Nebraska Department of Correctional Services

Strategic Plan
July 2026 - June 2027

NEBRASKA
Good Life. Great Mission.
DEPT OF CORRECTIONAL SERVICES

Message from the Director

At the heart of our work is a simple but powerful framework — People, Programs, Policies, and Physical Plant. Known as the "Four Ps," these pillars define our mission, guide our decisions and shape our investments.

We are focused on developing our **people**, ensuring they are trained, supported, and equipped to lead with professionalism and purpose. We are committed to delivering **program** opportunities that help the individuals in our care develop the skills and tools they need to successfully return to their communities. We follow sound correctional **policies** rooted in evidence and best practices. And we are investing in our **physical plants**, creating modern, safe, and functional environments that support rehabilitation.

This isn't just a plan. It's a promise. A promise that through focused, strategic action, we can make a real and lasting difference. These Four Ps offer a straightforward framework for a profound impact.

This vision is embodied in our movement to TRANSFORM Nebraska — a collective commitment to change. Through partnerships with state agencies, community organizations, and private businesses, we are aligning efforts to ensure that every returning citizen has the best possible opportunity for success. Second chances aren't the responsibility of one agency; they're the responsibility of an entire state.

Thank you for being part of this mission. Together, we will take the lead in redefining what's possible in corrections — and in lives.

- Rob Jeffreys, NDCS Director



NDCS DIRECTOR
ROB JEFFREYS

NDCS MISSION:
KEEP PEOPLE SAFE

NDCS VISION:
SAFE PRISONS, TRANSFORMED LIVES, SAFE COMMUNITIES

2025-2026 Strategic Plan Areas of Focus



The work of NDCS is identified by four separate, but overlapping, categories: **People, Programs, Policies and Physical Plant**. Known as the "4 Ps," they provide the framework for our strategic planning efforts.

Through developing our **People**, following sound correctional **Policies**, and investing in our **Physical Plants**, we provide **Program** opportunities for the incarcerated population to develop the tools and skills to successfully reenter their communities. It's how we **keep people safe.**

Framework for Rehabilitation

In 2024, NDCS launched TRANSFORM Nebraska, an integrated framework which prioritizes the holistic development and well-being of incarcerated individuals, recognizing that successful reintegration into society requires addressing various factors contributing to criminal behavior.

This integrated approach encompasses educational opportunities, vocational training, mental health support, substance use treatment, cognitive behavioral therapy, and life skills development.

The framework is centered around the 5-Key Model for Reentry and Well-being Development™, a strengths-based approach where individuals can self select the programs and opportunities that will support their rehabilitation and reentry.

By incorporating multiple dimensions of rehabilitation, TRANSFORM Nebraska aims to address the complex needs of individuals within the correctional system, promoting personal growth, behavior change, and increasing reentry success rates.

The framework fosters collaboration among different departments, agencies, and community organizations to ensure a seamless delivery of services and support throughout an individual's incarceration and transition back into society.

TRANSFORM Nebraska

a collective commitment to change

The 5-Keys include:

- Healthy Thinking Patterns
- Positive Relationships
- Positive Social Engagement
- Meaningful Work Trajectories
- Effective Coping Strategies

PEOPLE

Area of Focus: The dedicated team members of NDCS are our most valuable asset. Their commitment to public service and community safety is the foundation of our work. By placing people first and supporting their growth and development, we foster a workplace where everyone feels valued, heard, and respected. No matter the role, each individual plays an essential part in advancing our agency's mission of rehabilitation.

Goal 1. Provide meaningful avenues for skill enhancement and professional development

Goal 2. Cultivate a culture of excellence by hiring, retaining and engaging team members and foster a culture of success

Goal 3. Promote opportunities for a resilient workforce



PROGRAMS

Area of Focus: More than 90% of individuals incarcerated in Nebraska will return to their communities. With an average sentence of four years, preparation for reentry must begin on day one, ensuring consistent access to transformative opportunities throughout incarceration. In 2024, NDCS fully implemented the 5-Key Model for Reentry and Well-being Development™, introducing a strengths-based approach to rehabilitation. This framework empowers individuals through peer-led programs, bolsters workforce development, and promotes seamless service continuity for those transitioning to community supervision.

Goal 1. Meet fundamental needs and foster stability, well-being, and dignity throughout incarceration.

Goal 2. Prepare individuals for successful reentry by providing opportunities, resources, and support throughout their sentence.

Goal 3. Support lasting reintegration through supervision incentives, prosocial engagement, and improved access to community-based services.



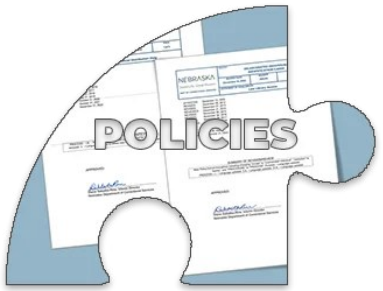
POLICIES

Area of Focus: NDCS promotes rehabilitation by fostering a safe environment grounded in incentives-based prison management. Guided by best practices and national correctional standards, our policies prioritize safety, security, and effective operations across all facilities. This approach incorporates input from a broad range of stakeholders to ensure transparent decision making.

Goal 1. Ensure the safety of facilities and protect the community through responsible management, accountability, and proactive measures

Goal 2. Strengthen internal and external system interactions through effective communication, collaboration, and streamlined processes that promote operational excellence

Goal 3. Enhance the effectiveness and accuracy of outcome monitoring through improved data collection, analysis, and reporting methods that support informed decision-making and continuous improvement



PHYSICAL PLANT

Area of Focus: Physical environments and security infrastructure are essential to advancing the NDCS mission. The new multi-custody facility replacing the Nebraska State Penitentiary will include intentional design elements that promote rehabilitation and reentry. Additionally, NDCS is committed to extending the life of its current facilities through ongoing preventive maintenance and strategic construction initiatives that expand spaces for rehabilitative programs

Goal 1. Prioritize and complete renovation and construction projects efficiently and effectively, ensuring safe, functional, and sustainable facilities that meet the needs of all stakeholders

Goal 2. Systematically review and prioritize maintenance initiatives, ensuring the preservation, safety, and functionality of facilities through proactive and efficient management

Goal 3. Foster a culture of safety and sanitation that enhances living and working conditions, promoting the well-being, dignity, and productivity of all individuals

