

Law Enforcement Availability Report

The future state of law enforcement personnel in
Hennepin County

April 2026

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Introduction

In recent years, law enforcement agencies nationwide and in Minnesota have faced challenges in recruiting and retaining staff needed to meet agency and community needs. The issue stems from fewer officers entering the profession than are needed to replace retirees, fill vacancies and respond to projected growth in the profession.

To better understand the future availability of licensed officers and to assist with budget forecasts and decision-making, the Hennepin County Board of Commissioners directed the County Administrator to develop a labor study of the future state of law enforcement personnel across the jurisdictions within Hennepin County. (See Appendix B, item 37.)

The study was to include the following data points, with five- and 10-year projections:

- Projected labor availability of licensed law enforcement officers
- Projected retirement and withdrawal from the field
- Projected entry of new licensed law enforcement into the field
- Projected calculations of cost per unit of labor

This report provides responsive information for each of the requested criteria, including an analysis of national, state, and local data, offers an examination of the factors impacting staffing difficulties, and provides recommendations for policy-level decision making.

Key findings

The data analyzed indicate law enforcement agencies nationwide face ongoing recruitment and retention challenges, with shrinking applicant pools and increased difficulty retaining officers. National labor data forecast only modest growth in new law enforcement positions, as most agencies are primarily backfilling vacancies rather than expanding their workforce.

These trends are mirrored across jurisdictions within Hennepin County, raising concerns about the ability to sustain service levels in the coming years. Projected retirements and other vacancies outpace new entries, amplifying the importance of retention strategies and cost management.

Key recommendations in this report include prioritizing the retention of experienced officers to mitigate workforce shortages, investing in proactive recruitment initiatives, and exploring collaborative approaches among local jurisdictions to address collective needs. Policymakers may also want to evaluate labor costs and develop strategies to ensure fiscal sustainability, while maintaining high standards of public safety.

Scope, methodology

For this study, Hennepin County staff analyzed national, state, and local data, as well as internal data from the Hennepin County Sheriff's Office, through the end of 2025.

Robust national and state data were collected from the International Association of the Chiefs of Police, the U.S. Bureau of Labor Statistics, the Minnesota Department of Employment and Economic Development, and the Minnesota Board of Peace Officer Standards and Training.

For local data, human resources departments in jurisdictions within the county were contacted with a request for information about staffing at their respective law enforcement agencies.

Within Hennepin County, there are 45 cities and one unincorporated territory (Fort Snelling). The Hennepin County Sheriff's Office (HCSO) provides contracted law enforcement for four cities that do not maintain their own police departments (Greenfield, Hanover, Medicine Lake, Rockford) and serves as the main law enforcement authority at Fort Snelling. Of the remaining cities within the county, 27 have their own agency, 13 have joined multi-agency partnerships or contract with other cities for police services; Chanhassen contracts with the Carver County Sheriff's Office.

Minnesota cities are authorized to provide law enforcement through, primarily, Minnesota Statutes Chapter 436¹ (law enforcement services), which allows for municipal police departments, joint police departments, and contracts for police services with other units of government, such as county sheriffs.

There are also specialized law enforcement agencies that operate in the county, including the Minneapolis Park Police, University of Minnesota Police, Minneapolis-St. Paul Airport Police Department, and Metro Transit Police.

The focus of this report, and therefore the primary data analyzed, relates to licensed deputies and police officers—the entry-level ranks within agencies. These positions often make up the largest licensed job class in most law enforcement agencies and would be significantly impacted by any future shortage of licensed staff. Management and leadership positions (higher ranks) are more often filled via internal promotions, pulling from the existing pool of lower ranking officers.

A note about data: Not all agencies collect and track staffing and personnel data in the same ways. For this report, some projections and calculations relied on larger datasets that could be used as models for areas where data was either unavailable or insufficient. (Additional information in Appendix A.)

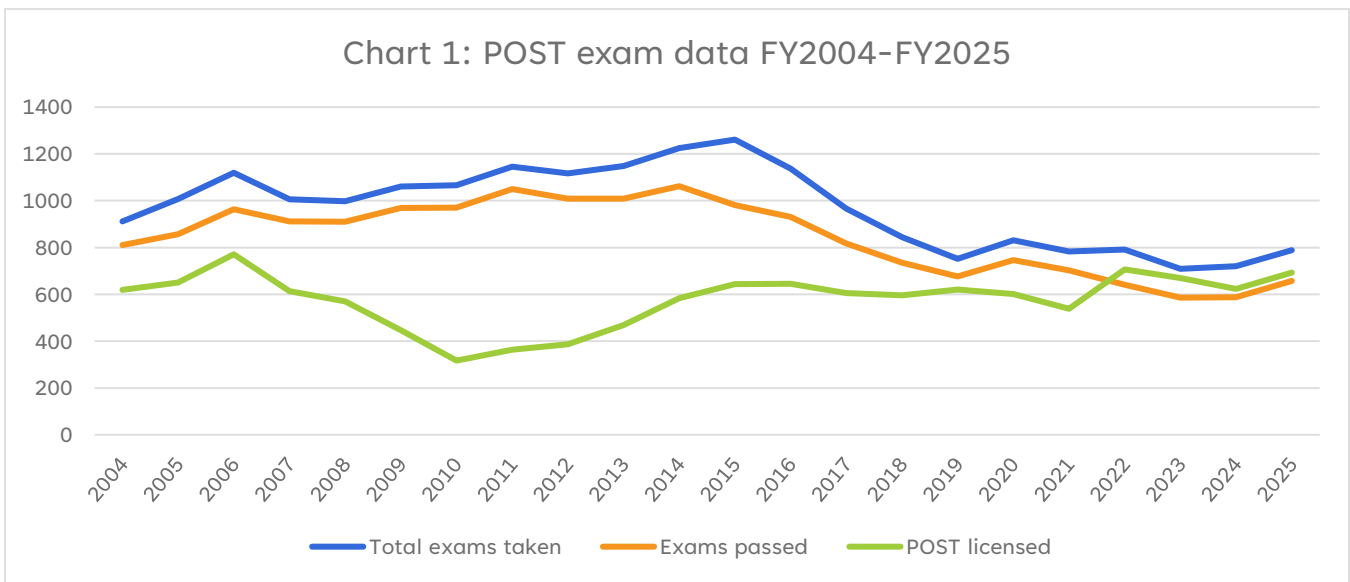
¹ <https://www.revisor.mn.gov/statutes/cite/436>

Background, previous five years

National and state trends

Across the United States, law enforcement agencies are experiencing persistent recruitment and retention challenges. The International Association of the Chiefs of Police (IACP) reports that agencies of all sizes have seen shrinking applicant pools, heightened credentialing requirements, and increasing difficulty sustaining long careers in the profession. In a 2024 IACP survey², approximately 70% of respondents described their recruitment efforts as somewhat or much more difficult than they had been five years prior.

Data from the Minnesota Board of Peace Officer Standards and Training (POST Board)³ in the chart below show the number of licensing exams taken and passed (POST-eligible) since 2004 and the number of candidates hired (POST-licensed) by law enforcement agencies. Between 2006 and 2014, hiring in law enforcement was down significantly, despite an abundance of POST-eligible candidates. When hiring began to stabilize in 2015, the number of candidates testing to become licensed officers began to fall.



Data source: Minnesota POST Board

Since 2019, with the exception of COVID years, the gap has been closing between the number of exams taken and passed, and the number of candidates hired. Notably, for each of the last four years more candidates have been hired than passed the exam. This may be attributable to the three-year eligibility window after passing the peace officer licensing exam. For example: some individuals hired in 2022 could have passed their exam in 2020 but were not hired until 2022.

² <https://www.theiacp.org/resources/research-study/2024-recruitment-retention-survey-results>

³ POST Examination Data by Fiscal Year (2004-2014) and POST Examination Data by Fiscal Year (2015-2025); <https://mn.gov/post/boardscommittees/reportsstatistics/statistics/>

The decline in candidate availability explains some of the difficulty jurisdictions face while trying to maintain full staffing levels: fewer candidates means more competition across Minnesota for qualified POST-eligible individuals.

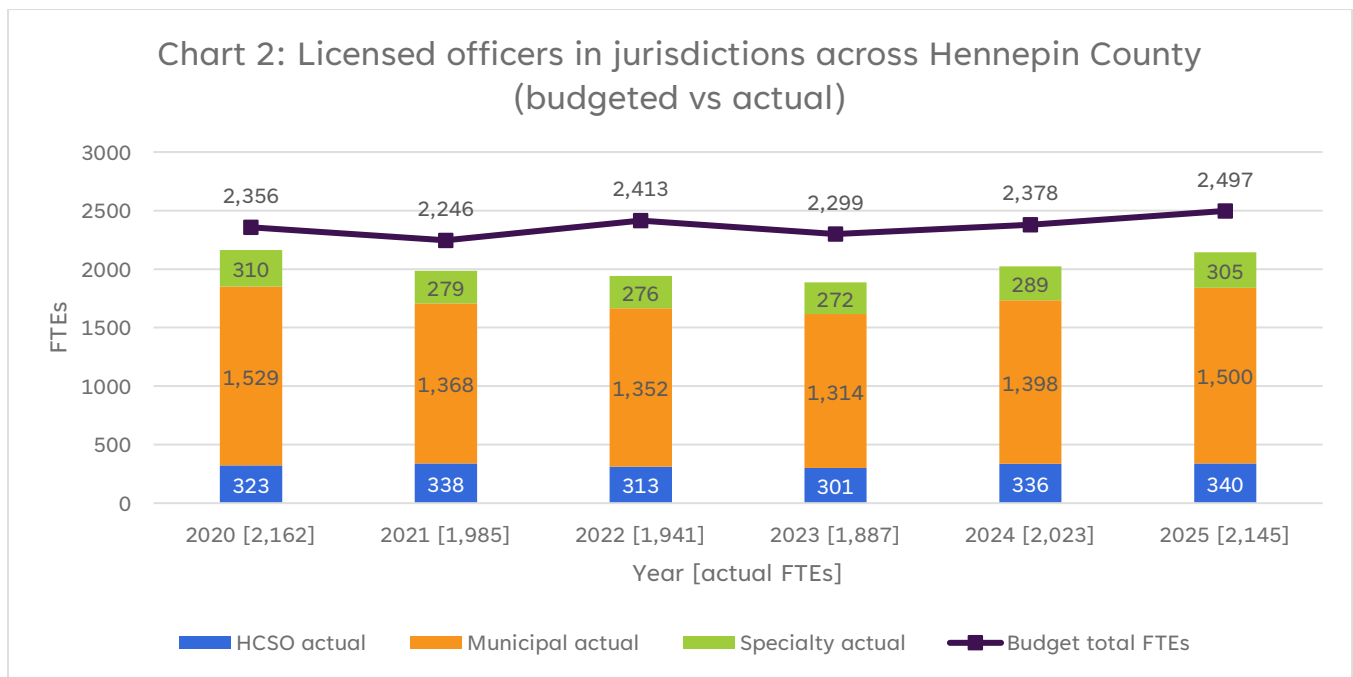
Local trends

A review of staffing levels for jurisdictions within Hennepin County indicates there is persistent understaffing of licensed officers and the gap between budgeted and filled positions has steadily widened since 2020.

This trend aligns with statewide data and mirrors national trends, suggesting the need for licensed officers exceeds the availability of licensed officers.

The IACP 2024 survey results⁴ showed that “On average, responding agencies were staffed at approximately 91% of their authorized staffing levels, thus operating with a deficit of nearly 10%.”

The following chart shows a snapshot of the number of budgeted licensed full-time equivalents (FTEs)⁵ for jurisdictions across Hennepin County compared against the actual number of licensed employees on December 31 of each year. In 2020, there was a staffing shortfall of 194 licensed officers across jurisdictions within Hennepin County. In 2022, the shortfall had reached 472—the largest staffing deficit in the last five years. And by 2025, that shortfall was 352.



Data source: Human resources departments from jurisdictions within Hennepin County (see Appendix A, Chart 2)

⁴ <https://www.theiacp.org/resources/research-study/2024-recruitment-retention-survey-results>

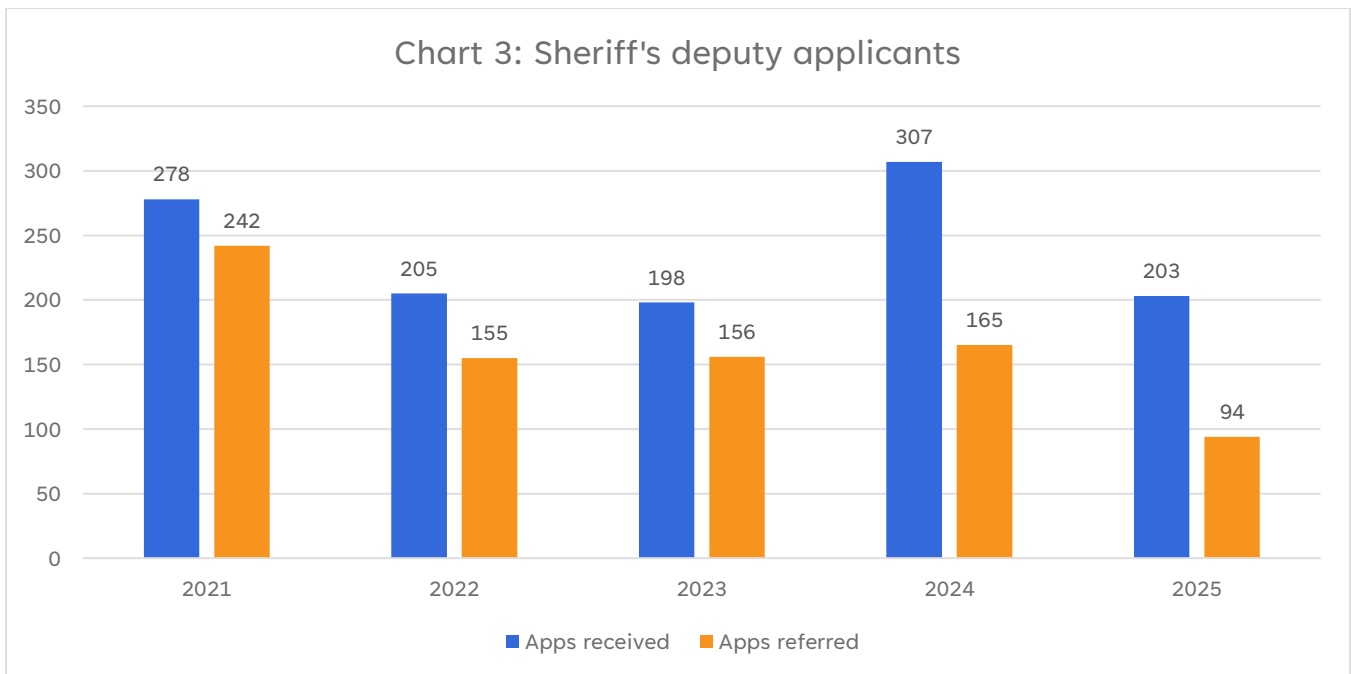
⁵ 1 FTE is the equivalent of one full-time position or 40 hours worked per week

Hennepin County Sheriff's Office

In 2025, the HCSO budgeted for 377 licensed staff. At the end of the year, there were 340 licensed staff—a shortfall of 37 FTEs. The majority of HCSO licensed positions are in the licensed deputy job class. The determination that there were 37 vacancies at the end of 2025 does not consider overtime expenses, nor is this determination impacted by assignments (e.g., licensed officers being assigned to the jail).

From 2021 through 2025, the HCSO received an annual average of 162 applications from qualified sheriff's deputy candidates. This indicates strong interest in employment in Hennepin County for licensed deputy positions.

The chart below shows the number of licensed sheriff's deputy applications received each of the last five years and the number of applications that met minimum qualifications and were referred by Human Resources (HR) to the HCSO for further consideration.



Data source: Hennepin County Human Resources

The HCSO, like many law enforcement agencies, relies heavily on internal promotions as the primary pipeline for licensed positions other than licensed deputy. For HCSO, some vacancies were posted externally, but most were posted internally. There was solid interest from qualified candidates in HCSO leadership roles. Between 2021 and 2025, the HCSO conducted eight internal hiring processes for sergeant positions; there were no external sergeant postings. One hundred seventy-six applications were received, 159 applications were referred by HR to the HCSO, and 39 internal candidates were promoted to the rank of sergeant.

Turnover and retirement data from the past five years show that more licensed staff left HCSO positions mid-career than left for retirement. This trend mirrors national trends and underscores the need for law enforcement agencies to employ a multi-faceted staffing strategy that prioritizes retention.

Table 1

TURNOVER RATE(S)	2021	2022	2023	2024	2025	5-YEAR AVERAGE
Voluntary turnover	5.60%	12.10%	11.20%	1.90%	3.60%	6.88%
Retirements	1.30%	3.40%	4.30%	0.95%	2.70%	2.53%

Data source: Hennepin County Human Resources

In addition to leaving mid-career, licensed deputies are leaving HCSO before they reach the top of their pay scale.

Compared to sheriff’s deputies from the other six metro area counties (Anoka, Carver, Dakota, Ramsey, Scott, and Washington), HCSO licensed deputies were paid competitively in 2025.

For this report, salary ranges for entry-level licensed positions were reviewed. Though police officers are not an exact comparison to licensed sheriff’s deputies, they are included in the table below for context because police departments would be impacted by a future shortage of licensed officers. Note that, in addition to base pay, many cities provide longevity pay, which is not reflected in the table below.

Table 2	2025 AVERAGE ANNUAL MINIMUM SALARY	2025 AVERAGE ANNUAL MAXIMUM SALARY
HCSO – licensed deputies	\$72,333	\$108,499
Metro counties – licensed deputies	\$74,103	\$108,093
Cities within Hennepin County (23 responses)	\$82,504	\$110,894

Data source: Hennepin County Human Resources and League of Minnesota Cities

The IACP 2024 survey results indicate that the most common reasons employees leave agencies mid-career include higher pay, more career opportunities and discontent with working in policing. Also on the list were geographic relocation for personal reasons, dissatisfaction with leadership, and lack of support from the surrounding community.

Looking forward

Projected labor availability

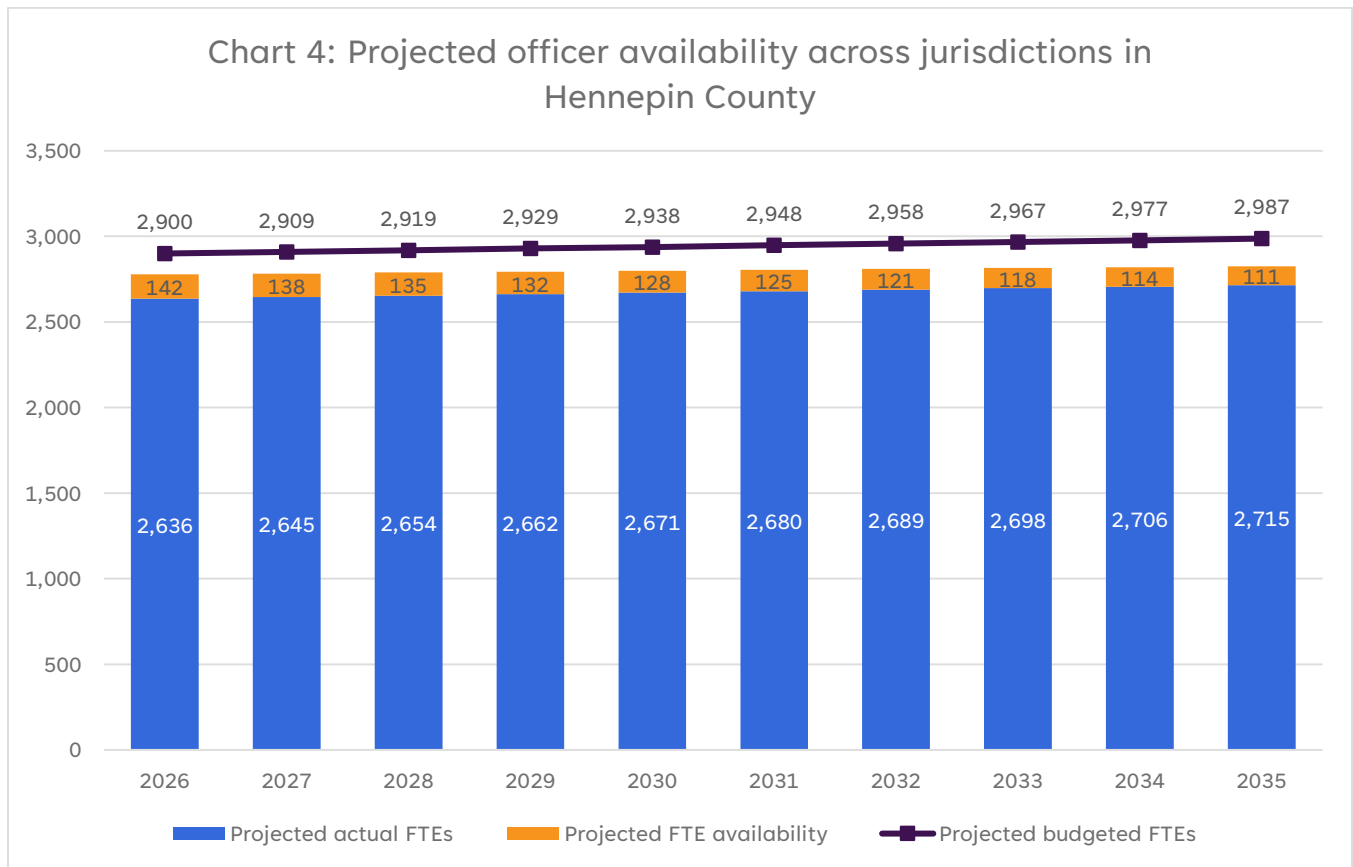
The Bureau of Labor Statistics (BLS) projects an increase of approximately 22,000 (3%) new law enforcement positions nationwide over the next 10 years⁶. BLS projects that many law

⁶ <https://www.bls.gov/ooh/protective-service/police-and-detectives.htm>

enforcement agencies will primarily backfill vacancies created by retirements, promotions and mid-career resignations, rather than filling newly created positions.

According to the Minnesota Department of Employment and Economic Development (DEED), the number of law enforcement positions in the state is projected to increase by approximately 5.1% from 2022 to 2032. In the seven-county metro area during this same 10-year period, DEED is projecting a 4.6% increase in licensed positions⁷.

The chart below shows the projected licensed officer availability across Hennepin County. Calculations reflect a 3% increase in actual and budgeted FTEs from 2026 to 2035, in alignment with the BLS projections. And the calculation of candidates available for hire reflects Hennepin County’s portion of POST-eligible candidates statewide, based on the percentage of POST-licensed individuals currently employed across the county (24%).



Data source: Hennepin County Human Resources and Minnesota POST Board (see Appendix A, Chart 4)

Using 2026 as an example: There are an estimated 2,900 positions budgeted, approximately 2,636 actual licensed FTEs employed within Hennepin County, and 142 candidates projected to be available for hire. If those additional candidates are hired, there would still be a shortfall of 122 licensed FTEs. That gap is expected to widen over the 10-year projection period.

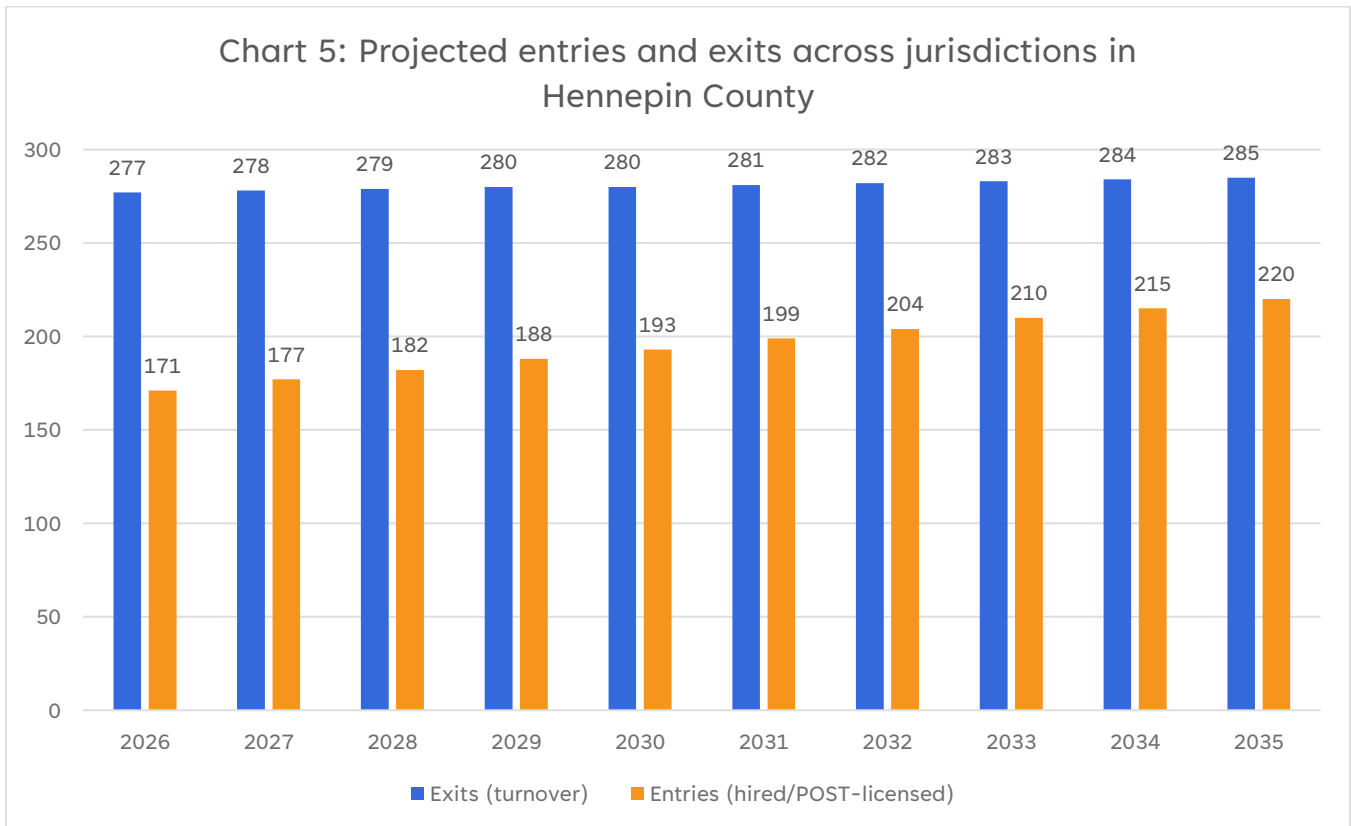
⁷ <https://apps.deed.state.mn.us/lmi/oes/detailedOccupationData?code=333051&oidgeog=2709NW0000>

Projected exits and entries

Based on total turnover (voluntary and involuntary separations, deaths and retirements) for HCSO licensed positions and POST Board licensure data, exits (turnover) from jurisdictions within Hennepin County are expected to exceed entries (POST-eligible officers).

The chart below shows the projected exits and entries over the next 10 years. In 2030, licensed officer exits are projected to exceed entries by 87, and in 2035 by 65.

Due to limited data collection at the time of resignation, it is difficult to determine how many licensed individuals are leaving the profession and how many are moving from one law enforcement agency to another.



Data source: Hennepin County Human Resources and Minnesota POST Board (see Appendix A, Chart 5)

Projected costs

The table below shows the projected cost per unit of labor for the HCSO.

The personal services cost forecast considers the rising cost of wages, employee benefits such as health and dental insurance, Minnesota Public Employees Retirement Association (PERA), Minnesota Paid Leave, Federal Insurance Contributions Act (FICA), etc. Wages for licensed law enforcement job classes in the HCSO grew an average of 24.1% over the last five years.

Forecasted salaries assume this same growth compounded at five-year intervals for the HCSO. Industry experts predict 5-8% annual growth in health and dental premiums; for this report, projections are based on an average annual increase of 8% compounded annually.

Over the next 10 years, a compounded increase of approximately 68% in personal services costs at the HCSO is projected. This increase does not contemplate merit pay, special increases, or other forms of pay.

Table 3

HENNEPIN COUNTY SHERIFF’S OFFICE: projected total personal services costs & licensed FTEs			
	2025	2030	2035
HCSO budgeted FTEs	377	383	388
Average cost per FTE	\$127,517	\$165,359	\$214,308
% increase in cost	-	29.68% over 2025	68.06% over 2025

(See Appendix A, Table 3)

Using HCSO as a baseline example of rising costs, jurisdictions across the county can expect similar increases.

Conclusion and recommendations

Key takeaways

Minnesota’s law enforcement system consists of hundreds of agencies competing for the same pool of POST-eligible candidates.

At a statewide level over the last 10 years, there has been a decline in the number of people taking and passing law enforcement licensing exams. Though numbers inched up in 2024 and 2025, they are projected to be outpaced by turnover in the next 10 years. This leads to a projected widening gap between the number of licensed FTEs needed and future availability of licensed FTEs.

The shortage of licensed officers and the increased competition to hire them may drive up costs beyond what is projected in this report. It will be challenging for public employers to manage these costs. Smaller communities are facing a particularly acute challenge, and it may be more difficult for them to maintain full-service law enforcement agencies.

One option for smaller communities is to consider contracting with larger jurisdictions for services. We have seen several smaller jurisdictions do this, such as Loretto, Mound and Hanover. This approach can offer economies of scale, greater access to specialized resources, and more consistent service levels, while reducing administrative, financial and operational burdens for smaller jurisdictions.

In anticipation of staffing and financial pressures that may lie ahead, it could be beneficial for jurisdictions within Hennepin County to pursue combined recruitment efforts to attract non-traditional candidates from other professions. By coordinating outreach campaigns, sharing

applicant pools, and streamlining background and onboarding processes, agencies across the county can more effectively compete for talent in a tight labor market.

These shifting dynamics make retention of mid-career and supervisory staff essential for maintaining staffing stability and quality service delivery. To successfully staff operations, the HCSO and other jurisdictions can prioritize strategies that keep officers engaged and committed to their roles. This may include offering a competitive compensation and benefits package, providing wellness programming, and managing hours and workloads to prevent burnout. Additionally, fostering a culture of professional development and recognition, and providing clear pathways for advancement may help retain experienced staff. By investing in these areas, agencies will be better positioned to sustain a skilled and motivated workforce capable of meeting the evolving needs of our communities.

Recommendations

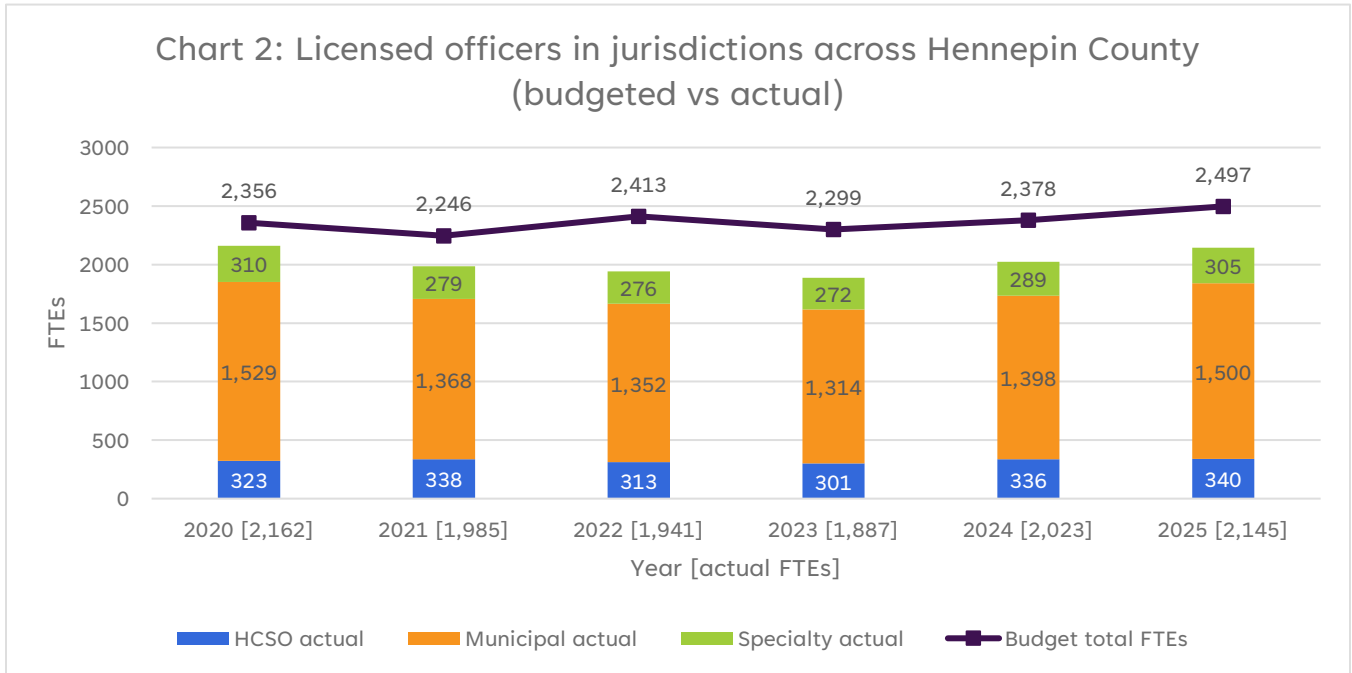
1. Establish a coordinated approach to law enforcement recruitment, leveraging partnerships with jurisdictions within Hennepin County to attract non-traditional candidates from other professions.
2. Implement a comprehensive retention strategy that includes competitive compensation and benefits, best practices in wellness programming, and workload management to support well-being and job satisfaction.
3. Enhance pipeline programs such as cadet and Community Service Officer initiatives to ensure a steady influx of new recruits, while partnering with educational institutions to create pathways for new entrants into the law enforcement profession.
4. Engage in a collaborative and comprehensive long-term workforce planning effort that incorporates the ongoing analysis of national, state, and local workforce trends and forecasting retirement and turnover rates to guide policy discussions and decisions about the future availability of licensed officers across jurisdictions within Hennepin County.
5. Evaluate opportunities for non-sworn staff to take on duties and responsibilities that do not require a license to perform.

The law enforcement profession in Hennepin County faces significant challenges due to insufficient availability of licensed officers, rising costs, and increased competition for qualified candidates. To address these issues and ensure sustainable public safety services, jurisdictions within Hennepin County can benefit from collaborating on recruitment and retention strategies, considering innovative staffing solutions, and investing in workforce development. By adopting a coordinated, proactive approach, agencies can better position themselves to attract and retain talent, optimize resources, and deliver effective law enforcement services to meet the evolving needs of the residents of Hennepin County.

Appendix A

Assumptions and notes for the following charts and tables Included in the Law Enforcement Availability Report

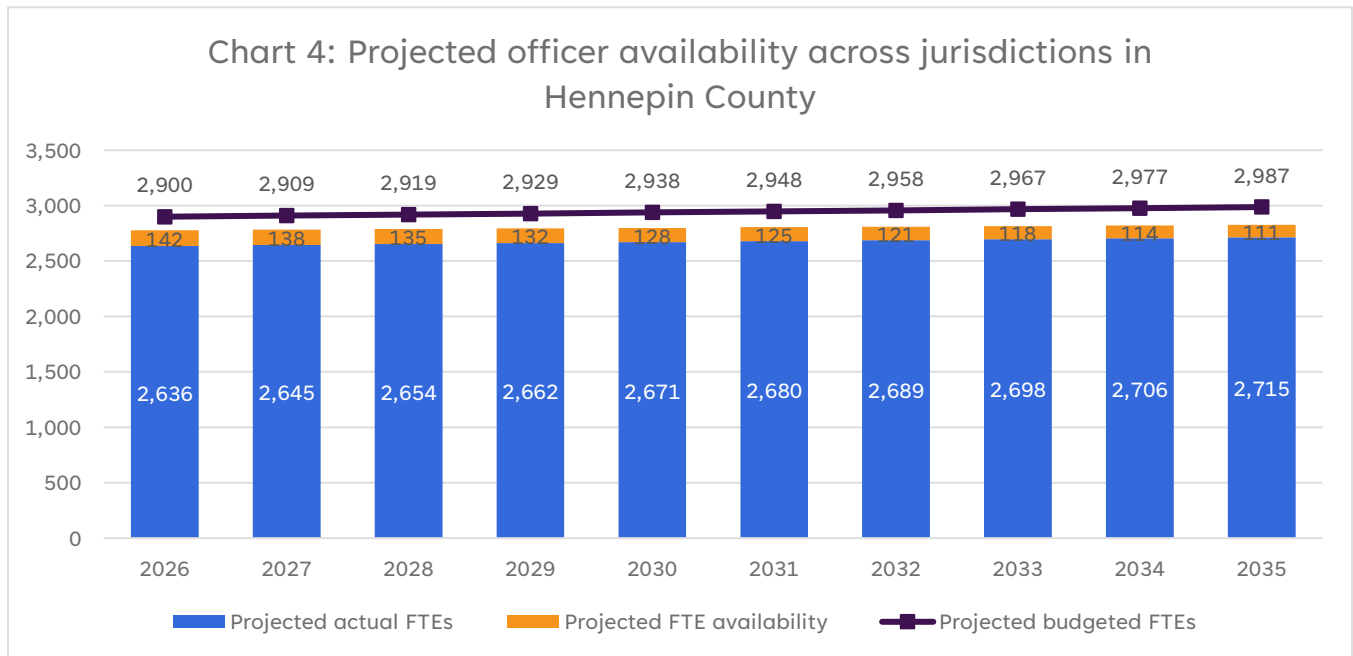
Chart 2



Data source notes

- Actual and Budgeted FTE data collected by Hennepin County Human Resources from agencies operating in Hennepin County (25/34 agencies reporting)
- The data were gathered directly from HR professionals employed by the agencies
- Partial FTEs reported rounded to the nearest whole

Chart 4



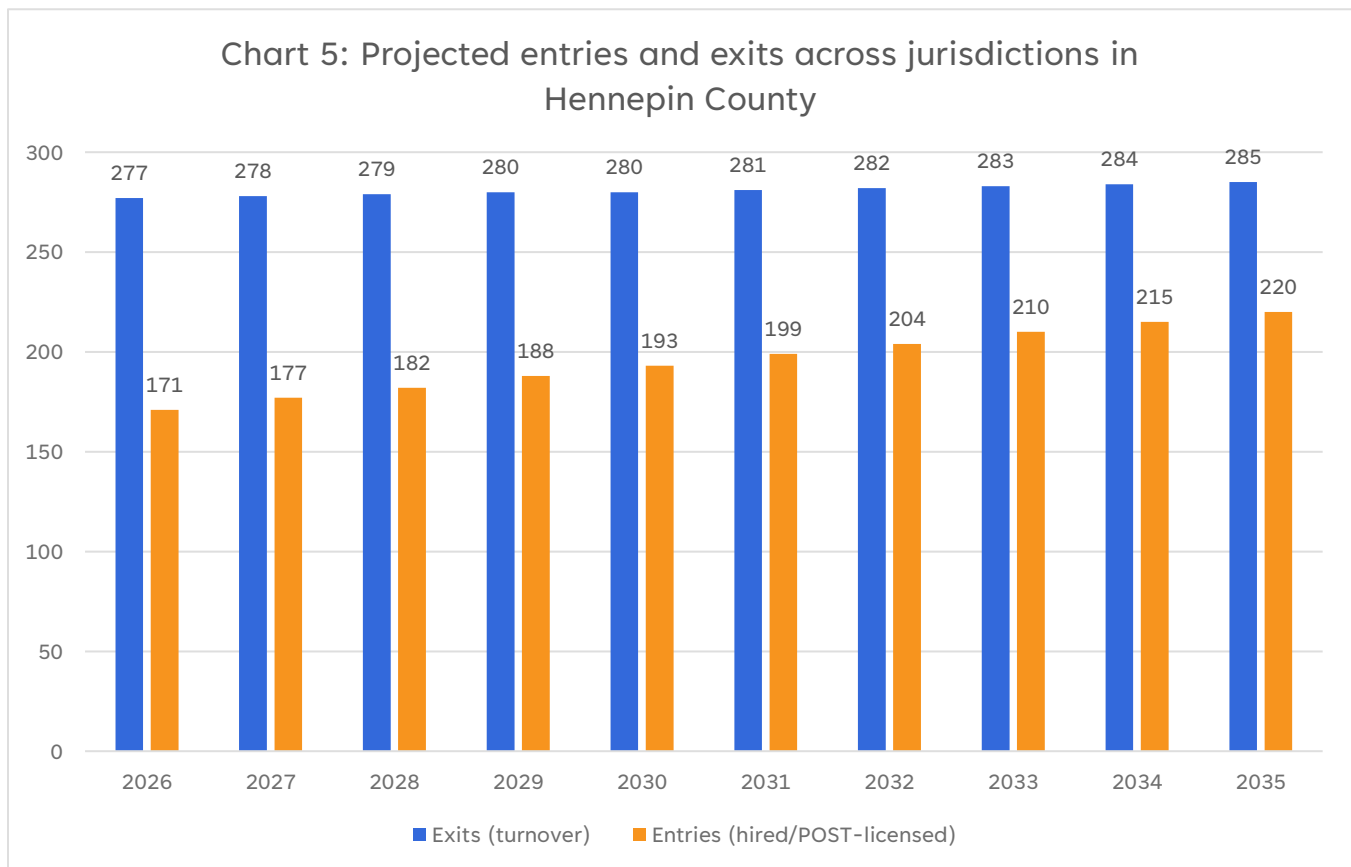
Data source notes

- Minnesota Board of Peace Officer Standards and Training (POST Board)
- Actual and budgeted FTE data collected by Hennepin County Human Resources from agencies operating in Hennepin County (25/34 agencies reporting)

Assumptions

- These projections provide directional guidance based on the last five years of normalized data, excluding anomalies from the 2020 COVID-19 period. Derived from a linear regression model, they are intended to inform planning rather than serve as precise forecasts.
- Projected budgeted and actual FTEs
 - This model assumes flat population growth and flat crime growth
 - Growth of 3% over 10 years was assumed for projected budgeted and actual FTEs
 - Projected budgeted FTEs is estimated by adding a 10% vacancy factor (IACP 2024 survey) to projected actual FTEs
- Candidates available for hire (POST-eligible) = Hennepin County's portion of statewide candidates eligible to hire
 - This model projects FTE availability based on a regression analysis over the most recent five years of data (2021-2025)
 - The above data assume 24% of the total candidates eligible for hire in Minnesota will be hired by an agency located within Hennepin County
 - 24% = 2,636 officers licensed in agencies geographically located inside Hennepin County, divided by total POST-licensed officers statewide as of January 1, 2026 (11,000)

Chart 5



Data source notes:

- Minnesota Board of Peace Officer Standards and Training (POST Board)
- Hennepin County Human Resources

Assumptions:

- These projections provide directional guidance based on the last five years of normalized data, excluding anomalies from the 2020 COVID-19 period. Derived from a linear regression model, they are intended to inform planning rather than serve as precise forecasts.
- “Entries” data represent 24% of the projected number of candidates achieving POST licensure across Minnesota
 - This percentage represents the estimated share of total licensed officers that are hired by jurisdictions geographically located inside Hennepin County in 2026 (2,636/11,000)
- “Exits” data above assumes a 10.5% total turnover rate of the projected actual FTEs
 - This turnover rate represents the five-year average turnover rate for licensed deputies in the Hennepin County Sheriff’s Office (HCSO) from 2021-2025
 - For consistency, the same turnover rate was applied across all agencies within Hennepin County

Table 3

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% increase in cost	-	29.68% over 2025	68.06% over 2025

Data source notes:

- Hennepin County Human Resources

Assumptions:

- 2025 baseline reflects the actual budgeted FTE numbers for all licensed job classes for the HCSO in 2025
- Budgeted FTE is projected to grow 3% over 10 years; calculations show 1.5% growth at 2030 and 2035
- Average cost per FTE assumes the actual average wages for all licensed officer job classes within Hennepin County. Calculations include wages, Long-term Disability, Life, Health and Dental Insurances, FICA, PERA, severance accrual, MNPL and stability pay
- Growth projections include a 24.1% increase in salaries, assuming the previous 5-year (2021-2025) growth average for the HCSO licensed positions, an 8% increase in health and dental insurance costs and the mean of the stability pay scale for all FTE
- % increase in per-FTE cost is calculated as the percent growth from 2025 baseline

Appendix B

Board of Hennepin County Commissioners Resolution 24-0373R1

HENNEPIN COUNTY
MINNESOTA

300 South Sixth Street
Minneapolis, MN
55487-0240

RESOLUTION

Board of Hennepin County Commissioners
RESOLUTION: 24-0373R1

At a meeting of the Board of Hennepin County Commissioners on 12/12/2024, a motion was made by Debbie Goettel, seconded by Heather Edelson, that this Resolution be adopted. The motion passed.

WHEREAS, the Administration, Operations and Budget Committee of the Hennepin County Board of Commissioners has conducted a series of public meetings for the purpose of hearing public testimony and reviewing the County Administrator's proposed 2025 budget for the departments of the county;

BE IT RESOLVED, that the Hennepin County Board of Commissioners adopt a final net tax levy of \$1,045,829,900 and budget of \$3,009,766,876 for 2025; and

BE IT FURTHER RESOLVED, that the 2025 Operating and Capital Budgets as proposed by the County Administrator on September 12, 2024 be amended as follows:

1. That the 2025 revenue and expenditure budgets, and authorized FTEs, for various departments, as identified in Attachment 1, be increased in order to incorporate grants that were approved after the publication of the 2025 Proposed Budget;
2. That consistent with the requirements of the Amended Minnesota Opioids State-Subdivision Memorandum of Agreement (“State-Subdivision Agreement”), the Hennepin County Board of Commissioners authorizes the expenditure of \$9,800,661 of Opioid Settlement Funds for the following strategies, as delineated in the State-Subdivision Agreement, for December 31, 2022, through December 31, 2025;

Cat.	Category Description	Authorized
A	Treat Opioid Use Disorder	\$1,320,656
B	Support People in Treatment and Recovery	1,890,680
C	Connections to Care	363,166
D	Address the Needs of Criminal Justice-Involved Persons	478,000
E	Address the Needs of Perinatal Population, Caregivers, and Families	835,167
G	Prevent Misuse of Opioids	1,125,846
H	Harm Reduction	825,625
I	First Responders	12,500
J	Leadership, Planning and Coordination	161,250
K	Training	125,000
L	Research	310,500
M	Post-mortem	810,000
	Administrative Costs NTE 10%	1,542,271
	Total:	\$9,800,661

3. That all ARPA-SLFRF allocations made by the County Board/the County Board's delegated authority are deemed to expire on 12/31/2024 to the extent that those amounts are not reported as expenses or expenditures or for the purchase of capital assets in the audited 2021-2024 Hennepin County Comprehensive Annual Financial Reports;
4. That the Communications 2025 property tax revenue and expenditure budget be increased by \$131,814 and 1.0 FTE for a Principal Communications Specialist; and the Disparity Reduction Administration 2025 property tax revenue and expenditure budget be reduced by \$131,814 and 1.0 FTE;

5. That the Human Services and Public Health 2025 property tax revenue and expenditure budget be decreased by \$155,000, and that the Workforce Development 2025 property tax revenue and expenditure budget be increased by \$155,000, for the NorthPoint Health and Wellness Center contract (Contract number HS00001004);
6. That the Debt Retirement 2025 revenue budget be amended to reduce Use of Restricted Fund Balance by \$6,386,200 and to increase Other Intergovernmental Revenue by \$6,386,200 in order to accept funding from Hennepin Healthcare System, Inc., for the purpose of making debt service payments in 2025 for outpatient clinic and specialty center related bonds;
7. That the Resident Services Administration 2025 budget be increased by 5.0 FTEs to build and maintain a proprietary Computer Aided Mass Appraisal system;
8. That that Local Affordable Housing Aid (Fund 24) 2025 revenue budget be increased by \$9,000,000, using restricted fund balance; that an interfund revenue transfer in the amount of \$9,000,000 to the Housing and Economic Development department (Fund 10) be authorized as expenditures are incurred; and that the Housing and Economic Development 2025 revenue and expenditure budget be increased by \$9,000,000 for the Repair + Grow one-time assistance to local non-profit affordable housing owner-developers;
9. That the Local Affordable Housing Aid (Fund 24) 2025 revenue budget be increased by \$556,615, using restricted fund balance; that an interfund revenue transfer be authorized for \$5,500,000 from the Local Affordable Housing Aid (Fund 24) to the Hennepin County Housing and Redevelopment Authority (Fund 37) as expenditures are incurred, for single resident occupancy agreements;
10. That the Hennepin Health 2025 revenue and expenditure budget be increased by \$22,678,453 for additional medical care and services related to the Prepaid Medical Assistance Program;
11. That the Human Services and Public Health 2025 revenue and expenditure budget be increased by \$110,000 for additional support for the Greater Minneapolis Crisis Nursery;
12. That the Human Services and Public Health 2025 revenue and expenditure budget be increased by \$50,000 for a violence prevention – restorative justice/intensive mentoring pilot program;
13. That the Human Services and Public Health 2025 revenue and expenditure budget be increased by \$270,180 and 2.0 FTE for the embedded social worker program;
14. That the Human Services and Public Health 2025 revenue and expenditure budget increased by \$7,000,000 for Youth Behavioral Health Crisis Stabilization Center operations;
15. That the Office of Budget and Finance 2025 revenue and expenditure budget be increased by \$125,000 and 1.0 FTE to provide payroll services for the Municipal Building Commission;
16. That the General County Purposes – Youth Activities 2025 revenue and expenditure budget be increased by \$150,000 for expanded swim lessons grants;

17. That the 2025 revenue and expenditure capital budget for the Safety and Asset Management 2019-2023 TSCA (CP 2183300) be increased by \$130,000, funded with \$65,000 from the City of Eden Prairie and \$65,000 from the City of Minnetonka; and that the total project budget be increased by \$130,000 from \$37,818,877 to \$37,948,877;
18. That the 2025 revenue and expenditure capital budget authority for the Cost Participation and Partnerships 2019-2023 TSCA (CP 2183500) increase by \$85,000 to be financed with \$42,500 by the City of Mound and \$42,500 by Three Rivers Park District; and that the total project budget be increased by \$85,000 from \$13,523,098 to \$13,608,098;
19. That the County Administrator be authorized to negotiate Amendment 2 to Agreement PW 33-67-22 with the Met Council to reduce county cost participation in the Metro Transit B Line BRT Additional Scope (CP 2193300) by \$1,698,835.42; and

BE IT FURTHER RESOLVED, that the County Administrator be authorized to negotiate Amendment 1 to Agreement PW 51-67-23 with the Met Council to increase county cost participation in the E Line BRT Additional Scope (CP 2202300) by \$1,698,835.42; and

BE IT FURTHER RESOLVED, that \$1,698,835.42 of 2025 revenue and expenditure capital budget authority, funded with wheelage tax, be transferred from Metro Transit B Line BRT Additional Scope (CP 2193300) to E Line BRT Additional Scope (CP 2202300); and that the total project budgets for CP 2193300 and CP 2202300 be adjusted accordingly;

20. That the Youth Behavioral Health Crisis Stabilization Center (1010890) capital project be deleted from 2025-2029 Capital Improvement Program, and that the 2025 revenue and expenditure capital budget authority be reduced by \$500,000;
21. That the Hennepin County and Hennepin Healthcare System Behavioral Health Care Facility (1011346) be identified as a project in the 2025 Capital Budget, and that the 2025 revenue and expenditure authority be increased by \$15,000,000 in general obligation bonds for the initial planning and design of a new behavioral health care facility in downtown Minneapolis;
22. That the Sheriff's Administrative Space Office Study (CP 1011011) be identified as a project in the 2025 Capital Budget, funded with \$100,000 from the Facility Services & HED Revenue Suspense Account (CP 0039997);
23. That the Hennepin County Board of Commissioners requests the Minnesota Department of Transportation to transfer \$3 million from the county's state aid municipal construction account to the county's state aid regular construction account for expenditure on construction projects located across the county;
24. That the County Administration - Intergovernmental Relations 2025 budgeted property tax and expenditure budget be increased by \$419,623, and 2.0 FTEs for health-related legislative efforts; and that the Contingency department 2025 budgeted property tax and expenditure budget be decreased by \$419,623;
25. That the Libraries department 2025 budgeted property tax and expenditure budget be increased by \$277,000 for the Let's Read program; and that the Contingency department 2025 budgeted property tax and expenditure budget be decreased by \$277,000;

26. That the Dues and Contributions division of the General County Purposes department 2025 budgeted property tax and expenditure budget be increased by \$40,000; and that the Contingency department 2025 budgeted property tax and expenditure budget be decreased by \$40,000;
27. That the Hennepin County Attorney's Office 2025 budgeted property tax and expenditure budget be increased by \$138,500 and 1.0 FTE for an Administrative Assistant, Principal; and that the Contingency department 2025 budgeted property tax and expenditure budget be decreased by \$138,500;
28. That the Board of Commissioners - Clerk's Office department 2025 budgeted property tax and expenditure budget be increased by \$225,000, and 2.0 FTEs for administrative positions; and that the Contingency department 2025 budgeted property tax and expenditure budget be decreased by \$225,000;
29. That the Hennepin County Sheriff's Office department 2025 budgeted property tax and expenditure budget be increased by \$250,000 for the purchase of DNA Testing Equipment; and that the Contingency department 2025 budgeted property tax and expenditure budget be decreased by \$250,000;
30. That the Public Works Administration 2025 revenue and expenditure budget be increased by \$300,000, funded by wheelage tax revenue, for the purposes of providing a grant to Our Streets, contingent upon Our Streets being awarded a federal grant from the Federal Highway Administration for the Twin Cities Boulevard initiative in the Interstate 94 Corridor;
31. That the department of Compliance be established with a 2025 budgeted property tax and expenditure budget of \$200,000 and 1.0 FTE; and that the Contingency 2025 budgeted property tax revenue and expenditure budget be decreased;
32. That the Hennepin County Administrator is authorized to negotiate an agreement with the Healthcare Reparations Cooperative LLC to provide consultation services to Hennepin County Human Services, including but not limited to research, report and advice on health equity for Hennepin County residents and on potential place-based strategies to improve disparate community health outcomes, during the period of 1/1/2025 through 12/31/2025 in an amount not to exceed \$250,000; that following review and approval of the County Attorney's Office, the Chair of the Board is authorized to sign the agreement on behalf of the County and the Controller is authorized to disburse funds as directed;
33. That the Dues and Contributions division of the General County Purposes department 2025 budgeted property tax and expenditure budget be decreased by \$154,500; and that the Contingency department 2025 budgeted property tax and expenditure budget be increased by \$154,500; and

BE IT FURTHER RESOLVED, that \$77,250 be designated in contingency for the purpose of 2025 membership dues for the Greater MSP Partnership;

34. That the Housing and Economic Development department 2025 revenue and expenditure budget be increased by \$100,000 and that a fund transfer from the Housing and Redevelopment Authority Fund 32 be authorized; and that these funds be utilized to explore current and future opportunities to collaborate with relevant state and local agencies and more actively participate in the assessment, development, accessibility, and marketing of destinations in Hennepin County as a way to serve residents, equitably grow

the county's visitor economy, attract workers and business investment, and cultivate our diverse communities' unique assets, arts and cultural offerings, amenities, recreational, and business opportunities;

35. That the Hennepin County Board of Commissioners directs the County Administrator to replace any equipment, clothing, or materials which utilize the previous Minnesota State Seal; to prioritize public-facing items in Q1, and providing quarterly updates until all items have been replaced; authorizing a NTE of \$250,000; and

BE IT FURTHER RESOLVED, that any proposed updates to the County Attorney and Sheriff logos prohibits usage of individual names; that any proposed updates must include financial analysis conducted by County Administration; and any proposals must prevail at a County Board meeting;

36. That Hennepin County create multilingual informational materials (brochures, flyers, website content) that outline available benefits and services for immigrants. In addition, opportunities for community Engagement events by organizing regular meet-and-greet events to help new residents connect with each other and with community leaders, including commissioners; and

BE IT FURTHER RESOLVED, Hennepin County will establish a system for continual feedback from new residents to adapt services and support based on their evolving needs. Expecting outcomes and improved integration and adjustment for new residents, leading to enhanced community cohesion. In conclusion, the new position will increase utilization of county services by immigrants, thereby fostering a greater understanding of and participation in local governance;

37. That the Hennepin County Board of Commissioners directs the County Administrator to develop a labor study of the future state of law enforcement personnel within Hennepin County, centered around the following criteria;
- Study should be targeted at the 5 and 10 year points in time in the future
 - Focus should be on labor availability of licensed law enforcement officers at these time increments
 - Projected retirement and withdrawal from the field should be applied, along with expected entry of new licensed law enforcement into the field
 - Based on projections, calculations of cost per unit of labor based on current cost factors should be applied to provide a projected labor cost at the same time increments; and

BE IT FURTHER RESOLVED, the span of the study should include all law enforcement agencies within Hennepin County, including Hennepin County Sheriff Office, police among municipalities, park, transit and university, at every data point; and

BE IT FURTHER RESOLVED, the labor study should be presented to the Law, Safety & Justice Committee of the Hennepin County Board of Commissioners upon completion; and

BE IT FURTHER RESOLVED, the results of this study will be used and shared externally, so all within Hennepin County have clear view of the future, and can work collaboratively to positively affect future decisions with informed decisions today;

38. That the County Administrator be authorized to negotiate an Agreement with Cities United to deliver the 2025 Hennepin County Safe Communities Summit, that after review and approval by the County Attorney's Office, the Chair of the Board be authorized to sign the Agreement on behalf of the County; and that the Controller be authorized to disburse funds as directed; and

BE IT FURTHER RESOLVED, that the County Administrator be authorized to negotiate and sign all other necessary agreements with vendors needed to conduct the Summit, including but not limited to space rental; that after review and approval by the County Attorney's Office, the County Administrator be authorized to sign those Agreements on behalf of the County; and that the Controller be authorized to disburse funds as directed;

39. That the Hennepin County Board of Commissioners hereby directs the County Administrator to develop and implement a youth focused animation and anime strategy to engage and expand youth engagement with Hennepin County, to create a contest aimed at empowering young and other resident to highlight their skills and creativity, and to empower youth creativity while educating them and the wider community about the county's resources, through the medium of animation; and

BE IT FURTHER RESOLVED, that this animation will be utilized as an educational tool to engage other youth and community members, fostering a sense of pride and connection to Hennepin County. The goal of this contest is to increase knowledge of county functions and services among participants and viewers and foster community engagement and pride in local governance; and

BE IT FURTHER RESOLVED, that this contest would encourage collaborate with local schools, community centers, and art organizations to promote the contest and provide resources. In addition, promoting mentorship by partnering with local animators or educators experienced in animation production; and

BE IT FURTHER RESOLVED, that there would be planning to organize workshops prior to the contest to teach participants about animation techniques and provide insights into county operations; and

BE IT FURTHER RESOLVED, Hennepin County will offer incentives to contestants, including scholarships, internships, or other rewards, for winning animations to encourage participation and skill development. Then later, display the winning animations on county websites, social media platforms, and during community events to maximize reach and impact;

40. That the Hennepin County Board of Commissioners directs the County Administrator to assemble a collaborative workgroup comprised of members from Hennepin County and HHS to find efficiencies and opportunities for shared services and infrastructure that will reduce cost and maximize revenue and find efficiencies; and

BE IT FURTHER RESOLVED, that the Hennepin County Board of Commissioners directs the County Administrator to consult with the HHS Chief Executive Officer and to develop a plan based on the workgroup recommendations and submit such plan and recommendations to the County Board no later than August 1, 2025; and

BE IT FURTHER RESOLVED, that in order to give effect to the above resolving clauses, the Hennepin County Administrator is authorized to identify and engage consultant(s) as needed to review and analyze ongoing operations and finances at HHS and to provide expert advice and recommendations to the County Board and County Administration;

41. That the Disparity Reduction and Public Works lines of business be authorized to develop, design and implement Cultural Corridors along the proposed route in each Blue Line Extension city (Crystal, Brooklyn Park, Robbinsdale, and Minneapolis) with the help of community stakeholders and the Metropolitan Council's Blue Line Extension project;

BE IT FURTHER RESOLVED, that consistent with the provisions of GASB 54, the Hennepin County Board of Commissioners commits the fund balance related to unexpended 2024 revenues as follows:

Unexpended Human Services Fund property tax, charges for services, and license and permits revenues are committed to the Human Services Fund for the provision of human services and public health programs and services, and

Unexpended Capital Projects Fund property taxes, rentals and building and land sales revenues are committed to the Capital Projects Fund for capital projects; and

BE IT FURTHER RESOLVED, that pursuant to M.S. 373.40, the 2025 Capital Budget and the 2025-2029 Capital Improvement Program, as recommended by the County Administrator and the Capital Budgeting Task Force, as amended herein; including adjustments related to the Administrator's 2025 budget and those relating to transfers as herein authorized, including those shown in Schedule V, be approved; that the Board declares its official intent to use proceeds of tax-exempt bonds to reimburse itself for expenditures made for capital improvement projects, in an amount up to the principal amounts set forth in the Capital Improvement Program for the projects described herein; and

That this declaration is made solely for purposes of establishing compliance with the requirements of Section 1.150-2 of the Treasury Regulations and does not bind the County to make any expenditure, incur any indebtedness, or proceed with the capital improvement projects; provided that bonding amounts and other revenues may be adjusted pending availability of federal, state and other funding for certain projects, including adjustment of prior year appropriations as appropriate; and

BE IT FURTHER RESOLVED, that the Hennepin County Board of Commissioners hereby adopts the 2025 Proposed Operating and Capital Budget as amended for Hennepin County with Schedules I through VIII incorporated and on file with the Clerk to the Board, as follows:


- I. Appropriates to the funds and departments the amounts and position complements;
- II. Approves and appropriates the 2025 capital improvement project budgets and approves the 2025-2029 Capital Improvement Program;
- III. Adopts the budget and estimated revenues by fund;
- IV. Certifies the amounts to be derived from current property taxes;
- V. Approves the interfund transfers;
- VI. Approves fee schedule changes for Departmental Fees;
- VII. Authorizes continuation of county policy specifying a county contribution toward health plan premium for eligible "early" retirees and limits participation as described in the Schedule;
- VIII. Approves the 2025 contingency budget

RESOLUTION ADOPTED ON 12/12/2024

The question was on the adoption of the Resolution as amended and the votes were as follows:

Aye: 6 Commissioner Fernando, Commissioner Goettel, Commissioner Lunde, Commissioner Conley, Commissioner Edelson, and Commissioner Anderson

Absent: 1 Commissioner Greene

Maria Rose 
Clerk of the County Board