

NEBRASKA

Good Life. Great Mission.

DEPT OF CORRECTIONAL SERVICES

Strategic Plan Progress Report

Fiscal Year 2017 - 2018



A Message from Director Scott R. Frakes



This document represents the final progress report on the 2015-2018 Strategic Plan. As you will note, 2015 heralded a number of positive changes for NDCS and from there, we have continued to grow.

We set out to accomplish five strategic goals over three years:

- Creating a culture of reentry and rehabilitation
- Utilizing collaborative community relationships
- Using a team approach to achieve our vision

- Transforming corrections
- Being transparent and accountable to taxpayers

In many areas, we have made significant progress. In some areas, transformation has been slower, but we know that we are on the right path. The goals that have guided us in the past continue to serve as a framework for the 2019-2023 Strategic Plan.

Change is rarely easy, but usually necessary. One of the most significant changes that we have made as an agency is in the way that we perceive and manage the people in our facilities. There is a greater focus on programming and using evidence-based and core correctional practices to guide our decisions. It is not enough to simply house people. The paradigm of corrections has changed. We need to provide incarcerated individuals with the tools and training that will allow them to be successful when they return to their communities. Otherwise, they will keep coming back.

It is a task that requires the efforts and dedication of the 2,400 NDCS teammates who come to work 365 days a year. Our mission is one that never stops: Keep people safe.

I am proud of the accomplishments our team members have achieved during my tenure as director, especially in the most recent fiscal year:

- reducing violence against staff
- getting people assessed right away at intake
- improving our culture through leadership academies
- external assessments demonstrating 100 percent compliance
- process improvement becoming the way we approach our work

I invite you to study the progress that we have made as we look ahead to the goals that will guide us from 2019-2023.

A handwritten signature in black ink, appearing to read "S. Frakes".

NDCS' Mission, Vision and Values

Mission:
Keep people safe.

Vision:
Safe Prisons
Transformed Lives
Safe Communities

Values:
Integrity Respect Compassion
Growth Excellence



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Our Outstanding Team

In February, NDCS launched a new social media series titled *NDCS Team Member Spotlights*. The purpose of this series is to honor the work our amazing team members are doing every day.

NDCS employs approximately 2,400 team members in

more than 200 job classifications. Team members come from a wide variety of backgrounds including military, law enforcement, healthcare, social services and the private sector.

To view full spotlights, go to <http://corrections.nebraska.gov>.

"I believe in helping the youth rebuild. We're getting them prepared to go back out."

– Corporal at Nebraska Correctional Youth Facility

"I love the opportunities that women get in the parenting program. They may have made a mistake in life, but that doesn't define them."

– Nursery Coordinator at Nebraska Correctional Center for Women

"Spreading the happiness, making a difference."

– Corporal at Nebraska State Penitentiary

"I love seeing positive changes in the guys I work with on a daily basis. It makes me want to keep doing what I'm doing. These guys inspire me to do better."

– Club Coordinator at Tecumseh State Correctional Institution

"It has been a great experience working with individuals who are transitioning back into society and striving to better their personal and professional lives."

– Corporal at Community Corrections Center-Lincoln

"It's a sense of goodness. It's keeping people safe."

– Corporal at Lincoln Correctional Center

Why I work at NDCS

"We get the chance to try and show individuals that there may be a different path for them to take."

– Reentry Specialist at Central Office

"Staff in the department don't realize how much of an impact they have on our population. Most of these guys have never had a role model and I feel it's our duty to set these guys up for success."

– Unit Case Worker at Nebraska Correctional Youth Facility

"This is a population of people the community is more than willing to forget about. I just can't forget about them."

– Physician's Assistant at Omaha Correctional Center

"After working here for a while, I started to realize that the more I do, the more of a difference I can make in some of these girls' lives."

– Central Control Corporal at Nebraska Correctional Center for Women

"I love seeing change, being a part of the problem-solving process and making things easier for people."

– Process Improvement Coordinator at Central Office

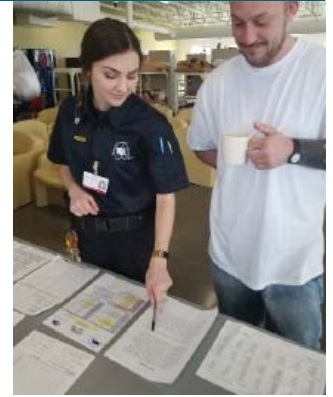
Our Strategic Plan

The 2015-2018 Strategic Plan builds on a transformation that NDCS started in 2015 with five specific goals in mind.

Guided by those goals, the agency has identified and implemented new strategies and performance measures. Outcomes within each goal serve to demonstrate the progress that has been made.

Strategic Goals

Five goals have been identified to transform the agency. Each goal includes outcomes with multiple measures to ensure consistency and progress.



1. Culture of Reentry and Rehabilitation

- Needs are Addressed
- Reentry Focused
- Plan Starts at Reception

4. Transforming Corrections

- Data-Guided Approaches
- Justice Reinvestment
- Mission-Specific Housing

2. Collaborative Community Relationships

- Community Corrections Focused
- Staff as Volunteers
- A Criminal Justice System

5. Transparent and Accountable

- Externally Measured
- Balanced Budget
- Publicly Accessible

3. One Team - One Vision

- Safe Teammates
- Engaged Teammates
- Retaining Teammates



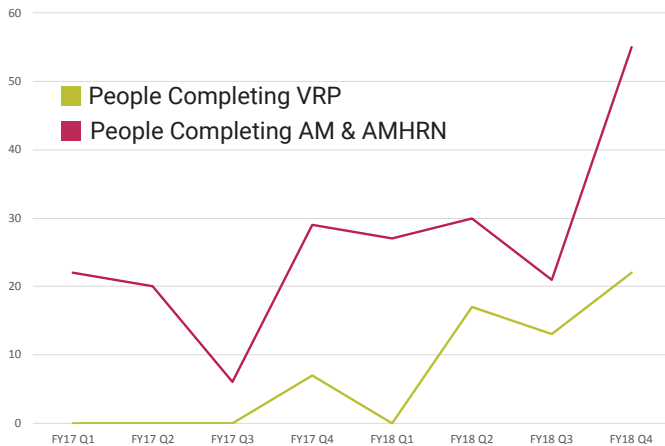
Culture of Reentry and Rehabilitation

OUTCOME: NEEDS ARE ADDRESSED

NDCS has worked hard to boost the number of people who complete programming, preferably prior to their parole eligibility date (PED). Clinical treatment programs like the Violence Reduction Program (VRP), Anger Management (AM) and Anger Management

High Risk/Need (AMHRN) are aimed at recognizing and addressing violent behavior. While there are many factors that determine whether someone completes clinical programming, the graph below points to growth with regard to these specific programs.

Completions of VRP, AM & AMHRN



OUTCOME: REENTRY FOCUSED



Inner Circle Holds Reentry Fair at LCC

The Inner Circle Group and Ambassadors at the Lincoln Correctional Center (LCC) held a reentry fair on Nov. 29, 2017.

Educational, transitional living and job skill resources were made available to approximately 100 participants. The fair helped incarcerated individuals develop future plans and feel a sense of hope by familiarizing themselves with community resources.

Read the full story at <https://tinyurl.com/y9homclz>

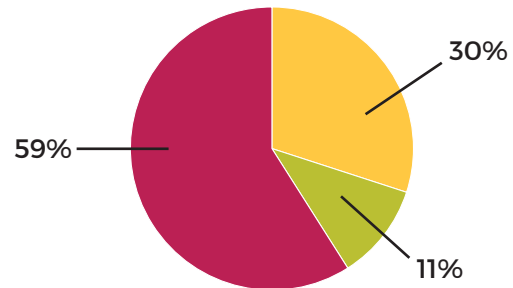
OUTCOME: PLAN STARTS AT RECEPTION

Approximately 66 percent of incarcerated individuals at NDCS release within three years. Due to the short time frame, it is essential to get them prepared to reenter society, starting the moment they walk through the door. Assessments determine what specific behaviors and needs should be addressed during incarceration.

The Clinical Violent Offender Review Team (CVORT)

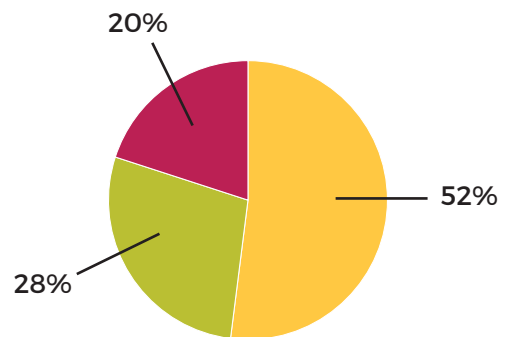
determines if violence-reduction programming will be beneficial. In the past year, significant progress has been made to reduce the time it takes for these screenings to occur. For instance, screenings happening within the first 30 days have increased from 30 percent to 52 percent. At the same time, screenings after 90 days have dropped from 59 percent to 20 percent.

CVORT Screenings FY17



- Screened >90 days
- Screened between 31 and 90 days
- Screened within 30 days

CVORT Screenings FY18



Telling Our Story



Reentry Plays Critical Role in NDCS Mission to Keep People Safe

"As soon as they get here, they should be thinking about a plan," said Reentry Specialist Tony Britten. "We're here to help the population develop those plans. It's never too early to start thinking about your future."

The NDCS reentry team is helping incarcerated individuals prepare for their return to the community and providing opportunities for skill development during incarceration, both of which will help them realize a brighter future.

The team, comprised of nine reentry specialists in addition to supervisors, wastes little time. Reentry starts at intake to either the Diagnostic and Evaluation Center (DEC), Nebraska Correctional Center for Women (NCCW) or Nebraska Correctional Youth Facility (NCYF). The reentry team's goal is to see every person at a reentry orientation meeting within their first few weeks of entering the system.

Orientation meetings serve as an introduction to the reentry process, and include information on how to prepare for parole, Post-Release Supervision (PRS) or discharge. After orientation, meetings get more in-depth and tailored toward each individual's needs. Parole-eligible individuals meet with specialists about halfway through their sentence, while individuals in restrictive housing meet when they are within 157 days of their scheduled release. Anyone leaving NDCS, regardless of their route to release, meets with specialists 120 days prior to

release. Individuals discharging without PRS meet once more 30 days prior to their release.

"There is a tremendous amount of reentry assistance available within NDCS' system," said Reentry Program Manager Steve Fannon. "We hope every person leaving our care leaves with the peace of mind that their needs are covered."

Starting in October 2018, every incarcerated person receives a 48-page NDCS Reentry Guide filled with information to help them prepare for release. The guides include information about clinical and nonclinical programming, education opportunities, social activities, reentry programs and more. Specialists work with individuals to create a reentry plan that identifies goals for success and barriers that might come into play.

"When we say, 'reentry begins at intake,' we really mean it," NDCS Director Scott R. Frakes said. "The time to begin planning for release is the first day a person steps into prison."

The Reentry Unit recently launched its "Reentry Begins at Intake" initiative.

Find the Reentry Guide here:
<https://tinyurl.com/ycunaanf>

Find the Reentry Workbook here:
<https://tinyurl.com/y73eyjb4>

Reentry in Action at New Honu Home

On June 2, volunteers from the NDCS Reentry Unit, the Nebraska State Penitentiary (NSP) and Cornhusker State Industries (CSI) offered their time and talents to provide furnishings and lend an artistic touch to three of the 20 rooms that comprise the new Honu Home in Lincoln.

Honu Home, a respite facility that is operated by the Mental Health Association (MHA) of Nebraska, provides continual peer support to clients who qualify for placement at the home. These clients are formerly incarcerated individuals that struggle with mental and behavioral health challenges. The NDCS Reentry Unit works closely with Honu Home and MHA staff when assisting incarcerated persons with reentry planning, which includes securing a residence upon release from a correctional facility.



Collaborative Community Relationships

OUTCOME: STAFF AS VOLUNTEERS

LCC Team Members Participate in Special Olympics Torch Run



On May 16, team members from Lincoln Correctional Center (LCC) participated in the Special Olympics Torch Run. Read the York News-Times article about York's run here: <https://tinyurl.com/y723errb>

OUTCOME: COMMUNITY CORRECTIONS-FOCUSED

For several years, NDCS has awarded significant grants to community partners for the purpose of providing behavioral, educational, vocational and life skills programs. The programming is aimed at facilitating the transition back

into the community. Programs are offered at no cost during incarceration and up to 18 months following release. Below are the Vocational and Life Skills (VLS) grant recipients in FY18 and the number of participants who took part in each program.



OUTCOME: A CRIMINAL JUSTICE SYSTEM

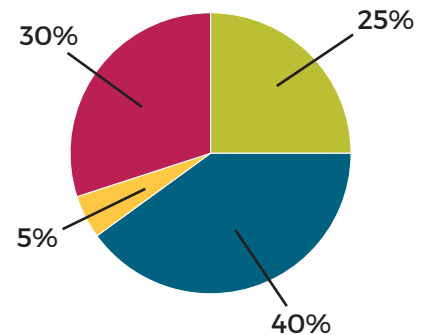
Taking a systems approach to criminal justice, leaders from NDCS, the Board of Parole, Probation Administration and the Courts have met regularly as a steering committee. Ground-level team members from each agency come together quarterly to create a seamless system of services through collaboration and problem solving.

An important component of moving a person through the system is to identify risk and needs at every level.

Since its inception at NDCS, the risk/need/responsivity tool known as the STRONG-R has helped guide the assignment of appropriate programming. By addressing specific behaviors, the goal is to reduce the person's risk to reoffend and return to prison. Paramount to the process is ensuring that assessments are completed quickly upon entry. Compared to the early part of FY18, STRONG-R assessments completed within 30 days climbed more than 200 percent by Quarter 4.

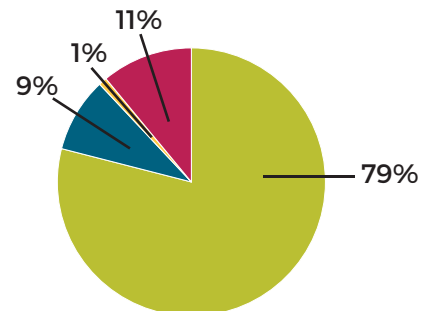
STRONG-R Completions from Admission

FY18 Quarter 1



- 30 days or less
- 31 to 45 days
- 46 to 60 days
- More than 60 days

FY18 Quarter 4



Telling Our Story

Working Together, NDCS and DMV are Making Communities Safer

Rhonda Lahm, director of the Nebraska Department of Motor Vehicles (DMV), and Scott R. Frakes, director of NDCS, applaud their teams for a collaboration that will make Nebraska's communities safer.

It is almost impossible to function in society without government-issued identification (ID), said NDCS reentry administrator Grace Sankey-Berman. "Providing the opportunity to obtain that ID before people discharge is one less thing they have to worry about and brings them one step closer to getting a job and establishing stability."

Legislative Bill 258 (2017) sought to ensure individuals leaving prison had the opportunity to obtain ID prior to discharge. One of the barriers to obtaining ID prior

to release was the proof of residency requirements, which were especially difficult for individuals leaving prison. Directors Lahm and Frakes charged their teams with finding a solution.

"Creating greater effectiveness and efficiencies is a priority within our agencies," said Director Lahm. "As Director Frakes and I discussed the issue, we knew our agencies could develop a process that would meet the intent of the legislation and increase opportunities for successful reentry."

The NDCS team members and DMV administrators developed a process which they turned over to the team at the Community Corrections Center – Lincoln (CCC-L) to operationalize for the work release population. The pilot initiative was



spearheaded by the assistant warden and two case managers at CCC-L.

They started with six incarcerated individuals obtaining their IDs in October. In November, the number rose to 11 and by December, they needed a bus to transport 31 incarcerated individuals from CCC-L to the

DMV.

"It's a great partnership," said Sara O'Rourke, DMV driver's license administrator. "The DMV is happy to assist these individuals in obtaining state ID cards so that reentry is easier and they can be employed sooner."

Read the full story at <https://tinyurl.com/y7o3c427>

NCCW Holds TEDx Event

NDCS participated in a TEDx event hosted at the Nebraska Correctional Center for Women (NCCW) on May 18.

"Being part of a TEDx event is a unique experience," NDCS Director Scott R. Frakes said. "It brings an almost indescribable energy to the facility, which will be inspiring to participants and viewers alike."

The event at NCCW was licensed by the nonprofit TED organization in New York. The license allowed for 100 people in the live audience, all of whom were incarcerated women at NCCW.

The NCCW event featured talks by six incarcerated women; Director Frakes; Lucy Wallace, founder of Dance to be Free, and Jewel Rodgers, one of the speakers from a 2017 TEDxLincoln event.



Randy Bretz of TEDxLincoln brought the idea to NDCS and worked with the facility to make the event happen. He learned about the idea of hosting a TEDx event in a prison while attending a TEDx Summit meeting.

"I knew right away that this was an opportunity to get the women at NCCW involved in something positive," Warden Denise Davidson said. "The women here have a story to tell, but they also have great ideas and that is what they will share during the event."



CJC Completes Three Restorative Justice Classes at DEC

On June 28, the Community Justice Center (CJC) completed three 90-minute "Emotional Hygiene/Anger" sessions with 27 incarcerated men at the Diagnostic and Evaluation Center (DEC).

According to one participant of the class, "It helped to identify the feelings that triggered anger, the reason most of us get into trouble." Another participants added, "It helped me understand my problems better."

The CJC is a nonprofit organization offering institutional and community programming. CJC has worked with NDCS since 2001.

One Team – One Vision

OUTCOME: ENGAGED TEAMMATES



Correctional Officers and Employees Week

In recognition of the work by NDCS teammates and the vital contribution they make to public safety in Nebraska, Governor Ricketts proclaimed May 6-12, 2018, as Correctional Officers and Employees Week. This annual recognition is an opportunity for teammates to acknowledge each other for their hard work and dedication.

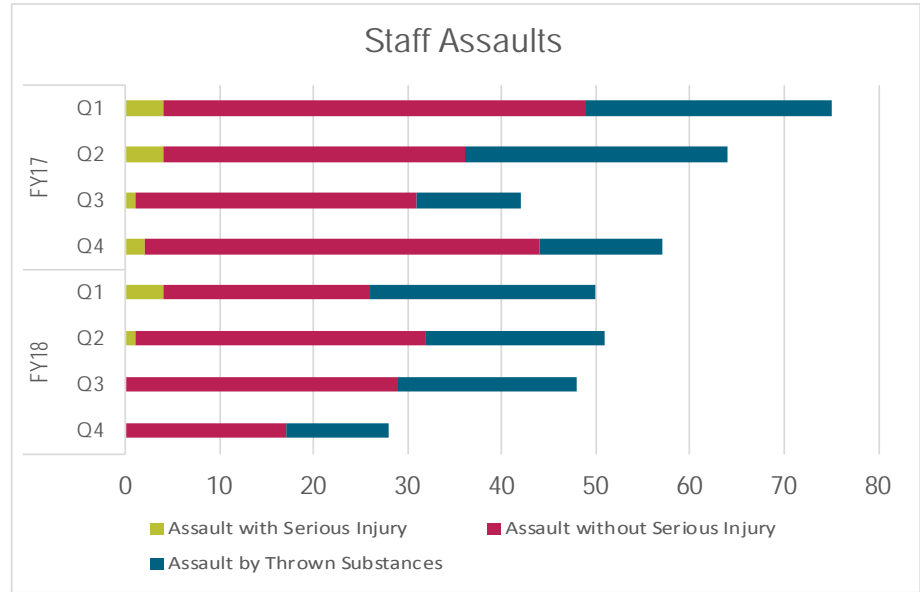
In 1984, President Ronald Reagan issued the first proclamation for Correctional Officers Week and said the following:

“Historically, correctional officers have been viewed as ‘guards,’ occupying isolated and misunderstood positions in prisons and jails. In recent years, the duties of these officers have become increasingly complex and demanding. They are called upon to fill, simultaneously, custodial, supervisory and counseling roles. The professionalism, dedication and courage exhibited by these officers throughout the performance of these demanding and often conflicting roles deserve our utmost respect. The important work of correctional officers often does not receive the recognition from the public it deserves. It is appropriate that we honor the many contributions and accomplishments of these men and women who are a vital component of the field of corrections.”

His words remain true today. NDCS teammates continue to demonstrate professionalism, dedication and courage in demanding roles. The quality of work, the amount of work and the commitment our teammates bring to the work is impressive.

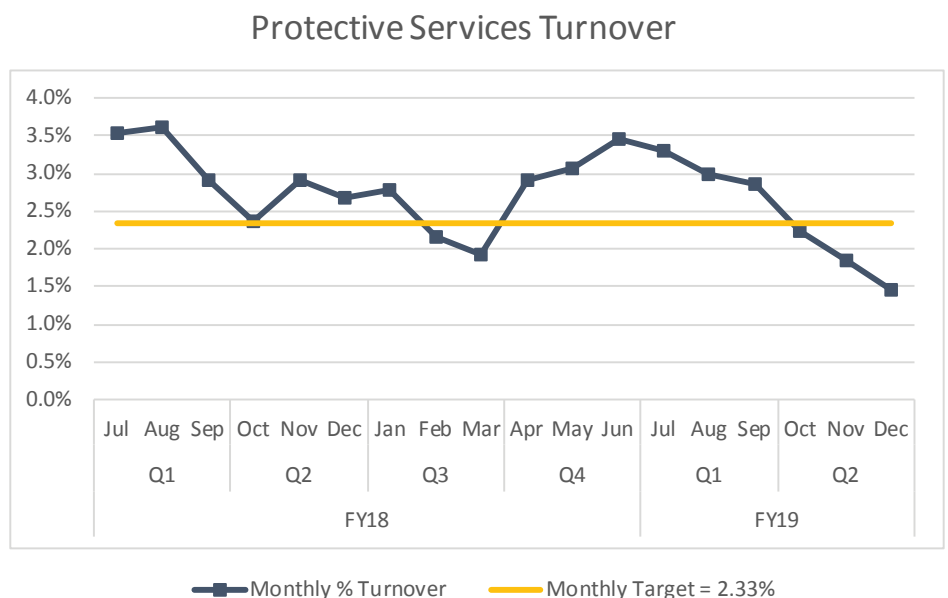
OUTCOME: SAFE TEAMMATES

Staff assaults continued to decrease in FY18, with no assaults resulting in serious injuries reported in Q3 and Q4. Multiple improvements have been undertaken to promote safety in facilities, including: increased training, inmate incentive opportunities, expansion of intelligence gathering and investigation, and increased oversight of restrictive housing units. As a result, the number of staff assaults with serious injury has decreased by 40 percent over the last year.



OUTCOME: RETAINING TEAMMATES

While NDCS continues to attract new employees, retention remains a challenge, especially among protective service positions. However, by the end of 2018, turnover for this group of employees dropped significantly. The goal remains to reach a sustained staffing level that will relieve the necessity of people working overtime.



Telling Our Story

New "While You Were Working" Cards Improve Recognition

SMART goals, introduced at the start of 2018, provide structure and tie directly into the NDCS goal of One Team - One Vision. By utilizing "While You Were Working" cards, team members have a simple and direct way of expressing appreciation for coworkers, which fulfills one of their SMART goals.

WHILE YOU WERE WORKING
For: _____
Date: _____
I saw you demonstrate the NDCS value(s):
 Integrity
 Respect
 Compassion
 Growth
 Excellence
Message: _____
Signed: _____
Appreciation was shown to: _____
By: _____
Date: _____

"When we recognize others for the good work they do, we have a direct impact on the culture of the agency and on retention," Director Scott R. Frakes said. "By using the cards and other methods to outwardly appreciate each other, we can have great influence on the happiness and wellbeing of ourselves and others."

NDCS Honors Special Teams at Fifth Annual Awards Ceremony

NDCS held its fifth annual Special Teams Awards Ceremony at the Staff Training Academy (STA) on February 6.



"While special team members don't work for recognition, there is no doubt that they do work worthy of recognition," said Diane Sabatka-Rine, deputy director of operations. "I am grateful to each one of you for what you do for NDCS. You should all be incredibly proud of the work you do, the person you are and the difference you make. While individuals will be recognized this morning, this observance is really for each and every NDCS special team member. I thank you for your personal sacrifice. I thank you for your courage. And I thank you for your commitment to keep people safe."

Members of all NDCS special teams – the Corrections Emergency Response Team (CERT), Special Operations Response Team (SORT), Crisis Negotiator Team (CNT), Staff Empowerment and Resiliency/Victim Education and Support (SERVES) Team and the Honor/Color Guard – were present for the ceremony.

SERVES Team Holds First Annual Team Member Training Event

The NDCS SERVES (Staff Empowerment and Resiliency/Victim Education and Support) Team participated in the first SERVES Team Operations Training, from April 17-19. Twenty-five team members, representing all NDCS facilities, gathered to train on the mission, goals and day-to-day operations of the SERVES Team. The team is diverse in experience with members who have been on the team from two weeks to 20 years. Foundational training included the basics of peer support and victim advocacy, as well as more advanced training modules on suicide awareness and prevention, substance abuse and mental health awareness, domestic violence awareness and resources, understanding the NDCS criminal investigation process, trauma, resiliency and the importance of self-



care for corrections professionals. The goal of the training was to get team members together to discuss their roles, some of

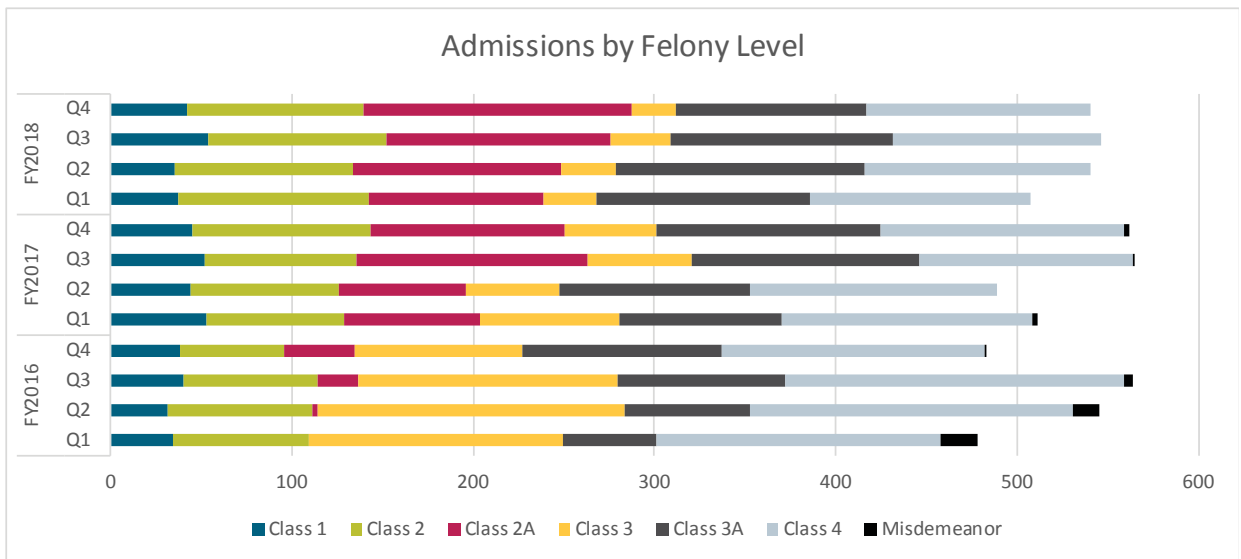
the challenges they face and to be able to start operating from the same paradigm regarding peer support and victim advocacy agency wide.

In addition to hearing from subject matter experts, they learned from each other about how to best perform the functions of their roles.

Transforming Corrections

OUTCOME: JUSTICE REINVESTMENT

This chart shows the change in NDCS quarterly admission numbers by felony class since criminal justice reforms were implemented in 2015. Those reforms included requiring judges to issue presumptive probation for Class 4 felonies, creating a new felony class (2A) for violent offenses previously classified as Class 3 and requiring sentences of one year or less to be served in county jails instead of prison.



Felony 4 admissions dropped noticeably between Q3 and Q4 of FY16. They have been steady ever since. Misdemeanor admissions have been non-existent for the entirety of

FY18. A historical decrease in Felony 3 admissions corresponds to an increase in Felony 2 admissions. That indicates that while the types of offenses for which people

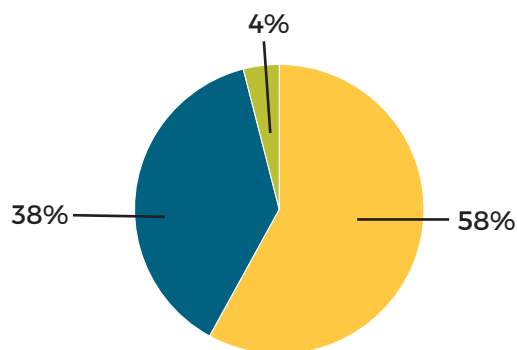
are being admitted to prison may not have changed, the ways in which they are being held accountable for their actions through the court system have changed.

OUTCOME: DATA-GUIDED APPROACHES

A computer upgrade in November of 2017 has led to improved data collection about the reasons people are placed in restrictive housing (RH), their length of stay in RH and their assignments to alternative housing environments (if applicable). This information is incredibly useful to staff members as they determine the least restrictive environment

in which to place individuals, based on specific needs and safety risks. NDCS staff and administration can use this information over time to monitor changes in RH assignments and examine whether the current range of mission-specific housing units adequately meets the demands of the population.

Alternative Housing Placements FY18



■ Immediate Segregation ■ Alternate Placement ■ Mission Specific Housing

OUTCOME: MISSION-SPECIFIC HOUSING

NCCW Holds Inaugural Women's Prison Fellowship Academy Graduation

Twelve women graduated from the Prison Fellowship Academy (PFA) at the Nebraska Correctional



Center for Women (NCCW) on April 10. This was the first women's PFA graduation in the country.

"You guys are truly making a difference now and you will continue to make a difference throughout your entire lives," Warden Denise Davidson told graduates at the ceremony.

Audience members included PFA and NDCS executives, volunteers who helped teach PFA classes and prospective students for the next class.

Read the full story at <https://tinyurl.com/yccrrfr3>

Telling Our Story

Academy Transforms Approach to Case Management

NDCS held its first Case Management Academy in late January 2018.

The 40-hour academy provides team members training in effective case management and includes the principles of effective intervention, core correctional practices, use of risk assessments and motivational interviewing.

The initial roll out was to case management staff. While the principles of case management are particularly beneficial to staff who provide those services, all staff will benefit from the information and having additional communication tools to use in one-on-one and group interactions.

The intended outcome is a group of unit staff who are skilled at managing the incarcerated population and helping them move to the least restrictive custody level that is appropriate. Secondary outcomes should include less misconduct and, eventually, lower recidivism rates.

This training brings NDCS closer to its goal of creating a culture of reentry and rehabilitation. Working together, team members can provide increased opportunity for incarcerated individuals to successfully transition to the community and reduce the risk to reoffend.



Leadership Academy Offers Team Members Ability to Create Change with Action Plans

Since January of 2017, 213 NDCS team members have graduated from 12 separate Leadership Academy cohorts. Prior to graduation from the academy, each team member is tasked with preparing three action plans.

These action plans tie lessons learned in the Leadership Academy directly to each graduate's leadership scope. Graduates then serve as change agents throughout the department, laying the groundwork for projects that may not otherwise be possible.

"The main goal of the action plan is to place ownership in the leader's hands, allowing them to encourage the change they need to improve retention, increase efficiency and enhance effective action," said Professional Development Administrator Christina Carter.

The action plans give team members a tangible way to bring materials back to their teams, their day-to-day workloads and their personal development.

"The Leadership Academy, for me, was an affirmation that I can spend the rest of my life working for our department," one graduate said. "We can make a difference and I want to be a part of that."

Action Plans Completed/In Progress

- **Family welcome events for all NDCS pre-service graduates:** These events bring loved ones together for information sharing prior to each graduation. The events started in August 2017, bringing in 45 to 75 family members and friends per event.
- **Improved training room resources at OCC:** Cornhusker State Industries (CSI) produced 32 new tables and 72 new chairs that enhance the learning experience, thus improving retention.
- **Safe Serve program for incarcerated individuals:** This training provides incarcerated individuals in NDCS facilities with valuable food handling training and certifications prior to release.
- **Quarterly NDCS newsletter:** A quarterly internal newsletter informs team members of relevant information and current events, as well as honoring individuals for a job well done.
- **Field Training Officer Week at DEC:** Implementation has allowed for more consistent training of new team members, vastly improving facility retention.



Transparent and Accountable

OUTCOME: EXTERNALLY MEASURED

Facility Compliance

ACA

100%

Fire Marshal

100%

PREA

100%

OUTCOME: PUBLICLY ACCESSIBLE

NDCS utilizes a variety of communication channels to spread the word about issues important to the public, staff, stakeholders and the incarcerated population. Communications include internal messaging and presentations from Director Frakes, newsletters and a recently revamped website (<http://corrections.nebraska.gov/>), plus the utilization of multiple social media platforms.

On the website, people can find statistics and reports related to a variety of operational and programming functions within NDCS. Social media posts this year included a new feature called *NDCS Team Member Spotlights*. These segments explain the various jobs that team members perform

across the agency, as well as what they enjoy about their work. Other popular posts have included the Father-Daughter Dance at the Nebraska State Penitentiary (NSP), The Professor's visit to the Lincoln Correctional Center (LCC) and NDCS pre-service class graduations.

It is also essential that the agency provide timely information about serious incidents. Public safety is tantamount to the mission of NDCS, and we work hard with media outlets across the state to distribute information of vital importance. Once distributed to the media, news releases are immediately posted on the NDCS website, so citizens have direct access to that information as well.



@NECorrections



@NECorrections



@NECorrections



NDCS

External Oversight

- American Correctional Association (ACA)
- Bureau of Justice Assistance – Prison Rape Elimination Act (PREA)
- State Fire Marshal
- Auditor of Public Accounts
- Legislature – Office of Public Counsel
- Legislature – Inspector General
- Legislature – Judiciary Committee
- Legislature – Legislative Resolutions/Committees

OUTCOME: BALANCED BUDGET

Reinvestment of Funds Improves Construction Projects Department-Wide

Maintaining a balanced budget is essential to the successful operation of any correctional facility. NDCS is saving taxpayer dollars by reinvesting unused construction funds in other projects department-wide.

One example of this reinvestment came when bids for the 160-bed expansion project at the Community Corrections Center-Lincoln (CCC-L) came in significantly lower than anticipated. The Governor's budget reinvested \$5.8 million of these funds into constructing a new 100-bed unit at the Nebraska State Penitentiary (NSP).

"This new construction adds minimum custody beds, which will allow individuals to transition through the system and ultimately to the community," said Director Frakes. "We appreciate the Governor's support as we increase our capacity and keep people safe."

"We have focused significant efforts on reentry and rehabilitation and will continue to work toward preparing individuals to be ready for parole when they are eligible. To effectively manage the population, we must also expand capacity. We have been thoughtful and measured in our approach to adding capacity to ensure we add new beds at the appropriate security level."

Telling Our Story

Process Improvement Initiative Reduces Need for Secure Transports, Increasing Safety While Saving Time and Money

NDCS recently completed a Process Improvement project to better address the transportation of incarcerated individuals to and from medical appointments.

Under the new process, the medical director brings together a team of physicians to review all medical travel orders requested. They determine which are necessary and which can be provided in-house with the same level of medical care. This has greatly reduced the need to transport inmates, the use of staff time and the amount of vehicle wear, while also greatly enhancing safety for NDCS team members and the public.

This executive decision mirrors an earlier improvement that was piloted at the Nebraska State Penitentiary (NSP) in January of

2018. The process now applies to all NDCS facilities.

Before the project, there were more than 4,500 travel orders each year, with each travel order taking approximately 17.5 hours of staff time. Now, the average has been reduced to a little more than 2,500 travel orders each year. This is a cost avoidance of more than \$1.6 million.

Additionally, the impact on public safety is immeasurable. There are inherent risks any time an individual is taken outside of a facility and into the community. Cutting down on travel orders significantly reduces those risks.



Process Improvement Initiative Expedites Accident Vehicle Reporting Process

NDCS also completed a Process Improvement initiative to expedite the way team members report information when they are involved in a vehicle accident.

Before the initiative, accident reports, estimates and photographs were not being submitted in a timely manner, ultimately delaying repairs. The Process Improvement team helped streamline these efforts by eliminating unnecessary and duplicated reports, creating a simple instruction list and implementing a submission timeline.

The improvements reduced the number of process steps from 66 to 20, which means that it now takes team members only 1.8 days to submit a report, compared to the 8.1 days it took previously.



2019-2023 Strategic Plan

NEBRASKA
Good Life. Great Mission.
DEPT OF CORRECTIONAL SERVICES



2019 – 2023 STRATEGIC PLAN

Nebraska Department of Correctional Services

September 2018

See our full 2019-2023 Strategic Plan at
<https://tinyurl.com/y78nd8ma>

Capital Construction

CCC-L 100-Bed Dormitory opened in September 2017

In September 2017, NDCS opened a new 100-bed dormitory at the Community Corrections Center-Lincoln (CCC-L). The \$1.5 million building serves as transitional housing for incarcerated individuals who are within six months to a year of parole or release.

"You put people in a less restrictive setting; you give them more decision-making opportunities," NDCS Director Scott R. Frakes said. "Then, it makes it a lot easier for them to get to programming and pro-social activities."

The building is available for individuals on work release and work detail.

"Adding capacity, and adding the right kind of capacity benefits the entire prison system," Frakes said.



Photo courtesy of Kayla Wolf/Lincoln Journal Star



CCC-L 160-Bed Female Living Unit and Facility Expansion

The facility expansion at CCC-L, including a 160-bed female living unit, is on-schedule to open in the spring of 2019. An added bonus of the project was the 20 percent savings from bringing construction in under budget. Remaining funds were diverted to infrastructure needs at the Nebraska State Penitentiary (NSP), including construction of an additional 100-bed unit.



Reception and Treatment Center (RTC) at LCC/DEC

Phase One of the Reception and Treatment Center (RTC) project funded in the 2018-2019 biennium will connect the two facilities, address core infrastructure needs and provide bed space for inmates with serious mental illnesses. This project is targeted for completion in 2021.