

DETENTION DIVISION

This section of the report includes an analysis of the Detention Division's staffing needs, a recommended fixed-post staffing plan, and a determination of staffing needs based on net annual work hours.

The Detention Division is responsible for the intake and processing of all arrestees in Ramsey County, housing of pre-trial and some locally sentenced individuals, and the release/transfers of individuals from the Jail. The following chart summarizes the current housing configuration for the Adult Detention Center.

HOUSING UNIT SUMMARY



In addition to services provided at the Adult Detention Center, the County, the Sheriff's Office, and the Ramsey County Correctional Facility recently established the Ramsey County Project Bridge Program. This is a collaborative initiative between the Ramsey County Sheriff's Office Adult Detention Center (ADC) and the Ramsey County Correctional Facility (RCCF) designed to improve system capacity, enhance resident outcomes, and strengthen continuity of care within the county's correctional system.

Through Project Bridge, up to 60 eligible residents housed at the Adult Detention Center are transferred to the Ramsey County Correctional Facility. The program provides an opportunity to move individuals

from a short-term detention environment into a setting that offers greater access to programming, rehabilitative services, educational opportunities, and case management support. Staffing resources for Project Bridge were not included in this study, as staff are under the Correctional Facility budget.

1. OVERVIEW OF CURRENT STAFF ALLOCATION

The Detention Division is comprised of 174 authorized (budgeted) positions. The Division is led by an Undersheriff who serves as the Jail Superintendent. The following points summarize the current budgeted allocation by employee classification.

- Undersheriff (1)
- Deputy Superintendent – Sworn (2)
- Chief Correctional Officer – Lieutenant (5)
- Correctional Sergeant (16)
- Correctional Officer (145)
- Services Officer (4 budgeted +1 temporary) – non-corrections certified

The Division currently includes two sworn positions (commander and sergeant) who are budgeted in another Sheriff's Office Division and are temporarily assigned to the Detention Division. It should also be noted that there are two temporary lieutenant positions that have increased the complement to six total lieutenant positions, noting there is one vacancy. With numerous lieutenant and sergeant vacancies and temporary reassignments, there are two acting lieutenants and four acting sergeants.

2. ADMINISTRATION ANALYSIS

The Administration Team is comprised of the following positions:

- Undersheriff
- 2 Deputy Superintendent (sworn positions budgeted elsewhere in the Sheriff's Office)
- 3 Assistant Superintendents (Lieutenants)
- 2 budgeted Lieutenants, with two additional temporarily assigned Lieutenants
- 3 Sergeants (1 serving as Administrative Sergeant, 1 as DOC Liaison, and one as Executive Officer)
- 2 Community Service Officers + 1 Temporary

The following subsections will analyze staffing and position classifications for the Administration Team.

2.1 EXECUTIVE LEADERSHIP ANALYSIS

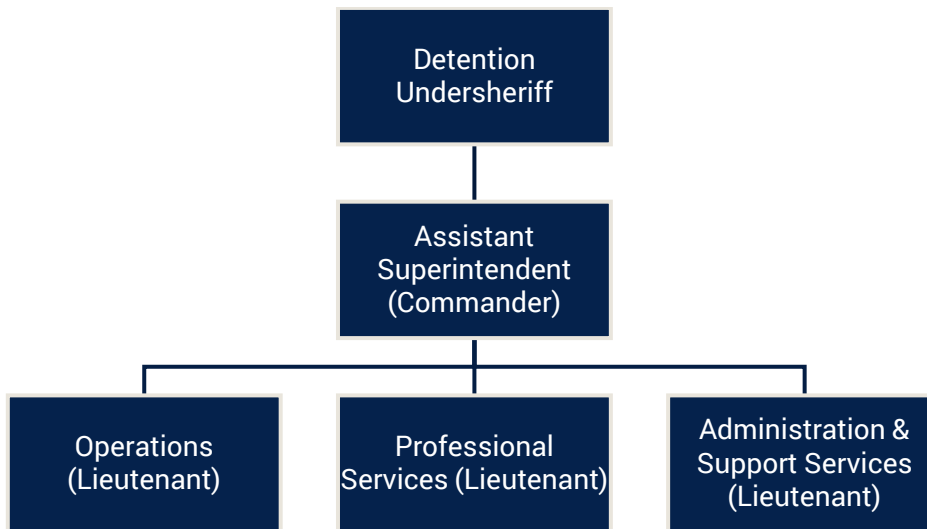
The Undersheriff officially serves as the Superintendent of the Detention Division (Jail). This position is appointed at the will of the Sheriff. The position will continue to serve as the Jail Superintendent and oversee the Detention Division.

Under state statute, Minnesota Rules 2911.0900 (Staffing Requirements), any correctional facility with more than 60 inmates must have an Assistant Superintendent. While there are three Lieutenants who hold the working title of “Assistant Superintendent,” there is no formal assignment to serve as the second in command. This is currently compounded by the fact that two sworn positions have been loaned to the Division and have a working title of Deputy Superintendent. The Deputy Superintendents stated that they provide oversight of the jail but are primarily tasked with special projects. When speaking with staff throughout the Division, it was unclear what the Division’s reporting structure was and the roles of the Assistant and Deputy Superintendents in management and leadership capacities.

The following recommendations are intended to reimagine the division’s executive leadership.

- **Establish the position of Commander.** The sworn divisions within the Sheriff’s Office have a Commander classification/rank. They are typically the primary division leadership responsible for the team’s daily management and oversight. Implementing the Commander classification will align with other divisions within the Sheriff’s Office. Also, the Commander will serve as the official Assistant Superintendent of the Detention Division. This position should require a correctional officer certification. Alternatively, this classification may be classified as a Captain, given the uniqueness of the Detention Division and the fact that the classification of Lieutenant is in the Jail and nowhere else in the Sheriff’s Office.
- **Maintain 3 Lieutenant positions.** Three Lieutenant positions are needed to oversee the Detention Division’s three key operational areas. These divisions include Operations, Professional Services, and Administration and Support Services. The following subsections provide an overview of each team’s roles and responsibilities.
- **Stop the reassignment of the Deputy Superintendents.** The functions and roles of the Deputy Superintendents should sunset in the near future as special projects are completed and the reorganization of the Administrative roles is complete. At that time, the two temporarily assigned Deputy Superintendent positions should be returned to their original locations.

The following graphic provides an overview of the recommended organizational structure of the Detention Division Administration functions.

RECOMMENDED DETENTION DIVISION ORGANIZATIONAL STRUCTURE**RECOMMENDATIONS:**

Establish the classification of Commander (or Captain) to serve as the Assistant Jail Administrator.

Three Lieutenant positions should be established, with one over Operations, Professional Services, and Administration & Support Services.

Eliminate the temporary assignment of the deputy superintendents and move the positions to their original assignments.

2.2 ADMINISTRATION TEAM ANALYSIS

The other administrative team members include two Lieutenants, an Admin Sergeant, a DOC Liaison Sergeant, an Executive Officer (Sergeant), and three Community Service Officers (civilian).

There are two additional Lieutenant positions budgeted in Administration. However, four individuals are currently serving in these roles. The two Lieutenants are tasked with overseeing the Division's special projects and logistics. Special projects may include a variety of facility and operational special projects occurring in the Jail. Logistics includes an emphasis on ordering inmate and division supplies, warehouse and supply management, facility laundry management, food service, and canteen contracts. Two additional staff members are assigned as Lieutenants to develop an understanding of current operations for special projects, logistics, and support services (with an emphasis on personnel management/scheduling), as longtime team members are scheduled to retire in the near future.

The primary roles of these additional lieutenants should be reassigned to better meet the needs of the Division and the effective operations of the Jail. The following changes are recommended for the current Lieutenant classification:

- Maintain one Lieutenant position who focuses on special projects and initiatives for the Division and jail facility. This position will be supplemented by a Special Projects Sergeant.
- Transition the oversight of the food services and canteen contracts to the Administration and Support Services Lieutenant.
- Inmate and division supply ordering and management should transition to a civilian classification. Located under the Administration and Support Services Lieutenant.
- Personnel and employee scheduling functions should be moved to the Scheduling Sergeant once the position is filled.

There are three sergeant positions budgeted in administration. The following points summarize these three positions:

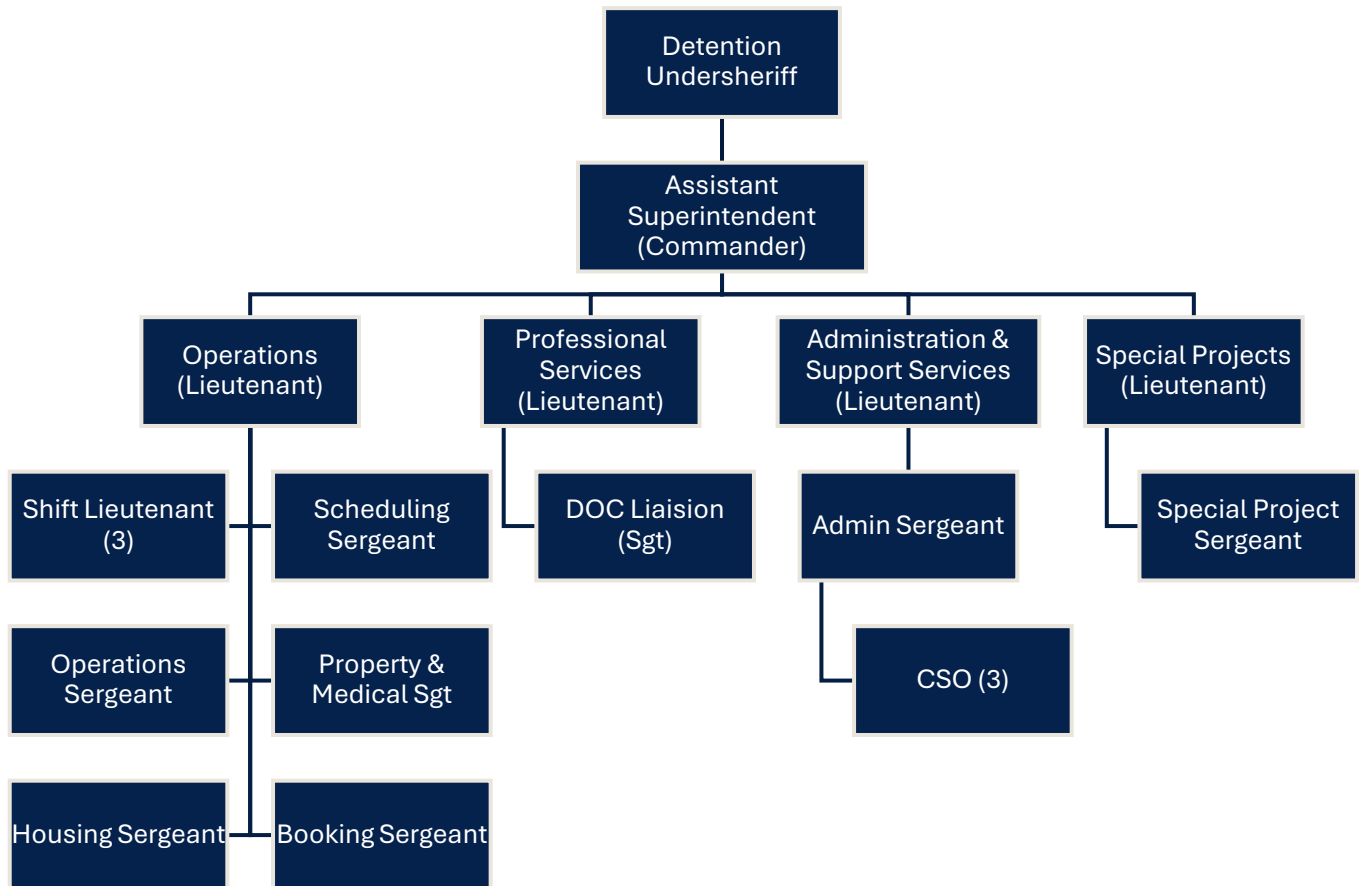
- Administrative Sergeant provides oversight of the Community Service Officers, the Division's finance and budget, use of force review, litigation holds and serves as the PREA Investigator.
- DOC Liaison is responsible for reviewing critical incidents and submitting reports to DOC. Assists with ensuring compliance with DOC and 29.11 standards.
- The Executive Officer provides support to the operations/scheduling lieutenant, including personnel and daily operations.

The Administrative Sergeant and DOC Liaison positions are critical within the organization and should report to the Administration and Support Service Lieutenant and the Professional Services Lieutenant, respectively. The oversight of the Community Service Officer classifications should continue to report to the Administrative Sergeant.

The Executive Officer position should be re-imagined to serve as the Scheduling Sergeant. With the implementation of a new personnel management software platform in the works, the scheduling sergeant's role should become more efficient. This change will ensure that staff scheduling and facility operational needs align and that adequate staffing is scheduled to meet those needs. Also, as staffing levels continue to improve and this study's recommendations are implemented, staff scheduling needs will be reduced. This position should be moved to under the Operations Lieutenant.

The following graphic outlines the recommended organizational structure for the Detention Division, including the administration team.

RECOMMENDED DETENTION DIVISION ORGANIZATIONAL STRUCTURE



The following summarizes the Administration Team's position recommendations.

Classification	Currently Assigned	Recommended	Change
Undersheriff	1	1	0
Commander	0	1	+1
Lieutenant ¹	7	7	0
Sergeant	3	3	0
Community Service Officer	2	3	+1
Deputy Superintendent	2	0	-2
Total	15	15	0

The following points summarize the recommendations made in this section.

RECOMMENDATIONS:

Maintain the Special Project Lieutenant positions and add a Special Project Sergeant.

Transition the Executive Officer (Sergeant) position to a Scheduling Sergeant and assign under Operations.

Transition the temporary Community Service Officer position to permanent and maintain a total of three authorized positions.

1. PROGRAMS AND CLASSIFICATION ANALYSIS

Programs and classification functions are overseen by a Sergeant and staffed with three Correction Officers assigned to each function.

The Classification team is undersized, given the jail's rated bed capacity. The industry norm is one classification officer per 100 to 125 inmates. Given that the DOC-rated capacity of the detention facility is 460 beds, this equates to between 3.7 and 4.6 classification officers. As the arrestee and inmate population continues to include more individuals with medical and mental health challenges and requires more frequent classification assessments, it is recommended to increase the number of Classification Officers to four. This is an increase of one authorized position. Also, increasing the

¹ This includes 4 Operations Lieutenants which are discussed in the following subsection.

number of Classification Officers will allow for greater coverage and the quicker conduct of initial classification screenings upon booking. While 24/7 coverage is not possible with four officers, expanding coverage hours will better align with the Minnesota DOC's goals.

Program Officers oversee inmate program functions, which currently include 14 classes, manage approximately 125 volunteers, and provide volunteer orientation and tours. They oversee Rule 20 evaluations, Rule 25 partnerships, legal mail review; assist with indigent services; and assist with transferring inmates to public social services and treatment programs. Similar to the continued increase in the number of arrestees and inmates with mental health issues, the number of Rule 20 evaluations has increased, as well as the number of programs provided by Rule 25 service providers. It is recommended to increase the number of Program Officers to four. This will enable the dedication of more staff to Rule 20 and 25 proceedings and the diversion of individuals to these vital services.

RECOMMENDATIONS:

Increase the number of Classification Officers from three to four. This is an increase of one authorized Correction Officer position.

Increase the number of Program Officers from three to four. This is an increase of one authorized Correction Officer position.

2. OPERATIONS STAFFING ANALYSIS

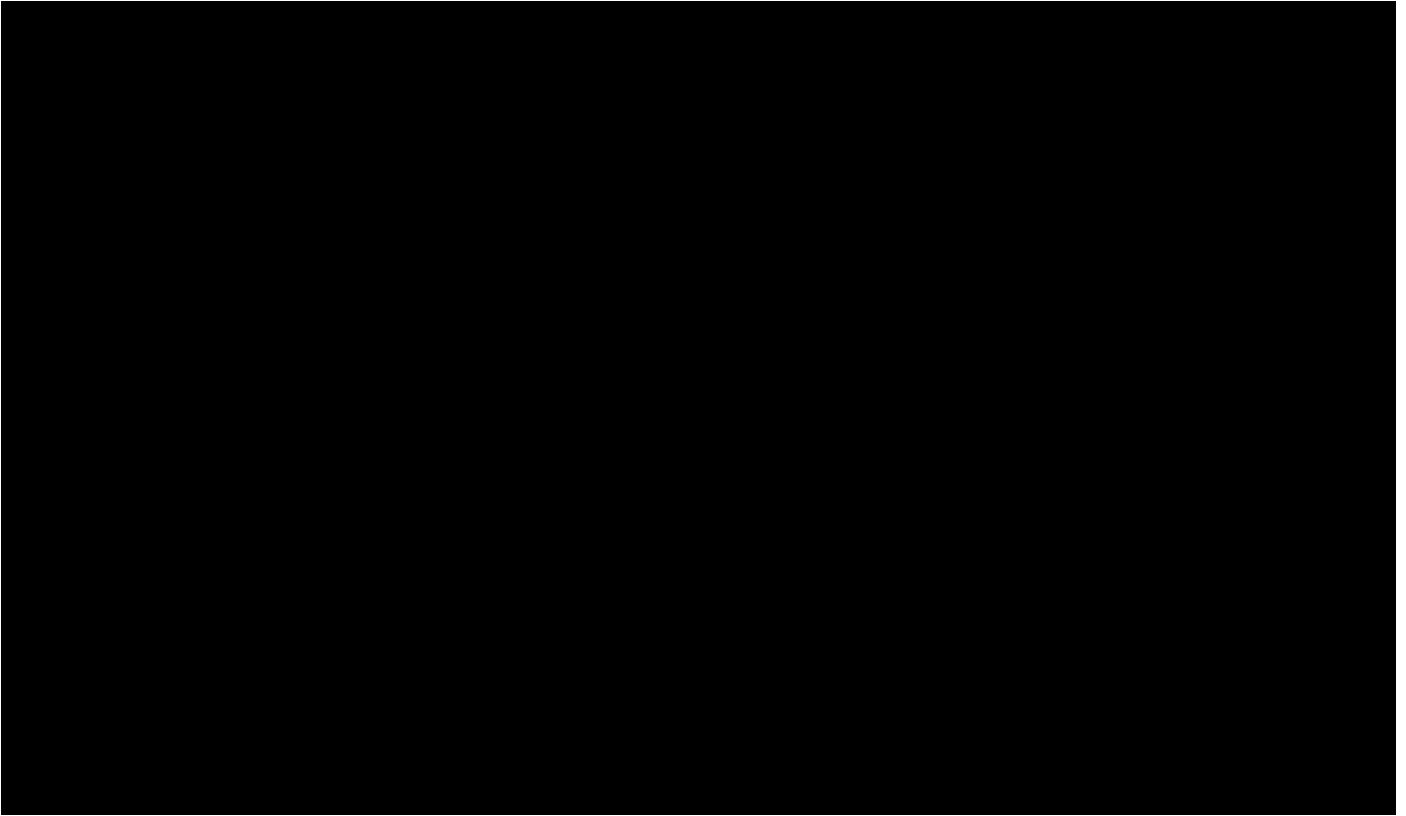
Operations is primarily responsible for operating the jail facility, including the intake, transfer, and release of individuals, as well as housing inmates. This section will analyze the fixed post staffing plan for the Jail. This will include an analysis of the fixed-post staffing plan, identifying changes to the current staff deployment, and determining the total number of staff needed based on net annual work hours.

4.1 CURRENT FIXED POST STAFFING PLAN

This section provides an overview of the recommended fixed-post staffing plan. A fixed post staffing plan identifies each post (position) in the jail and the daily hours the post operates. The following table summarizes the current fixed-post staffing plan for the facility.

FIXED POST STAFFING PLAN

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Desired staffing levels range from .

Staff are assigned to an 8 or 12-hour shift schedule The following table summarizes staff counts by Shift assignment and includes their times.

SHIFT STAFF COUNTS

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In total, there are [REDACTED] shifts that are [REDACTED]-hour shift schedules and include a total of [REDACTED] Sergeants and [REDACTED] officers. [REDACTED] [REDACTED] [REDACTED] [REDACTED]. The staffing plan will be based on a single, 8-hour shift schedule. A 12-hour shift schedule analysis is provided in Appendix A.

4.2 OPERATIONS LIEUTENANT

Historically, all Lieutenants have served as a Watch Commander and rotate on-call for overnight and weekends. This approach has recently been challenging with several acting lieutenants and sergeants serving in unfamiliar roles and capacities. As the Jail continues to process and house more individuals with medical, mental health, and other unique needs, it is important to ensure that a watch commander is readily available and can support the operational needs of the Jail. To accomplish this, it is recommended to increase the total to three Shift Lieutenants. With one Lieutenant assigned to each shift to oversee their team. The three Lieutenants assigned to Administration will backfill the Shift Lieutenants and provide relief and on-call support for enhanced distribution of workload. This recommendation will ensure proper oversight of the Jail and enhance operational accountability.

RECOMMENDATION:

A total of three Shift Lieutenants should be assigned to each of the respective 8-hour shift schedule. This is an increase in three authorized Lieutenant positions.

4.3 WARRANTS COVERAGE

The Detention Division is responsible for conducting warrant checks for the Sheriff's Office and other law enforcement agencies in the County. [REDACTED] [REDACTED] [REDACTED]

[REDACTED] This requires [REDACTED] to complete warrant checks during this time period. Given the time sensitivity to warrant checks, it is recommended to transition this post to 24/7 coverage with a correction officer.

RECOMMENDATION:

Transition the Warrant post to 24/7 coverage.

4.4 K9 OFFICER

The Detention Division implemented a K9 Officer program to support operations for identifying contraband before and after entry into the facility. However, due to staffing challenges, the K9 handlers are typically assigned to a post in the facility. This has limited the ability to "activate" the K9 to proactively check mail and work the facility. The K9 officer should not be assigned to a post and will be a standalone "specialty" position in the recommended fixed post staffing plan. It is recommended to assign the three K9 Officers to provide coverage at least 7 days per week, while allowing flexibility for K9 training and special operations.

RECOMMENDATION:

Remove the K9 officer positions from being assigned to a post in the Jail.

4.5 1ST FLOOR ROAMER

It is recommended to add a first-floor roamer post to provide relief and facilitate inmate movement. This post will ideally be staffed 24/7, but may not be part of the minimum staffing complement.

RECOMMENDATION:

Create a 1st floor roamer Post.

4.6 MEDICAL ROAMER

One officer is assigned to the Medical area from [REDACTED] to [REDACTED] hours, [REDACTED]. Due to the increase in the number of inmates with medical and mental health issues, it is recommended to have [REDACTED] correction officers assigned to medical. This will provide enhanced operational security and better facilitation of inmate movement to, in, and from this area.

RECOMMENDATION:

Add a second Medical (Roamer Doc) post to the medical unit during the week.

4.7 CENTRAL CONTROL

Central control is tasked with [REDACTED]
[REDACTED]. [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED]. However,
[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED] With this [REDACTED]
[REDACTED] Central Control can be reduced to one post. During this time, an alternative approach is to [REDACTED]. However, this is not recommended and may not fully comply with 29.11 mandates.

RECOMMENDATION:

Reduce Central Control to one post from 2300 to 0700 hours.

4.8 PROPERTY ROOM

The property room is currently staffed with four correction officers and two community services officers. The community services officer posts are a remnant of prior civilianization efforts of the Detention Division. As the two community services officer positions are vacated, they should transition to a Correction Officer classification. As such, the staffing plan will include three property room posts for each day. The schedule will also remain 10 hours per post and incorporate relief.

RECOMMENDATION:

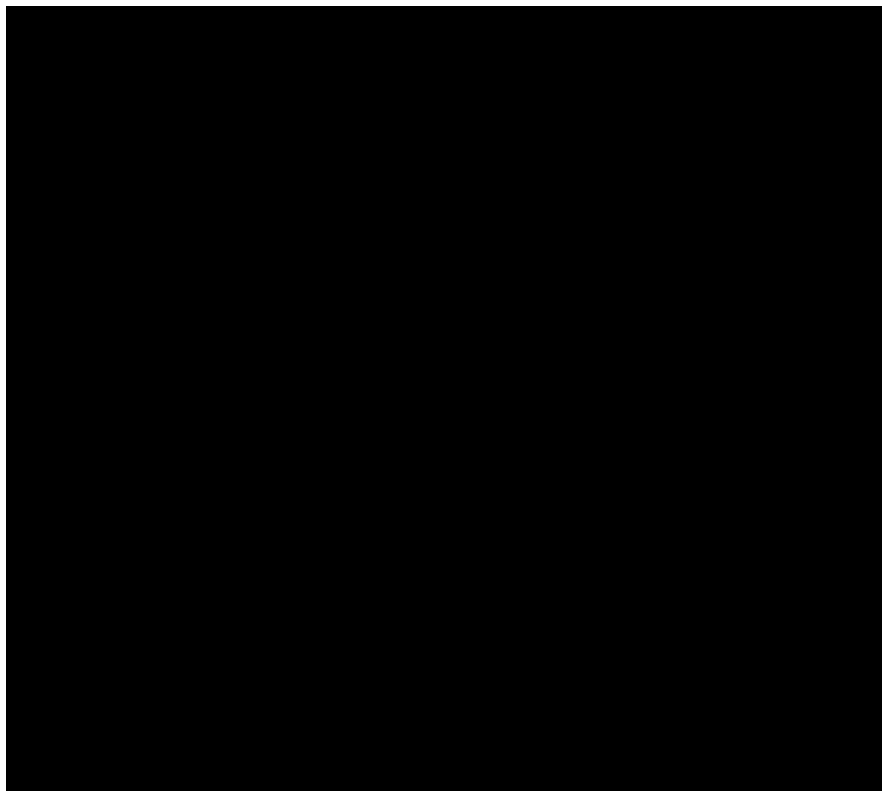
As the property room community services Officer posts are vacated, backfill with Correctional Officer Classification.

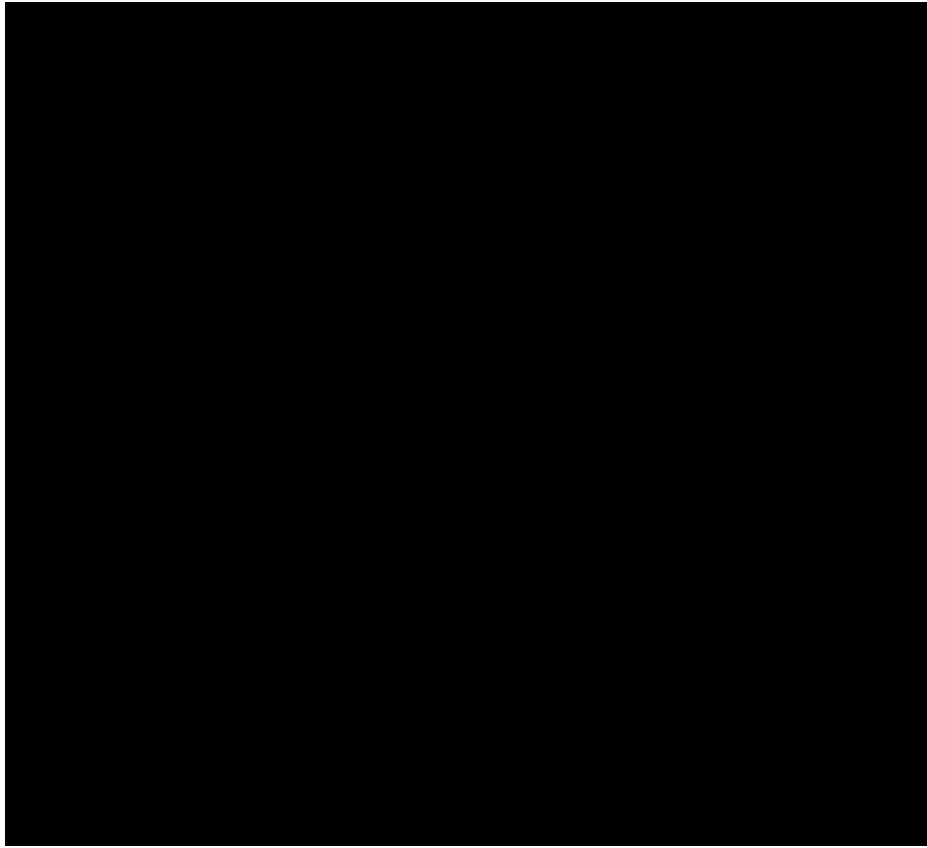
4.9 RECOMMENDED FIXED POST STAFFING PLAN

The project team developed two fixed post staffing plans. One with an 8-hour configuration and another with a 12-hour configuration. The 12-hour shift schedule is provided in the Appendix of this report. This study did not evaluate the organization's scheduling needs, but with the current hybrid 8- and 12-hour shift schedule, we have provided both scenarios so the County understands the staffing impact of each.

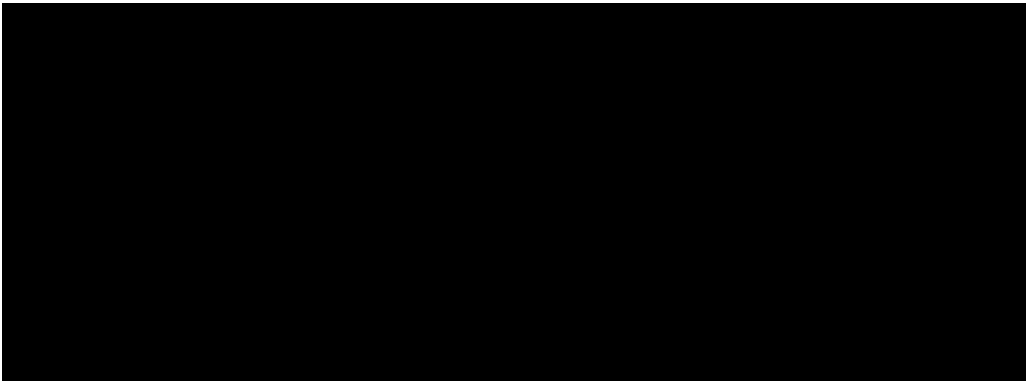
The following tables summarize the recommended 8-hour fixed post staffing plan.

8-HOUR SHIFT SCHEDULE FIXED POST STAFFING PLAN





The total number of security posts for the 8-hour shift configuration includes:



5. JAIL OPERATIONS STAFFING NEEDS

The following sections will outline the total staffing needs to operate the jail.

5.1 CALCULATING NET ANNUAL WORK HOURS

for variables such as time off for vacation, sick leave, training, light duty, and other hours when staff are not available.

To calculate net annual work hours (NAWH), the project team used a baseline of 2,080 hours per year. The baseline of 2,080 hours annually corresponds to a 40-hour workweek, or an 80-hour biweekly pay period.

The following factors are considered in these net availability calculations:

- **Work Hours per Year** - Total number of scheduled work hours for officers, without factoring in leave, training, or anything else that takes correction officers away from normal on-duty work. This forms the 'base number' from which other availability factors are subtracted from. Based on a two-week pay period.

Base number (80-hour bi-weekly pay cycle): **2,080 scheduled work hours per year**

- **Total Vacation, Sick, and Holiday Leave Hours** - (subtracted from total work hours per year) Includes vacation, sick, light duty, and holiday leave – anything that would cause an officer normally scheduled to work on a specific day to be absent. As a result, this category excludes on-duty training. Also, this category includes the total number of hours per year spent completing other tasks that may be identified as unpaid leave, bereavement leave, military leave, and time not captured in other areas.

Calculated from Ramsey County data: **185 hours of leave per year for Correction Officers, this is 288 hours for Correction Sergeants.**

- **On-Duty Training Time** - (subtracted from total work hours per year) The total number of hours spent per year while completing training. The number is based on the desired average of 24 hours of on-duty training per year.

Goal: **24 hours of on-duty training time per year**

- **Net Availability** - Given the total number of hours in which deputies are actually available to work after accounting for all leave, as well as on-duty training, in addition to other times. This is calculated by beginning with the total number of scheduled work hours and subtracting each of these factors.

Calculated from previously listed factors: **1,871 net available hours per Correction Officer and 1,768 for Correction Sergeants.**

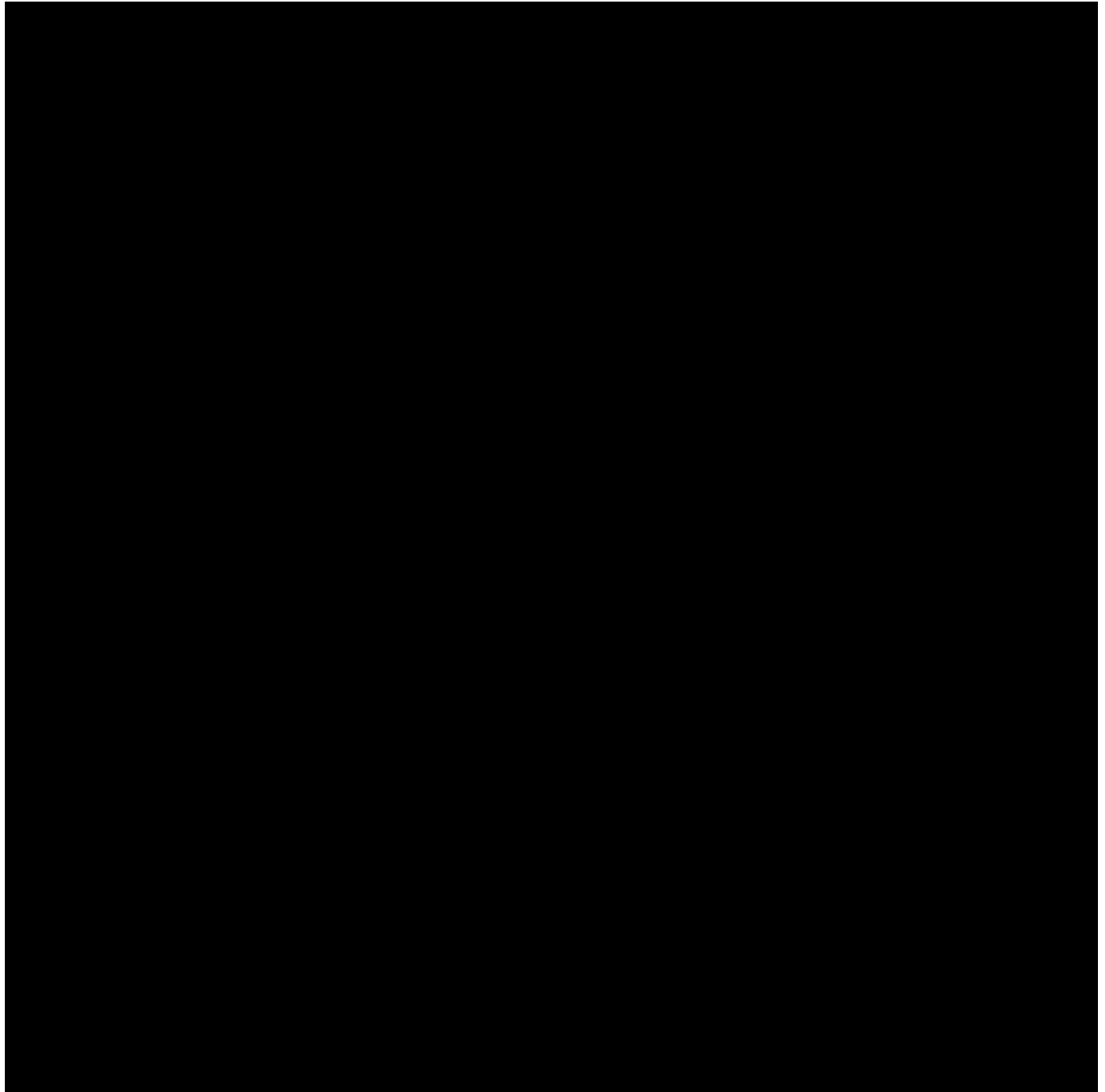
Correction Officers are available 1,871 hours per year. Correction Sergeants are available to work 1,768 hours per year.

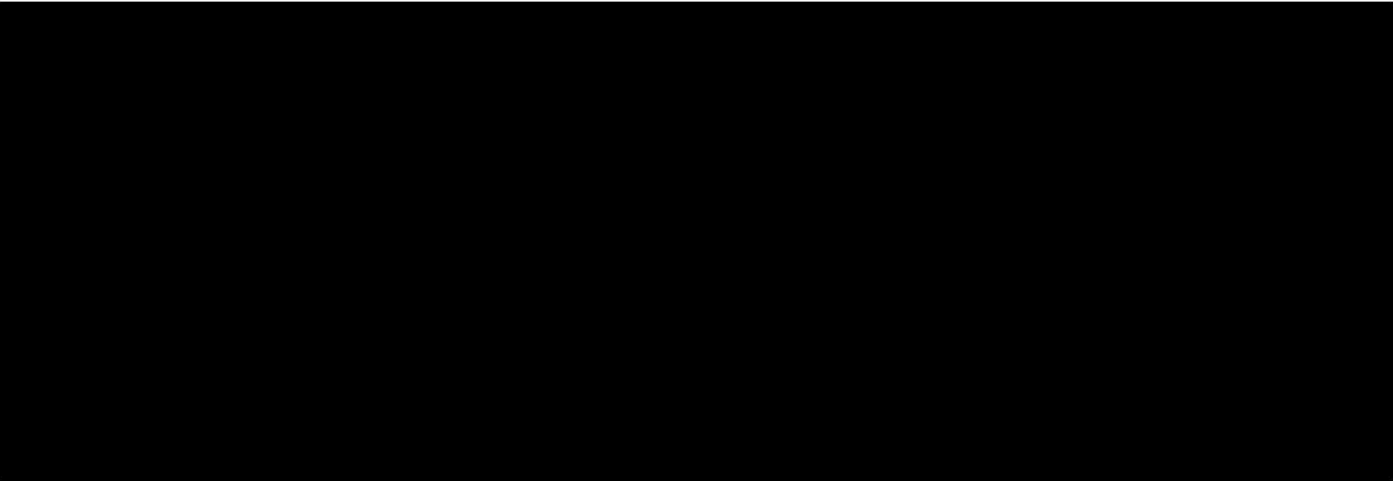
5.2 APPLYING NAWH TO THE RECOMMENDED FIXED POST STAFFING PLAN

The net annual work-hour calculation was applied to the recommended fixed-post staffing plan to determine the total staff needed to operate the Jail. This calculation was completed for the recommended 8-hour shift configuration to determine the total security staffing need.

The following tables summarize the correction officer staffing needs for the 8-hour shift schedule.

8-HOUR SHIFT SCHEDULE STAFFING CALCULATION





A total of 159 Correction Officers and 13 Sergeants are needed, based on the recommended fixed-post staffing plan and net annual work hours.

RECOMMENDATION:

For the 8-hour fixed-post staffing plan, a total of 159 correction officers and 13 sergeant positions are needed.

5.3 INCORPORATING STAFF TURNOVER INTO THE STAFFING NEEDS

The previous staffing calculations do not account for staff turnover. To determine the total number of staff to be authorized for the Jail, an overhire component is consistent with best practice. It is important to consider the number of vacancies that currently exist, as well as the rate of turnover. Overhiring is the practice of hiring additional staff beyond baseline needs to ensure that adequate staff are near the completion of their training process (ideally, their field training) to be readily available when officer positions open.

An agency is rarely fully staffed, as vacancies arise from retirement, termination, promotion, reassignment, and other factors. When these events occur, it takes a significant amount of time to recruit a new position, complete the hiring process, and for the new hire to complete the Correction Officer academy and the FTO program before the individual can work independently. Given this consideration, agencies should always authorize hire above the baseline number of staff needed to operate to accommodate this vacancy rate and provide adequate staffing resources (overhire).

HISTORIC STAFF TURNOVER

Classification	2022	2023	2024	2025	Average
Chief Correctional Officer			1		0.25
Corrections Officer 1	14	22	20	15	17.75
Corrections Officer 2	12	14	13	10	12.25
Corrections Officer 3	1	1	1		1.00
Corrections Sergeant				1	0.25
Total	27	37	35	26	31.25

The historic turnover has averaged 31.25 positions in the past four years. Based on historical turnover, it is recommended to fund eight overhire positions to account for it. This will give the Jail additional funding capacity to hire staff prior to the start of the academy and to maintain minimum staffing levels, while reducing reliance on overtime to backfill vacancies.

RECOMMENDATION:

Incorporate 8 overhire positions in the annual budget to account for turnover in the Detention Division proactively.

5.4 TOTAL DETENTION DIVISION STAFFING NEEDS

The following table summarizes the recommended staffing needs for the Detention Division under an 8-hour fixed-post staffing plan.

RECOMMENDED STAFFING SUMMARY (8-HOUR)

Classification	Budgeted	Recommended	Change
Administration			
Undersheriff	1	1	0
Commander	0	1	1
Lieutenant	5	4	-1
Sergeant	3	3	0
Community Service Officer	2	3	1
Deputy Superintendent (Sworn, Reassignment)	2	0	-2
Operations			
Lieutenant	0	3	3
Sergeant	12	15	3

Classification	Budgeted	Recommended	<i>Change</i>
Correction Officer	139	159	20
Correction Officer Overhire	0	8	8
Community Service Officer	2	0	-2
Programs & Classification			
Sergeant	1	1	0
Correction Officer (Classification)	3	4	1
Correction Officer (Programs)	3	4	1
Total	173	206	33

A total of 206 positions is recommended for the Detention Division. This is an increase of 33 positions from what is currently deployed. Of this increase, 30 (22 + 8 overhire) are correction officer classification.

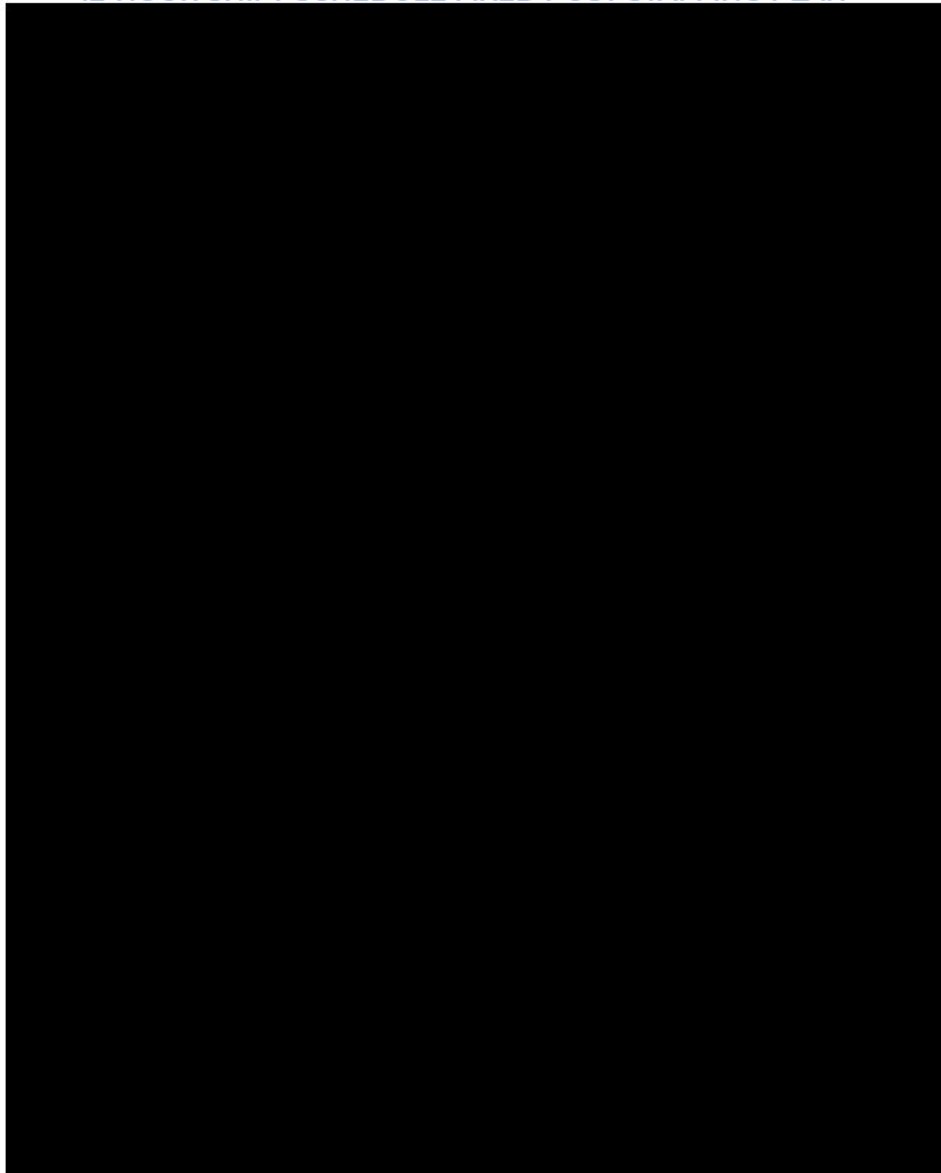
The Detention Division currently uses a hybrid 8- and 12-hour shift schedule. In the body of the report, it was recommended to transition to a single-shift configuration, with the 8-hour shift schedule fixed post-staffing plan as the recommended approach.

This chapter summarizes the 12-hour fixed-post staffing plan and the subsequent staffing needs.

A. 12-HOUR FIXED POST STAFFING PLAN

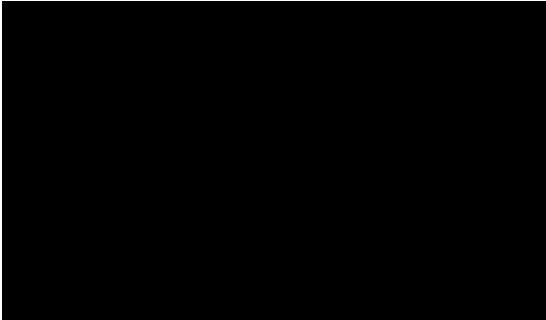
The 12-hour fixed post staffing plan is outlined in the following table.

12-HOUR SHIFT SCHEDULE FIXED POST STAFFING PLAN

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The total number of posts for the 12-hour shift configuration includes:



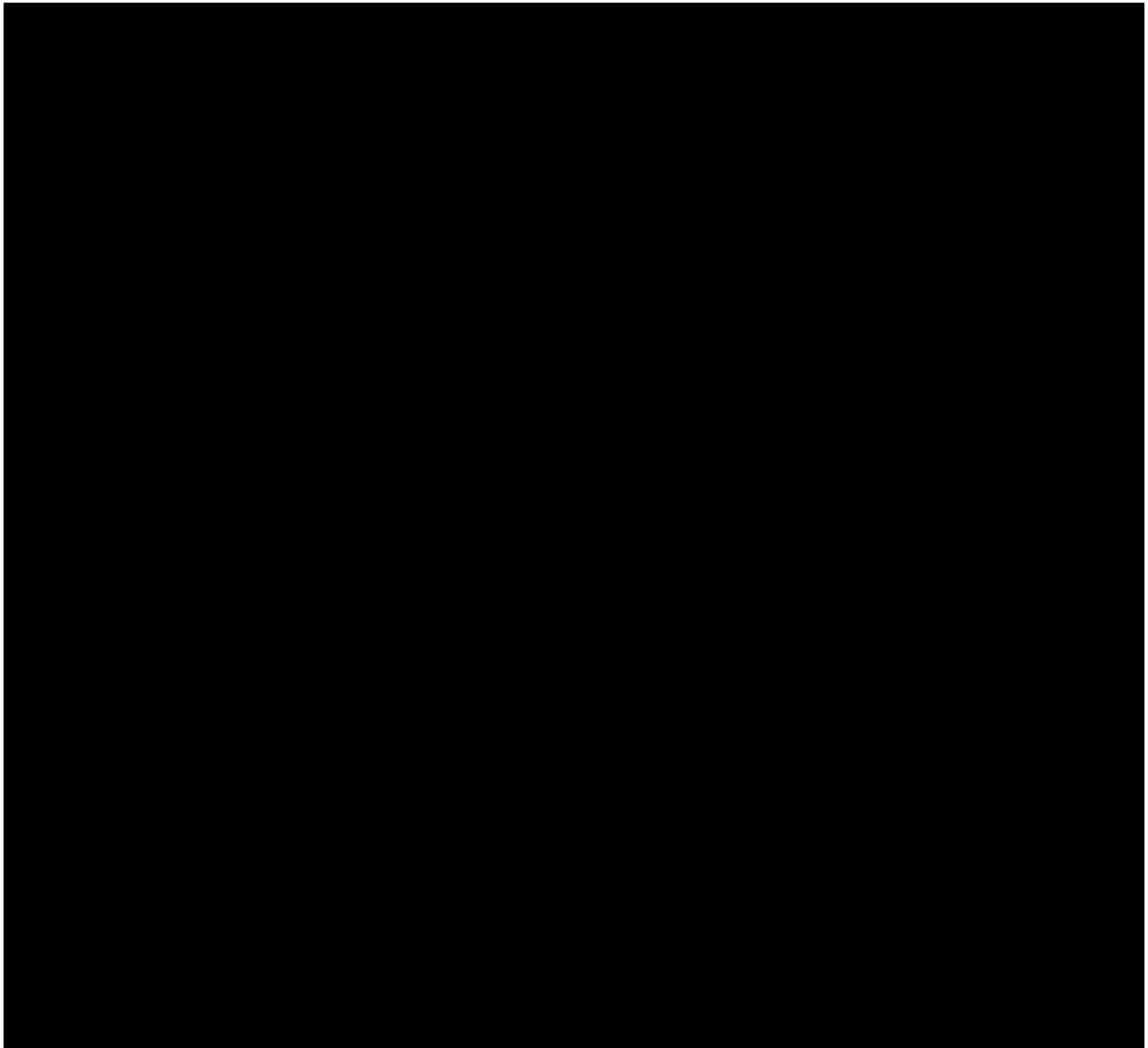
B. 12-HOUR STAFFING CALCULATION

To calculate the total staffing needs for the 12-hour shift schedule, net annual work hours were applied. The 12-hour shift schedule includes a total of 2,184 hours per year, or an 84-hour biweekly pay period. The 104 hours of scheduled overtime are not included in the net annual work hours calculation.

The following table shows the calculation for the 12-hour shift schedule configuration.

12-HOUR SHIFT SCHEDULE STAFFING CALCULATION

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A total of 174 Correction Officers and 15 Sergeants are needed for the 12-hour shift configuration.

RECOMMENDATION:

For the 12-hour fixed-post staffing plan, a total of 174 correction officers and 15 sergeant positions are needed.

C. 12-HOUR STAFFING SUMMARY

RECOMMENDED STAFFING SUMMARY (12-HOUR)

Classification	Budgeted	Recommended	Change
Administration			
Undersheriff	1	1	0
Commander	0	1	1
Lieutenant	5	4	-1
Sergeant	3	3	0
Community Service Officer	2	3	1
Deputy Superintendent (Sworn, Reassignment)	2	0	-2
Operations			
Lieutenant	0	3	3
Sergeant	12	15	3
Correction Officer	139	174	35
Correction Officer Overhire	0	8	8
Community Service Officer	2	0	-2
Programs & Classification			
Sergeant	1	1	0
Correction Officer (Classification)	3	4	1
Correction Officer (Programs)	3	4	1
Total	173	221	48

A total of 221 positions is recommended for the Detention Division if a 12-hour shift schedule is implemented. This is an increase of 48 positions from what is currently deployed. This number also includes 8 overhire correction officer positions.