82.00	12.56
TOTALS									113.75	95.00	18.75	

Note: All Caseworker posts have been merged to Corporal

Custody Post Analysis Summary

Facility: Nebraska Correctional Center for Women

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Major	1	0/1	0
Correctional Captain	1	0/1	0
Correctional Lieutenant	6	6/0	1
Correctional Sergeant	12	9/3*	6
Correctional Corporal	95	86/9**	13
TOTAL FTE'S	115	101/14	20

***3 Sergeants N-MAND**

Principle Hearing / Intel
Industries / Vehicle Gate
Tool/Key

****9 Corporals N-MAND**

Central Control (Day shift)
Travel Orders (4)
Work Detail
Admissions
Disciplinary
Intel / Video

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

TOTAL FTE to include relief factor: 1.00 – 5 Day Major

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	1	0	0	0	Per staffing model
Intel	0	0	0	0	Facility specific – <i>Facility size</i>
Operations	0	0	0	0	Facility specific – <i>Facility size</i>
TOTAL	1	0	0	0	

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

*Relief factor of 1.74

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
Yard*	0	0	0	0	Facility specific – <i>Facility size</i>
TOTAL	0	1	1	1	

*Relief factor of 1.74

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Unit*	0	0	3	0	Facility specific – <i>Only 2nd shift needed</i>
Tool/Key	1	0	0	0	Facility specific – <i>No armory</i>
Industries/Vehicle Gate	1	0	0	0	Facility specific – <i>Combined/proximity</i>
Principle Hearing/Intel	1	0	0	0	Facility specific – <i>Combined/proximity</i>
TOTAL	3	0	3	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 6.75 – 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

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

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Central Control*	0	1	1	1	Facility specific – Facility size
Movement/Escorts*	0	4	4	1	Facility specific – Facility size
Restrictive Housing Unit*	0	1	1	1	Facility specific – Physical plant
Housing Unit STAR*	0	1	1	0	Facility specific – Physical plant
Housing Unit Nursery*	0	1	1	0	Facility specific – Physical plant
Housing Unit SAU*	0	1	1	1	Facility specific – Physical plant
Housing Unit B-Bay 1&2*	0	2	2	1	Facility specific – Physical plant
Housing Unit North Hall 1&2*	0	2	2	1	Facility specific – Physical plant
D&E Floor*	0	1	1	1	Facility specific – Physical plant
C-Control*	0	1	1	1	Per staffing model
B-Control*	0	1	1	1	Per staffing model
Kitchen*	0	1	1	0	Facility specific – Facility size
Recreation*	0	0	1	0	Facility specific – Facility size
Skilled Nursing	0	0	0	0	Facility specific – No SNF
Front Entrance	0	0	0	0	Facility specific – Physical plant
TOTAL	0	17	18	9	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 76.56 – 7 Day Corporals

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Programs/Activities*	1	0	0	0	Facility specific – <i>Facility schedule</i>
Central Control*	1	0	0	0	Per staffing model
Clinic*	0	1	1	0	Per staffing model
Travel Orders*	4	0	0	0	Facility specific – <i>Facility size/population</i>
Work Detail*	1	0	0	0	Facility specific – <i>Mission</i>
Visiting*	3	0	0	0	Facility specific – <i>Facility size</i>
Admissions/Property	1	0	0	0	Facility specific – <i>Population</i>
Disciplinary	1	0	0	0	Facility specific – <i>Facility size</i>
Intel / Video	1	0	0	0	Facility specific – <i>Facility size</i>
Industries	0	0	0	0	Facility specific – <i>CSI shop size</i>
TOTAL	13	1	1	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 18.00 – 5 Day Corporals

NCCW Specific Recommendations

- Travel Orders – Given the number of travel orders annually four FTE’s assigned to day shift would provide adequate staff.
- Movement/Escorts – Adding two posts for each first and second shift will help movement of inmates across the campus. This is based on the assumption the campus goes to a scheduled yard, rather than open campus. There are no staff currently designated for this task, and is currently assigned to the Yard staff. Utilizing yard staff for this has many times led to little to no supervision on the yard.
- Housing Units – Convert use of UCWs to custody staff on all shifts in all housing units.
- Central Control – Add one post on day shift.
- Area Officers – Currently no staff is dedicated to the following areas: Education/Library; Gym/ Recreation; Medical/Clinic; Intel/Video monitoring. It is suggested to have one post per area (exception being one post each first and second shift in Medical/Clinic) to relieve other staff from being reassigned for coverage.
- Visitation – One additional staff would assist with pat searches on visitors and strip searches of inmates.
- Key/Tool Control – This position is a Sergeant at other facilities, and it is recommended to upgrade this position as well.
- Housing Unit Sergeants – Per the staffing model, it is suggested to place a second shift Sergeant post in each of the three housing unit building (B, C & North Hall).
- Industries/Vehicle Gate Sergeant – Utilize this staff to provide security presence in shop that does not currently exist. These are areas with many tools and security concerns. This post can also check in delivery vehicles to free up the Laundry Corporal.
- Principle Hearing/ Intel Sergeant – Utilize this staff to conduct principle hearings for misconduct reports. Currently these duties are divided amongst staff.

Other Recommendations (outside custody staff)

- Administrative Assistant III – An added position would relieve administrative security staff of ancillary duties, including Prison Rape Enforcement Act reporting.
- Housing Units – Converting UCWs to custody staff would require UCMs to assume all case management duties. Due to the population of the facility (approx. 341), it is recommended to consider additional UCMs plus a Unit Manager for C Building / D&E.

Attachments

- A. Map

Attachment 7

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA CORRECTIONAL YOUTH FACILITY

Prison Staffing Analysis

December 4, 8-10, 2015

Table of Contents - NCYF

Staffing Analysis Team Information	7-2
Facility Design and Location	7-2
Institutional Profile	7-4
Operations	7-8
Programs	7-8
Activity Schedule	7-9
Activity Schedule Charts	7-10
Shift Relief Factors (SRF)	7-12
Summary of Observations	7-12
Summary of Post Planning Results	7-14
Current Post Plan/Previous Relief Factor	7-15
Current Post Plan/Current Relief Factor	7-16
Proposed Post Plan	7-17
Custody Post Analysis Summary	7-18
Facility Specific Recommendations	7-26
Attachment: Facility Map	7-27

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA CORRECTIONAL YOUTH FACILITY

Prison Staffing
Analysis December 4,
8-10, 2015

Staffing Analysis Team (SAT)

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

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

Facility Design and Location

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

The Nebraska Department of Correctional Services (NDCS) established a Rule 10 Special Purpose High School in January 2008 to meet the educational needs of the NCYF inmate population. High School courses that are taught by certified teachers include courses in English, Mathematics, Science and Social Studies, Career and Technical Education, Physical Education and visual/performing arts. Students are assigned to classes based on review of past school transcripts and their identified deficits required to graduate. The primary curriculum used at NCYF includes the P.A.S.S. (Portable Assisted Study Sequence) Program which was designed to provide the flexibility of instruction to meet the needs of each student, Virtual High School courses (presently offered

through NovaNet), and teacher developed courses. Adult Education (A.E.) Course includes basic and advanced classes. The advanced classes are primarily GED test preparation courses and are reserved for those students who are preparing to take their GED tests in the near future. College coursework is also available through Metropolitan Community College.

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

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

INSTITUTIONAL PROFILE

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

Facility: NCYF

Date: 12/01/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Yes
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	No
Does the institution have or will have prison industry(s) programs	No
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	Yes
Intensive Management	No
Disciplinary Segregation	Yes
Court Imposed Segregation	Yes
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	Yes
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	76
What is the facility Operational Capacity	124
Average Daily Population for the last year	75
Custody Level	Maximum, medium and minimum
What are the external boundaries of the facility	-Double, 14 foot chain link fence with double roll of razor wire -15 acres of land; microwave & e-flex fence detection system
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes
Turnkeys	No
Internal towers	No
Other	No

<i>Perimeter</i>	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	No towers; microwave detection system in Gate #3; E flex fence detection system
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	Yes-Building structures
What is the frequency and severity of visibility impairment such as fog or dust storms	Infrequent
Is the perimeter and yard lighting level sufficient	Perimeter-Yes; Internal Yard-Yes; Big Yard area-No
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Contractors-3X a week Foot traffic daily
What is the location/design of inmate visitors' entrance/exit	Visitors enter through the main entrance in the Administration Building
What type of perimeter vehicle is available, and is it a fixed or mobile post	Mobile Post-pick-up truck or car
<i>Communications</i>	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes
<i>Inmate Housing</i>	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Single and double cells
Does the line of sight provide good visibility; or if not is it supplemented with cameras	No – cameras are installed but sight lines are still difficult. Staff control area does not provide direct line of sight.
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct- Central Control also monitors inmate activity.
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote lock/unlock by control panel but staff can also manually key the doors.
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	Agency has not set a percentage.
What is the frequency of inmate disciplinary misconducts & types	1,714 (Nov. '14-Nov '15)
What is the frequency and seriousness of inmate on staff assaults	4 inmate on staff assaults
What is the frequency and seriousness of inmate-on-inmate assaults	14

Have there been any recent escapes, escape attempts or walkaways if so explain	2005- Attempted escape by multiple inmates with diversionary altercation
Have there been recent changes in severity of sentences or conditions of confinement	None noted
Is the population relatively stable or is there considerable turnover	42 new arrivals in past year
Is there significant gang or STG influences	Yes-80% of population is STG
Disciplinary Process	Yes
Operations and Activities	
<i>Movement</i>	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes 1:1 or 2:1
unrestricted, open campus style	No
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	N/A
<i>Visitation</i>	
What is the visitation schedule	4 Day schedule including weekends (Fri-Mon).
Are visits contact or non-contact or both	Capability for both.
What is the process for visitor registration/sign-in and are security staff assigned full-time	Approved visitors sign in, are pat searched, and are monitored by security staff. There is one full time Pass Clerk who also supervises visits.
What is the duration of visits	2 hours per session.
What are the search requirements for inmates and visitors	Visitors – Pat searched; Inmates – Strip searched
<i>Work Assignments</i>	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Housing units, Administration building/Visiting, Food Service, Maintenance, Education building
Are there any essential work details in the community	No
What work details are optional/can be shut down	Depending on the circumstance, they could all be shut down.
<i>Food Service</i>	
Is food service contracted or state run	State run
Are any inmates fed in-cell, if so how many	Yes, RHU inmates. The number varies.
Are inmates fed in central dining areas or in common areas in housing units	Central Dining
How are inmates escorted/sent to dining areas	One wing of one housing unit is called at a time. Once seated, another wing is called.
How many staff are assigned to dining areas	3-4

<i>Programs</i>	
List of Programs by:	
Number and types	A.R.T.; Anger Management, Victim Impact, Protective Custody Group, Green thumb/horticulture; Pawsitive Outcome dog training; Within My Reach; High school education; College courses; Drug/alcohol education; 7 Habits; AA; Mentoring program; MRT; Vocational; Musical programs; Religious programs; Recreation leagues
Hours of operation	Varies
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Facility staff, contracted staff and volunteers.
Are programs considered as a function or determining factor in inmate idleness	Yes
<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	
Medical,	124/1 hospital coverage
Dental,	Included in Medical above
Mental health,	N/A
Court appearances	0
At outside hospitals, is there a prison ward, or does the sending institution provide security	Facility provides security
Are there other routine outside transports	Parole Hearings to CCC-O=11 New Arrivals=42
Administrative/External Factors	
Do any of the following affect staffing levels:	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Yes
Attendance issues (e.g., overtime, sick leave abuse)	Yes
Staff grievances concerning post assignments, overtime, training, and so forth.	No
Critical incidents within the past five years	Yes
Current NEBRASKA Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	No
Specific statutory and umbrella agency policy and directives	No
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	PREA-Especially concerning separation of youthful offenders.
ACA Accreditation Standards affecting staffing	No

Operations

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

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

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

Programs

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

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

Activity Schedule

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

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

NCYF Activities Chart

Weekday Activity	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400
SMU Yard							0700-1600						0700-1600					if necessary						
SMU Meals						0600-0630				1045-1115							1700-1730							
SMU Showers							0700-1400						continued if necessary											
SMU Barber Services		Tuesdays					0800-0900																	
SMU Education													1315-1400											
High School Classes							0735-1115		0735-1115				1215-1405											
Education Testing		Fridays							0900-1100															
Study Hall													1300-1400 (F)/1400-1500 (T/W)											
Within My Reach		Fridays										1215-1315												
Orientation Education		Fridays					0730-0900 (F)																	
Protective Custody							0745-0900 (M-F)																	
College Classes														1400-1700										
Official Counts	0100-0130				0500-0530					1100-1130						1630-1700					2115-2145			
Informal Counts					Every 30 minutes, not to exceed 40 minutes throughout a shift																			
Inmate Dining						0600-0730				1020-1200						1600-1800								
Inmate Visitation		Fridays and Mondays											1300-1500					1730-2000						
Laundry Operations								0730-1530					0730-1530											
Law Library													1300-1400				1715-1800							
Library							0735-1115		0735-1115				1200-1615		1200-1615									
Orientation Yard													1300-1400											
Protective Custody Yard												1200-1300												
General Population Yard								0800-1045						1400-1600				1800-2000						
Pill Call						6-0700				11-1200							17-1800				21-2200			
Sick Call		Thursdays							0900-1200															
Dental Appts.		Fridays					0800-1200																	
Mental Health Groups										0800-1600														
Recreation/Gym							0800-1045							1400-1600				1800-2000						
Barber Services		Sundays					0800-1030																	
Canteen		Wednesdays and Thursdays													1500-1600									
Trash Detail							8-0900						13-1400								20-2100			
Institutional Disciplinary		Tuesdays and Fridays						0800-1100				1215-1500												
Travel Orders						0700-2100					0700-2100					0700-2100								
Mail Call																	17-1800							
Mentor Visits		Tuesdays												1500-1630				1900-2030						
Keyboard/Guitar		Sundays, Mondays, Tuesdays												1400-1500										
Music Classes		Wednesdays																1800-1900						
Chess Club		Thursdays																1800-1900						

Shift Relief Factors (SRF)

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

Summary of SAT Observations

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

Education Corporal (E-Building)

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

Day Shift Corporals: Disciplinary and Laundry Corporal

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

Housing Units

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

Gym

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

Central Control

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

Intel/STG

- The Administrative Lieutenant is currently assigned the additional duties of Intel and STG Coordinator.
- Mail and phone monitoring is shared by Custody Shift Supervisors.

Shift Command Staff – Lieutenants/Sergeants

- First and second shift are each assigned two Lieutenants and one Sergeant with two of the three assigned the same days off. At times this creates scheduling problems when a supervisor requests leave.
- Third shift is assigned one Lieutenant and one Sergeant. The Sergeant relieves the Lieutenant for supervisory coverage on the Lieutenant's days off. This supervisory coverage can make it difficult to adequately provide consistent and effective supervision while supporting supervisor absences.

Pass Clerk/Visiting Corporal

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

Kitchen

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

Yard Staff/Supervision

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

Summary of Post Planning Results

This section includes the following attached_charts and documents:

- Current Minimal Post staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Youth Facility

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
A Bldg.	Captain	Supervise security operations	x		1				1.00	1.00		
SUBTOTAL	Administrative				1	0	0	0		1.00	1.00	0.00
A Bldg.	Admin Lieutenant	Intel, Investigations, Post Orders	x		1				1.00	1.00		
A Bldg.	Shift Lieutenant	Supervise 1st, 2nd, 3rd shifts		x		1	1	1	1.90	5.70		
SUBTOTAL	Lieutenants				1	1	1	1		6.70	6.00	(0.70)
A Bldg.	Shift Sergeant	Monitor inmate activities & movement		x		1	1	1	1.90	5.70		
SUBTOTAL	Sergeants				0	1	1	1		5.70	3.00	(2.70)
Central Control	Corporal	Facility access, communications, security		x		1	1	1	1.90	5.70		
Perimeter Patrol	Corporal	Respond to fence alerts, secure perimeter		x		1	1	1	1.90	5.70		
Yard	Corporal	Inmate escorts, movement and security		x		1	1	1	1.90	5.70		
SMU	Corporal	Security for inmate living area		x				1	1.90	1.90		
HU1	Corporal	Security for inmate living area		x				1	1.90	1.90		
HU2	Corporal	Security for inmate living area		x				1	1.90	1.90		
E Bldg.	Corporal	Security for classrooms, medical & gym		x		1	1		1.90	3.80		
Pass Clerk	Corporal	Process visitors, VRF's, supervise visits	x			1	1		1.30	2.60		
Clothing Issue	Corporal	Maintain clothing issue property rooms	x		1				1.00	1.00		
DCC	Corporal	Coordinate Disciplinary Committee	x		1				1.00	1.00		
SUBTOTAL	Corporals				2	5	5	6		31.20	32.00	0.80
Housing Unit 1	Unit Caseworker	Security on unit, daily inmate activities		x		1	1		1.90	3.80		
Housing Unit 2	Unit Caseworker	Security on unit, daily inmate activities		x		1	1		1.90	3.80		
Special Mgmt. Unit	Unit Caseworker	Security on unit, daily inmate activities		x		1	1		1.90	3.80		
SUBTOTAL	Unit Caseworkers				0	3	3	0		11.40	13.00	1.60
TOTALS											55.00	(1.00)

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Youth Facility

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
A Bldg.	Captain	Supervise security operations	x		1				1.00	1.00		
SUBTOTAL	Administrative				1	0	0	0		1.00	1.00	0.00
A Bldg.	Admin Lieutenant	Intel, Investigations, Post Orders	x		1				1.00	1.00		
A Bldg.	Shift Lieutenant	Supervise 1st, 2nd, 3rd shifts		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				1	1	1	1		6.22	6.00	(0.22)
A Bldg.	Shift Sergeant	Monitor inmate activities & movement		x		1	1	1	1.74	5.22		
SUBTOTAL	Sergeants				0	1	1	1		5.22	3.00	(2.22)
Central Control	Corporal	Facility access, communications, security		x		1	1	1	1.74	5.22		
Perimeter Patrol	Corporal	Respond to fence alerts, secure perimeter		x		1	1	1	1.74	5.22		
Yard	Corporal	Inmate escorts, movement and security		x		1	1	1	1.74	5.22		
SMU	Corporal	Security for inmate living area		x				1	1.74	1.74		
HU1	Corporal	Security for inmate living area		x				1	1.74	1.74		
HU2	Corporal	Security for inmate living area		x				1	1.74	1.74		
E Bldg.	Corporal	Security for classrooms, medical & gym		x		1	1		1.74	3.48		
Pass Clerk	Corporal	Process visitors, VRF's, supervise visits	x			1	1		1.25	2.50		
Clothing Issue	Corporal	Maintain clothing issue property rooms	x		1				1.00	1.00		
DCC	Corporal	Coordinate Disciplinary Committee	x		1				1.00	1.00		
SUBTOTAL	Corporals				2	5	5	6		28.86	32.00	3.14
Housing Unit 1	Unit Caseworker	Security on unit, daily inmate activities		x		1	1		1.74	3.48		
Housing Unit 2	Unit Caseworker	Security on unit, daily inmate activities		x		1	1		1.74	3.48		
Special Mgmt. Unit	Unit Caseworker	Security on unit, daily inmate activities		x		1	1		1.74	3.48		
SUBTOTAL	Unit Caseworkers				0	3	3	0		10.44	13.00	2.56
TOTALS											55.00	3.26

Minimal Post Staffing Analysis

Institution: Nebraska Correctional Youth Facility

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Captain	Supervise security operations	x		1				1.00	1.00		
SUBTOTAL	Administrative				1	0	0	0		1.00	1.00	0.00
Shift Supervisor	Lieutenant	Supervise 1st, 2nd, 3rd shifts		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	6.00	(0.78)
Shift	Sergeant	Monitor inmate activities & movement		x		1	1	1	1.74	5.22		
Housing Unit	Sergeant	Supervise Housing Units		x			1		1.74	1.74		
SUBTOTAL	Sergeants				0	1	2	1		6.96	3.00	3.96
Central Control	Corporal	Facility access, communications, security		x		1	1	1	1.74	5.22		
Perimeter Patrol	Corporal	Respond to fence alerts, secure perimeter		x		1	1	1	1.74	5.22		
Movement / Escort	Corporal	Inmate escorts, movement and security		x		2	2	2	1.74	10.44		
RHU	Corporal	Security on unit, daily inmate activities		x		1	1	1	1.74	5.22		
HU1	Corporal	Security on unit, daily inmate activities		x		1	1	1	1.74	5.22		
HU2	Corporal	Security on unit, daily inmate activities		x		1	1	1	1.74	5.22		
Education	Corporal	Security for classrooms, medical & gym		x		1	1		1.74	3.48		
Visiting	Corporal	Process visitors, VRF's, supervise visits	x		1				1.25	1.25		
Property	Corporal	Maintain clothing issue property rooms	x		1				1.00	1.00		
Disciplinary	Corporal	Coordinate Disciplinary Committee	x		1				1.00	1.00		
SUBTOTAL	Corporals				3	8	8	7		43.27	45.00	(1.73)
TOTALS										56.45	55.00	1.45

Note: All Caseworker posts have been merged to Corporal

Custody Post Analysis Summary

Facility: Nebraska Correctional Youth Facility

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Captain	1	0/1	0
Correctional Lieutenant	6	6/0	0
Correctional Sergeant	7	7/0	4
Correctional Corporal	43	40/3*	-2
TOTAL FTE'S	57	53/4	2

*** 3 Corporals N-MAND**

Visiting
Property
Disciplinary

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Security Administrator	0	0	0	0	Facility specific – <i>Facility size</i>
TOTAL	0	0	0	0	

TOTAL FTE to include relief factor: 0.00 – 5 Day Major

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Administrative	1	0	0	0	Facility specific – <i>Security Administrator</i>
Intel	0	0	0	0	Facility specific – <i>Facility size</i>
Operations	0	0	0	0	Facility specific – <i>Facility size</i>
TOTAL	1	0	0	0	

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

*Relief factor of 1.74

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
Unit*	0	0	1	0	Facility specific – <i>Facility size</i>
Yard	0	0	0	0	Facility specific – <i>Facility size</i>
TOTAL	0	1	2	1	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 6.96 – 7 Day Sergeants

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Armory/Key	0	0	0	0	Facility specific – <i>Facility size</i>
Tool	0	0	0	0	Facility specific – <i>Facility size</i>
Intel	0	0	0	0	Facility specific – <i>Facility size</i>
Principle Hearing	0	0	0	0	Facility specific – <i>Facility size</i>
Industries	0	0	0	0	Facility specific – <i>No CSI shops</i>
Vehicle Gate	0	0	0	0	Facility specific – <i>No entry/exit access</i>
TOTAL	0	0	0	0	

TOTAL FTE to include relief factor: 0.00 – 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Central Control*	0	1	1	1	Facility specific – Facility size
Perimeter Patrol*	0	1	1	1	Facility specific – Facility size
Movement/Escorts*	0	2	2	2	Facility specific – Facility size
Restrictive Housing Unit*	0	1	1	1	Facility specific – Facility size
Housing Unit 1*	0	1	1	1	Facility specific – Facility size
Housing Unit 2*	0	1	1	1	Facility specific – Facility size
Education*	0	1	1	0	Facility specific – Facility size
Kitchen	0	0	0	0	Facility specific – Facility size
Programs/Activities	0	0	0	0	Facility specific – Facility size
Recreation	0	0	0	0	Facility specific – Facility size
Skilled Nursing	0	0	0	0	Facility specific – No SNF
TOTAL	0	8	8	7	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 40.02 – 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Visiting*	1	0	0	0	Facility specific – <i>Facility size</i>
Disciplinary	1	0	0	0	Facility specific – <i>Facility size</i>
Property	1	0	0	0	Facility specific – <i>Facility size</i>
Intel	0	0	0	0	Facility specific – <i>Facility size</i>
Clinic	0	0	0	0	Facility specific – <i>Facility size</i>
Industries	0	0	0	0	Facility specific – <i>No CSI shops</i>
Travel Orders	0	0	0	0	Per staffing model
TOTAL	3	0	0	0	

*Relief factor of 1.25

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

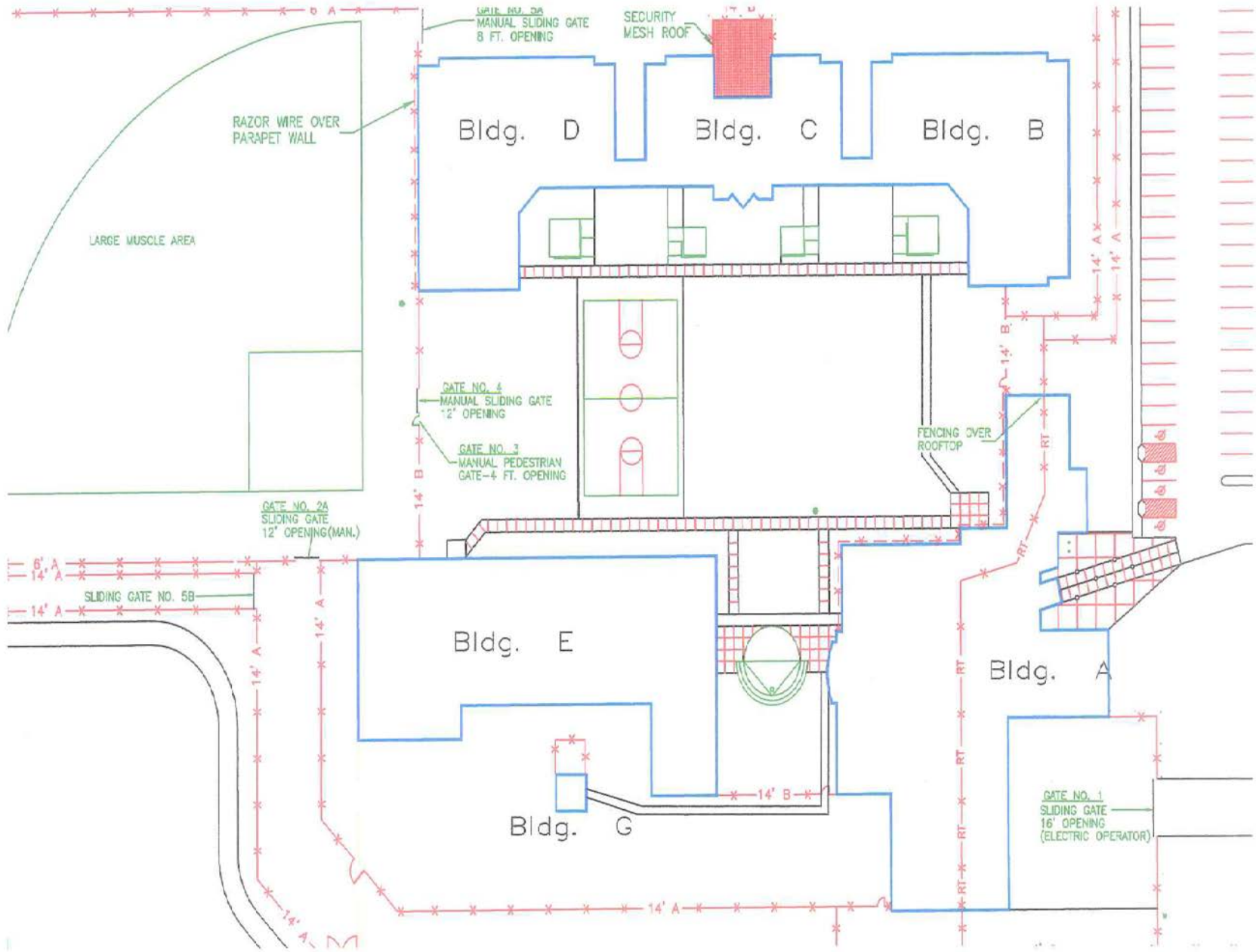
NCYF Specific Recommendations

- Unit Sergeant - Add one Sergeant to supervise and provide additional security presence in the housing units on second shift.
- Movement/Escort Corporals – Utilize these staff to provide escort of internal movement and provide security presence on the yard.

Attachments

- A. Map

NCYF Site Plan



Attachment 8

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA STATE PENITENTIARY

Prison Staffing Analysis

February 1-5, 8-9, 2016

Table of Contents - NSP

Staffing Analysis Team Information	8-2
Facility Design and Location	8-2
Institutional Profile	8-4
Operations	8-8
Programs	8-8
Activity Schedule	8-9
Activity Schedule Charts	8-10
Shift Relief Factors (SRF)	8-13
Summary of Observations	8-13
Summary of Post Planning Results	8-18
Current Post Plan/Previous Relief Factor	8-19
Current Post Plan/Current Relief Factor	8-21
Proposed Post Plan	8-23
Custody Post Analysis Summary	8-25
Facility Specific Recommendations	8-33
Attachment: Facility Map	8-34

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

NEBRASKA STATE PENITENTIARY

Prison Staffing Analysis

February 1- 5, 8 – 9, 2016

Staffing Analysis Team (SAT)

The SAT held an organizational meeting on January 27, 2016 at the Nebraska State Penitentiary (NSP) prior to conducting the analysis. At the meeting the SAT prepared a Staffing Analysis Schedule and took a tour of the facility. Assignments were given to ensure all custody and housing unit posts were analyzed on all three shifts. The observations on post took approximately 7 days as team members worked independently throughout the time period to complete the analysis. Each SAT member completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Thomas English, Major – Omaha Correctional Center
- Michele Capps, Deputy Warden – Nebraska State Penitentiary
- Trish Bernhards, Assistant Warden – Nebraska Correctional Youth Facility
- Ed Fabian, Associate Warden – Omaha Correctional Center
- Rob Britten, Administrative Assistant III – Omaha Correctional Center
- Rich Brittenham, Captain – Nebraska State Penitentiary
- Craig Gable, Lieutenant – Tecumseh State Correctional Institution
- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center

Facility Design and Location

NSP is located in suburban Lincoln, Nebraska at 4201 South 14th St. Lincoln, NE. 68542. The facility has been on the same site since it opened in 1869.

Original physical plant consisted of two traditional cell houses that were constructed in the 1870's (West Cell Block) and 1890's (East Cell Block). These principal units along with an attached three-story administration building also of 19th century construction served until 1981. They were the oldest continuously occupied state buildings until that year.

The current "new" inside buildings were constructed in 1980-1993 and consist of an administration building which houses offices, visiting spaces, hospital (designated as a Skilled Nursing Facility) and clinic, food service operations and a gymnasium. Four 80 room "modular" housing units were constructed at the same time with bi-level observation centers that are staffed 24 hours a day. Access to the 80 rooms is by electronic/manually operated metal doors. A fifth 80-room unit was added in 1993 with some architectural modifications but with the same basic design. A multiple fuel power plant was also completed during 1980-1981 and supplies heat and chilled air along with emergency power. It primarily uses coal but can also be converted to natural gas and fuel oil in an emergency. Electric power to the facility is normally supplied by the city's electric service. Water/sewage services are also provided by the city of Lincoln.

In response to the increase in the inmate population, two single-story open-bay dormitories were opened in 1998 (Housing Units 7 and 8). Each unit has two sleeping bays separated by control centers, day rooms and shower/toilet facilities. These units share a common mechanical space.

Not all of the NSP physical plant was replaced in 1981. Surviving structures include a multi-bay dormitory (HU-6) and a "Control Unit" - a 36-cell Restrictive Housing Unit of traditional design which has been used to house the facility's most unmanageable inmates. These buildings were both constructed in the 1950's.

Other pre-1981 facilities include the industries plant (1940-1950), a multi-faith religious center (1931) and a variety of support structures (library, school, laundry, activity center, warehouse complex and maintenance shops.) In all, 40 structures (including the security towers) are on the property. There are approximately 30 acres of land inside the fence perimeter and the entire facility (excluding leased property) is approximately 130 acres.

The facility is divided into nine housing units. All housing units are for general population with the exception of housing unit # 4 and the Restrictive Housing Unit (RHU). The older dormitory designated as HU #6 contains a Residential Treatment Community for Substance Abuse and Housing Units #7 and 8 are also dormitory style housing. NSP houses male inmates 19 years of age and above who are serving short, medium and longer-term felony sentences.

Please see the attached Institutional Profile providing more specific information about NSP.

INSTITUTIONAL PROFILE

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

Facility: NSP

Date: 02/01/16

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	No
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	Yes
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	No
Intensive Management	No
Disciplinary Segregation	Yes
Court Imposed Segregation	Yes
Does the facility house special populations	
Geriatric/convalescent population	Yes
Drug treatment or other residential therapeutic programs	Yes
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	936
What is the facility Operational Capacity	1,353
Average Daily Population for the last year	1,324
Custody Level	Minimum, Medium, Maximum
What are the external boundaries of the facility	12 foot chain link fence with razor ribbon; (8) external towers; (1) internal tower ; Microwave fence detection system -Approximately 130 acres
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes

Turnkeys	Yes
Internal towers	Yes
Other	N/A
<i>Perimeter</i>	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence	Yes-building structures
What is the frequency and severity of visibility impairment such as fog or dust storms	Infrequent
Is the perimeter and yard lighting level sufficient	Perimeter – Yes Yard - No
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Frequent foot, commercial, maintenance staff account for approximately 24 vehicles daily
What is the location/design of inmate visitors' entrance/exit	Visitors enter through the main entrance in the Administration building.
What type of perimeter vehicle is available, and is it a fixed or mobile post	Mobile post, cars
<i>Communications</i>	
Do all staff in inmate areas have radios	No
Does the facility have operational intercoms/ paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	TAC alarms are on radios
<i>Inmate Housing</i>	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Single cells, double cells and dormitory setting
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote and keyed manually
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available
What is the frequency of inmate disciplinary misconducts & types	8,295 (1 year total)
What is the frequency and seriousness of inmate on staff assaults	16 (1 year total)
What is the frequency and seriousness of inmate- on-inmate assaults	21 (1 year total)

Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	797 inmates received from June 2014 to May 2015
Is there significant gang or STG influences	Yes
Disciplinary Process	Yes
Operations and Activities	
<i>Movement</i>	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes 1:1
unrestricted, open campus style	No
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	Yes
<i>Visitation</i>	
What is the visitation schedule	5 day schedule including the weekend
Are visits contact or non-contact or both	Capability for both
What is the process for visitor registration/sign-in and are security staff assigned full-time	Approved visitors sign in, are pat searched and monitored by security staff who are assigned full time.
What is the duration of visits	2.5 hours per session
What are the search requirements for inmates and visitors	Visitors – Pat searched Inmates – Strip searched
<i>Work Assignments</i>	
Are work details supervised by security staff	Some are supervised.
What are the essential work details inside the facility	Housing unit, visiting, industries, kitchen, maintenance, medical porters, etc.
Are there any essential work details in the community	No
What work details are optional/can be shut down	All depending on the circumstance.
<i>Food Service</i>	
Is food service contracted or state run	State run
Are any inmates fed in-cell, if so how many	Yes – approximately 96
Are inmates fed in central dining areas or in common areas in housing units	Yes, central dining areas
How are inmates escorted/sent to dining areas	Released by housing unit
How many staff are assigned to dining areas	3-4 yard staff
<i>Programs</i>	
List of Programs by:	
Number and types	Canine Programs, Vocational Programs,

	Residential Substance Abuse Treatment, Educational, Parenting, Relationships, Religious Programs, Mental Health
Hours of operation	Varies daily
Total participants and individual class/group size	Varies
Contracted or institutional staff supervised	Institutional staff and volunteers
Are programs considered as a function or determining factor in inmate idleness	Yes
<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	August 2014-August 2015
Medical,	1,455
Dental,	N/A
Mental health,	N/A
Court appearances	6
At outside hospitals, is there a prison ward, or does the sending institution provide security	No, NSP staff provide security
Are there other routine outside transports	Transfers-170 Other-26
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Yes
Attendance issues (e.g., overtime, sick leave abuse)	Yes
Staff grievances concerning post assignments, overtime, training, and so forth.	No
Critical incidents within the past five years	Yes
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	No
Specific statutory and umbrella agency policy and directives	No
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

Custody: There are approximately 284 authorized custody FTE's that include Correctional Officers, Corporals, Sergeants, Lieutenants, Captains and Major. Shifts are 0600 - 1400 (First), 1400 - 2200 (Second) and 2200 - 0600 (Third). Specialist assignments (Key, Tool, Armory, and Disciplinary Committee) operate on varying day shifts.

Unit Management: Administration of the residential housing units is based on the Unit Management System. There is one Unit Administrator who provides general oversight to six Unit Managers for the inside units, two Unit Managers for Housing Units 7 & 8 and the Unit Manager for the Residential (Substance Abuse) Treatment Community.

Each Unit Manager is assisted by Unit Case Managers (UCM) and Unit Caseworkers (UCW). UCMs focus their duties on program elements including preparation of parole progress reports, housing/job/custody reviews and changes, good time restorations, personal plan reviews and similar activities. UCWs are generally responsible for building sanitation, searches, laundry distribution and what might be called traditional custodial/security functions.

Combining administrative and support staff (such as Food Service), NSP directly employs approximately 452 people. Nebraska Department of Correctional Services (NDCS) employees assigned to Health Care Services/Mental Health/Substance Abuse Programs, Education and Cornhusker State Industries are not included in this count, but are jointly supervised by the NSP Administration and the NDCS Central Office.

Programs

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

- Adult Basic Education/GED/High School
- English As A Second Language
- Inside-Out Dads Parenting Program
- Within My Reach Relationship Program
- Common Sense Parenting Program
- College Correspondence
- Religious Services
- Braille Certification Program
- Recreation Program and Services
- Library Services
- Industries Program
- Conventional Inmate Employment
- Inmate Music Program
- Inmate Clubs

Activity Schedule

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

Please see the attached NSP Activities Charts for both weekdays and weekends.

NSP Activity Chart

Weekend Activity	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400
Exercise								0800-1130					1300-1630				1800-1900							
Feeding						0630-0800				1130-1300						1630-1800								
Showers								Institutional Activities Chart																
Official Counts	0130-0230		0330-0430							1100-1230							17-1800							
Informal Counts					Every 30 minutes, not to exceed 40 minutes throughout a shift																			
Inmate Dining						0600-0730				1100-1300							1700-1830							
Inmate Visitation								0800-1050				1150-1410		1440-1700				1730-1950						
Law Library								0800-1100						1330-1530					1830-2030					
Library								0800-1100						1330-1530					1830-2030					
Yard/Work Lines							0730-8				11-1200				1530-1630		17-1800				20-2030			
Yard								0800-2000					0800-2000					0800-2000						
Pill Call						6-0700					11-1200						17-1800					21-2200		
Programs								ALTERNATIVES TO VIOLENCE 1X MONTHLY																
Recreation/Gym													1330-1400					1830-1925						
Religious Services									0815-1100					1315-1600						1930-2100				
Med Pass/Clinic											0730-1530													
Trash Detail								8-0900					13-1400								20-2100			
RH Visits								0800-1050																
RH Law Library	UPON REQUEST																							
Mail Call																	17-1800							

Shift Relief Factors (SRF)

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

Summary of SAT Observations

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

Front Entrance/Pass Clerk

- Position has one Corporal assigned on first and second shift who is assisted by the Pass Clerk on each shift.
- Third shift opens the post prior to when first shift arrives in order to allow entry.
- Heavy amount of staff traffic at the beginning of the day, processing of a large number of inmate visitors on most days as well as volunteers and maintenance contractors. Inmates depart from the area for Community Transportation Orders.
- A large amount of responsibility and work that is performed efficiently, effectively and professionally.

Visitation

- Current minimal post staffing shows one Officer assigned to first and second shift and two Corporals assigned to second shift.
- Observations showed one Officer working 0800-1600 and two Corporals and one Officer working 1230-2030. Four Officers were assigned to supervise approximately fifteen inmates and their visitors at the time of analysis.
- As a result of the restrooms and vending machines being in an adjacent room an additional staff person is required to provide supervision and pat searches of visitors entering the room.
- Consideration should be given to reassigning staff when the volume of inmate/visitors is low.

Central Control

- Post assigned one day shift Corporal, Monday through Friday from 0800-1600 and two Officers each to first, second and third shift.
- Sight lines to the entry/exit Sally Port and to Turnkey are adequate.
- Staff is responsible for inmate counts, key control and coordination of the facility internal and perimeter security network. Staff is also responsible for monitoring the operation of security doors, security lighting, and communication systems including fire alarms, public address, smoke and heat detection devices, radio, telephone and other mechanical and electrical systems.
- An additional staff person is assigned to the video surveillance room located in Central Control on first and second shift daily.

Turnkey

- Current minimal post staffing on first and second shift is a Sergeant, Corporal and Officer. On third shift, minimum staffing is one Corporal.
- Large amount of inmate traffic is processed through this area daily. Inmates enter the area for Visitation, Orientation, Parole, Photo Lab, Principle Hearings, Institutional Disciplinary Hearings and interviews with supervisory staff. Inmates are also searched and restrained in this area prior to being dispatched on Community Transportation Orders.

Housing Units

- Custody supervisors are responsible for filling and scheduling on Telestaff for Custody as well as Unit Management posts. Custody supervisors are also required to fill all vacancies if staff calls in sick, take vacation or any other absence. Assigned Case Managers or Unit Managers are not responsible for staff assigned to their unit. Unit Management supervisors seemed uninformed regarding absent staff or staff reassigned to another post.
- Housing Unit Post Orders are lengthy.
- Unit staff state they are regularly reassigned for Community Transportation Orders.

Housing Unit (Internal General Population - Housing Unit 2)

- Cell searches are not completed as prescribed by the Post Order
- One Unit Case Manager (UCM) has been covering the Canteen every day for several months as a result of staff vacancy. As a result the inmate case load is not receiving the necessary attention.
- Sanitation inspections are not completed as required in the Post Order. Staff states they are seldom relieved to accomplish the task.
- Second shift Unit Caseworkers (UCW) are actively involved with canteen distribution, pill call two times each day, laundry distribution, mail distribution and over-the-counter medication distribution that can occupy a significant portion of the shift.

Housing Unit (External General Population – Housing Unit 7)

- When three UCWs are scheduled one is usually reassigned to other areas due to staff needs.
- Although staff state they are busy they report being able to satisfy the expectations of the post.

Housing Unit (Internal General Population - Housing Unit 4 B/D and Restrictive Housing A/C)

- As a result of inmate activity, Control Center staff is busier on second shift than staff on first shift.
- One staff is assigned to monitor directly and constantly one particular inmate 24 hours each day.
- Days when canteen items are distributed is intense.
- As a result of staff not being available cell searches are not completed daily on the B/D side.

Housing Units (External – Housing Unit 6 – Residential Treatment Center)

- Staff assigned to the unit reported being able to complete the expectations of the Post Orders.
- Unit is Bay/Dorm style.

Restrictive Housing Unit (Control Unit)

- Staff report searches are difficult to accomplish. Searches are staffing intensive which makes scheduling and completing the searches regularly, challenging.
- Delivery of meals and medication is time consuming as a result of the number of staff required to complete the task.

Shift Command – Lieutenants/Sergeants

- Shift Supervisors spend a substantial amount of time completing routine documentation and administrative tasks. Much time is needed with Telestaff, Kronos, EDC Performance Plans, scheduling In-Service training as well as other duties associated with the position. This challenges supervisor's ability to make daily appearances at all posts occupied by inmates to insure Officers are adhering to established security procedures and to counsel inmates regarding personal problems as well as disciplinary problems.

- Allowing Sergeants or assigning clerical support may minimize the amount of office work completed by the Shift Supervisor which will afford for more time to complete supervision of staff and inmates.

Kitchen (Main and External) Corporal 1 each

- Both the Main and External Kitchen is assigned a Corporal on first and second shift.
- Custody staff provides supervision during meal times.
- These areas appear to be adequately staffed and in line with assigned duties.

Yard Staff/Supervision

- Responsibility of the Internal Yard supervision is tasked to a Sergeant, (4) Corporals and (4) Officers and the External Yard supervision is tasked to a Corporal and an Officer.
- Internal and External Operations each have approximately half the NSP population with Internal Operations having a higher classification of inmate.

Tower (1-8, 10)

- Staff is deployed to nine towers at the NSP. Staff is not assigned to three towers (5, 7, and 10) on third shift. Tower #10's schedule is off set with the operational hours of 0500-2100.
- Each tower deploys one Officer with the exception of Tower #2 which assigns two Officers Monday through Friday during business hours. All other times Tower #2 has one Officer assigned. This is needed in Tower #2 due to vehicle sally port supervision.

Vehicle Gate Sergeant/Officer

- A Sergeant and an Officer are currently assigned to the West Wire Gate. Main task is to process vehicles through the vehicle gate.

Clinic Corporal

- Post hours are day shift hours (0700-1500), but are in the Corporal post rotation schedule. Consideration should be given to making this post a one year exempt from rotation post.
- Primary responsibility is to process inmates with a medical pass into and out of the area.

Skilled Nursing Facility (SNF) Corporal

- Primary responsibility is the security, custody and control of the SNF by observing inmate activity and addressing behavior that is disruptive and in violation of rules.

Education Corporal

- Current minimal posting is for a Corporal on first and second shift five days each week.
- Responsible for providing routine security checks and respond as necessary to inmate conflicts and disruptions in the building.

Gym Corporal

- It is common for the Gym Corporal to be required to provide security functions as well as facilitate recreation activities until recreation staff arrives for shift at 1200.

Library Corporal

- This area appears to be adequately staffed and in line with assigned duties.

TEK 1 and TEK 2 Officer (2)

- Post hours (0715-1600) are similar to day shift hours, but are in the Officer Post Rotation Schedule. Consideration should be given to making this post a one year exempt from rotation post.
- Staff acknowledged that one Officer per building is acceptable staffing. Work load seemed reasonable.
- Staff was observed completing area tours and inspecting areas as required.

Industrial (Chapel) Gate Corporal

- Post hours (0720-1550) are similar to day shift hours, but are in the Corporal Post Rotation Schedule. Consideration should be given to making this post a one year exempt from rotation post.
- Responsible for entry/exit of inmates employed by Cornhusker State Industries (CSI). Custody yard staff routinely assist with the process.
- Additional duties could include area checks of CSI shops, assisting the Metal Detector Officer and CSI Sergeant.

Metal Detector Officer

- Post hours (0730-1615) are similar to day shift hours, but are in the Officer Post Rotation Schedule. Consideration should be given to making this post a one year exempt from rotation post.
- Responsible for the entry/exit of CSI employed inmates through the Metal Detector. Custody yard staff routinely assists with the process.
- Additional duties could include area checks of CSI shops, assisting the Industrial Gate Corporal and CSI Sergeant.

Canine Corporal

- This area appears to be adequately staffed and in line with assigned duties.

Canine Program/Recycling Corporal

- This area appears to be adequately staffed and in line with assigned duties.

Laundry Sergeant/Officer (2)

- Post hours (0715-1600) are similar to day shift hours, but are in the Officer Post Rotation Schedule. Consideration should be given to making this post a one year exempt from rotation post.
- Responsible for processing inmates into and out of the building, completing area checks as required and for providing security, custody and control of the area.

CSI Shops Sergeant

- Oversees the CSI Shops.
- Supervision should be expanded to include Laundry.

Disciplinary Committee Corporals

- This area appears to be adequately staffed and in line with assigned duties.

Principle Hearing Sergeant

- This area appears to be adequately staffed and in line with assigned duties.

Photo Lab Corporal

- Recommend eliminating this position by adding Photo Lab duties to Property Control.

Property Control Corporal (2)

- This area appears to be adequately staffed and in line with assigned duties.

Intelligence – Captain, Unit Caseworker, Corporals

- Staff is busy monitoring mail, monitoring the Inmate Calling System, video monitoring, staff and inmate searches, gathering Security Threat Group intelligence, maintenance of intelligence files and assisting the Intel Captain as needed.

Key Control Corporal

- This area appears to be adequately staffed and in line with assigned duties.

Tool Control Corporal

- This area appears to be adequately staffed and in line with assigned duties.

Armory Sergeant

- This area appears to be adequately staffed and in line with assigned duties.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Nebraska State Penitentiary

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Majors Office	Major	Institutional Security Administrator	x		1				1.00	1.00		
Admin. Bldg.	Operations Capt.	Oversees activities of cust. ranks	x		1				1.00	1.00		
Admin. Bldg.	Admin. Capt.	Security O.M.'s & P.O's	x		1				1.00	1.00		
Admin. Bldg.	Investigative Capt.	Internal Investigations	x		1				1.00	1.00		
SUBTOTAL	Administrative				4	0	0	0		4.00	4.00	0.00
Area #1	Lieutenant	Oversee custody shift		x	1	1	1		1.90	5.70		
Area #2	Lieutenant	Assists Area #1 Lt. In overseeing shift		x	1	1			1.00	2.00		
SUBTOTAL	Lieutenants				0	2	2	1		7.70	7.00	(0.70)
Area #1	Sergeant	Oversee shift Ofcs. & Cpls.		x	1	1	1		1.90	5.70		
Area #2	Sergeant	Assist Shift Supervisor		x	1	1			1.90	3.80		
Housing Unit #6	Sergeant	Custody support, supervises Ofcs. & Cpls.		x	1	1	1		1.90	5.70		
Turnkey	Sergeant	Supervise Turnkey staff		x	1	1			1.90	3.80		
Yard	Sergeant	Custody support, supervises Ofcs. & Cpls.		x	1	1			1.90	3.80		
Control Unit	Sergeant	Supervise CU Cpls, RH Unit Operations	x		1				1.30	1.30		
Industries	Sergeant	Oversees CSI shops	x		1				1.30	1.30		
Vehicle Gate	Sergeant	Controls vehicle & pedestrian traffic	x		1				1.30	1.30		
Principle Hearing	Sergeant	Conduct inmate hearings	x		1				1.30	1.30		
Laundry	Sergeant	Custody support, supervises Ofcs. & Cpls.	x		1				1.30	1.30		
Armory	Sergeant	Inspect/Inventory of security equip.	x		1				1.00	1.00		
SUBTOTAL	Sergeants				6	5	5	2		30.30	26.00	(4.30)
H.U. #1	Corporal	Conducts counts, monitors all unit operations		x				1	1.90	1.90		
H.U. #2	Corporal	Conducts counts, monitors all unit operations		x				1	1.90	1.90		
H.U. #3	Corporal	Conducts counts, monitors all unit operations		x				1	1.90	1.90		
H.U. #4	Corporal	Conducts counts, monitors all RH unit activities		x		2	2	2	1.90	11.40		
H.U. #5	Corporal	Conducts counts, monitors all unit operations		x				1	1.90	1.90		
H.U. #6	Corporal	Conducts counts, monitors all unit operations		x		3	3	3	1.90	17.10		
H.U. #7	Corporal	Conducts counts, monitors all unit operations		x				1	1.90	1.90		
H.U. #8	Corporal	Conducts counts, monitor all unit operations		x				1	1.90	1.90		
Control Unit	Corporal	Supervise CU daily activities		x		2	2	2	1.90	11.40		
Turnkey	Corporal	Searches, controls Turnkey traffic		x		1	1	1	1.90	5.70		
Gymnasium	Corporal	Oversees inmate gym activities, searches		x		1	1		1.90	3.80		
Skilled Nursing Facility	Corporal	Supervise SNF Inmates, food, showers		x		1	1		1.90	3.80		
Canine Program	Corporal	Supv. inmate dog handlers/ recycle center		x		1			1.90	1.90		
Library	Corporal	Control legal & general library searches		x		1	1		1.90	3.80		
Inside Kitchen	Corporal	Supervise inmate activities. in Kitchen		x		1	1		1.90	3.80		
External Kitchen	Corporal	Supervise inmate activities. in Kitchen		x		1	1		1.90	3.80		
Front Entrance	Corporal	Control pedestrian traffic, visitor searches		x		1	1		1.90	3.80		
Yard	Corporal	Vehicle & inmate mvmt, supervise inmate act.		x		4	4	1	1.90	17.10		
Clinic	Corporal	Control inmate mvmt, dental, searches	x			1			1.30	1.30		
Hobby Center	Corporal	Monitor inmate traffic	x			1	1		1.30	2.60		
Canteen	Corporal	Inmate mvmt in store, searches, monitor act.	x			1			1.30	1.30		
School	Corporal	Control mvmt, searches, activities	x			1	1		1.30	2.60		

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance	
			5 day	7 day	Day	1st	2nd	3rd					
Chapel Gate	Corporal	Control inmate & vehicle mvmt.	x			1			1.30	1.30			
Pass Clerk	Corporal	Processing visitors in	x			1	1		1.30	2.60			
Visiting	Corporal	Monitor supervisors visiting room	x				2		1.30	2.60			
Disciplinary	Corporal	Coordinate inmate Disciplinary hearings	x		4				1.00	4.00			
Central Control	Corporal	Supervise operations of Master control	x		1				1.00	1.00			
Tool Control	Corporal	Inspect/Inventory of tools	x		1				1.00	1.00			
Key Control	Corporal	Monitor key control/make key repairs	x		1				1.00	1.00			
Canine Handler	Corporal	Work with K-9 to detect contraband	x		1				1.00	1.00			
Property Control	Corporal	Inventory and Store Inmate Prop.	x		2				1.00	2.00			
Photo Lab	Corporal	Process Inmates In/Out of NSP	x		1				1.00	1.00			
Investigation	Corporal	Investigates inmate and staff trafficking	x		1				1.00	1.00			
SUBTOTAL	Corporals				12	25	23	15		125.10	121.00	(4.10)	**
H.U. #1	Officer	Controls mvmt, door, passes, monitors phone		x		2	2	1	1.90	9.50			
H.U. #2	Officer	Controls mvmt, door, passes, monitors phone		x		2	2	1	1.90	9.50			
H.U. #3	Officer	Controls mvmt, door, passes, monitors phone		x		2	2	1	1.90	9.50			
H.U. #4	Officer	Controls mvmt, door, passes, monitors phone		x		2	2		1.90	7.60			
H.U. #5	Officer	Controls mvmt, door, passes, monitors phone		x		2	2	1	1.90	9.50			
H.U. #7	Officer	Controls mvmt, door, passes, monitors phone		x				1	1.90	1.90			
H.U. #8	Officer	Controls mvmt, door, passes, monitors phone		x				1	1.90	1.90			
Central Control	Officer	Controls mvmt, door, passes, monitors phone		x		2	2	2	1.90	11.40			
External Yard	Officer	Controls inmate mvmt, inspectors, searches		x		1	1	1	1.90	5.70			
Towers #1-4,6,8	Officer	Views area of campus		x		6	6	6	1.90	34.20			
Towers #5,7,10	Officer	Views area of campus		x		3	3		1.90	11.40			
Skilled Nursing Facility	Officer	Provides security for SNF area		x				1	1.90	1.90			
Yard	Officer	Searches, fence check, vehicle escort		x		4	4	2	1.90	19.00			
Turnkey	Officer	Inmate mvmt. assist with visitors P.B.		x		1	1		1.90	3.80			
Tower #2 Observer	Officer	Views H.U. #4 Yard, HB court, back yard	x			1			1.30	1.30			
Visiting	Officer	Monitors visits, searches		x		1	1		1.30	2.60			
Metal Detector	Officer	Operation of metal detector		x		1			1.30	1.30			
Industries	Officer	Supervise inmates in TEK		x		2			1.30	2.60			
Laundry	Officer	Supervise inmates in operation of Laundry		x		1			1.30	1.30			
West Wire Gate	Officer	Controls vehicle & pedestrian traffic		x		1			1.30	1.30			
SUBTOTAL	Officers				2	32	28	18		147.20	126.00	(21.20)	
Housing Unit #1	Unit Caseworker	Monitor / control inmate movement & activities		x		1	1		1.90	3.80			
Housing Unit #2	Unit Caseworker	Monitor / control inmate movement & activities		x		1	1		1.90	3.80			
Housing Unit #3	Unit Caseworker	Monitor / control inmate movement & activities		x		2	2		1.90	7.60			
Housing Unit #4	Unit Caseworker	Monitor / control RH inmate movement & activities		x		2	2		1.90	7.60			
Housing Unit #5	Unit Caseworker	Monitor / control inmate movement & activities		x		1	1		1.90	3.80			
Control Unit	Unit Caseworker	Monitor / control RH inmate movement & activities		x		1	1		1.90	3.80			
Housing Unit #6-C	Unit Caseworker	Monitor / control inmate movement & activities		x		2	1		1.90	5.70			
Housing Unit #6-B	Unit Caseworker	Monitor / control inmate movement & activities		x		1	2		1.90	5.70			
Housing Unit #7	Unit Caseworker	Monitor / control inmate movement & activities		x		2	2		1.90	7.60			
Housing Unit #8	Unit Caseworker	Monitor / control inmate movement & activities		x		2	2		1.90	7.60			
Investigation	Unit Caseworker	Investigates inmate and staff trafficking	x		1				1.00	1.00			
SUBTOTAL	Unit Caseworkers				1	15	15	0		58.00	58.00	0.00	

Moved Canine Sgt. to Canine Cpl (transferred with TSCI),
and adjusted FTE accordingly (-1 Sgt, +1 Cpl)

TOTALS 342.00 (30.30)

** authorized FTE includes 1 CSI funded position
does NOT include 5 Maintenance Cpls

Minimal Post Staffing Analysis

Institution: Nebraska State Penitentiary

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Majors Office	Major	Institutional Security Administrator	x		1				1.00	1.00		
Admin. Bldg.	Operations Capt.	Oversees activities of cust. ranks	x		1				1.00	1.00		
Admin. Bldg.	Admin. Capt.	Security O.M.'s & P.O's	x		1				1.00	1.00		
Admin. Bldg.	Investigative Capt.	Internal Investigations	x		1				1.00	1.00		
SUBTOTAL	Administrative				4	0	0	0		4.00	4.00	0.00
Area #1	Lieutenant	Oversee custody shift		x	1	1	1		1.74	5.22		
Area #2	Lieutenant	Assists Area #1 Lt. In overseeing shift		x	1	1			1.00	2.00		
SUBTOTAL	Lieutenants				0	2	2	1		7.22	7.00	(0.22)
Area #1	Sergeant	Oversee shift Ofcs. & Cpls.		x	1	1	1		1.74	5.22		
Area #2	Sergeant	Assist Shift Supervisor		x	1	1			1.74	3.48		
Housing Unit #6	Sergeant	Custody support, supervises Ofcs. & Cpls.		x	1	1	1		1.74	5.22		
Turnkey	Sergeant	Supervise Turnkey staff		x	1	1			1.74	3.48		
Yard	Sergeant	Custody support, supervises Ofcs. & Cpls.		x	1	1			1.74	3.48		
Control Unit	Sergeant	Supervise CU Cpls, RH Unit Operations	x		1				1.25	1.25		
Industries	Sergeant	Oversees CSI shops	x		1				1.25	1.25		
Vehicle Gate	Sergeant	Controls vehicle & pedestrian traffic	x		1				1.25	1.25		
Principle Hearing	Sergeant	Conduct inmate hearings	x		1				1.25	1.25		
Laundry	Sergeant	Custody support, supervises Ofcs. & Cpls.	x		1				1.25	1.25		
Armory	Sergeant	Inspect/Inventory of security equip.	x		1				1.00	1.00		
SUBTOTAL	Sergeants				6	5	5	2		28.13	26.00	(2.13)
H.U. #1	Corporal	Conducts counts, monitors all unit operations		x				1	1.74	1.74		
H.U. #2	Corporal	Conducts counts, monitors all unit operations		x				1	1.74	1.74		
H.U. #3	Corporal	Conducts counts, monitors all unit operations		x				1	1.74	1.74		
H.U. #4	Corporal	Conducts counts, monitors all RH unit activities		x		2	2	2	1.74	10.44		
H.U. #5	Corporal	Conducts counts, monitors all unit operations		x				1	1.74	1.74		
H.U. #6	Corporal	Conducts counts, monitors all unit operations		x		3	3	3	1.74	15.66		
H.U. #7	Corporal	Conducts counts, monitors all unit operations		x				1	1.74	1.74		
H.U. #8	Corporal	Conducts counts, monitor all unit operations		x				1	1.74	1.74		
Control Unit	Corporal	Supervise CU daily activities		x		2	2	2	1.74	10.44		
Turnkey	Corporal	Searches, controls Turnkey traffic		x		1	1	1	1.74	5.22		
Gymnasium	Corporal	Oversees inmate gym activities, searches		x		1	1		1.74	3.48		
Skilled Nursing Facility	Corporal	Supervise SNF Inmates, food, showers		x		1	1		1.74	3.48		
Canine Program	Corporal	Supv. inmate dog handlers/ recycle center		x		1			1.74	1.74		
Library	Corporal	Control legal & general library searches		x		1	1		1.74	3.48		
Inside Kitchen	Corporal	Supervise inmate activities. in Kitchen		x		1	1		1.74	3.48		
External Kitchen	Corporal	Supervise inmate activities. in Kitchen		x		1	1		1.74	3.48		
Front Entrance	Corporal	Control pedestrian traffic, visitor searches		x		1	1		1.74	3.48		
Yard	Corporal	Vehicle & inmate mvmt, supervise inmate act.		x		4	4	1	1.74	15.66		
Clinic	Corporal	Control inmate mvmt, dental, searches	x			1			1.25	1.25		
Hobby Center	Corporal	Monitor inmate traffic	x			1	1		1.25	2.50		
Canteen	Corporal	Inmate mvmt in store, searches, monitor act.	x			1			1.25	1.25		
School	Corporal	Control mvmt, searches, activities	x			1	1		1.25	2.50		

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance	
			5 day	7 day	Day	1st	2nd	3rd					
Chapel Gate	Corporal	Control inmate & vehicle mvmt.	x			1			1.25	1.25			
Pass Clerk	Corporal	Processing visitors in	x			1	1		1.25	2.50			
Visiting	Corporal	Monitor supervisors visiting room	x				2		1.25	2.50			
Disciplinary	Corporal	Coordinate inmate Disciplinary hearings	x		4				1.00	4.00			
Central Control	Corporal	Supervise operations of Master control	x		1				1.00	1.00			
Tool Control	Corporal	Inspect/Inventory of tools	x		1				1.00	1.00			
Key Control	Corporal	Monitor key control/make key repairs	x		1				1.00	1.00			
Canine Handler	Corporal	Work with K-9 to detect contraband	x		1				1.00	1.00			
Property Control	Corporal	Inventory and Store Inmate Prop.	x		2				1.00	2.00			
Photo Lab	Corporal	Process Inmates In/Out of NSP	x		1				1.00	1.00			
Investigation	Corporal	Investigates inmate and staff trafficking	x		1				1.00	1.00			
SUBTOTAL	Corporals				12	25	23	15		116.23	121.00	4.77	**
H.U. #1	Officer	Controls mvmt, door, passes, monitors phone		x		2	2	1	1.74	8.70			
H.U. #2	Officer	Controls mvmt, door, passes, monitors phone		x		2	2	1	1.74	8.70			
H.U. #3	Officer	Controls mvmt, door, passes, monitors phone		x		2	2	1	1.74	8.70			
H.U. #4	Officer	Controls mvmt, door, passes, monitors phone		x		2	2		1.74	6.96			
H.U. #5	Officer	Controls mvmt, door, passes, monitors phone		x		2	2	1	1.74	8.70			
H.U. #7	Officer	Controls mvmt, door, passes, monitors phone		x				1	1.74	1.74			
H.U. #8	Officer	Controls mvmt, door, passes, monitors phone		x				1	1.74	1.74			
Central Control	Officer	Controls mvmt, door, passes, monitors phone		x		2	2	2	1.74	10.44			
External Yard	Officer	Controls inmate mvmt, inspectors, searches		x		1	1	1	1.74	5.22			
Towers #1-4,6,8	Officer	Views area of campus		x		6	6	6	1.74	31.32			
Towers #5,7,10	Officer	Views area of campus		x		3	3		1.74	10.44			
Skilled Nursing Facility	Officer	Provides security for SNF area		x				1	1.74	1.74			
Yard	Officer	Searches, fence check, vehicle escort		x		4	4	2	1.74	17.40			
Turnkey	Officer	Inmate mvmt. assist with visitors P.B.		x		1	1		1.74	3.48			
Tower #2 Observer	Officer	Views H.U. #4 Yard, HB court, back yard	x			1			1.25	1.25			
Visiting	Officer	Monitors visits, searches		x		1	1		1.25	2.50			
Metal Detector	Officer	Operation of metal detector		x		1			1.25	1.25			
Industries	Officer	Supervise inmates in TEK		x		2			1.25	2.50			
Laundry	Officer	Supervise inmates in operation of Laundry		x		1			1.25	1.25			
West Wire Gate	Officer	Controls vehicle & pedestrian traffic		x		1			1.25	1.25			
SUBTOTAL	Officers				2	32	28	18		135.28	126.00	(9.28)	
Housing Unit #1	Unit Caseworker	Monitor / control inmate movement & activities		x		1	1		1.74	3.48			
Housing Unit #2	Unit Caseworker	Monitor / control inmate movement & activities		x		1	1		1.74	3.48			
Housing Unit #3	Unit Caseworker	Monitor / control inmate movement & activities		x		2	2		1.74	6.96			
Housing Unit #4	Unit Caseworker	Monitor / control RH inmate movement & activities		x		2	2		1.74	6.96			
Housing Unit #5	Unit Caseworker	Monitor / control inmate movement & activities		x		1	1		1.74	3.48			
Control Unit	Unit Caseworker	Monitor / control RH inmate movement & activities		x		1	1		1.74	3.48			
Housing Unit #6-C	Unit Caseworker	Monitor / control inmate movement & activities		x		2	1		1.74	5.22			
Housing Unit #6-B	Unit Caseworker	Monitor / control inmate movement & activities		x		1	2		1.74	5.22			
Housing Unit #7	Unit Caseworker	Monitor / control inmate movement & activities		x		2	2		1.74	6.96			
Housing Unit #8	Unit Caseworker	Monitor / control inmate movement & activities		x		2	2		1.74	6.96			
Investigation	Unit Caseworker	Investigates inmate and staff trafficking	x		1				1.00	1.00			
SUBTOTAL	Unit Caseworkers				1	15	15	0		53.20	58.00	4.80	

Moved Canine Sgt. to Canine Cpl (transferred with TSCI),
and adjusted FTE accordingly (-1 Sgt, +1 Cpl)

TOTALS 342.00 (2.06)

** authorized FTE includes 1 CSI funded position
does NOT include 5 Maintenance Cpls

Minimal Post Staffing Analysis

Institution: Nebraska State Penitentiary

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Major	Security Administrator	x		1				1.00	1.00		
Administrative	Captain	Administrative	x		1				1.00	1.00		
Intel	Captain	Intel	x		1				1.00	1.00		
Operations	Captain	Security Manager	x		1				1.00	1.00		
SUBTOTAL	Administrative				4	0	0	0		4.00	4.00	0.00
Shift Supervisor	Lieutenant	Supervise staff and institution		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	7.00	(1.78)
Shift	Sergeant	Assist Shift Supervisor		x		1	1	1	1.74	5.22		
Yard	Sergeant	Supervise Yard/Movement		x		1	1		1.74	3.48		
Restrictive Housing	Sergeant	Supervise RH Unit		x		1	1	1	1.74	5.22		
HU 4	Sergeant	Supervise security of Unit		x		1	1		1.74	3.48		
HU 1/2	Sergeant	Supervise security of Unit	x			1	1		1.25	2.50		
HU 3/5	Sergeant	Supervise security of Unit	x			1	1		1.25	2.50		
HU 6	Sergeant	Supervise security of Unit	x				1		1.25	1.25		
HU 7	Sergeant	Supervise security of Unit	x				1		1.25	1.25		
HU 8	Sergeant	Supervise security of Unit	x				1		1.25	1.25		
Industries - CSI Shops	Sergeant	Supervise CSI Shop inmates	x		1				1.25	1.25		
Vehicle Gate	Sergeant	Control Vehicular traffic	x		1				1.25	1.25		
Armory / Key	Sergeant	Armory, Weapons	x		1				1.00	1.00		
Tool	Sergeant	Tool Control	x		1				1.00	1.00		
Intel	Sergeant	Intel/Investigations/STG	x		1				1.00	1.00		
Disciplinary	Sergeant	Inmate Discipline / Evidence	x		1				1.00	1.00		
Principle Hearing	Sergeant	Process Misconduct Reports	x		1				1.00	1.00		
SUBTOTAL	Sergeants				7	6	9	2		33.65	26.00	7.65
Central Control	Corporal	Maintain Count, Facility doors		x		2	2	2	1.74	10.44		
Turnkey	Corporal	Control institutional traffic		x		2	2		1.74	6.96		
RTC Pedestrian Gate	Corporal	Control access to min. sec.		x		1	1		1.74	3.48		
Kitchen	Corporal	Supervise kitchen inmates		x		2	2		1.74	6.96		
Skilled Nursing Fac.	Corporal	Supervise SNF inmates		x		1	1	1	1.74	5.22		
Video Monitoring	Corporal	Monitor facility cameras		x		1	1		1.74	3.48		
Movement / Escort	Corporal	Supervise inmate movement		x		9	9	6	1.74	41.76		
Towers	Corporal	Security perimeter fence		x		9	9	6	1.74	41.76		
Front Entrance	Corporal	Secure facility entry/exit		x		1	1		1.74	3.48		
HU 1	Corporal	Supervise Housing Unit		x		4	4	2	1.74	17.40		
HU 2	Corporal	Supervise Housing Unit		x		4	4	2	1.74	17.40		
HU 3	Corporal	Supervise Housing Unit		x		4	4	2	1.74	17.40		
HU 4	Corporal	Supervise Housing Unit		x		5	5	2	1.74	20.88		

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
HU 5	Corporal	Supervise Housing Unit		x		4	4	2	1.74	17.40		
HU 6 Sec. Office	Corporal	Monitor lower lobby of HU 6		x		1	1	1	1.74	5.22		
HU 6B	Corporal	Monitor Housing Unit		x		1	1	1	1.74	5.22		
HU 6C	Corporal	Monitor Housing Unit		x		1	1	1	1.74	5.22		
HU 7	Corporal	Monitor Housing Unit		x		3	3	2	1.74	13.92		
HU 8	Corporal	Monitor Housing Unit		x		3	3	2	1.74	13.92		
HU 7/8 Rover	Corporal	Monitor HU 7/8 at Night		x				1	1.74	1.74		
RH Unit	Corporal	Monitor Housing Unit		x		2	2	2	1.74	10.44		
Programs/Activities	Corporal	Supervise inmate Education		x		4	4		1.74	13.92		
Recreation	Corporal	Supervise Gym		x		2	2		1.74	6.96		
Clinic	Corporal	Supervise inmates in Clinic	x			1	1		1.25	2.50		
Visiting	Corporal	Supervise visiting	x				4		1.25	5.00		
Property	Corporal	Oversee inmate Property	x			1	1		1.25	2.50		
Industries - TEK 1	Corporal	Supervise TEK 1	x		1				1.25	1.25		
Industries - TEK 2	Corporal	Supervise TEK 2	x		1				1.25	1.25		
Industries - Wood shop	Corporal	Supervise Wood shop	x		1				1.25	1.25		
Industries - Metal / Plate	Corporal	Supervise Metal Shop	x		1				1.25	1.25		
Industries - Laundry	Corporal	Provide security in the Shops	x		1				1.25	1.25		
Metal Detector / CSI Gate	Corporal	Control institutional traffic	x		1				1.25	1.25		
Travel Orders	Corporal	Escort inmates outside facility	x		6				1.25	7.50		
Central Control	Corporal	Maintain Count, Facility doors	x		1				1.25	1.25		
Disciplinary	Corporal	Coordinate discipline proceeding	x		2				1.00	2.00		
Canine Unit	Corporal	Facility Searches	x		1				1.00	1.00		
Intel	Corporal	STG review, assist intel Capt.	x		2				1.00	2.00		
SUBTOTAL	Corporals				18	68	72	35		321.83	305.00	16.83 **
TOTALS									364.70	342.00	22.70	

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

** authorized FTE includes 1 CSI funded position
does NOT include 5 Maintenance Cpls

Custody Post Analysis Summary

Facility: Nebraska State Penitentiary

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Major	1	0/1	0
Correctional Captain	3	0/3	0
Correctional Lieutenant	6	6/0	-1
Correctional Sergeant	34	27/7*	8
Correctional Corporal	322	302/20**	17
TOTAL FTE'S	366	335/31	24

*** 7 Sergeants N-MAND** Armory/Key
 Tool
 Intel
 Principle Hearing
 Industries - CSI Shops
 Vehicle Gate
 Disciplinary

**** 20 Corporals N-MAND** Disciplinary (2)
 Canine
 Property (2)
 Industries - TEK 1 and TEK 2 (2)
 Industries - Woodshop
 Industries - Metal/Plate Shop
 Industries - Laundry
 Metal Detector/CSI Gate
 Travel Orders (6)
 Central Control
 Clinic (2)

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

TOTAL FTE to include relief factor: 1.00 – 5 Day Major

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

TOTAL FTE to include relief factor: 3.00 – 5 Day Captains

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

Relief factor of 1.74*

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
Yard*	0	1	1	0	Per staffing model
Restrictive Housing*	0	1	1	1	Per staffing model
Unit #4 (RHU) (B/D)*	0	1	1	0	Facility specific – <i>Specialized unit</i>
TOTAL	0	4	4	2	

Relief factor of 1.74*

Total FTE to include relief factor: 17.40 – 7 Day Sergeants

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Unit (Max) (1, 2, 3, 5) *	0	2	2	0	Per staffing model
Unit (Min) (6, 7, 8)*	0	0	3	0	Per staffing model
Industries- CSI Shops*	1	0	0	0	Per staffing model
Vehicle Gate*	1	0	0	0	Per staffing model
Armory/Key	1	0	0	0	Per staffing model
Tool	1	0	0	0	Per staffing model
Intel	1	0	0	0	Per staffing model
Principle Hearing	1	0	0	0	Per staffing model
Disciplinary	1	0	0	0	Facility specific – <i>Population/custody level</i>
TOTAL	7	2	5	0	

Relief factor of 1.25*

Total FTE to include relief factor: 16.25 – 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

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

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Central Control*	0	2	2	2	Per staffing model
Turnkey*	0	2	2	0	Facility specific – <i>Size of facility/population</i>
Programs/Activities*	0	4	4	0	Per staffing model
RTC Gate*	0	1	1	0	Facility specific – <i>Physical plant</i>
Kitchen*	0	2	2	0	Per staffing model
Recreation*	0	2	2	0	Per staffing model
Skilled Nursing Facility*	0	1	1	1	Per staffing model
Video Monitoring*	0	1	1	0	Per staffing model
Movement/Escorts *	0	9	9	6	Per staffing model – <i>Max/Min model used</i>
Towers*	0	9	9	6	Facility specific – <i>Physical plant/custody level</i>
Front Entrance*	0	1	1	0	Per staffing model
Housing Unit 1*	0	4	4	2	Per staffing model
Housing Unit 2*	0	4	4	2	Per staffing model
Housing Unit 3*	0	4	4	2	Per staffing model
Housing Unit 4*	0	5	5	2	Per staffing model
Housing Unit 5*	0	4	4	2	Per staffing model
Housing Unit 6 Office*	0	1	1	1	Per staffing model
Housing Unit 6 B*	0	1	1	1	Per staffing model
Housing Unit 6 C*	0	1	1	1	Per staffing model
Housing Unit 7*	0	3	3	2	Per staffing model
Housing Unit 8*	0	3	3	2	Per staffing model
Housing 7/8 Rover*	0	0	0	1	Facility specific – <i>Physical plant</i>
Restrictive Housing Unit*	0	2	2	2	Facility specific – <i>Custody level</i>
TOTAL	0	66	66	35	

Relief factor of 1.74*

Total FTE to include relief factor: 290.58 – 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

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

Post Title	Day	Shift			Comments
		1st	2nd	3rd	
Intel	2	0	0	0	Per staffing model
Clinic*	0	1	1	0	Per staffing model
Visiting*	0	0	4	0	Per staffing model
Disciplinary	2	0	0	0	Per staffing model
Canine	1	0	0	0	Facility specific – <i>Dept. assignment</i>
Property/Intake*	0	1	1	0	Per staffing model
Industries - TEK 1*	1	0	0	0	Per staffing model
Industries - TEK 2*	1	0	0	0	Per staffing model
Industries - Wood Shop*	1	0	0	0	Per staffing model
Industries - Metal/Plate Shop*	1	0	0	0	Per staffing model
Industries - Laundry*	1	0	0	0	Per staffing model
Metal Detector/ CSI Gate *	1	0	0	0	Facility specific – <i>Physical plant</i>
Travel Orders*	6	0	0	0	Per staffing model
Central Control*	1	0	0	0	Per staffing model
TOTAL	18	2	6	0	

*Relief factor of 1.25

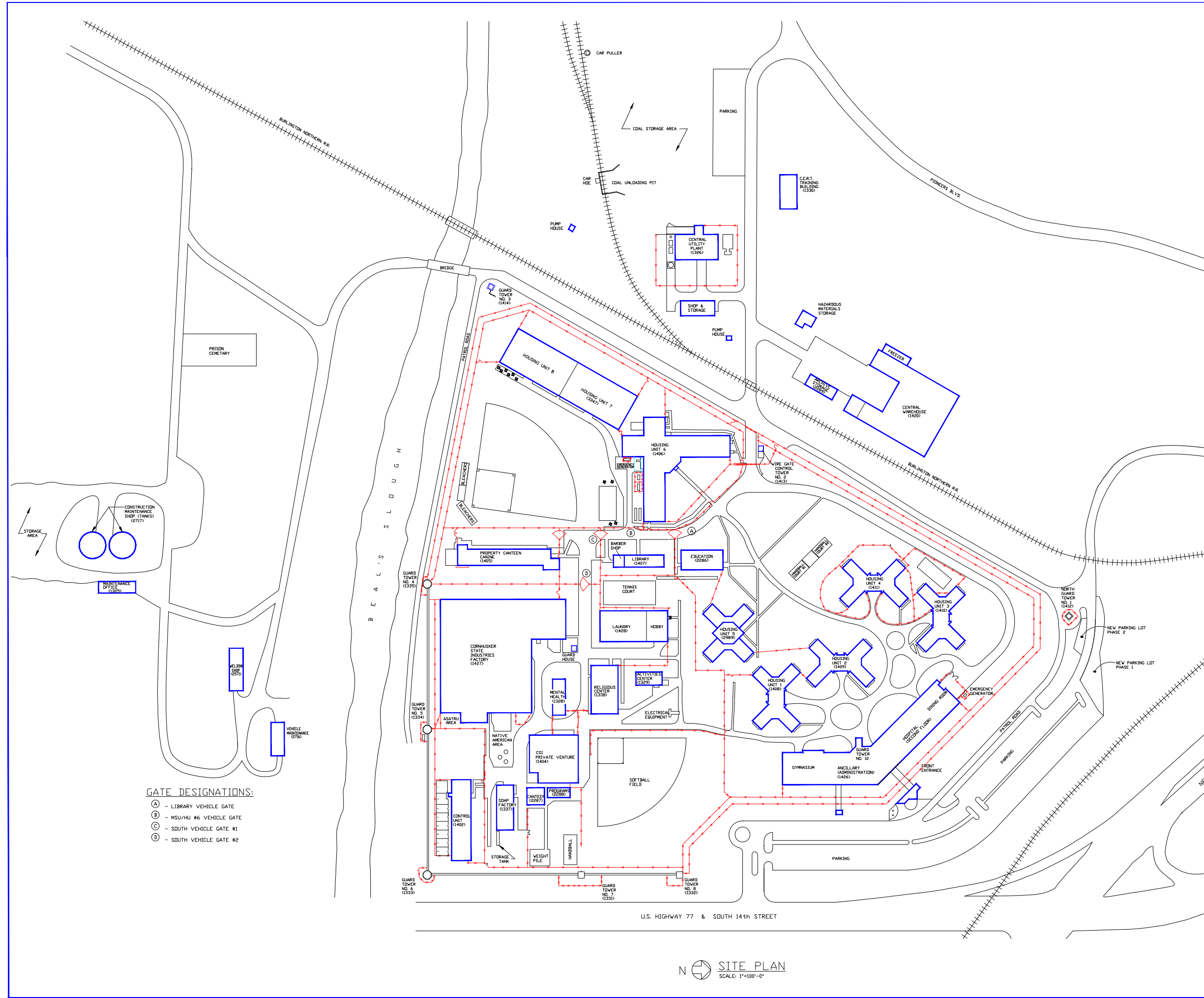
Total FTE to include relief factor: 31.25 – 5 Day Corporals

NSP Specific Recommendations

- Tool Control – Per the staffing model, upgrade from a Corporal to a Sergeant to inspect, control and inventory tools on an ongoing basis. The Sergeant will also establish accountability and responsibility for issue, storage, receipt and disposal of tools.
- Armory/Key – Per the staffing model, combine the Tool Corporal with the Armory Sergeant to create an Armory/Key Sergeant position.
- Intel - Assign a Sergeant to work with sensitive information and assist the Intel Captain in such duties. The Intel Sergeant will complete mail monitoring, phone monitoring, facilitate staff and inmate searches, gather Security Threat Group Intel and other tasks as identified by the Intel Captain.
- Restrictive Housing Unit - Utilize one Sergeant each shift in Restrictive Housing Unit.
- Housing Units (1,2,3 and 5) - Utilize recommended staffing model of two Sergeants one on first shift and one on second shift, five days weekly for maximum custody unit staffing.
- Housing Unit (4) - Partly utilized as restrictive housing. Assign one Sergeant on first shift and one on second shift seven days a week.
- Housing Unit (6, 7 and 8) - Utilize recommended staffing model of one Sergeant on second shift five days weekly.
- Programs/Activities - Assign four Corporals to cover Programs/Activities. Areas to include: Education, Library, Activities/Clubs and Religious Center.
- Visiting - Assign four Corporals to second shift.
- Video Monitoring – Assign a Corporal to monitor inmate activity via video monitoring on first and second shift.
- Woodshop – Assign a Corporal to supervise inmate activity in the area.
- Metal/Plate Shop – Assign a Corporal to supervise inmate activity in the area.
- Movement/Escorts – Supervise and provide internal movement of inmates. Assign posts according to custody model for maximum and minimum facility staffing.
- Travel Orders – Given the number of travel orders annually six additional Corporals assigned to day shift would provide adequate staff.
- Housing Units – Utilize recommended staffing model, maximum custody for unit staffing (1,2,3,4 and 5) and staffing model, minimum bay/dorm for unit staffing (6,7 and 8).
- Housing Unit 7/8 Rover – Additional Corporal to assist with supervision of inmates in housing units seven and eight on third shift only.
- Recreation – Assign two Corporals to assist with maximizing recreation time for the inmates in the Gym and recreation yards.
- Tower – Recommend eliminating one post assigned to Tower 2, Monday through Friday. Additionally, a Security Assessment is recommended for consideration of additional security equipment/fencing at the West Wire Gate area.
- Vehicle Gate – Recommend eliminating the Corporal post.
- Photo Lab - Recommend eliminating this position.
- Recycling/Kennel – Recommend eliminating this position.
- CSI Gate/Metal Detector – Recommend combining this post.
- Disciplinary – Upgrade one Corporal position to Sergeant.
- Turnkey – Recommend eliminating the Sergeant post on first and second shift.

Attachments

- A. Map



- GATE DESIGNATIONS:**
- (A) - LIBRARY VEHICLE GATE
 - (B) - MSU/HU #6 VEHICLE GATE
 - (C) - SOUTH VEHICLE GATE #1
 - (D) - SOUTH VEHICLE GATE #2



Nebraska Department of Correctional Services

PROJECT:
2007 SURVEY OF PHYSICAL PLANT

FACILITY:
NEBRASKA STATE PENITENTIARY

BUILDING:
SITE

REVISIONS:

<p>ENGINEERING DIVISION Double "Y" Building, Building #1 Lincoln Regional Center Campus Palumbo & West Prospective Place P.O. Box 94668 Lincoln, Nebraska 68509-4668 Phone: (402) 478-5742 Fax: (402) 478-5842 E-Mail: jbeach@dcsc.state.ne.us</p>	<p>Issue Date: AUGUST 24, 2007 Scale: 1"=100'-0"</p>
	<p>Proj. No: Drawn: Jerod Beach Check: Approved: Douglas K. Hanson Cust. File:</p>
<p>DRAWING NO: NSP-1</p>	

SITE PLAN
SCALE: 1"=100'-0"

Attachment 9

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

OMAHA CORRECTIONAL CENTER

Prison Staffing Analysis

October 14-16, 2015

Table of Contents - OCC

Staffing Analysis Team Information	9-2
Facility Design and Location	9-2
Institutional Profile	9-4
Operations	9-9
Programs	9-9
Additional Services	9-10
Activity Schedule	9-10
Activity Schedule Charts	9-12
Shift Relief Factors (SRF)	9-14
Summary of Observations	9-14
Summary of Post Planning Results	9-18
Current Post Plan/Previous Relief Factor	9-19
Current Post Plan/Current Relief Factor	9-20
Proposed Post Plan	9-21
Custody Post Analysis Summary	9-22
Facility Specific Recommendations	9-30
Attachment: Facility Map	9-32

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

Prison Staffing Analysis

October 14-16, 2015

Staffing Analysis Team (SAT)

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

- Barbara Lewien, Warden – Omaha Correctional Center
- Michele Capps, Deputy Warden – Nebraska State Penitentiary
- Thomas English, Major – Omaha Correctional Center
- Chris Peters, Business Manager – Federal Surplus Property
- Michael Kinney, Lieutenant – Diagnostic and Evaluation Center
- Trish Bernhards, Assistant Warden, Nebraska Correctional Youth Facility
- Rich Brittenham, Captain – Nebraska State Penitentiary
- Linda Bos, Human Resource Manager – Central Office
- Craig Gable, Lieutenant – Tecumseh State Correctional Institution

Facility Design and Location

The Omaha Correctional Center (OCC) is a medium/minimum security facility located on 37 acres in east Omaha. It is the third largest facility within the Nebraska Department of Correctional Services (NDCS). The facility was opened on April 24, 1984 with a designed capacity of 240 inmate beds. In 1994, an additional housing unit was built increasing the designed capacity to 396 inmate beds. Currently, OCC has 781 inmate beds located in four housing units. Housing Units J1, J2 and K are the original housing units. These housing units consist of two-person cells. Housing Unit J3 is divided into three wings with 8-person rooms. One wing of J3 is an In-Patient Substance Abuse Unit. Additionally, OCC has a Restrictive Housing Unit (RHU) with eleven cells located between the Programs Area and the Medical Clinic.

Historically, OCC has maintained a population of approximately 20% medium and 80% minimum. Today, those numbers are 36% medium and 64% minimum. No information was available on length of stay; however it is currently being researched. The current average operating capacity of OCC is 765. Typically, OCC operates at about 190% of the designed capacity. It should be noted that the last significant assault on staff occurred in late 2014, staff grievances are very low, staff mandatory overtime

is low, voluntary overtime is high and sick leave usage is average. Inmate on inmate assaults and fights do occur but at a low rate. Inmate grievances are also low.

There are a total of 16 buildings and one tower accessed through the administration building. The facility is surrounded by two 12-foot fences. Razor wire and fence alarms are part of the fence security. The North Gate is the vehicle sally port for the facility. The pedestrian sally port is through the administration building. There is also an interior pedestrian and vehicle sally port known as East Gate allowing emergency vehicle traffic as well as foot traffic to the industries areas and religious lands.

There are currently several maintenance projects OCC is preparing for requiring the entrance of contractors. These projects are all roofing projects due to storm damage. Two of the housing units are on the 309 Task Force project list as they require window replacement and exterior brick replacement. There are several issues with the windows around the facility that are also on the 309 Task Force project list. Priority level for these projects is not high on the 309 Task Force list.

Please see the attached Institutional Profile providing more specific information about OCC.

INSTITUTIONAL PROFILE

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

Facility: OCC

Date: 10/24/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	For own – CCCO inmates and Parole Violators do return to OCC
Does the facility provide specialized chronic care services such as dialyses, hospice or geriatric?	No
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as pre or post disciplinary confinement	Yes
Administrative Confinement	No
Immediate Segregation	Yes
Protective Segregation	No
Intensive Management	No
Disciplinary Segregation	Yes
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	Yes
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	396
What is the facility Operational Capacity	666
Average Daily Population for the last year	765
Custody Level	Med/Min
What are the external boundaries of the facility	Double 12' fences topped with Razor Wire, One Tower
Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes

Cross Fencing	Yes
Turnkeys	No
Internal towers	No
Other	Vehicle Perimeter Patrol
<i>Perimeter</i>	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence.	Yes, trees and buildings
What is the frequency and severity of visibility impairment such as fog or dust storms	Rare, winter storms/fog
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Vehicle entrance for emergency vehicles, inmate transfers and deliveries to internal supply, pedestrian traffic to industries, grounds keeping and religious lands
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby
What type of perimeter vehicle is available, and is it a fixed or mobile post	Car or Van- Mobile
<i>Communications</i>	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes
<i>Inmate Housing</i>	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	HU's J1, J2, K are secured double-bunked cells, HU J3 are unsecured 8-person cells
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes, cameras have been installed
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct 0600-2200. Secure 2200-0600
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote and/or manually keyed in J1, J2, K; Inmates have room keys in J1, J2, K; Unsecured must be manually keyed in J3
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	2014- 5,558 2015- 3,969 2014 Class 1- 802 2015 Class 1- 353

What is the frequency and seriousness of inmate on staff assaults	Total of (6) staff assaults in past 5 years. 3 in 2013; 2 in 2014; 1 in 2015 (pushing)
What is the frequency and seriousness of inmate-on-inmate assaults	Total of(39) in 2014, 1 weapon used Total to date 2015 (32), no weapons used
Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Recent increase in medium custody percentage from 20% to 36%; reentry to community custody is encouraged and sought
Is there significant gang or STG influences	Yes
Disciplinary Process	Per policy
Operations and Activities	
<i>Movement</i>	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes when needed
unrestricted, open campus style	Yes
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	Yes
<i>Visitation</i>	
What is the visitation schedule	W/Th/F 1330-1645; 1715-2030 Sa/Su 0745-1045; 1200-1500
Are visits contact or non-contact or both	Contact only
What is the process for visitor registration/sign-in and are security staff assigned full-time	OCC Pass Clerk will process visitors and monitor the visiting room as needed. Central Control staff aids in monitoring visits. Yard staff will escort the inmates and complete the strip search in and out of visiting.
What is the duration of visits	2-3 hours per visit.
What are the search requirements for inmates and visitors	Inmates are strip searched. Visitors pass through metal detector and are pat searched.
<i>Work Assignments</i>	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Food service, HU porters, maintenance and grounds, medical porters, laundry
Are there any essential work details in the community	No
What work details are optional/can be shut down	Gym, Programs, industries, Recreation, library, religion

<i>Food Service</i>	
Is food service contracted or state run	State
Are any inmates fed in-cell, if so how many	Yes, Restrictive Housing; Average is approx. 17
Are inmates fed in central dining areas or in common areas in housing units	Central Dining
How are inmates escorted/sent to dining areas	Intercom announcement rotation of units called and proceed to dining upon call; open campus
How many staff are assigned to dining areas	3 custody staff assigned during meals; 0 custody staff during prep time.
<i>Programs</i>	
List of Programs by:	
Number and types	Numerous programs offered including: Moral Reconation Therapy (MRT), 7 Habits, General Education, Parenting, College, Alcoholics Anonymous (AA), Narcotics Anonymous (NA), Clubs, In-Patient Substance Abuse, Domestic Violence, Outpatient Sex Offender, Anger Management, Religion
Hours of operation	Programs occur daily – see activity chart
Total participants and individual class/group size	Varies – average 15
Contracted or institutional staff supervised	Both
Are programs considered as a function or determining factor in inmate idleness	Yes
<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	
Medical, Dental, Mental health	2014 - 635/ yr (2860.38 hrs) Thru 10/28/15 - 331/ yr (1223.36 hrs)
Hospital stays TO's	2014 - 67/ yr (5738.81 hrs) Thru 10/28/15 - / yr (1302.57 hrs)
Court appearances	2014 - 7/ yr (17.03 hrs) Thru 10/28/15 - 6/ yr (29.42 hrs)
Transfers	2014 - 109/ yr (722.15 hrs) Thru 10/28/15 - 47/ yr (330.91 hrs)
At outside hospitals, is there a prison ward, or does the sending institution provide security	Institution provides security plus we provide security for other facility's inmates coming to Omaha for hospital visits; Hospital has security that is notified and may assist.
Are there other routine outside transports	2014 - 20/ yr (48.81 hrs) Thru 10/28/15 - 7/yr (31.08 hrs)
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Douglas County pays substantially more, low unemployment rate.

Attendance issues (e.g., overtime, sick leave abuse)	Sick leave and mandatory overtime is average or low; voluntary overtime is typically high
Staff grievances concerning post assignments, overtime, training, and so forth.	1 – grievance reference to bidding for post
Critical incidents within the past five years	STG activity; small number of staff assaults; contraband introduction of synthetic marijuana has led to various medical emergencies
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes , PREA
ACA Accreditation Standards affecting staffing	No

Operations

OCC operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. Each housing unit operates on first and second shift with a Unit Manager, Unit Case Managers and Unit Caseworkers assigned to each unit. The units are operated by custody staff on third shift. Day shift staff includes administrative and support staff as well as various additional staff such as Cornhusker State Industries (CSI) staff, etc.

There are many shared services between the Omaha facilities. OCC provides services to the Community Correctional Center – Omaha (CCCO) and/or the Nebraska Correctional Youth Facility (NCYF) in the following areas:

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

Programs

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

- Mental Health Counseling
- Outpatient Sex Offender Program (O-help)
- Anger Management
- Domestic Violence Programming
- Inpatient Substance Abuse Programming
- Cornhusker State Industries
- Adult Basic Education/GED/High School
- Metro Community College courses
- Parenting – Inside Out Dads
- Daddy Day Visits
- Financial Peace University
- 7 Habits on the Inside
- Moral Reconciliation Therapy
- Recreation Programs and Services
- Inmate Music Program
- Inmate Clubs
- Religious Services
- Library Services

- Alternative to Violence
- Planning with a Purpose

Additional Available Services

A medical clinic is located within the facility. In addition to serving the medical needs of the OCC population, the medical clinic serves the inmates of CCCO located across from OCC. CCCO inmates are processed into OCC for these services requiring OCC staff to conduct searches of the inmate in/out of the facility. Additionally, OCC staff provide escort of these inmates to the medical clinic.

The Physician and other clinic staff must also travel to the NCYF, located approximately 3 blocks away, to provide services to their inmate population.

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

OCC operates with a central pill call located just outside the medical clinic. Pill call is conducted three times a day and requires custody staff to monitor this activity. The number of inmates with medications determines the time needed for custody staff to complete this duty. OCC has two pill call windows; however, currently is only able to operate one window during pill call due to staffing levels both within medical and security.

Given that OCC has limited medical services within the facility, many travel orders are utilized for various services within the Omaha community. These travel orders are completed predominantly by custody staff and completed in compliance with the NDCS Security Manual. The travel order numbers were considered by the SAT during this analysis and contribute to the overall staff needs. Additionally, a recent change in the number of medium security inmates increases the staff needed to complete travel orders, as a travel order for a medium security inmate requires two staff according to policy where a minimum security inmate typically requires one staff member.

Activity Schedule

It is important to note OCC operates with an open campus. Inmates move about the facility when the yard is open. The housing units run hourly doors during certain periods of the day limiting the amount of traffic in and out. The gymnasium and other outside recreation areas are typically open during the majority of the day. There are areas inmates need a pass in order to access such as medical, education, etc. The open campus allows for all inmates to be on the yard at one time. During nice weather conditions, there are large numbers of inmates on the yard at one time.

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

Although inmate visitation is on the Activities Chart, it is important to note the staff intensive needs of visitation through visitor processing, inmate processing and observation of visits. Restrictive Housing visits occur on Thursday evenings. These visits are also staff intensive and require scheduling based upon the inmate's reason for restrictive housing placement.

OCC processes approximately 350 visitors in an average week. Only the Nebraska State Penitentiary processes more visitors than OCC within NDCS.

Please see the attached OCC Activities Charts for both weekdays and weekends.

OCC Activities Chart

Weekend activities at OCC	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	
Roll call																									
Restrictive Housing Exercise																									
Restrictive Housing Feeding																									
Restrictive Housing Showers																									
Education\Programs Area																									
Official Counts																									
Informal Counts																									
Inmate Dining																									
Inmate Visitation																									
Library																									
Yard																									
Eastgate Area																									
Pill Call																									
Programs																									
Recreation/Gym																									
Religious Services\Chapel																									
Travel Orders																									
RH Law Library																									
Mail Call																									
Multi Purpose Room																									
Contraband Checks																									
Fence Checks																									
Lighting and Access Cover Check																									

Shift Relief Factors (SRF)

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

Summary of SAT Observations

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

Armory/Key Sergeant

- Clearly a massive amount of work assigned to one staff member. OCC also has inmate room keys this employee must manage in addition to other key control responsibilities.
- This position is responsible for maintaining about 7000 keys, 800 locks, re-issuing OC spray, ordering security equipment and supplies, counting ammunition, issuing and checking weapons for perimeter patrols, completing NCIC checks and assists with Central Control.
- Although work load is exceptionally large, this employee assists Central Control frequently due to needed assistance.

Tool Sergeant

- Tool control for this size of facility is significant with maintenance, medical, dental, industries tools and all other facility area tools.
- This position maintains approximately 6,000 tools.
- A comparison of current Armory/Key/Tool Sergeant's position to others within NDCS indicate this position requires two FTE's – 1 Armory/Key and 1 Tool Sergeant.

Central Control

- One custody staff assigned to manage all facility entry, phone lines including the CCCO phone lines, distribute keys and equipment, monitor cameras, dispatch vehicles, data entry on inmate movement, operate doors and vehicle gate.
- A large amount of work for one staff to safely manage. This is an essential post with a large amount of traffic and responsibility.
- Second Shift Central Control has the busiest time during 1400 to 1630 hours mostly due to phone calls, staff entering and exiting, visitation and other movement.

Programs/Education Officer

- The Programs/Education Officer covers the mental health, education, commons and maintenance areas. The Officer was utilized from this area to cover CCCO inmate escorts and searches. This Officer may cover medical during pill call due to high volume of activity in medical at one time.
- The large area and number of areas this Officer covers prevents from longer terms of supervision but rather results in area checks completed by the Commons Officer.
- Other areas the Commons Officer covered included: east gate assistance, visiting assistance, vendor escorts, travel orders, UA collections and dining supervision.

Disciplinary/Property

- These areas appear to be adequately staffed and in line with assigned duties.

East Gate and Industries

- Two staff currently assigned to the East Gate post with overlapping hours. Main task is to process inmates in and out of the CSI shops. Yard staff also assist in this process.
- A significant amount of activity in the shops with many tools and areas where security may be a concern. Industries does not currently have any custody staff assigned leaving only CSI staff to monitor all shop areas.

Gym/Canteen Officer

- This position covers gym, canteen and ball field. When recreation staff are not present, the gym may close and the custody staff assists on the yard. The Gym Officer also covers dining hall during meal time.
- This work conducted at this post is often dictated by weather conditions.
- This post was utilized frequently to cover the canteen, leaving the gym without a security presence.

Housing Unit (J3)

- Each wing was assigned one Unit Caseworker (UCW). This unit does not have locking cell doors and has 8 inmates per room. The last staff assault occurred in this unit. If the UCW needs a break, no back up is available except yard staff.
- The difficulty in performing room and area searches was noted. The large number of inmates per room and the amount of property is significant.
- The original design of this unit was four inmates per room. When J1 was closed for construction, inmates were relocated to J3. Once J1 re-opened the inmate beds remained filled in J3 bringing the count to the current number today. The staff assigned to this unit did not increase.

Housing Units (K, J1 and J2)

- Noted clean and orderly units supervised appropriately with number of staff currently assigned.
- Second shift had concerns regarding the yard closing 30 minutes before the unit was locked down. Observations and staff interview indicate this is a busy time but manageable due to yard staff entering each unit to assist.
- The busiest times noted were following count through meal times including approximately 30 minutes after meals were completed.

Kitchen

- No custody staff are assigned to the kitchen. Food service provides all supervision for inmates working in the kitchen.
- Inmates assigned to work in the kitchen begin their day at 0400 hours. The Food service staff were responsible for watching up to 35 inmates at one time. The layout of the kitchen increases difficulty in supervision of the inmate population.

Medical Clinic/Dental/Pill Call

- One custody staff is assigned to the area. When pill call begins, the medical staff must supervise the medical area while the officer watches pill call. The number of inmates allowed in medical is reduced to four during this time.

- A second pill call window is available but unused due to lack of staff to watch two lines. Use would speed up the pill call process significantly. If two lines were used, the nursing staff would also need to increase or a schedule change would need to occur to accommodate this addition.

Vehicle Gate

- This post appears adequately staffed with one custody staff. It is a busy post but does not have overwhelming duties assigned. The assignment of one staff member is appropriate, however an increased command presence should be considered given the security risks associated with a vehicle sally port.

Restrictive Housing

- One custody staff is assigned to this post. Newly implemented procedures for use of the come-along and procedures for staff to speak to inmates in restrictive housing are cumbersome and leave no one to watch the gallery or run doors while the assigned Corporal is assisting with these new procedures.
- This position can also complete camera monitoring. A new camera monitoring room could be assigned this duty with the addition of an Intel position.

Visitation

- While OCC is the third largest facility within NDCS, OCC typically process the second largest number of visitors. Only one Pass Clerk is assigned to process visitors at the front entrance.
- The visiting room also has an outdoor courtyard opened during acceptable weather conditions. There are only two staff assigned to watch up to 80 visitors and the inmates.
- Both staff currently assigned to visitation are male requiring a female staff to be called to the area upon the need to search a female visitor.

Shift Lieutenant/Supervisor

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

Yard Staff

- There were very few yard staff who were actually on the yard. These staff were utilized to take escorts, take travel orders, process in travel orders, process newly transferred inmates, complete strip searches in/out of visitation, escort vendors, perform searches, assist in restrictive housing and escort inmates from CCCO for medical appointments.
- Assigned to complete duties or provide coverage for other posts when needed. Yard staff are expected to complete UA collections as well. The average number of travel orders per day equals two which are typically assigned to the yard staff. This position also fills other post vacancies. It was noted the yard staff were assigned to so many details the yard was left unsupervised.
- Yard staff also assist in the units during second shift after yard closes and before the unit locks down.

- Thursdays on second shift are particularly busy days for yard staff due to dining, restrictive housing visits, pill call, various programs, general population visitation and other activities all occurring right about the same times.
- Regarding incident and/or emergency management, it was noted there are so many activities needing supervision that should an incident occur, there would not be sufficient staff available to manage and resolve an incident-particularly on Wednesdays and Thursdays during second shift.
- Third shift yard staff indicate being busy but believe there is adequate coverage for duties.

Activities/Clubs

- OCC currently relies on one administrative staff member to cover all volunteer and club activities. This is not sufficient coverage because when that staff member is absent, a custody staff member is assigned to complete the duties in their absence.

Additional Observations

- OCC spent 9,056.18 hours on travel orders in 2014. So far in 2015, the number is 2,917.34 hours for a two year average of 6,278.49 per year. There are no designated staff escorts for these travel orders.
- Staff were generally satisfied with their jobs. A few mentioned being compensated through step raises for years of services and/or compensation for performance.
- The Critical Incident Conflict Resolution (CICR) training appears to be used frequently and may be effective in reducing the restrictive housing placements as well as resolving unit issues between inmates.
- It was noted there are many trends that may contribute to the overall allotted staffing at OCC including: low frequency of staff grievances, rare staff assaults, minimal use of mandatory overtime and overall facility culture. Also contributing may be inmate classification, open yard concept, low inmate grievances, low incidents of inmate-on-inmate fights and assaults.
- Although OCC is the third largest facility and has designated posts, many staff were taken away from their posts to cover other areas, particularly travel orders, searches, etc. This is typically seen in much smaller facilities than OCC. The SAT observed the facility although large within the NDCS system, operates similarly to a smaller facility.
- The recent change in procedure for dispatching a travel order has added to the work load of staff. Past practice dispatched travel orders through the front pedestrian sally port. Recently, a change was made dispatching travel orders through the vehicle gate. Staff view this as cumbersome and less secure than past practice.
- OCC should also consider assigning a female only post to the visitation room as currently, both staff are male and female staff must be called to the area in order to complete searches of female visitors using the restroom.
- Consideration should be given to changing the RHU visiting day and times as it is currently at the busiest time and day of the week.
- The Industries Gate should maintain current staffing level. Change post assignment to include this post assisting in industries security.
- OCC has a video monitoring room that is currently staffed by yard staff. There are no staff specifically assigned so staff are utilized from other posts. Assigning a specific staff person would enhance video surveillance and ensure other staff can remain on their assigned posts.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/ Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Omaha Correctional Center

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Majors Office	Major	Security Administrator	x		1				1.00	1.00		
Captains Office	Captain	Operations	x		1				1.00	1.00		
Captains Office	Captain	Intel.	x		1				1.00	1.00		
SUBTOTAL	Administrative				3	0	0	0		3.00	3.00	0.00
Lieutenants	Lieutenant	Shift Supervisor		x		1	1		1.90	3.80		
Lieutenants	Lieutenant	Shift Supervisor		x				1	1.90	1.90		
SUBTOTAL	Lieutenants				0	1	1	1		5.70	5.00	(0.70)
Sergeant	Sergeant	ERT Lead, Asst. Shift Sup.		x		1	1	1	1.90	5.70		
Armory Sergeant	Sergeant	Armory & Key Control	x		1				1.00	1.00		
SUBTOTAL	Sergeants				1	1	1	1		6.70	7.00	0.30
Central Control	Corporal	Control Facility Moves		x		1	1	1	1.90	5.70		
Lead Yard	Corporal	Yard Supervision		x		1	1	1	1.90	5.70		
Control Unit	Corporal	Supervise RHU		x		1	1	1	1.90	5.70		
Gym	Corporal	Supervise Gym, Barber		x		1	1		1.90	3.80		
J3 Unit	Corporal	3rd shift J3 wings		x				3	1.90	5.70		
Property	Corporal	Control/Store Property	x		1				1.30	1.30		
Library	Corporal	IDC Hearings / Library	x		1				1.30	1.30		
Vehicle Gate	Corporal	Control Vehicle Traffic	x		1				1.30	1.30		
Pass Clerk	Corporal	Process visitors	x		1				1.30	1.30		
Visiting	Corporal	Supervise Visiting	x		2				1.30	2.60		
Industries	Corporal	Supervise access to area	x		1				1.30	1.30		
Disciplinary	Corporal	Coordinate IDC hearings	x		1				1.00	1.00		
Canine	Corporal	Drug Detection	x		1				1.00	1.00		
SUBTOTAL	Corporals				9	4	4	6		37.70	41.00	3.30 **
Yard (1&2)	Officer	Supervise Yard		x		2	2	2	1.90	11.40		
Medical clinic	Officer	Supervise Clinic		x		1	1		1.90	3.80		
3rd shift J1/J2/K	Officer	3rd shift unit coverage		x				3	1.90	5.70		
Tower	Officer	Perimeter support		x		1	1		1.90	3.80		
Perimeter	Officer	Perimeter Security		x		1	1	1	1.90	5.70		
Education / Programs	Officer	Supervise Commons	x			1	1		1.30	2.60		
Industries	Officer	Industry Security	x		1				1.30	1.30		
Library	Officer	Supervises Library	x				1		1.30	1.30		
Turnkey	Officer	Front entrance security	x		1				1.30	1.30		
SUBTOTAL	Officers				2	6	7	6	6	36.90	29.00	(7.90)
UCW J1 (1)	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
UCW J1 (2)	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
UCW J2 (1)	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
UCW J2 (2)	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
UCW J3 A	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
UCW J3 B	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
UCW J3 C	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
UCW J3 Rover	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
UCW K (1)	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
UCW K (2)	Unit Caseworker	Supervise inmate activities		x		1	1		1.90	3.80		
SUBTOTAL	Unit Caseworkers				0	10	10	0		38.00	35.00	(3.00)

TOTALS 120.00 (5.00)

** Authorized FTE does NOT include Maintenance Cpl.

Minimal Post Staffing Analysis

Institution: Omaha Correctional Center

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Majors Office	Major	Security Administrator	x		1				1.00	1.00		
Captains Office	Captain	Operations	x		1				1.00	1.00		
Captains Office	Captain	Intel.	x		1				1.00	1.00		
SUBTOTAL	Administrative				3	0	0	0		3.00	3.00	0.00
Lieutenants	Lieutenant	Shift Supervisor		x		1	1		1.74	3.48		
Lieutenants	Lieutenant	Shift Supervisor		x				1	1.74	1.74		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	5.00	(0.22)
Sergeant	Sergeant	ERT Lead, Asst. Shift Sup.		x		1	1	1	1.74	5.22		
Armory Sergeant	Sergeant	Armory & Key Control	x		1				1.00	1.00		
SUBTOTAL	Sergeants				1	1	1	1		6.22	7.00	0.78
Central Control	Corporal	Control Facility Moves		x		1	1	1	1.74	5.22		
Lead Yard	Corporal	Yard Supervision		x		1	1	1	1.74	5.22		
Control Unit	Corporal	Supervise RHU		x		1	1	1	1.74	5.22		
Gym	Corporal	Supervise Gym, Barber		x		1	1		1.74	3.48		
J3 Unit	Corporal	3rd shift J3 wings		x				3	1.74	5.22		
Property	Corporal	Control/Store Property	x		1				1.25	1.25		
Library	Corporal	IDC Hearings / Library	x		1				1.25	1.25		
Vehicle Gate	Corporal	Control Vehicle Traffic	x		1				1.25	1.25		
Pass Clerk	Corporal	Process visitors	x		1				1.25	1.25		
Visiting	Corporal	Supervise Visiting	x		2				1.25	2.50		
Industries	Corporal	Supervise access to area	x		1				1.25	1.25		
Disciplinary	Corporal	Coordinate IDC hearings	x		1				1.00	1.00		
Canine	Corporal	Drug Detection	x		1				1.00	1.00		
SUBTOTAL	Corporals				9	4	4	6		35.11	41.00	5.89 **
Yard (1&2)	Officer	Supervise Yard		x		2	2	2	1.74	10.44		
Medical clinic	Officer	Supervise Clinic		x		1	1		1.74	3.48		
3rd shift J1/J2/K	Officer	3rd shift unit coverage		x				3	1.74	5.22		
Tower	Officer	Perimeter support		x		1	1		1.74	3.48		
Perimeter	Officer	Perimeter Security		x		1	1	1	1.74	5.22		
Education / Programs	Officer	Supervise Commons	x			1	1		1.25	2.50		
Industries	Officer	Industry Security	x		1				1.25	1.25		
Library	Officer	Supervises Library	x				1		1.25	1.25		
Turnkey	Officer	Front entrance security	x		1				1.25	1.25		
SUBTOTAL	Officers				2	6	7	6	6	34.09	29.00	(5.09)
UCW J1 (1)	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
UCW J1 (2)	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
UCW J2 (1)	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
UCW J2 (2)	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
UCW J3 A	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
UCW J3 B	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
UCW J3 C	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
UCW J3 Rover	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
UCW K (1)	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
UCW K (2)	Unit Caseworker	Supervise inmate activities		x		1	1		1.74	3.48		
SUBTOTAL	Unit Caseworkers				0	10	10	0		34.80	35.00	0.20

TOTALS 120.00 1.36

** Authorized FTE does NOT include Maintenance Cpl.

Minimal Post Staffing Analysis

Institution: Omaha Correctional Center

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Major	Security Administrator	x		1				1.00	1.00		
Administrative	Captain	Administrative	x		1				1.00	1.00		
Intel	Captain	Intel.	x		1				1.00	1.00		
SUBTOTAL	Administrative				3	0	0	0		3.00	3.00	0.00
Shift Supervisor	Lieutenant	Shift Supervisor		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	5.00	0.22
Shift	Sergeant	ERT Lead, Asst. Shift Sup.		x		1	1	1	1.74	5.22		
Unit	Sergeant	Supervise Housing Units		x			1		1.74	1.74		
Vehicle Gate	Sergeant	Supervise Vehicle traffic	x		1				1.25	1.25		
Intel / PHO	Sergeant	Assist Intel Capt.	x		1				1.25	1.25		
Armory / Keys	Sergeant	Armory/Oversee Keys	x		1				1.00	1.00		
Tool / Industries	Sergeant	Oversee all tools	x		1				1.00	1.00		
SUBTOTAL	Sergeants				4	1	2	1		11.46	7.00	4.46
Central Control	Corporal	Control Facility Moves		x		1	1	1	1.74	5.22		
Movement / Escort	Corporal	Supervises Mass Movement		x		4	4	2	1.74	17.40		
RHU	Corporal	Supervise RHU		x		1	1	1	1.74	5.22		
HU J1	Corporal	Supervises HU J1		x		2	2	1	1.74	8.70		
HU J2	Corporal	Supervises HU J2		x		2	2	1	1.74	8.70		
HU J3	Corporal	Supervises HU J3		x		4	4	3	1.74	19.14		
HU K	Corporal	Supervises HU K		x		2	2	1	1.74	8.70		
Recreation	Corporal	Supervise Gym, Hair care		x		2	2		1.74	6.96		
Kitchen	Corporal	Supervise Kitchen		x		1	1		1.74	3.48		
Tower	Corporal	Perimeter support		x		1	1		1.74	3.48		
Perimeter	Corporal	Perimeter Security		x		1	1	1	1.74	5.22		
Video Monitoring	Corporal	Video monitoring		x		1	1		1.74	3.48		
Programs / Activites	Corporal	Supervise clubs, library		x		1	2		1.74	5.22		
Front Entrance	Corporal	Front entrance security		x		1	1		1.74	3.48		
Clinic	Corporal	Supervise Medical	x			1	1		1.25	2.50		
Property	Corporal	Control/Store Property	x			1	1		1.25	2.50		
Education/Programs	Corporal	Supervise Commons	x			1	1		1.25	2.50		
Visiting	Corporal	Supervise Visiting	x				4		1.25	5.00		
Industries	Corporal	Supervise access to area	x		2				1.25	2.50		
Travel Orders	Corporal	Escort Travel Orders	x		4				1.25	5.00		
Disciplinary	Corporal	IDC Hearings	x		1				1.00	1.00		
Canine	Corporal	Drug Detection	x		1				1.00	1.00		
SUBTOTAL	Corporals				8	27	32	11		126.40	105.00	21.40
TOTALS										146.08	120.00	26.08

Note: All Caseworker, Corporal and Officer Posts have been merged to Corporal

** authorized FTE does NOT include Maintenance Cpl

Custody Post Analysis Summary

Facility: Omaha Correctional Center

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Major	1	0/1	0
Correctional Captain	2	0/2	0
Correctional Lieutenant	6	6/0	1
Correctional Sergeant	12	9/3*	5
Correctional Corporal	126	122/4**	21
TOTAL FTE'S	147	137/10	27

***3 Sergeants N-MAND**

Armory/Keys
 Tool
 Intel/Principle Hearing

****4 Corporals N-MAND**

Canine
 Disciplinary
 Property (2)

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

TOTAL FTE to include relief factor: 1.00 – 5 Day Major

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

TOTAL FTE to include relief factor: 2.00 – 5 Day Captains

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

*Relief factor of 1.74

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

*Relief factor of 1.74

TOTAL FTE to include relief factor: 6.96 – 7 Day Sergeants

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Armory/Key	1	0	0	0	Per staffing model
Tool/ Industries*	1	0	0	0	Per staffing model
Intel/Principle Hearing	1	0	0	0	Per staffing model
Vehicle Gate*	1	0	0	0	Per staffing model
TOTAL	4	0	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 4.50 – 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

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

Post Title	Day	Shift			Comments:
		1st	2nd	3rd	
Central Control*	0	1	1	1	Per staffing model
Movement/Escorts*	0	4	4	2	Per staffing model
Restrictive Housing Unit*	0	1	1	1	Facility specific – <i>Unit size and mission</i>
Housing Unit (J-1, J-2, K)*	0	6	6	3	Facility specific – <i>Physical plant</i>
Housing Unit J-3*	0	4	4	3	Facility specific – <i>Physical plant</i>
Recreation*	0	2	2	0	Per staffing model
Programs/Activities*	0	1	2	0	Facility specific – <i>Facility schedule</i>
Kitchen*	0	1	1	0	Per staffing model
Tower*	0	1	1	0	Facility specific – <i>Physical plant</i>
Perimeter*	0	1	1	1	Facility specific – <i>Physical plant</i>
Video Monitoring*	0	1	1	0	Per staffing model
Front Entrance*	0	1	1	0	Per staffing model
TOTAL	0	24	25	11	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 104.40 – 7 Day Corporals

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Property*	0	1	1	0	Per staffing model
Programs/Activities*	0	1	1	0	Facility specific – <i>Facility schedule</i>
Disciplinary	1	0	0	0	Per staffing model
Industries*	2	0	0	0	Per staffing model
Travel Orders*	4	0	0	0	Per staffing model
Visiting*	0	0	4	0	Per staffing model
Canine	1	0	0	0	Facility specific – <i>Department assigned</i>
Clinic*	0	1	1	0	Per staffing model
TOTAL	8	3	7	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 22.00 – 5 Day Corporals

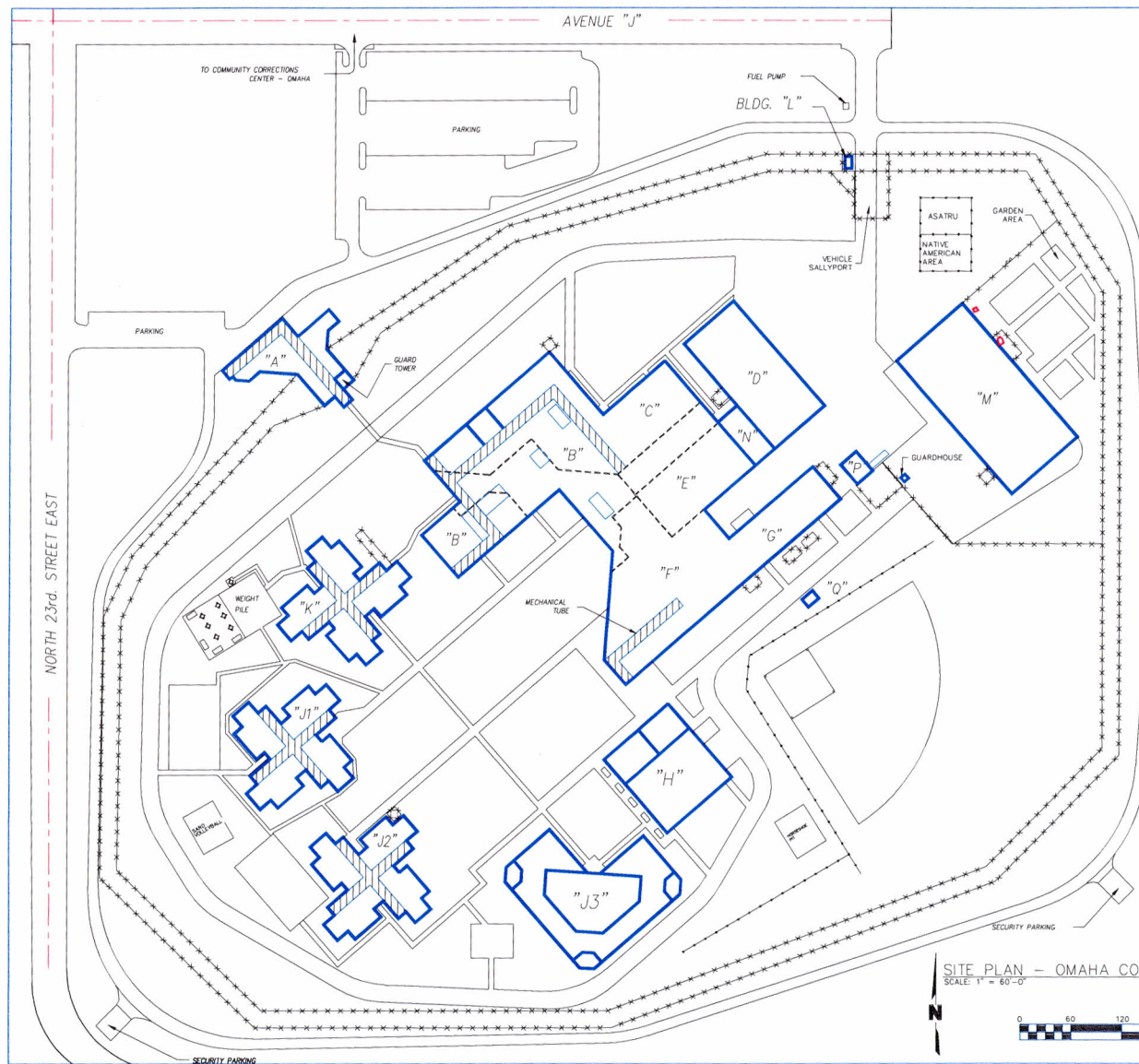
OCC Specific Recommendations

- Travel Orders – Given the number of travel orders annually four FTE's assigned to day or first shift would provide adequate staff.
- Movement/Escorts – While there is limited movement of large numbers of inmates at a given time, there is a great deal of internal movement with restrictive housing unit inmates, inmate transfers in/out, CCCO inmates entering for medical care, returning from community custody, parole violators returning, etc. There are no staff currently designated for this which is currently assigned to the yard staff.
- Tool Control/Industries – Add a custody position due to work load and security concerns. There is a large number of tools and keys that simply one staff member cannot manage these duties in addition to Armory/Key duties as is currently assigned. This would be a day shift position.
- Front Entrance– Add two custody Corporals for overlap of both first and second shift. OCC has assigned a Corporal here regularly due to searches of staff and visitors as well as property searches for those entering the facility. These staff would also assist in Central Control with monitoring and assisting with facility entry/exit, conducting NCIC checks, etc.
- Housing Unit J3 – Increase staffing in J3 housing unit to include one staff member as a rover between wings. This will provide a form of relief when the UCW needs a break or has assigned searches, etc. to complete. It is recommended the units be supervised by Corporals. This is in line with the recommended staffing model. J3 is occupied by over 300 inmates with about one-third currently being medium custody. These are positions for all three shifts.
- Kitchen – Add a custody Corporal position for security coverage. No custody are currently assigned. Food service staff should be providing supervision over the meal preparation, sanitation, serving and other food service related functions. Custody staff would be assigned for security reasons as many tools are used daily in this area. This is also an area that is vulnerable to PREA concerns and other inmate-on-inmate assaults or fights. These would be first and second shift posts. The second shift post would assist at pill call after food service was closed.
- Library – A staff member is noted on the post plan for second shift but it is not utilized for that purpose. No custody staff are currently assigned for first shift. First and second shift staff should be assigned for security purposes to this area. There are a number of inmates frequenting the library as the Social Workers are also working out of this area, increasing inmate traffic. This would fall under Programs/Activities staff.
- Housing Units (J1, J2, K) – Convert current Unit Caseworker positions to Corporal positions.
- Housing Units– Add a Unit Sergeant on second shift to act as a Supervisor.
- Principle Hearing/Intel Sergeant – Utilize this staff to conduct principle hearings for misconduct reports. Currently these duties are divided amongst staff. Currently, there is only a Captain assigned for Intel purposes. OCC has a video surveillance and phone monitoring area. This staff member would work with sensitive information and assist the Captain in such duties. OCC is currently piloting an Intel Sergeant position with the present staffing levels.
- Vehicle Gate – Upgrade the position from Corporal to Sergeant.

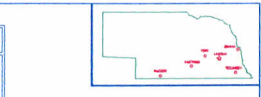
- Video Monitoring – Utilize Corporals assigned to this post to enhance security and intel and remain dedicated to video surveillance.
- Programs/Activities – Add a Corporal to monitor volunteer and club activities occurring each week within the facility.
- Lieutenant – Add a Lieutenant for shift coverage and relief.

Attachments

A. Map



LETTER	BUILDING DESCRIPTION
"A"	ADMINISTRATION
"B"	HISTORIC, MEDICAL / DENTAL, ADJUSTMENT CENTER, RELIGIOUS CENTER AND LIBRARY
"C"	SECURITY, ACADEMIC EDUCATION
"D"	INDUSTRY BUILDING (WOOD FURNITURE)
"E"	INDUSTRY, VOCATIONAL TRAINING, MAINTENANCE
"F"	FOOD SERVICE, CENTRAL STORAGE
"G"	CENTRAL PLANT, LAUNDRY
"H"	GYMNASIUM
"I"	HOUSING UNIT
"J"	HOUSING UNIT
"K"	HOUSING UNIT (156 BED)
"L"	HOUSING UNIT
"M"	GUARDBOUSE (SALLYPORT)
"N"	CORRECTIONAL INDUSTRIES WAREHOUSE
"O"	CORRECTIONAL INDUSTRIES WAREHOUSE
"P"	RECYCLING BUILDING
"Q"	ACTIVITIES / RECREATION BUILDING

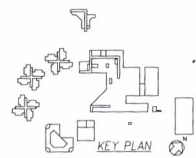


DOUGLAS COUNTY-OMAHA CORRECTIONAL CENTER OMAHA, NEBRASKA

Legal Description: All of Blocks 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000.

DOUGLAS COUNTY-NEBRASKA CORRECTIONAL YOUTH FACILITY OMAHA, NEBRASKA

Legal Description: Lot 1 through 12, Block 1, of Division 1, A, and 1/4 Section 16, T. 28 N., R. 18 W., of Douglas County, Nebraska. The land is subject to a mortgage in favor of the State of Nebraska, recorded in the Public Records of Douglas County, Nebraska, Book 100, Page 100.



SITE PLAN - OMAHA CORRECTIONAL CENTER
SCALE: 1" = 60'-0"



PROPERTY INFORMATION	
Legal Description: All 1/4 Sec. 16, T. 28 N., R. 18 W., of Douglas County, Nebraska. The land is subject to a mortgage in favor of the State of Nebraska, recorded in the Public Records of Douglas County, Nebraska, Book 100, Page 100.	
Lot:	12
Block:	1
Section:	16
Township:	T. 28 N.
Range:	R. 18 W.
County:	Douglas
State:	Nebraska
Area:	1.25 Acres (54,450 sq. ft.)
Owner:	State of Nebraska
Use:	Correctional Facility
Assessment:	See Assessment Roll
Map:	See Assessment Roll
File:	See Assessment Roll
Page:	See Assessment Roll



PROJECT: 2004 SURVEY OF PHYSICAL PLANT
FACILITY: OMAHA CORRECTIONAL CENTER
SITE:
REVISIONS:

ENGINEERING DIVISION	DATE
Division 11 - Building Planning & Construction	MARCH 2, 2004
Division 12 - Planning & Surveying	N.T.S.
Division 13 - Surveying	
Division 14 - Surveying	
Division 15 - Surveying	
Division 16 - Surveying	
Division 17 - Surveying	
Division 18 - Surveying	
Division 19 - Surveying	
Division 20 - Surveying	
Division 21 - Surveying	
Division 22 - Surveying	
Division 23 - Surveying	
Division 24 - Surveying	
Division 25 - Surveying	
Division 26 - Surveying	
Division 27 - Surveying	
Division 28 - Surveying	
Division 29 - Surveying	
Division 30 - Surveying	
Division 31 - Surveying	
Division 32 - Surveying	
Division 33 - Surveying	
Division 34 - Surveying	
Division 35 - Surveying	
Division 36 - Surveying	
Division 37 - Surveying	
Division 38 - Surveying	
Division 39 - Surveying	
Division 40 - Surveying	
Division 41 - Surveying	
Division 42 - Surveying	
Division 43 - Surveying	
Division 44 - Surveying	
Division 45 - Surveying	
Division 46 - Surveying	
Division 47 - Surveying	
Division 48 - Surveying	
Division 49 - Surveying	
Division 50 - Surveying	
Division 51 - Surveying	
Division 52 - Surveying	
Division 53 - Surveying	
Division 54 - Surveying	
Division 55 - Surveying	
Division 56 - Surveying	
Division 57 - Surveying	
Division 58 - Surveying	
Division 59 - Surveying	
Division 60 - Surveying	
Division 61 - Surveying	
Division 62 - Surveying	
Division 63 - Surveying	
Division 64 - Surveying	
Division 65 - Surveying	
Division 66 - Surveying	
Division 67 - Surveying	
Division 68 - Surveying	
Division 69 - Surveying	
Division 70 - Surveying	
Division 71 - Surveying	
Division 72 - Surveying	
Division 73 - Surveying	
Division 74 - Surveying	
Division 75 - Surveying	
Division 76 - Surveying	
Division 77 - Surveying	
Division 78 - Surveying	
Division 79 - Surveying	
Division 80 - Surveying	
Division 81 - Surveying	
Division 82 - Surveying	
Division 83 - Surveying	
Division 84 - Surveying	
Division 85 - Surveying	
Division 86 - Surveying	
Division 87 - Surveying	
Division 88 - Surveying	
Division 89 - Surveying	
Division 90 - Surveying	
Division 91 - Surveying	
Division 92 - Surveying	
Division 93 - Surveying	
Division 94 - Surveying	
Division 95 - Surveying	
Division 96 - Surveying	
Division 97 - Surveying	
Division 98 - Surveying	
Division 99 - Surveying	
Division 100 - Surveying	

OCC-1

Attachment 10

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

TECUMSEH STATE CORRECTIONAL INSTITUTION

Prison Staffing Analysis

November 16-18, 2015

Table of Contents- TSCI

Staffing Analysis Team Information	10-2
Facility Design and Location	10-2
Institutional Profile	10-5
Operations	10-10
Programs	10-10
Additional Services	10-10
Activity Schedule	10-11
Activity Schedule Chart	10-12
Shift Relief Factors (SRF)	10-13
Summary of Observations	10-13
Summary of Post Planning Results	10-15
Current Post Plan/Previous Relief Factor	10-16
Current Post Plan/Current Relief Factor	10-17
Proposed Post Plan	10-18
Custody Post Analysis Summary	10-19
Facility Specific Recommendations	10-27
Attachment: Facility Map	10-30

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

Prison Staffing Analysis

November 16-18, 2015

Staffing Analysis Team (SAT)

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

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

Facility Design and Location

The Tecumseh State Correctional Institution (TSCI) is a medium/maximum security facility located one and a half miles north of Tecumseh. The site consists of 200 acres and approximately 350,000 gross square feet of building areas. The facility was established by LB150 in 1997 and in December of 1998 ground was broken and construction commenced. TSCI began accepting inmates in December of 2001. It is the second largest facility within the Nebraska Department of Correctional Services (NDCS). It was built with a designed capacity of 964 inmate beds and over the last several years additional bunks were added to existing single bunk cells, increasing the count to 1,210.

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

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

All inmates at TSCI are males adjudicated as adults and classified to medium or maximum custody. TSCI had a population of 47% (492) maximum and 53% (553) medium at during the month of December 2015. The facility has a capacity of 1,210 inmates, of which 840 are general population (GP). There are 64 beds in the Residential Substance Abuse Unit and 320 beds assigned to Protective Management/Mission Based Housing Unit. The 64 bed Residential Substance Abuse Unit will be converted into treatment for Protective Management in the near future. The facility also includes a 114 bed Special Management Unit for inmates who are being held on Immediate Segregation (IS) or classified to Administrative Confinement (AC), Disciplinary Restrictive Housing and Intensive Management (IM) statuses and inmates sentenced to the death penalty (ISDP).

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

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

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

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

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

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

There are several maintenance projects in progress at TSCI. There is another expansion of the Cornhusker State Industries (CSI) Woodshop, many roof repairs and replacement projects, installation of ice machines on the units, and ongoing issues related to construction and replacement of items that were damaged or destroyed from the disturbance on 05-10-15.

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

INSTITUTIONAL PROFILE

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

Facility: TSCI

Date: 11/16/15

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Own population
Does the facility provide specialized chronic care services such as dialyses, hospice or geriatric?	Yes
Does the institution have or will have prison industry(s) programs	Yes
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	Yes
Immediate Segregation	Yes
Protective Segregation	Yes
Intensive Management	Yes
Disciplinary Segregation	Yes
Court Imposed Segregation	Yes
Does the facility house special populations-SNF	Yes
Geriatric/convalescent population	Yes
Drug treatment or other residential therapeutic programs	Yes
Youthful Offenders	No
Inmates sentenced to the death penalty	Yes
Secure Mental Health Unit	Yes
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	960
What is the facility Operational Capacity	1210
Average Daily Population for the last year	1025
Custody Level	Max/Med
What are the external boundaries of the facility	Double 12' fences topped with razor wire, one tower

Does internal surveillance and supervision include	
Control Rooms	Yes
Cameras	Yes
Gates	Yes
Cross Fencing	Yes
Turnkeys	Yes
Internal towers	Yes
Other	Two vehicle perimeter patrol
<i>Perimeter</i>	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes
Is the barrier sufficient to detain/delay escape	Yes
Are there any impairments to good sight lines e.g. terrain; fence.	No
What is the frequency and severity of visibility impairment such as fog or dust storms	Occasional winter storms/ Frequent fog
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Entrance is through TSCI Perimeter
What is the location/design of inmate visitors' entrance/exit	Main entrance to facility through lobby.
What type of perimeter vehicle is available, and is it a fixed or mobile post	Car or Van- Mobile
<i>Communications</i>	
Do all staff in inmate areas have radios	Yes
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes
<i>Inmate Housing</i>	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Units 2 and 3 are GP, double bunked. Unit 1 is mission based, double bunked. RHU is GP and RH. GP double bunked. ISDP and some AC cells single bunked.
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes and cameras have been installed
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct supervision
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Remote

Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	No information available.
What is the frequency of inmate disciplinary misconducts & types	Total to date, Jan.2015-Oct.2015 IDC- 2001 UDC- 3518 Total -5519
What is the frequency and seriousness of inmate on staff assaults	Jan. 2014 to present is 37 without serious injury and 1 with serious injury.
What is the frequency and seriousness of inmate-on-inmate assaults	Jan. 2014 to present is 52 assaults.
Have there been any recent escapes, escape attempts or walkaways if so explain	No
Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Relatively stable
Is there significant gang or STG influences	Yes
Disciplinary Process	Per policy
Operations and Activities	
<i>Movement</i>	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes, by housing unit. Ratio varies.
unrestricted, open campus style	No
via pass system	No
time specific lines	No
combination depending on inmate status	No
<i>Visitation</i>	
What is the visitation schedule	Wed-Sun 0830-1130, 1200-1500, CCTV 0800-1700
<u>Are visits contact or non-contact or both</u>	Both
What is the process for visitor registration/sign-in and are security staff assigned full-time	TSCI Pass Clerk will process visitors into the visiting room. Visiting room staff aids in monitoring visits. Custody staff will escort the inmates and complete the strip search in and out of visiting. Fulltime staff are assigned.
What is the duration of visits	Each inmate gets 1 visit session per week.
What are the search requirements for inmates and visitors	Inmates are strip searched. Visitors pass through metal detector and are pat search.
<i>Work Assignments</i>	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Food Service

Are there any essential work details in the community	No
What work details are optional/can be shut down	All but food service
<i>Food Service</i>	
Is food service contracted or state run	State ran
Are any inmates fed in-cell, if so how many	Varies by location, 9 in The SNF, 97 in RHU East
Are inmates fed in central dining areas or in common areas in housing units	HU1 ABCD and RHU East fed on unit, all others in Dining Hall
How are inmates escorted/sent to dining areas	Released by Control station and general supervision
How many staff are assigned to dining areas	3
<i>Programs</i>	
List of Programs by:	
Number and types	Mental Health Counseling, Inpatient Substance Abuse Programming, Cornhusker State Industries, Adult Basic Education/GED/High School, Parenting-Inside out Dads, 7 Habits on the Inside, Moral Reconciliation Therapy, Recreation Programs and Services, Inmate Clubs, Religious Services, Library Services
Hours of operation	Varies by program, usually 1 hour
Total participants and individual class/group size	Varies by program
Contracted or institutional staff supervised	Institutional staff
Are programs considered as a function or determining factor in inmate idleness	Yes
<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	
Medical,	572 in 2015
Dental,	Grouped with Medical
Mental health,	Grouped with Medical
Court appearances	22 in 2015
At outside hospitals, is there a prison ward, or does the sending institution provide security	Sending institution provides or staff from local facility
Are there other routine outside transports	No
Administrative/External Factors	
Do any of the following affect staffing levels Budget constraints	Yes

Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Lancaster/Douglas County pays substantially more. Low unemployment rate.
Attendance issues (e.g., overtime, sick leave abuse)	Currently not problematic
Staff grievances concerning post assignments, overtime, training, and so forth.	0
Critical incidents within the past five years	Large scale disturbance 5-10-15
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	Yes
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	Yes
Specific statutory and umbrella agency policy and directives	Yes
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

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

Programs

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

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

Additional Available Services

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

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

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

TSCI operates with a central pill call located outside of the pharmacy. Pill call is conducted three times a day and requires custody staff to monitor this activity. Due to TSCI's current controlled movement the majority of the medications are being delivered to the housing units and requires several custody escorts to accomplish. TSCI has a 10 bed skilled nursing facility that is consistently used to its capacity.

The facility is faced with many travel orders that are required for medical exams and procedures that cannot be accomplished onsite. These travel orders are accomplished with custody staff and completed in compliance with the NDCS Security Manual. Travel orders were considered by the SAT during the analysis and contribute to the overall staff needs. TSCI houses most of the Department's high risk inmates and several of these travel orders require additional staff because of the inmate's behavior and/or escape risk. Long distance travel orders are necessary as most of the medical appointments require driving the inmate to Lincoln or Omaha, which can be up to 50-60 miles away.

Activity Schedule

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

An Activities Chart is attached and provides an overview of when activities occur within the facility. The facility has been adding activities back to the daily schedule as resources have allowed following the 5-10-15 disturbance. While this chart includes regularly scheduled events, it cannot capture the emergency events or an unscheduled event. There are events occurring frequently, but at irregular intervals, thus making it difficult to chart actual dates and times; however, they are significant in that they require staff to complete these tasks. An example of such an event would be an unscheduled medical travel order.

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

Shift Relief Factors (SRF)

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

Summary of SAT Observations

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

Housing Units

- Housing Unit 1 ABCDE requires additional staff to supervise the area since it was repurposed with strictly maximum custody Protective Management inmates.
- Housing Unit 2 needs additional staff assigned per shift as they are needed to supervise the area since it was repurposed with strictly maximum custody inmates.
- Housing Unit DEF's count increased from 100 beds to 200 beds. Additional staff are needed to supervise the increase in population, especially considering their behavior.

Tower

- One person is not adequate for supervising all four sides of the tower and still monitoring inmate traffic across the yard, courts, ball field and mini-yards.

Industries

- The woodshop is soon to be three separate areas. When the Corporals leave to check the other areas, inmates have ample time unsupervised.

Intel

- As TSCI's population increased so did the Security Threat Group (STG) activities. Additional staff are needed to track and document their behavior.

Shift Lieutenant/Supervisor

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

Yard Staff

- There were very few yard staff who were on the yard. These staff were utilized to take escorts, take travel orders, process newly transferred inmates, complete strip searches in/out of visitation, escort vendors, complete searches, assist in restrictive housing duties and escort Protective Management inmates to various locations.
- Yard staff were assigned to complete duties or provide coverage for other posts when needed to include completing urine analysis collections as well. They average three to four travel

orders per day which are typically assigned to the yard staff. 2015's numbers are low because of the facility emergency that happened on 05-10-15. This emergency limited travel orders for several months after the disturbance. This position also fills other post vacancies. It was noted the yard staff were assigned to so many details the yard was left unsupervised the majority of the time.

- Yard staff also assist in the units by securing inmates in their cells.
- Regarding incident and/or emergency management, it was noted there are so many activities needing supervision that should an incident occur there may not be sufficient staff available to manage and resolve an incident.

Additional Observations

- Staff were generally satisfied with their jobs. A few mentioned being compensated through step raises for years of services and/or compensation for performance or receiving more money per hour based on the facility you are assigned to. Several staff indicated that mandatory overtime was an issue under normal operations and saw the consistent vacancies an issue. They would like to be able to schedule time off and be able to use vacation as needed.
- There were varying opinions concerning the 12 hours shifts. Some staff seemed to like their current schedule and others expressed interest on returning back to 8 hour shifts.
- In general, it was difficult assessing staffing compared to the demands of the individual posts because of the current 12 hour shifts. Staff also reported it was difficult to determine appropriate staffing since the number of vacancies was so high. Several staff commented that if they actually had the authorized number of staff in their area and there were not so many hours of mandatory overtime, it would be easier to determine if the work load was appropriate and staffed correctly for each post.
- RHU West recently converted to general population (GP) and doubled its capacity. Staff reported to be concerned with repurposing this RHU into GP, considering the challenges with increased numbers and physical plant concerns.
- Post Orders were discussed at length and a recommendation was made to reduce the amount of information in them. Some Post Orders were 60 to over 100 pages in length.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Tecumseh State Correctional Institution

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Admin Bldg.	Major	Institutional Security Administrator	x		1				1.00	1.00		
Admin Bldg.	Captain	Internal Investigations/Intel	x		1				1.00	1.00		
SMU	Captain	Custody/SMU/CSI	x		1				1.00	1.00		
Education	Captain	Dayshift/Post Orders/UA Program	x		1				1.00	1.00		
SUBTOTAL	Administrative				4	0	0	0		4.00	4.00	0.00
Admin Bldg.	Lieutenant	Shift Supervisors		x		1	1	1	1.90	5.70		
SUBTOTAL	Lieutenants				0	1	1	1		5.70	6.00	0.30
Admin Bldg.	Sergeant	Asst. Shift Supervisor		x		1	1	1	1.90	5.70		
SMU	Sergeant	Supervises RHU Operation		x		2	2	1	1.90	9.50		
Industries	Sergeant	Supervise Security	x			1	1		1.30	2.60		
Yard	Sergeant	Supervise Yard Staff	x			1	1		1.30	2.60		
Vehicle Gate	Sergeant	Control Traffic	x		1				1.30	1.30		
Armory	Sergeant	Armory/Key Control	x		1				1.00	1.00		
Disciplinary	Sergeant	Handles Disciplinary/ DCC	x		1				1.00	1.00		
Religion/Admin	Sergeant	PHO/Administrative	x		2				1.00	2.00		
Canine	Sergeant	Canine handler	x		1				1.00	1.00		***
SUBTOTAL	Sergeants				6	5	5	2		26.7	26.00	(0.70)
Central Control	Corporal	Oversees Central Staff		x		1	1	1	1.90	5.70		
SMU	Corporal	Conducts counts & monitors		x		10	10	6	1.90	49.40		
Transfer/Escort/Yard	Corporal	Searches, checks		x		5	5	5	1.90	28.50		
Visitation Clerk	Corporal	Supervises Visiting Rm		x		1	1		1.90	3.80		
Gatehouse	Corporal	Control Vehicle / Visitors		x		1	1	1	1.90	5.70		
Kitchen	Corporal	Supervise kitchen workers		x		2	2		1.90	7.60		
Library	Corporal	Inmate movement / searches		x		1	1		1.90	3.80		
Gym	Corporal	Oversees inmate gym activities		x		1	1		1.90	3.80		
Skilled Nursing Facility	Corporal	Inmate movement / searches		x		1	1	1	1.90	5.70		
Clinic	Corporal	Inmate movement / searches		x		1	1		1.90	3.80		
Pass Clerk	Corporal	Process visitors into Institution		x		1	1		1.90	3.80		
Control Room RH	Corporal	Control door operations		x		4	4	2	1.90	19.00		
DR 1 F	Corporal	Conduct counts, monitors unit		x		1	1	1	1.90	5.70		
Recycling/Chemical	Corporal	Oversees Programs		x	1				1.90	1.90		
Industries	Corporal	Control CSI Laundry workers	x			2	2		1.30	5.20		
Canteen	Corporal	Inmate movement / searches	x		1				1.30	1.30		
Education	Corporal	Inmate movement / searches	x			1	1		1.30	2.60		
Maintenance Gate	Corporal	Control access	x			1	1		1.30	2.60		
Property	Corporal	Oversee property	x		2				1.30	2.60		
Principle Hearing	Corporal	PHO/Administrative	x		1				1.30	1.30		
Key Control	Corporal	Monitors Keys & Locks	x		1				1.30	1.30		
Tool Control	Corporal	Monitors all tools for institution	x		1				1.30	1.30		
Disciplinary	Corporal	Assist with Disciplinary activities	x		2				1.30	2.60		
Industries	Corporal	CSI - Wood shop	x		2				1.30	2.60		
Central Control	Corporal	Oversees Central Staff	x		1				1.00	1.00		
Intel	Corporal	Assist Investigative Captain / Lt.	x		2				1.00	2.00		
SUBTOTAL	Corporals				14	34	34	17		174.60	171.00	(3.60) **
Central Control	Officer	Control Movement & Doors		x		2	2	1	1.90	9.50		
Perimeter Patrol	Officer	Oversees via vehicle		x		2	2	2	1.90	11.40		
Tower	Officer	Views Yard		x		1	1		1.90	3.80		
Visitation	Officer	Monitors visits		x		1	1		1.90	3.80		
Transfer/Escort/Yard	Officer	Searches, checks, TO's		x		3	3		1.90	11.40		
Control Room-RHU	Officer	Operates doors on RH unit		x				2	1.90	3.80		
HU #1 A/B Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.90	5.70		
HU #1 C/D Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.90	5.70		
HU #2 A/B Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.90	5.70		
HU #2 C/D Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.90	5.70		
HU #3 A/B Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.90	5.70		
HU #3 C/D Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.90	5.70		
HU #1 E/F CC	Officer	Monitors and controls doors in Unit		x		1	1	1	1.90	5.70		
Turnkey/Gatehouse	Officer	Supervises Community Inmates		x		1			1.90	1.90		
SUBTOTAL	Officers				0	17	16	12		85.50	93.00	7.50
3C/D	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.90	3.80		
3A/B	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.90	3.80		
2A/B	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.90	3.80		
2C/D	Unit Caseworker	Monitor & control inmate movement		x		2	2		1.90	7.60		
1A/B	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.90	3.80		
1CD/EF	Unit Caseworker	Monitor & control inmate movement		x		2	2		1.90	7.60		
SMU	Unit Caseworker	Monitor & control inmate movement		x		2	2		1.90	7.60		
SUBTOTAL	Unit Caseworkers				0	10	10	0		38.00	34.00	(4.00)
TOTALS										334.00	(0.50)	

** authorized FTE includes 4 CSI funded positions

*** Moved Canine Cpl to Canine Sgt. (transf. with NSP), & adjusted FTE accordingly (+1 Sgt, -1 Cpl)

Minimal Post Staffing Analysis

Institution: Tecumseh State Correctional Institution

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Admin Bldg.	Major	Institutional Security Administrator	x		1				1.00	1.00		
Admin Bldg.	Captain	Internal Investigations/Intel	x		1				1.00	1.00		
SMU	Captain	Custody/SMU/CSI	x		1				1.00	1.00		
Education	Captain	Dayshift/Post Orders/UA Program	x		1				1.00	1.00		
SUBTOTAL	Administrative				4	0	0	0		4.00	4.00	0.00
Admin Bldg.	Lieutenant	Shift Supervisors		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	6.00	0.78
Admin Bldg.	Sergeant	Asst. Shift Supervisor		x		1	1	1	1.74	5.22		
SMU	Sergeant	Supervises RHU Operation		x		2	2	1	1.74	8.70		
Industries	Sergeant	Supervise Security	x			1	1		1.25	2.50		
Yard	Sergeant	Supervise Yard Staff	x			1	1		1.25	2.50		
Vehicle Gate	Sergeant	Control Traffic	x		1				1.25	1.25		
Armory	Sergeant	Armory/Key Control	x		1				1.00	1.00		
Disciplinary	Sergeant	Handles Disciplinary/ DCC	x		1				1.00	1.00		
Religion/Admin	Sergeant	PHO/Administrative	x		2				1.00	2.00		
Canine	Sergeant	Canine handler	x		1				1.00	1.00		***
SUBTOTAL	Sergeants				6	5	5	2		25.17	26.00	0.83
Central Control	Corporal	Oversees Central Staff		x		1	1	1	1.74	5.22		
SMU	Corporal	Conducts counts & monitors		x		10	10	6	1.74	45.24		
Transfer/Escort/Yard	Corporal	Searches, checks		x		5	5	5	1.74	26.10		
Visitation Clerk	Corporal	Supervises Visiting Rm		x		1	1		1.74	3.48		
Gatehouse	Corporal	Control Vehicle / Visitors		x		1	1	1	1.74	5.22		
Kitchen	Corporal	Supervise kitchen workers		x		2	2		1.74	6.96		
Library	Corporal	Inmate movement / searches		x		1	1		1.74	3.48		
Gym	Corporal	Oversees inmate gym activities		x		1	1		1.74	3.48		
Skilled Nursing Facility	Corporal	Inmate movement / searches		x		1	1	1	1.74	5.22		
Clinic	Corporal	Inmate movement / searches		x		1	1		1.74	3.48		
Pass Clerk	Corporal	Process visitors into Institution		x		1	1		1.74	3.48		
Control Room RH	Corporal	Control door operations		x		4	4	2	1.74	17.40		
DR 1 F	Corporal	Conduct counts, monitors unit		x		1	1	1	1.74	5.22		
Recycling/Chemical	Corporal	Oversees Programs		x	1				1.74	1.74		
Industries	Corporal	Control CSI Laundry workers	x			2	2		1.25	5.00		
Canteen	Corporal	Inmate movement / searches	x		1				1.25	1.25		
Education	Corporal	Inmate movement / searches	x			1	1		1.25	2.50		
Maintenance Gate	Corporal	Control access	x			1	1		1.25	2.50		
Property	Corporal	Oversee property	x		2				1.25	2.50		
Principle Hearing	Corporal	PHO/Administrative	x		1				1.25	1.25		
Key Control	Corporal	Monitors Keys & Locks	x		1				1.25	1.25		
Tool Control	Corporal	Monitors all tools for institution	x		1				1.25	1.25		
Disciplinary	Corporal	Assist with Disciplinary activities	x		2				1.25	2.50		
Industries	Corporal	CSI - Wood shop	x		2				1.25	2.50		
Central Control	Corporal	Oversees Central Staff	x		1				1.00	1.00		
Intel	Corporal	Assist Investigative Captain / Lt.	x		2				1.00	2.00		
SUBTOTAL	Corporals				14	34	34	17		161.22	171.00	9.78
Central Control	Officer	Control Movement & Doors		x		2	2	1	1.74	8.70		
Perimeter Patrol	Officer	Oversees via vehicle		x		2	2	2	1.74	10.44		
Tower	Officer	Views Yard		x		1	1		1.74	3.48		
Visitation	Officer	Monitors visits		x		1	1		1.74	3.48		
Transfer/Escort/Yard	Officer	Searches, checks, TO's		x		3	3		1.74	10.44		
Control Room-RHU	Officer	Operates doors on RH unit		x				2	1.74	3.48		
HU #1 A/B Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #1 C/D Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #2 A/B Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #2 C/D Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #3 A/B Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #3 C/D Control	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
HU #1 E/F CC	Officer	Monitors and controls doors in Unit		x		1	1	1	1.74	5.22		
Turnkey/Gatehouse	Officer	Supervises Community Inmates		x		1			1.74	1.74		
SUBTOTAL	Officers				0	17	16	12		78.30	93.00	14.70
3C/D	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.74	3.48		
3A/B	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.74	3.48		
2A/B	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.74	3.48		
2C/D	Unit Caseworker	Monitor & control inmate movement		x		2	2		1.74	6.96		
1A/B	Unit Caseworker	Monitor & control inmate movement		x		1	1		1.74	3.48		
1CD/EF	Unit Caseworker	Monitor & control inmate movement		x		2	2		1.74	6.96		
SMU	Unit Caseworker	Monitor & control inmate movement		x		2	2		1.74	6.96		
SUBTOTAL	Unit Caseworkers				0	10	10	0		34.80	34.00	(0.80)
TOTALS										334.00	25.29	

** authorized FTE includes 4 CSI funded positions

*** Moved Canine Cpl to Canine Sgt. (transf. with NSP), & adjusted FTE accordingly (+1 Sgt, -1 Cpl)

Minimal Post Staffing Analysis

Institution: Tecumseh State Correctional Institution

Proposed Post Plan

Custody

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Major	Institutional Security Administrator	x		1				1.00	1.00		
Intel	Captain	Internal Investigations/Intel	x		1				1.00	1.00		
Operations	Captain	Custody	x		1				1.00	1.00		
Administrative	Captain	Dayshift/PREA Coordinator	x		1				1.00	1.00		
SUBTOTAL	Administrative				4	0	0	0		4.00	4.00	0.00
Shift Supervisor	Lieutenant	Shift Supervisors		x	1	1	1		1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	6.00	(0.78)
Shift	Sergeant	Asst Shift Supv		x	1	1	1		1.74	5.22		
Yard	Sergeant	Supervise Yard Staff		x	1	1			1.74	3.48		
RHU	Sergeant	Supervises RHU Operation		x	2	2	1		1.74	8.70		
HU 3ABCD (Medium)	Sergeant	Housing Unit Custody Supervision		x		1			1.74	1.74		
HU 1 (Med/Max)	Sergeant	Housing Unit Custody Supervision	x		1	1			1.25	2.50		
HU 2 (Max)	Sergeant	Housing Unit Custody Supervision	x		1	1			1.25	2.50		
Industries	Sergeant	Supervise Security	x		1	1			1.25	2.50		
Vehicle Gate	Sergeant	Control Traffic	x		1				1.25	1.25		
Armory / Key	Sergeant	Armory	x		1				1.00	1.00		
Tool	Sergeant	Monitors all tools for institution	x		1				1.00	1.00		
Disciplinary	Sergeant	Handles Disciplinary/ DCC	x		1				1.00	1.00		
Intel	Sergeant	Assist Investigative Captain	x		1				1.00	1.00		
Principle Hearing	Sergeant	PHO/Administrative	x		1				1.00	1.00		
Canine handler	Sergeant	Drug Interdiction w/ K-9s	x		1				1.00	1.00		
SUBTOTAL	Sergeants				7	7	8	2		33.89	26.00	7.89
Central Control	Corporal	Control Movement & Doors		x	2	2	2		1.74	10.44		
RHU	Corporal	Conducts counts & monitors		x	10	10	6		1.74	45.24		
RHU Movement	Corporal	ERTs/Yard Supervision		x	2	2			1.74	6.96		
HU 1AB (Max)	Corporal	Supervise unit activities/Floor		x	2	2	1		1.74	8.70		
HU1CD	Corporal	Supervise unit activities/Floor		x	2	2			1.74	6.96		
HU 1EF	Corporal	Supervise unit activities/Floor		x	2	2			1.74	6.96		
HU 2AB (Max)	Corporal	Supervise unit activities/Floor		x	2	2	1		1.74	8.70		
HU 2CD (Max)	Corporal	Supervise unit activities/Floor		x	2	2			1.74	6.96		
HU 3ABCD (Medium)	Corporal	Supervise unit activities/Floor		x	4	4	1		1.74	15.66		
Control Room RH	Corporal	Control door operations		x	4	4	2		1.74	17.40		
Movement / Escorts	Corporal	Escorts		x	5	5	4		1.74	24.36		
Visiting	Corporal	Supervises Visiting Rm		x		4			1.74	6.96		
Front Entrance	Corporal	Control Vehicle/Visitors		x	1	1			1.74	3.48		
Industries - Laundry	Corporal	Control CSI Laundry workers		x	2	2			1.74	6.96		
Kitchen	Corporal	Supervise kitchen workers		x	2	2			1.74	6.96		
Skilled Nursing Facility	Corporal	Control inmate mvmt		x	1	1	1		1.74	5.22		
Clinic	Corporal	Control inmate mvmt at med/searches		x	1	1			1.74	3.48		
HU #1 A/B Control	Corporal	Monitors and controls doors in Unit		x	1	1	1		1.74	5.22		
HU #1 C/D Control	Corporal	Monitors and controls doors in Unit		x	1	1	1		1.74	5.22		
HU #2 A/B Control	Corporal	Monitors and controls doors in Unit		x	1	1	1		1.74	5.22		
HU #2 C/D Control	Corporal	Monitors and controls doors in Unit		x	1	1	1		1.74	5.22		
HU #3 A/B Control	Corporal	Monitors and controls doors in Unit		x	1	1	1		1.74	5.22		
HU #3 C/D Control	Corporal	Monitors and controls doors in Unit		x	1	1	1		1.74	5.22		
HU #1 E/F Control	Corporal	Monitors and controls doors in Unit		x	1	1	1		1.74	5.22		
Perimeter Patrol	Corporal	Oversees via vehicle		x	2	2	2		1.74	10.44		
Tower	Corporal	Views Yard		x	2	2			1.74	6.96		
Detail	Corporal	Supervises Community Inmates		x	1				1.74	1.74		
Programs / Activities	Corporal	Control Mvmt, searches / activities		x	4	4			1.74	13.92		
Recreation	Corporal	Oversees inmate gym act		x	2	2			1.74	6.96		
Video Monitoring	Corporal	Video Monitoring		x	1	1			1.74	3.48		
Maintenance Gate	Corporal	Control access	x		1				1.25	1.25		
Industries - Wood shop	Corporal	Oversees custody operations	x		3				1.25	3.75		
Property	Corporal	Oversee property	x		2				1.25	2.50		
Disciplinary	Corporal	Assist with Disciplinary activities	x		2				1.25	2.50		
Travel Order	Corporal	Travel Orders	x		6				1.25	7.50		
Central Control	Corporal	Control Movement & Doors	x		1				1.00	1.00		
Intel	Corporal	Assist Investigative Captain / Sgt	x		3				1.00	3.00		
SUBTOTAL	Corporal				17	64	66	27		292.94	298.00	(5.06) **
TOTALS										336.05	334.00	2.05

Note: All Caseworker, Corporal and Officer Posts have been merged to Corporal

** authorized FTE includes 4 CSI funded positions

Custody Post Analysis Summary

Facility: Tecumseh State Correctional Institution

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Major	1	0/1	0
Correctional Captain	3	0/3	0
Correctional Lieutenant	6	6/0	0
Correctional Sergeant	34	27/7*	8
Correctional Corporal	293	275/18**	-5
TOTAL FTE'S	337	308/29	3

***7 Sergeants N-MAND**

- Armory/Key
- Disciplinary
- South Vehicle Gate
- Industries – CSI
- Tool
- Intel
- Principle Hearing

****18 Corporals N-MAND**

- Central Control
- Travel Order Team (6)
- Industries - CSI Woodshop (3)
- Property (2)
- Disciplinary (2)
- Intel (3)
- Maintenance Gate

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

TOTAL FTE to include relief factor: 1.00 – 5 Day Major

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

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

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

TOTAL FTE to include relief factor: 3.00 – 5 Day Captains

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

*Relief factor of 1.74

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Shift*	0	1	1	1	Per staffing model
Yard*	0	1	1	0	Per staffing model
Restrictive Housing Unit*	0	2	2	1	Facility specific – <i>Mission</i>
Housing Unit 3*	0	0	1	0	Facility specific – <i>Medium custody</i>
TOTAL	0	4	5	2	

*Relief factor of 1.74

Total FTE to include relief factor: 19.14 – 7 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Housing Units 1 & 2*	0	2	2	0	Per staffing model
Industries*	0	1	1	0	Facility specific – <i>CSI shop schedule</i>
Armory/Key	1	0	0	0	Per staffing model
Vehicle Gate*	1	0	0	0	Per staffing model
Disciplinary	1	0	0	0	Facility specific – <i>Population</i>
Canine	1	0	0	0	Facility specific – <i>Department assigned</i>
Intel	1	0	0	0	Per staffing model
Tool	1	0	0	0	Per staffing model
Principle Hearing	1	0	0	0	Per staffing model
TOTAL	7	3	3	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 14.75 – 5 Day Sergeants

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

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

Post Title	Shift				Comments:
	Day	1st	2nd	3rd	
Central Control *	0	2	2	2	Per staffing model
Restrictive Housing Unit (RHU)*	0	10	10	6	Per staffing model
RHU Movement/Escorts *	0	2	2	0	Facility specific – <i>Physical plant</i>
HU Floors*	0	10	10	2	Per staffing model – <i>Max. custody</i>
HU Floors*	0	4	4	1	Per staffing model – <i>Med. custody</i>
Control RH*	0	4	4	2	Per staffing model
Movement/Escorts*	0	5	5	4	Per staffing model
Visiting*	0	0	4	0	Per staffing model
Front Entrance*	0	1	1	0	Per staffing model
Industries- Laundry*	0	2	2	0	Facility specific – <i>CSI shop schedule</i>
Kitchen*	0	2	2	0	Per staffing model
Programs/Activities*	0	4	4	0	Per staffing model
Recreation*	0	2	2	0	Per staffing model
Skilled Nursing*	0	1	1	1	Per staffing model
Clinic*	0	1	1	0	Facility specific – <i>Schedule</i>
HU Control Centers*	0	7	7	7	Facility specific – <i>Med. population</i>
Perimeter Patrol*	0	2	2	2	Facility specific – <i>Mission</i>
Tower*	0	2	2	0	Facility specific – <i>Mission</i>
Detail*	0	1	0	0	Facility specific – <i>Facility location</i>
Video Monitoring*	0	1	1	0	Per staffing model
TOTAL	0	63	66	27	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 271.44 – 7 Day Corporals

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Maintenance Gate*	0	1	0	0	Facility specific – <i>Physical plant</i>
Industries -Woodshop*	3	0	0	0	Per staffing model
Property*	2	0	0	0	Facility Specific – <i>Population</i>
Disciplinary*	2	0	0	0	Per staffing model
Travel Order*	6	0	0	0	Per staffing model
Central Control	1	0	0	0	Per staffing model
Intel	3	0	0	0	Facility specific – <i>Population</i>
TOTAL	17	1	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 21.50 – 5 Day Corporals

TSCI Specific Recommendations

Housing Unit 1 (Maximum) Sergeant

- Each unit (AB, CD, EF) have one Unit Caseworker (UCW) assigned. As indicated in this report, the UCW would be replaced with Housing Unit Corporals.
- The Sergeant would assist in custody staff supervision allowing unit staff to focus on the inmate population and their caseloads.
- Housing Unit 1 is transitioning to mission based housing as ABCD will be housing Protective Management, E will be housing the Protective Management Impatient Substance Abuse Program and F houses Active Seniors.
- Sergeants would provide seven day a week coverage on either first or second shift in this unit. Days off would be scheduled so there would be a Sergeant available each day, but not necessarily on first and second shift.

Housing Unit 2 (Maximum) Sergeant

- Each unit (AB and CD) have one UCW assigned. As indicated in this report, the UCW would be replaced with Housing Unit Corporals.
- The addition of one Sergeant in this building would assist in custody staff supervision, allowing unit staff to focus on the inmate population and their caseloads.
- Sergeants would provide seven day a week coverage on either first or second shift in this unit. Days off would be scheduled so there would be a Sergeant available each day, but not necessarily on first and second shift.

Housing Units 3 (Medium) Sergeant

- Each unit (AB and CD) have one UCW assigned. As indicated in this report, the UCW would be replaced with Housing Unit Corporals.
- The addition of one Sergeant in this building would assist in custody staff supervision, allowing unit staff to focus on the inmate population and their caseloads.
- The Sergeant would provide five day a week coverage on second shift in this unit.

Restrictive Housing Unit (RHU) Gallery Corporals

- Additional Corporals were added to this area to assist with the increase of population on the west side and the addition of the Secure Mental Health Unit on the east side.

RHU Movement/Escorts Corporals

- These staff would be designated to complete escorts to and from RHU.
- This is an addition of two Corporals on first and second shift.

Housing Unit 1 (Maximum) Protected Management

- Recommend that Housing Unit 1 has two Corporals assigned to each wing.

Housing Unit 2 AB Corporals (Maximum) General Population

- Housing Unit 2AB has two UCWs assigned. As indicated in this report, the UCWs would be replaced with two Housing Unit Corporals on first and second shift.

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

Housing Unit 2 CD Corporals (Maximum) General Population

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

Housing Unit 3 ABCD Corporals (Medium) General Population

- Housing Unit 3ABCD has three UCWs assigned. As indicated in this report, the UCWs would be replaced with Housing Unit Corporals on first and second shift and staff according to the model.

Control Room RHU

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

Recreation Corporals

- With the current Security Assessment and changes to recreation, consideration needs to be given to additional custody staff to cover all recreation areas.

Movement/Escort Corporals

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

Tower Corporals

- Previously there was one Officer assigned.
- As TSCI's population increased the need for one additional staff member per first and second shift was needed. One person is not adequate for supervising all four sides of the tower and still monitoring inmate traffic across the yard, courts, ball field and mini-yards.

Maintenance Gate Corporal

- This is a reduction of one staff on second shift. This post is no longer covered on second shift and the traffic through the gate no longer warrants it. Previously, there were two Corporals assigned.
- As TSCI's population increased the need for one additional five day a week position was warranted.

Industries-Woodshop Corporals

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

Travel Order Team Corporals

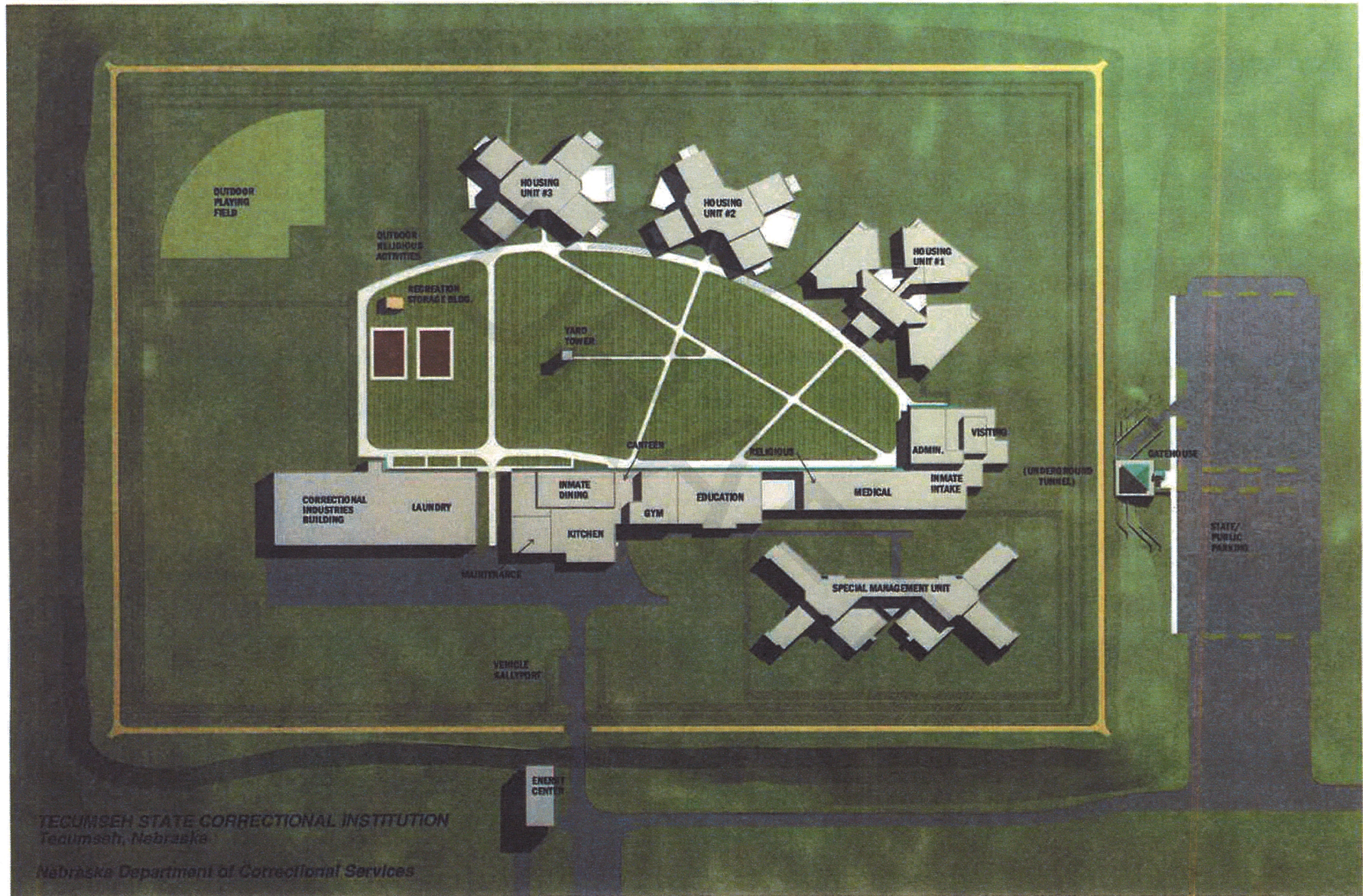
- These new positions create six additional staff who work five days a week to complete the facility's travels orders and transfers of inmates.

Intel Sergeant

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

Attachments

- A. Map



Attachment 11

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

WORK ETHIC CAMP

Prison Staffing Analysis

February 9-10, 2016

Table of Contents- WEC

Staffing Analysis Team Information	11-2
Facility Design and Location	11-2
Institutional Profile	11-4
Operations	11-8
Programs	11-8
Additional Services	11-9
Activity Schedule	11-9
Activity Schedule Chart	11-10
Shift Relief Factors (SRF)	11-11
Summary of Observations	11-11
Summary of Post Planning Results	11-14
Current Post Plan/Previous Relief Factor	11-15
Current Post Plan/Current Relief Factor	11-16
Proposed Post Plan	11-17
Custody Post Analysis Summary	11-18
Facility Specific Recommendations	11-25
Attachment: Facility Map	11-26

NEBRASKA DEPARTMENT OF CORRECTIONAL SERVICES

WORK ETHIC CAMP

Prison Staffing Analysis

February 9-10, 2016

Staffing Analysis Team (SAT)

The SAT held an organizational meeting on February 9th at the Work Ethic Camp (WEC) prior to conducting the analysis. Assignments were given to ensure all custody and housing unit posts were analyzed on all three shifts. The group toured the facility to ensure all members were familiar with the campus layout. The observations on post took approximately 1 day to complete. Each member of the SAT completed a report of their observations and recommendations based upon the following: staff interview, post observation, review of current post plan, statistical information provided, activities chart and budget information. The SAT members were:

- Chris Peters, Business Manager – Federal Surplus Property
- Shaun Settles, Major – Nebraska Correctional Center for Women
- Brad McConville, Lieutenant – Work Ethic Camp
- Edward Eppens, Sergeant – Diagnostic & Evaluation Center

Facility Design and Location

WEC is a Nebraska Department of Correctional Services (NDCS) facility located at 2309 North Highway 83, McCook, NE, 69001. The facility is in a small community of approximately 7,700 residents, located in the southwest corner of Nebraska, approx. 230 miles from Lincoln, Nebraska.

WEC is a facility that provides an integrated program for felony offenders in partnership with the Probation and Parole Administrations, combining evidence based practices with a structured treatment environment. The goal of the program is to reduce the risk of recidivism through offender behavioral change and assisting people back into the community under close supervision. Success in the program will be based on effort, performance and progress made on the offender's individual case and personalized plan. WEC uses a cognitive-behavioral approach in assisting offenders to develop pro-social ways of life. This means that the offender's thinking patterns will be examined and challenged as a means of changing anti-social behaviors.

This is one of the newer Department facilities, constructed in 2001. The facility has three total buildings. One provides housing in five dormitories, with open-style bunking, approximately 100 inmates on each of two sides of the building. The administrative building includes administrative offices, food service, maintenance, programming and medical. The warehouse also houses canteen and laundry services. There is no indoor recreation space available, so inclement weather forces inmates to stay in the dorms, day room areas, or in the administration building for programming.

WEC houses male Minimum B level inmates. At the time of the analysis, the inmate population was 166. It is possible that Intensive Supervision Probationers would also be sentenced to the facility. The last probationer was present in July 2015.

The facility is enclosed by a chain link fence. The fence is 8' tall with three strands of barbed wire at the top. There are three pedestrian gates and one vehicle sally port included in the fence. The fence has no motion detection system or alert sensors. There are no observation towers or mobile patrol. The perimeter is covered by assigned yard staff, and is monitored by two cameras with pan and zoom capability, which are electronically controlled by Central Control.

Please see the attached Institutional Profile providing more specific information about WEC.

INSTITUTIONAL PROFILE

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

Facility: WEC

Date: 01/06/16

Institutional Mission	
Does the facility have an agency reception diagnostic function or only for its own population	Agency Reception for Probationers
Does the facility provide specialized chronic care services such as dialysis, hospice or geriatric	No
Does the institution have or will have prison industry(s) programs	No
Is there any specialized housing such as pre or post disciplinary confinement	
Administrative Confinement	No
Immediate Segregation	No
Protective Segregation	No
Intensive Management	No
Disciplinary Segregation	No
Court Imposed Segregation	No
Does the facility house special populations	
Geriatric/convalescent population	No
Drug treatment or other residential therapeutic programs	No
Youthful Offenders	No
Inmates sentenced to the death penalty	No
Secure Mental Health Unit	No
Sex Offenders Inpatient	No
Physical Design Characteristics - Facility Configuration	
What is the facility Design Capacity	100
What is the facility Operational Capacity	200
Average Daily Population for the last year	184
Custody Level	Minimum B / Intensive Supervision Probation
What are the external boundaries of the facility	8' fence with barbed wire
Does internal surveillance and supervision include	
Control Rooms	No
Cameras	Yes
Gates	Yes
Cross Fencing	Yes

Turnkeys	No
Internal towers	No
Other	No
<i>Perimeter</i>	
Does the facility design provide for intrusion detection, i.e., towers, microwave, cameras, etc.	Yes- cameras only
Is the barrier sufficient to detain/delay escape	No
Are there any impairments to good sight lines e.g. terrain; fence	Yes- terrain behind facility
What is the frequency and severity of visibility impairment such as fog or dust storms	Occasional fog/snow storms/high wind
Is the perimeter and yard lighting level sufficient	Yes
What is the type and frequency of vehicular/pedestrian traffic at the facility gates	Approximately 12 vehicles per year
What is the location/design of inmate visitors' entrance/exit	Main entrance - Central Control
What type of perimeter vehicle is available, and is it a fixed or mobile post	None
<i>Communications</i>	
Do all staff in inmate areas have radios	If not issued radio, have access to body alarms.
Does the facility have operational intercoms/paging systems	Yes
Are staff equipped with personal body alarms or other emergency notification equipment	Yes
<i>Inmate Housing</i>	
Is the inmate housing construction type appropriate for population housed	Yes
What is the housing configuration: i.e., Single cells; unsecure rooms; open bay dormitories	Open Bay Dormitories
Does the line of sight provide good visibility; or if not is it supplemented with cameras	Yes
Is inmate supervision provided through direct supervision, remote/secure supervision or both	Direct Supervision
Are the doors remote locking/unlocking or manually keyed and if so by staff or inmate	Front entrance doors can be keyed or remotely unlocked, Other doors are keyed by staff.
Inmate Population	
What is the percentage of overrides from agency custody level criteria allowed	Varies as necessary
What is the frequency of inmate disciplinary misconducts & types	5 Class I / 94 Class II / 695 Class III (Annual figures)
What is the frequency and seriousness of inmate on staff assaults	No assaults in last 12 months
What is the frequency and seriousness of inmate-on-inmate assaults	8 in last 12 months/ hitting/pushing
Have there been any recent escapes, escape attempts or walkaways if so explain	Yes- Inmate went over fence

Have there been recent changes in severity of sentences or conditions of confinement	No
Is the population relatively stable or is there considerable turnover	Varies
Is there significant gang or STG influences	No
Disciplinary Process	Agency
Operations and Activities	
<i>Movement</i>	
Do inmates move within the facility:	
under general supervision	Yes
under escort (if so, what is the ratio requirement)	Yes – after lockdown/yard closure
unrestricted, open campus style	Yes
via pass system	Yes
time specific lines	Yes
combination depending on inmate status	No
<i>Visitation</i>	
What is the visitation schedule	Sat-Sun, 0800 – 1100 & 1300 – 1600
Are visits contact or non-contact or both	All contact visits
What is the process for visitor registration/sign-in and are security staff assigned full-time	Pre-approved registrations (unless approved by Warden); Sign in; Central Control staff
What is the duration of visits	3 hour sessions
What are the search requirements for inmates and visitors	Visitors pat searched; inmates are strip searched
<i>Work Assignments</i>	
Are work details supervised by security staff	Yes
What are the essential work details inside the facility	Numerous
Are there any essential work details in the community	Yes
What work details are optional/can be shut down	Road Crew
<i>Food Service</i>	
Is food service contracted or state run	State
Are any inmates fed in-cell, if so how many	No
Are inmates fed in central dining areas or in common areas in housing units	Central Dining
How are inmates escorted/sent to dining areas	Called by dormitory
How many staff are assigned to dining areas	At least one staff member
<i>Programs</i>	
List of Programs by:	

Number and types	Seven Habits on the Inside, Victim Impact, Anger Awareness, Inside Out Dads, Within My Reach, Common Sense Parenting, MRT. Vocational Programming: Intro to Business, Welding, Prairie Gold Homes. One on One planning for reentry. Chemical Dependency Programming (IOP and OP)
Hours of operation	Varies
Total participants and individual class/group size	8-20
Contracted or institutional staff supervised	Institutional staff supervised
Are programs considered as a function or determining factor in inmate idleness	Inmates request classes per their individualized case plan and to aid them with reentry into society.
<i>Inmate Escort and Travel Orders</i>	
What is the average necessity/frequency and duration of off institution transports for:	
Medical / Dental	312 in last year
Mental health,	None
Court appearances	None
At outside hospitals, is there a prison ward, or does the sending institution provide security	Institution provides security
Are there other routine outside transports	43 in last year
Administrative/External Factors	
Do any of the following affect staffing levels	
Budget constraints	Yes
Hiring issues, such as barriers to hiring new security staff (e.g., location, competition)	Yes
Attendance issues (e.g., overtime, sick leave abuse)	Yes
Staff grievances concerning post assignments, overtime, training, and so forth.	No
Critical incidents within the past five years	Yes
Current Nebraska Post Staffing Analysis, schedule, and shift rosters or shift relief factor.	No
Union agreements/contract	Yes
Agreed upon and/or imposed (court) standards and requirements	No
Specific statutory and umbrella agency policy and directives	No
New administrative regulations governing staff workload, classifications or holidays	No
New laws regarding provision of services to inmates i.e., PREA	Yes, PREA
ACA Accreditation Standards affecting staffing	No

Operations

WEC operates with staff assigned to day shift business hours, first shift (0600-1400), second shift (1400-2200) and third shift (2200-0600). Each shift (first, second and third) operate with a Shift Supervisor, typically a Lieutenant, and a shift of custody staff. Utility posts are present on each of the two housing areas on all three shifts.

Three Unit Case Managers (UCM) are assigned on day shift. Unit Caseworkers (UCW) assigned to each unit operate on day and second shift. Unit Management assists with supervision and sanitation in the dorms, but this is not their primary duty.

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

This facility has no firearms or lethal weapons. Staff are issued MK-4 chemical agent with Sergeants, Lieutenants, and Emergency Response Teams being issued MK-9 canisters. In addition, keys, radios and restraints are all issued from Central Control. Central Control is staffed by a Corporal. The facility is equipped with 52 surveillance cameras throughout the compound with recording capability. The cameras monitor both outside and inside housing and administration buildings.

Programs

Social services are provided by the Programming Department which includes the Program Manager, three UCMs, eight UCWs, one Chemical Dependency Counselor Supervisor and seven Chemical Dependency Counselors. The UCWs and Chemical Dependency Counselors are located in the dorm building. The UCWs divide up the dorms and will average 20-25 offenders/inmates on their caseload. The Chemical Dependency Counselors average around the same caseloads as the UCWs. WEC participates in Telehealth, for inmates who have been referred by the UCMs or Mental Health. The inmates, via Communicator, speak to the Social Worker based out of the Nebraska State Penitentiary regarding housing and welfare for when they are released from NDCS.

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

- Reentry Programming – job development workshops
- Non-Residential Treatment Services - Substance Abuse Programming
- Moral Reconciliation Therapy (MRT)
- Victim Impact
- Anger Awareness Education
- Adult Basic Education/GED
- College vocational courses
- Seven Habits on the Inside
- Inside-Out-Dads
- Recreation Programs and Services
- Religious Services
- Library Services

Additional Available Services

A medical clinic is located within the facility. Nurses are on duty from 6 am to 9 pm, and on-call outside of those hours. WEC operates with central pill call window in Building A. Pill call is conducted three times a day.

In calendar year 2015, 357 travel orders were handled by 523 staff, using over 1,700 staff hours. Many travel orders utilize various services within the McCook community. Longer distance travel orders are necessary to take inmates to the dentist in Arapahoe, approximately 40 miles away. Inmates to be held for disciplinary reasons must be taken to Phelps County Jail in Holdrege, approx. 70 miles away. These travel orders are completed predominantly by custody staff and completed in compliance with the NDCS Security Manual. The travel order details were considered by the SAT during this analysis and contribute to the overall staff needs.

Activity Schedule

All inmate movement from one location to another is to be controlled and supervised by staff through the use of master pass lists, rosters, and use of communication devices to indicate group movement (i.e. dining). Inmates need a pass or inclusion on a roster in order to access medical, education, etc. Yard is open to all inmates at one time. During nice weather conditions, there are large numbers of inmates on the yard.

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

Although inmate visitation is on the Activities Chart, it is important to note the staff intensive needs of visitation through visitor processing, inmate processing and observation of visits. Weekend visitation days allow 8-10 days of regular visits per month. WEC processes approximately 64 visitors in an average month.

Please see the attached weekly WEC Activities Chart.

Shift Relief Factors (SRF)

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

Summary of SAT Observations

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

Central Control

- The Central Control at the front entrance is the main security post, staffed 24/7 by a Corporal with view of the 52 cameras placed strategically within the facility.
- The Corporal also greets those entering and exiting the building.
- This is a vital and very busy post. The busiest times are during shift change, but fluctuate with travel orders, phone and radio calls, etc.
- Both first and second shift keep occupied during shift.

Dining

- Staff are not assigned to dining, but are brought in from other areas (support staff, yard posts, Assistant Supervisor, etc.).

Housing Unit (Building C)

- Currently two utility posts supervise the housing units on each shift. One is assigned to each side of the building, North and South, but may cover the entire building during checks, searches, etc.
- There are also 4 UCW posts on each day and second shift. The UCWs do help with dorm issues (supervision and sanitation), but primary duties are programming (lead classes), case plans, and one on one sessions with inmates.

Admissions/Property

- The Corporal position keeps busy, as it involves paperwork for transfers brought in. The transport schedule has changed to random days and times, making preparing files for all expected inmates difficult.
- This post also performs pat searches on inmates leaving for/returning from the Business Tech courses.
- Currently a female holds the two year non-rotating post, which requires a male staff to be called to assist with any strip searches.
- The area also can become congested with returning travel orders, any new admits, and inmate work crew workers returning at 4:00 pm.
- Property handling is organized, but busy with packing up items to be sent out.
- The supervising Sergeant is also responsible for the various work crews that are sent out during the week.

Kitchen

- There is no security post assigned to the kitchen area.

Medical Clinic

- There is no security post assigned to the medical clinic.

Principle Hearing / Disciplinary / Evidence

- There is no post dedicated to these duties. They are currently spread among staff, with all Sergeants having some Principle Hearing duties. This can lead to inconsistencies in addressing misconduct issues.

Lieutenant/Administrative – (Note: After the analysis was completed, this position was approved retroactively to be promoted to Captain. Observations are what were given at time of analysis)

- Post is spending majority of time on small number of duties: 25-32 hours on Intel/STG; 5-10 hours on Disciplinary/Institution Disciplinary Committee; occasionally must fill in as Shift Supervisor.
- Typically cannot finish all weekly duties.

Lieutenant/Shift Supervisor & Sergeant/Assistant Shift Supervisor

- There is one Lieutenant on each shift. There is no relief Sergeant or Lieutenant assigned Friday – Monday, which makes it difficult when requesting leave.
- Assigned ancillary duties can make prioritizing duties difficult.
- Much of first & second shift is spent relieving or assisting posts.

Training/Key Sergeant

- This position spends 90% of his time with training (Preservice, In-service, Jail training, updating EDC, etc.)
- If any issues with keys come up, he fits it in on breaks from class, or when he can. He has found several instances where the process of changing keys has not been completed due to interruptions.
- Due to the remoteness of WEC from the Staff Training Academy, there is little back up for the training tasks.

Visiting

- This post is used as relief during the week, as visiting is Saturday/Sunday only.
- Additional staff are used to assist in pat searching visitors and/or inmates and supervising the room during visits.

Yard Corporals

- Yard staff are located on the main yard area. Due to building layout, line of sight to every area on the yard is not possible.
- It is possible to have a large number of inmates on the yard with minimal staff available to supervise.
- During 3rd shift, this post also has responsibilities for filling chemicals and doing area checks.

Additional Observations

- **Unit Caseworkers** – The original purpose of WEC has been the intense reprogramming of the offenders. Because of this, the UCW's purpose here is truly case management and instruction. Among their duties, UCWs lead classes (Inside Out Dads, Anger Awareness, etc.), maintain case plans, write parole reviews, and several reentry issues. It is recommended that UCW post is NOT converted to security posts, as has been done at other facilities. A relief UCW would help reduce overtime used to cover for leave, training and vacancies.

- **Ancillary Duties** – Every current Lieutenant and most Sergeants are assigned other duties outside of supervising shift. These can take anywhere from 8 to 20 hours to complete each week.
- **Reentry** – A Reentry Specialist visits for approximately 6-8 hours each month. If a Reentry Specialist could be assigned on-site, or at least visit more often, the Unit Management staff would be relieved of the release housing and other reentry needs of the inmates.
- **Update post orders** – With the reclassification of the Administrative Lieutenant, make any necessary updates to the references of “Administrative Lieutenant” to “Captain”.
- **Staff issues** – When asked, staff were satisfied with their position. The majority of Sergeants and Lieutenants mentioned cancelling and/or forfeiting vacation leave due to shortage of staff on shift. Due to the minimal number of posts, the combination of any vacancies and use of leave/training can require use of overtime. Staff rely heavily on each other to perform their tasks, and this peer support has created a very professionally run facility.
- **Physical Plant** – Several doors with automatic closers were not functioning properly, and other doors that should have an automatic closer, and did not (i.e. to medical). General maintenance issues also need to be addressed, including walls, doors and window frames needing paint, doors that are not functioning and are propped open. Signs are not posted in areas inmates are unauthorized to occupy (behind housing building). The wire on top of the perimeter fence is angled out, which would deter someone from entering more than anyone wanting to escape.

Summary of Post Planning Results

This section includes the following attached charts and documents:

- Current Minimal Post Staffing Analysis (Previous SRF & Current SRF)
 - ✓ Custody/Unit Caseworkers
- Proposed Minimal Post Staffing Analysis (Post Plan)
 - ✓ Custody/Units
- Custody Post Analysis Summary

Minimal Post Staffing Analysis

Institution: Work Ethic Camp

Current Post Plan / Previous Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Administrative	Captain	Security Manager	x		1				1.00	1.00		
SUBTOTAL	Captain				1	0	0	0		1.00	1.00	0.00
A, B, C Bldgs.	Lieutenant	Shift Supervisor		x		1	1	1	1.90	5.70		
SUBTOTAL	Lieutenants				0	1	1	1		5.70	3.00	(2.70)
A, B, C Bldgs.	Sergeant	Asst. Shift Supervisor		x		1	1	1	1.90	5.70		
Admissions	Sergeant	Admit, Road Crew, Property	x		1				1.30	1.30		
A Bldg.	Sergeant	Training, Key, PHO	x		1				1.00	1.00		
SUBTOTAL	Sergeants				2	1	1	1		8.00	8.00	0.00
A Bldg.	Corporal	Central Control		x		1	1	1	1.90	5.70		
C Bldg.	Corporal	Utility 1		x		1	1	1	1.90	5.70		
C Bldg.	Corporal	Utility 2		x		1	1	1	1.90	5.70		
A, B, C Bldgs.	Corporal	Utility 3 / Yard		x		1	1	1	1.90	5.70		
A, B, C Bldgs.	Corporal	Visitation		x		1	1		1.90	3.80		
Work sites	Corporal	Road Crews	x		4				1.30	5.20		
Admissions	Corporal	Admit, supply, property	x		1				1.30	1.30		
SUBTOTAL	Corporals				5	5	5	4		33.10	33.00	(0.10) **
A & C Bldgs.	Unit Caseworker	Teach, casework	x		4		4		1.30	10.40		
SUBTOTAL	Unit Caseworkers				4	0	4	0		10.40	8.00	(2.40)
TOTALS											53.00	(5.20)

** authorized FTE includes 1 CSI funded position
 plus 2 FY15 deficit positions
 does NOT include Maintenance Cpl

Minimal Post Staffing Analysis

Institution: Work Ethic Camp

Current Post Plan / Current Relief Factor

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Administrative	Captain	Security Manager	x		1				1.00	1.00		
SUBTOTAL	Captain				1	0	0	0		1.00	1.00	0.00
A, B, C Bldgs.	Lieutenant	Shift Supervisor		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	3.00	(2.22)
A, B, C Bldgs.	Sergeant	Asst. Shift Supervisor		x		1	1	1	1.74	5.22		
Admissions	Sergeant	Admit, Road Crew, Property	x		1				1.25	1.25		
A Bldg.	Sergeant	Training, Key, PHO	x		1				1.00	1.00		
SUBTOTAL	Sergeants				2	1	1	1		7.47	8.00	0.53
A Bldg.	Corporal	Central Control		x		1	1	1	1.74	5.22		
C Bldg.	Corporal	Utility 1		x		1	1	1	1.74	5.22		
C Bldg.	Corporal	Utility 2		x		1	1	1	1.74	5.22		
A, B, C Bldgs.	Corporal	Utility 3 / Yard		x		1	1	1	1.74	5.22		
A, B, C Bldgs.	Corporal	Visitation		x		1	1		1.74	3.48		
Work sites	Corporal	Road Crews	x		4				1.25	5.00		
Admissions	Corporal	Admit, supply, property	x		1				1.25	1.25		
SUBTOTAL	Corporals				5	5	5	4		30.61	33.00	2.39
A & C Bldgs.	Unit Caseworker	Teach, casework	x		4		4		1.25	10.00		
SUBTOTAL	Unit Caseworkers				4	0	4	0		10.00	8.00	(2.00)
TOTALS											53.00	(1.30)

** authorized FTE includes 1 CSI funded position
 plus 2 FY15 deficit positions
 does NOT include Maintenance Cpl

Minimal Post Staffing Analysis

Institution: Work Ethic Camp

Proposed Post Plan

Custody & UCW

Post	Position	Duties & Responsibilities	Type		# of Posts by Shift				Relief Factor?	Total FTE Req.	FTE Auth'd 1-Jul-15	Variance
			5 day	7 day	Day	1st	2nd	3rd				
Security Administrator	Captain	Administrative	x		1				1.00	1.00		
SUBTOTAL	Captain				1	0	0	0		1.00	1.00	0.00
Shift Supervisor	Lieutenant	Shift Supervisor		x		1	1	1	1.74	5.22		
SUBTOTAL	Lieutenants				0	1	1	1		5.22	3.00	2.22
Asst. Shift Sup.	Sergeant	Asst Shift Supervisor		x		1	1	1	1.74	5.22		
Housing Unit	Sergeant	Unit Sergeant / PHO	x					1	1.25	1.25		
Admission	Sergeant	Admit, Road Crew, Property	x		1				1.25	1.25		
SUBTOTAL	Sergeants				1	1	2	1		7.72	8.00	(0.28)
Control Center	Corporal	Control Center		x		1	1	1	1.74	5.22		
Housing Unit	Corporal	Utility 1		x		1	1	1	1.74	5.22		
Housing Unit	Corporal	Utility 2		x		1	1	1	1.74	5.22		
Movement	Corporal	Utility 3 / Yard supervision		x		1	1	1	1.74	5.22		
Programs/Educ.	Corporal	Programs / classroom		x		1	1		1.74	3.48		
Travel Orders	Corporal	Escorts away from facility	x		2				1.25	2.50		
Visiting	Corporal	Visitation	x		2				1.25	2.50		
Work Crews	Corporal	Supervise work crews	x		6				1.25	7.50		
Property	Corporal	Admit, supply, property	x		1				1.25	1.25		
SUBTOTAL	Corporals				11	5	5	4		38.11	33.00	5.11 **
TOTALS										52.05	45.00	7.05

** authorized FTE includes 1 CSI funded position
 plus 2 FY15 deficit positions
 does NOT include Maintenance Cpl

Custody Post Analysis Summary

Facility: Work Ethic Camp

Job Class	New Analysis Level	Mandatory/Non-Mandatory FTE'S	Change in FTE's
Correctional Captain	1	0/1	0
Correctional Lieutenant	6	6/0	3
Correctional Sergeant	8	7/1*	0
Correctional Corporal	38	29/9**	5
TOTAL FTE'S	53	42/11	8

***1 Sergeant N-MAND** Admissions

****9 Corporals N-MAND** Travel Orders (2)
 Work Crews (6)
 Property

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

*Relief factor of 1.74

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

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

*Relief factor of 1.74

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

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Unit*	0	0	1	0	Per staffing model
Admissions*	1	0	0	0	Facility specific – <i>Mission</i>
Tool/Key/Armory	0	0	0	0	Facility specific – <i>Facility size/no armory</i>
PH/Intel/Video	0	0	0	0	Facility specific – <i>Facility size</i>
TOTAL	1	0	1	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 2.50 – 5 Day Sergeants

CUSTODY POST ANALYSIS**AUDITOR'S WORKSHEET**

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Control Center*	0	1	1	1	Facility specific – <i>Physical plant</i>
Housing Unit*	0	2	2	2	Facility specific – <i>Physical plant</i>
Movement*	0	1	1	1	Facility specific – <i>Facility size</i>
Programs/Activities*	0	1	1	0	Facility specific – <i>Facility size</i>
TOTAL	0	5	5	4	

*Relief factor of 1.74

TOTAL FTE to include relief factor: 24.36 – 7 Day Corporals

CUSTODY POST ANALYSIS

AUDITOR'S WORKSHEET

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

Post Title	<u>Shift</u>				Comments:
	<u>Day</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	
Travel Orders*	2	0	0	0	Facility specific – <i>Facility location</i>
Visiting*	2	0	0	0	Per staffing model
Work Crews*	6	0	0	0	Facility specific – <i>Mission</i>
Property*	1	0	0	0	Per staffing model
TOTAL	11	0	0	0	

*Relief factor of 1.25

TOTAL FTE to include relief factor: 13.75 – 5 Day Corporals

WEC Specific Recommendations

- Travel Orders – Given the number of travel orders annually, two posts assigned to day shift would provide adequate staff. They could also assist with the daily transport to offsite vocational training (Business Tech, Prairie Home, etc.). This would allow other staff to remain at their posts.
- Programs / Education – Currently no security staff is dedicated to the programming areas of the Administration building. It is suggested to have one post to cover Program and Classroom areas, plus be available for Medical and Dining needs and to relieve other staff from being called for coverage. This post could also help process work crews returning each afternoon.
- Visiting – One additional post would assist with pat searches on visitors and strip searches of inmates. Also changed post from first and second shift, 7-days to two on day shift, 5-days, which has net (-1) impact on staffing.
- Housing Unit Sergeants – Per the staffing model, it is suggested to place a second shift Sergeant post in Building C to cover all five dormitories. Recommend reorganizing the structure/schedule for this to occur.
- Lieutenants – While not new posts, it is suggested that the three relief posts be filled, which will allow current Lieutenants to utilize leave and training without short staffing the facility.

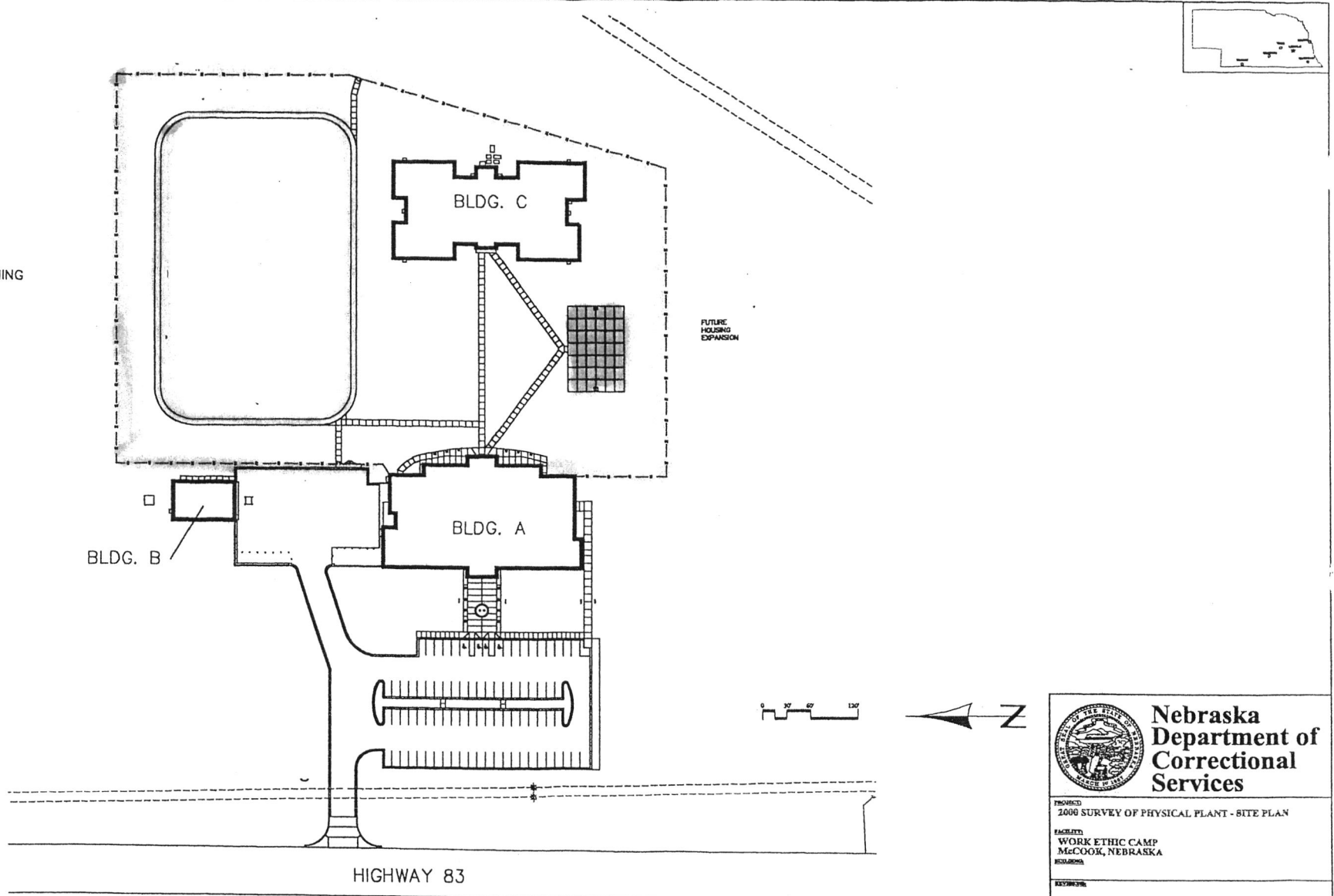
Other Recommendations (outside security staff)

- Training Specialist I – The analysis recommends removing the Training and Key Sergeant post. Since staff are trained onsite, this reclassified position would be invaluable to the facility. Additionally, the current position is already performing the same duties as Specialists at the Staff Training Academy.
- Administrative Assistant III – This position would relieve administrative security staff of some ancillary duties, and be responsible for Institutional Disciplinary Committee/Unit Disciplinary Committee, which will take these duties from the Captain and Unit Case Managers.
- Unit Caseworker – There is currently no relief provided with the eight UCW posts. Having one additional staff to assist with time used for leave, training and vacancies would reduce overtime.


Attachments

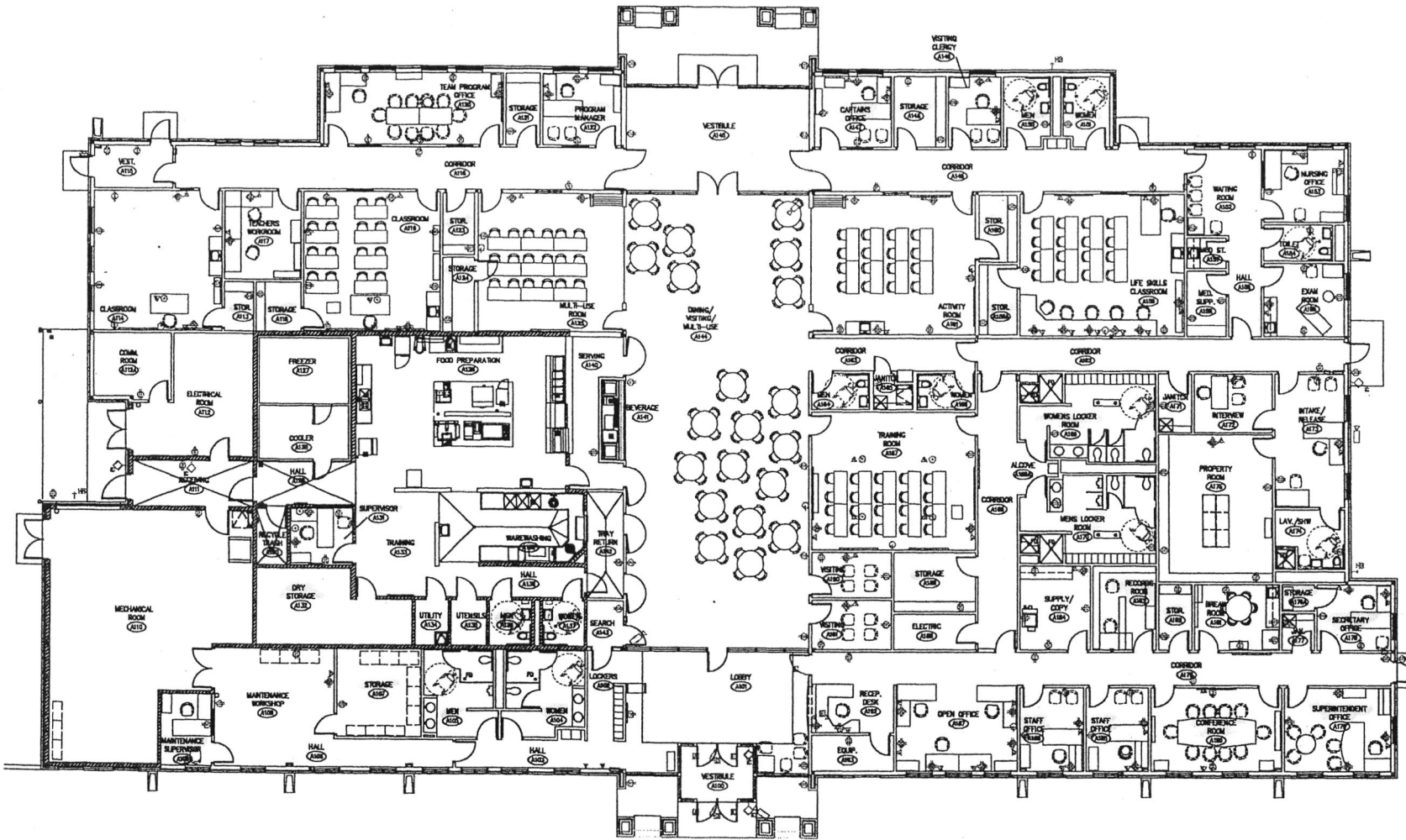
- A. Map

- BLDG. A
 - ADMINISTRATION
 - INTAKE
 - VISITING
 - MEDICAL
 - FOOD SERVICE/DINING
 - EDUCATION
- BLDG. B
 - WAREHOUSE
 - LAUNDRY
 - WORK DETAIL
- BLDG. C
 - HOUSING




SITE PLAN - WORK ETHIC CAMP
SCALE: 1" = 50'-0"

	Nebraska Department of Correctional Services	
	PROJECT: 2006 SURVEY OF PHYSICAL PLANT - SITE PLAN FACILITY: WORK ETHIC CAMP McCOOK, NEBRASKA DRAWING NO.	
ENGINEERING DIVISION Director: W. R. Smith, Building #1 License: 36-000000-0000 Division: 36-000000-0000 P.O. Box: 9999 Lincoln, Nebraska 68506-0999 Phone: (402) 475-2800 Fax: (402) 475-4444 E-Mail: wsmith@dcsc.state.ne.us	Date: April 24, 2006 Scale: 1" = 50'-0" Proj. No.: Proj. Mgr.: Steve Crabbey Designer: Josh Maloney Checker: Steve Crabbey Approver: Douglas E. Liberman Job File:	DRAWING NO.



BUILDING A FLOOR PLAN
1/8" = 1'-0"

 **Nebraska Department of Corrections Services**

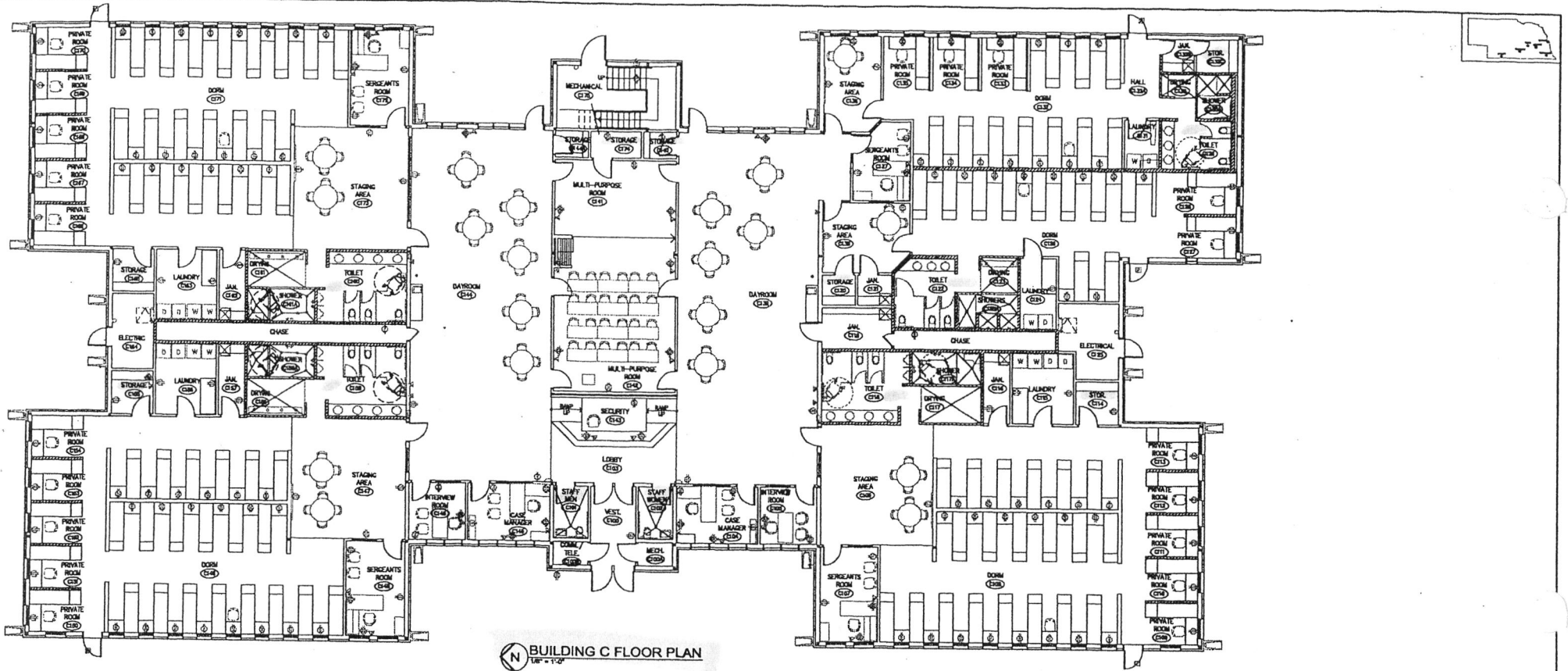
PROJECT:
2000 SURVEY OF PHYSICAL PLANT

LOCATION:
WORK ETHIC CAMP
MCCOOK, NEBRASKA

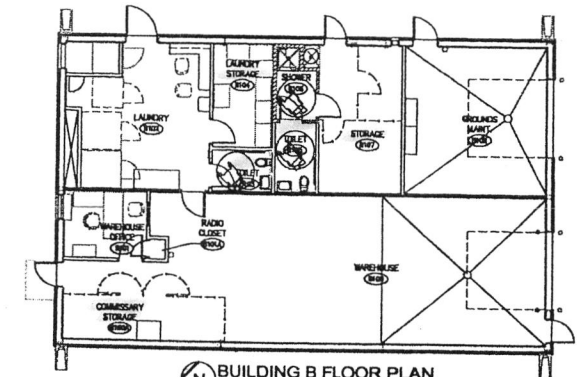
BUILDING:
BUILDING "A"

DESIGN/CONSTRUCTION SERVICES: Architect: [unreadable] Engineer: [unreadable] Interior Designer: [unreadable] Mechanical/Electrical/Plumbing: [unreadable] Structural: [unreadable] Civil: [unreadable] Landscape: [unreadable] Surveying: [unreadable] Cost Estimating: [unreadable]	DATE: April 15, 2000
	SCALE: 1/8" = 1'-0"
PROJECT MANAGER: [unreadable]	CLIENT: [unreadable]
DESIGNER: [unreadable]	DATE: [unreadable]
REVISIONS: [unreadable]	DATE: [unreadable]

WEC-2



N BUILDING C FLOOR PLAN
1/8" = 1'-0"



N BUILDING B FLOOR PLAN
1/8" = 1'-0"



Nebraska Department of Correctional Services

PROJECT:
2008 SURVEY OF PHYSICAL PLANT

WORK: ETEHC CAMP
MCCOOK, NEBRASKA

FLOOR PLAN-BUILDINGS "B" AND "C"

DATE: 2/28/08 DRAWN BY: J. J. ... CHECKED BY: ... APPROVED BY: ... PROJECT MANAGER: ...	DATE: 2/28/08 SCALE: 1/8" = 1'-0" DRAWN BY: J. J. ... CHECKED BY: ... APPROVED BY: ... PROJECT MANAGER: ...
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