

Hennepin County Sheriff's Office Overtime Study

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Today's agenda

1. Overtime Introduction

2. Overtime Operational Assessment

- Seven Operations Reviewed
- Recommendation Themes

3. Other Overtime Issues

- Fiscal, OT Coding, Staff Impact
- Recommendation Themes

Overtime Scope of Work

Study Areas

- Operational and Personnel Practices
- Budgeting
- Reporting
- Accounting
- Policies, Procedures and Controls

Deliverables

- Issues List
- Best Practices Assessment
- Employee Survey Results
- Draft and Final Report
- Board of Commissioners Presentation

Why Study Overtime?



HCSO Overtime Operational Assessment

Seven operational areas represent over 90% of the 2023 Sheriff's OT hours spent

Operational area	2023 OT Hours Expended	% of 2023 OT Hours	Corresponding FTEs
Adult Detention Division (ADD)	99,096	49%	47.6
Central Records	21,534	11%	10.3
Special Ops	21,212	10%	10.2
Enforcement Services Division (ESD)	16,383	8%	7.9
911 Dispatch	13,225	6%	6.4
Violent Offender Task Force (VOTF)	10,032	5%	4.8
Court Services	3,752	2%	1.8
TOTAL:	187,234	91%	89.0

187,234 OT hours =
\$11.2 million

Adult Detention Division (ADD) – Findings and Conclusions

Jail operations had highest OT

- Jail-related operations used 99,096 OT hours
- 49% of all OT hours
- About 48 full-time equivalent (FTEs)
- Approximately \$5.59 million expended in OT

High medical-related OT

- 34,846 OT hours or approximately 17 FTEs
- Includes guards at the hospital
- Includes the jail's medical clinic and outside physician appointments

Evaluation of deputy leave

- No Relief Factor used in staffing jail operations
- Yearly average of 55 hours per person sick leave covered by OT assignment
- Yearly average of 58 hours per person vacation leave covered by OT assignment

Key conclusions

- At the end of 2023, ADD was short 32 deputies
- A Relief Factor has not been implemented at HCSO, impacting OT
- Alternatives should be explored for medical-related OT
- Fully deploying unlicensed Detention Deputies will decrease OT

Central Records – Findings and Conclusions

Admin section of ADD

- Central Records is the civilianized operation of ADD
- Responsible for administrative duties related to detainee processing
- 11% of all OT hours
- Approximately \$906K expended in OT
- Central Records, in conjunction with other ADD, was 60% of OT hours

Most OT recorded as “Short Staffed”

- 71% of OT was coded as being short-staffed
- This OT was the equivalent of 7.4 FTEs (15,324 hours in 2023)
- This short staffing is exacerbated by high turnover

Turnover and no Relief Factor

- A Relief Factor has not been implemented, impacting OT
- High turnover requires additional OT training hours for new hires
- Attrition of 42 positions from Central Records 2021-2023 (average of 1 per month)
- Vacancies for Custody Records Coordinators are high (6.6 FTEs under)

Key conclusions

- Like the rest of ADD, Central Records has a staffing challenge
- Hiring and retaining Custody Records Coordinators is difficult
- An internal staffing plan calls for 2.3 additional positions
- Those positions do not include staff needed for a Relief Factor

Special Operations – Findings and Conclusions

Special Operations is “Special”

- Most OT in this category is specially coded
- Special Operations includes special details like serving high-risk warrants
- Majority of OT in this category is reimbursed by third parties
- Represents 10% of OT hours

Most OT for event support

- Minnesota Twins OT reimbursement – 11,351 hours
- U.S. Bank Stadium OT reimbursement – 5,068 hours
- NFL escort OT reimbursement – 994 hours

Special Operations OT is not an informative category

- Special Operations contains many types of OT
- Reimbursable events and non-reimbursable activities are in this category
- 4 of the 11 OT codes used in this category had under 100 hours allocated in 2023

Key conclusions

- Reimbursable and non-reimbursable OT should be distinct
- Special Operations represents an OT category that should be re-engineered through revised coding

Enforcement Services Division (ESD) – Findings and Conclusions

ESD is HCSO's patrol

- ESD provides HCSO patrol services, including waterways
- Nearly 16,400 OT hours in 2023 (8% of OT total)
- Approximately \$1.1M expended on OT

ESD uses too many OT codes

- 47 OT codes used, more than half with less than 100 hours in 2023
- Highest OT code was for Golden Valley contract (6,264 hours)
- Shift coverage OT totaled 2,356 hours
- Various activities, such as civil, warrant service and water patrol had 6,468 OT hours

Continuing theme: staffing impacts OT

- Insufficient patrol staff are available to cover the Golden Valley contract
- Shift coverage OT is regularly used to cover absenteeism

Key conclusions

- The lack of a formal Relief Factor is impacting OT
- Recurring contractual obligations (e.g. Golden Valley) have an impact on OT when full-time patrol staff are not available
- Managing OT requires ongoing evaluation of ESD staff needs based on Relief Factor, contract obligations, and minimum patrol staffing requirements by shift

Investigations Bureau – Violent Offender Task Force (VOTF) – Findings and Conclusions

Investigations Bureau has several functional areas

- Investigations Bureau has 2 divisions and other specialized units
- Nearly all OT is in 4 categories:
 1. VOTF – 10,032 OT hours
 2. Detectives – 3,448 OT hours
 3. Narcotics – 1,740 OT hours
 4. Criminal Info Sharing and Analysis (CISA) – 1,217 OT hours

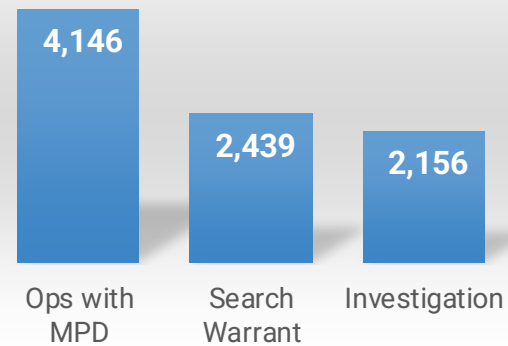
VOTF is primary OT user in Investigations Bureau

- VOTF is a multi-agency undercover team focusing on countywide violent crimes, weapons violations, and narcotics
- VOTF had 61% of OT hours in the Investigations Bureau
- VOTF spent regular time and OT focusing on regional crime “hot spots” in the unincorporated county and municipal areas

VOTF focuses on certain OT areas

- VOTF coded OT in 3 primary areas

VOTF OT hours by Code Type (2023)



Key conclusions

- With multi-agency support, VOTF could split into 2 teams
- 2 teams would provide overlapping and extended weekly coverage, thereby reducing OT
- Minneapolis benefits from significant VOTF OT support and should participate in the team or reimburse

911 Dispatch – Findings and Conclusions

911 Dispatch is a regionalized communication center

- Provides emergency communications to 26 law, 25 fire, and 4 emergency medical agencies
- 6% of all OT hours
- Approximately \$712K expended in OT

Most 911 OT was recorded as “Meet Minimum Staffing”

- 75% of OT was coded as meeting minimum staffing requirements
- Minimum staffing requirements were defined by 911 Dispatch, by shift, to accomplish core work
- Minimum staffing is lower than desired/optimum staffing

911 Dispatch vacancies and staffing levels impact OT

- From 2021 to September 2024, vacancies per year averaged 3.9 to 8.9 FTEs under budget
- With typical absenteeism, current authorized personnel only meet minimum staffing levels

Key conclusions

- Like other areas, 911 Dispatch has staffing challenges impacting OT
- A staffing study is underway to assess these issues
- Achieving desired staffing levels would result in a significant reduction in OT

Court Services – Findings and Conclusions

Court Services was lowest user of OT hours

- Court Services keeps order and safety in courtrooms, carry out patrol and security, assist with weapons screening
- Used 3,752 OT hours in 2023
- 2% of all OT hours
- OT hours represented approximately 1.8 FTEs
- Approximately \$349K spent on OT

Most OT coded as "Manpower Shortage"

- 66% of OT was coded as staffing shortage
- At the end of 2023, personnel records indicated a staff shortage of 15 FTEs compared to authorized levels

Other overtime codes had moderate usage

- 496 OT hours were related to early or late defendant appearances
- 252 OT hours were related to weapons screening

Key conclusions

- Like other areas, staffing challenges are impacting OT
- A Relief Factor has not been implemented, impacting OT
- To manage OT, addressing these staffing-related issues should be considered a priority

Recommendations

Key recommendation themes from the HCSO Operational Areas:

- To reduce overtime related to absenteeism, a Relief Factor should be incorporated
- Execute assertive recruitment strategies, and streamline hiring and retention practices to fill long-standing vacancies, thereby reducing overtime for staff coverage
- Regularly revisit HCSO staffing plans, including minimum and optimum levels, to ensure appropriate staffing levels are deployed
- Evaluate operations that may be re-engineered to reduce overtime to include ADD medical, VOTF operations, and patrol services contracts

Other OT Issues

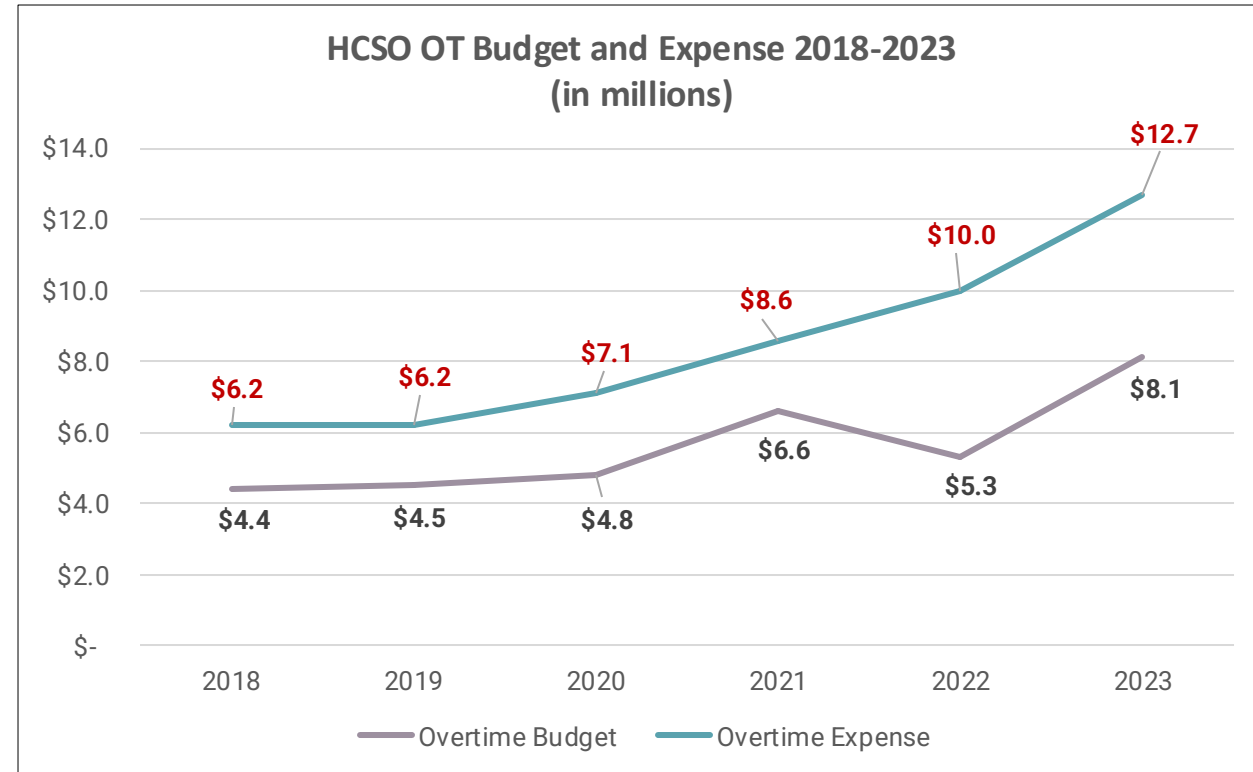
Other overtime issue areas were explored, including an examination of:

- Overtime budgeting, accounting and reporting
- Overtime coding
- Personnel impacts of overtime

Budgeting and Reporting – Findings and Conclusions

HCSO OT budget has not predicted OT expense

- OT exceedance from FY 18-23 has averaged +50%
- In 2023, OT exceeded budget by \$4.6M
- \$12.7 million expended in 2023 = 204,011 OT hours
- This graph includes reimbursed and non-reimbursed OT, clouding the picture



Budgeting and Reporting – Findings and Conclusions

HCSO historical OT has shown there is a risk

- A litmus test, or “risk trigger,” is if OT budget and/or expenditure exceeds 10% of salary
- Over the past 3 years, the litmus test indicates OT usage should be closely examined
- Close examinations of OT reveal the issues and potential risks related to excessive overtime use

Year	OT as % of salary (budgeted)	OT as % of salary (actual)
2021	10.6%	21.6%
2022	7.6%	16.3%
2023	10.8%	13.2%

Budgeting and Reporting – Findings and Conclusions

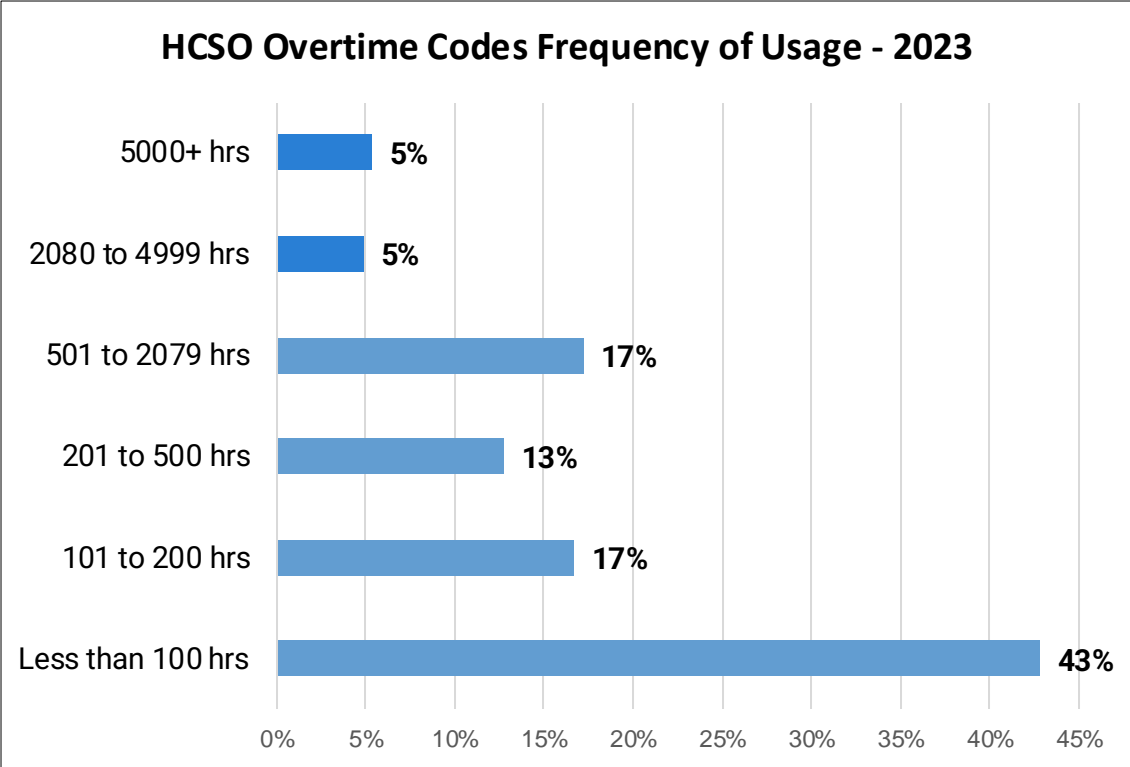
Key Conclusions

- An enhanced OT trend or zero-based budgeting approach would improve HCSO OT budgeting
- Reporting and budgeting that shows differentiation between OT non-reimbursed and reimbursed expenses (\$2.39M in 2023) would provide additional OT clarity
- Better OT reporting, including mid-year feedback, would improve OT planning and decision making

Overtime Coding – Findings and Conclusions

OT coding has opportunities for reduction

- Of the 203 HCSO OT codes, only 10% had 2,080 or more hours (1 FTE annual hours) applied in 2023
- 60% of codes had less than 200 hours applied



Overtime Coding – Findings and Conclusions

OT coding has opportunities for redefinition

- Short-staffing has multiple OT code definitions
- Less is more: these 11 codes represent 61% of all OT hours in 2023

Category	OT Code	HCSO Operational Unit	2023 OT Hours
Jail Operations	ADD – Medical Detail HCMC	Adult Detention Div	18,101
	ADD – Medical Detail Other	Adult Detention Div	16,745
	ADD – Vacation	Adult Detention Div	16,371
	ADD – Sick	Adult Detention Div	10,862
	ADD – Training	Adult Detention Div	5,686
Short Staffing	ADD – Short	Adult Detention Div	8,595
	Central Records – Short	Central Records	15,324
	Meet Minimum Staffing	911 Dispatch	9,917
Reimbursed Contracts	SOU – Twins OTP	Special Ops Unit	11,351
	Golden Valley Contract	Special Ops Unit	6,264
	US Bank Stadium Security	Special Ops Unit	5,068

Overtime Coding – Findings and Conclusions

Key Conclusions

- OT coding needs to be re-engineered
- Refined coding will improve OT intelligence-gathering and reporting capability

Personnel Impact of Overtime – Findings and Conclusions

Some OT usage exceeds health, safety and well-being metrics

- Research suggests consistently exceeding 10+ hours of OT per week is detrimental
- 19% of HCSO staff earning OT exceeded 10 hours per week

OT Earner #1-10 (ID'd by Rank)	2023 Hours of OT
#1: Detention Deputy	2,221
#2: Records Clerk	1,740
#3: Sheriff Deputy	1,630
#4: Detention Deputy	1,491
#5: ESD Sergeant	1,447
#6: ADD Sheriff Deputy	1,430
#7: ADD Sheriff Deputy	1,368
#8: Detention Deputy	1,308
#9: Detention Deputy	1,209
#10: Detention Deputy	1,142

Personnel Impact of Overtime – Findings and Conclusions

The employee survey substantiated many OT wellness concerns

- 55% employee survey response rate
- 34% agreed: “I get burnt out with the amount of overtime I work”
- 35% agreed: “My work/life balance is suffering from having to work overtime”
- 58% of respondents preferred one or fewer OT shifts per week

Personnel Impact of Overtime – Findings and Conclusions

Key Conclusions

- Additional OT protocols should be established to limit OT usage
- Additional protocols should be in place to ensure “fair share” distribution

Recommendations

Key recommendations for other overtime issue themes:

- Enhance budgetary development and reporting through better overtime trend analysis or zero-based budgeting and improve overtime budget reporting to decision makers
- Re-engineer HCSO overtime coding
- Adopt various personnel practices to curtail the impact of overtime on the health, safety, and well-being of HCSO staff



Questions and Discussion