

Hennepin County Sheriff's Office Jail Staffing & Operations Analysis

Greg Mathews, Matrix Consulting Group

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Evaluating jail staff levels

This report was precipitated by a 2025 Matrix study of HCSO overtime

- Hennepin County requested a study focused on the Adult Detention Division (ADD)
- Countywide fiscal constraints impact staffing in all departments, including HCSO
- Board-authorized HCSO FTEs were 883 for 2026

Facility realities and staff minimums

Safety impacted by two-facility operations and MN DOC minimums

- Jail is split between two locations, complicating operations and staffing requirements
- Minnesota Department of Corrections requires minimum 28 housing officers 24/7
- Minimum staffing levels compromise safety, security and overall operations
- ADD currently staffs 29-33 deputies on night and day shifts
- Matrix recommends 32-38 deputies on night and day shifts

Staff stabilization with a Relief Factor

A Relief Factor (RF) should be mandatory

- An employee will not work all 2,086 annual work hours
- Include Net Annual Work Hours in RF calculation
- Current staffing plan (without RF) is 252 positions
- With RF applied, 303 would support operations with reduced jail overtime

What is a Relief Factor?

Used to determine how many FTEs are needed to staff one 24/7 position.

The calculation includes the annual coverage hours for one position and an employee's Net Annual Work Hours (time remaining after any leave or sick time used).

$$\text{Relief Factor} = \frac{\text{Annual coverage hours}}{\text{Net annual work hours per employee}}$$

Detention deputy staffing plans

Housing and Support	Without RF	With applicable RF
Fixed-post current staffing plan	229	280
Non-operations current staffing plan	23	23
Total	252	303
Fixed-post optimal staffing plan	244	298
Non-operations optimal staffing plan	20	20
Total	264	318

Phased path to optimal staffing

Recommendation to phase staffing plan over the next 4+ years

- 2025: ADD ended the year with about 284 licensed and unlicensed detention personnel
- 2026: Maintaining 290-300 detention personnel and advancing toward RF target
- 2027-2028: Meet the recommended 303 detention personnel, work toward optimal staffing plan
- 2025-2028: Increase Central Records clerical positions incrementally from 56.1 to 65.4

Anticipated challenges

To reach optimal operations, certain issues need to be addressed

- Non-licensed detention deputies are the preferred staffing model; reduction/transfer of assigned licensed deputies should wait until vacancies exist elsewhere
- Undesired overtime, minimal staffing, reduced supervision and delays in operational improvements will likely continue unless optimal staffing plan implemented
- Turnover, retirements and resignations are expected; strategic recruitment of detention staff should occur within budget parameters
- Jail supplemental staff needs, such as HCMC guard duty, detainee emergency transports, etc., will require creative staff coverage (see report Chapter 4)

Takeaways

Matrix offered 20 recommendations, including:

- Deploy a Flex Pool for absenteeism and other staff coverage needs
- Always develop a fixed post staffing plan with a Relief Factor (RF)
- Eliminate a net 3 FTE non-operations staff through assignment transfer
- Increase civilian staffing levels in Central Records

Next steps

- Various recommendations in the Jail Staffing and Operations Analysis and last year's overtime study can be implemented to help ADD operations, but they are not a panacea for needed staffing levels
- Matrix recommendations should have follow-through



Questions and discussion