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DEPT OF CORRECTIONAL SERVICES

CORRECTIONAL FACILITY MASTER PLAN
2022

FINAL REPORT

Nebraska Department of Correctional Services

2022 Master Plan

FINAL REPORT

January 27, 2023



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*This report is dedicated to the memory
of Matt Krause, AIA, without whose
commitment it would not be nearly so
detailed, and who would never have
imagined not being here with us to see
it across the finish line.*



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Chapter 1 - Executive Summary

1. Scope and context

In October 2021, NDCS contracted the team that completed the 2014 Master Plan to produce an update. While this document is intended to stand alone, it also draws from specific elements spelled out in depth in the 2014 Master Plan. This approach provides the most complete analysis and recommendations for updated areas of need and priorities for implementation over the next 20 years. Elements from the 2014 Master Plan that have been updated include:

- Facility evaluations and conditions assessments
- Inventory of bed spaces by facility, program, population grouping, and utilization
- Projected population breakdowns (based on the most current JFA forecast)
- Prioritization of capital projects for the next 10 years

2. Overview of changes since 2014

NDCS has undergone a change in directorship and in philosophy, solidifying an evolution that was already well under way in 2014. This shift reflects a national recognition of the societal cost (both tangible and intangible) of incarceration as well as an emphasis on rehabilitation with the goal of returning incarcerated persons to their communities. Since 2014, NDCS has done away with disciplinary segregation as a housing option and as a population management technique, employing instead short- or longer-term removal from the general population to units to mitigate risk. These Restrictive Housing Units, or RHUs, separate but do not isolate incarcerated individuals.

The inmate population continued a steady increase heading into 2020. That same year also saw an abrupt slowdown in admissions due to COVID-19 and a variety of social and criminal justice system changes that temporarily delayed or slowed the process leading to intakes. As of the summer of 2022, admissions appear to have resumed their prior increases for males, but female intakes remain lower than forecasted.

NDCS has completed several major capital improvements projects since 2014. The most recent updates include combining of the Lincoln Correctional Center (LCC) and the Diagnostic and Evaluation Center (DEC) into one facility known as the Reception and Treatment Center (RTC) and the creation of the Women’s Housing Unit (WHU) at the Community Corrections Center – Lincoln (CCC-L). The RTC facility now boasts enhanced medical and mental health treatment capabilities at one central location, new core elements such as the kitchen and visitation, 384 new beds, and new infrastructure. The mechanical plant for the former LCC, former DEC, and the new addition was replaced through construction of the RTC. The new main mechanical plant is located in a new power house on campus and includes chillers, boilers, and sufficient capacity to serve the entire facility.

Completion of the WHU at CCC-L increased community custody beds in Lincoln and provided separate housing for women at that custody level. The facility has received awards for its design, which features normalized sleeping and common areas.

3. Goals and contents of this report

While this report is designed to stand alone from the 2014 Master Plan, it draws from assumptions and conclusions drafted in that report, to best identify necessary recommendations for the department moving forward. Many of the issues identified in the 2014 report have since been addressed. This analysis focuses on remaining capital concerns, taking into account changes in facility populations and other relevant information, as well as acknowledging the shifting philosophy around corrections toward reentry and rehabilitative services.

Chapter 2 - Facility Inventory

This section of the 2022 Master Plan summarizes the existing conditions, utilization, design capacity, and operations for each facility within NDCS in 2013, when the last master plan was completed, with updates pulling the information forward to the 2022 Master Plan.

Facilities are grouped into five sections, by city of location, as follows: Lincoln, Omaha, Tecumseh, McCook, and York. Each facility is discussed individually and (in Lincoln and Omaha) as a partner to its neighboring facilities, as well as operationally within the NDCS system.

Each section includes the design capacity (defined below in General Terminology), an explanation of the historical operation of each facility compared to its current operation, its primary goal and challenges faced by facility staff and administration. These sections also identify gaps in space or core services which limit the facility's operations, or which contribute to operational stress.

Because this master plan is focused on creating efficiencies as well as calculating the overall bedspace shortfall, housing unit re-use analysis was completed where relevant. Details from the 2013 analysis and 2022 updates are included in each facility section.

Conclusions and recommendations are included in Chapter 4 of this report.

General Terminology

This section explains some general terms and concepts used throughout the 2022 Master Plan.

Average Daily Population (ADP)

The average daily population (ADP) is defined as the average number of inmates occupying NDCS facilities per day, over a given time period. Typically, the ADP is calculated as the sum of the total number of days accumulated by inmates in the time period divided by the total number of days in the time period. The ADP is a convenient measure of the average size of the inmate population, discounting daily fluctuations in response to inmate transfers, admissions, and releases. It is important to emphasize that the ADP is not a direct measure of occupancy and the actual number of inmates housed at a given point in time may be higher or lower than the corresponding ADP. It is also not a measure of capacity (beds).

Average Length of Stay (ALOS)

The average length of stay (ALOS) is defined as the average amount of time that inmates reside in NDCS custody (often in terms of months or years). Any methods used for employing ALOS in this analysis are included in Chapter 3. A variant of this term is Length of Stay, or LOS, used to refer to the actual length of stay for an individual, rather than an average across a group.

General Population (GP)

The general population (GP) of a facility is the population of the facility which participates in the typical routine and activities of that facility. These inmates occupy regular housing, are largely integrated with one another during various activities throughout the day and follow the standard daily routine of the facility according to the housing unit to which they are assigned.

NDCS utilizes mission-specific housing within the GP. These populations reflect similarities in personality, interests, and life experience and include veterans, active seniors, and residential mental health, among others. These groups generally do not require housing separate from the rest of the GP, but separate housing may be employed. If separate housing is employed, the housing itself is no different from other GP housing. The only difference is who is housed there.

Protective management (PM) units are operated similarly to general population units in out-of-cell time, access to programming, work, recreation, etc.

The use of mission-based housing groups within GP supports the demand for a range of housing unit sizes and types at all custody levels to respond to the flexible and varying demands for mission-based groups.

Current Facility Activity Plan

An increased emphasis on reentry and rehabilitation has necessarily made daily activities a prominent focus of the 2022 Master Plan. Establishing an activity plan for each population grouping is foundational in determining the space needs associated with that group. Leadership meetings and conversations with staff were used to establish the distinct population groupings and activity plans for each group within each facility. In some cases, the facility's design and space are a match for the populations and activities that form those plans. In other cases, this conversation revealed specific gaps in housing arrangements, facility organization, or in space provided for various activities. These gaps helped form a basis for the list of potential major capital projects at the end of each facility discussion. Each potential project is explored to identify a possible solution – whether operational or capital.

Correctional Beds

Corrections facilities house a range of individuals, with a number of differences which result in a need for "classification," or clustering together/separation from others.

Classification is the process of categorizing individuals into the appropriate custody level, which helps determine where they will live and under what type of security. In Nebraska, six different custody classifications are used:

- 1X - Maximum
- 2X - Medium
- 3A - Minimum, constant supervision when outside the facility
- 3B - Minimum, intermittent supervision when outside the facility
- 4A - Work Detail
- 4B - Work Release

Sometimes the separation is legally mandated, due to gender or age (e.g.: the law which requires that in the correctional setting, youth be separated from adults and males from females by distance or structures which do not permit sight or sound of one another). This law holds true in jails, prisons, courthouse holding, and all environments where those populations occur. Youth in NDCS are separated by age, rather than by custody classification. The following groupings are used for youth within NDCS:

- Age >18
- Age <17

The Prison Rape Elimination Act (PREA) mandates further separation by age, and to some degree, by observed behavior. Gang involvement and offender conflicts (for example, if one inmate has testified against another) create additional layers of separation requirements. Offender behavior in an institutional setting (i.e. predatory, victim, etc.), characteristics unique to an individual (i.e. law enforcement, public knowledge of crime, etc.) or other factors can result in a need to further separate certain individuals for the duration of their sentence.

To allow for proper classification and placement, housing options within GP must be wide-ranging and must cover all configurations of separation which are routinely required. Each housing type must have space available at the time at which it is needed. The result is an inherent need for vacancy at each custody level and housing type – a vacancy referred to as the “classification factor.” When planning new facilities, the classification factor (or planned vacancy to allow proper placement to occur) is 8-10%. Without this factor, a system is unable to shift inmates and place them as needed, and operational compromises must be made in the housing placement of each individual. Prison systems often use multiple facilities as a way to separate inmates, so that classification and separation can be accomplished with a higher degree of efficiency than in a single facility.

In accordance with safe and sound correctional practices, the recommended operational capacities for each NDCS institution include a 10% classification factor that is applied to GP housing units with cells. This factor is not applied to dorm-style housing units (i.e., areas that are designed to house four or more inmates), restrictive housing units, or specialized treatment units (e.g., substance abuse treatment units, mental health units). Application of the 10% by housing unit results in an individualized overall “Institutional Classification Factor” for each facility.

Count Beds

Each inmate has a long-term housing assignment which is carefully selected based on a host of variables including gender, custody level, gang involvement, conflicts with other inmates, age, criminal history, level of violence, and many others. Finding and maintaining the right placement for each inmate is important to maintaining a stable and secure environment. Beds utilized as permanent housing assignments are typically referred to in the correctional setting as count beds. The bedspace capacity of a facility is the maximum number of count beds that a facility can reasonably fill before reaching operational stress.

Longer-term restrictive housing beds are also considered count beds (see below for details). Restrictive housing count beds are included at NSP, RTC, and TSCI.

Non-Count Beds

Behavior, medical conditions, and other special management factors can occasionally result in an inmate being temporarily housed in a different location. During these relatively short periods of time, the long-term housing assignment is held open for that inmate, pending his or her return. Because the temporary housing is not occupied on a long-term basis, it does not constitute a permanent housing assignment for any of the inmates who use it; therefore, the temporary assignments are not typically included in the facility's bed count.

Some typical non-count housing includes skilled nursing (SNF), short-term medical housing, immediate segregation in restrictive housing units (RHUs), and temporary holding cells associated with transfers. Although not included the count, these beds are crucial to the smooth and safe operation of a facility.

Acute/Subacute Care (MH)

At times, a member of the GP might experience a mental health crisis. These episodes are usually temporary, but may last months and require active engagement by medical and mental health staff before the individual can be reintegrated back into GP. Those requiring a high level of mental health care are placed in housing that is proximate to staff and other resources ready to support these individuals. Inpatient mental health beds are located at NCCW, RTC, and TSCI.

Restrictive Housing Unit (RHU)

The inventory of restrictive housing units (RHU) within NDCS include a combination of short-term (less than 60 days) and longer-term housing assignments made as a direct result of assessed risk. Longer-term restrictive housing (LTRH) beds are count beds because the assignment is the only assigned housing, but short-term restrictive housing beds are non-count beds with the GP housing assignment held open pending return.

Restrictive housing non-count beds are located at NSP, OCC, RTC, and TSCI. Since most RHU-specific housing was designed prior to 2010, they often include tray slots and stainless steel fixtures, as well as hardened structural elements and outdoor recreation attached directly to the cell or unit. There is very limited dayroom and programming space in these older-style units. Those assigned to longer-term restrictive housing (LTRH) are assigned cognitive-behavioral courses which are available either in workbook or limited group settings. Once the assigned courses are completed, materials are submitted and graded, and (if satisfactory) the occupant may be reviewed for consideration for transfer to a less-restrictive environment.

Centralized vs. Decentralized Services

Centralized services within a prison are those which are offered in one location, with the inmates going to the location to receive the service. Providing food service in a dining hall, where inmates come and eat together, is an example of a centralized service. Outdoor recreation on a common yard is another. Decentralized services are those which are provided on the housing units, where the service is brought to the inmates. Treatment in a therapeutic living unit is an example, where all inmates in that unit participate in unique programs which are conducted in the dayroom or in specially designed rooms adjacent to that unit. Another is on-unit sick call, where the nurse does any required examinations in a multi-purpose room attached directly to the housing unit. The difference between centralized and decentralized services, particularly when it comes to dining, can have a significant impact on the level of operational stress a facility experiences. If a facility is designed with one service delivery method in mind, but is forced to utilize the other, operational stress will almost always occur.

Capacity – Definitions, Measures, and Discussions

Capacity is a term which can be used in many ways. The capacity of a facility is defined by any number of combinations of the inmates housed and the ability of the supporting services within the prison to support those inmates and the buildings which house them, often called core or infrastructure. Many core elements are regulated by law or guided by the American Correctional Association (such as dayroom, shower, and recreation space per inmate/day), or are limited by mechanical capabilities (such as in the case of a facility’s central plant or kitchen). Either way, it is important to note that capacity depends on parity between beds, inmates, and core support services. If the gap between those elements becomes too great, operational stress will occur.

Definitions are included here for the most important historically used capacity-related terms, as well as some measures associated with operational stress.

Design Capacity (DC)

The design capacity of a facility is the original capacity the facility was intended to serve, when core and bedspace were aligned by original design intent. It is the practice within NDCS to adjust the design capacity of a facility only when new housing units are designed and constructed. The design capacity adjustment is based on the design capacity of the new housing unit.

Rated Capacity

The rated capacity of a facility is determined through an independent audit/rating process by the American Correctional Association (ACA). The rated capacity can change over time, as standards and policies modify the suitability of a given housing unit for daily use.

Operational Capacity (OC₁₃)

Over time, each facility has implemented operational changes that allow it to accommodate increased population levels above the design capacity, often referred to as operational capacity. Operational capacity (OC) played a key role in the 2014 Master Plan because it served as a basis for assessing facility conditions and for determining what services, resources, and/or housing expansions might be needed to meet future population demands, as well as factoring in the calculation of the operational stress capacity. In 2014, the OC was defined as the maximum capacity that could be maintained over time.

The Nebraska Legislature has subsequently defined operational capacity as a fixed number that is 125% over the design capacity of the facility or unit. Where “OC₁₃” is used in this report, it refers to legacy 2014 Master Plan determinations of maximum operational capacity by housing unit and facility, according to the unit’s configuration and utilization at that point in time.

Bedspace Capacity (BC₂₁)

For the 2022 report, a maximum bedspace capacity number was calculated for each facility to match the OC₁₃ analysis and number.

The OC₁₃ and BC₂₂ both reflect the same concept: the number of inmates who can/could be housed in a given unit or facility indefinitely, given operational and management conditions. Both numbers were determined based on facility tours; blueprint and physical plan reviews; ACA considerations; ADP counts; and, meetings with each facility’s leadership at the time the number was determined.

Core Capacity (Core)

The core capacity of a facility is defined as the number of inmates the central plant and infrastructure (including inmate programs and services) were designed or intended to accommodate, safely and securely, within reasonable operational limits, for a prolonged period. The core capacity was determined based on the design capacity of the facility, with increases determined through a detailed analysis of the additional square footages by space type (program services, medical, visitation, laundry, etc.) to determine increased core capacity either for the facility as a whole or for certain functional areas.

It is important to note that a shortage in core capacity compared to current bedspace capacity does not indicate that inmates' needs are not being met. It simply indicates that operational adjustments (such as schedule adjustments) are required to compensate for what might otherwise be provided by physical space.

Changes in Capacity

Because prisons are buildings with relatively long lifespans (as long as 100 years, in some cases), changes to expand capacity are common – and it is at this point where the different capacity measures become critical. Expansions or modifications may only affect bedspace capacity, with few or no changes to the core support services. Some modifications only add program or administration space (core capacity). Using different capacity measures for design, beds, operations, and core allow for conversations about the need to acknowledge gaps where the various capacities do not match up.

Capacity Comparison Metrics

Several metrics are used to compare the design capacity, the operational capacity, the count or average daily population (ADP), and the core capacity to help identify and prioritize facility needs. These comparison metrics are defined below.

Crowding

Crowding is a measure that compares the population of a facility against its design capacity (beds).

$$\text{Current \% Crowding} = \text{ADP} / \text{DC}$$

Under this definition, the only ways to reduce the level of crowding in the system are (1) to increase design capacity (the denominator of the equation) through the construction of count beds or (2) to reduce the number of inmates (the numerator of the equation). Because NDCS has little control over the number of inmates in the system¹, increasing design capacity through the construction of count beds is the only sure way for NDCS to reduce crowding in the system, according to this metric.

Design capacity does not always give a realistic picture of the population levels that a facility can accommodate. One reason is because design standards are modified over time. This means that the design capacities of older and newer facilities may not be comparable because they were governed by different construction codes and requirements (e.g., square footage for unencumbered space, fire safety codes, toilet-to-inmate ratios). Another reason design capacity may be outdated is because it does not account for the operational modifications that

¹ The average daily population of a system is a function of the number of inmates admitted and their lengths of stay (ALOS). NDCS has no control over admissions and little control over length of stay. The relationship between these numbers and the NDCS system will be discussed in Chapter 3.

have developed over time. The crowding measure is based on original design capacity only and is independent of any correlation to core support services or operational stresses. It also does not consider units that might legitimately be permitted to house more inmates than the original design permitted.

Operational Stress Index

The operational stress index (OSI) is a ratio which summarizes the relationship between population levels and core support services to indicate the level of operational stress at a facility. The current OSI presented in this chapter divides ADP by core support services. Sometimes operational stress accommodations include over-utilization of equipment, leading to reduced estimated useful life (EUL) of components, or tightly constrained schedules. The concept of operational stress is an important one for older facilities where changes have been made incrementally over time and where crowding may be high. While a facility under stress can continue to serve the population, it requires daily operational accommodations – changes in schedule, movement, and space utilization.

Some signs of operational stress include:

- Faster breakdown than anticipated of system components or equipment
- Higher than normal level of incidents within the facility
- Volume-based problems such as humidity levels which the HVAC cannot mitigate
- Overlapping demands for multi-purpose spaces
- High levels of staff turnover, sick leave, or similar indications of disproportionately stressful working conditions

Operational stresses should be mitigated to ensure continued smooth and safe operations and future expansion opportunities. The following table summarizes the 2013 and 2021 crowding and OSI at each facility.

Figure 2-1 - 2013 and 2022 Condition (Summary of Crowding and Operational Stress)

	Design Capacity 2013	2013 Condition					Design Capacity 2022	2022 Condition				
		Core Capacity 2013	ADP ₂₀₁₃	MAX OC* ₂₀₁₃	ADP / Design Cap.	OSI (ADP/Core Cap.)		Core Capacity 2022	ADP ₂₀₂₂	NDCS BC* ₂₀₂₂	ADP / Design Cap.	OSI (ADP/Core Cap.)
DEC	160	160	501	304	313%	3.13						
LCC	308	308	502	483	163%	1.63						
RTC							884	1,068	1,066	1,302	121%	1.00
CCC-L	200	200	388	300	194%	1.94	460	560	589	660	128%	1.05
CCC-O	90	90	173	180	192%	1.92	90	90	176	179	196%	1.96
NSP	718	718	1,283	1,395	179%	1.79	818	718	1,325	1,397	162%	1.85
OCC	396	396	598	711	151%	1.51	396	396	771	766	195%	1.95
TSCI	960	1,344	963	1,056	100%	0.72	960	1,344	1,057	1,033	110%	0.79
WEC	100	200	125	182	125%	0.63	100	200	189	200	189%	0.95
NCCW	275	275	252	340	92%	0.92	275	275	287	466	104%	1.04
NCYF	76	152	67	76	88%	0.44	76	152	72	124	95%	0.47
System Totals	3,283	3,843	4,852	5,027	148%	1.26	4,059	4,803	5,532	6,127	136%	1.15

* In 2013, the NDCS term was "operational capacity (OC)" and there were two - the recommended OC (ongoing) and the maximum OC (viable for brief periods of time). The comparable NDCS term in 2022 is "bedspace capacity" and there is one, which is the recommended maximum occupancy.

In the 2014 Master Plan, systemwide crowding was 148% - a level greater than the 140% trigger for action to alleviate crowding. The systemwide OSI was 1.26, with five facilities (DEC, CCC-L, CCC-O, NSP, OCC) close to or above 2.0, the critical OSI level for action to alleviate operational stress. Total NDCS BC₁₃ (as determined by staff) was 5,187, with a legislatively determined operational capacity (subsequently established at 125% of design capacity) at 4,103.

Facility improvements since 2014 have included housing units and core areas, resulting in some improvements to both design and bedspace capacities. The summary of conditions in 2022 is systemwide crowding at 136%, much below the critical 140%. Systemwide OSI is 1.15, with stress having been addressed at all facilities but NSP, CCC-O, and OCC. Total legislatively determined operational capacity is 5,073 (125% of design capacity). Staff-reported bedspace capacity (BC₂₂, comparable to the number previously called OC₁₃) is 6,127.

For the 2022 Condition, the planning team chose to use a snapshot of the occupancy (Count₂₂) for 10-04-22, a typical day late in the master plan process, and thus less susceptible to the impact of COVID-19 than an earlier date. Because the analysis wrapped up before the complete 2022 ADP was available, the number used for the 2022 Average Daily Population was the annual average population over a 12-month period from September 30, 2021 to September 29, 2022.

NDCS System and Facility Utilization

NDCS has facilities clustered around the major centers of population in Lincoln and Omaha. There are also specialty facilities in York (Nebraska Correctional Center for Women, or NCCW), McCook (the Work Ethic Camp, or WEC), and Tecumseh (the Tecumseh State Correctional Institution, or TSCI), which serve unique roles in the NDCS system. Because the majority of inmates come from, and return to, the Lincoln and Omaha areas, some focus will be placed on providing a continuum of housing and programming options adequate to the demand in those cities.

The bedspace capacity summary shows the total beds at each facility at the time of this study. The overall system bedspace capacity has increased through

- Construction of new count beds, and
- Operational changes that have shifted some beds previously utilized and tallied as non-count to count beds (e.g. changing former SEG to longer-term restrictive housing).

The combined result of these two changes has been an increase in the design capacity from 3,283 to 4,059 (a difference of +776) and an increase in total bedspace capacity from 5,187 to 6,127 beds (a difference of +940 beds).

The following is a list of building initiatives that have added count beds, which have been completed since the 2014 Master Plan was published.

- CCC-L – New female housing unit – 160 beds
- CCC-L – New temporary housing unit – 100 beds
- NSP – New Housing Unit 9 – 100 beds
- RTC – RTC Addition – 384 beds
- RTC – Behavioral/Mental Health – 32 beds

Custody abbreviations used in the population and bedspace tables are as follows:

1X – Maximum	3A - Minimum, Constant supervision when outside the facility	4A – Work Detail
2X - Medium	3B – Minimum, Intermittent supervision when outside the facility	4B – Work Release
Tx = Treatment	LMU = Limited Movement Unit	RHU = Restrictive Housing Unit
		MH = Mental Health

Inmate Treatment Programs

NDCS has a robust range of inmate programs aimed at improving each individual’s range of skills and capabilities to allow them to be successful post-release. The system uses individualized case planning and individualized case management plans to provide decision making and programs, including general education and vocational training, industry-specific skilled jobs through Cornhusker State Industries (CSI), substance abuse treatment, mental health treatment, sex offender treatment, physical health treatment, plus a range of inmate programs and clubs.

The inventory of programs varies by facility. The program table (Table 2.1) shows the full range of programs and the facilities where they are offered.

Figure 2-2 - 2022 Bedspace Capacity by Custody Level and Facility

GP Housing	Totals	York	Lincoln				Tecumseh	McCook	Omaha		Omaha
		NCCW	CCC-L	NSP	RTC	TSCI	WEC	CCC-O	OCC	NCYF	
		Female	Female	Male							
INTAKE (1X)	414	48				366					
1X	1,038					384	654				
1X/2X	982				585	397					
2X	544						256		288		
1X/2X/3A	502	394								108	
3A	1,170				692				478		
3B	200						200				
4A/4B	839		160	500				179			
Youth <18	16									16	
Mission GP	Totals										
MH	164	9				155					
MED	-										
RHU (LTRH)	203				80		123				
Parenting	15	15									
LMU	40				40						
Facility Totals	6,127	NCCW 466	160	500	1,397	1,302	TSCI 1,033	WEC 200	CCC-O 179	OCC 766	NCYF 124
Service Area Totals	6,127	Female 626	Male - Lincoln 3,199				Tecumseh 1,033	McCook 200	Omaha 945		Youth 124

Table 2-1 - NDCS programs and location(s) offered

Treatment, interventions, and activities available during incarceration									
Program	Facility Location								
	CCCL	CCCO	RTC	NCCW	NCYF	NSP	OCC	TSCI	WEC
Clinical Treatment									
Residential Acute/Sub-Acute Mental Health Treatment Protocol			X	X				X	
Aggression Replacement Therapy (ART)					X				
Anger Management High Risk/Need Treatment Program			X	X	X	X	X	X	
Anxiety Management Group				X			X		
Residential Chronic Care Mental Health Treatment Protocol			X	X				X	
Continuing Care-Sex Offender Program	X	X							
Core Topics					X				
Dialectic Behavior Therapy (DBT)			X	X	X	X	X	X	
iHeLP- Inpatient Sex Offender Treatment Program							X		
Intensive Outpatient Substance Use Treatment Program	X	X		X	X	X	X	X	X
Interpersonal Problems Solving Group								X	
Longer Term Restrictive Housing Mental Health Group								X	
Major Mental Health Group								X	
Medication Compliance Group	X						X		
Outpatient Mental Health Treatment Services	X	X	X	X	X	X	X	X	X
METEOR						X			
oHeLP Outpatient Sex Offender Treatment Program				X		X	X	X	
Path to Fulfillment				X					
Relapse Group	X								X
Residential Substance Use Treatment Program				X		X	X	X	
Seven Decisions Group								X	
SORA Seminar	X	X	X			X	X	X	
Start Now				X					
Substance Use Outpatient Treatment Program	X	X							X
Victim Impact					X				
Violence Reduction Treatment Aftercare Program						X		X	
Violence Reduction Treatment Program			X	X		X	X	X	
Evidence-Based Programs									
7 Habits on the Inside				X	X	X			X
Getting It Right - Reentry Programming				X					X
Intentional Peer Support			X	X	X	X	X	X	
Destination Dads Common Sense Parenting	X		X			X	X	X	
Destination Dads Inside Out Dads			X			X	X	X	X
Destination Dads Within My Reach	X		X			X	X	X	X
Moral Reconation Therapy (MRT)	X	X	X	X	X	X	X	X	X
Thinking for a Change	X	X	X	X	X	X	X	X	X
WRAP					X				

Treatment, interventions, and activities available during incarceration										
Program	Facility Location									
	CCCL	CCCO	RTC	NCC	NCYF	NSP	OCC	TSCI	WEC	
Promising Practices										
Prison Fellowship Academy				X		X				
RISE Academy						X				
RISE				X		X	X	X		
Restorative Justice Program			X			X	X	X	X	X
Restrictive Housing Programming										
Courage to Change			X	X		X		X		
Reading Selections and Thoughtful Responses			X			X		X		
Succeeding in Less Restrictive Settings								X		
The Challenge Program								X		
Education										
Adult Basic Education	X	X	X	X	X	X	X	X	X	X
Adult Secondary Education	X	X	X	X	X	X	X	X	X	X
English as a Second Language (ESL)	X	X	X	X	X	X	X	X	X	X
Health Education	X		X		X			X	X	
High School	X	X	X	X	X	X	X	X	X	X
Metro Community College (MCC)					X					
Mid Plains Community College										X
University of Nebraska Lincoln (credit courses)			X							
University of Nebraska Omaha (credit courses)							X			
Wesleyan College Courses (non-credit)			X							
York College (Credit)				X						
CSI Apprenticeships										
Cabinet Maker Apprenticeship			X			X	X	X		
Chemical Operator Apprenticeship						X				
Computer Numerical Control (CNC) Routing Operator Apprenticeship			X							
Furniture Finisher Apprenticeship			X			X	X	X		
Laundry Machine Mechanic Apprenticeship						X		X		
Machine Operator Apprenticeship						X				
Materials Coordinator Apprenticeship			X	X		X	X	X		
Offset Press Operator Apprenticeship (Print Shop)			X							
Print and Bindery Apprenticeship			X							
Shop Tailor Apprenticeship				X			X			
Structural Fabricator Assembler Apprenticeship						X				
Upholstery Apprenticeship							X			
Welding Apprenticeship						X				

Treatment, interventions, and activities available during incarceration									
Program	Facility Location								
	CCCL	CCCO	RTC	NCC	NCYF	NSP	OCC	TSCI	WEC
CSI Certifications									
Library of Congress Braille Transcriber- literary, nemeth, foreign language, proofreader, music									
Association for Linen Management Certified Laundry and Linen Manager, Washroom Technician, Linen Technician									
Forklift Certification			X			X	X	X	
Enrichment Programs									
7th Step						X		X	
Alcoholics Anonymous (AA)	X		X	X	X	X	X	X	X
Alpha			X				X	X	
Alternatives to Violence Project (AVP)	X	X				X			
Beyond Anger									X
Beyond Trauma				X					
Bible Study		X							
Book Club					X				
Brothers in Blue			X						
Circle of Concerned Lifers						X			
Community Choir					X				
Compassion in Action						X			
Domesti-PUPS			X	X		X		X	
Exploring Trauma			X		X				
Financial Peace University	X								
Fit Citizens					X				
Flexibility Yoga			X						
Habitat for Humanity		X							
Harambee African Cultural Organization (HACO)			X			X	X		
Hustle 2.0			X	X	X	X	X	X	
Illegal to Legal									X
Inmate Council									X
Inner Circle	X		X	X	X	X	X	X	
Kairos						X		X	
Keyboard/Guitar					X				
KORU Mindfulness Meditation			X						
Launch Leadership					X				
Life Skills Reentry Prep						X			
Lifer's Club								X	
Long-Term Relief		X					X		
Marriage Builders Program						X			

Treatment, interventions, and activities available during incarceration										
Program	Facility Location									
	CCCL	CCCO	RTC	NCC	NCYF	NSP	OCC	TSCI	WEC	
MATA Club (Mexican Awareness Through Association)			X			X	X			
Mentoring Program					X					
Mindfulness Yoga				X						
My Recovery Song Journal			X			X		X		
Narcotics Anonymous		X		X	X	X	X	X	X	X
Native Americans Spiritual and Cultural Awareness Group (NASCA)			X			X	X			
NDOR Flagger Course										X
Nutrition Education				X						
One Heart Project					X					
Opera Omaha Creative Workshop						X				
Outlaw's Journey Writing Program						X				
Parenting 0-5				X						
Parenting 10 Greatest Gifts				X						
Parenting 5-12				X						
Parenting Teens				X						
Planning with a Purpose							X			
Prison Fellowship Non-Residential Program			X				X			
Prison Fellowship Academy			X				X			
Psychology of Incarceration			X							
Released and Restored	X									
Released and Restored Empowered				X						
Religious classes and activities			X	X	X	X	X	X	X	X
Remodeling My House			X			X		X		
Restorative Circle		X								
Second Chance Pups						X				
Serve Safe	X			X			X		X	
Sisters Informing Sisters on Topics about AIDS (SISTA)				X						
Sixpence				X						
Sports/recreation activities		X	X	X	X	X	X	X	X	X
Standing Together on Purpose			X							
Toastmasters						X		X		
Understanding Birth				X						
Veteran's Group / Veteran's Support Group			X			X	X	X		
Vocational Rehabilitation Heritage Square	X									
Waterwalkers				X						
WEC Sowers										X
Within My Reach				X						
Writers Block			X							
Yin Yoga							X			

Lincoln, Nebraska Facilities

Lincoln is the capital of Nebraska and the headquarters for NDCS. This city also has the largest concentration of inmates, housed in three facilities – Reception and Treatment Center (RTC), Nebraska State Penitentiary (NSP), and the Community Corrections Center – Lincoln (CCC-L).

In 2013, an average total of 2,674 inmates were housed in these four facilities. (In 2013, RTC was two separate facilities – LCC and DEC.) By 2022, the number of inmates in Lincoln facilities increased to 2,980.

Lincoln offers the full range of existing NDCS custody classifications, from 1X (Max) to 4B (Community, Work Release).

1. Nebraska State Penitentiary (NSP)

4201 South 14th Street, Lincoln, NE 68502



Quick Facts:	
Opened:	1869
Design Custody	2X, 3A
Design Capacity ²²	818
Core Capacity ²²	718
ADP ²²	1,325
Bedspace Capacity ²²	1,397 Male
% Crowding ²²	162%
Operational Stress Index ²²	1.85

Facility Overview

History/Mission

The Nebraska State Penitentiary (NSP) is the oldest correctional facility in Nebraska and for years was the only correctional facility for adults in the state. Updated through numerous additions and renovations, NSP serves as the department’s largest facility. The old cell blocks and administrative buildings were replaced with new housing units and ancillary services in 1981.

NSP is also the largest single location for the Cornhusker State Industries (CSI) program. Shops include metal, wood, upholstery, sign-making, soap-making, braille, and license plates, as well as an industrial laundry and a private industry shop (government and non-profit clients). Approximately 19% of the general population at NSP is employed through CSI.

NSP houses certain groups of people in what is referred to as mission-based housing, which are sub-categories of GP. The inpatient substance abuse treatment program is for 3A inmates. NSP also operates anger management, violence reduction, dialectical behavior therapy, and oHelp, all of which are outpatient programs.

NSP has historically housed one of NDCS’s three skilled nursing facilities (SNF), with 12 inpatient (non-count, long-term care) beds, an adjacent medical unit, and a cadre of on-site medical, dental, and mental health staff. At the time of its use, and given the size, the SNF was able to serve approximately 1% of the facility’s population at any given time. An on-site, staffed, radiology lab was shared between the RTC and NSP. At this time, the entire SNF and radiology functions have been relocated to RTC, leaving NSP with a clinic to serve the immediate needs of the NSP population. The clinic continues to be used for inmates who are heading to or who have returned from the hospital and dialysis. Individuals with more severe needs are transferred to RTC.

Capacity/Utilization Summary

Since the 2014 Master Plan, a new housing unit (Housing Unit 9) was constructed at NSP. This unit houses 100 male inmates. The result of this change is an OSI of 1.85 at NSP, the third highest in the NDCS system. Crowding is 162%.

COUNT BEDS				Design Capacity	Core Capacity	MAX OC ₁₃	Count ₁₃	ADP ₁₃	BC ₂₂	Count ₂₂	ADP ₂₂
Unit	Pop.	Class.	Gender								
Housing Unit 1 _A	GP	1X/2X	M	5	718	10	6		10	10	
Housing Unit 1 _A	GP	1X/2X	M	15		15	15		15	14	
Housing Unit 1 _B	GP	1X/2X	M	20		40	39		40	39	
Housing Unit 1 _C	GP	1X/2X	M	20		40	37		40	33	
Housing Unit 1 _D	GP	1X/2X	M	20		40	38		40	36	
Housing Unit 2 _A	GP	1X/2X	M	40		40	38		40	40	
Housing Unit 2 _B	GP	1X/2X	M	40		40	37		40	39	
Housing Unit 2 _C	GP	1X/2X	M	40		40	36		40	32	
Housing Unit 2 _D	GP	1X/2X	M	40		40	39		40	39	
Housing Unit 3 _A	GP	1X/2X	M	20		40	40		40	40	
Housing Unit 3 _B	GP	1X/2X	M	20		40	37		40	38	
Housing Unit 3 _C	GP	1X/2X	M	20		40	36		40	38	
Housing Unit 3 _D	GP	1X/2X	M	20		40	39		40	39	
Housing Unit 4 _A	RHU	1X/2X	M	20		20	20				
Housing Unit 4 _B	GP	1X/2X	M	20		20	19		40	39	
Housing Unit 4 _C	RHU	1X/2X	M	20		20	19				
Housing Unit 4 _D	LMU	1X/2X	M	20		80	-		20	19	
Housing Unit 4 _D	LMU	1X/2X	M	20		20	39		20	18	
Housing Unit 5 _A	GP	1X/2X	M	40		40	37		40	39	
Housing Unit 5 _B	GP	1X/2X	M	40		40	39		40	36	
Housing Unit 5 _C	GP	1X/2X	M	40		40	39		40	36	
Housing Unit 5 _D	GP	1X/2X	M	40		40	37		40	40	
Housing Unit 6 _A	n/a	n/a	n/a	n/a		n/a	n/a		n/a	n/a	
Housing Unit 6 _B	SAi	3A	M	50		100	98		100	64	
Housing Unit 6 _C	GP	3A	M	50		100	95		100	75	
Housing Unit 7 _A	GP	3A	M	50		98	96		98	77	
Housing Unit 7 _B	GP	3A	M	50		98	98		98	90	
Housing Unit 8 _A	GP	3A	M	50		98	97		98	85	
Housing Unit 8 _B	GP	3A	M	50		98	95		98	85	
Control Unit _A	GP	SEG	M	18		18	18		-	n/a	
2013 TOTAL				718		718	1,395	1,283	1,283		
								Crowding:	179%		
								OSI:	1.79		
Housing Unit 9 _A	GP	3A	M	50	-				50	35	
Housing Unit 9 _B	GP	3A	M	50	-				50	40	
2022 TOTAL				818	718				1,397	1,215	1,325
								Crowding:	162%		
								OSI:	1.85		

Population Groupings

NSP houses three population groupings – GP inmates of 1X, 2X, and 3A custody level. There was a 100-bed residential substance abuse treatment program (RSU) located in Unit 6 for inmates classified as 3A inmates. This program is relocating to another facility in 2023 and the unit will be repurposed for housing 3A inmates.

Due to the fact that the layout of the campus has the 1X/2X population located between the main campus and CSI industries, 3A inmates must go in or around the 1X/2X areas to get to work and back every day, resulting in physical and operational challenges. This scenario has existed for decades and staff have long made operational adjustments to try to keep the inmates’ interaction low.

Current Facility Activity Plan

General Population (1X/2X Custody)

NSP is a multi-custody facility. Most inmates at NSP typically have a job in the CSI program or elsewhere on campus. The canteen employs inmate workers, several more are assigned jobs as inmate porters, and the kitchen is another non-industry job. CSI employment includes metal, wood, upholstery, sign-making, soap-making, braille, and license plates, as well as an industrial laundry and a private industry shop.

The schedule described below is largely the same across campus, with work as an alternative to programming or educational pursuits.

- 6:00 a.m. Breakfast served in the dining hall, dayrooms open
- 7:00 a.m. Dayroom, passes
- 8:00-10:00 a.m. Programming, recreation (clinical, education, work)
- 10:30 a.m. Institutional Count
- 11:30 a.m. Lunch served in the dining hall
- 1:00-3:30 p.m. Programming, recreation, dayroom
- 4:00 p.m. Institutional Count
- 5:00 p.m. Dinner served in the dining hall
- 6:00-8:30 p.m. Recreation, dayroom
- 9:00 p.m. Lockdown - picture card count

This schedule is optimal, but there are insufficient programming and structured recreational options for 1X/2X inmates outside of work. Space available for programs is limited and is often shared with core services, such as visitation or religious services at times when programs or recreation would occur.

Residential Substance Unit (3A Custody) (soon to be relocated outside of NSP)

The residential substance unit and its program are housed in a dormitory setting in Unit 6, Approximately half of HU6 (100 inmates) is involved in the residential program. This population spends the majority of the day (4-6 hours) in treatment. Limited access to the dayroom is permitted for unstructured activities (reading, writing, drawings) after the 9:00pm count when staffing allows. The daily schedule is described below:

- 6:00 a.m. Breakfast served in the dining hall
- 7:00 a.m. Dayroom, passes

- 7:30 a.m. First session (clinical, education)
- 10:30 a.m. Institutional Count
- 11:30 a.m. Lunch served in the dining hall
- 12:00 p.m. Second session (clinical, education)
- 1:00-3:30 p.m. Programming, recreation, dayroom
- 4:00 p.m. Institutional Count
- 5:00 p.m. Dinner served in the dining hall
- 6:00-8:30 p.m. Recreation, dayroom
- 9:00 p.m. Picture card count

General Population (3A Custody)

The 3A population is housed in dormitory settings in Units 6, 7, and 8 as well as in the new HU9. Approximately half of HU6 (up to 100 inmates) and all of HU7, HU8 (up to 200 inmates each) and HU9 (up to 100 inmates) are 3A general population. Limited access to the dayroom is permitted for unstructured activities (reading, writing, drawings) after the 9:00pm count when staffing allows. The schedule is the same for the 3A general population as for the residential treatment population, but programming is more general in nature.

- 7:00 a.m. Dayroom, passes
- 8:00-10:00 a.m. Programming, recreation (clinical, education, work)
- 10:30 a.m. Institutional Count
- 11:30 a.m. Lunch served in the dining hall
- 1:00-3:30 p.m. Programming, recreation, dayroom
- 4:00 p.m. Institutional Count
- 5:00 p.m. Dinner served in the dining hall
- 6:00-8:30 p.m. Recreation, dayroom
- 9:00 p.m. Picture card count

Restrictive Housing Unit

The restrictive housing unit (RHU) follows the schedule indicated below:

- 6:15 a.m. Breakfast served in cell
- 07:00 a.m. Medical passes
- 07:30 a.m. Exercise, yard
- 08:00 a.m. Showers, phone
- 10:30 a.m. Institutional Count
- 11:30 a.m. Lunch served in cells
- 12:00 p.m. Programming in cell
- 4:00 p.m. Institutional Count
- 5:00 p.m. Dinner served in cells
- 6:00 p.m. Porter cleaning, supply cart, mail
- 9:00 p.m. Picture card count

Site and Building Information:

This campus consists of a variety of building types, functions, conditions and ages. Over two dozen buildings comprise the main campus. Some buildings were constructed over 80 years ago and the newest structures (besides HU9) are housing units 7 and 8, built 16 years ago. Several buildings are not worth investing significant funds for renovation due to their age, condition and layout.

Since the 2014 Master Plan, a new central utility plant was constructed. This project addressed the most urgent facility need identified in that study. There was also a program statement completed to address space for programming and food service, but it was shelved once the decision was made to build a replacement facility.

An engineering study examining the estimated useful life of the NSP campus was completed in January 2022, concurrent with this study. That analysis found that the cost of maintaining this complex is close to exceeding its useful life.

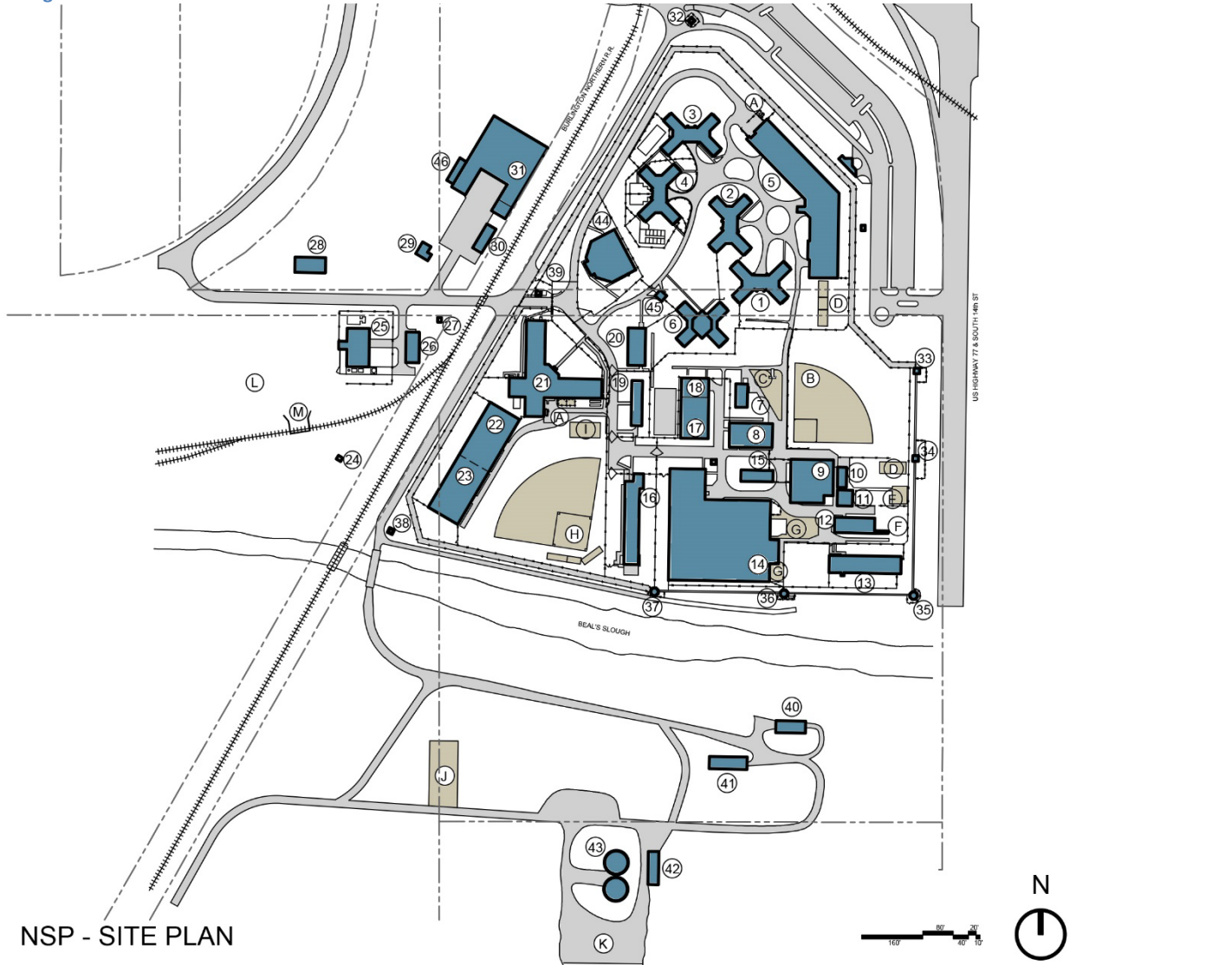
Site Information

This large site of nearly 300 acres is subdivided by Beal’s Slough (creek) and the Burlington Northern Railroad right-of-way. All relevant inmate spaces are located on the main campus, contained by a security perimeter comprised of tall masonry walls and a double security fence. This site contains many layers of active and abandoned below grade utilities. The main campus is flat and was previously threatened by potential flooding, which was successfully mitigated by the Beal’s Slough project. The main utilities consist of two 8” water lines, a 30” sanitary sewer line, multiple gas and electric services and two large (750 Kw) emergency generators. A new central utility plant located across the railroad tracks to the west provides NSP’s chilled water, steam heat, and emergency power.

Potential Future Expansion:

Available site area within the enclosed main campus is extremely limited. Expansion opportunities exist within a few open areas between buildings or as additions to existing structures, but such will likely reduce outdoor recreation space.

Existing Site Plan



NSP - SITE PLAN

BUILDINGS

- 1 HOUSING UNIT 1
- 2 HOUSING UNIT 2
- 3 HOUSING UNIT 3
- 4 HOUSING UNIT 4
- 5 ANCILLARY BUILDING
- 6 HOUSING UNIT 5
- 7 ACTIVITIES CENTER
- 8 RELIGIOUS CENTER
- 9 CSI PRIVATE VENTURE
- 10 PROGRAMS
- 11 CANTEEN
- 12 SOAP FACTORY
- 13 CONTROL UNIT
- 14 CORNHUSKER STATE INDUSTRIOUS FACTORY
- 15 MENTAL HEALTH BUILDING
- 16 PROPERTY CANTEEN CANINE
- 17 LAUNDRY
- 18 HOBBY
- 19 LIBRARY
- 20 EDUCATION
- 21 HOUSING UNIT 6
- 22 HOUSING UNIT 7
- 23 HOUSING UNIT 8
- 24 PUMP HOUSE
- 25 CENTRAL UTILITY PLANT
- 26 SHOP AND STORAGE
- 27 PUMP HOUSE
- 28 C.E.R.T. TRAINING BUILDING
- 29 HAZARDOUS MATERIALS STORAGE
- 30 ARCHIVE STORAGE
- 31 CENTRAL WAREHOUSE
- 32 GUARD TOWER 1
- 33 GUARD TOWER 8
- 34 GUARD TOWER 7
- 35 GUARD TOWER 6
- 36 GUARD TOWER 5
- 37 GUARD TOWER 4
- 38 GUARD TOWER 3
- 39 GUARD TOWER 2
- 40 VEHICLE MAINTENANCE
- 41 WELDING SHOP
- 42 MAINTENANCE OFFICE
- 43 CONSTRUCTION MAINTENANCE SHOP
- 44 HOUSING UNIT 9
- 45 SECURITY SHACK
- 46 FREEZER

GROUNDS

- A EMERGENCY GENERATOR
- B SOFTBALL FIELD
- C ELECTRICAL EQUIPMENT
- D HANDBALL COURT
- E WEIGHT PILE
- F STORAGE TANK
- G MULTI-PURPOSE RELIGIOUS LAND USE AREA
- H BASEBALL FIELD
- I OUTDOOR AREA
- J PRISON CEMETARY
- K STORAGE AREA
- L COAL STORAGE
- M COAL UNLOADING PIT

Facility Needs

The Estimated Useful Life Study, published in January 2022, identified approximately \$220 million in facility repairs and upgrades necessary to bring this facility up-to-date. In addition to building-specific needs identified in that report, the following general needs were noted:

- A campuswide HVAC study should be completed.
- There are water main issues and a new site water distribution study should be considered.
- Electrical equipment throughout the campus needs to be replaced due to age.
- Lighting throughout should be upgraded to LED and a new lighting control system should be added.
- Fire alarms, door controls and security surveillance systems all need to be either replaced or upgraded.

Additional details can be found in the Estimated Useful Life Study and in the Appendix of this report.

Operational Limitations and Opportunities:

- The open campus design is difficult to manage with the different custody levels housed there.
- The CSI program, located within the secure perimeter, is the most robust in the NDCS system and offers a wide range of employment opportunities to the largest number of 1X inmates in the system. That said, the service route used to bring in new materials, and then used to exit with finished products, is difficult to navigate due to multiple gates and physical plant layout.
- Both dormitories in HU6 are overcrowded at a capacity of 98-100. Each side of HU6 was designed for a 50-person dormitory. This population has easy movement all the time, due in part to the congestion in the unit. The dayroom is only sufficient for 10 inmates at once, so easy movement allows for the population to flow outdoors, into the galleries, or into the corridors. But, during inclement weather, when outdoor areas are not an option, these units are extremely crowded, and the existing space becomes inadequate.
- All of the general population units are double-occupied, compared to the design capacity. Housing units 1-4 were designed for 20 inmates per gallery and now house 40 per gallery. The showers, which are still sized for 20, are in constant use, resulting in humidity issues throughout the unit. The ideal operational capacity for units of this design is 20 per gallery.
- The 32 SNF beds at RTC will replace the SNF at NSP to become the primary resource for Lincoln and Omaha, with 12 beds at TSCI meeting its primary needs. The SNF at NSP is closing, leaving a clinic, dialysis, and dental services at NSP.
- Education and program spaces are busy all day from 7:30 a.m. to 4:00 p.m. with GED/K-12/ESOL education classes, cognitive behavioral interventions, vocational/life skills, private-public partnerships (PFA, RISE), and volunteer programs, all competing for the same limited space.
- Correspondence classes are available. On-site higher education classes are limited due to lack of space. The space shortage problem will be exacerbated in July 2023 when Pell Grant access returns.
- There is inadequate indoor gymnasium/exercise space. During inclement weather, exercise/sports is limited by the lack of space.

Specific Capital Improvement Projects:

ADA issues, building and fire code compliance and energy code updates are difficult and expensive to bring into compliance for the older structures on campus. The following is the priority list of projects to address deficiencies at NSP.

- Replace HVAC system (Religious Center) (2014)
- Replace roof (Religious Center) (2022)

Potential Major Capital Projects

The following major capital projects are identified for consideration going forward:

- Replace NSP with a new prison facility. A new 1,512-bed facility is in design. If funded for construction, NSP could be decommissioned.
- Develop plan to decommission NSP.

2. Reception and Treatment Center (RTC)



Quick Facts:	<i>Intake</i>	<i>Housing</i>	<i>RTC</i>
<i>Opened:</i>	August, 1979	August, 1979	2022
<i>Design Custody</i>	1X	1X, 2X	1X/2X
<i>Design Capacity</i> ²²			884
<i>Core Capacity</i> ²²			1,068
<i>ADP</i> ²²			1,066
<i>Bedspace Capacity</i> ²²			1,302
<i>% Crowding</i> ²²			121%
<i>Operational Stress Index</i> ²²			1.00

Facility Overview

History/Mission:

The RTC is made up of two older structures plus new construction. The intake wing of this complex (the former Diagnostic and Evaluation Center) processes all adult male admissions to the NDCS and houses them during the initial intake and classification period in nine housing units. The housing wing (formerly known as the Lincoln Correctional Center) includes five housing units, all of which have been double-occupied since 1979. The addition was completed in 2022, adding 384 GP beds and core areas. Recent modifications (additions and renovations) will create 32 non-count beds (skilled nursing facility) and 32 count beds (mental health).

The housing wing’s seven housing units (former LCC) are ACA accredited with waivers for construction that predates implementation of certain standards. The general population has typically been mixed 1X/2X, with separations for therapeutic housing requirements and conflicts. This facility has historically housed a number of unique inpatient programs within NDCS that are well-suited to the smaller unit sizes. The reception wing’s nine units (former DEC) are all designed for intake inmates, who are classified 1X until evaluations are complete, at which time they receive an initial classification which determines the custody level (facility and unit) to which they will be transferred. Movement out of RTC is dependent upon availability of a classified bed.

In 2014, cots were utilized in almost all units within the reception wing to augment sleeping capacity for new intakes, which included safekeepers and 90-day evaluators, as well as new commits. Dayrooms, showers, indoor recreation, and other core facilities faced high levels of operational stress to meet the additional demand. In 2022, prior to the completion of the new housing units, the reception wing was still housing intake population in the gymnasium in cots.

The RTC addition includes 384 GP beds, core support areas, 32 skilled nursing facility beds, and 32 behavioral health beds. The addition of GP beds at the 1X custody level will relieve some crowding within NDCS.

Capacity/Utilization Summary:

COUNT BEDS				Design Capacity	Core Capacity	MAX OC ₁₃	Count ₁₃	ADP ₁₃	BC ₂₂	Count ₂₂	ADP ₂₂
Unit	Pop.	Class.	Gender								
DEC Unit 1	Intake	1X/2X	M	32	160	64	64	501	110	111	
DEC Unit 2	Intake	1X/2X	M	16		32	45		32	46	
DEC Unit 3	Intake	1X/2X	M	16		32	40		32	53	
DEC Unit 4	Intake	1X/2X	M	16		32	44		32	32	
DEC Unit 5	Intake	1X/2X	M	16		32	39		32	42	
DEC Unit 6	Intake	1X/2X	M	16		32	43		32	52	
DEC Unit 7	Intake	1X/2X	M	16		32	46		32	52	
DEC Unit 8	Intake	1X/2X	M	16		16	33		32	50	
DEC Unit 9	Intake	1X/2X	M	16		32	36		32	52	
Temporary Housing		1X/2X	M	not included in 2013 totals			78		-	24	
Main Building A1	GP PM	1X/2X	M	16	308	32	30	502	64	64	
Main Building A2	GP PM	1X/2X	M	48		96	91		64	63	
Main Building B1	GP	1X/2X	M	32		64	119		64	63	
Main Building B2	GP	1X/2X	M	32		64	-		64	64	
Repurposed C2	GP	1X/2X	M	15					15	28	
Main Building C1	MH res	1X/2X	M	15		16	37		20	16	
Main Building C2	MH res	1X/2X	M	16		16	12		11	15	
Main Building D1	MH res	1X/2X	M	27		26	36		44	41	
Main Building D2	MH res	1X/2X	M	27		20	25		48	43	
Main Building D2	MH res	1X/2X	n/a			17	n/a				
Main Building E1	GP	SO i	M	32		52	46		62	62	
Main Building E2	GP	1X/2X	M	32		64	62		64	64	
North Support	GP RHU	1X/2X	M	16		16	15		-	-	
2013 TOTAL				468	468	787	941	1,003			
								<i>Crowding:</i>	214%		
								<i>OSI:</i>	2.14		
New MH Housing	MH	1X/2X	M	32	600				32	-	
New Housing (F, G)	GP	1X/2X	M	384					384		
New RTC Core				n/a					-		
2022 TOTAL				884	1,068				1,302	1,037	1,066
								<i>Crowding:</i>		121%	
								<i>OSI:</i>		1.00	

This new addition also includes significant core support spaces consisting of a new kitchen and dining facility, programming, mental health treatment, and visitation areas. The addition of these core supports to the now combined campus frees up the former kitchen, dining, and visitation areas to be repurposed – some for staff areas and some for inmate programs.

Population Groupings

This facility has six population groupings – reception, medical, behavioral health, and general population (regular and protective custody), and restrictive housing. Each has a different activity plan.

Current Facility Activity Plan

General Population

The general population includes Housing Units B, E and F, and G. The ideal schedule is:

- 6:15 a.m. Breakfast begins
- 7:30 a.m. Breakfast complete, work lines called
- 7:40 a.m. Porters called to work
- 8:00-10:15 a.m. Yard, gym, passes, programming
- 10:45 a.m. Institutional Count
- 11:30 a.m. Lunch begins
- 1:00 p.m. Lunch complete, yard, gym, passes, programming
- 3:30 p.m. Yard closed, shop workers, porters finished with work
- 4:00 p.m. Institutional Count
- 5:00 p.m. Evening meal begins
- 6:30 p.m. Evening meal ends, yard, gym, passes, programming
- 8:30 p.m. End of day events, prepare for count
- 9:00 p.m. Count, lock down

Work opportunities are available in CSI shops, with around 15 inmates per shop for a total of 30 inmates working in the wood and print shops. The facility laundry has around 11 inmate workers and a large number of inmate workers work in the facility kitchen.

Protective Management

This population grouping includes approximately 96 inmates housed in Housing Unit A. These inmates must be kept separate from the general population of the facility. The daily activity plan includes structured programs, informal clubs, and other non-structured recreational activities on weekends and in the evenings for this population.

- 6:15 a.m. Breakfast begins
- 6:45 a.m. Breakfast complete
- 8:00-10:15 a.m. Yard, gym, passes, programming (separate from GP)
- 10:45 a.m. Institutional Count
- 11:30 a.m. Lunch begins
- 12:00 p.m. Lunch complete, yard, gym, passes, programming (separate from GP)
- 4:00 p.m. Institutional count

5:00 p.m.	Evening meal begins
5:30 p.m.	Evening meal ends, yard, gym, passes, programming (separate from GP)
8:30 p.m.	End of day events, prepare for count
9:00 p.m.	Count, lock down

Intake Population

The intake population includes new arrivals to NDCS. This population is housed separately from the general population. There are a number of intake activities that occur during the first few days at NDCS, including medical and other assessments. During this time, the population is adjusting to the new environment, adapting to the schedule, and awaiting their long-term housing assignment.

6:15 a.m.	Breakfast begins
7:30 a.m.	Breakfast complete
8:00-10:15 a.m.	Yard, gym, free time on unit, case management
10:45 a.m.	Institutional Count
11:30 a.m.	Lunch begins
1:00 p.m.	Lunch complete, yard, gym, free time on unit, case management
4:00 p.m.	Institutional count
5:00 p.m.	Evening meal begins
6:30 p.m.	Evening meal ends, gym, free time on unit
8:30 p.m.	End of day events, prepare for count
9:00 p.m.	Count, lock down

Behavioral Health - residential

This population is housed on Housing Unit D. A general goal is that this population spend a minimum of six hours per day out of their cells engaged in various activities including treatment, programming, work, and recreation. The population on HU-D goes to meals and the canteen, as well as the gym and programming. Individuals in this unit work outside the unit in the CSI shops.

6:15 a.m.	Breakfast begins
7:30 a.m.	Breakfast complete
8:00-10:15 a.m.	Yard, gym, clinical treatment, programming, passes
10:45 a.m.	Institutional Count
11:30 a.m.	Lunch begins
1:00 p.m.	Lunch complete, yard, clinical treatment, programming, passes
4:00 p.m.	Institutional count
5:00 p.m.	Evening meal begins
6:30 p.m.	Evening meal ends, yard, programming
8:30 p.m.	End of day events, prepare for count
9:00 p.m.	Count, lock down

Restrictive Housing Unit

Inmates are sent to the Restrictive Housing Unit because of demonstrated risk to others. RTC operates a 16-bed RH unit primarily for immediate segregation. Individuals assigned to longer-term restrictive housing and are typically moved to NSP or TSCI. The current schedule is:

6:15 a.m.	Breakfast begins
7:30 a.m.	Breakfast complete
8:00-10:15 a.m.	Yard, showers, book cart, passes (medical, behavioral health, etc.)
10:45 a.m.	Institutional Count
11:30 a.m.	Lunch begins
1:00 p.m.	Lunch complete, yard, showers, book cart, passes (medical, behavioral health, etc.)
4:00 p.m.	Institutional count
5:00 p.m.	Evening meal begins
6:30 p.m.	Evening meal ends
8:30 p.m.	End of day events, prepare for count
9:00 p.m.	Count, lock down

Site and Building Information:

This facility is called the Reception and Treatment Center (RTC). The RTC is comprised of the reception wing (formerly known as the DEC) and the housing wing (formerly known as LCC), plus an administrative and treatment core, located in new construction that ties the two wings together. Two new 192-bed maximum custody living units make up the final piece of expanded and combined facility. The RTC (Phase 1) opened in mid-2022 with a complete complement of intake, reception, and medical/behavioral health treatment services to serve all of NDCS, along with a complement of general population housing, for a full bedspace capacity of 1,350.

The reception wing (formerly known as the DEC) was a two-level facility opened in 1979 which contained approximately 88,000 gross square feet of administrative, evaluative, and housing space. The superstructure is generally fire-resistive load bearing masonry with precast floors, mezzanine and roof framing. The lowest level is a slab on grade. The building envelope is high security. The main mechanical plant (chillers/boilers) is located in the new power house on campus. It was part of the new construction at RTC. Overhead and underfloor ducts are both utilized to distribute conditioned forced air throughout.

The housing wing (formerly known as LCC) was a sprawling multi-level (3) facility opened in 1979. The main structure contained approximately 151,000 gross square feet, including a centralized kitchen and dining for both wings. Out-buildings still include the gate building/ officer towers, a CSI facility and a recycle/ dog kennel structure. The main building superstructure is load bearing masonry and precast elements with a high security building envelope. The mechanical plant includes boilers and chillers that provide hot and cold water to the facility. Decentralized HVAC units provide forced air through overhead and under floor ducts.

Site Information

The RTC is located on a 142-acre site which includes several facility structures. Only approximately 32 acres on the west side of the parcel are dedicated to the confined area (inside the fence) for the RTC. A secure double perimeter fence with officer towers encloses most of the area and includes CSI buildings, recycle building, dog

kennel and other recreation yards. Public and staff parking (unsecured) is located in front of the RTC. The site is flat at the west end but slopes significantly north and east.

Existing and Immediate Future Site Plan (some projects pending)



Utilities are distributed underground throughout the site. The campus has a 6” sanitary sewer and an 8” water line. Gas consists of a 1 ¼” diameter main from the housing wing side. Power is 1200 amp, 480 volts. The emergency power generator is 2 (1,000 Kw capacity) generators that back up the entire facility. A 10” water main/fire loop and 8” sanitary sewer with a sewage grinder are also present.

Potential Future Expansion

The available site area and utilities will accommodate the expansion/renovation in progress, as well as additional specialized housing units planned for this campus.

There is room on this site for other NDCS elements, such as the proposed centralized administration/training facility.

Facility Needs

Operational Limitations and Opportunities:

Many of the needs associated with this facility campus will be met through the completion of the new RTC. The opening of that facility will bring opportunities to repurpose the areas where the functions have transferred to other areas of the RTC.

- The new kitchen in the RTC will replace and free up the old kitchen and dining areas. This will present an opportunity to create new program space for that population.
- The transfer of acute mental health inmates from C2 to the new behavioral health unit will free up the space adjacent to the units (previously used for health treatment) to be repurposed for other functions, as well as provide bed space that could be used for another purpose.
- Completion of the 384 GP beds will allow for increased NDCS capacity.
- The newly combined RTC will have a total estimated capacity of 1,302 count beds and 48 non-count beds. The population housed in this facility will have daily activities centered around intake evaluation and medical and/or behavioral health treatment. It remains to be evaluated whether existing recreational and program spaces will be sufficient to meet the needs of the total population, once the newly combined facility is totally operational.
- Program space will increase to a level more in line with the population and activity plan.
- A Program Statement has been authored that calls for an additional 96 campus beds - 32 beds for geriatric inmates and 64 beds for cognitively impaired inmates. This housing will be supported by medical/behavioral health staff.

Specific Capital Improvement Needs

The past three years, significant construction projects have been undertaken on this campus to address issues that were expressed in the 2014 Master Plan. The new reception, intake, and food service areas have alleviated several issues with accessibility and general building performance that were noted in the previous report. Also, the new medical areas and housing for those with behavioral health issues have greatly improved the operational capacity of the facility. However, the housing wings of the facility is 43 years old and is still in need of significant repair and modernization. There are several maintenance projects currently underway that will improve the exterior envelope of the building, including masonry tuckpointing and re-roofing projects. Once these projects are complete there will still be areas in need of repair and several of the soffits at stair towers will need to be replaced. The exterior courtyards have several areas that either need to be replaced or returned to

turf, depending on the identified need. At the perimeter of the housing wing, there are several areas that need to be regraded to ensure that water drains away from the building. There are also structural settlement issues at housing units A and C.

The programs area in the former LCC needs to be upgraded and renovated with new flooring and ceilings, and improved ADA accessibility. The gym floor also needs to be replaced. Now that the new kitchen and dining areas are operational, the former kitchen and dining areas can be considered for renovation and repurposing into additional program/educational/core space. (see Major Capital Projects)

The former DEC has several issues that need to be addressed. These include a complete replacement of all exterior windows. The current windows are rusting and deteriorating beyond repair. The elevators need to be upgraded. Showers and toilets in the units need to be upgraded and brought up to current ADA standards. The gym floor needs to be replaced. There are also several areas with water damage at the ceiling on the lower levels due to inmate induced flooding on the upper levels.

Lower on the list of needs, but still important, are the replacements of the roofs, doors, and windows on all of the towers. This should be completed in the next 5-10 years.

Potential Major Capital Projects

Completion of the most recent construction projects at RTC will now allow for additional opportunities to renovate and redesign spaces that were vacated through the creation of the combined RTC.

- Renovate and repurpose LCC kitchen and dining areas for inmate programs.
- Renovate and repurpose the medical and behavioral health space on the housing units for on-unit program space.
- Construct three new units (96 beds) for older inmates and those with special cognitive or developmental needs.

Support buildings at the RTC include the farm shop, Quonset hut, pharmacy, and pump house. The farm shop needs tuckpointing, and a gutter and downspout replacement. The pharmacy is currently housed in an aged pre-engineered metal building and should also be scheduled for replacement. The pump house needs a new roof.

3. Community Correctional Center–Lincoln (CCC-L)

2720 West Van Dorn Street, Lincoln, NE 68542



Quick Facts:	
Opened:	July, 1993
Design Custody	4A, 4B
Design Capacity ²²	460
Core Capacity ²²	560
ADP ²²	589
Bedspace Capacity ²²	660
% Crowding ²²	128%
Operational Stress Index ²²	1.05

Facility Overview

History/Mission

Community Corrections Center – Lincoln (CCC-L) was built in July 1993 as a result of Legislative Bill 569 and the Work Release Program of 1967. This facility serves as a reentry portal for inmates classified as 4A and 4B (Work Detail and Work Release, respectively). Because inmates spend their days working and stays are relatively short in this facility, no inpatient or long-duration programming is offered. Inmates classified to work release (4B) status are employed at competitive wages in the community and pay \$12 per day for maintenance fees at CCC-L.

The mission statement is “CCC-L is in the business of creating neighbors.” This mission reflects the facility’s role as a reentry hub to the community.

Capacity/Utilization Summary:

This facility was co-ed at the time of the 2014 Master Plan with mixed populations. In 2019, a new female unit was opened at CCC-L and all 4A/4B females were transferred from the Community Corrections Center - Omaha (CCC-O) (fewer than 20 women) to CCC-L.

In 2014, the OSI was 1.94 at CCC-L and the crowding was 194%. With the additions and modifications to this facility, the crowding has been reduced to 128% and the OSI is 1.05. The expansion at this facility increased the NDCS 4A/4B capacity by approximately 70%, addressing a persistent backlog due to inadequate beds at this custody level.

There are 100 beds at this facility in a temporary housing unit. Long-term plans are to convert that building to program space if it is no longer needed as housing, which will correct the slight misalignment between bedspace capacity and program space and thereby, reduce the OSI to 1.0.

COUNT BEDS				Design Capacity	Core Capacity	MAX OC ₁₃	Count ₁₃	ADP ₁₃	BC ₂₂	Count ₂₂	ADP ₂₂	
Unit	Pop.	Class.	Gender									
B (West)	GP	4A/4B	M	52	200	78	101		104	99		
C (Northwest)	GP	4A/4B	M	52		78	100		104	98		
D (Northeast)	GP	4A/4B	M	52		78	101		104	91		
E (East)	GP	4A/4B	M	44		66	67		88	82		
2013 TOTAL				200	200	300	369	388				
								<i>Crowding:</i>	194%			
								<i>OSI:</i>	1.94			
Women's Hsng Unit	GP	4A/4B	F	160	360				160	119		
Temp. Hsng Unit	GP	4A/4B	M	100	0				100	100		
2022 TOTAL				460	560				660	589	589	
								<i>Crowding:</i>	128%			
								<i>OSI:</i>	1.05			

Population Groupings

CCC-L has an operational capacity of 500 male beds and 160 female beds, with sight and sound separation. The ACA rated capacity in July 2021 was 300 male beds and 160 beds for women for a total design capacity of 460.

Work Detail

Work detail inmates are typically within three years or less of discharge/release. Those with a set parole hearing date may be even closer (typically <2 years) to release. This population spends the day working at a job under the supervision of a correctional or state employee. Jobs include cleaning and custodial work in and around the CCC-L facility and other state-operated sites and employ approximately 250 inmates.

Work Release

Work release inmates include those who are within one year of release. This population is eligible to work independently in the community. Wages are paid by the employer. Jobs typically include work in the Lincoln community – at a factory, in the hotel industry, or in a local restaurant.

Current Facility Activity Plan

The facility activity plan at CCC-L centers around work opportunities, either through work release or work detail. Each inmate spends approximately 60 hours per week commuting and working, and the same amount of time (approximately 60 hours per week) sleeping or engaged in personal hygiene/grooming. Approximately 10 hours per week are spent on structured activities, and the remainder of the time (approximately 38 hours per week) is unstructured free time. At CCC-L, a program coordinator leads a range of recreation activities in the evenings. These can include sports, card games, bingo, board games, or other structured recreational activity. Depending on the weather, individuals can play basketball, horseshoes, volleyball, and other outdoor sports.

Work Detail

The focus for those who participate in work detail is reentry preparation. The day is fairly regular, with flexibility on the time of day for the five- to eight-hour shift that is worked, which can be the first or second shift. There

are 250 work detail jobs associated with the facility, some of which require just a couple of hours of time per day, but which are necessary to help the facility run. Individuals employed in those jobs do not leave the facility.

5:30-7:30 a.m.	Breakfast opens
6:30 a.m.	First shift leaves for work
6:30-9:00 a.m.	Reentry classes/programming. Clinical or non-clinical
8:30 a.m.	Institutional count
9:00 a.m.	Second shift leaves for work
11:00 a.m.-12:00 p.m.	Lunch (sack lunch at work)
2:00 p.m.	First shift returns to facility
2:00-5:00 p.m.	Reentry classes/programming. Clinical or non-clinical.
3:00 p.m.	Institutional count
5:00-6:00 p.m.	Dinner
6:00-6:45 p.m.	Pro-social recreation in the evening.
8:45 p.m.	Institutional Count

At the time of this writing, there are 17 individuals who attend school full-time at the community college. The number of individuals engaged in college courses is expected to increase going forward, with the return of the Federal Pell Grant Program.

If there is no programming scheduled or recommended for a given individual, this population has the potential for a lot of idle time, depending on the time required for their job. This time can be unstructured free time or it can be structured and spent in pre-release programming.

Most community-A custody inmates have the opportunity to request short-duration furloughs.

Work Release

The focus for this population is engagement with the community, through work and leisure. As many as 350 inmates work outside the facility at any given time, 40-60 hours per week at one or two jobs. Schedules are individualized, but individuals are typically employed in the following industries:

- Construction
- Food Service
- Hotel/hospitality
- Factory/Manufacturing
- Gas stations

Most community-B custody inmates have the opportunity request weekend furloughs to be spent with family or a sponsor, attend a child’s activity, church, or other community activities.

Each individual has approximately 10 hours per week to spend on structured release planning activities, such as classes in budgeting, resume building, mock interviews, job-seeking strategies, or similar courses. Some clinical

treatment might be required pre-release, such as domestic violence or SAU treatment. These activities are fit into those ten hours.

As they get closer to release their focus will shift from programming to ensuring each component of their reentry plans are in place. This includes housing, medical and mental health appointments, transportation, finances, etc.

Site and Building Information:

This 40,000 gross square foot building opened in 1993 and was constructed as light commercial with load bearing masonry, wood frame with brick, and EIFS veneer. The facility is in good condition. The mechanical system consists of a hot and cold water HVAC system. Domestic water heating was upgraded in 2013 due to increased need. The HVAC systems are stressed due to the need for more ventilation air and cooling.

In 2017 a 100-bed temporary housing unit (THU) was constructed in front of the main facility. This dormitory unit provides housing and dayroom space for an additional 100 4A/4B men. The long-term plan is to convert this structure to programming space, if it is no longer needed as housing.

In 2019, a major addition/renovation to the main building was completed. This renovation included the addition of the women’s housing unit (WHU). That addition includes 160-beds for the female population (two-person rooms, with dayroom, programming space, offices, visiting room, and wellness space) plus a replacement kitchen, medical areas, and a multi-purpose room where Parole Board hearings can be convened), serving the entire population. The addition provides stand-alone space for the 4A/4B women, allowing Unit E to be backfilled with 4A/4B men. This addition added 160 beds to the design capacity and 200 individuals to the core capacity of the facility.

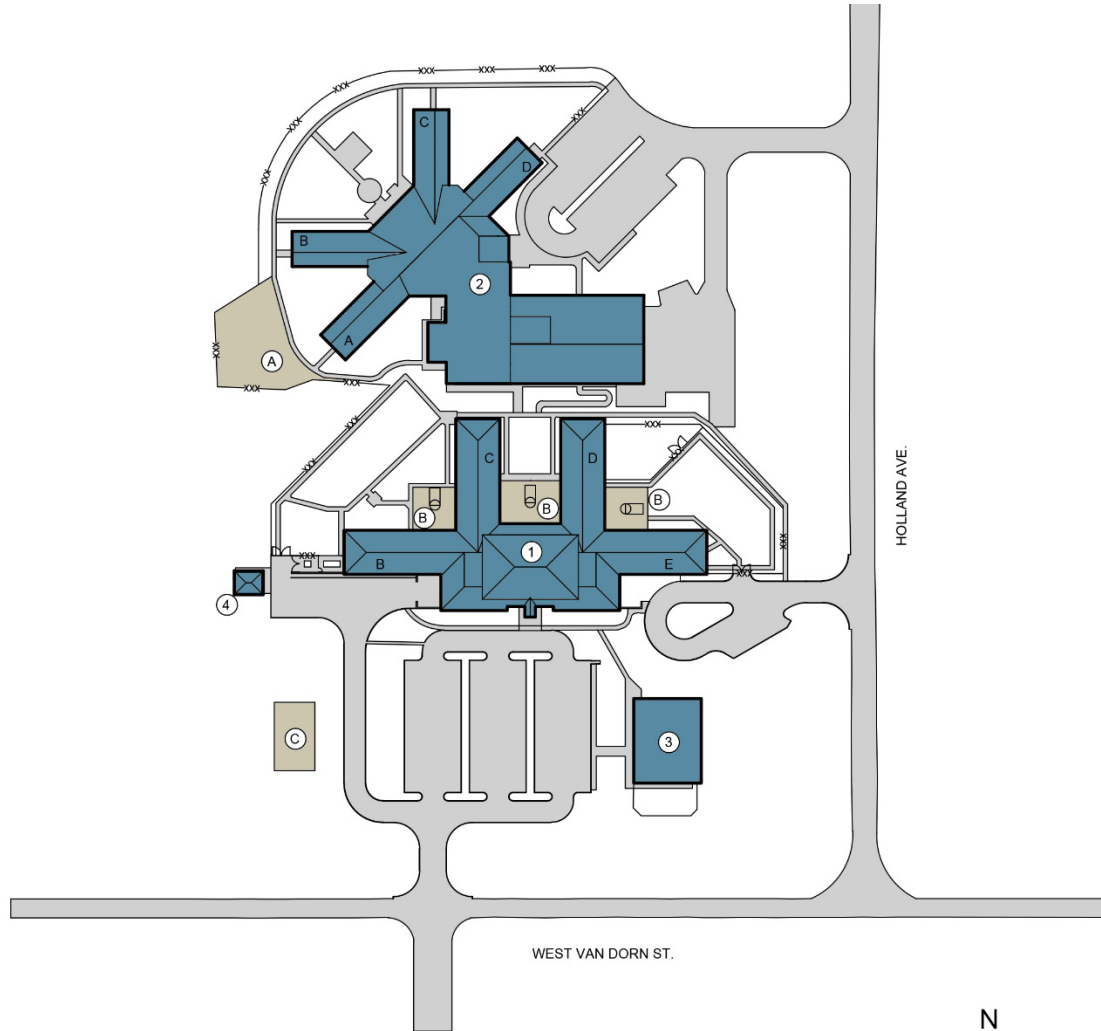
Site Information:

CCC-L is situated on an 11-acre parcel located at the southeast corner of a state-owned 142-acre site, which also includes several NDCS buildings. This gentle sloping site is well-landscaped and includes a fence, but without electronic detection due to the low custody level of the inmates housed there. Adequate water, power, gas and sewer lines are available from the two streets framing this corner site. An emergency generator is included on site.

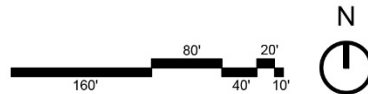
Potential Future Expansion:

Expansion of this facility is available to the west. The state controls a large parcel of land adjacent to this facility of which much is underdeveloped. Adequate utilities and street access areas are present.

Existing Site Plan



CCCL- SITE PLAN



BUILDINGS

- ① CCCL - HOUSING UNIT - B,C,D,E
- ② WOMEN'S HOUSING UNIT - A,B,C,D
- ③ TEMPORARY HOUSING UNIT
- ④ STORAGE BUILDING

GROUND

- Ⓐ GRAVEL PARKING
- Ⓑ BASKETBALL COURT
- Ⓒ VOLLEYBALL COURT

Facility Needs

Operational Limitations

No operational limitations were noted at this facility during this evaluation.

Challenges and Opportunities:

- Because this facility was designed for inmates working outside most of the day, the available program and core space is now sufficient for the population housed here. The WHU included expansion of core areas to support both the women and men at this facility.
- A large number of parole hearings occur at this facility. No space was originally planned or designed for this purpose, but the 2019 expansion provided space for parole hearings. There are parole board hearings for approximately 20-30 individuals at the end of every month. The space works well and is effective.

Physical Plant Issues:

The upgrades that have occurred over the last five years have addressed the major capital and core issues that were presented in the 2014 Master Plan; however, there are still some ongoing maintenance issues that need attention. Unless otherwise noted, the following issues pertain to men's units B, C, D, and E in the original CCC-L facility.

- Replace aging electrical equipment and back-up entire facility (generator currently does not serve the entire building)
- Upgrade lighting and add lighting controls (medical area)
- Provide additional receptacles within the resident rooms
- Upgrade obsolete door controls
- Upgrade security surveillance cameras
- Update finishes in inmate rooms
- Replace UPSs at low voltage system head-ends
- Add more snow guards to the metal roof at WHU
- Add a hardscape patio at THU for outdoor recreation

Potential Major Capital Projects

There are no major capital projects identified for this facility at this time.

Omaha, Nebraska Facilities

Omaha is the largest city in Nebraska and houses the third largest population of inmates within the NDCS in three separate facilities – Omaha Correctional Center (OCC), Community Corrections Center – Omaha (CCC-O), and Nebraska Correctional Youth Facility (NCYF).

An average of 838 inmates were housed in these three facilities in 2013, with approximately 76 males being 22 years of age or younger. In 2022, the population in the Omaha facilities is approximately 1,019, with 24-30 of those being youthful offenders (under the age of 19). The increase has been accommodated by an increased operational capacity in Building J3, at OCC.

All custody levels are available in Omaha with the majority at medium and minimum custody levels.

4. Omaha Correctional Center (OCC)

2323 J Avenue, Omaha, NE 68110-2766



Quick Facts:	
Opened:	April, 1984
Design Custody	2X, 3X
Design Capacity ²²	396
Core Capacity ²²	396
ADP ²²	771
Bedspace Capacity ²²	766
% Crowding ²²	195%
Operational Stress Index ²²	1.95

Facility Overview

History/Mission

Omaha Correctional Center (OCC) was originally designed with a capacity of 240 minimum and medium custody male beds. In 1993, a new building comprised of three dormitory units (J3) was added to house 156 more inmates, bringing the design capacity to 396. This facility is a step-down facility that helps prepare inmates for the move to 4A/4B custody or to be paroled into the community. Some of the programs offered here are required in advance of parole, and OCC is the only location within NDCS where certain programming can be received. The average length of stay at OCC is just 18-24 months.

This facility has historically run an outpatient sex offender program (oHelp). Since the last master plan, an inpatient program has also been added (iHelp). The inpatient program is housed in Unit J3-C and has a capacity of 88 inmates. Both programs serve 2X/3A inmates in a dormitory setting. OCC offers educational programming for GED and ESOL and CSI programs for sewing, wood, furniture, and other industries.

In 2014, J3 (which had a recommended operational capacity of 234) was housing 304 inmates and the other units, each designed for 80, housed approximately 159 each, for a total facility occupancy of 781. The core capacity remained at 396, yielding an Operational Stress Index of 1.51 and crowding at 151%.

In 2022, J3 has an accepted operational capacity of 288. (The change in operational capacity is largely due to changes in operational practices which include using this unit for the RSU and iHelp mission-based populations.) This unit is housing 282 inmates. The other units remain as in 2013. The Operational Stress Index is 1.95, but crowding is 195%.

Capacity/Utilization Summary:

The design capacity and core capacity of OCC are both 396, due to the fact that no major core improvements have occurred over the lifespan of this facility.

At the time of the 2014 Master Plan, OCC had an ADP of 598 with a peak ADP of 731 and a low of 548. This large range is due to the fact that housing unit J1 was closed in August 2011 and re-opened midway through FY2013.

OCC has a crowding of 195% and an OSI of 1.95, the second highest OSI in the NDCS system after CCC-O.

COUNT BEDS				Design Capacity	Core Capacity	MAX OC ₁₃	Count ₁₃	ADP ₁₃	BC ₂₂	Count ₂₂	ADP ₂₂
Unit	Pop.	Class.	Gender								
Building J1 _A	GP	3A	M	20	396	40	40		40	37	
Building J1 _B	GP	3A	M	20		39	39		40	39	
Building J1 _C	GP	3A	M	20		40	40		40	40	
Building J1 _D	GP	3A	M	20		39	39		39	40	
Building J2 _A	GP	3A	M	20		40	40		40	39	
Building J2 _B	GP	3A	M	20		40	40		40	39	
Building J2 _C	GP	3A	M	20		40	40		40	40	
Building J2 _D	GP	3A	M	20		40	40		40	38	
Building J3 _A	RSU	2X	M	52		78	96		96	93	
Building J3 _B	GP	2X	M	52		78	104		104	101	
Building J3 _C	iHelp	2X	M	52		78	104		88	88	
Building K _A	GP	3A	M	20		40	40		40	40	
Building K _B	GP	3A	M	20		40	40		40	40	
Building K _C	GP	3A	M	20		39	39		39	37	
Building K _D	GP	3A	M	20		40	40		40	40	
2013 TOTAL				396		396	711	781	598		
						<i>Crowding:</i>	151%				
						<i>OSI:</i>	1.51				
2022 TOTAL				396	396				766	751	771
						<i>Crowding:</i>	195%				
						<i>OSI:</i>	1.95				

Population Groupings

All inmates at OCC are all general population and all are classified as either 2X or 3A. There is no protective custody population at this facility. The facility is operated as an open campus with central dining and programs. The facility population follows the same schedule, with different groups attending different types of programs according to their specific needs. The following inpatient programs are offered at OCC:

- RSU is a residential substance abuse treatment program that lasts for three months. This program, currently located at NSP, will be relocating to OCC in 2023. Previously, the program lasted six months. It has been reformatted to allow for longer daily sessions, but for a shorter overall duration. The program is now administered over three months with the same expected outcomes.
- There was a 100-bed residential substance abuse treatment program (RSU) located in Unit 6 for inmates classified as 3A inmates.

- iHelp is an inpatient sex offender treatment program provided on an individualized basis. Each person has an individualized treatment plan which they work through and complete in their own time. The average length of stay is 10 months.

When individuals complete their recommended treatment at OCC they remain in this facility population or, if eligible, are transferred for classification to a community corrections facility.

Current Facility Activity Plan

Because OCC is designated for those in general population, the activity plan is the same for everyone. This is a facility that centers on self-responsibility and individuals are expected to manage their own time. They have few conflicts and few problems. The following is the activity plan:

6:15 a.m.	Count and breakfast (open dining for 90 minutes)
6:30 a.m.	Pill call and personal hygiene, getting ready for the day
8:00-10:55 a.m.	Campus is open, and programs occur
10:55 a.m.	Facility is closed for count
12:00 p.m.	Facility is open for lunch, 90 minutes
1:00-4:00 p.m.	Facility is open, and programs occur
4:00 p.m.	Facility is closed for count
5:00-8:00 p.m.	Facility is open, and programs occur
8:30 p.m.	Facility is closed
9:00 p.m.	Lockdown and count

In addition to education and in-patient treatment, there are CSI shops that employ close to 150 people. Every inmate is assigned either to a job or education, so those who have completed any assigned programming are reassigned to a job, which is worked during the program times.

Site and Building Information:

The campus includes numerous structures, including storage buildings and tower. The majority of the buildings were completed in 1984. The Cornhusker State Industries addition is the newest building, completed in 2010. The buildings are in generally good condition except for deterioration of the exterior veneer due to moisture penetration issues. Total facility area is approximately 220,000 gross square feet. Mechanical equipment consists of a hot and cold water HVAC system served by boilers and chillers located at the main building, and then distributed to each building via overhead mechanical tubes.

Site Information

The OCC site covers about 41 acres and is located in a flood prone area adjacent to the Missouri River. It is directly adjacent to the CCC-O facility. The site is enclosed by a double security fence and a perimeter paved road. Utilities at this site consist of an 8” water main, an 8” fire loop and a 12” sanitary sewer with grinder. Emergency power is provided by a 350Kw generator.

Potential Future Expansion

Modest expansions accomplished through renovations and additions to existing buildings are feasible. The ability to perform large expansions through the construction of new buildings is limited, due to the size of

existing space within the perimeter fence. Additionally, the existing main mechanical plant cannot service a large expansion without major upgrades or replacements.

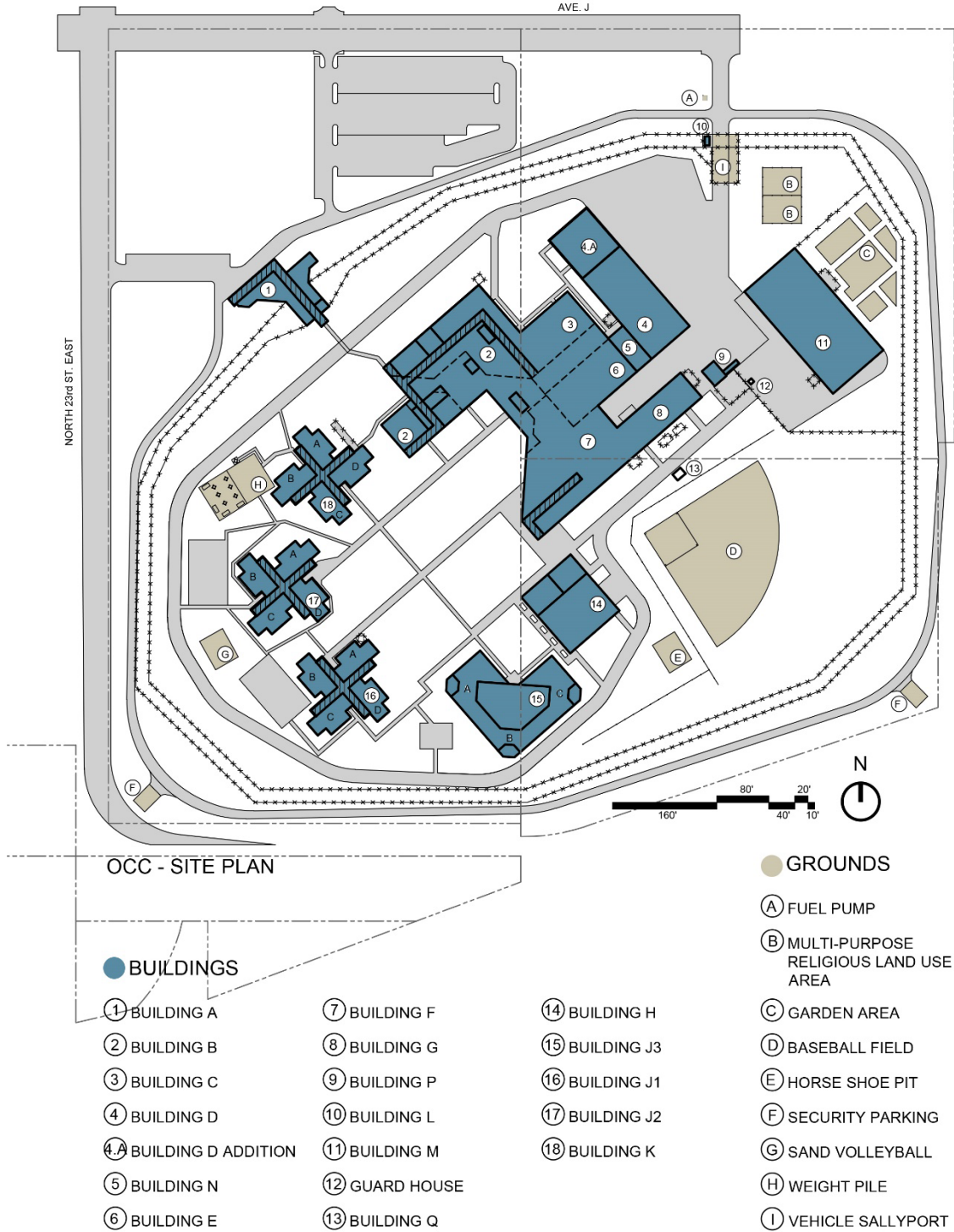
Facility Needs

Operational Limitations and Opportunities

The following operational limitations and opportunities were identified related to this facility:

- The population at this facility has a relatively short ALOS, which impacts programming.
- The wait to transfer to a community correctional facility has been improved by increasing capacity at CCC-L, as well as the shorter program duration for the RHU.
- The dining facility can serve 140 at a time. The kitchen was designed for 396 inmates and has consistently served twice that population for decades; the result is excessive wear on the equipment and steady breakdowns.
- There are only four rooms large enough for programs and group activities. These include the religious area, visiting room, old music room, and the programs conference room. Some activities (such as Protestant church service and Sunday Bible study) have over 100 participants. Most of the programs involve groups of 20-40 inmates. With over 29 scheduled groups in each week, these rooms are fully booked from early morning through the evening hours. This facility is program-intensive, so providing space for programming to occur is crucial to this facility's mission.

Existing Site Plan



Specific Capital Improvement Needs

There are several identified projects that will likely not rise to the level of requiring a program statement, but should be considered:

- Exterior door and frame replacement throughout facility
- Exterior window replacement at north wall of the administration building
- Face brick/window replacement at Housing Units J2 and K
- Concrete repair/settlement issues throughout campus
- Brick tuckpointing and water drainage issues at religious building, library, and visitation
- Replace aging air handling equipment and upgrade HVAC controls
- Convert system from 2-pipe to 4-pipe to allow simultaneous heating and cooling
- Install grease interceptor in kitchen to prevent constant backups
- Fix pressure issues due to HVAC system in housing units
- Replace aging electrical equipment
- Replace existing generator to backup entire campus
- Upgrade lighting to LED and add lighting controls
- Replace aging public address (overhead paging), door control, and fire alarm systems currently scheduled to be replaced under funded projects

Potential Major Capital Projects

There are several potential major capital projects

- Determine core needs and construct a significant increase in core capacity, as per prior facility studies
 - New kitchen/dining facilities
 - Increased program space
 - Expanded vocational/educational opportunities

5. Community Corrections Center – Omaha (CCC-O)

2320 J. Avenue, Omaha, NE 68110-2766



Quick Facts:	
Opened:	July, 1985
Design Custody	4A, 4B
Design Capacity ²²	90
Core Capacity ²²	90
ADP ²²	176
Bedspace Capacity ²²	179
% Crowding ²²	196%
Operational Stress Index ²²	1.96

Facility Overview

History/Mission

Community Corrections Center Omaha (CCC-O), like CCC-L, was the outcome of Legislative Bill 569. It was constructed and opened in 1985 to serve 4A and 4B (work detail and work release, respectively) inmates. As a work release facility, most inmates housed at this facility spend a significant amount of time working outside the facility. Like CCC-L, this facility also offers an increased level of personal responsibility through housing in shared rooms, rather than cells, a higher level of personal care (laundry, for example), personal wardrobe, and a focus on reentry. Inmates are employed at competitive wages in the community and pay \$12 per day for maintenance fees at CCC-O.

The purpose of this facility is to prepare inmates for their return to the community. The goal while housed in this facility is to help all inmates to make connections in the community that will benefit them upon release. Every effort is made to support inmates in acquiring employment which will, first of all, allow them to save money and secondly, might continue once they are discharged.

This facility serves a pre-release role in NDCS for inmates pending release. The Omaha community has a history of active involvement with the inmates at this facility, sponsoring programs and inmates, providing transportation to off-site programs, and coming into the facility to offer religious programs, GED education, AA/NA meetings, and other education, treatment, and aftercare services.

Capacity/Utilization Summary

This facility and CCC-L are the only 4A/4B facilities in the NDCS system. This facility was co-ed at the time of the 2014 Master Plan, but in 2019 when the female unit opened at CCC-L, remaining 4A/4B females were transferred to CCC-L, leaving CCC-O a male-only facility.

The OSI at CCC-O is 1.96.

COUNT BEDS				Design Capacity	Core Capacity	MAX OC ₁₃	Count ₁₃	ADP ₁₃	BC ₂₂	Count ₂₂	ADP ₂₂
Unit	Pop.	Class.	Gender								
300 Wing	WR/WD	4A/4B	M	34	90	68	68		68	67	
400 Wing	WD	4A/4B	M	44		88	88		87	81	
200 Wing	WR	4A/4B	M	12		24	12		24	24	
2013 TOTAL				90	90	180	168	173			
						<i>Crowding:</i>		192%			
						<i>OSI:</i>		1.92			
2022 TOTAL				90	90				179	172	176
						<i>Crowding:</i>		196%			
						<i>OSI:</i>		1.96			

Population Groupings

There are two population groupings housed at CCC-O: work detail and work release. The ACA rated capacity in July 2022 was 106 work detail and 73 work release, for a total rated capacity of 178. All beds in the 300-wing can be double-occupied, yielding a total NDCS BC₂₂ of 179.

Work Detail

Work detail inmates are typically within three years or less of discharge/release. Those with a scheduled parole hearing may be even closer (typically <2 years) to release. This population spends the day working at a job under the supervision of a correctional or state employee. Jobs typically include: working on a road crew; trimming, mowing, or doing janitorial work at the State Office Buildings; doing yard work or maintenance work at the two other secure facilities in Omaha; or, working inside the kitchen. Wages paid are prison wages as controlled by law.

Work Release

Work release inmates include those who are within <1 year of release. This population can work independently in the community at a job that hopefully can carry forward after release, which pays community wages. Furloughs are allowed for the work release population and involvement in the community is encouraged. Inmates pay a \$12/day maintenance fees.

Current Facility Activity Plan

Most of the day is centered on work, either work release or work detail. There are programs available, mostly in the evenings.

Work Detail

For those who engage in work detail, the focus is on reentry preparation. The day is fairly regular, with flexibility on the time of day for the five to eight hour shift that is worked, which can be the first or second shift. There are 71 work detail jobs associated with the facility, some of which require just a couple of hours of time per day. Individuals employed in those jobs do not leave the facility.

5:30-7:30 a.m.	Breakfast
6:30 a.m.	First shift leaves for work
6:30-9:00 a.m.	Reentry classes/programming. Clinical or non-clinical
8:30 a.m.	Institutional count
9:00 a.m.	Second shift leaves for work
11:00 a.m.-12:00 p.m.	Lunch (sack lunch at work)
1:15 p.m.	Institutional count
2:00 p.m.	First shift returns to facility
2:00-5:00 p.m.	Reentry classes/programming. Clinical or non-clinical.
4:15 p.m.	Institutional count
5:00-6:00 p.m.	Dinner
6:00-8:45 p.m.	Pro-social recreation in the evening.
8:45 p.m.	Count
9:00-10:00 p.m.	Evening hygiene

Work Release

The focus for this population is engagement with the community, through work and leisure. The schedule varies widely, with groups of 10-15 if they have the same job, as follows:

- Work 40-50 hours per week at a job, scheduled as follows:
 - Construction – 5:00 a.m. to 9:00 p.m. in summers several days each week
 - Restaurant – work a shift at a restaurant each day
- Weekend furlough with family or sponsor (attend a child’s activity, church, or other activities)
- Five to six hours per week of free time in the facility – most of this time is spent on release planning. Activities will revolve around budgeting, resume building, mock interviews, job-seeking strategies, or similar skills intended to prepare for release.

As they get closer to release their focus will shift from programming to ensuring each component of their reentry plans are in place. This includes housing, medical and mental health appointments, transportation, finances, etc

Site and Building Information:

This 23,000 gross square foot building opened in 1985. It was constructed as light commercial with load bearing masonry and wood framing. The facility is in fair condition. In addition to the main building, there is a separate garage and storage unit. Hot and cold water to this facility is supplied underground from the adjacent OCC facility. Forced air HVAC units serve the building with fan coil units at the housing areas.

Since publication of the 2014 Master Plan, a new modular programs building was constructed on the CCC-O campus. This building holds two classrooms, each with a capacity of 26. These classrooms serve as additional program space.

Site Information

This facility's site is approximately six acres adjacent to the much larger OCC site. This entire area is flood prone because of its location next to the Missouri River. The site is very flat and adequate utilities are available in the surrounding city streets' rights-of-way. The site is restricted due to a number of small and large privately-owned property plots surrounding it on the west, north, and east. No security perimeter is present due to the inmates' low custody level.

Potential Future Expansion:

This immediate site is limited, however state-owned land between this site and OCC will provide for a significant expansion. Depending on an the expansion space program size, an addition may require some two story elements in order to fit on available land. Proximity to the airport further restricts future expansion.

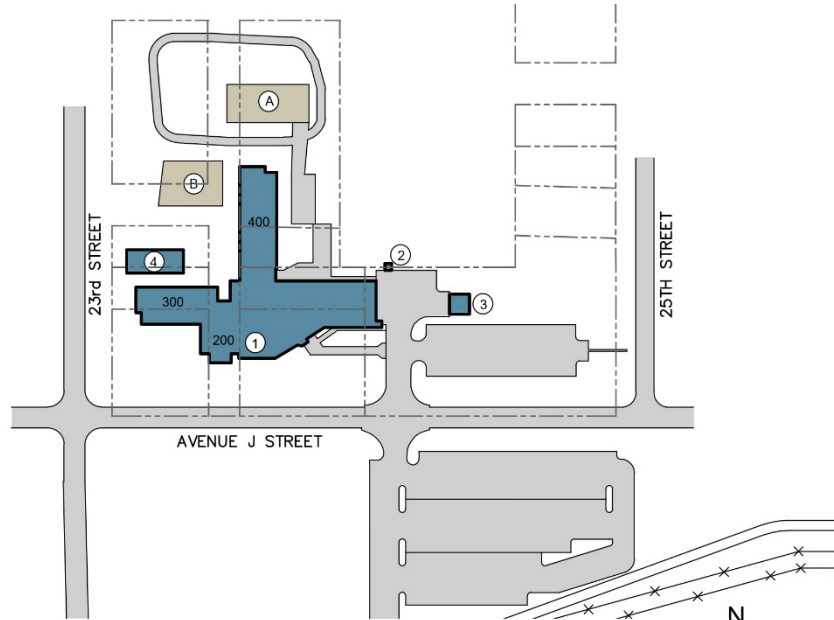
Facility Needs

Operational Limitations and Opportunities

Like CCC-L, CCC-O is the final custodial option at NDCS before release. The two community corrections centers offer the transitional phase between secure housing and return to the community.

- The biggest opportunity and advantage of this facility is its ability to bridge that transition, to help facilitate success post-release.
- A large number of parole hearings occur at this facility. No space was originally planned or designed for this purpose. They accommodate these public hearings in a shared/common space which interferes with facility schedules, including meal times.
- Visitation is permitted on weekends and is conducted in the main common area. Ideally there would be separate, designated areas for visits.
- Due to lack of space, staff are already doubled and tripled in the offices. The addition of programs and/or staff will require even more office sharing. Some office functions require privacy. It is an inconvenience if staff must request that others leave in order to have a meeting.
- The proximity between CCC-O, OCC and NCYF provides a work opportunity for individuals housed at CCC-O. CCC-O assigns work detail individuals for grounds maintenance, and cleaning that reduces those facilities' operational costs. Proximity also allows for staffing resources to be shared between these three facilities, such as the business manager, safety manager, and food service director.
- The Omaha community both benefits from and supports CCC-O. First of all, the facility provides employment opportunities to those who work there. Secondly, the community provides educational, employment, and a host of social activities to those who are permitted to leave campus.

Existing Site Plan



CCCO - SITE PLAN

● BUILDINGS

- ① MAIN BUILDING UNIT - 200, 300, 400
- ② STORAGE SHED
- ③ GARAGE
- ④ EDUCATION BUILDING

● GROUNDS

- Ⓐ BASKETBALL COURT / WALKING TRACK
- Ⓑ GARDEN

Specific Capital Improvement Needs

The following is the priority list of current budget requests to address deficiencies at CCC-O:

- Replace cell door locks
- Add one holding cell and one blue room, needed for inmates in crisis
- Upgrade inmate toilets and showers to current ADA standards
- Convert 2-pipe to 4-pipe heating and cooling distribution system and improved chilled water capacity
- Upgrade original HVAC equipment
- Increase generator capacity and equipment covered
- Replace aging electrical equipment

Potential Major Capital Projects

Several potential major capital projects are under discussion at CCC-O.

- This facility could greatly benefit from a dedicated parole/visitation area, which could be used for programs when not being used for those purposes. A space of this type would allow separation between the public and inmates during parole hearings and visitation, while allowing the facility to continue to operate.
- Program space is inadequate in this facility that routinely accommodates double the design capacity.
- Core spaces such as kitchen and laundry are inadequately sized, and equipment is taxed due to double usage.
- Parking capacity is inadequate, particularly during parole hearings or visitation.

A Program Statement was completed prior to the 2014 Master Plan for expansion of CCC-O. This expansion was not pursued due to the water management issues at this location.

6. Nebraska Correctional Youth Facility (NCYF)

2610 North 20th Street, East, Omaha, NE 68110



Quick Facts:	
Opened:	August, 1998
Design Custody	1X, 2X, 3A
Design Capacity ²²	76
Core Capacity ²²	152
ADP ²²	72
Bedspace Capacity ²²	124
% Crowding ²²	95%
Operational Stress Index ²²	0.47

Facility Overview

History/Mission

Nebraska Correctional Youth Facility (NCYF) was created through Legislative Bill 988, which established the need for an NDCS facility dedicated to youth aged 14-19 who had been sentenced to the adult system.

Youth under age 18 must be sight and sound separated from adults in dayrooms, sleeping rooms, and showers. PREA and other federal laws mandate additional separation by age and/or victimization tendencies. This facility must be adaptable, given the need for separation and the varied youth population that resides at NCYF at any given time. Housing units are designated by age rather than custody classification and are designed for flexibility of use and separation.

While the facility structure is largely the same as in 2014, the focus has changed slightly. This facility still houses youth under age 18 and provides programming appropriate to the needs of these individuals. What has changed is the addition of Intentional Peer Support Specialists and positive influencers to increase focus on helping youth adapt to the new situation and to preparing them for what comes next. This might mean getting them ready to transfer to an adult facility, or preparing them for work release, parole or post-release supervision. The role of this facility is to mitigate the transition period from intake to transfer and support the youth in developing the skills they need for success, whether that process takes months or years.

Capacity/Utilization Summary

Since 2014, most of the cells in Buildings B and D have been double occupied, increasing the total capacity of NCYF from 76 to 124, with no structural changes or core capacity changes. As a result, the OSI has increased from 0.44 to 0.47. Crowding has increased from 88% to 95%.

Since 2014, the restrictive housing and protective custody units, which used to be located in Building C, have been eliminated and converted to general population housing for youth 17 and younger. Most rooms on all units have been double-bunked.

COUNT BEDS				Design Capacity	Core Capacity	MAX OC ₁₃	Count ₁₃	ADP ₁₃	BC ₂₂	Count ₂₂	ADP ₂₂	
Unit	Pop.	Class.	Gender									
Building B _A	GP Y	<18	M	9	152	9	9		18	11		
Building B _A	GP Y	<18	M	1		1	1		1	1		
Building B _B	GP Y	<18	M	9		9	9		16	5		
Building B _B	GP Y	<18	M	1		1	1		1	0		
Building B _C	GP Y	<18	M	9		9	9		16	9		
Building B _C	GP Y	<18	M	1		1	1		1	1		
Building C _{C1(A)}	GP Y	<17	M	7		7	0		7	4		
Building C _{C1(A)}	GP Y	<17	M	1		1	0		1	0		
Building C _{C2(B)}	GP Y	<17	M	7		7	7		7	5		
Building C _{C2(B)}	GP Y	<17	M	1		1	1		1	0		
Building C _{C1(A)}	GP Y	MGT	M									
Building C _{C1(A)}	GP Y	MGT	M									
Building D _A	GP Y	> 18	M	9		9	9		16	13		
Building D _A	GP Y	> 18	M	1		1	1		1	0		
Building D _B	GP Y	> 18	M	9		9	9		18	14		
Building D _B	GP Y	> 18	M	1		1	1		1	0		
Building D _C	GP	PSP	M	9		9	9		18	9		
Building D _C	GP	PSP	M	1		1	1		1	0		
2013 TOTAL				76		152	76	68	67			
								<i>Crowding:</i>	88%			
								<i>OSI:</i>	0.45			
2022 TOTAL				76	152				124	72	72	
								<i>Crowding:</i>	95%			
								<i>OSI:</i>	0.47			

Population Groupings

The main classification factor in this facility is age. There are three population groupings living in the facility. The first one consists of male youth aged 17 and under. The second group are males age 18+/adults (those who have aged out of youth status, but who are pending release). The third and newest group (as of 2022) are male Peer Support Program specialists. This group of adult males is housed in a unit for those older than the age of 19 and have specific roles as adult mentors to the youth population. These participants provide additional positive influence in the school and during activities.

Youth (age <=17)

Youth 17 and younger are housed in two units in Building C. This population is kept sight and sound separated from the housing for youth aged 18+ which is housed in Buildings A and B.

Adult Youth (>18)

Youth who reach the age of 18 while incarcerated in NCYF may remain at NCYF. Youth are commonly held at NCYF if their sentence will expire before they reach age 21 and if they are deemed to lack the maturity and readiness to succeed in an adult facility.

Intentional Peer Support Program

The third population at NCYF is a group of adult males who are part of the Intentional Peer Support Program (IPS). This program started in June 2022 with nine adults who were transferred from adult facilities within NDCS. This population is housed in a dedicated unit in Building A.

Current Facility Activity Plan

This facility is focused on education and life-skills programs, with most youth spending their daytime hours in school.

The Intentional Peer Support Program is a relatively new program which started with nine adults who volunteered to move to NCYF and provide support to the youthful population on a six month trial basis. Their role while at NCYF is to help youth with struggles adapting to incarceration, to encourage pro-social behavior, and to support the various recreation and other activities at NCYF, providing adult maturity, direction, and guidance. Moving to NCYF benefits these adults by giving them greater purpose and they benefit from visits with family who live in the Omaha area. Youth in the housing unit also benefit from having adults around who have had similar life experiences, have been incarcerated, and can provide guidance on how to respond, navigate, and excel while serving their time.

The facility activity plan is as follows for each population grouping:

Youth <+ 17

7:30 a.m.-2:00 p.m.	School
11:20 a.m.	Institutional count
2:00-4:00 p.m.	Free time/activities/mental health groups
	<ul style="list-style-type: none"> • Free time is on the unit, the yard, in rec • Treatment is 1:1 meetings by clinically assessed need
4:00-5:00 p.m.	Institutional count
4:45-6:00 p.m.	Dinner
6:00-8:00 p.m.	Free time
8:00-8:30 p.m.	Dayroom
9:00 p.m.	Lights out

Adult Youth >18

7:30 a.m.-4:00 p.m.	Work (assigned job)/ Vocational / College / Free time
	<ul style="list-style-type: none"> • Free time is on the unit, the yard, in rec • Treatment is by clinically assessed need • Work – typically 2-4 hours maximum • Vocational – <i>There are limited opportunities. The ideal plan would include more of this.</i> • College – <i>There are limited opportunities. The ideal plan would include more of this.</i>

11:20 a.m.	Institutional count
4:00-5:00 p.m.	Institutional count
4:45-6:00 p.m.	Dinner
6:00-8:00 p.m.	Free time
8:00-8:30 p.m.	Dayroom
9:00 p.m.	Lights out

Intentional Peer Support Program

7:30 a.m.-2:00 p.m.	Assist school youth or youth > 18
11:20 a.m.	Institutional count
2:00-4:00 p.m.	Work /Free time
	<ul style="list-style-type: none"> Free time is on the unit, the yard, in rec Work includes various structured activities supporting the youth. Recreation, hobbies, vocational, or other support.
4:00-5:00 p.m.	Institutional count
4:45-6:00 p.m.	Dinner
6:00-8:00 p.m.	Free time
8:00-8:30 p.m.	Dayroom
9:00 p.m.	Lights out

Weekends (all population groupings)

Weekends and evenings (6-8pm) would ideally be filled with hobbies or clubs, or additional vocational/educational training. Some of these programs are emerging with the integration of the Intentional Peer Support Program, but space is limited and there are insufficient staff in the evenings to support the range of activities and interests that have been identified. These activities would allow for lightly structured mixing between population groupings in a quasi-normalized manner, under proper staff supervision.

The youth who are finished with school are assigned full-time jobs. These jobs typically occupy two to four hours a day and are limited due to a lack of supervisory adults. Available jobs include picking up trash/tidying up the grounds, kitchen work, cleaning, supporting the school by working in the library, recreation area, or in the classrooms (as teaching assistants). Opportunities are leveraged where an adult (teacher, librarian, etc.) can supervise a youth while completing their daily tasks. Because the range of appropriate tasks near supervisory adults is limited, these youth have a great deal of unstructured free time.

Activities beyond school (such as vocational training, commercial drivers' license training, higher education classes through Metro Community College, trade school [plumbing, electrical, etc.], or structured group activities) would benefit these youth and would afford productive ways to use free time. Some programs of this type existed in the past but have been discontinued due to lack of space (such as the community college).

Ideally, each program would have a dedicated space designed for that type of activity (trade school, college classes, vocational training) that could be adapted to meet the needs of a given semester or course. A higher education building and the additional associated staff would be required make this type of effort successful. Each program or activity requires one program-specific staff lead and one security corporal.

Site and Building Information

The facility is 55,320 gross square feet with three main buildings within a secured campus. In addition, there is a storage building and a dog kennel. The facility opened in 1998 and is in good condition. The mechanical system consists of boilers and chillers providing hot and cold water piping to HVAC units within each of the three buildings.

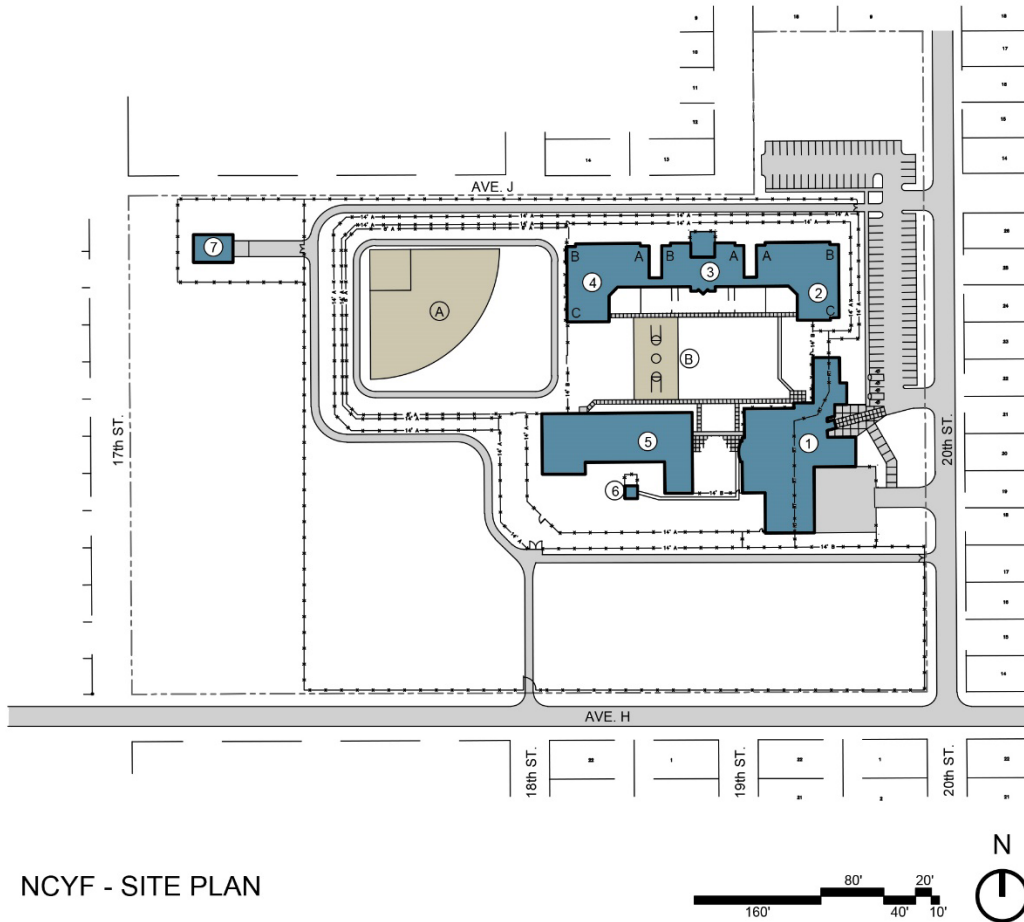
Site Information

The NCYF site is 15 ½ acres, although just over 10 acres were developed for this facility. This site is located a few blocks from CCC-O and OCC, and is also in a flood prone area. The site is very flat. The campus is secured by a double fence within a perimeter detection system. Utilities include an 8” sanitary sewer line connected to a grinder, gas and water connections from 20th street. Emergency power is provided by a 250 Kw emergency generator.

Potential Future Expansion

The facility was originally designed to mirror (repeat) the entire housing building by expanding to the south on land owned by the state. Substantial land is also available on the west for expansion.

Existing Site Plan



NCYF - SITE PLAN

● BUILDINGS

- ① BUILDING A - ADMINISTRATION
- ② BUILDING B - INMATE HOUSING
- ③ BUILDING C - INMATE HOUSING
- ④ BUILDING D - INMATE HOUSING
- ⑤ BUILDING E - EDUCATION
- ⑥ BUILDING G - DOG KENNEL
- ⑦ BUILDING F - STORAGE

● GROUNDS

- Ⓐ BASEBALL FIELD
- Ⓑ BASKETBALL COURT

Source: Dewberry

Facility Needs

Operational Limitations and Opportunities

This facility is the only youth facility in the system. It serves a unique role as the last opportunity to divert youth at an age when successful rehabilitation has the greatest chance for a positive outcome. Opportunities for vocational training is lacking at this facility due to limited space. Pro-social activities and clubs are similarly limited by reduced staff and lack of indoor space. The facility has taken a creative approach to mitigating the staffing shortfall by implementing the Peer Support Program, but space is needed to support these activities, which are just as important as education to youth development.

The biggest challenges faced by this facility are the ages of the youth (which result in housing and adjustment challenges). The school schedule governs the day, which is both a limitation and an opportunity.

Staffing limitations shape the range of activities that can be offered. For example, there is historically no security staff assigned to areas like the gym. The gym is open without security to intervene immediately in case of disruption or conflicts. Similarly, the food service area doesn't have security staff. The lack of security staff creates additional duties on the supervisors, who manage these activities alone. The staff are attending additional courses on youthful offenders, which better prepares them to handle the unique challenges brought on by managing youthful offenders, but training is not a remedy for the staffing shortage.

This facility presents a tremendous opportunity to prepare the youth for moving on – either to work release, to another adult facility, or to discharge. Staff help youth focus on education, vocational skills, and identifying concerns associated with whatever the next step will include. They help them visualize and plan for the future, addressing behavior, hygiene, work ethic, and job skills to optimize success. Few youth are discharged directly from NCYF. Many transition to community corrections, parole, or post-release supervision.

Specific Capital Improvement Needs

This facility is relatively new, and the youth inmate capacity has been regularly below the planned maximum; consequently, there are no significant maintenance issues with this facility. This facility is requesting funds for facility metering improvements, HVAC improvements including adding A/C to the gymnasium, exterior door and window replacements, and a full roof replacement for all the buildings on campus, all of which are expected maintenance for a facility of this age.

Projects not currently funded include a full tuckpointing and cleaning of the exterior masonry on all the buildings and new sound panels in the dayrooms, which have been damaged due to leaking roofs. None of these projects will require a program statement.

- Upgrade original HVAC equipment and controls. Add cooling to gymnasium.
- Replace aging electrical equipment
- Upgrade obsolete door controls
- Upgrade lighting to LED and add lighting controls
- Replace electrical devices and light fixtures with vandal resistant fixtures

Potential Major Capital Projects

The following major projects may be considered at this facility, as a means to round out the range of programs offered to this population:

- Increase recreation space
 - Construct a new indoor recreational building/gym –full-court, indoors – or expand the half court gymnasium to a full court.
 - Construct a handball court
 - Construct additional outdoor basketball courts –outside Unit B like the one in front of Unit A.
- Increase educational/vocational training by providing a higher education/vocational building equipped with a college classroom or two and a vocational classroom, to provide programs beyond the high school/GED programming offered.
- General Facility/ Security
 - Add a pill call window to facilitate distribution of medications.
 - Create a new vehicle sallyport at the main service entrance. This area is considered outside the secure perimeter and does not have a sallyport.
 - Increase the security and separation of the staff workstations in the housing unit dayrooms. These are currently just desks with no gates or doors. Modifying these areas would improve security.

Tecumseh, Nebraska

7. Tecumseh State Correctional Institution (TSCI)

2725 N. Highway 50, Tecumseh, NE 68450



Quick Facts:	
Opened:	December, 2001
Design Custody	1X, 2X, ISDP, RHU
Design Capacity ²²	960
Core Capacity ²²	1,344
ADP ²²	1,057
Bedspace Capacity ²²	1,033
% Crowding ²²	110%
Operational Stress Index ²²	0.79

Facility Overview

History/Mission:

The Tecumseh State Correctional Institution (TSCI) was opened in 2001 and was designed specifically to house maximum and medium custody inmates (1X/2X). Among the special populations housed here are a protective management inpatient substance abuse group, inmates sentenced to the death penalty (ISDP), and the Restrictive Housing Unit (RHU, a combination of short and longer-term restrictive housing). Since 2014, TSCI has also become the main facility for protective custody inmates.

This facility is located approximately one hour from both Lincoln and Omaha. Staffing has been a challenge since TSCI first opened. Community corrections center inmates working at this facility are brought in daily from Lincoln. Discussions in 2006 and 2013 debated the merits of building a dedicated housing unit for community corrections center inmates on the campus, but complexities associated with separation of populations and appropriate staffing levels support current operations. The campus core was designed for the addition of one 256-bed housing unit, but staffing challenges continue to pose operational and budgetary issues, so adding beds here – a project that was considered in 2014 but not recommended – continues to be unviable.

TSCI houses one of NDCS’s two skilled nursing facilities (SNF) with 10 licensed beds and several additional medical beds.

Two additions have been added to the facility’s CSI space since 2014. The optimal population at TSCI would be primarily 2X. The RHU and protective management units would continue to house 1X inmates. The majority of 1X inmates currently housed at TSCI could be housed at RTC or NSP.

Capacity/Utilization Summary

The bedspace capacity at TSCI is 1,033, but the ADP is typically lower. At the time of the 2014 Master Plan the ADP was 963. At the time of the 2022 Master Plan it was 1,057. Housing Unit 1 has a design capacity based on single-occupancy of some of the cells. In 2013 and 2014, bunks were purchased to double-occupy all housing units.

The OSI at TSCI is 0.79, largely due to the core, which was constructed to accommodate an additional 256-bed housing unit as needed in the future. If 256 beds were added now, with no additional core, the bedspace capacity would increase to 1,289 and the OSI could reach 1.0.

Population Groupings

There are four main population groupings at this facility: general population (which includes 1X and 2X), protective management (a housing designation for inmates with protective custody status), and restrictive housing.

There are several additional populations within the general population, which include ISDP, active seniors, and those who are in mental health acute/subacute care.

Current Facility Activity Plan

TSCI operates on a facility-wide schedule that applies to all populations, with variations for the PC population and greater limitations for the RHU population.

General Population

This population is housed in Housing Units #2 and #3 (close to the canteen). Most of this population works in the CSI programs. The general schedule is as follows:

- 6:15 a.m. Begin morning meal in dining hall for HU 2 ABD and 3
- 6:15 a.m. Begin morning med lines
- 6:30 a.m. Dayrooms open
- 7:00 a.m. CSI laundry and woodshop workers report
- 7:30 a.m. Religion, library and education open
- 8:00 a.m. Recreation begins
- 8:00 a.m. CSI HBI and canteen inmates report
- 8:00 a.m. TSCI canteen opens
- 8:00 a.m. Medical passes begin
- 8:00 a.m. Visiting sessions begin
- 9:45 a.m. Dayroom, recreation and programming areas close
- 10:00 a.m. Institutional count
- 11:15 a.m. GP kitchen workers report
- 11:30 a.m. Begin noon meal
- 11:30 a.m. Visiting session ends
- 11:30 a.m. Dayrooms open
- 12:30 p.m. Visiting session begins
- 1:00 p.m. Begin afternoon medical, recreation and programming
- 3:00 p.m. Visiting, dayroom, recreation, CSI and programming areas close
- 3:30 p.m. Institutional count
- 4:30 p.m. Evening meal begins
- 6:00 p.m. Evening recreation begins
- 6:15 p.m. Evening activities begin for clubs, religion, visiting
- 7:00 p.m. Evening med lines begin
- 8:00 p.m. Kitchen workers return to units
- 8:15 p.m. Evening recreation ends

8:15 p.m.	Evening activities end
8:45 p.m.	Sleep
9:00 p.m.	Picture card count

Protective Management

This population is separated into three groups housed in three units within Housing Unit 1 who move together. This population follows the facility schedule but has a slightly limited movement pattern to avoid conflicts. Individuals in each group are allowed out of their cells for six hours each day, but their activities are restricted to the dayroom, group activities, or cell time (not locked down) on the unit, rather than roving across the whole campus.

6:00 a.m.	Diabetic and med tech escorts to HU 1 and 2C
6:15 a.m.	Begin feeding in HU 1
6:30 a.m.	Dayrooms open
7:30 a.m.	Religion, library and education open
8:00 a.m.	Recreation begins
8:00 a.m.	Medical passes begin
8:00 a.m.	Visiting sessions begin
9:45 a.m.	Dayroom, recreation and programming areas close
10:00 a.m.	Institutional count
11:15 a.m.	Kitchen workers return to HU 1
11:30 a.m.	Begin noon meal
11:30 a.m.	Diabetic nurse and med tech escorts to HU 1 and 2C
11:30 a.m.	Visiting session ends
11:30 a.m.	Dayrooms open
12:30 p.m.	Visiting session begins
1:00 p.m.	Begin afternoon medical, recreation and programming
3:00 p.m.	Visiting, dayroom, recreation, CSI and programming areas close
3:30 p.m.	Institutional count
4:30 p.m.	Evening meal begins
4:30 p.m.	Diabetic nurse and med tech escorts to RHU, HU 1 and 2C
6:00 p.m.	Evening recreation begins
6:15 p.m.	Evening activities begin (Clubs, religion, visiting)
8:15 p.m.	Evening recreation ends
8:15 p.m.	Kitchen cleaning crew reports
8:15 p.m.	Evening activities end
8:45 p.m.	Sleep
9:00 p.m.	Picture card count
9:00 p.m.	Kitchen cleaning crew returns
4:30 a.m.	Tower staffed
5:00 a.m.	Kitchen workers escorted

Residential Substance Abuse Treatment

The residential substance abuse treatment program at TSCI operates out of Housing Unit 1 (Protective Management). These inmates follow the facility schedule, but have programming on the unit at the same time other inmates are working.

COUNT BEDS				Design Capacity	Core Capacity	MAX OC ₁₃	Count ₁₃	ADP ₁₃	BC ₂₂	Count ₂₂	ADP ₂₂
Unit	Pop.	Class.	Gender								
Building 1 _A	GP PM SA	1X/2X	M	64	1,344	64	64		64	64	
Building 1 _B	GP PM	1X/2X	M	64		64	64		64	64	
Building 1 _C	GP PM	1X/2X	M	32		64	30		64	59	
Building 1 _D	GP PM	1X/2X	M	32		64	32		64	64	
Building 1 _E	GP PM	1X/2X	M	32		64	48		64	64	
Building 1 _F	GP PM	1X/2X	M	32		32	30		64	64	
Building 2 _A	GP	1X/2X	M	64		64	64		64	60	
Building 2 _B	GP	1X/2X	M	64		64	63		64	60	
Building 2 _D	GP	1X/2X	M	64		64	64		64	52	
Building 2 _C	GP Mission	1X/2X	M	64		64	64		64	56	
Building 3 _A	GP	2X	M	64		64	63		64	61	
Building 3 _B	GP	2X	M	64		64	64		64	62	
Building 3 _C	GP CSI	2X	M	64		64	62		64	63	
Building 3 _D	GP CSI	2X	M	64		64	59		64	64	
RHU _D	GP (ISDP)	1X/2X	M	16		16	16		14	11	
RHU _{A1}	RHU	1X/2X	M	10		-	21	22		22	22
RHU _{A2}	RHU	1X/2X	M	30	20		21		20	20	
RHU _{B1}	RHU	1X/2X	M	10	21		21		22	22	
RHU _{B2}	RHU-MH	1X/2X	M	30	14		14		17	15	
RHU _C	RHU/LMU	1X/2X	M	16	16		16				
RHU _{E1}	RHU	1X/2X	M	10	22		21				
RHU _{E2}	RHU	1X/2X	M	30	20		20				
RHU _{F1}	RHU	1X/2X	M	10	20		21		22	21	
RHU _{F2}	RHU	1X/2X	M	30	22		20		20	20	
2013 TOTAL				960	1,344		1,056	963	963		
								<i>Crowding:</i>	100%		
								<i>OSI:</i>	0.72		
2022 TOTAL				960	1,344				1,033	988	1,057
								<i>Crowding:</i>		110%	
								<i>OSI:</i>		0.79	

Restrictive Housing Unit (RHU)

Inmates are sent to the Restrictive Housing Unit for risk management and pro-social restructuring. Individuals are assigned certain programs based on their risk and need which are available either in workbook or limited group setting. The courses are self-paced, turned in and graded. If the courses are completed satisfactorily, RHU individuals may be considered for less restrictive housing and possibly to their previous facility.

The current activity schedule is described below:

6:15 a.m.	Begin feeding in RHU
7:00 a.m.	RHU begins showers, recreation
8:00 a.m.	RHU mental health and programming classes begin
8:00 a.m.	RHU medical appointments, IDC and classification hearings begin
10:00 a.m.	Institutional count
11:00 a.m.	RHU begins noon meal
12:00 p.m.	RHU resumes showers, recreation, programming and medical
3:30 p.m.	Institutional count
4:30 p.m.	Evening meal
4:30 p.m.	Diabetic nurse and med tech escorts to RHU
6:15 p.m.	RHU porter cleaning
9:00 p.m.	Picture card count
5:30 a.m.	Diabetic nurse and med tech escorts

Inmates Sentenced to the Death Penalty (ISDP)

Individuals sentenced to the death penalty (ISDP) are housed in one gallery located in the RHU. They operate in two groups, both of which follow the same schedule.

Acute/Subacute Mental Health

The acute/subacute mental health program is in a unit located in the RHU. Individuals staying here have individual treatment plans that are based on their needs. This population begins the day with the rest of the facility at 7:00 a.m. Showers and recreation are scheduled, and each inmate gets a specific amount of dayroom time each day.

Site and Building Information:

TSCI is the newest of all NDCS facilities. As such, it is the most directly aligned with current ACA standards. This facility has the least operational elasticity of the NDCS facilities because of adherence to ACA standards (“grandfathering” exceptions are not allowed), but it also has a low level of operational stress and capacity for expansion of housing through construction. It is a modern facility that was designed to align housing spaces and core spaces consistent with operational needs.

Seven buildings comprise the facility. The three buildings outside of the fenced perimeter are the gate house, the energy center, and the warehouse/vehicle service center. In 2014 there were three buildings on this campus with a total size of just over 37,000 gross square feet. An additional warehouse/maintenance facility was added since the 2014 study. The other three inside buildings have not changed.

The two main buildings inside the fence are steel framed with masonry wall infill and wood roof trusses. The warehouse/ laundry structure is a pre-engineered building. The new CSI buildings are adjacent to the other industry buildings in the same part of the facility.

Site Information

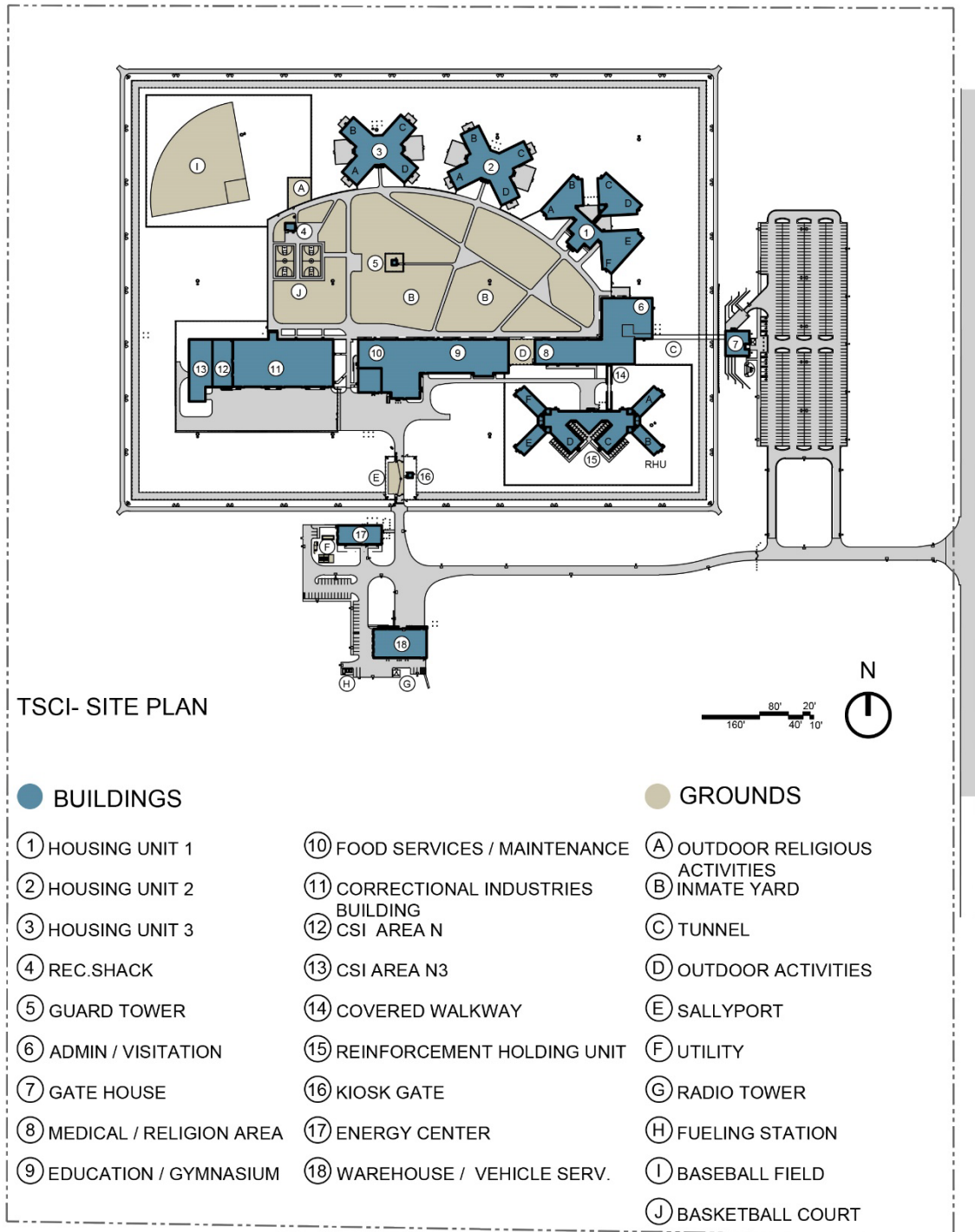
This site, located in a rural community, is about 200 acres, of which approximately one half has been developed. The developed portion of the site has been graded relatively flat on a high plateau plain adjacent to the highway, which is the only site access. A tunnel at the lower level connects the entry building (gate house) and parking lot to the complex above. A double security fence with a perimeter detection system and perimeter road contains the facility.

Utilities for the majority of the complex consist of a hot and cold water HVAC system, which includes capacity for some expansion. Emergency power is provided by a 1500 KW Generator.

Potential Future Expansion

This site has a large tract of underdeveloped land available for expansion. The developed portion of the site, which is enclosed by a security perimeter, contains space for a planned future housing building. Some land is also available for modest expansion to most of the existing buildings on this campus. The utilities have additional capacity and the core support services were designed to accommodate an additional 200 inmates.

Existing Site Plan



Source: Dewberry

Facility Needs

In 2022, steps are underway to begin shifting the custody level of the facility to 2X, with the exception of RHU. With the opening of the 384 MAX beds at RTC, it will be possible to reassign many of the 1X inmates who are currently at TSCI, initiating the shift to 2X. A solution that will allow HU1 to return to 2X GP has not been determined at this point.

Operational Limitations and Opportunities:

- The biggest challenge faced by this facility is achieving full staffing. Under the current level of staffing, overtime is standard.
- This facility was not designed for managing two large, distinct general population groups (GP and PM), both with the same level of daily activity and program needs, but which cannot interact and do not have equal access to programs on campus. The campus layout and use of HU1 for PM results in the PM being an isolated population, with the need to limit movement on the rest of the campus when the PM population is moving from place to place. The solution may lie in both structural and operational changes. One potential change involves moving the PM population to a different housing unit where separation would be simpler and could be enhanced by a fence. This change would allow open movement for GP and PM populations; however, acknowledging that the PM population continues to increase throughout NDCS, a better solution may be to designate an entire facility for PM.
- Cornhusker State Industries has expanded, adding two workshops, but the CSI program is not available to PM inmates due to an inability to maintain separation from the rest of the GP inmates.

Specific Capital Improvement Needs

This relatively new facility has not been stressed with overcapacity and is in good condition. Some mechanical and roof issues need to be addressed. Most deficiencies are due to the age of the building components and are both typical and expected for a facility of this age. Several components are reaching the end of their warranty periods and replacement of those should be planned in the next three to seven years. The following is the priority list of current budget requirements to address deficiencies at TSCI.

- Roof replacement (education, gym, food service, maintenance HU2, energy center, gatehouse & tunnel, warehouse/vehicle maintenance)
- Fire alarm upgrade
- Reline cooling tower basin
- Exterior renovations (HU 1, 2, 3, and SMU)
- Replace elevators in administration area
- Improve building pressure issues through balancing HVAC systems
- Replace victaulic fittings on heating system with non-gasketed pipe fittings
- Replace dielectric fittings
- Upgrade lighting to LED and add lighting controls
- Replace UPSs at low voltage system head-ends
- Upgrade nurse call system
- Replace plant electrical distribution controls
- Improve generator redundancy
- Replace campus fiber optic distribution

Potential Major Capital Projects

Construct 256-bed housing unit.

McCook, Nebraska

8. Work Ethic Camp (WEC)



Quick Facts:	
Opened:	April, 2001
Design Custody	Probationers
Design Capacity ²²	100
Core Capacity ²²	200
ADP ²²	189
Bedspace Capacity ²²	200
% Crowding ²²	189%
Operational Stress Index ²²	0.95

Facility Overview

History/Mission:

The Work Ethic Camp (WEC) was designed and constructed to serve a probation population. Since 2001, the facility has been used for minimum-B custody (3B) NDCS inmates.

The facility has a strong relationship with the local community, including the community college. Previously, inmates at WEC were able to attend classes off campus at the community college, but the practice has been discontinued, in part due to the pandemic. Long-term goals for this facility include the possibility of creating on-site space for expanded community college and vocational training. Expanding vocational and other skills would further enhance the facility’s role as a hub for short-term, 3B custody inmates to improve their employability, pre-release.

At this time, WEC’s role in the NDCS system is to prepare its population for a successful experience at the community custody level (often a step-down from this facility) and ultimate successful return to society. This role seems to be expanding, as successful reentry relies increasingly on marketable job skills.

Capacity/Utilization Summary:

In 2014, the design capacity was 100, core capacity was 200, the ADP was 125, and the recommended operational capacity was 182. The facility’s Operational Stress Index was 0.63.

In 2022, the design and core capacities are the same, as is the ADP, but the bedspace capacity has been increased to 200. The facility’s OSI is 0.95.

COUNT BEDS				Design Capacity	Core Capacity	MAX OC ₁₃	Count ₁₃	ADP ₁₃	BC ₂₂	Count ₂₂	ADP ₂₂
Unit	Pop.	Class.	Gender								
Building C _{Dorm A}	GP	3B	M	20	200	40	40		40	49	
Building C _{Dorm A}	GP	3B _{semi-p}	M	5		2	-		5	-	
Building C _{Dorm B}	GP	3B	M	20		40	43		40	44	
Building C _{Dorm B}	GP	3B _{semi-p}	M	5		2	-		5	-	
Building C _{Dorm C}	GP	3B	M	10		20	11		20	24	
Building C _{Dorm C}	GP	3B	M	2		2	-		3	-	
Building C _{Dorm D}	GP	3B	M	10		20	21		20	6	
Building C _{Dorm D}	GP	3B	M	3		2	-		2	-	
Building C _{Dorm E}	GP	3B	M	20		40	37		40	50	
Building C _{Dorm E}	GP	3B	M	5		2	-		5	-	
RHU Beds (GP)	GP	3B	M	-	12	4		12	-		
Pending transfer	GP	3B	M	<i>this category didn't exist in 2013</i>				8	14		
2013 TOTAL				100	200	182	156	125			
								<i>Crowding:</i>	125%		
								<i>OSI:</i>	0.63		
2022 TOTAL				100	200				200	187	189
								<i>Crowding:</i>	189%		
								<i>OSI:</i>	0.95		

Population Groupings

There are three distinct population groupings in WEC, including two populations that have unique jobs with special requirements. The groupings are general population, road crew, and morning kitchen/kitchen workers.

Current Facility Activity Plan

The general activity plan for all inmates at WEC revolves around job skills and/or educational programming.

Road Crew

6:00 a.m.	Breakfast
7:10 a.m.	Institutional count
8:00 a.m.	Leave with supervision to the day's work location
12:10 p.m.	Institutional count
3:30 pm	Return to the facility
4:30 p.m.	Institutional count
5:00-6:00 pm	Dinner
7:00-9:00 pm	Recreation (library, AA, etc.) – in classrooms 1, 2, 3, 4 or on the housing core
9:00 p.m.	Institutional count

Morning Kitchen

3:30 a.m.	Wake and prepare for work
4:00 a.m.	Kitchen workers report
4:30-9:30 a.m.	Work in kitchen
7:10 a.m.	Institutional count
9:30 a.m.-4:30 p.m.	Free time (gym, clubs, recreation, and possibly education)
12:10 p.m.	Institutional count
4:30 p.m.	Institutional count
5:00-6:00 p.m.	Dinner
6:00-9:00 p.m.	Vocational and non-clinical classes
9:00 p.m.	Institutional count

Two other kitchen shifts run from 9:30 a.m. to 2:30 p.m. (lunch) and from 2:30 p.m. to 7:00 p.m. (dinner). These shifts follow the morning kitchen schedule, but these populations wake up with the rest of the facility and work is switched for recreation/educational time.

General Population

The remainder of the facility follows a general population schedule with individualized educational/vocational plans according to each inmate’s needs.

7:10 a.m.	Institutional count
8:00 a.m.	Breakfast
9:30 a.m.–2:30 p.m.	Programs and activities, vocational training, free time
12:10 p.m.	Institutional count
4:30 p.m.	Institutional count
5:00-6:00 p.m.	Dinner
6:00-7:00 p.m.	Evening programs
7:00-9:00 p.m.	Recreation (library, AA, etc.) – in classrooms 1, 2, 3, 4 or on the housing core
9:00 p.m.	Institutional count

Site and Building Information

There are three buildings on this campus with a total size of just over 37,000 gross square feet. The two main buildings are steel framed with masonry wall infill and wood roof trusses. The warehouse/ laundry structure is a pre-engineered building. The core was designed for a future 200-bed expansion to occur on-site.

Since the 2014 Master Plan, an outdoor handball court has been added.

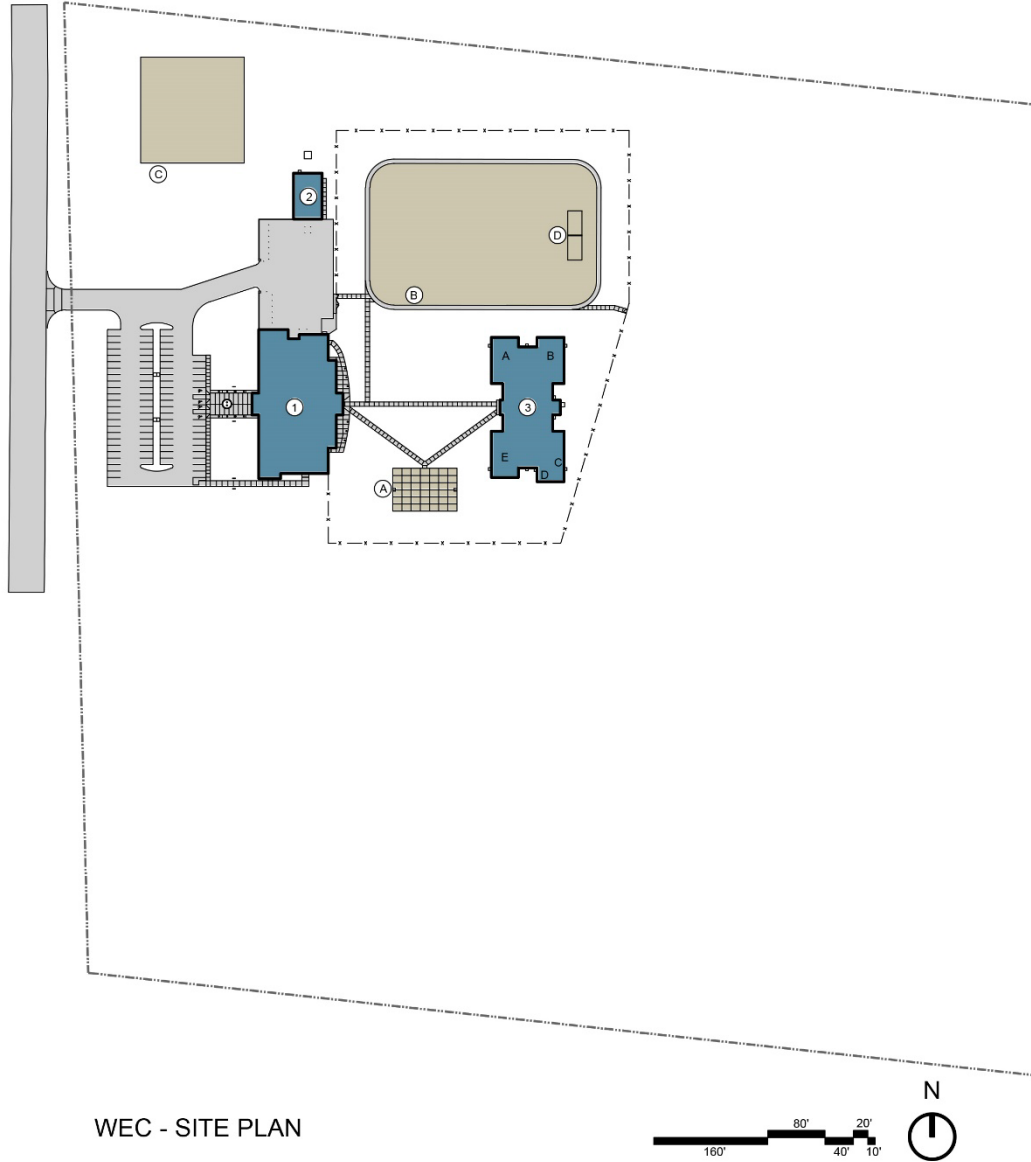
Site Information

This site, in a rural setting outside of the city of McCook, is 45 1/3 acres. Approximately thirteen acres is currently leased for cultivation. The site slopes to the east with a sharp drop off to a drainage ravine outside of the developed land portion. A single, non-secure fence encloses this facility. Utilities include a 6” water main, 6” sanitary sewer line, and gas and electrical service with a 150 Kw emergency generator.

Potential Future Expansion:

There is a potential for significant expansion on underutilized land owned by the state. Any additional construction will also require an expansion of the mechanical plant. Staffing at this remote western Nebraska location would be a challenge, and only a very small portion of the population comes from the western half of the state.

Existing Site Plan



WEC - SITE PLAN

● BUILDINGS

- ① BUILDING A
- ② BUILDING B
- ③ BUILDING C

● GROUNDS

- Ⓐ BASKETBALL COURTS
- Ⓑ TRACK
- Ⓒ GARDEN
- Ⓓ HANDBALL COURT

Facility Needs

Operational Limitations and Opportunities

Most of this facility's needs are currently derived from its change in mission. The campus was designed to accommodate a population which largely left the campus every day to one who's activity primarily takes place within its fence line. To further accommodate the increase in closed campus activity, the following issues should be considered to better support additional program and recreational activities.

- Indoor recreation is nonexistent for a population of up to 200 on a closed campus.
- Despite adding shower heads to comply with ACA requirements, the showers are insufficient in size for the populations housed in the units, so inmates shower one at a time. The shower rooms are in constant use and never dry out, posing challenges for cleaning and combating mold/dampness. This issue transfers over to the housing units and janitor's closets.
- Records indicate the kitchen was designed for 200 inmates, but the equipment was downsized in the final design, so the capacity has always been closer to the 100 served. This equipment has experienced heavy use and is now reaching the end of its useful life. Some larger equipment, such as a larger freezer and fryer, will require an addition to the existing kitchen because the replacement equipment is/will be too large for the existing space.
- One holding cell has been added at this facility. Individuals posing behavior problems are transferred to other facilities or to the local jail as quickly as possible, but two additional holding cells would meet the current level of demand.
- The medical area is undersized for the population served. It is only used as needed, but the level of use is increasing. Previous medical space was shared with mental health staff; however, with the increased needs by medical staff, mental health staff have relocated into using a classroom (on a scheduled basis), which limits use of the classroom as a program space. Tele-psych services are increasing, but without a dedicated private space, the nurse's office is being used for this purpose.
- There is extremely limited and inadequate programming space.

Specific Capital Improvement Needs

WEC has been operating with a higher custody level than originally designed, which has caused issues relative to the structure and living environment. Finishes are not durable enough for the wear and tear resulting from the population. There are not enough program spaces to accommodate the increased population. Additionally, expanded intake and holding cells plus storage are needed to serve the larger population.

The following is the priority list of current budget requirements to address deficiencies at WEC:

- Tuckpointing and settlement issues at the administration building
- Roof transition upgrades and repairs at inmate housing
- Ceiling and wall repairs once building envelope repairs are made
- Replace kitchen walk-in freezer and refrigerator
- Upgrade security surveillance system
- Replace UPSs at low voltage system head-ends
- Replace fire alarm system

Potential Major Capital Projects

Several needs rise to the level of potential major capital projects:

Construct a building to expand recreation, education, and vocational space

- Construct dedicated space on campus to provide the recreation, education, vocational training, and music/art that are required for a full-time, on-campus population.
- Add remote/online learning systems to existing classrooms.

Add required core capacity

- The kitchen is due for a renovation/upgrade and replacement of aging equipment. This upgrade may require an expansion, as some replacement equipment will be too large for the space currently available.
- An evaluation of medical/mental health needs at this facility will likely indicate a need for an addition/expansion to provide the range of services and the privacy needed for both of those functions.
- Warehouse space was identified as a need in the 2014 Master Plan, but has not been added.

A program statement was completed in 2017 for capital improvements to address programming, intake, and warehouse space at WEC. Those projects have not yet been pursued.

York, Nebraska

9. Nebraska Correctional Center for Women (NCCW)

1107 Recharge Road, York, NE 68467-8003



Quick Facts:	
Opened:	May, 1920
Design Custody	1X, 2X, 3A, 3B
Design Capacity ²²	275
Core Capacity ²²	275
ADP ²²	287
Bedspace Capacity ²²	466
% Crowding ²²	104%
Operational Stress Index ²²	1.04

Facility Overview

History/Mission:

The Nebraska Correctional Center for Women (NCCW) is the only secure prison for females within the NDCS. It houses only women, including youthful female offenders, handles female intake, and provides specialized housing for therapeutic communities, parenting, and medical/mental health treatment.

In 2022, this facility is still the only facility for women of higher custody than 4A/4B (community custody) and it remains a strong programming facility. Most females have short sentences (<5 years), so the goal is to provide the majority of programming in one to three years.

When women are within one to three years of release, they are either paroled directly from this facility or they are transferred to CCC-L, where they can complete the last few years of their sentences.

Capacity/Utilization Summary:

Most of the housing at NCCW is used for GP. Population is managed less by custody level and more by compatibility of lifestyle. There are four non-GP bed types: intake housing, the Substance Abuse Unit (SAU), nursery (overnight beds), and mental health (MH, acute and subacute). Dedicated beds are available for women with long-term medical needs.

There are two non-count bed types: mental health holding (one isolation cell), and medical beds reserved for those with temporary needs (due to a pending procedure).

COUNT BEDS				Design Capacity	Core Capacity	MAX OC ₁₃	Count ₁₃	ADP ₁₃	BC ₂₂	Count ₂₂	ADP ₂₂	
Unit	Pop.	Class.	Gender									
Diag & Recept _{A1N}	GP	INTAKE	F	24	275	28	24		44	7		
Diag & Recept _{A1N}	GP	INTAKE	F	-		12	7		4	7		
B Building _{B1}	GP	PARENT	F	13		13	5		13	8		
B Building _{B1}	GP	PARENT	F	4		2	2		2			
B-Bay _{B2}	GP	1X/2X	F	76		54	70		63	40		
B-Bay _{B2}	GP	1X/2X	F			60	32		60	43		
B-Bay _{B3}	GP	SAU	F	32		48	48		64	37		
C-Building _{C1N}	GP	1X/2X	F	1		2	2		2	2		
C-Building _{C1N}	GP	1X/2X	F	1			4					
C-Building _{C1N}	GP	1X/2X	F	7		5	13		5	5		
C-Building _{C15}	MH	1X/2X	F	-			9		9	3		
C-Building _{C15}	MH	1X/2X	F	5		-	-		-	-		
C-Building _{C15}	MH	1X/2X	F	2		-	-		-	-		
C-Building _{C25}	GP	1X/2X	F	20		28	-		20	4		
North Hall _{A-SE}	GP	1X/2X	F	22		22	24		48	35		
North Hall _{B-NE}	GP	1X/2X	F	20		20	10		48	32		
North Hall _{C-SW}	GP	1X/2X	F	24		22	22		44	22		
North Hall _{D-NW}	GP	1X/2X	F	24		24	11		40	23		
2013 TOTAL				275		275	340	283	252			
								<i>Crowding:</i>	92%			
								<i>OSI:</i>	0.92			
2022 TOTAL				275	275				466	268	287	
								<i>Crowding:</i>	104%			
								<i>OSI:</i>	1.04			

Population Groupings

There are six different population groupings at NCCW. They are GP adult females, female youth, acute/subacute MH, long-term medical care/medical needs females, and GP controlled movement.

Most of NCCW is made up of GP females with custody classification 1X, 2X, or 3A. Within GP, there are several mission-oriented populations that are housed in a dedicated unit or in part of a unit. Protective management females are housed in the C-building. This unit is furnished with bunks and rooms in the unit are primarily single-occupied. The GP population participating in an inpatient substance abuse program are housed separately.

Female Youth

If female youth are held, they must be sight and sound separated from the adult population. Because NCCW still does not have any unit dedicated to youth, if a female youth were to be sent to NCCW they would be held in the intake area.

Acute MH

There are a few cells equipped with cameras for use by individuals with acute mental health issues.

Long-term Medical Care

There are a few cells near the medical unit that are equipped to provide proximity to medical support for inmates needing long-term medical care.

GP Controlled Movement

The controlled movement population lives in C North. This population has a minimum of four hours outside their cells each day, with structured programming and closer supervision over daily activities. This unit may be a long-term assignment, but efforts are made to return individuals in this population to a less restrictive setting, if possible.

Current Facility Activity Plan

Programs provided include in and outpatient substance abuse treatment, a domestic violence group, anger management, and a nationally recognized parenting program. Cornhusker State Industries operates a sewing shop. There is a great deal of community support in York, which provides programs at NCCW, including religious and recreational activities. Most of these programs occur in the visitation center or in the religious building, neither of which is an ideal location for programming.

Adult Females (general population)

GP inmates can work in food preparation or in CSI programs. Kitchen shifts include the breakfast shift (6:30-7:30 a.m.), the lunch shift (12:30-1:30 p.m.), and the dinner shift (5:30-6:30 p.m.). Shifts start with meal prep and end after cleanup. Outside of work, the GP population usually participates in education and/or programs.

The current facility GP schedule is as follows:

6:30 a.m.	Breakfast
7:30 a.m.-12:00 pm	Morning work, education, or programs— <i>space/capacity is not sufficient to meet the demand</i>
11:00 a.m.	Institutional Count
12:30-1:30 p.m.	Lunch
2:00-5:00 pm	Afternoon work, education, or programs – <i>space/capacity is not sufficient to meet the demand</i>
4:00 p.m.	Institutional Count
5:30-6:30 p.m.	Dinner
7:00-9:00 p.m.	Hygiene, dayroom recreation, count, lockdown
9:00 p.m.	Institutional Count

Program and workspace are insufficient to accommodate the GP individuals and the approximately eight hours per day of programs that are outlined in the schedule.

Acute MH

Those in the mental health population follow the general facility schedule during meals; however, they also have individual treatment plans that include separate individual and group activities.

Substance Abuse Treatment Program

The SA mission-oriented group is managed the same as GP, but instead of work or education, this group engages in substance abuse treatment.

Nursery/Parenting Program

GP mothers who participate in the nursery program live in the nursery with their children for up to two years. Mothers in the parenting program live in GP but go to the nursery during the day for the parenting program. This population grouping should ideally be housed separately, along with their children, but there isn't dedicated space for housing plus the associated programming, so mothers are housed in GP.

Long-Term Medical Care/Medical Needs

6:30 a.m.	Wake and go to breakfast
8:00 a.m.-12:00 pm	Activities, programs, clubs, recreation (outside of the younger adult activities)
11:00 a.m.	Institutional Count
12:30-1:30 p.m.	Lunch
2:00-5:00 p.m.	Activities, programs, clubs, recreation (outside of the younger adult activities)
4:00 p.m.	Institutional Count
5:30-6:30 p.m.	Dinner
7:00-9:00 p.m.	Evening hygiene, lockdown
9:00 p.m.	Institutional Count

Controlled Movement Population (C-North) 13 single cells.

The ideal activity plan would engage this population for at least four hours during their out-of-cell time, with recreation and programming. The level and content of programs should be the same as the programs offered to the GP, but the programs should occur on the housing unit.

6:30 a.m.	Wake and go to breakfast
8:00 a.m.-12:00 p.m.	Morning programs – <i>the capacity is not sufficient to meet the demand</i>
11:00 a.m.	Institutional Count
12:30-1:30 p.m.	Lunch
1:30-5:00 p.m.	Afternoon programs – <i>the capacity is not sufficient to meet the demand</i>
4:00 p.m.	Institutional Count
5:30-6:30 p.m.	Dinner
7:00-9:00 p.m.	Evening hygiene, lockdown
9:00 p.m.	Institutional Count

Site and Building Information:

This facility is the second oldest state prison and, as such, contains a mix of buildings of various ages and conditions. Of the 15 buildings on the campus, 10 provide inmate functions. The remainder are utility structures. The total gross square foot area of all structures is approximately 210,000 square feet.

A capital improvement project in 2004 provided new housing, food service/ dining, central laundry/ warehouse and a new water tower and water well. A 2009 renovation project at several older buildings created improved spaces for admissions/ reception, visiting, health services, living skills, canteen, library and education. Currently, the facility is in good condition.

Site Information:

This facility is located on a rural site and is just over 24 acres. Approximately 18 acres are within the secure double fence perimeter. The site slopes to the east and south. Utilities consist of a 4” gas line, 12” sanitary sewer, 8” water main with water tower and several emergency power generators.

Potential Future Expansion:

There is some space available for additional expansion in the southeast corner of the secure campus. The southwest space is currently occupied by recreation and garden space which could also be utilized for expansion. Upgrades to electrical service and mechanical capacity would be required for major building additions to this campus.

Facility Needs

This facility has buildings that have reached the end of useful life. Replacing these buildings and providing an updated/expanded space for the parenting program are key facility needs. There are a number of ongoing capital projects required for continuing maintenance of the NCCW that are also described here.

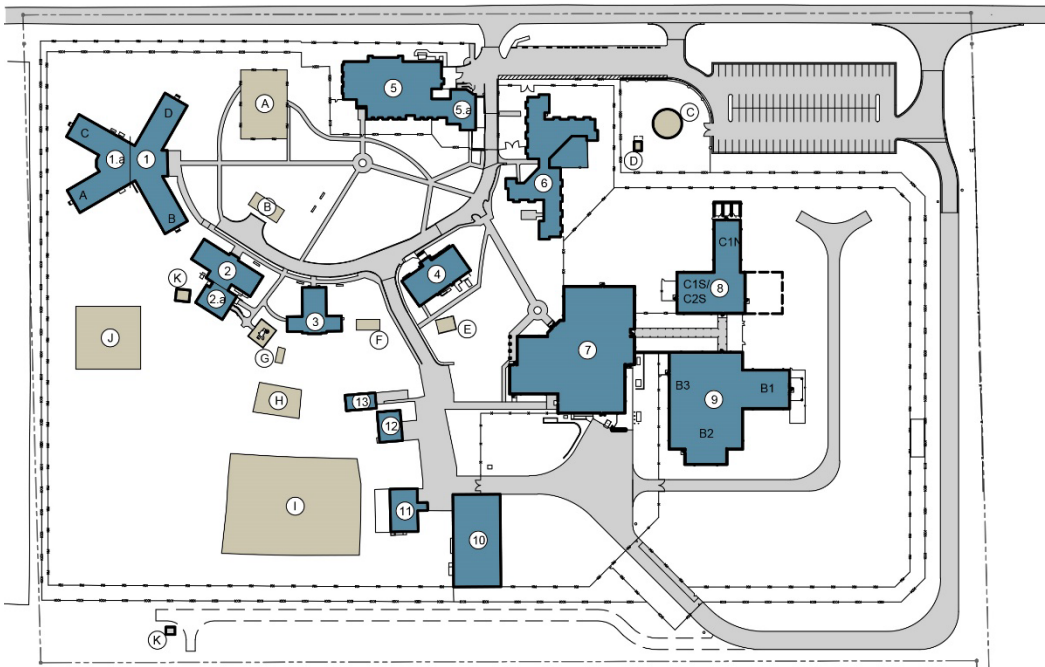
Operational Limitations and Opportunities:

The biggest challenge at this facility is a lack of programming/educational/recreational space.

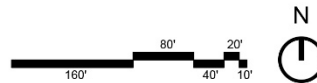
There are numerous limitations to everyday operations that are worth mentioning:

- Building A recreation area is too small and needs an expansion to serve the entire campus population. During inclement weather, this building lacks recreation facilities sufficient to serve the population.
- The program space is limited for educational opportunities relating to the parenting program. This highly successful program could easily expand to meet a wider range of needs, if space were available. This program could easily occupy a dedicated building with attached housing where mothers and children could concentrate on parenting objectives.
- The CM population has dedicated/separate recreation and program areas. The three yard spaces are not sufficient for the out of cell time that is ideal for all the CM population, nor is the program space sufficient.

Existing Site Plan:



NCCW - SITE PLAN



BUILDINGS

- ① NORTH HALL
- ①.a NORTH HALL ADDITION
- ② WEST HALL
- ②.a WEST HALL ANNEX
- ③ CHAPEL
- ④ EAST HALL
- ⑤ ADMINISTRATION
- ⑤.a CONTROL CENTER
- ⑥ DIAGNOSTIC & EVALUATION
- ⑦ BUILDING A

- ⑧ BUILDING C
- ⑨ BUILDING B
- ⑩ CORN HUSKER STATE INDUSTRIES
- ⑪ BARN
- ⑫ MAINTENANCE
- ⑬ SHED

GROUNDS

- Ⓐ TENNIS COURT / BASKETBALL COURT
- Ⓑ VOLLEYBALL
- Ⓒ WATER TOWER
- Ⓓ FIRE PUMP HOUSE
- Ⓔ BUILDING FOUNDATION
- Ⓕ DOG EXERCISE AREA
- Ⓖ PLAYGROUND EQUIPMENT
- Ⓗ NATIVE AMERICAN SWEAT LODGE
- Ⓘ GARDEN
- ⓵ SECONDARY GARDEN PLOT
- ⓶ WELL HOUSE

Specific Capital Improvement Needs

The following is the priority list of projects needed to address acute deficiencies at the NCCW:

- ADA power assists at entry to several GP buildings (activities/ kitchen)
- Install new transfer switch (West Hall, North Hall, East Hall)
- Complete shower improvements (North Hall)
- Improvements to site water distribution systems. Connect campus to city water
- Replace aging electrical equipment
- Upgrade obsolete door controls
- Upgrade lighting to LED and add lighting controls
- Add emergency egress lighting
- Fix communications room water issues

Potential Major Capital Projects

The East and West Hall should be demolished due to age. These buildings are under-utilized and spaces on the upper levels are in complete disrepair. These buildings are close to 100 years old and have several different code deficiencies that would be expensive to remediate, including ADA/elevator issues and HVAC issues.

Construct an educational/vocational/program. A structure that can house indoor recreation, educational/vocational spaces, and programming space is a high need at this facility, where little to no such space currently exists.

Summary of Existing Conditions

Over the past decade NDCS has improved the systemwide balance between housing and core space, increased the housing capacity (and thereby reduced crowding), and improved the capital facility conditions at several facilities, pulling them forward into a new phase of NDCS evolution. Improvements have led to a systemwide reduction in ADP/Design Capacity from 148% in 2014 to 136% in 2022, and a reduction in the systemwide OSI from 1.26 in 2014 to 1.15 in 2022.

Several facilities still require capital improvements. Those facilities are indicated by the high crowding and OSI indices; NSP, CCC-O, and OCC rate high on the list of facilities with capital needs. These needs exist outside of any projected increase in population within NDCS, and are necessary simply to bring those facilities up to date for continued use.

A replacement for NSP is already in design. Improvements to the other two facilities are necessary to meet continued needs in Omaha. Recommendations in Chapter 4 center around systemwide and facility-specific improvements, as well as meeting anticipated future needs as defined in Chapter 3.

Chapter 3 – Population Projections

Introduction

This section of the 2022 Master Plan summarizes the correctional population projections for NDCS male and female inmates for 2022 to 2030. The projections produced by JFA in 2020 serve as the basis for these population projections.

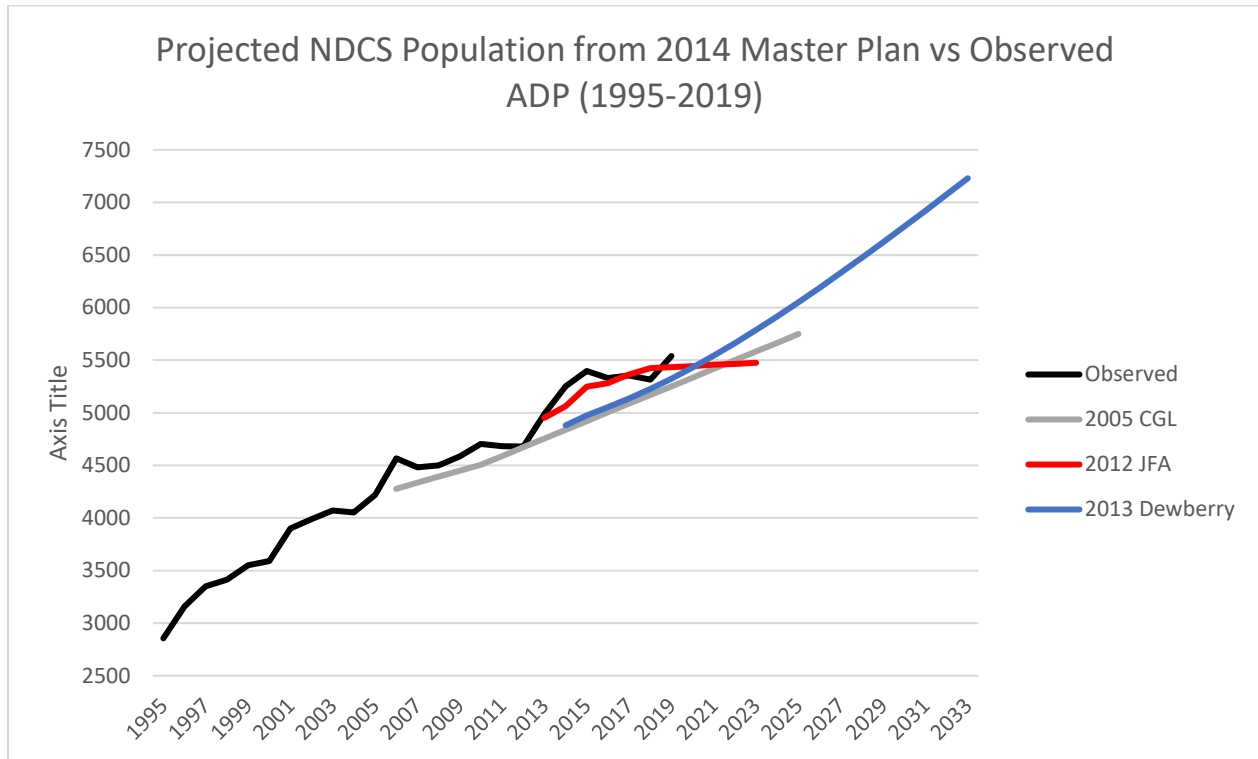
As discussed previously, work for the Master Plan update began in 2021. The COVID-19 pandemic started in 2020 and had spread nationwide and resulted in the imposition of social distancing measures and business closings. After several waves of different strains of the virus spread throughout the next two years, it was necessary to adjust some of the procedures used for completing the Master Plan. In addition to this, the COVID-19 pandemic also resulted in a sudden and unexpected decrease in the NDCS correctional population. This decrease necessitated changes in the strategy for projecting the correctional population, which is discussed in detail in the sections below. Specifically, we expected that the decrease in the correctional population was in a large part attributable to slowdowns in case processing due to court closures and that the decrease was temporary and the NDCS population would return to the levels forecasted by JFA in 2020. Later assessments of the trend in the NDCS population in late 2021 and early 2022 appear to be consistent with this assumption.

In the sections below, we first review the inmate populations produced in the original 2013 Master Plan. After this, we discuss the forecast produced by JFA in 2020 that will serve as the baseline for the inmate classification forecasts that follow. After this, we consider the impact of COVID-19 in more detail and further elaborate on our justification for adhering to the JFA 2020 forecasts, rather than making post-hoc adjustments for COVID-19. Following this section, we assessed the ratio of inmates in each security classification from snapshot data from 2019-2021. We then applied these ratios to the forecasted populations for each explicitly defined inmate classification to determine the projected bed space need by classification at NDCS. Finally, we compared the final projected population numbers to the NDCS facility bed space inventory to determine the surplus or shortfall in beds by classification for 2030.

Previous Forecasts

This section discusses the prior forecasts by JFA/Dewberry/JSS for the 2014 Master Plan. Prior to the production of the 2014 Master Plan, CGL produced forecasts starting in 2006 based on a “natural growth” algorithm. In 2012, JFA produced an independent set of forecasts using their simulation method for 2013 – 2023. During the 2014 Master Plan, Dewberry produced an independent set of forecasts using VECM methods for 2014 – 2033. These forecasts are presented against the observed NDCS population for 1995 – 2019 in Figure 3.1. The NDCS population numbers from 1995 – 2012 are based on the ADP, but the population from 2013 – 2019 are based on “snapshot” populations from December 1 of the corresponding year.

Figure 3-1 Forecasted Populations from the 2014 Master Plan vs Observed

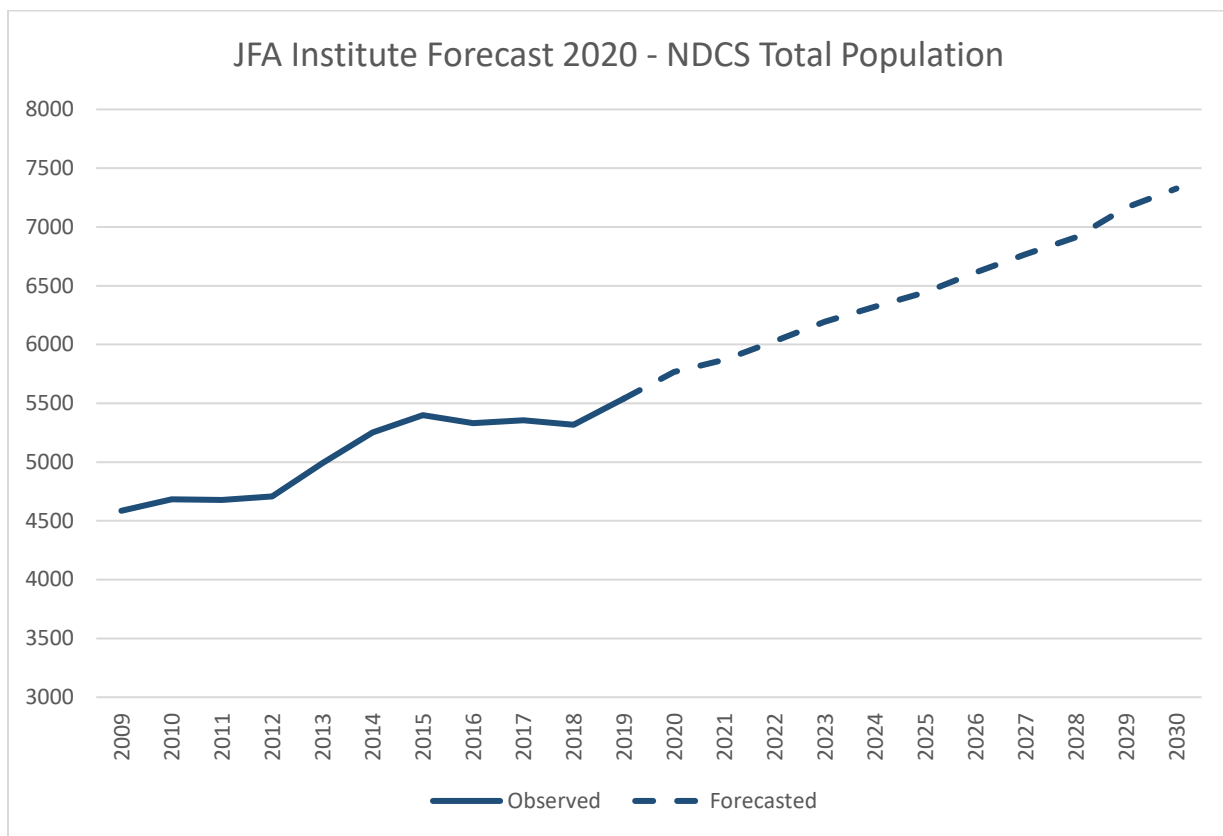


From this figure, it appears that the 2012 JFA forecast slightly outperformed the 2005 CGL (extrapolated) and 2013 Dewberry forecasts by anticipating a slight peak and plateau, but all three models resulted in similar forecasts for the previous seven years. Further, as noted in the 2014 Master Plan previously, all methods converge in nearly the same population around 2020 – 2022, which also mirrors the observed population. The differences between the methods appear to emerge after this point, however, it would be preferable to revisit these projections frequently, as forecast error and unanticipated policy changes would likely make these projections considerably less useful.

2020 JFA Forecast

This section describes the most recent JFA Forecast for the NDCS population conducted in 2020. NDCS contracted JFA to produce additional forecasts for the period 2020 – 2030. Since the previous JFA forecast ends in 2023, these revised forecasts provide NDCS with additional projections through the end of the decade. JFA again used the simulation methodology to generate these projections and the methodology of these projections are available in JFA’s 2021 report. The results of these projections are presented below in Figure 3.2. JFA projects the NDCS correctional population to reach 6,445 in 2025 and 7,327 in 2030.

Figure 3-2 JFA 2020 Forecasts for the Total NDCS Population, 2020 – 2030



JFA produced separate projections for male and female populations and these are presented below in Table 3.1. JFA projects a male population of 5,925 and a female population of 520 for 2025 and a male population of 6,765 and a female population of 562 in 2030. These numbers provide the totals used to calculate the projected size of the correctional population by classification.

Table 3-1 JFA 2020 Projected Male and Female NDCS Populations

Year	Male	Female	Total
2020	5,308	459	5,767
2021	5,401	470	5,871
2022	5,549	478	6,027
2023	5,704	491	6,195
2024	5,817	504	6,321
2025	5,925	520	6,445
2026	6,086	526	6,612
2027	6,238	531	6,769
2028	6,374	540	6,914
2029	6,610	557	7,167
2030	6,765	562	7,327

Impact of COVID

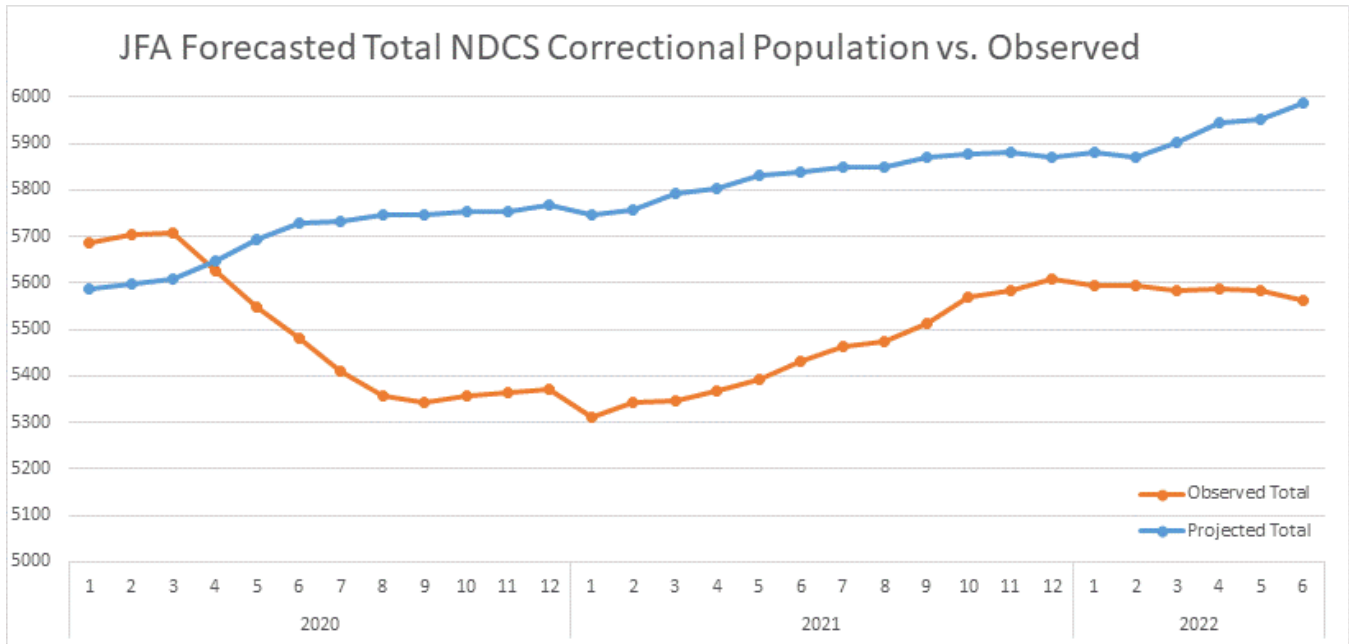
This section compares the monthly 2021 JFA Forecast to the observed NDCS population of males and females over the period of January 2020 through June 2022. Unfortunately, shortly after the JFA 2020 forecasts were produced, the United States experienced the onset of the COVID-19 pandemic around March and April of 2020. The COVID-19 pandemic resulted in the widespread initial adoption of masking and social distancing measures designed to minimize the spread of the virus. During the initial waves of the pandemic (original virus and alpha variant), there were considerable shifts to work from home and most non-essential businesses were temporarily closed. A vaccine was deployed nationwide at the end of 2020, but the rate of immunizations hovered around 70 to 75%. A second wave (delta variant) emerged in the summer – fall of 2021 and a third wave (omicron variant) emerged in late 2021. To date (July 2022), an estimated 1,020,000 individuals across the U.S. have died from COVID-19.

Projected vs. Observed Population during COVID

The 2020 JFA forecast cannot assess the impact of COVID-19 on the NDCS correctional population. Since the JFA forecast begins near the start of the COVID-19 pandemic, these forecasts should be accurate estimates of the projected correctional population because they rely on prior trends for the 2020 and 2021 forecasts. This can be seen in Figure 3.3.

Starting in May of 2020, the observed population fell 114 short of the projected population (5,694 projected vs. 5,580 observed). This discrepancy rose to 423 by September 2020 (5,746 projected vs. 5,323 observed) and reached a high point in May 2021 of 486 (5,830 projected vs. 5,344). By November 2021, the observed correctional population was 5,558 compared to 5,882 projected. Discussions with NDCS suggest that the discrepancy between the forecasted and observed populations have decreased in the beginning of 2022 and that the correctional population is “catching-up” to the forecast.

Figure 3-3 Forecasted NDCS Population vs. Observed, Jan 2020 – June 2022



The discrepancies between the male and female populations appear similar and can be seen Figures 3.4 and 3.5 below. By November 2021 when this analysis was started, the observed male population remained 257 lower than projected and the observed female population remained 67 lower than projected. While some of this discrepancy can be attributed to forecasting error, given how close the forecast was completed to the onset of the COVID-19 pandemic, it is reasonable to assume that most of this discrepancy is due to the impact of COVID-19.

Figure 3-4 Forecasted NDCS Male Population vs. Observed, Jan 2020 – June 2022

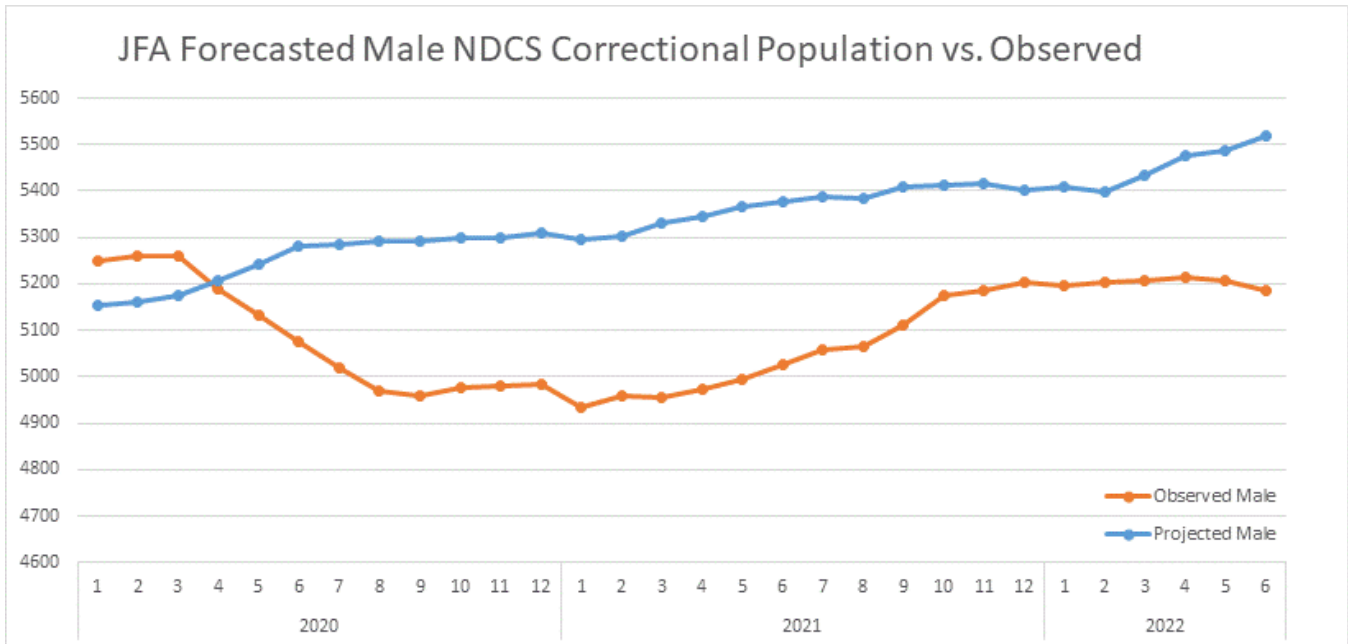
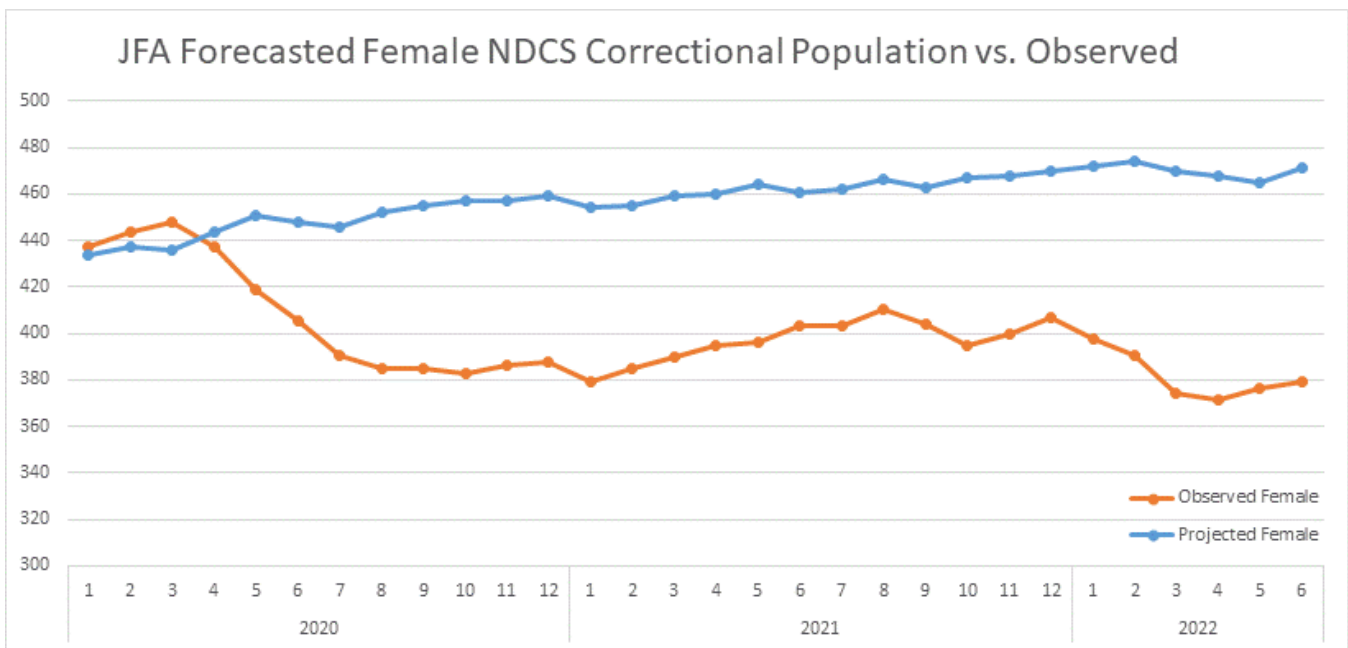


Figure 3-5 Forecasted NDCS Female Population vs. Observed, Jan 2020 – June 2022



Important Notes for JFA Forecast

While the net impact of the COVID-19 epidemic resulted in a substantial drop in the observed ADP, it is likely that these impacts will not be lasting. The State of Nebraska did not revise policies that either accelerated the release of incarcerated inmates or reduced the total amount of time spent in NDCS facilities in response to the COVID-19 pandemic. This resulted in a negligible decrease in the size of the incarcerated population due to either of those reasons. As such, the only reasonable source for the decrease in NDCS population is a decrease in inmate admissions.

A reduction in the number of individuals coming to NDCS facilities could be due to a number of different reasons. The COVID-19 pandemic may have prompted efforts to reform aspects of the criminal justice system that make individuals less likely to come to NDCS facilities (less likely to be arrested, charged, convicted, or sentenced to NDCS facilities). There did not appear to be any legislative action during the period to accomplish these goals, but there were likely formal or informal policies enacted during the pandemic by criminal justice agencies (police departments, courts, local correctional systems) that resulted in the same impact. These drivers may have included delays in court proceedings due to shutdowns or illnesses or that delayed the transfer of inmates to NDCS facilities from local correctional facilities (county jails) due to lack of space or staff available for transport during the pandemic. It is likely that these measures will end as the impact of the COVID-19 pandemic wanes and the number of people processed through intake will increase in response.

Another possible cause of decreasing intake would be a reduction in criminal activity. While the drivers and facilitators of crime (such as drug addiction, gang membership, persistent poverty) likely did not change during the pandemic, the opportunity for criminal activity surely did. During medical isolation and quarantine, fewer people were away from home and locations that bring victims and offenders together were closed for an extended period. This would result in decreasing the opportunities for some indexed crimes and decreasing the number of those types of criminal events, leading to decreases in reported crimes, arrests, prosecutions, and incarcerations.

Importantly, the most likely causes of the decreases in the NDCS population due to COVID-19 remain temporary factors. As such, when the pandemic recedes it is expected that the NDCS population will return to forecasted levels. For this reason, the population projections for each classification of inmates were computed using the original JFA 2020 forecast without adjusting for the impact of COVID-19. However, it is recommended that NDCS examine the long-term impact of COVID-19 on correctional populations at some point in the future to determine if this assumption is warranted. Discussions with NDCS suggest that the male correctional population has seen increases in early 2022 that suggest that this may be already occurring; however, the female population has not yet seen the same increases.

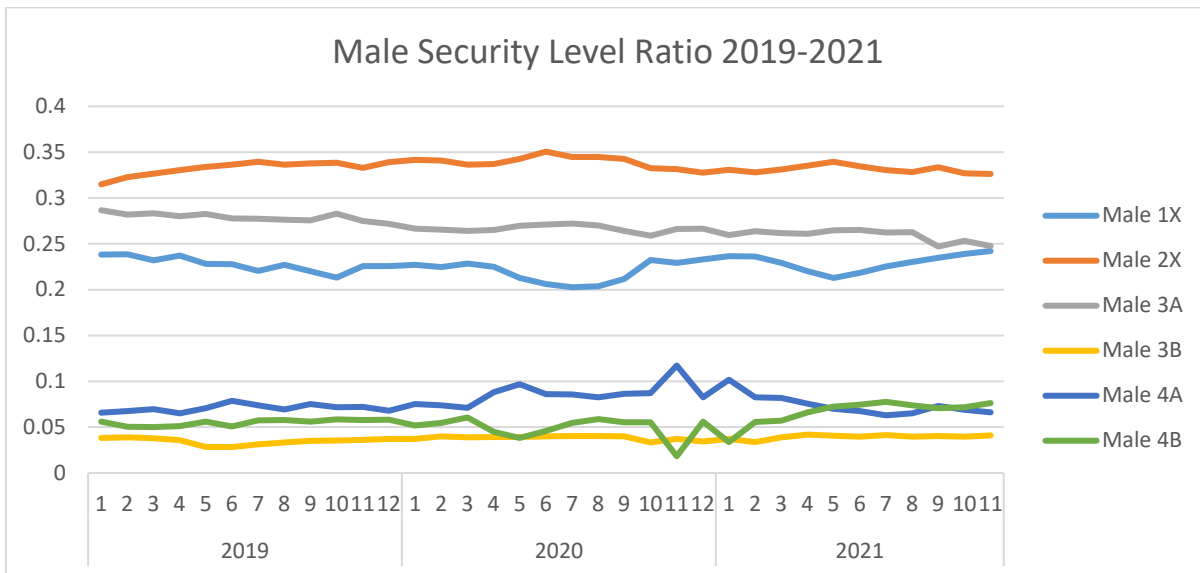
Projections by Population Grouping (Classification, Males, and Females)

This section discusses the NDCS correctional population projections for male and female inmates by classification factor. As previously stated, the basis for these projections are the population projections created by JFA in 2020. NDCS provided detailed monthly population snapshots for January 2019 through November 2021 in order to estimate the proportion of the population comprised by inmates by each classification.

Males and Females by Custody Classification - Proportions

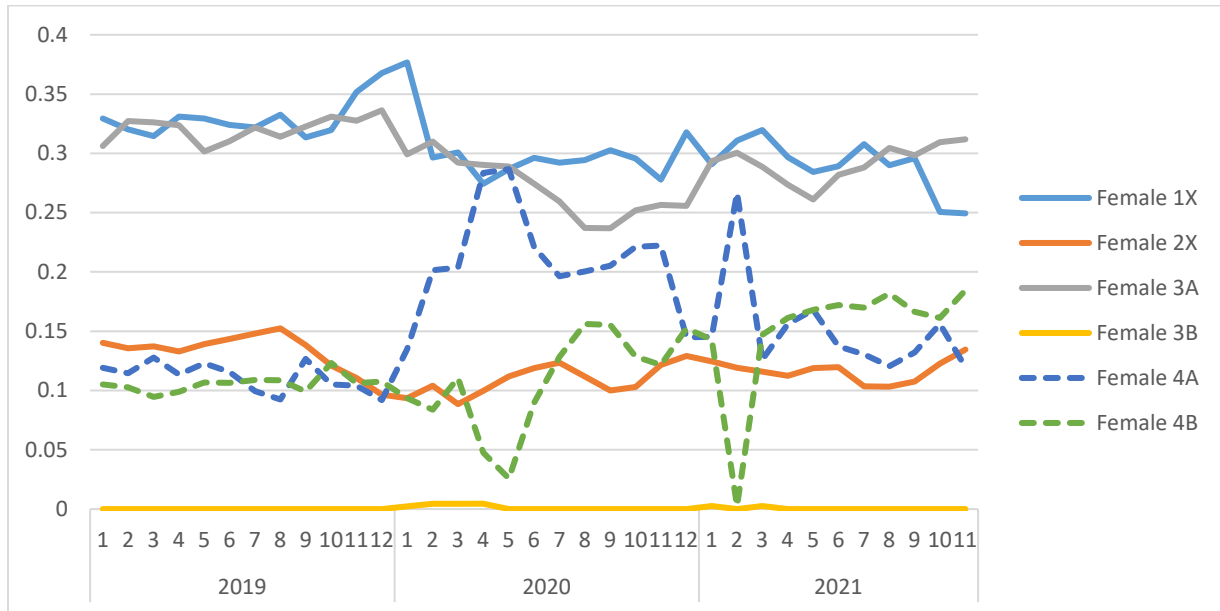
The estimated monthly proportions for male inmates by classification are presented in Figure 3.6. Importantly, the proportions are very stable across the observed years. There is a minor deviation in the ratio of male 4A and 4B inmates that appears to offset. The stability of these ratios suggest that using the mean security ratio is appropriate for estimating the relative size of these populations.

Figure 3-6 Ratios of NDCS Male Inmates by Security Classification



The estimated proportions for females by security classification proved more erratic as can be seen in Figure 3.7. The largest variances were seen in the ratios of female 4A and 4B during 2020 and the beginning of 2021. The large increases in female 4A were due to decreases in female 1X, 2X, and 4B. After discussions with NDCS, it appears likely that these differences could be due to the impacts of COVID-19, which resulted in quarantining particular units and stopping work release temporarily. Due to the instability of the populations during 2020 and early 2021, only the mean ratios of custody classifications from April 2021 to November 2021 will be used.

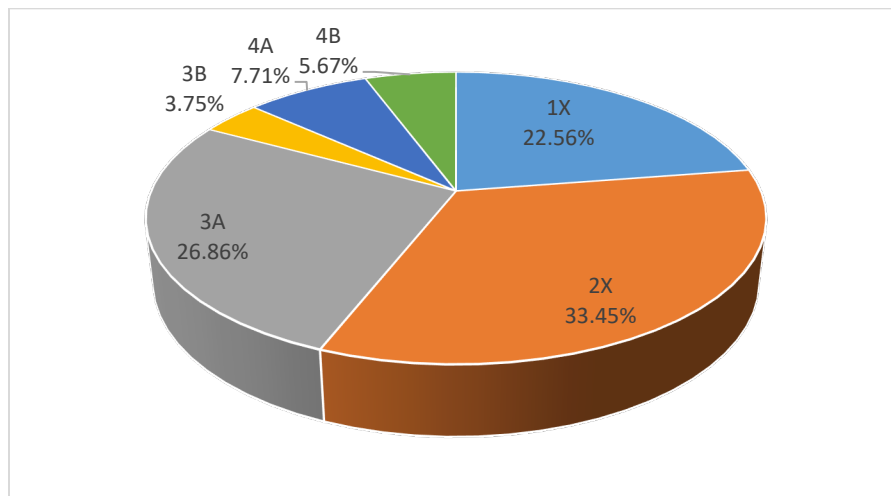
Figure 3-7 Ratios of NDCS Female Inmates by Custody Classification 2019-2021



Males and Females by Custody Classification – population projections

The ratios used to generate the projected male NDCS population by custody classification are shown in Figure 3.8. The 2X classification captures the largest population at 33.45%. The 3A population (26.86%) and the 1X population (22.56%) are the next largest custody classifications. Finally, 4A (7.71%), 4B (5.67%), and 3B (3.75%) comprise considerably smaller custody classification groups.

Figure 3-8 Estimated Percentage of Male NDCS inmates by Custody Classification



Applying these percentages to the JFA 2020 forecast produces the yearly population estimates by each custody classification. These estimates are provided in Table 3.2 below.

Table 3-2 Projected Male NDCS Population by Custody Classification.

Year	Projected Male Population						Total
	Custodial			Community			
	1X	2X	3A	3B	4A	4B	
2022	1,252	1,856	1,490	208	428	315	5,549
2023	1,287	1,908	1,532	214	440	324	5,704
2024	1,312	1,946	1,562	218	448	330	5,817
2025	1,337	1,982	1,591	222	457	336	5,925
2026	1,373	2,036	1,635	228	469	345	6,086
2027	1,407	2,087	1,675	234	481	354	6,238
2028	1,438	2,132	1,712	239	491	362	6,374
2029	1,491	2,211	1,775	248	510	375	6,610
2030	1,526	2,263	1,817	254	521	384	6,765

The ratios used to generate the projected female NDCS population by custody classification are shown in Figure 3.9. The 3A classification is the largest security classification for women at 29.11%. There were no females classified at 3B since April, 2021. Females classified at 1X is the second largest classification category. Females with 4A and 4B classifications constitute 14.00% and 17.06% of the female correctional population respectively. Finally, females with the 2X classification only constitute 11.53% of the population. Applying these percentages to the forecast produces the yearly population estimates in Table 3.3 below.

Figure 3-9 Estimated Percentage of Female NDCS inmates by Custody Classification

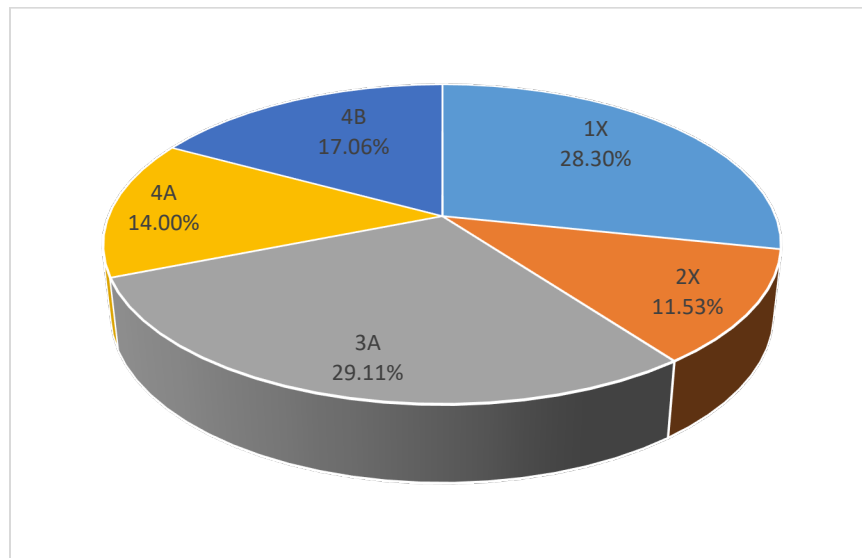


Table 3-3 Projected Female NDCS Population by Custody Classification

Year	Projected Female Population					Total
	Custodial			Community		
	1X	2X	3A	4A	4B	
2022	135	55	139	67	82	478
2023	139	57	143	69	84	491
2024	143	58	147	71	86	504
2025	147	60	151	73	89	520
2026	149	61	153	74	90	526
2027	150	61	155	74	91	531
2028	153	62	157	76	92	540
2029	158	64	162	78	95	557
2030	159	65	164	79	96	562

There are only two facility options for female inmates in the NDCS. NCCW houses females with custodial classifications (1X, 2X, 3A) and CCC-L houses females with community classifications (4A, 4B). This type of separation is not uncommon across the U.S., as there are considerably fewer female offenders incarcerated compared to male offenders. Having only one custody facility can complicate efforts to provide distinct housing for 1X, 2X, and 3A female inmates.

The limited housing solutions for women within the NDCS leads to an oversimplification of the housing challenges posed by the female population (which runs 7% of the total in NDCS). With only one secure perimeter, NCCW is a multi-custody facility with no separations between 1X and 2X/3A inmates. The 1X female population has different physical plant requirements and programming needs compared with women who are classified 2X or 3A. The construction of a new female living unit at custody level 4A/4B at CCC-L has alleviated some of the females pending transfer out of NCCW to community custody, but issues remain at NCCW, where 1X, 2X, and 3A women are all housed and matriculate in the same general community.

Specialty Populations

Within GP, there are numerous subordinate population groupings. Some of these require or can benefit from separate housing. Others are referred to as “mission-specific” populations within the general population of a facility. It is helpful to define these populations in order to quantify the amount of special housing that might be required or the program-based resources (staff and space) to support the mission focus.

Male Youth¹

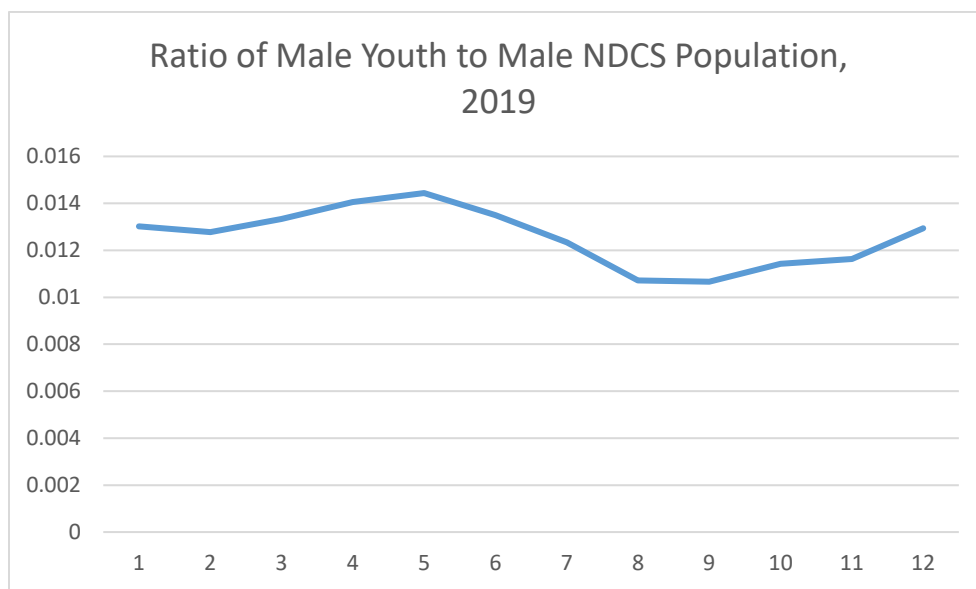
NDCS houses youthful male offenders at the NCYF facility. These under-18 years of age individuals must be sight and sound separated from adult inmates unless under the direct supervision of staff. NCYF was designed to house youthful male inmates in a dedicated facility with appropriate education and programming for that

¹ While both male and female youth may be incarcerated at NDCS, female youth are rare, and no feasible estimates can be made about the size of this population. Women under the age of 18 are housed at NCCW with sight and sound separation from the over 18 population.

population. These youthful inmates can have security classifications of 1X, 2X, or 3A, but are housed at NCYF based on age, maturity, and other personal factors.

After 2020, NDCS began a pilot program of housing a small number of adult Intentional Peer Support specialists at the NCYF. To remove any potential compounding of need, the proportion of male youth will be estimated from the monthly 2019 facility counts (1-12 on the x-axis of Figure 3.10). Over this period of time, the ratio of male youth to the total male NDCS population was very stable, with NCYF males comprising an average of 1.26% of the total NDCS male population.

Figure 3-10 Ratio of NDCS Male Youth Inmates to Total Male Inmates, 2019



Applying this ratio to the projected NDCS male inmates yields the estimated male youth in Table 3.4. Again, these numbers are based on facility population during 2019. This may over count the over 18 population of youths that are >18 who remain at the NCYF facility.

Table 3-4 Projected Youthful Male Population

Year	Male Youth
2022	70
2023	72
2024	73
2025	74
2026	76
2027	78
2028	80
2029	83
2030	85

County Safekeepers

Safekeepers are inmates held for county jails that cannot be held in local facilities. Generally, male safekeepers are managed as 1X and are housed at intake. Female safekeepers are managed as 1X and housed within the GP at NCCW. On occasion, NDCS houses male youth safekeepers at NCYF, but numbers are very low – just over one per month with a high of six in July 2020 – and they are addressed case-by-case at NCYF.

Figure 3.11 shows the ratio of male safekeepers to the total male population and female safekeepers to the total female population. The ratios for male safekeepers appears fairly stable with these inmates comprising on average 0.48% of the total male population. While the ratio for females appears more variable, this variance is likely the result of the considerably smaller female population, rather than radical fluctuations in numbers of safekeepers, which comprise approximately 1.8% of the total NDCS female population.

Table 3.5 shows the projected number of safekeepers obtained by applying these ratios to the 2020 JFA forecast.

Figure 3-11 Ratio of Male and Female Safekeepers to Total NDCS Male and Female Population, 2019-2021

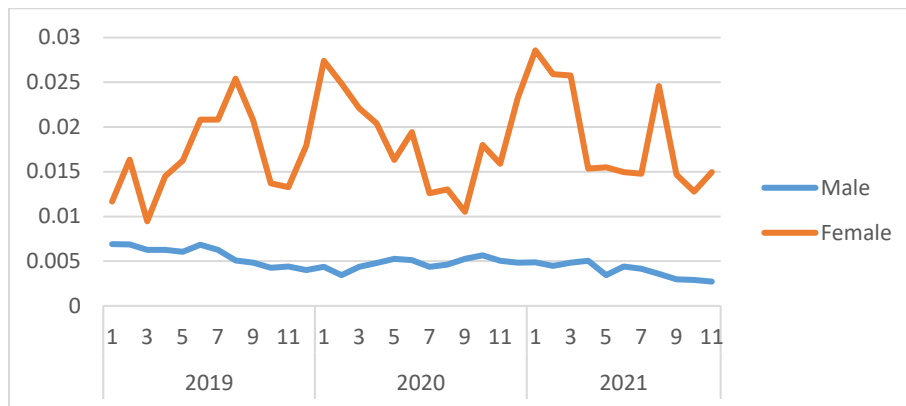


Table 3-5 Projected Male and Female Safekeeper NDCS Population.

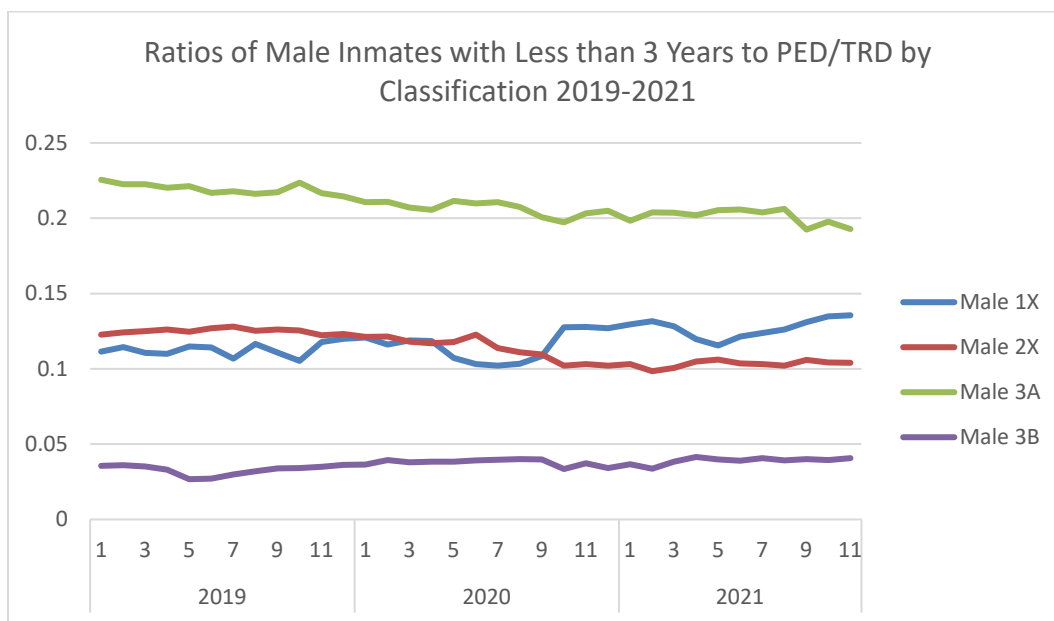
Year	Male	Female
2022	27	9
2023	27	9
2024	28	9
2025	29	9
2026	29	10
2027	30	10
2028	31	10
2029	32	10
2030	33	10

Custodial Inmates within 3 Years of Release Eligibility

A final subpopulation worth examining is the number of inmates who are close to possible release – defined as inmates either past their parole eligibility date (PED) or within three years of either their parole eligibility date or tentative release date (TRD). As these inmates approach their eventual release, it is preferable to incorporate programming to prepare them for eventual release in order to reduce recidivism and increase the chance of positive community outcomes. Projecting the size of this population may assist the NDCS in anticipating future programming needs or possible alternative housing arrangements.

NDCS provided facility snapshot data for inmates by custody classification and whether or not inmates were within three years of release eligibility. From this data, ratios were determined for male inmates eligible for release within three years to the total male NDCS population for the 1X, 2X, 3A, and 3B custody classifications. Figure 3.12 shows these ratios monthly from January 2019 to November 2021.

Figure 3-12 Ratio of Male 1X, 2X, 3A, and 3B with Less than 3 Years until Release Eligibility to NDCS Male Population, 2019-2021



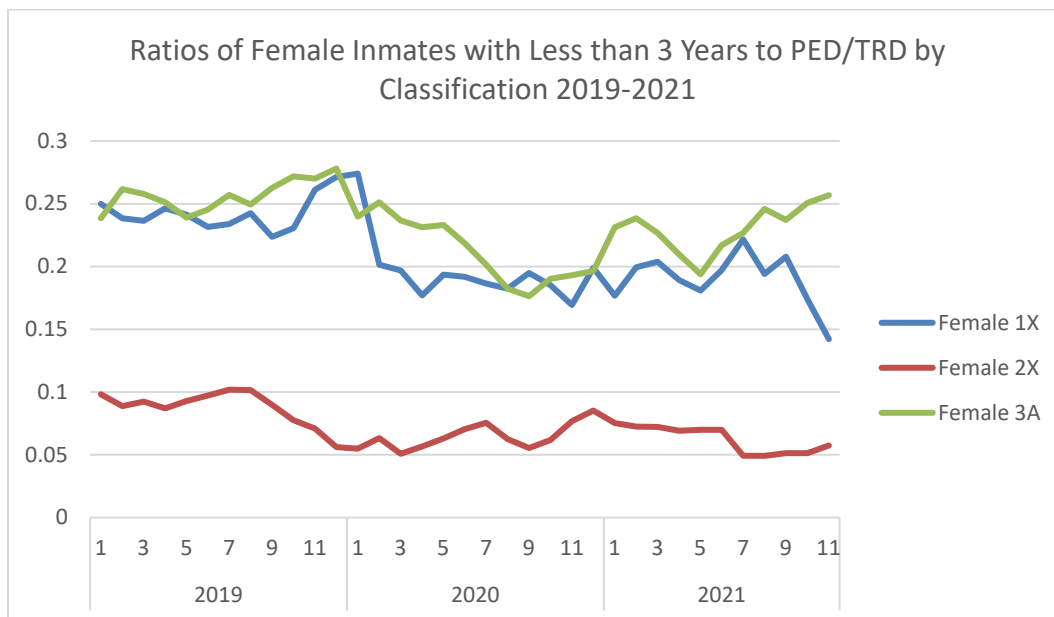
From this graph, the ratios for male 1X, 2X, 3A, and 3B inmates are fairly consistent across time. On average, male 1X inmates within three years of release eligibility comprise approximately 11.8% of the total NDCS male population. The other classifications, 2X, 3A, and 3B within three years of release eligibility, constitute on average 11.4%, 20.9%, and 3.7% of the total male population respectively. **On average, male inmates with custodial classifications within three years of release constitute approximately 47.8% of the total male population.** Applying these ratios to the JFA 2020 projections produces the projections listed in Table 3.6 below.

Table 3-6 Projected Male Inmates within 3 Years of Release Eligibility by Classification.

Year	Male 1X	Male 2X	Male 3A	Male 3B
2022	655	634	1,162	203
2023	673	651	1,194	208
2024	687	664	1,218	212
2025	699	677	1,240	216
2026	718	695	1,274	222
2027	736	712	1,306	228
2028	752	728	1,334	233
2029	780	755	1,384	241
2030	799	772	1,416	247
2030	3,234			

The ratio for females eligible for release within three years to the total female NDCS population for the 1X, 2X, and 3A custody classifications are shown in Figure 3-13. Notably, the ratios of 1X and 3A fell from about 25% to 20% in 2020. The proportion of female 1X inmates within three years of release continued to fall at the end of 2021, while the ratio for female 3A inmates increased near the end of 2021. The female 2X inmates with less than three years also fell from 10% to 5% in 2020 and remained at this level through 2021. On average, **female inmates with custodial classifications within three years of release constitute approximately 51.6% of the female NDCS population.**

Figure 3-12 Ratio of Female 1X, 2X, and 3A with Less than 3 Years until Release Eligibility to NDCS Female Population, 2019-2021



Following the earlier procedure, the averages from April 2021 through November 2021 were applied to the JFA 2020 forecast to produce the estimates in Table 3.7.

Table 3-7 Projected Female Inmates within 3 Years of Release Eligibility by Classification.

Year	Female 1X	Female 2X	Female 3A
2022	90	28	110
2023	92	29	113
2024	95	29	116
2025	98	30	119
2026	99	31	121
2027	100	31	122
2028	102	32	124
2029	105	33	128
2030	106	33	129
2030	268		

Population Projections for < 3 Years Pre-Release

Most notable about this analysis is the high number of inmates – both male and female – with < 3 years left on their sentences at any given time. The adult male analysis shows that by 2030 there will be an estimated 799 1X adult males; 772 2X males; 1,416 3A males, and 247 3B males with < 3 years left. The total yields **approximately 3,234 male inmates who are within three years of release.**

This number exceeds the reentry preparation that is available at the two community corrections facilities (679 male beds) combined with the 766 OCC beds (which often serve as pre-release treatment for 2X/3A inmates) by approximately 1,789 beds. The total number of male inmates who are within three years of potential release is the equivalent of 100% of NSP plus one third of TSCI, all preparing for release at any time. It is noteworthy that a significant number of inmates are released (and will always release) from higher custody levels, largely due to behavior that prevents lower custody classification. Every effort is made at every custody level to complete pre-release/reentry preparation.

For females, the number within three years of release is the equivalent of 70% of all female inmates in NCCW plus 100% of those at CCC-L (160 female beds).

Whether with custody level 1X, 2X, 3A or 4A/4B, those pending release (defined as < 3 years by NDCS administration) are expected to be actively participating in pro-social/pre-release activities that are either required (for parole) or desired (to improve chances of success, post-release). Particular consideration will be given to this subset of the general population to define deliberate, intentional solutions that will support a high level of programming, based on individualized plans, for those within three years of release.

Finalized Population Projections for Males and Females

This section provides the finalized population projections by category. Table 3.7 provides the summarized population projections for males (youth and adults) and Table 3.8 provides the summarized population projections for females.

Table 3-7 - Summarized Male NDCS Population Projections

Year	Male Youth Projections				Adult Male Projections						
	1X	2X	3X	Total	Safekeeper	1X		Total	2X		Total
						<3 Yr	> 3 Yr		< 3 Yr	> 3 Yr	
2022	16	24	30	70	27	655	555	1,236	634	1,199	1,832
2023	16	25	31	72	27	673	570	1,271	651	1,232	1,883
2024	16	25	32	73	28	687	582	1,296	664	1,256	1,921
2025	17	26	32	74	29	699	592	1,320	677	1,280	1,956
2026	17	26	33	76	29	718	608	1,356	695	1,315	2,009
2027	17	27	34	78	30	736	624	1,390	712	1,347	2,060
2028	18	27	35	80	31	752	637	1,420	728	1,377	2,105
2029	18	29	36	83	32	780	661	1,473	755	1,428	2,182
2030	19	29	37	85	33	799	676	1,507	772	1,461	2,234

Year	Adult Male Projections (continued)									Total Projected Male Population
	3A			3B			4A	4B	Subtotal Adult Male	
< 3 Yr	> 3 Yr	Total	< 3 Yr	> 3 Yr	Total					
2022	1,162	299	1,460	203	5	208	428	315	5,479	5,549
2023	1,194	307	1,501	208	6	214	440	324	5,632	5,704
2024	1,218	313	1,531	212	6	218	448	330	5,744	5,817
2025	1,240	319	1,559	216	6	222	457	336	5,851	5,925
2026	1,274	327	1,601	222	6	228	469	345	6,010	6,086
2027	1,306	336	1,641	228	6	234	481	354	6,160	6,238
2028	1,334	343	1,677	233	6	239	491	362	6,294	6,374
2029	1,384	356	1,739	241	6	248	510	375	6,527	6,610
2030	1,416	364	1,780	247	7	254	521	384	6,680	6,765

Table 3-8 Summarized Female NDCS Population Projections

Year	Adult Female Projections						
	Safe-keeper	1X			2X		
		< 3 Yr	> 3 Yr	Total	< 3 Yr	> 3 Yr	Total
2022	9	90	37	135	28	27	55
2023	9	92	38	139	29	28	57
2024	9	95	39	143	29	29	58
2025	9	98	40	147	30	30	60
2026	10	99	40	149	31	30	61
2027	10	100	41	150	31	30	61
2028	10	102	41	153	32	31	62
2029	10	105	43	158	33	32	64
2030	10	106	43	159	33	32	65

Year	Adult Female Projections (continued)					Total Projected Female Population
	3A			4A	4B	
	< 3 Yr	> 3 Yr	Total			
2022	110	29	139	67	82	478
2023	113	30	143	69	84	491
2024	116	31	147	71	86	504
2025	119	32	151	73	89	520
2026	121	32	153	74	90	526
2027	122	33	155	74	91	531
2028	124	33	157	76	92	540
2029	128	34	162	78	95	557
2030	129	35	164	79	96	562

Shortfall Analysis

By combining the population projections for 2030 (by custody) with the capacity analysis from Chapter 2, a simple shortfall analysis was completed for male beds (adult and youth) and female beds. The results indicate that for males, there will be a shortfall of approximately 413 Intake, 1X, and 2X beds by 2030, even with the addition of 384 1X beds at RTC. This shortage includes beds for new system intakes, so an overage is desirable to allow for the flexibility needed to adjust and move new intakes as they arrive and are processed.

There will be a projected shortfall of 610 beds at the 3A level by 2030.

At the 3B level (beds like those at WEC) there will be a projected shortfall of 54 beds by 2030, and for the 4A and 4B custody level (beds like those at CCC-L and CCC-O) there will be a shortfall of approximately 226 beds.

NOTE: The shortfalls calculated in this table do not take any facility closures into account. Any housing unit or facility closure will increase the shortfall by the bedspace capacity in the unit or facility that is closed.

Table 3-9 Bedspace Surplus (Shortfall) – 2030 Projection

		Male 2030 Projection					Female 2030 Projection				
	Design Capacity	Beds *	Projected Inmates	Surplus (Shortfall) Beds		Design Capacity	Beds *	Projected Inmates	Surplus (Shortfall) Beds		
Intake	160	366	n/a	(413)	Intake	28	48	159	78		
1X	1,106	1,436	1,507		1X	247	403	65			
1X/2X	740	982	n/a		2X					15	164
2X	412	544	2,234		3A					-	-
3A	640	1,170	1,780	(610)	3B	-	-	-	-		
3B	100	200	254	(54)	4A/4B	160	160	175	(15)		
4A/4B	390	679	905	(226)	Totals	435	626	562	63		
Totals	3,548	5,377	6,680	(1,303)							
Youth	76	124	85	39							

* Beds with more than one occupancy were categorized with the highest level classification for flexibility reasons. Higher level beds can hold lower custody levels, but beds designed for lower levels can not hold higher levels. 1X beds have the highest flexibility to accommodate system change, going forward.

For the female population, the shortfall analysis can be aggregated into “custodial beds” (at NCCW) and community beds (at CCC-L). Projections indicate a shortfall of approximately 15 female community beds at CCC-L in 2030 and a surplus of approximately 78 custodial beds at NCCW. The surplus at NCCW is speculative, since the COVID “bounce-back” has not been the same for women as for men. It is possible that there will be a surplus of beds at NCCW rather than the shortfall shown in Table 3.9; until the future demand becomes clearer, no increased housing is recommended at NCCW.

Specific projects recommended to address the projected shortfalls, as well as to address existing facility needs and support the NDCS mission, are included in Chapter 4.

Chapter 4 - Master Plan – Recommendations

This section of the master plan describes recommended strategies for NDCS to meet the forecasted bedspace demand over the 20-year master plan period as well as to update the facilities that will remain in the inventory and in use. Solutions were derived from a combination of facility assessments, capacity analysis, analysis of the JFA population forecast by population groupings, and activity goals for each population. Projects emerged where gaps exist that stretch across facility conditions, population size, activities, and location. Leadership meetings were convened at critical decision points at which materials and decisions were reviewed, edited, reshaped, and approved.

Each facility within NDCS was evaluated during the course of this study through a series of activities, including tours, interviews with facility and department staff, plan reviews, and comparisons to best practices and ACA standards. The discussions of each facility in Chapter 2 include a summary of existing conditions, which highlighted original design features, current facility utilization levels, inmate programs, activity plan, an assessment of core support services and issues that may contribute to operational stress, a summary of major challenges, and an analysis of on-site opportunities moving forward.

The analyses of current facility need, as well as the realities related to staffing and expansion possibilities on each site provide a basis for the viability of any expansion plan included in this chapter. In some cases, such as the 256-bed addition at TSCI or expansion at WEC, a project is carried forward as a possibility, but with a low priority level. These projects should only be advanced if circumstances change to favor the viability of these efforts. These projects are called “horizon projects” because they are expected to remain on the long-term horizon beyond the duration of this master plan, and they are scheduled in Phase 3.

Legacy 2014 Master Plan Recommended Projects and Pending Projects

As a direct result of the 2014 Master Plan and diligent state funding to meet previously identified needs, NDCS has completed a number of capital projects and has other projects in progress. The 2014 Master Plan focused on capital projects to reduce crowding, with a secondary goal of relieving operational stress wherever possible. Projects centered solely on core expansion or program space were deferred. The current master plan falls midway through Phase 2 of the 2014 Master Plan’s recommendations. NDCS has completed all Phase 1 projects except expanding community corrections capacity in Omaha, and has completed three of the Phase 2 projects that were recommended.

The legacy projects table provides an update on the status of projects recommended in the 2014 Master Plan. Projects highlighted in yellow have not been completed and were carried over into the 2022 Master Plan.

Legacy Phase 1 Projects (2015-2019)

Legacy 1.1. Community Corrections Center – Lincoln (CCC-L) Expansion - Increase the re-entry/pre-release beds in Lincoln by expanding the CCC-L facility.	COMPLETED 2019 +160 beds
Legacy 1.1.a Community Corrections Center – Lincoln (CCC-L) Expansion - Add 100 bed housing unit - Completed with reappropriated funding from CCC-L Expansion	COMPLETED 2017 +100 beds
Legacy 1.1.b Nebraska State Penitentiary (NSP) - Add 100 bed housing unit - Completed with reappropriated funding from CCC-L Expansion	COMPLETED 2021 +100 beds
Legacy 1.2. Reception and Treatment Center (RTC) - Medical, Mental Health, Intake, and Food Service Expansion – Increase dedicated housing areas for inmates with chronic and acute medical and mental health needs, expand capacity for intake processing, and increase food service capacity to support the DEC/MIFS/LCC campus..	COMPLETED 2022
Legacy 1.3. Community Corrections Center – Omaha (CCC-O) Renovation - Add parole hearing/kitchen/visitation areas to improve operations.	CARRIED OVER

Legacy Phase 2 Projects (2020-2024)

Legacy 2.1. Lincoln Correctional Center (LCC) Restrictive Housing Expansion – Increase disciplinary restrictive housing capacity and core support services on the DEC/LCC campus. - Add general population housing	COMPLETED 2020 (modified scope) +384 beds
Legacy 2.2. Nebraska State Penitentiary (NSP) - Decommission– Increase disciplinary restrictive housing to allow one general population housing unit to be used for its intended population.– Core support services will also be expanded to reduce the operational stress index at this facility.	CARRIED OVER (modified scope)
Legacy 2.3. Diagnostic and Evaluation Center (DEC) Expansion (now RTC) - Increase intake housing through the addition of a 192 bed housing unit. - Add dedicated housing for special populations; 32 beds Geriatric, 32 beds Cognitively Impaired, 32 beds Acute Mental Health Transition	TO BE COMPLETED (modified scope) 2024 +96 beds
Legacy 2.4. Omaha Correctional Center (OCC) - Add restrictive disciplinary housing and core support services spaces to reduce operational stress.	CARRIED OVER (modified scope)
Legacy 2.5. Nebraska Correctional Center for Women (NCCW) - Develop an operational or structural solution to house youthful females in compliance with PREA and ACA standards -Add program/educational/vocational/recreational space.	CARRIED OVER (modified scope)
Legacy 2.6. Tecumseh State Correctional Institution (TSCI) -Add 100 beds to the Secure Management Unit (SMU) and - Construct the additional 256-bed general population housing unit, per original design plans.	CARRIED OVER (modified scope)
Legacy 2.7. Work Ethic Camp (WEC)– -Construct a 200-bed housing unit, modify the fence, and formally establish the mission of this facility as a correctional facility. - Add program/educational/vocational building	CARRIED OVER (modified scope)

Legacy Phase 3 Projects (2025-2035)

Legacy 3.1. Nebraska Correctional Youth Facility (NCYF) Expansion - Add a 100 bed housing unit - Increase capacity for educational and vocational training and add vehicle sallyport for truck deliveries.	CARRIED OVER
Legacy 3.2. Community Corrections Center – Omaha (CCC-O) - Increase the re-entry/pre-release beds in Omaha by expanding the CCC-O facility.	CARRIED OVER (modified scope)
Legacy 3.3. New Prison Construction - Build a 600 1,512 bed prison for male offenders, with long-term expansion available to 2,040 and 3,000 beds.	CARRIED OVER (DESIGN IN PROGRESS 2022)

All legacy projects were considered and included in this Master Site Plan, some with scopes updated to better meet current demands. Projects that were carried forward in this master plan update were reprioritized to meet the needs confronting NDCS in 2022.

2022 Master Plan - Recommended Projects

The focus of the 2022 Master Plan is on upgrading capital infrastructure for continued long-term use, combined with completing the continuum of care to optimize use of time at NDCS on vocational, educational, and other programs shown to reduce criminal behaviors post-release. The prior emphasis on alleviating crowding has shifted to a general focus on balancing housing with core areas at each facility.

The following list includes legacy projects plus new projects identified in the 2022 Master Plan based on the facility condition assessments, the analysis of operational stress, and the demands established by the ideal operational plan for each population grouping. Each phase includes projects that are recommended for completion during that period of time.

Prioritizing the Need

Future projects were prioritized according to their ability to meet urgent needs within NDCS. Phase 1 (0-5 years)

Phase 1 (0-5 Years)

1.1 (Legacy 3.3) New Prison - Build a 1,512-bed prison for male offenders, expandable to 2,040 and 3,000.

The most urgent and immediate need, a legacy project first identified in the 2014 Master Plan, is for a new prison to serve as the replacement for NSP. That facility has too many structures beyond their useful life to make upgrades feasible or realistic, particularly in a fully operational facility. The new prison is an NDCS top priority for the first five years of implementation of this master plan. Upon completion of the new prison, NDCS intends to move the NSP population out of the old facility and into the new prison, allowing NSP to be decommissioned (see Phase 3).

Phase 2 (6-10 Years)

2.1. Increase CSI Capacity at new 1,512-bed facility to match the industry capacity at NSP

2.2. (Legacy 1.3) Community Corrections Center – Omaha (CCC-O) – Renovation and addition to provide adequate kitchen, visitation, and parole hearing space in existing facility.

- 2.3. (Legacy 3.2) Increase reentry capacity in Omaha – Construct increased community custody housing in Omaha.**
- 2.4. Expand housing** (like at OCC, but this may be located elsewhere, including at the new 1,512-bed prison)
- 2.5. (Legacy 2.4) Omaha Correctional Center (OCC) – Increase core support services spaces** to improve operations and reduce operational stress.
- 2.6. (Legacy 3.1) Nebraska Correctional Youth Facility (NCYF) Expansion – Increase capacity for educational and vocational training.**
- 2.7. (Legacy 2.5) Nebraska Correctional Center for Women (NCCW) – Add space for vocational, educational, and recreational programs.**
- 2.8. (Legacy 2.7) Work Ethic Camp (WEC) – Construct new program/vocational/educational building** to meet the needs of the on-campus population. **Expand the kitchen and improve adjacent core areas.**

In Phase 2, the urgency is based on the potential project’s ability to fill a particular gap, either in housing, programs/education, or in core support (addressing what is needed to reduce the OSI). Phase 2, most of which are legacy projects from the 2014 Master Plan, are prioritized in this 2022 Master Plan, but the order is likely to shift. One unknown that might impact the prioritization is the post-pandemic return to normal for the justice system, which is expected to return NDCS to a more typical level of intakes to NDCS – including projected increases. Long-term increases have identified a potential demand for approximately 1,534 male beds. This increase is projected to occur between 2023 and 2030. If this projection accurately predicts the pace of increase, an additional 1,500 beds will be needed during Phase 2.

A program statement is required for each project to determine specifics regarding the details of which core spaces should be enhanced to develop a viable renovation plan that produces an acceptable OSI for each facility.

Phase 3 (11-20 years or more)

- 3.1 (Legacy 2.2) Nebraska State Penitentiary (NSP) – Plan for Facility Decommissioning**
- 3.2 (Legacy 2.6) Tecumseh State Correctional Institution (TSCI) – Construct the additional 256-bed general population housing unit, per original design plan.**
- 3.3 (Legacy 3.1) Nebraska Correctional Youth Facility (NCYF) – Construct 100-bed housing expansion**
- 3.4 New NDCS Headquarters/CSI/Training Academy - Program statement, design, and construction for new consolidated facility** to house all NDCS administrative functions and activities.

Projects identified for Phase 3 are those that include needs that are less specific. They include decommissioning of NSP plus two additional legacy projects. These projects do not have a well-substantiated need that has materialized at this time, but they follow on prior investments at NDCS facilities and bring a sequence of capital projects to conclusion by adding new beds in the future. Since these legacy projects add beds to the system, they might provide a partial solution to any increased demand in Phase 2.

Overview of Recommendations

Governing principles and broad goals for the 2022 Master Plan include a preference for the following:

- Solutions which continue to reduce the operational stress index at existing facilities;
- Projects which prolong the useful life of existing facilities by improving critical infrastructure;
- Initiatives which will support and enhance activity plan implementation, particularly for inmates with <3 years remaining to their sentences;
- Strategies which will enhance the existing continuum of housing and programming options for all inmates.

Master plan recommendations are divided into three phases – Phase 1 - Years 0-5; Phase 2 - Years 6-10, and Phase 3 - Years 10+. Each phase will be discussed separately. Summary materials, including proposed costs, are included in Chapter 5.

Urgency and Timing of Demand Forecast

The most recent JFA forecast was completed in August 2021. That forecast produced the following projected inmates by gender and custody level for 2030 shown in Figure 4.1 and 4.2.

The COVID-19 pandemic resulted in a large push to reduce the use of institutional housing wherever possible; furthermore, court systems around Nebraska were unable to seat juries for a year or more. Reduced court activity resulted in lower numbers of cases adjudicated and a reduced number of prison sentences/intakes in Nebraska. The dip in intakes lasted from mid-2020 through 2021, but early 2022 has seen intakes picking back up and cases being rapidly processed to eliminate the pending case backlog. Prison intakes have increased to nearly the pre-pandemic level.

The timing and urgency of housing construction is recommended according to the JFA forecast, under the assumption that the COVID-19 pandemic impacts seen during 2020-2021 were a one-time reduction that will not continue to drive population down.

Figure 4-1 – JFA 2020 Projected Population (Male, Female, and Total)

Year	Male	Female	Total
2020	5,308	459	5,767
2021	5,401	470	5,871
2022	5,549	478	6,027
2023	5,704	491	6,195
2024	5,817	504	6,321
2025	5,925	520	6,445
2026	6,086	526	6,612
2027	6,238	531	6,769
2028	6,374	540	6,914
2029	6,610	557	7,167
2030	6,765	562	7,327

Source: Marc Swatt, JSS

The shortfall summary indicates that, over the next 10 years there will be a need for approximately 1,300 new male beds. In the short run, the replacement 1,512-bed facility will meet the need; however, closing NSP for rejuvenation will remove approximately 1,500 beds. Because so many unknowns exist as the COVID-19 pandemic slows, the NSP rejuvenation is listed here as a horizon (Phase 3) project.

Figure 4-2 – 2030 Bedspace Shortfall Summary

		Male 2030 Projection					Female 2030 Projection			
	Design Capacity	Beds *	Projected Inmates	Surplus (Shortfall) Beds		Design Capacity	Beds *	Projected Inmates	Surplus (Shortfall) Beds	
Intake	160	366	n/a	(413)	Intake	28	48	159	78	
1X	1,106	1,436	1,507		1X	247	403	65		
1X/2X	740	982	n/a		2X		15	164		
2X	412	544	2,234		3A	-	-	-		
3A	640	1,170	1,780		3B	-	-	-		
3B	100	200	254		4A/4B	160	160	175		(15)
4A/4B	390	679	905		Totals	435	626	562		63
Totals	3,548	5,377	6,680		(1,303)					
Youth	76	124	85	39						

* Beds with more than one occupancy were categorized with the highest level classification for flexibility reasons. Higher level beds can hold lower custody levels, but beds designed for lower levels can not hold higher levels. 1X beds have the highest flexibility to accommodate system change, going forward.

Project Details

The pending and legacy projects, together with new projects/scope items identified in the 2022 Master Plan were re-prioritized into two five-year phases (Phase 1, Phase 2), plus one “horizon” phase (Phase 3). The projects recommended for implementation in each phase are detailed in this section.

Phase 1 – Years 0-5

Phase 1 includes the years 2023-2028. There is only one priority for NDCS over the next five years - completing the design and construction of the replacement 1,512-bed prison for NSP.

Project 1.1 (Legacy 3.3) Construct a new 1,512-bed facility, expandable to 2,040beds/3,000 beds

Constructing a new facility allows for NSP to be decommissioned, while providing a state-of-the-art facility with the recommended program, treatment, and activity space. The new facility should be located in/near the greater Omaha/Lincoln area to take advantage of the robust community supports in those metropolitan areas.

Bed spaces added

1,512 beds for 1X/2X/3A males

Core added

1,512 (minus some CSI areas not included in initial project design)

Scope

This project is funded through construction drawings. Future scope will include site selection, completion of design documents, and construction.

Remaining efforts:

- Land Acquisition: TBD
- Design Documents:
- New Construction: 600,000 BGSF (estimate)

Site Plan and Phasing

- Funded through schematic design
- Schematic design utilizes a green field site, as the actual site is yet to be determined.
- Construction documents design will include site adaptation of the schematic design to the selected site.

Phase 2 – Years 6-10

Phase 2 covers the years 2029-2034. RTC and a new prison will be fully operational by the end of Phase 1. Years 6-10 focus on capital improvements required at other facilities (with prioritization of CCC-O and OCC in Omaha) to relieve operational stress and extend the useful life of each facility.

Project 2.1 Increase CSI warehouse and shops at new 1,512 bed facility

The new 1,512-bed facility was initially funded without sufficient CSI facilities to completely replace the large number of shops at NSP. To replace NSP, completely in kind, additional CSI shops will be required at the new facility.

Bed spaces added

0

Core added

25,000 BGSF (Final amount of space to be determined, but sufficient to meet the gap in CSI provided in the new prison design and construction funding.)

Scope

Construct approximately 25,000 BGSF of CSI shop space at the site of the new 1,512 bed prison. Fills the gap between CSI space to be demolished at NSP and population requiring employment at new prison facility.

Site Plan

Located on the site of the new facility (site selection pending).

Project 2.2 (Legacy 1.3) CCC-O – Renovation/Addition to core areas

This project will improve the OSI and daily operations by

- providing dedicated parole hearing space where the public and population will not mix, and
- updating/improving the kitchen and laundry areas
- improve/increase parking

Bed spaces added

0

Core added

The project will add a new kitchen/laundry area and will renovate interior space to create a visitation/parole hearing room similar to the one at CCC-L.

Scope

Phase I:

Renovate: 2,500 GSF

Construct new addition: 3,000 BGSF

Site Plan and Phasing

PROJECTS

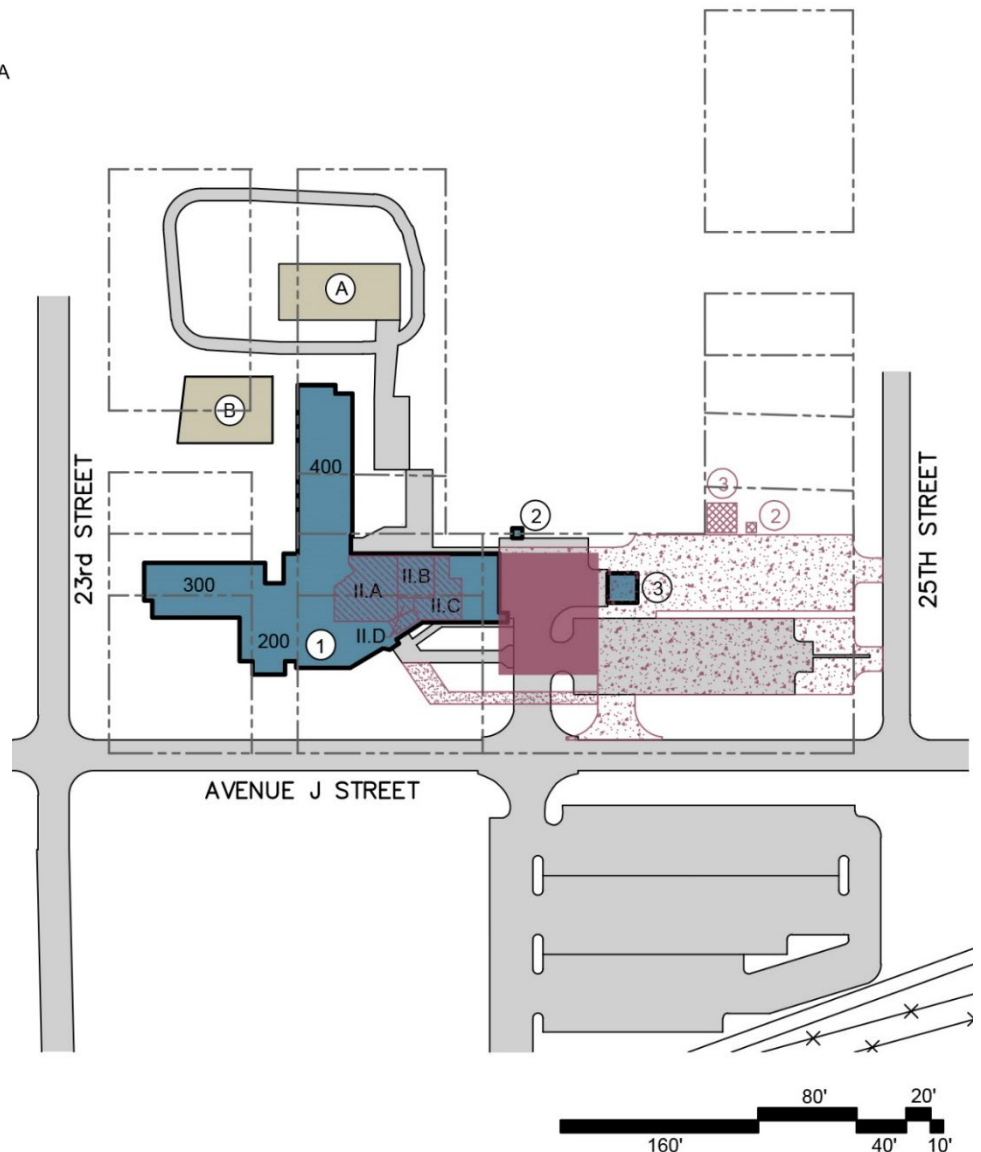
- PHASE I: NEW KITCHEN, LAUNDRY AND MECHANICAL
- PHASE I: NEW PARKING
- PHASE I: NEW SIDEWALK
- NEW GARAGE AND STORAGE SHED
- PHASE II: REMODELED AREAS INTO:
 - II.A ADDITIONAL DAYROOM MIXED USE AREA
 - II.B NEW VISITATION AREA
 - II.C NEW PAROLE HEARING AREA
 - II.D NEW SECURE ENTRY AREA

● BUILDINGS

- ① MAIN BUILDING UNIT - 200, 300, 400
- ② STORAGE SHED
- ③ GARAGE

● GROUNDS

- Ⓐ BASKETBALL COURT / WALKING TRACK
- Ⓑ GARDEN



Project 2.3 (Legacy 3.2) Increase Re-Entry Capacity in Omaha

There is a defined need for increased capacity at the 4A/4B level in Omaha. Approximately 40% of the community custody population comes from Omaha. This project fills the need for capacity at the community corrections level in Omaha and should specifically re-establish female capacity at this custody level in Omaha.

Bed spaces added

To be determined. A program statement is needed to establish the space needs.

Core added

To be determined. A program statement is needed to establish the core needs.

Scope

To be determined. A program statement is needed to define the scope.

Site Plan

To be determined based on space needs, which will be established by the program statement.

Project 2.4 Expand Housing

The OCC facility is landlocked with limited expansion space but the needs are the equivalent of one unit like J1 or J2 at OCC. Such could be configured in another manner based on specific needs at the time of design and construction.

Bed spaces added

300 2X/3A male treatment beds (for either iHElp or another residential program) in a unit similar to J1 or J2

Core added

0 BGSF

Scope

Path A:

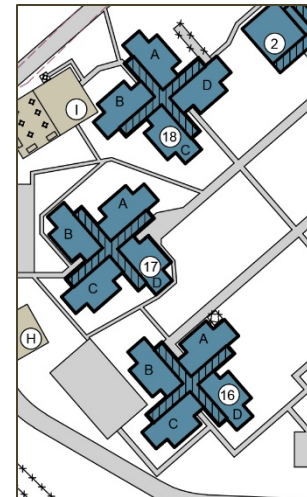
- Operational shift to establish an expanded residential treatment program at another NDCS facility.
- Construct 300 bed housing unit to backfill GP bedspace need (approximately 45,000 BGSF) at a facility to be determined.

Path B:

- Program statement for new housing unit for residential treatment beds
- Design of new housing unit for residential treatment beds
- Construction of new residential treatment beds (approximately 45,000 BGSF) at a facility to be determined.

Site Plan and Phasing

To be determined.



Project 2.5 (Legacy 2.4) Omaha Correctional Center (OCC) Expand Core

OCC has been noted for challenges related to facility conditions and core areas since the 2006 Master Plan. These challenges continue to result in an operational stress index of 1.95. Efforts should address the core deficiencies to the degree possible on this constrained site.

Bed spaces added

0

Core added

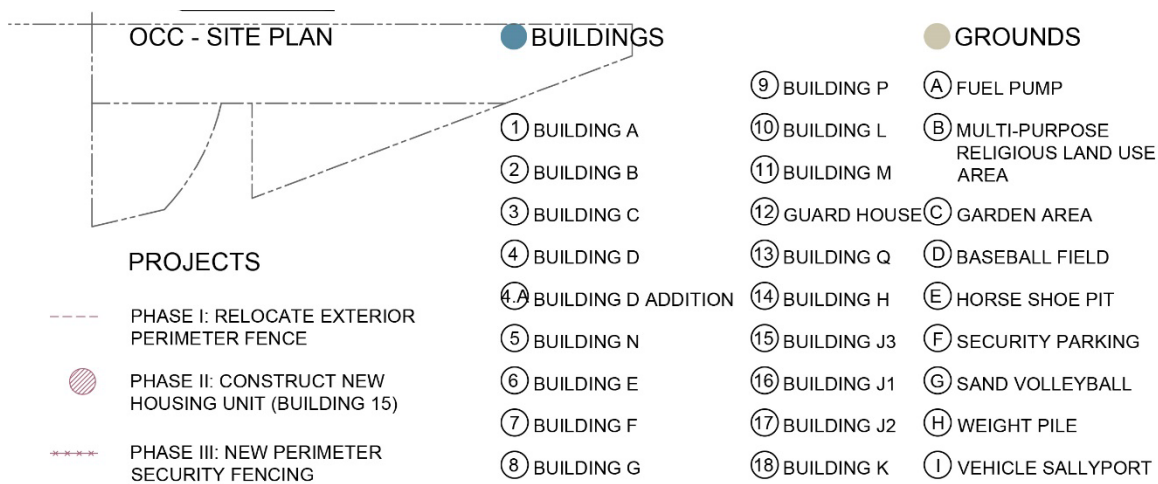
97,000 BGSF (estimated gap to balance housing and core areas)

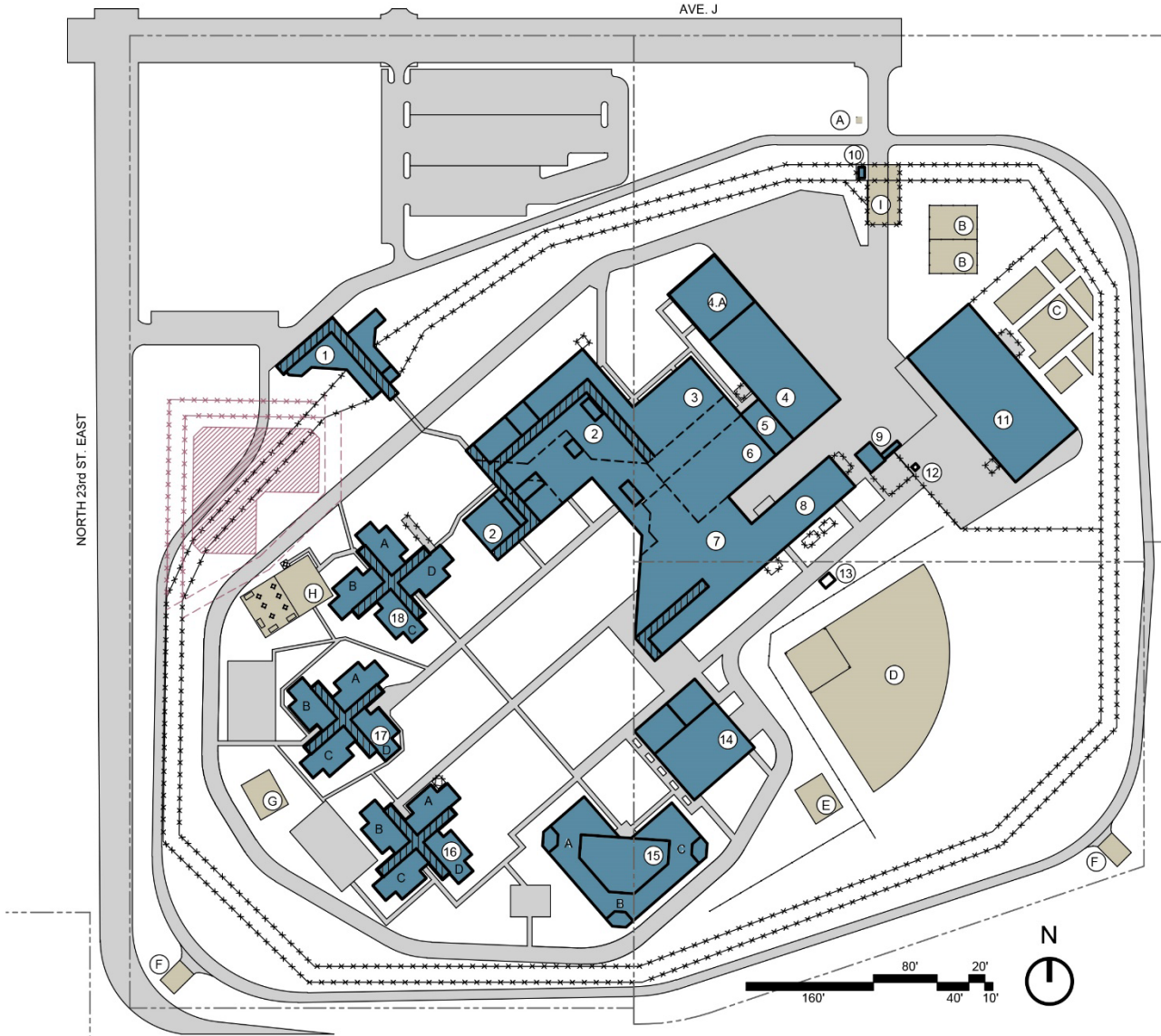
- Approximately 36,000 BGSF recreation, programs, classrooms, laundry, visitation
- Approximately 13,000 BGSF food prep/food services
- Approximately 38,000 BGSF administration
- Approximately 10,000 BGSF medical/dental/mental health

Scope

Construct 97,000 BGSF and renovate interior space (amount to be determined by the addition strategy) to upgrade and increase core areas at this Omaha facility. A detailed program statement is needed as proof of concept for accomplishing this effort on this site.

Site Plan and Phasing





Project 2.6 (Legacy 3.1) Nebraska Correctional Youth Facility (NCYF) Educational Expansion

This facility houses a number of youth who have graduated from high school or who have received a GED. These youth may remain at NCYF. There is a need for educational and vocational opportunities for these youth that include community college, vocational training, and other employment readiness training.

Bed spaces added

0

Core added








Design and construct 35,000 BGSF building for educational/vocational/recreational activities

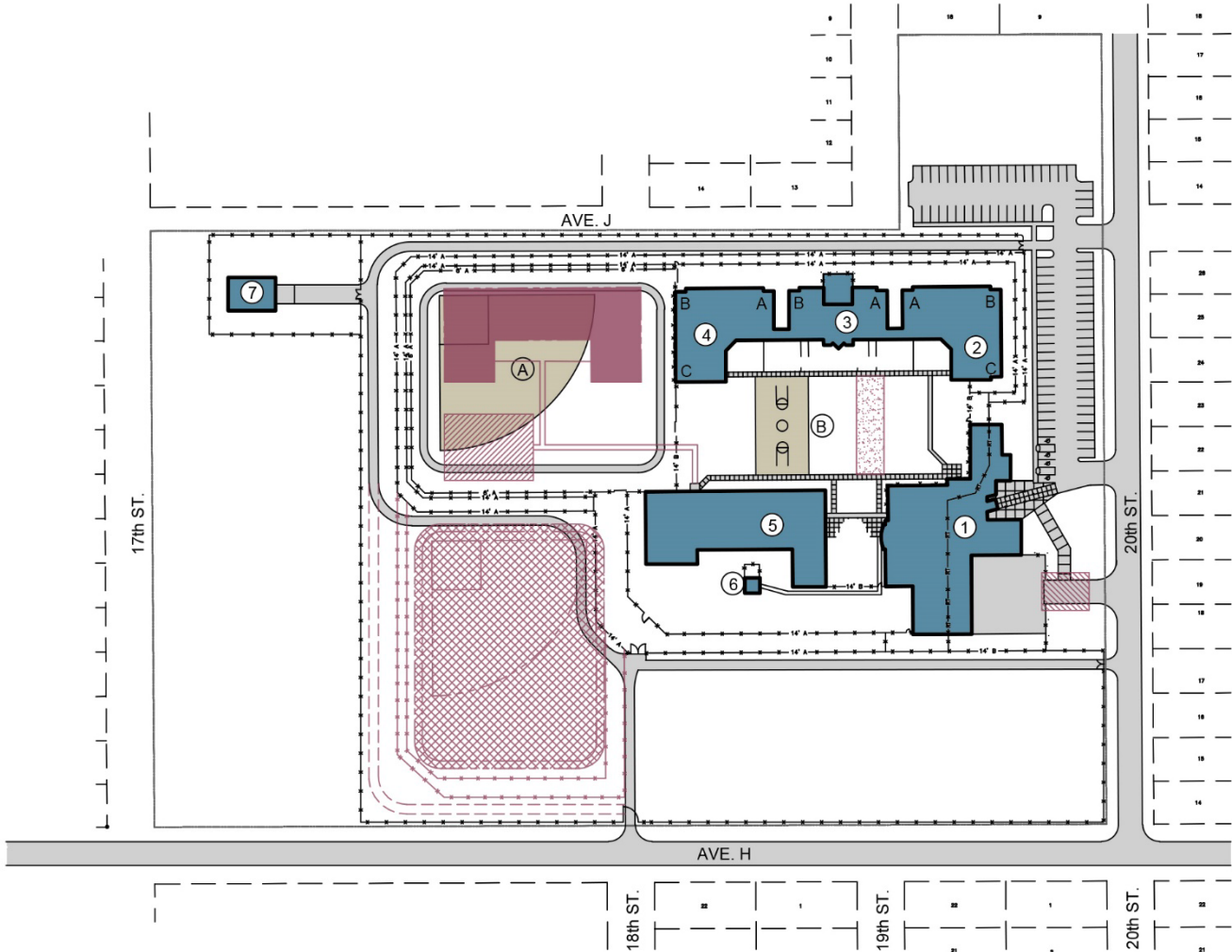
Scope

Construct new:

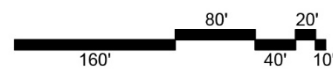
- 35,000 BGSF vocational/educational building
- Adjust perimeter fence around new building
- Adjust perimeter road around new fence line
- Construct new vehicle sallyport

Site Plan and Phasing

PROJECTS	BUILDINGS	GROUND
PHASE I - RELOCATED:	① BUILDING A - ADMINISTRATION	Ⓐ BASEBALL FIELD
 RECREATION FIELDS	② BUILDING B - INMATE HOUSING	Ⓑ BASKETBALL COURT
 PERIMETER SECURITY FENCING	③ BUILDING C - INMATE HOUSING	
 PERIMETER ROAD	④ BUILDING D - INMATE HOUSING	
PHASE II - CONSTRUCT:	⑤ BUILDING E - EDUCATION	
 NEW 100 BED UNITS	⑥ BUILDING G - DOG KENNEL	
 NEW CONSTRUCTION HIGHER EDUCATION, EDUCATIONAL, VOCATIONAL TRAINING BUILDING	⑦ BUILDING F - STORAGE	
 NEW VEHICLE SALLYPORT		
 NEW HANDBALL COURTS		



NCYF - SITE PLAN



Project 2.7 (Legacy 2.5) Nebraska Correctional Center for Women (NCCW) –Expand educational, vocational, and recreational programs

The NCCW population requires a range of education, programs, and recreational space to meet the needs of the population here. This building should be constructed in tandem with demolition of HU2/2A and HU4.

Bed spaces added

0

Core added

Design and construct 35,000 BGSF building for educational/vocational/recreational activities

Scope









Demolish:

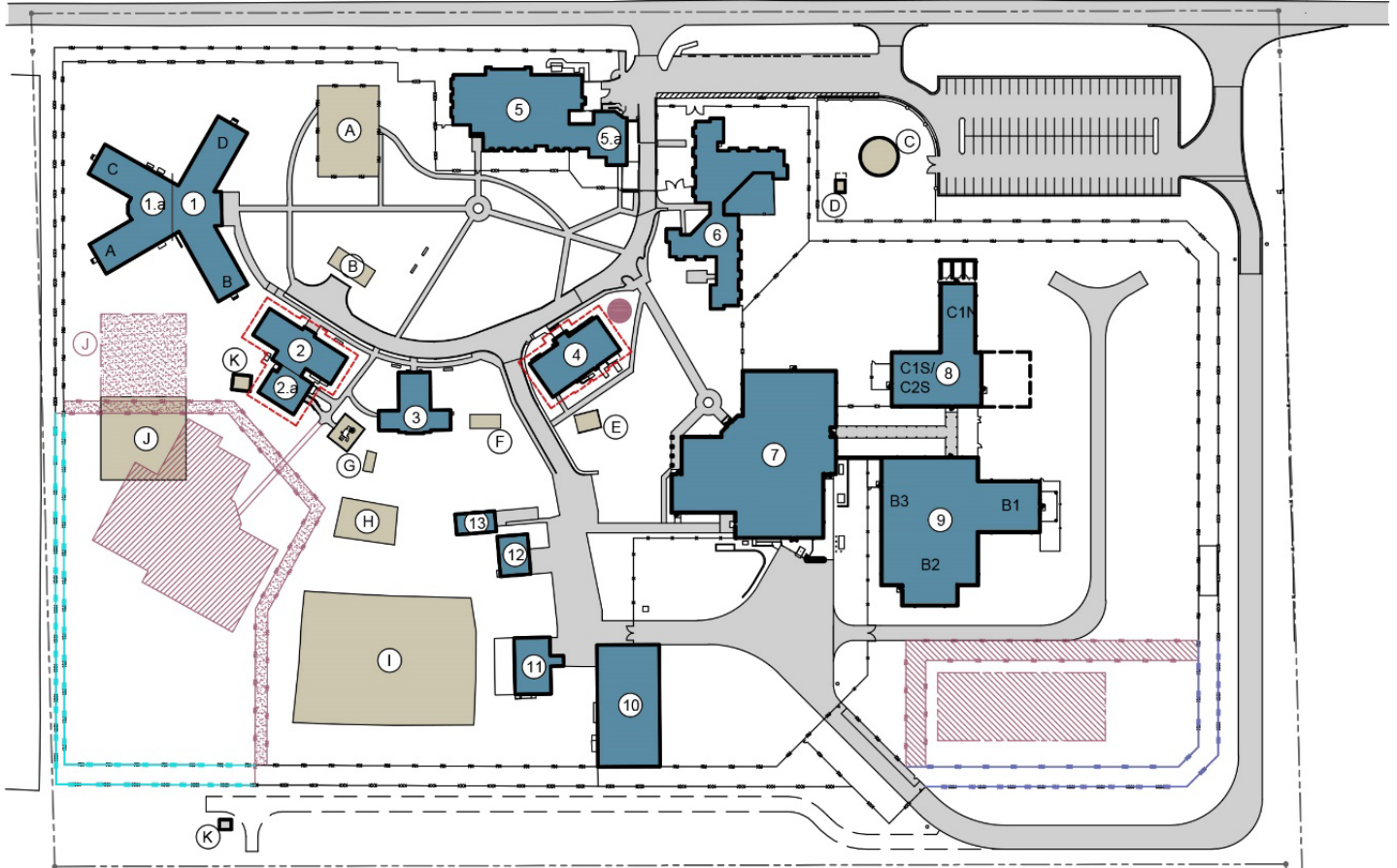
- HU 2/2A
- HU 4

Construct new:

- 45,000 BGSF vocational/educational/recreational building
- Garden area
- Perimeter fence (relocated)

Site Plan and Phasing

PROJECTS	BUILDINGS	GROUNDS
 1a - MOVE THE EXISTING GARDEN AND RELOCATE THE PERIMETER SECURITY FENCE AT NEW BUILDING 7	① NORTH HALL	⑪ BARN
 1b - CONSTRUCT NEW BUILDING 7	①.a NORTH HALL ADDITION	⑫ MAINTENANCE
 1c - RELOCATE THE PERIMETER SECURITY FENCING BACK TO ITS ORIGINAL LOCATION	② WEST HALL	⑬ SHED
 2a - DEMOLISH EXISTING BUILDINGS 2, 2.a AND 4	②.a WEST HALL ANNEX	
 2b - CONSTRUCT A NEW EDUCATIONAL VOCATIONAL AND RECREATIONAL BUILDING WHERE BUILDING 4 WAS DEMOLISHED	③ CHAPEL	
 3a - RELOCATE THE PERIMETER SECURITY FENCE AT THE NEW BUILDING SOUTH OF EXISTING BUILDING 9	④ EAST HALL	
 3b - CONSTRUCT NEW BUILDING SOUTH OF BUILDING 9	⑤ ADMINISTRATION	
 3c - RELOCATE PERIMETER FENCE BACK TO ITS ORIGINAL LOCATION	⑤.a CONTROL CENTER	
	⑥ DIAGNOSTIC & EVALUATION	
	⑦ BUILDING A	
	⑧ BUILDING C	
	⑨ BUILDING B	
	⑩ CORN HUSKER STATE INDUSTRIES	
		⑬ TENNIS COURT / BASKETBALL COURT VOLLEYBALL
		⑭ WATER TOWER
		⑮ FIRE PUMP HOUSE
		⑯ BUILDING FOUNDATION
		⑰ DOG EXERCISE AREA
		⑱ PLAYGROUND EQUIPMENT
		⑲ NATIVE AMERICAN SWEAT LODGE
		⑲ GARDEN
		⑳ SECONDARY GARDEN PLOT
		㉑ WELL HOUSE



NCCW - SITE PLAN



Project 2.8 Work Ethic Camp (WEC) – New Vocational/Educational Building and Kitchen Expansion

WEC houses young male inmates who have completed high school. These youth are eager to learn and can benefit from an expanded vocational program and/or community college opportunities provided directly on the campus.

Bed spaces added

0

Core added

35,000 BGSF

Scope

Phase 1:

- Relocate basketball courts and construct temporary fence

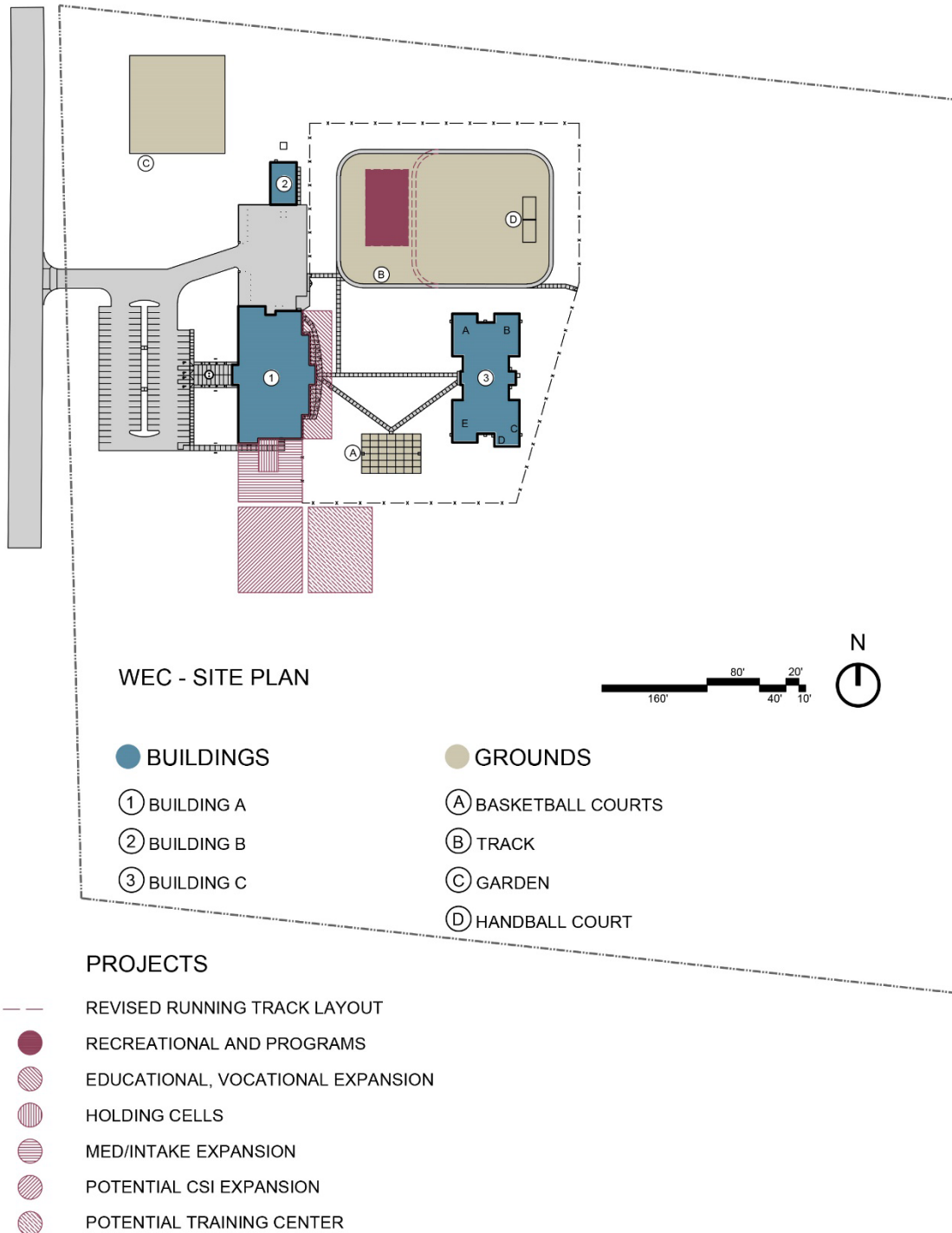
Phase 2:

- Design and construct new 10,000 BGSF gym/indoor recreation building
- Design and construct 25,000 BGSF building for educational/vocational activities.
- Replace perimeter fence.

Phase 3:

- Design and renovate backfill for expanded medical/mental health space into former classrooms and offices.
- Design and renovate backfill for kitchen expansion into former classroom A119.

Site Plan and Phasing



Phase 3 – Years 11-20 or more

Phase 3 includes the horizon projects – those which have been under consideration for some time, but which are not a top priority for completion in the next 10 years. These projects are listed and documented in case circumstances change, and as a means of recording these projects for future consideration.

Project 3.1 (Legacy 2.2) NSP –Facility Decommissioning

NSP is a major capital asset for NDCS, but one that includes many buildings beyond their useful life. The Useful Life Study completed in 2021 by Carlson West Povondra Architects (CWPA) documented a number of buildings that should be demolished.

Decommissioning this facility allows NDCS to demolish outdated buildings and determine the future path for this asset, whether that be a complete teardown and rebuild or a modernization of the campus to include open space and program space configured for a lower-custody population than previously incarcerated there, which could fill a gap that is anticipated within the NDCS system. A plan will help determine the future vision and the steps to get there.

Bed spaces added
 To be determined.

Core added
 To be determined.

Scope
 Demolish structures that are beyond end of useful life based on the recent study completed by CWPA. Complete strategic plan to determine the future for this facility and the remaining buildings.

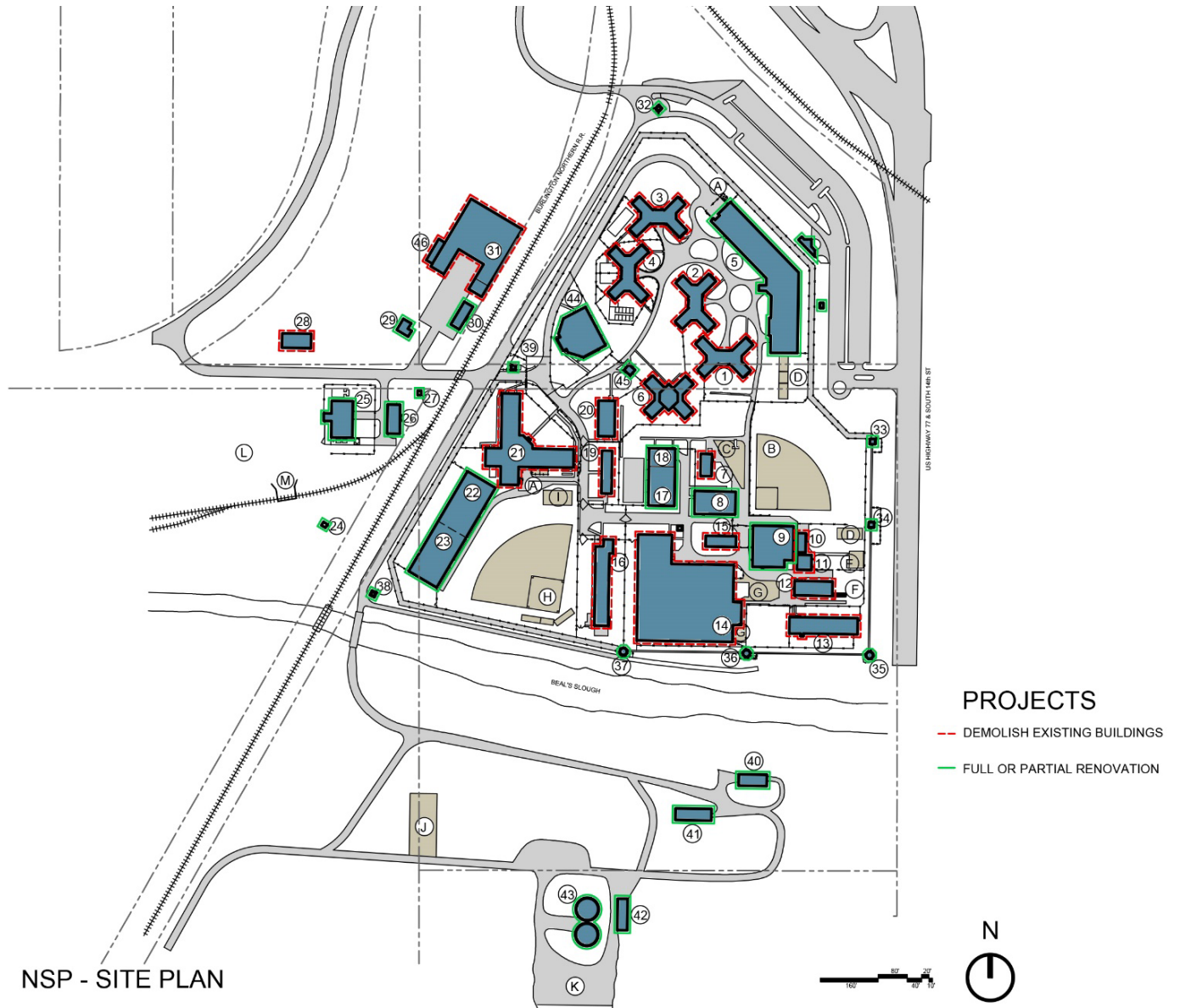
Site Plan

BUILDINGS

- ① HOUSING UNIT 1
- ② HOUSING UNIT 2
- ③ HOUSING UNIT 3
- ④ HOUSING UNIT 4
- ⑤ ANCILLARY BUILDING
- ⑥ HOUSING UNIT 5
- ⑦ ACTIVITIES CENTER
- ⑧ RELIGIOUS CENTER
- ⑨ CSI PRIVATE VENTURE
- ⑩ PROGRAMS
- ⑪ CANTEEN
- ⑫ SOAP FACTORY
- ⑬ CONTROL UNIT
- ⑭ CORNHUSKER STATE INDUSTRIOUS FACTORY
- ⑮ MENTAL HEALTH BUILDING
- ⑯ PROPERTY CANTEEN CANINE
- ⑰ LAUNDRY
- ⑱ HOBBY
- ⑲ LIBRARY
- ⑳ EDUCATION
- ㉑ HOUSING UNIT 6
- ㉒ HOUSING UNIT 7
- ㉓ HOUSING UNIT 8
- ㉔ PUMP HOUSE
- ㉕ CENTRAL UTILITY PLANT
- ㉖ SHOP AND STORAGE
- ㉗ PUMP HOUSE
- ㉘ C.E.R.T. TRAINING BUILDING
- ㉙ HAZARDOUS MATERIALS STORAGE
- ㉚ ARCHIVE STORAGE
- ㉛ CENTRAL WAREHOUSE
- ㉜ GUARD TOWER 1
- ㉝ GUARD TOWER 8
- ㉞ GUARD TOWER 7
- ㉟ GUARD TOWER 6
- ㊱ GUARD TOWER 5
- ㊲ GUARD TOWER 4

GROUNDS

- Ⓐ EMERGENCY GENERATOR
- Ⓑ SOFTBALL FIELD
- Ⓒ ELECTRICAL EQUIPMENT
- Ⓓ HANDBALL COURT
- Ⓔ WEIGHT PILE
- Ⓕ STORAGE TANK
- Ⓖ NATIVE AMERICAN AREA
- Ⓗ ASATRU AREA
- Ⓘ BASEBALL FIELD
- Ⓝ OUTDOOR AREA
- Ⓚ EMERGENCY GENERATOR
- Ⓛ PRISON CEMETARY
- Ⓝ COAL STORAGE
- Ⓟ COAL UNLOADING PIT
- Ⓠ OUTDOOR AREA



Project 3.2 (Legacy 2.6) TSCI – Housing Expansion (256 beds)

TSCI was constructed with sufficient core to allow for the addition of one more 256-bed “Double-Y” housing unit.

Bed spaces added

256

Core added

0

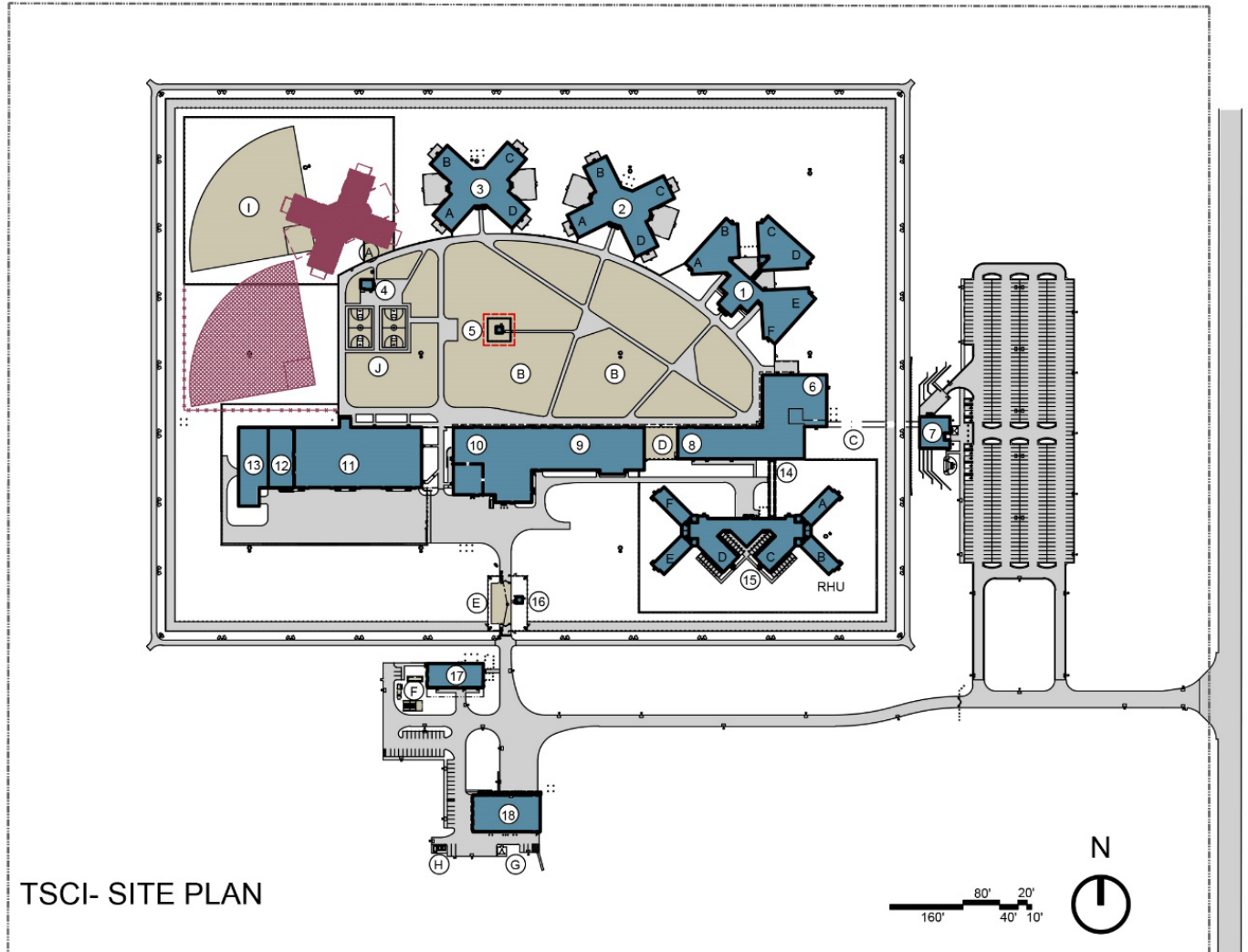
Scope

New Construction: 41,150 BGSF

Demolish tower in the middle of the yard.

Site Plan and Phasing

PROJECTS	BUILDINGS		GROUND
--- DEMOLISH EXISTING TOWER	① HOUSING UNIT 1	⑩ FOOD SERVICES / MAINTENANCE	Ⓐ OUTDOOR RELIGIOUS ACTIVITIES
	② HOUSING UNIT 2	⑪ CORRECTIONAL INDUSTRIES BUILDING	Ⓑ INMATE YARD
RELOCATED:	③ HOUSING UNIT 3	⑫ CSI AREA N	Ⓒ TUNNEL
--- PERIMETER SECURITY FENCING	④ REC. SHACK	⑬ CSI AREA N3	Ⓓ OUTDOOR ACTIVITIES
	⑤ GUARD TOWER	⑭ COVERED WALKWAY	Ⓔ SALLYPORT
● BASEBALL FIELD	⑥ ADMIN / VISITATION	⑮ REINFORCEMENT HOLDING UNIT	Ⓕ UTILITY
	⑦ GATE HOUSE	⑯ KIOSK GATE	Ⓖ RADIO TOWER
● NEW HOUSING UNIT 4	⑧ MEDICAL / RELIGION AREA	⑰ ENERGY CENTER	Ⓗ FUELING STATION
	⑨ EDUCATION / GYMNASIUM	⑱ WAREHOUSE / VEHICLE SERV.	Ⓘ BASEBALL FIELD
			⓵ BASKETBALL COURT



TSCI- SITE PLAN

Project 3.3 NCYF – Construct 100 bed housing expansion

















Bed spaces added
 100 male youth

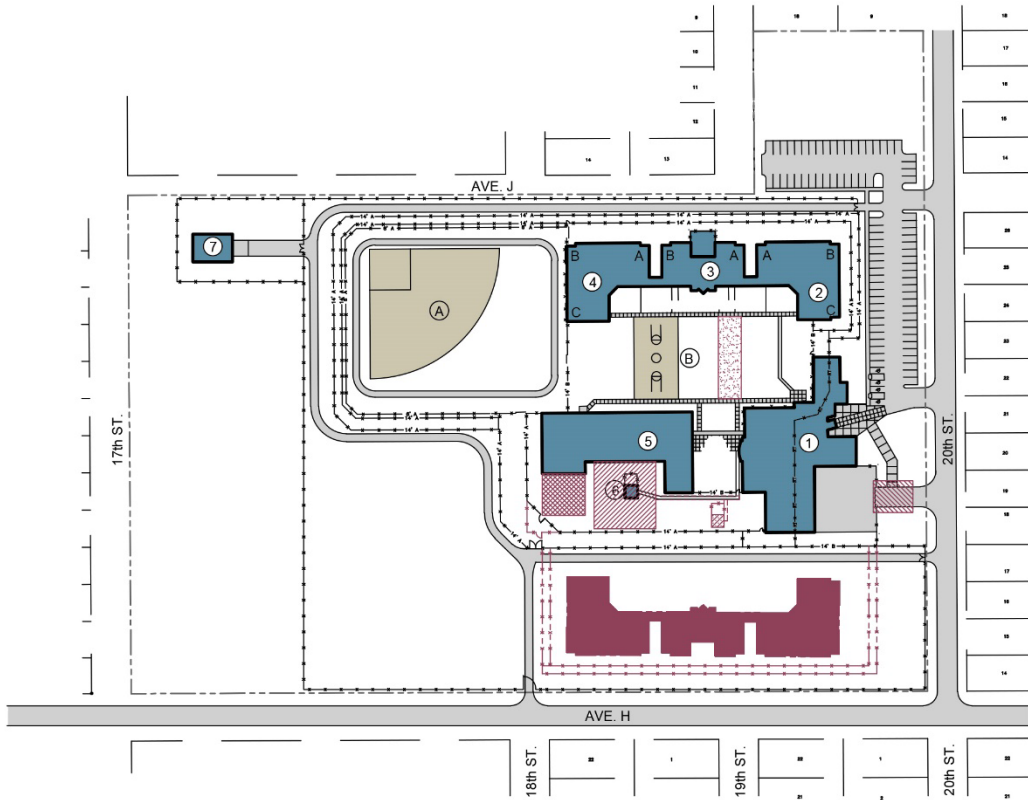
Core added
 0 BGSF

Goals
 NCYF was constructed to allow for a 100-bed expansion to be added to the same core. Construction of new beds would allow for a more normalized housing option to be added to this youth campus.

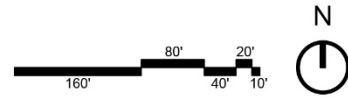
Scope
 Program statement for new housing unit
 Design of new housing unit
 Construction of new housing unit (approximately 24,000 BGSF).

Site Plan and Phasing

- | | | |
|---|--|---|
| <p>PROJECTS</p> <p>PHASE I - RELOCATED:</p> <ul style="list-style-type: none">  RECREATION FIELDS  PERIMETER SECURITY FENCING  PERIMETER ROAD <p>PHASE II - CONSTRUCT:</p> <ul style="list-style-type: none">  NEW 100 BED UNITS  NEW CONSTRUCTION HIGHER EDUCATION, EDUCATIONAL, VOCATIONAL TRAINING BUILDING  NEW VEHICLE SALLYPORT  NEW HANDBALL COURTS | <p>BUILDINGS</p> <ul style="list-style-type: none">  BUILDING A - ADMINISTRATION  BUILDING B - INMATE HOUSING  BUILDING C - INMATE HOUSING  BUILDING D - INMATE HOUSING  BUILDING E - EDUCATION  BUILDING G - DOG KENNEL  BUILDING F - STORAGE | <p>GROUNDS</p> <ul style="list-style-type: none">  BASEBALL FIELD  BASKETBALL COURT |
|---|--|---|



NCYF - SITE PLAN



PROJECTS

- PHASE I - RELOCATED:
- PERIMETER SECURITY FENCING
- PHASE II - CONSTRUCT:
- NEW 100 BED UNITS
 - EDUCATIONAL/ RECREATION/ VOCATIONAL ADDITION
 - FULL COURT ADDITION
 - NEW SIDEWALK
 - NEW DOG KENNEL
 - NEW VEHICLE SALLYPORT
 - NEW HANDBALL COURTS

BUILDINGS

- ① BUILDING A - ADMINISTRATION
- ② BUILDING B - INMATE HOUSING
- ③ BUILDING C - INMATE HOUSING
- ④ BUILDING D - INMATE HOUSING
- ⑤ BUILDING E - EDUCATION
- ⑥ BUILDING G - DOG KENNEL
- ⑦ BUILDING F - STORAGE

GROUNDS

- Ⓐ BASEBALL FIELD
- Ⓑ BASKETBALL COURT

Project 3.4 New NDCS Headquarters/CSI/Training Academy

NDCS has outgrown the headquarters buildings in which they have been housed for nearly 40 years. Administrative and leadership functions are now distributed in three groups – administration, Staff Training Academy, and CSI functions. Land is available on NDCS-owned property to relocate all three administrative functions into a new NDCS administration building that will be close to medical/mental health staff and intake/recordkeeping functions associated with RTC.

This project will bring all three administrative functions together in one new purpose-built facility. This new construction will position NDCS administrative functions for the next 50 years (and possibly beyond) while co-locating administration at the location that already serves as the centralized location for other systemwide functions and staff, effectively centralizing NDCS headquarters.

Bed spaces added

0

Core added

To be determined. 100% of this building can be considered core, but it doesn't directly contribute to the core of any one facility.

Scope

Program statement, design, and construction for new consolidated facility to house all NDCS administrative functions and activities.

Size TBD through a program statement.

Design new administration building.

Construct new administration building.

Site Plan

Pending – to be included after follow-up discussions on this project concept and upon receipt of entire RTC boundary information.

- Removes structures that are well beyond their end of useful life from the NDCS inventory.
- Provides open space for NDCS re-design.