Workload Study Consultation Services Final Report

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Prepared For: County of San Diego Public Safety Group- Probation Department

Contents

Executive Summary

The Probation Department (Department) supports community safety by supervising justice-involved youth and adults and working with County departments, criminal justice agencies, and community partners to provide rehabilitative services. These services help youth and adults restore their lives, reconnect with their families, and become contributing members of the San Diego County community.

The Department faces challenges in retaining critical staff and, until recently, had difficulties with recruiting new staff. Retaining officers is challenging due to the high demands of the position, with officers managing high-stress situations. As reported in the County of San Diego Board of Supervisors- Tuesday, February 27, 2024, Minute Order No. 16, research shows that officer stress stems from two primary sources: 1) the

demands of responding to critical incidents, and 2) organizational stressors. Studies show reducing officer stress and increasing officer wellness can reduce the number of critical incidents and increase positive engagement with all clients.

On February 27, 2024, the Board of Supervisors (Board) directed the Department to conduct an impartial departmental review of staff workloads, to be done by an independent consultant with no previous working relationship with the Department. Veterans United Solutions, LLC (VUS) was subsequently commissioned to conduct an impartial analysis of the Department's strategy, processes, staffing resources and capabilities, and assist with implementing organizational alignment and sustainable evaluation. The analysis was conducted between September 2024-April 2025, in collaboration with an essential internal team, including Department leaders, key managers (i.e., executives, supervisors, and managers), line personnel, the San Diego County Probation Officers Association (SDCPOA), the Supervising Probation Officers Association (SPOA), and labor leaders.

The analysis was managed using a mixed-methods evaluation approach, including the deployment of qualitative and quantitative research methods. Qualitative research was conducted through personal interviews with Department leaders, managers, line personnel, SDCPOA, SPOA, and labor leaders and observations drawn from facility visits. The quantitative research component was conducted through the evaluation of information provided by the Department, including annual reports and plans, organizational charts, caseload data, institutional staffing data, and overtime data. VUS conducted a secondary analysis of comparative agency data to strengthen this evaluation.

Primary and secondary qualitative and quantitative data was analyzed and key findings were categorized in the areas of caseload management, institutional staffing, and overtime. Key findings were documented and visualized to provide insights into performance. VUS proposed recommendations in the areas of caseload management, institutional staffing, and overtime. Key recommendations can be found on pages 19, 22, and 26-27. The recommendations provide opportunities for improvement to support leadership decision making in advancing organizational alignment and sustainable evaluation.

Objectives

The Department identified organizational alignment and sustainable evaluation as the two objectives for the study, recognizing that organizationally aligned departments get better results. When strategy, processes, resources, and organizational capability are aligned towards a common goal, all staff can share and act on the Department's vision.

Organizational alignment is the compatibility between goals, objectives, and activities and values, practices, and behaviors. It requires communication and leadership. Staff are inclined to be active participants when they understand the Department's vision and how their work meaningfully contributes to it.

In addition, sustainable evaluation is necessary to know whether the Department is fulfilling its mission and vision. Constant monitoring and assessment provide valuable insight into performance, identifies areas for improvement, and allows leadership to make informed decisions. The Department understood and prioritized the need for sustainable evaluation to ensure optimal performance.

Organizational Alignment

Organizational alignment was assessed with the following goals:
1. Increase efficiency through optimal use of staffing resources and determine if those resources are efficient and aligned to:
   a. Reduce/eliminate mandatory overtime
   b. Ensure proper caseload sizes based on best practices for client populations served
2. Promote a culture that ensures performance and Department operations are in alignment with the Department's vision of enhancing safer communities through restoration and rehabilitation
3. Determine if staff resources are allocated in a way that maximizes operational efficiencies

VUS accomplished the following in advancement of the organizational alignment outcome objective:
1. Conducted qualitative research through personal interviews with Department leadership, management, line personnel, and labor leaders to understand the organizational structure, roles and responsibilities, operations, and processes of the Department
   a. VUS engaged with employees from the following units:
      i. Executive Leadership Team
      ii. Adult Supervision
      iii. Youth Supervision
      iv. Adult Investigations
      v. Youth Investigations
      vi. Administration
      vii. Human Resources
      viii. Business Intelligence
      ix. Professional Standards and Training Division
      x. East Mesa Juvenile Detention Facility
      xi. Youth Transition Campus
      xii. SDCPOA
      xiii. SPOA
2. Analyzed available Department plans, reports, qualitative and quantitative data, and policy documents to understand Department operations and demands to include the following:
   a. VUS evaluated the following data, reports, and documents:
      i. Department Annual Reports and Plans
      ii. Comparative Agency Data
      iii. Department Organizational Chart
      iv. Department Caseload Data
      v. Relief Factor Models

      vi.   Department Institutional Staffing Data
     vii.   Department Overtime Data
   b. Identified barriers to current practices that inhibit organizational alignment

Sustainable Evaluation

Sustainable evaluation was assessed with the following goals:

1. Identify areas for improvement
2. Analyze and streamline existing processes to reduce redundancies
3. Review core services and staff workloads to ensure those services critical to Department's mission are prioritized

VUS accomplished the following in advancing the sustainable evaluation outcome objective:

1. Evaluated operational processes, core services, and staff workloads to increase efficiency and the prioritization of critical services using the following data sources:
   a. Department Annual Reports and Plans
   b. Comparative Agency Data
   c. Department Organizational Chart
   d. Department Caseload Data
   e. Relief Factor Models
   f. Department Institutional Staffing Data
   g. Department Overtime Data
2. Recommended areas of improvement with a focus on the following:
   a. Caseload Management
   b. Institutional Staffing
   c. Overtime Utilization

Key Findings

Caseload Management

Department Annual Reports and Plans

Overview

VUS analyzed Department annual reports and plans to better understand the demands upon Department operations. The following documents were evaluated:

1. "San Diego Probation Department Annual Statistical Report- 2019"
2. "San Diego Probation Department Annual Statistical Report- 2020"
3. "Adopted Operational Plan Fiscal Years 2021-22 and 2022-23"
4. "County of San Diego Probation Department Fiscal Year (FY) 2022-23 Annual Report"
5. "County of San Diego Probation Department FY 2023-24 In Review"
6. "County of San Diego Community Corrections Partnership Plan FY 2024-25"
7. "Adopted Operational Plan Fiscal Years 2024-25 and 2025-26"
8. "Chief's Dashboard- Snapshot Data through 1/13/2025"

A brief summary of those documents is found below.

"San Diego Probation Department Annual Statistical Report- 2019"

9,196 clients were supervised as reported on 12/31/2019. In 2019, the Department observed a decrease in the number of clients since 2010, wherein 16,417 clients were supervised as reported on 12/31/2010. Between 2015-2019, the total number of clients generally plateaued with the lowest number of clients observed in 2016 (8,725) and the highest number of clients observed in 2018 (9,243).

"San Diego Probation Department Annual Statistical Report- 2020"

In contrast to 2019, 7,972 clients were supervised as reported on 12/31/2020. This figure speaks to the same decrease in the number of clients observed in the 2019 report. This continues the largely downward trend observed since 2010 where there was a total of 16,417 clients reported at fiscal year-end. While the total number of clients generally plateaued between 2015-2019, a noticeable decrease was observed in 2020.

"Chief's Report Service Dashboards"

The "Chief's Report Service Dashboards" served to provide an initial understanding of the populations served between 2021-2022. 7,670 clients were supervised as reported on 01/03/2022. It's reasonable to hypothesize the number of clients was equal to or approximately the same on 12/31/2021. On 01/02/2023, it was reported that 8,262 clients were being supervised. It's also reasonable to hypothesize the number of clients was equal to or approximately the same on 12/31/2022. The 2021-2022 figures support the decrease in the number of clients observed since 2010; however, the 2022 figure highlights the first increase observed since 2018.

"Adopted Operational Plan Fiscal Years 2021-2022 and 2022-2023"

The Adopted Operational Plan Fiscal Years 2021-2022 and 2022-2023 highlighted the Department's accomplishments in alignment with the County of San Diego Strategic Plan's Strategic Objectives: "Building Better Health", "Living Safely", "Thriving", and "Operational Excellence". Notably, the Department set and surpassed their 2021-2022 goals aligning with the "Living Safely" objective. Those accomplishments were as follows:
1. 87% of adults completed probation without being convicted of a new crime
2. 97% of juveniles completed probation without a new law violation
3. 79% visitation rate for youth in custody
4. 96% completion rate of the Alternatives to Detention Program

"County of San Diego Probation Department FY 2022-23 Annual Report"

The "County of San Diego Probation Department FY 2022-23 Annual Report" illustrated a similar downward trend in the number of clients supervised since 2010 as is the case with the San Diego Probation Department Annual Statistical Reports- 2019 and 2020. 8,391 adult clients were under supervision at the close of fiscal year 2022-2023. This figure aligns with data reported on the "Chief's Report Service Dashboards" which highlights 2022 as the first increase in clients under supervision observed since 2018. 672 youth clients were also under supervision at the close of fiscal year 2022-2023, bringing the total to 9,063. In contrast to the total number of clients under supervision, a total of 872 staff were employed with the Department at the close of the fiscal 2022-2023 year. The focus on initiatives targeted towards juvenile clients is clear with an emphasis placed on reducing youth recidivism into adulthood.

"County of San Diego Probation Department FY 2023-24 In Review"

Notable highlights from the "County of San Diego Probation Department FY 2023-24 In Review" document include an increase in the number of staff employed with the Department since previously reported in the "County of San Diego Probation Department FY 2022-23 Annual Report". Over 8,500 adult clients and over 700 youth clients were being supervised at the close of fiscal year 2023-2024, bringing the total to over 9,200. In contrast, the number of staff increased to 1,049 from 872 with 70% being sworn officers. A total of 275 staff were hired during fiscal year 2023-2024.

"County of San Diego Community Corrections Partnership Plan FY 2024-25"

The "County of San Diego Community Corrections Partnership Plan FY 2024-25" highlighted the role of the Department in ensuring successful delivery of the plan. Goal #3 of the plan was to provide evidence-based and intervention services to reduce recidivism. The specific objective was to incorporate evidence-based practices, trauma-informed care, and multidisciplinary team approaches into supervision and case management of clients placed on Post Release Community Supervision and Mandatory Supervision, using principles and practices proven to support engagement and accountability including the use of incentives and risk-based supervision.

"Adopted Operational Plan Fiscal Years 2024-25 and 2025-26"

The "Adopted Operational Plan Fiscal Years 2024-25 and 2025-26" provided an overview of the Department including its new mission statement, which is: "Highly skilled professionals promoting safer communities through engagement and connecting individuals to the highest quality of services, while balancing opportunity with accountability". It should be noted that the Department's previous statement was: "Through Probation team members and client-centered partnerships, we will stand in our values and become innovative through evidence-based and best practices in continuum of care, supervision, accountability, and a restorative practice philosophy within a culture of caring in promoting public safety". The change in mission statement demonstrates a more intentional and simplified statement, with emphasis placed on community partnership and engagement.

Comparative Agency Analysis

Overview

VUS conducted a comparative analysis, using publicly available information, to examine the structure, operations, and impact of 12 probation departments to highlight similarities, differences, and their individual approaches to community corrections. The Department serves as a model for community supervision and rehabilitation, focusing on public safety, accountability, and restorative justice. Comparing its programs, resources, and outcomes with those of other departments helps to identify successful best practices and opportunities for improvement.

The comparative analysis examined probation departments across Arizona, California, Nevada, and Oregon. In terms of structure and operations, the Department has significantly larger staff and facilities support compared to other departments such as Ventura and Sacramento; however, Sacramento manages to handle higher caseloads with fewer resources. This fact highlights the unique structural and operational challenges of comparable departments.

Regarding impact, the Department aligns with other California county departments, such Alameda and Orange, who focus on restorative justice and accountability, emphasizing the use of evidence-based practices and collaboration. Departments in Nevada and Oregon, such as the Nevada Department of Public Safety and Multnomah County's Department of Community Justice, promote distinctive strategies, including an increased focus on law enforcement integration and data-driven initiatives.

The observations detailed in the above overview and in the Appendix present opportunities for shared learning and the adoption of best practices across jurisdictions to improve public safety and rehabilitation outcomes. The Department can use this information, and that provided through organizations like the Chief Probation Officers of California (CPOC), to collaborate with comparable departments to optimize practices, improve rehabilitative outcomes, and strengthen public safety through strategic innovations and informed decision-making.

Department Organizational Chart

The "Probation Organizational Chart 12-27-2024" document was analyzed to understand Department operations. The document provided an understanding of the total number of personnel, retirees, and vacancies, which were further examined by service area, unit, and job classification. The org chart was then compared against the "Probation Department Overtime Report" for the pay period beginning 12/27/2024. These documents were further analyzed with the "Chief's Report Service Dashboards." As of 01/06/2025, the "Chief's Report Service Dashboards" reported 8,489 adult clients and 980 youth clients (728 under supervision and 252 in custody) as depicted below.
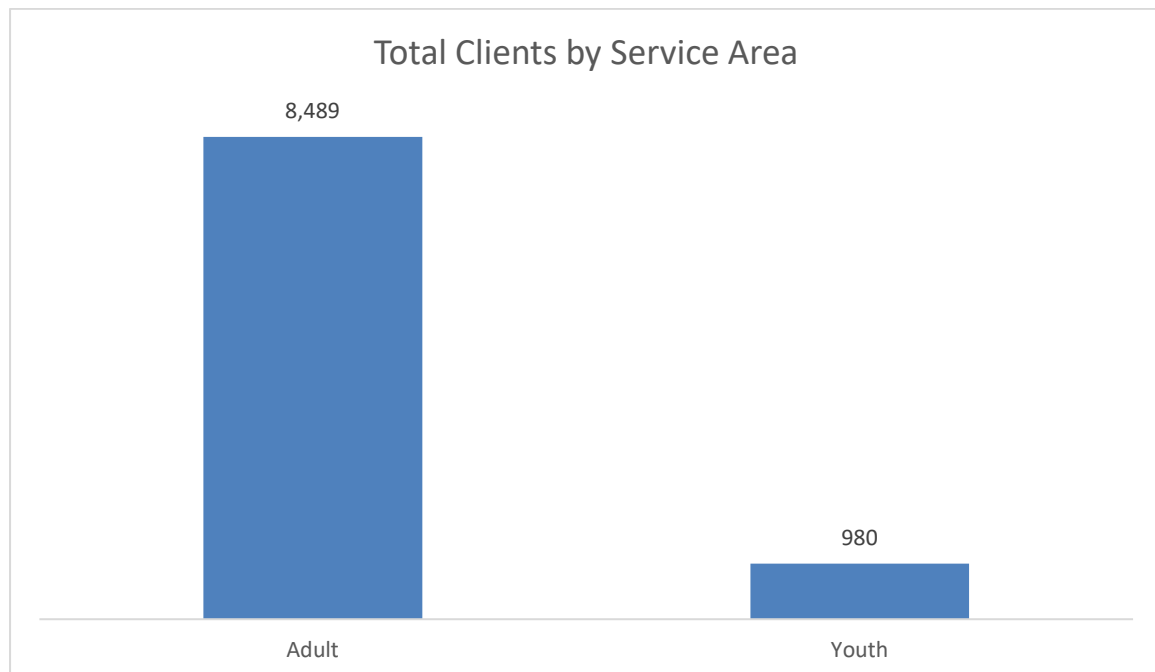

An analysis of the documents highlighted 418 personnel were assigned to supervise adult clients, 590 personnel were assigned to supervise youth clients, and 79 personnel were aligned with administration or operations support positions, to include members of the executive leadership team.

Total Personnel by Service Area
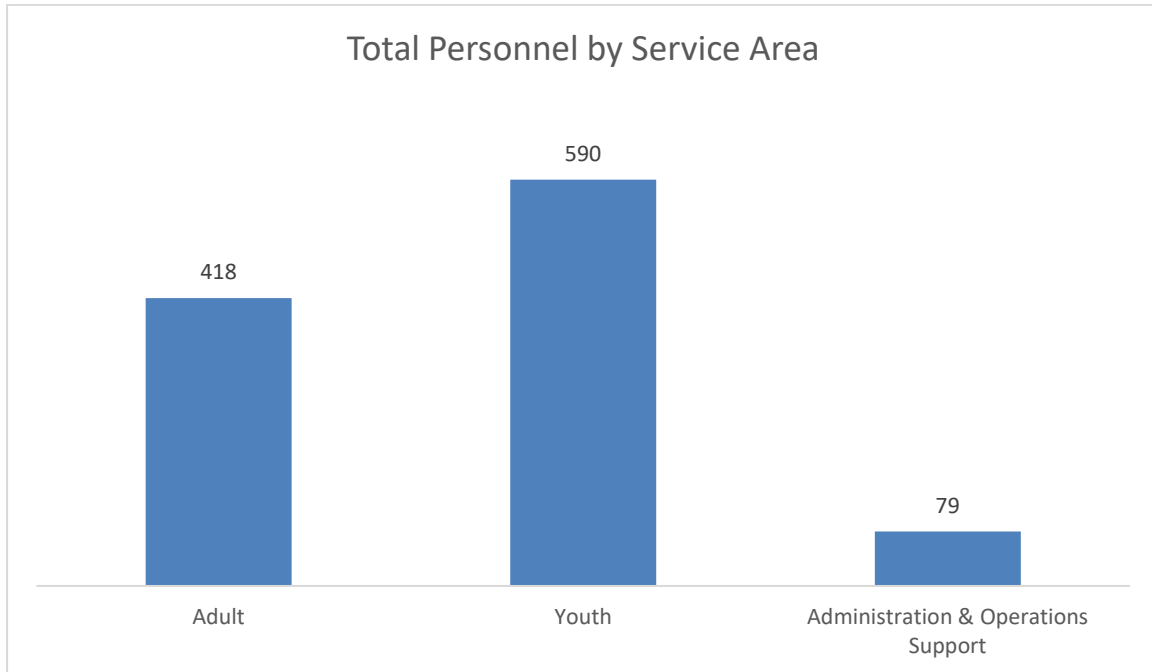
As of 12/27/2024, the 8,489 adult clients were supervised by 418 personnel and the 980 youth clients were supervised by 590 personnel as depicted below.

Total Clients and Personnel by Service Area
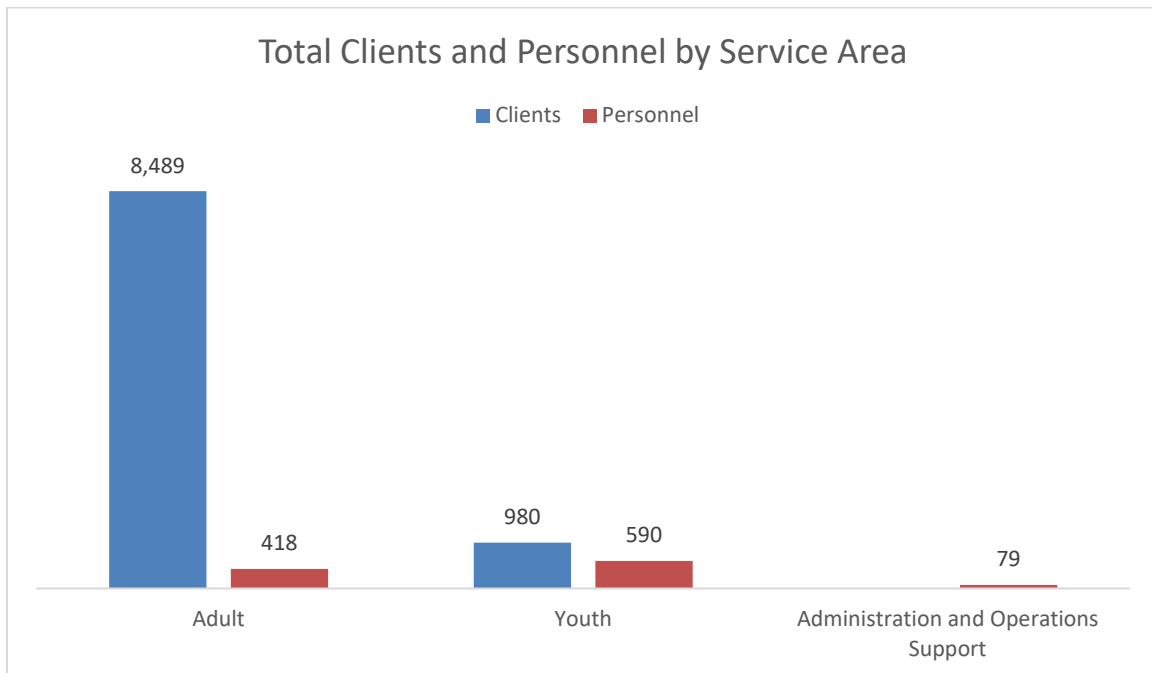
Further analysis was conducted to determine the total number of personnel by unit. 418 personnel supervised Adult Reintegration & Community Supervision Services (ARCSS), 223 supervised the Youth Transition Campus (YTC), 222 supervised the East Mesa Juvenile Detention Facility (EMJDF), 145 supervised Youth Development and Community Support Services (YDCSS), and 79 provided leadership, general administration and operations support. Notably, in ARCSS, 97 personnel were assigned to the Adult Investigations section, 61 were assigned to the Formal

Supervision section, and 34 were assigned to the Professional Standards and Training Division.

Total Personnel by Unit

Unit	Personnel
Adult Reintegration & Community Supervision Services	418
Youth Transition Campus	223
East Mesa Juvenile Detention Facility	222
Youth Development and Community Support Services	145
Administration & Operations Support	79
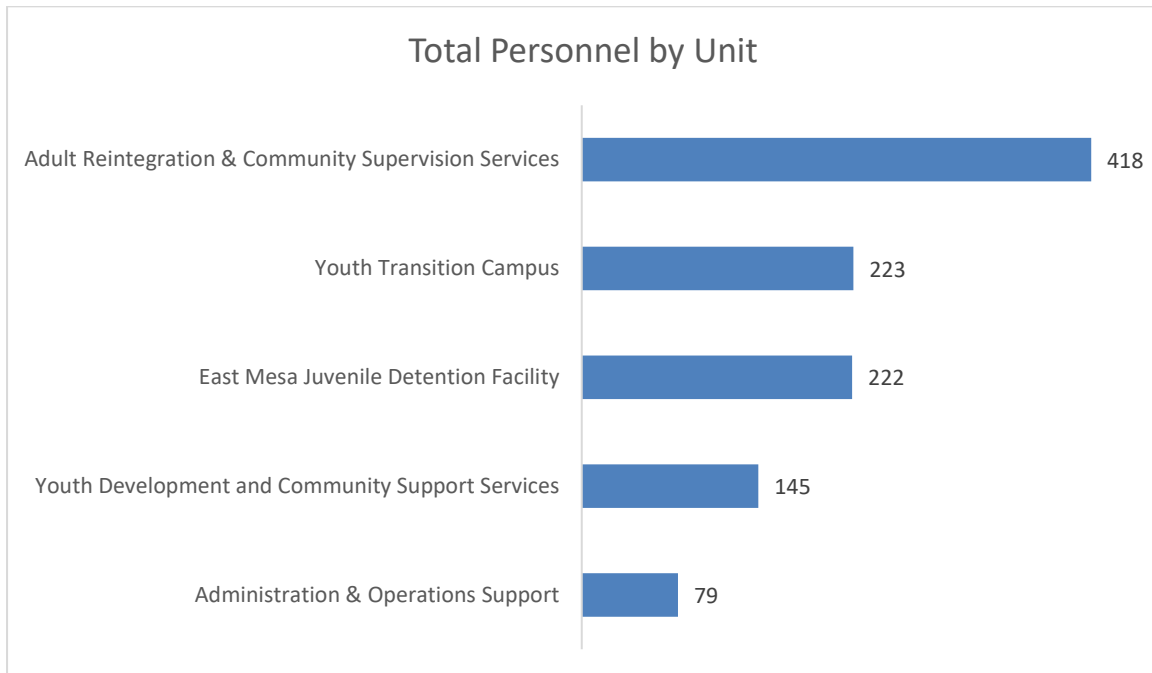
The span of control for each unit seems reasonable and relatively equitable with 2-3 Divisions under each Deputy Chief Probation Officer, and 5-6 sections within the Administration & Operations Support units.

In addition to the total personnel by service area, an analysis was carried out to determine the total number of vacancies by service area and by unit. As of 12/27/2024, there were 31 vacancies in the adult service area, 20 vacancies in the youth service area, and 4 vacancies to support administration and operations support.

Total Vacancies by Service Area

Service Area	Vacancies
Adult	31
Youth	20
Administration & Operations Support	4
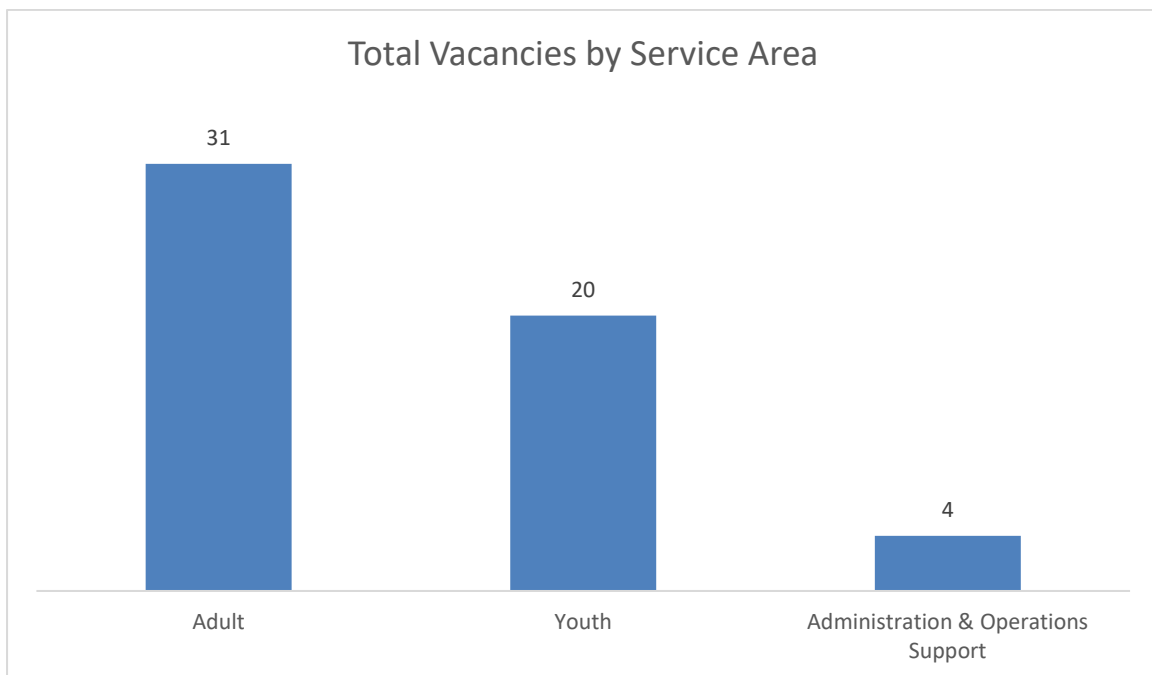
Data was further analyzed to determine the total number of vacancies by specific unit. As of 12/27/2024, there were 31 vacancies in the ARCSS unit, 22 vacancies in YDCSS, 1 vacancy in the EMJDF, and 4 vacancies in Administration and Operations Support. YTC was overstaffed by 3 personnel.

Total Vacancies by Unit

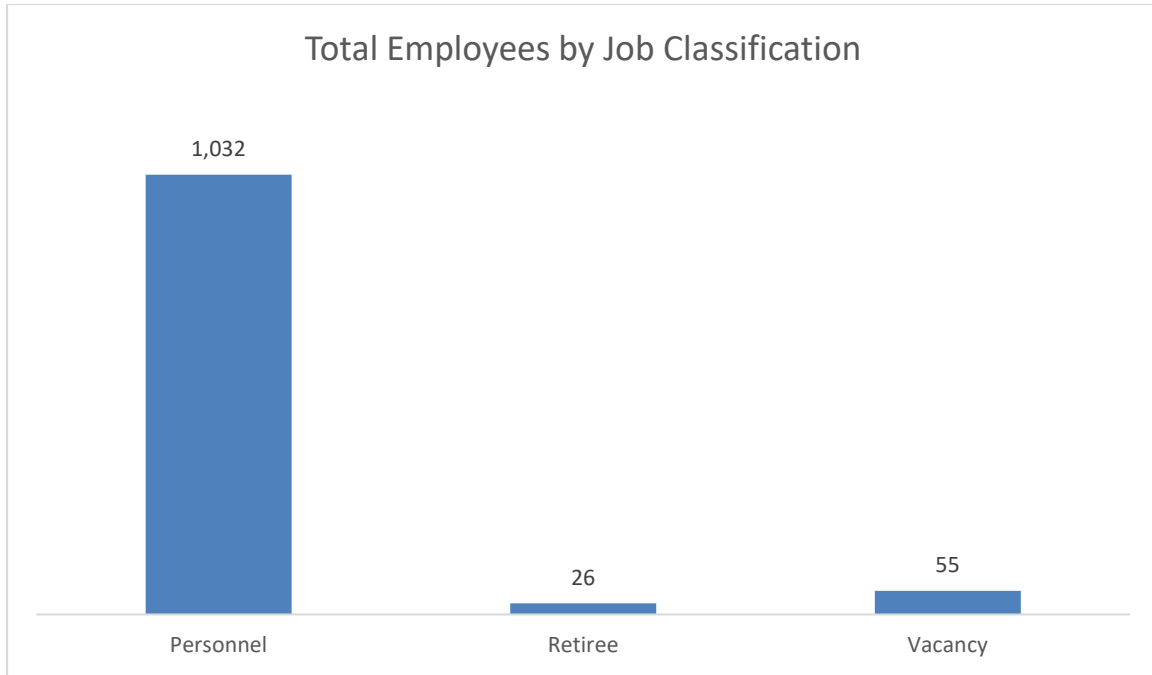| Unit	Vacancies
Adult Reintegration & Community Supervision Services	31
Youth Development and Community Support Services	22
East Mesa Juvenile Detention Facility	1
Administration & Operations Support	4
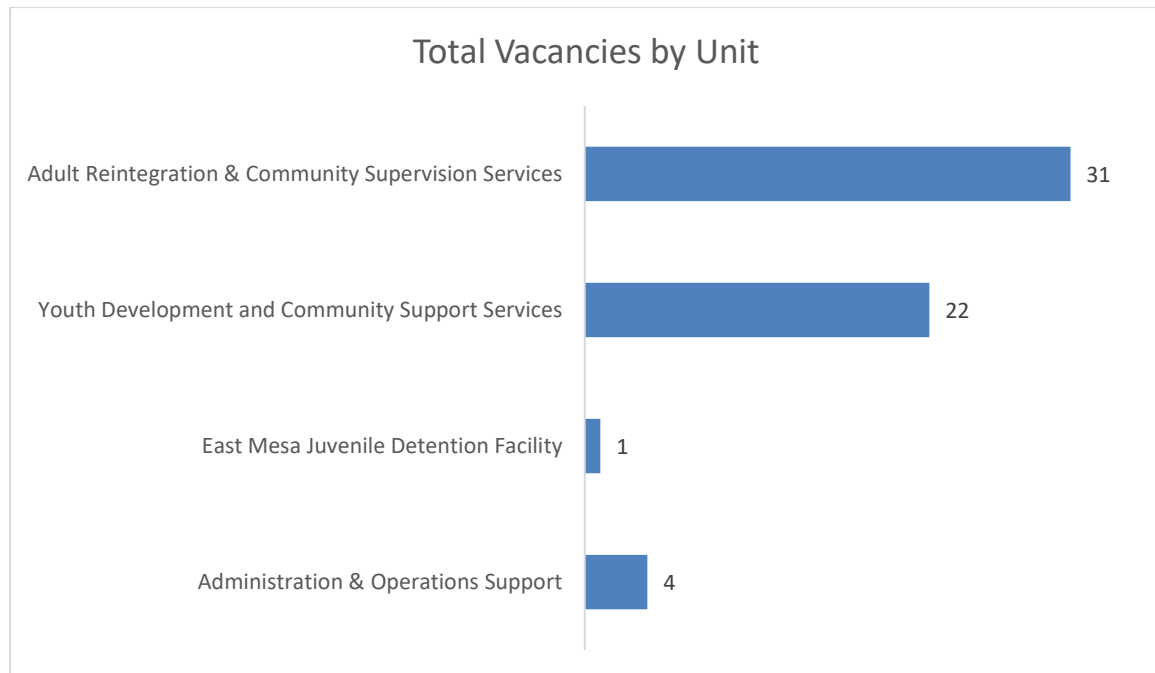
While most units experienced some level of vacancy, YDCSS operated with the highest percentage (21%) of vacancies compared to total personnel. The three ARCSS Divisions aligned with Post Release & Mandatory Supervision (MS), Collaborative Courts and Specialized Services, and Collaborative Reentry Services also operated with a high percentage of vacancies compared to total personnel.

The documents revealed a Department structure of 1,087 positions. Of the 1,087 positions, 1,032 were filled by personnel, 55 were vacant, and 26 retirees were supporting Department operations.

Total Employees by Job Classification

Personnel	1,032
Retiree	26
Vacancy	55

Data was further analyzed to determine the total number of employees, to include personnel, retirees, and vacancies by service area as depicted below. Supporting the adult service area, there were 418 personnel, 21 retirees, and 31 vacancies. Supporting the youth service area, there were 590 personnel, 5 retirees, and 20 vacancies. Administration and operations support units were supported by 79 personnel with 4 vacancies.

Total Employees by Job Classification by Service Area

Personnel ■ Retiree ■ Vacancy

	Personnel	Retiree	Vacancy
Adult	418	21	31
Youth	590	5	20
Administration & Operations Support	79	0	4
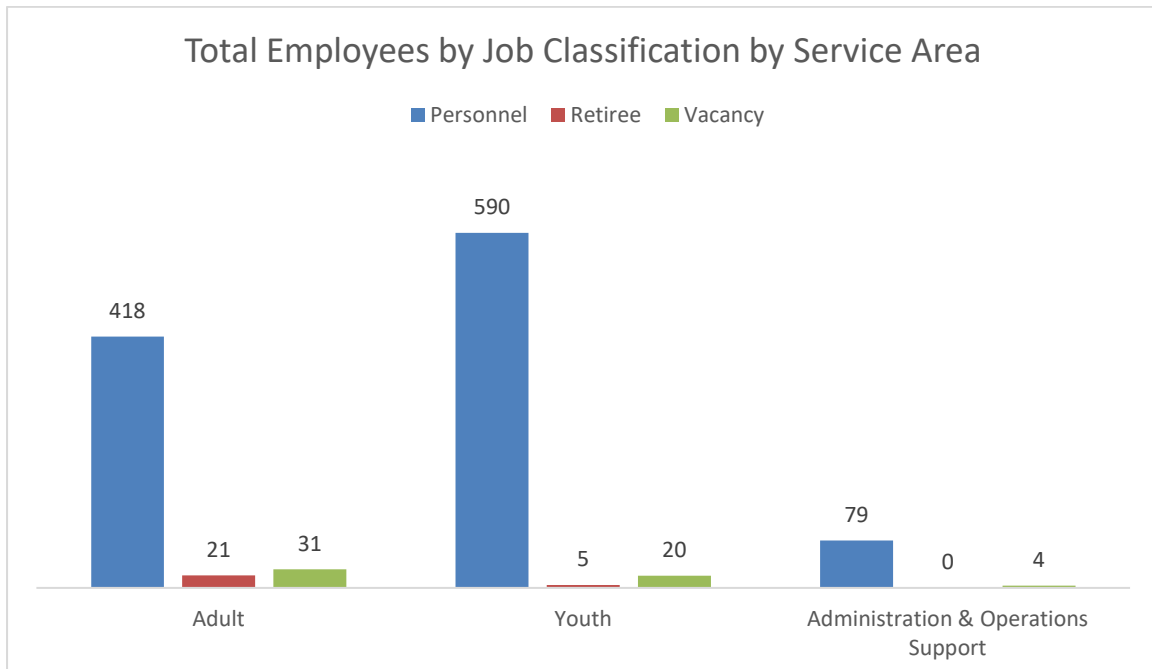
Department Caseload Data

Overview

  VUS evaluated Department supervision caseload data, investigation caseload data, caseload policy, and caseload assignment resources to understand the demands upon Department operations. The following data sources were analyzed:

- Qualitative research data through personal interviews
- "Chief's Report Service Dashboard"
  - Data from calendar years 2020-2025
- Supervision Caseload Data:
  - Youth (Supervision) Caseloads
    - Data from calendar years 2020-2025
  - Adult (Supervision) Caseloads
    - Data from calendar years 2020-2025
- Investigation Caseload Data:
  - Youth (Investigation) Case Assignment Logs
    - Data from calendar years 2024-2025
  - AFS Investigations Workload Stats
    - Data from calendar years 2020-2021 and 2023-2024
  - Adult Investigations Analysis
- Caseload Policy:
  - "County of San Diego Adult Field Services Policy and Procedures Manual"
  - "County of San Diego Probation Department Administrative Services Policy Manual"
  - "County of San Diego Field Services Policy Manual"
- Caseload Assignment Resources
  - "San Diego County Probation Department Adult Services Probation Officer's Report"
  - "Sample Presentence Investigations (PSI) Desk Aide"
  - "Case Assignment Clerk Procedure"
  - "San Diego County Probation Department Adult Services Case Opening Sheet"
  - "Juvenile Sexual Offense Recidivism Risk Assessment Tool-II (JSORRA-II)- California Scoring Recording Sheet"
  - "San Diego Risk Resiliency Checkup-II- Base Assessment
  - Supervision Assessment A9"
  - "Case Supervision Review Instrument"
  - "National Institute of Justice Mental Health Screen for Women (CMHS-W)"
  - "National Institute of Justice Mental Health Screen for Men (CMHS-M)"
  - "Impaired Driving Assessment- Evaluation Report (ER)"
  - "Assessment- Official Records (Master Assessment Form)"
  - "Ontario Domestic Risk Assessment (ODARA)"
  - "Static-99R Coding Form"

  A comprehensive evaluation was performed on the culmination of resources provided by the Department. Several key findings were identified with respect to the total number of employees by unit, total number of clients by unit, total number of employees at or above (>) yardstick (YS), and the total number of employees below (<)

YS. A "yardstick" in this context refers to the benchmark used to evaluate personnel performance.

Adult Supervision

Analysis of adult supervision caseload levels was conducted through both qualitative and quantitative means. VUS considered the adult supervision caseload reports provided to us through the business intelligence unit and conducted interviews with a Supervising Probation Officer (SPO) and SPOA. Caseload reporting was segmented by 'Formal', 'Post-release Community Supervision (PRCS)' and 'Mandatory Supervision (MS)'. Furthermore, each of these classifications included additional details such as those listed below for Formal Probation.

												Assessed Risk Level			
Region	Officer Notes	Position Number	Name	Classification	Caseload	Program	Supervised As	Total Yardstick	Total Cases	Over/Under Yardstick	Override Rate	High	Medium	Low	Not Assessed

Caseload reports from July 1, 2020, through January 1, 2025, were analyzed with a specific focus on January and July reporting. These caseload reports were also compared to reporting conducted through the "Chief's Report Service Dashboards". The Dashboard identifies that for adult field services there are distinct numbers of individuals. If an individual is on multiple supervision types, the following hierarchy is used: 1) MS, 2) PRCS, and 3) Formal Probation. (Note: This hierarchy is specific to this report and is different than the SB678 hierarchy.)

Adult Supervision Level is designated HIGH by H1 in the caseload suffix; M2 for MEDIUM; and L3 for LOW. PRML and PRCSTO caseloads are counted as PRCS-Medium/Low. R6 caseloads are designated as HIGH. Prop 36 and warrant cases are not included in these counts. Individuals not under H1, M2, L3 or R6 caseloads are not included in these counts. Sex Offender indicates that the Individual is currently on a Sex Offender caseload.

The analysis revealed that:
- The total # of adult supervision clients remained relatively consistent between January 2023-January 2025, while the total # of employees actively managing a caseload steadily declined from late 2021 until 2024
- The # of PRCS clients has risen steadily since 2022
- A trend in the # of employees actively managing formal probation caseloads that are at or > YS began in 2022 and continued into 2025
- A trend in the #of employees actively managing MS caseloads that are at or > YS began in 2021 and continued into 2022
- The #of MS clients continually decreased between 2020-2024, leading to reduced staffing of those employees who are actively managing a caseload
- 'Uncovered' caseloads were reflected in monthly reports
- While many SPOs maintain minimal caseloads, none have a YS. This is true for youth supervision and placement as well
- SPOs address uncovered caseloads through a variety of approaches:
    - Some supervisors take on those uncovered cases themselves
    - Some have divided them up across their unit
    - Some do it on an emergency basis, where the cases are assigned to an Officer for the day, and they'll only address it if there is an emergency

o Others assign them to the unit's Duty Officer. If a client, counselor or any law enforcement calls come in, it is the Duty Officer's responsibility to handle those matters
o Sometimes retirees handle uncovered caseloads

Youth Supervision and Placement

Like Adult Supervision, analysis of youth supervision and placement caseload levels was conducted through both qualitative and quantitative means. VUS considered the youth supervision and placement caseload reports provided to us through the business intelligence unit and conducted interviews with a SPO.

Caseload reporting was segmented by 'Collaborative Court,' 'Supervision' and 'Placement,' however, collaborative court reporting ended in 2021. Caseload reports from July 1, 2020, through January 1, 2025, were analyzed with a specific focus on January and July reporting. These caseload reports were also compared to reporting conducted through the "Chief's Report Service Dashboards."

The Dashboard identifies juvenile field services:
- REGULAR includes youth under Supervision Levels: High Supervision, Medium Supervision, Low Supervision and Deferred Entry of Judgment.
- PLACEMENT includes youth under Supervision Levels, Residential Treatment Facility, Residential Treatment Facility/Private, Dual and Foster Home. New Supervision Level "Placement" added on April 28, 2023
- SPECIALTY includes youth under Supervision Levels: Positive Youth, Gang Suppression Unit (Youth Only), Camp Barrett, Crossover Youth, Aftercare, Sex Offender, Drug Court, CTU, Juvenile Forensic Assistance for Stabilization and Treatment (JFAST), Women and Their Children (WATCh), Wings, Truancy Suppression Unit (with Probation Status other than Diversion), CAT, Behavioral Health, and HOPE.
- BREAKING CYCLES includes youth under Supervision Levels: Breaking Cycles - Custody and Breaking Cycles - Non-Custody. This program was discontinued on June 30, 2019
- INFORMAL includes youth under Supervision Levels: 654 Informal Supervision and 654.2 Informal Supervision
- TRUANCY Diversion includes youth under Supervision Level: Truancy Suppression Unit with a Probation Status of Diversion. This count does not include diversion populations outside of this definition. Please note that this unit was eliminated in March 2017
- Home Supervision counts the number of wards and pre-adjudicated youth placed on home supervision. Wards on home supervision are a subset of the REGULAR population. Pre-adjudicated youth are not included in the overall JFS count

The analysis revealed that:
- Caseload reporting on the total # of clients from July-December 2022 significantly differed from Dashboard reporting
- The # of clients under supervision decreased between 2020 and into 2022. This trend reversed the second half of 2022, and since then client #s under supervision have steadily increased.

- The # of clients under placement decreased between 2020 and into 2022 and has generally remained consistent since 2022.
- A trend in the # of employees actively managing supervision caseloads that are at or > YS began in July 2023, leading to increased staffing (plus 10 'new hires')
- The # of supervision clients outpaced YS totals (capacity) the first half of 2024

Adult Investigations

Analysis of adult investigations caseload levels was also conducted through both qualitative and quantitative means. VUS considered the adult investigations caseload reports provided to us through the business intelligence unit and conducted interviews with a SPO. Caseload reporting was segmented by 'Investigation Summary,' Inv (Supervising Probation Officer (SPO), 'Inv Officer' and 'Late Reports.' Furthermore, each of these areas included a multitude of additional details.

Caseload reports from July 1, 2020, through December 1, 2024, were analyzed with a specific focus on January and July reporting. To note, VUS considered October 1, 2021, and then the January 2023 caseload report as no reports were compiled between November 2021 and December 2022. These caseload reports were also compared to reporting conducted through the "Chief's Report Service Dashboard". The Dashboard identifies adult investigations counts the number of "Investigation Activity Reports" with a future due in court date (>snapshot date). The caseload reports and Dashboard serve different functions for the Department's leadership. They are not intended to match as the Dashboard is a snapshot of one day and the caseload report provides data on completed court reports over a full month.

The analysis revealed:
- With an understanding of the differences described above, Investigative reporting on the # of reports completed significantly differs from Dashboard reporting on a consistent basis
- In 2021 the total # of adult clients decreased while #s of reports increased (no explanation could be determined)
- Adult investigative staffing significantly increased between October 2021 and January 2023 (see note above concerning a lack of reporting during this period) and Investigator staffing levels have varied since
- The total # of Overtime (OT) Reports (12) reflected for the last five fiscal years on caseload reports is incorrect (VUS was informed that there were 115 OT reports in November 2024 and 70 in December 2024)
- Investigators and support staff are not logging overtime reports correctly
- 'Points' are still reflected on caseload reporting although adult investigations adopted a 'credit' system several years ago
- Systems used by Investigators and to generate reporting still display 'points'
- Aside from an adult investigations credit system legend, there is no formal policy explaining the system
- Employees interviewed believe investigative reports are long, onerous and time consuming. This is true for youth investigations as well.
- The Department responds to requests/referrals from the court system in a timely manner but may be providing significantly more information than other CA departments

- There is a desire to streamline investigative reports (i.e. risk needs assessment), this is true for youth investigations as well (i.e. juvenile social study)

VUS furthermore reviewed an "Adult Investigations Analysis" conducted by the Business Intelligence Unit during August and September 2021. Key findings from the analysis included:

- Regardless of which system is used, Probation Case Management System (PCMS) points or credits, the Investigations Unit is appropriately staffed based on current workload expectations
- Most officers are not completing a full workload, regardless of whether you use the 3 credits per week or 36 points in PCMS
- On 33% of the days analyzed, more than 10 officers considered report writers were absent. This number does not include other officers in Investigations who are not considered report writers who may also have been absent on those same days. A high absentee rate impacts overtime by requiring reports to be reassigned so they are completed on time to the court
- Limitations or missing data: BI found some discrepancies between data provided including differences in credits given on the Credit Tracker vs. points given in PCMS based on the number and types of reports completed. 9% of reports listed in PCMS with points for the time were not listed on the Credit Tracker spreadsheet. Note: This could be due to two or more factors. First, it seems that not all overtime reports are being accounted for on the Credit Tracker. Second, it could be due to different assignment dates. The Credit Tracker is based off the date assigned to the officer, while points in PCMS are based off the date the report was completed and submitted to the Supervisor

While VUS did not have access to the same data and systems as the business intelligence unit, our findings were consistent with the last bullet/finding. To note, this analysis was produced immediately before caseload reporting ceased between November 2021 and December 2022 which coincided with a significant increase in adult investigative staffing during that period. Why staffing would significantly increase while Adult Investigations was assessed to be appropriately staffed based on current workload expectations, could not be determined.

Youth Investigations

Analysis of youth investigations caseload levels was conducted primarily through qualitative means as the business intelligence unit does not maintain reporting on youth investigations. VUS conducted interviews with a youth Investigator and the Probation Aide responsible for youth investigative caseload assignment. We additionally considered the Case Assignment Logs maintained locally by the caseload assignment clerk.

The logs are segmented by 'Continued,' 'Detention,' "Fasttrack,' 'Meet and Confer,' 'Supervision,' '707s,' and '654 Granted'. Furthermore, each of these investigation types included additional details such as those listed below for Detention.

DATE	LAST, FIRST NAME	ID NUMBER	TYPES	ASSIGNED PO	READINESS	DISPO/ PV	CREDIT DATE

The youth investigative caseload assignment logs date back to March 2024, soon after the Probation Aide was assigned the responsibility. Prior to March 2024 this process was

managed by another experienced Department employee (records clerk) who used handwritten notes.

While there are no historical youth investigative caseload reports to analyze, a review of July 2024 and January 2025 Chief's Report Service Dashboards determined that Dashboard reporting was generally consistent with what was reflected on the logs. The Dashboard identifies that youth investigations counts the number of youths assigned to investigator caseloads (caseloads with an II prefix).

Additional analysis revealed:
- The Juvenile Probation Center reflected on the Department's org chart (12/27/2024 version) has been renamed the Youth Development and Community Support Services (YDCSS)
- Investigators must travel to the institution where their client is being detained, adding additional travel time and oftentimes long waiting periods if the facility goes on lockdown.
- This is a relatively new procedure, previously Investigators could video chat with detained clients
- Emails offering Investigators voluntary overtime were frequent (~bi-weekly) in the past, but no voluntary overtime has been requested since September 2024
- Some staff believe a points system is in place, others a credit system, however, all agree that the weekly YS is 3
- Case plans created by Investigators are often 'disregarded' by supervision, this was conveyed by adult investigations as well. (Adult supervision finds them to be a 'good jumping off point' knowing that most case plans require revision and that a case supervision review occurs six months after the initial plan is created.)
- The Probation Aide maintains local case assignment clerk procedures, and an informally developed points/credit legend, but no formally approved procedures exist
- The Jan and Feb 2025 YS trackers (maintained locally) indicated that, removing those Investigators in training or on vacation, YS was achieved during 9 of 34 January weekly periods with 6 of 11 Investigators at YS at least once.
- During February YS was achieved during 9 of 43 weekly periods with 6 of 11 Investigators at YS at least once
- Youth investigations data is not currently captured in PCMS in a way that the business intelligence unit can query it
- PCMS is a custom-built, county-owned, case management system used to monitor client case plan progress, initiate and review referrals to services, and to make operational decisions regarding the supervision of adults and youth supervised by the Department.
- PCMS is routinely updated to meet Department requirements.

It should be noted that an interview with the business intelligence unit, information technology section and multiple interviews with Deputy Chief Probation Officers, the SDCPOA, and SPOA informed our analysis in all of the adult and youth service areas studied.

Recommendations
- While SPOs do not maintain a YS, many maintain a caseload and participate in the management of uncovered cases. The flexibility seems to be beneficial for the Department and should be continued
- Determine by June 1, 2025, if 10 new POs in youth supervision and placement are warranted or if some could be reassigned to meet other requirements
- Resolve the disparity in the adult investigative caseload reporting maintained by the business intelligence unit and that reflected on the Dashboard
- Provide training to investigators and support staff on the use of PCMS and logging of overtime reports
- Develop a formal policy on the utilization of the credit system for adult and youth investigations and disseminate it to the workforce
- Create a tiger team to engage with the court system to determine the minimum, standardized requirements for both adult and juvenile investigative reports. Suggest areas that could be streamlined (i.e. risk assessments, juvenile social studies, case plans etc.) to more align San Diego County with other California probation departments.
- Streamline those reports within the Department's purview as soon as practical
- Update and streamline the Department's organization chart to reflect current staffing, organizational name changes, and accurately reflect the workforce
- Determine why video chat sessions with detained clients were discontinued, and re-institute the practice
- Determine how the business intelligence unit can query PCMS to monitor youth investigative caseload management. Business intelligence should be able to maintain youth investigative reports as they do with adult investigations
- Per the Department's policy, immediately require that overtime be approved in advance by a Deputy Chief or Division Chief. Exceptions may include unscheduled sick leave or an after-hours emergency. Requirements to meet legal deadlines, work holidays because of scheduled shifts, or the timely completion of work can and should be approved in advance

Institutional Staffing

Relief Factor Models

Overview

      A relief factor model quantifies the total number of full-time employees that are required to staff and provide continuous coverage for one position. In other words, a relief factor of 2 indicates 2 full-time employees are required to provide continuous coverage for one position. This coverage includes a variety of factors such as sick leave, vacation, or for unanticipated events that require additional staff coverage, like if youth are on a suicide prevention program. Generally, relief factor models are implemented to calculate positions requiring continuous coverage; however, the model can be tailored to calculate the relief factor for non-continuous positions as well.

Significance

      Successful implementation of a suitable relief factor model is important as it can offer several key benefits, such as more precise planning and budgeting for staffing levels, reduction of overtime, improvements in employee health and well-being, and

ultimately better-quality client experience. If staffing levels are appropriately planned and budgeted, there will be noticeable reduction in overtime. The reduction in overtime will result in improvements in employee health and wellbeing, reducing the degree of stress and burnout accrued by working unsustainable hours. This will then result in a more productive workforce capable of providing better quality service to meet client needs.

Types of Relief Factor Models

Shift Relief Factor

A Shift Relief Factor (SRF) model can be used to determine the number of full-time equivalent (FTE) staff needed to ensure full-time coverage for a post. FTE is a measurement that represents the total number of hours worked by employees, both full-time and part-time, expressed as the full-time position. The higher the SRF, the more employees are needed to provide full-time coverage for a post. In the example in the opening section, an FTE of 2 would indicate two full-time employees are needed to staff that singular position.

The SRF model has several benefits as it can result in operational efficiency gains, such as better planning for unexpected employee absences, and the ability to forecast long-term labor costs. However, there are also a few drawbacks, such as reduced flexibility and limits on the ability to adjust staffing based on real-time needs or unexpected situations. It also may not account for differing skill levels required across various shifts.

Net Annual Work Hours

Conversely, the Net Annual Work Hours (NAWH) model can be used to determine the total number of employees required to provide full-time coverage for a post based on availability over an annual period. The higher the NAWH, the fewer staff are needed to provide full-time coverage for a post. For organizations who employ staff with varying shift lengths, it may be more appropriate to use the NAWH model to calculate FTEs. To ensure successful implementation, the NAWH will need to be calculated for each post to account for the variance in vacation and sick leave allowances across job classifications.

A key benefit of the NAWH model is employees have a better understanding of their expected work hours, thereby improving employee work-life balance. Implementing the model can also help organizations identify redundancies and better plan for expected employee absences based on vacation and sick allowances. Like the SRF model, the NAWH also has some cons. It can be difficult to accurately calculate NAWH in organizations where there are inconsistent work schedules, overtime, and leave outside expected allowances.

The selection and successful implementation of an appropriate relief factor model will ensure the Department is sufficiently staffed to serve client needs, thereby increasing organizational and employee efficiency. It's important to understand what a relief factor model is, its importance, the types of relief factor models and how they are calculated to select the most appropriate model and ensure successful implementation.

Department Institutional Staffing Data

Overview

To analyze Institutional Staffing within the Department, VUS considered the FY 24-25 Institutional Staffing Needs spreadsheet dated 9/27/2024, Department Organizational Chart dated 12/27/2024, Title 15 Minimum Standards for Juvenile Facilities, YTC Daily Staffing spreadsheets for Feb 2025 and Overtime Reports from August 2024-January 2025. Visits were also conducted to the YTC and EMJDF. Requested employee data, by Unit/Division, for the last five years was not provided.

Analysis and observations revealed:
- Per the institutional staffing needs spreadsheet, daily staffing requirements for Deputy Probation Officer (DPO)/Shift Leaders are 110 for YTC and 94 for EMJDF
- If the Department's relief factor of 1.7 is applied, the staffing pool for DPO/Shift Leaders should be 187 for YTC and 160 for EMJDF
- DPO/Shift Leader staffing levels on 3/17/2025 were 134 at YTC and 90 at EMJDF, resulting in overstaffing at YTC and understaffing at EMJDF
- Wholistic staffing levels on 3/17/2025 were 149 at YTC and 108 at EMJDF
- YTC and EMJDF consistently surpassed other Department units in overtime $, # of hours and % of employees utilizing overtime
- Both YTC and EMJDF are exceeding Title 15 mandated minimum staffing requirements
- YTC is due in part to facility constraints, EMJDF is to ensure Officer safety and allow for future programming
- One cottage at YTC is not in use to allow for additional 'rover' positions
- Rover positions are responsible for visual observation of youth on suicide prevention, coverage of staff breaks, backfilling for or conducting hospital transports, responding to incidents within the facility, escorting movement of youth clients, and supporting program elements that separate youth from their housing cohort
- YTC indicated that the cottage closure and reassignment of personnel has reduced overtime in the short-term while large cohorts of Officers are attending initial training
- YTC daily staffing spreadsheets from February 2025 (missing 2/15-16) revealed:
  - An average of 1.8 youth were on a suicide prevention program (SPP) across YTC Commitment and Detention. This was taken as the largest total across the two from any given shift. If there were 3 on SPP in AM and it did not surpass 3 rest of day, 3 was used for that day's total.
  - AM shifts were on average understaffed by 2.69 (-0.63 for commitment and -2.06 for detention)
  - PM shifts were on average understaffed by 1.19 (-0.15 for commitment and -1.04 for detention)
  - LN shifts were on average overstaffed by 0.33 (0.25 for commitment and 0.08 for detention)
  - YTC Detention was on average understaffed by 3.02 officers each day across all shifts. There was not a single day all month where the AM

shift was overstaffed. All days were either understaffed or budgeted positions matched actual positions.

- o YTC Commitment was on average understaffed by 0.53 officers each day across all shifts.
- VUS found that YTC staffing levels improved after 2/14 which could indicate that the cottage closure and other measures are having a positive impact
- No female youth are committed at EMJDF due to low YDA #s and the ability to benefit from programming at YTC
- Vacation is limited to six Officer 'slots' per day at both facilities

Recommendations

- Consider overtime utilization under the previous 5x2x2x5 schedule vice the current 5x8 schedule (VUS was not able to accomplish this with the available data provided)
- Given facility constraints and the need to safeguard the workforce, establish a realistic overtime budget for both institutions
- Enforce per pay period overtime caps tied to budgeted overtime
- If budget is the determining factor, consider decreasing staffing particularly during sleeping hours and relying upon Critical Response and Support (CRS) staff.
- Consider other staffing (i.e., visitation etc.) and/or programming reductions that could reduce budget/overtime
- Validate alternative methods to cover unplanned absences vice approving overtime, particularly during sleeping hours
- As additional trained officers become available, reconsider the cottage closure to allow youth to participate in programming available at YTC
- As a trial, open 3 slots each day for planned sick leave requirements a month in advance. Close these opportunities before the end of the current month to allow for scheduling adjustments
- Continue to utilize the existing SRF while implementing the recommendations above and those found in the following section.
- Evaluate overtime utilization six months after implementing recommendations
- Per the Department's policy, immediately require that overtime be approved in advance by a Deputy Chief or Division Chief. Exceptions may include unscheduled sick leave, unplanned medical runs, or officers maintaining suicide prevention watch

Overtime Analysis

Overview

The Fair Labor Standards Act (FLSA) establishes minimum wage, overtime pay, recordkeeping, and youth employment standards affecting employees in the private sector and in Federal, State, and local governments, including the Department. Unless exempt, employees covered by the Act must receive overtime pay for hours worked over 40 in a workweek at a rate not less than time and one-half their regular rates of pay. There is no limit in the Act on the number of hours employees aged 16 and older may work in any work week. The FLSA does not require overtime pay for work on

Saturdays, Sundays, holidays, or regular days of rest, unless overtime is worked on such days.

The Act applies on a workweek basis. An employee's workweek is a fixed and regularly recurring period of 168 hours — seven consecutive 24-hour periods. It need not coincide with the calendar week but may begin on any day and at any hour of the day. Different work weeks may be established for different employees or groups of employees. Averaging hours over two or more weeks is not permitted. Normally, overtime pay earned in a particular work week must be paid on the regular pay day for the pay period in which the wages were earned.

Causes of Overtime

Overtime can be caused by inadequate staffing levels, poor workload management, inefficient processes, and/or ineffective time management, often leading to employees working beyond their regular hours.

Inadequate Staffing Levels

Many organizations mandate or direct employee overtime to mitigate causes of overtime, such as inadequate staffing levels. However, mandated overtime carries the inherent risk of increasing employee stress, which may result in mass resignations, thereby further exacerbating inadequate staff levels. Consequently, remaining employees would bear an even greater share of the tasks than those who exited the organization. In turn, employers may re-evaluate their recruitment needs if the same tasks are being completed with reduced staffing levels and mandated overtime. This decision-making can lead to long-term detrimental impacts on employee health and well-being.

Poor Workload Management

Poor workload management resulting in mandated overtime can be caused by scheduling conflicts and/or uneven distribution of tasks. Employees may be required to work over their regular hours when there are not enough employees to cover the workload. This situation can be caused by staff transfers resulting in temporary vacancies, inconsistent scheduling, not considering employee availability, or failing to adequately forecast labor demand. The same can also be said when managers set unrealistic deadlines or fail to accurately assess the time required for tasks. This includes reliance on one or multiple employees as 'single point/s of failure'. If one employee or a few employees are the most skilled or have the most experience, they will be the ones to bear the greater share of tasks. As a result, these employees carry the greatest risk of burnout. Instead of relying on a single skilled employee, employers should upskill other employees to ensure a properly distributed workload.

Inefficient Processes

Inefficient processes have a negative impact on employee productivity, thereby misusing valuable employee time to complete tasks that may not necessarily need to be arduous. This negative impact on productivity can lead to an increased workload, lower quality of work, and aggravated stress to meet strict deadlines, which may result in an employer's need to evaluate mandated overtime as a potential solution. Employers should look to implement changes to eliminate manual, inefficient processes through technical automation where possible.

Ineffective Time Management

Ineffective time management occurs where employees do not properly prioritize tasks, manage distractions, and/or allocate time efficiently, which often results in employees needing to work outside their regular hours to catch up on tasks and complete their required work. Ineffective time management can also be a byproduct of unrealistic deadlines or workloads, which can only be met by working mandated overtime.

Reducing Overtime

Reducing employee overtime is an effective means of improving organizational culture and employee health and well-being, as well as company culture. Implementing organizational changes to eliminate a culture inclusive of overtime is challenging for both employers and employees; however, the alternative carries the risk of employee stress resulting in detrimental impacts on both employees and the organization. Reducing overtime is crucial for maintaining a healthy and productive workforce due to impacts such as increased employee stress and burnout, decreased productivity, negative morale, high turnover, as well as increased labor expenses and healthcare costs incurred by the organization.

Department Overtime Data

Overview

To analyze the Department's overtime utilization, VUS requested employee data, by Unit/Division, for the last five years, overtime reports for that same period, and the Department's overtime policy. After some delay, we were provided the overtime policy, and overtime reports, by bi-weekly pay period, from August 2024 through January 2025. The requested employee data was not provided.

Analysis of the documents revealed:
- Actual FY 23/24 overtime exceeded budgeted overtime by 282%
- FY 24/25 overtime surpassed budgeted overtime by November 2024, and is on track to surpass total FY 23/24 overtime utilized
- The EMJDF was consistently the organization reporting the highest # of overtime hours
- "To be determined (TBD)" was listed as the top reason/code used in 7 of 12 pay periods, totaling 12,834 hours and 31.3% of all OT hours
- Sick Leave Relief was listed as the top reason/code in the other 5 pay periods

Top Reason Codes

■ TBD   ■ Other Reasons
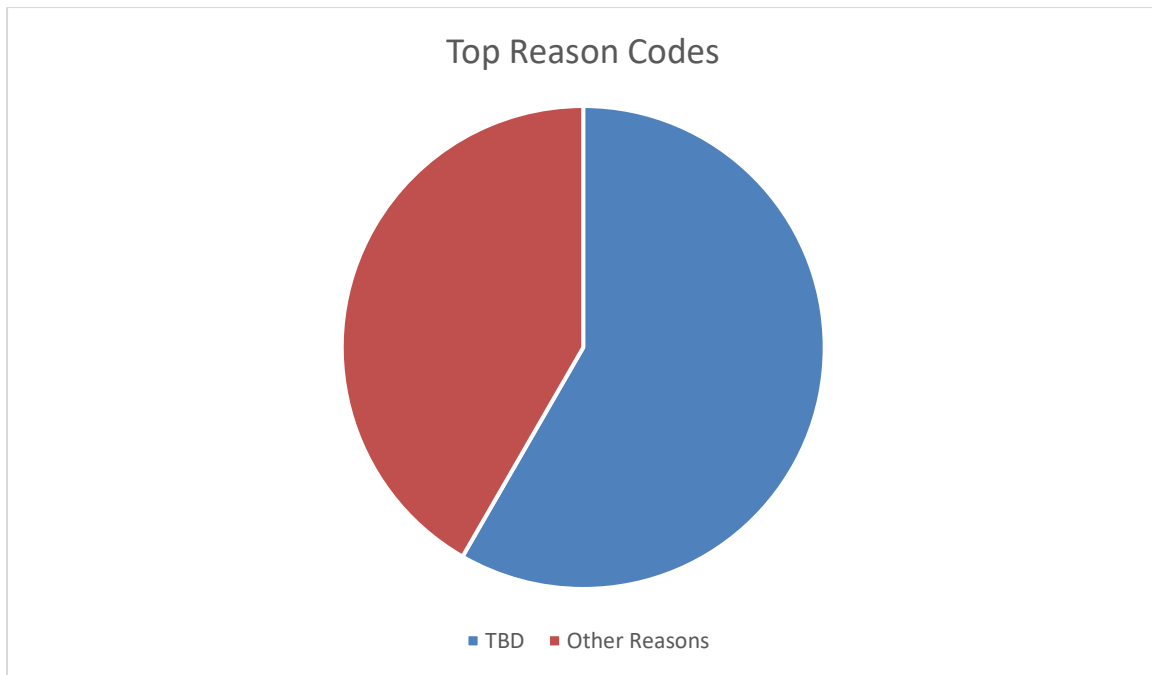
- Several employees were routinely listed among the 'top 10 employees' reporting overtime use for the pay period
- The minimum pay period overtime usage of these 'top 10 employees' was 35 hours
- The highest pay period overtime usage among 'top 10 employees' was 75 hours
- The total # of employees reporting overtime usage ranged between 431-602

Total Number of Employees Reporting Overtime
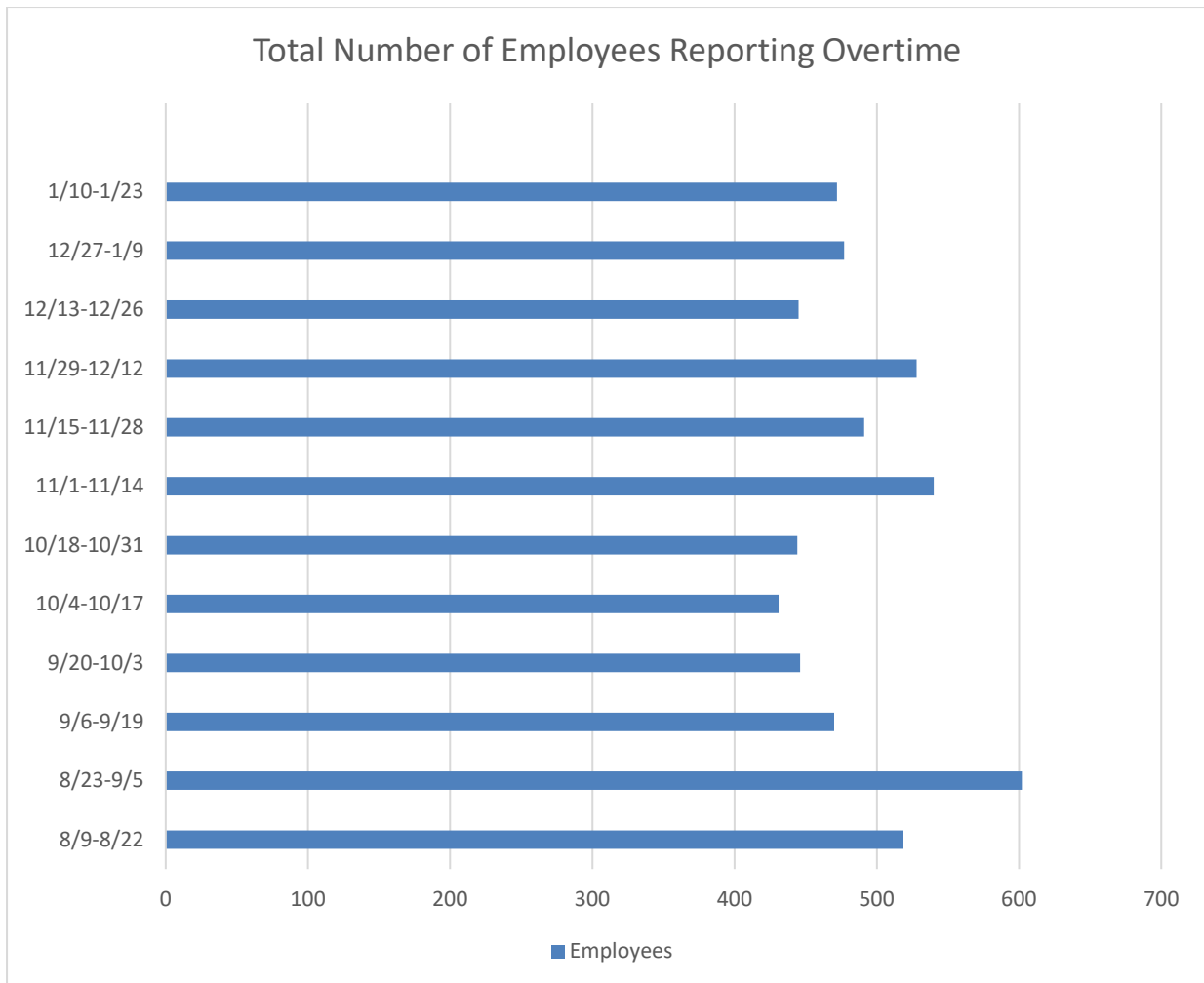
- Sworn and non-sworn non-holiday usage consistently exceeded holiday usage during holiday periods
- Total overtime usage in 'holiday' pay periods was less than adjacent periods
- Top reason codes per pay period for overtime usage varied, but included Supervision After-Hours, After-Hours Supervision Phone Calls, Administrative Clerical Hours, Adult Court Reporting, Pre-release Screening, PRCS Screening, and Incident Reporting.
- Reason codes involving sickness and vacation leave were consistently those most contributing to overtime usage
- Investigators are summoned to Court for cases where there are no probation terms to report upon
- Vacant position codes were utilized for overstaffed organizations
- A review of the OT report covering the pay period 12/27/24-1/9/25, when compared against the 12/27/24 Organizational Chart, revealed disparities in # of total personnel, # of personnel by unit, and # of vacancies

Recommendations

- Eliminate inefficient processes and repetitive or unnecessary tasks (see Caseload Data section)
- Stay away from over-reliance on just a few key employees as "single points of failure"

- Consider existing collective bargaining agreements and limit overtime for any one employee to 32 hours per pay period
- Distribute workload evenly to avoid overburdening specific individuals and reduce last-minute scheduling changes
- Analyze workloads and adjust staffing levels to match demand
- Implement cross-training to enable staff flexibility
- Provide coaching by SPOs on effective time management practices, prioritizing tasks, managing distractions, and allocating time efficiently
- Enforce a clear overtime policy with caps tied to budgeted overtime
- Utilize time-tracking software to monitor overtime
- Eliminate 'TBD' as an overtime reason code
- Provide training on the usage and recording of overtime reason codes to inform future analysis
- Define after-hours supervision and phone call emergency and non-emergency conditions
- Consider implementing a 'duty officer' methodology to address mandated court reporting requirements in courts not covered by a Court Officer (see adult caseload analysis)
- Utilize a Tiger Team (see caseload analysis) to engage with the court system to determine methods to mitigate court reporting requirements upon staff.
- Consider the best practices used within the El Cajon office and under what circumstances a sentencing hearing can go 'uncovered'
- Consider offering flexible work schedules, where able, to better manage employee availability
- Address underlying staff shortages through recruitment and retention strategies
- Change the Department's overtime culture so that non-holiday overtime is treated as the final option, and not the first

Conclusion

Through collaboration with Department leaders, managers, line personnel, the SDCPOA, SPOA, and labor leaders, VUS conducted this impartial analysis with the aim of assisting the Department with implementing organizational alignment and sustainable evaluation. The key findings documented were based on qualitative and quantitative data collection and analysis from which areas of improvement were identified.

Within caseload management, VUS proposed recommendations which were in part focused on improving caseload data collection to provide the Department with better quality data to ensure the successful implementation of a sustainable evaluation model. The analysis of institutional staffing data revealed several key findings which resulted in recommendations centered on improving scheduling practices to maximize operational efficiency. Utilizing the available overtime data, VUS proposed recommendations concentrated on more robust overtime constraints with the aim of reducing overtime utilization and improving the wellness of the workforce.

Recommendations were proposed with an understanding of the challenges the Department faces with respect to retaining critical staff due to the demands of responding to critical incidents and organizational stressors, ranging from understaffed shifts to directed overtime. VUS is optimistic that implementation of these recommendations will better align the Department's strategy, processes, resources, and organizational capability.

VUS found the Department to be comprised of highly skilled professionals who are promoting safer communities through engagement. These employees connect their clients to the highest quality of services, while balancing opportunity with accountability. Throughout all of our interactions, VUS found the Department's workforce to be a professional, dedicated team managed by experienced, caring leaders.

Appendix

Comparative Agency Data (publicly available data)

State	County	Facilities/ Offices	Staff	Supervised Adults	Supervised Youth
CA	San Diego	18	1,049	8,500	700
	Alameda	6	682	8,500	1,235
	Contra Costa	4	356	9,000	2,000
	Los Angeles	50	6,600	13,531	342
	Orange	15	1,389	10,000	800
	Riverside	15	1,043	9,300	752
	Sacramento	12	700	14,644	1,813
	Ventura	8	439	8,500	500
AZ	Maricopa	31	1,087	51,433	8,903
OR	Multnomah	5	650	13,000	1,152
NV	Clark	6	415	N/A	9,412
	Nevada Department of Public Safety Division of Parole and Probation	10	250	6,836	N/A

California

San Diego County Probation Department (SDCPD)

The San Diego County Probation Department (SDCPD) is an organization made up of more than 1,000 trained professionals who support community safety by supervising justice-involved youth and adults and working with other County departments, criminal justice agencies, and community partners to provide rehabilitative services. These vital services help youth and adults restore their lives, reconnect with their families, and become contributing members of the San Diego County community. San Diego County's current population of 3.27 million residents and diverse geographical landscape continues to impact SDCPD's responsibilities and operations. The Department provides clients with positive alternatives to crime and supports thousands to live law-abiding lifestyles. Their officers also provide judges with vital background information to help them issue appropriate sentences and interventions. The SDCPD is organized into 4 key divisions:

1. Adult Reentry and Community Supervision Services (ARCSS)
2. Youth Development and Community Support Services (YDCSS)
3. Administrative and Operational Services
4. Institutions Services

Currently, the Department has programs and models in place to assist and protect the residents of San Diego County. For example, YDCSS is a juvenile probation supervision model that includes pathways for therapeutic and supportive services within a framework of community-based programs to meet the needs of youth placed on probation through assessment, planning, linking, monitoring, and advocacy. YDCSS serves as a juvenile justice system that provides a fair and equitable system of support for youth and families, values the youth's individual needs, and provides access to meaningful and relevant opportunities for success.

- Vision Statement: Enhancing the safety of our communities through restoration and rehabilitation.
- Mission Statement: Highly skilled professionals promoting safer communities through engagement and connecting individuals to the highest quality of services, while balancing opportunity with accountability.

Alameda County Probation Department (ACPD)

The Alameda County Probation Department's mission of providing compassionate supervision and accountability, while delivering preventative and rehabilitative services, is carried out by four main divisions:

- Adult Field Services Division
- Juvenile Field Services Division
- Juvenile Facilities Division
- Administration Division

ACPD has enthusiastically embraced progressive evidence-based practices in its effort to equip youth and adult clients with the skills and tools necessary to enable them to lead successful, crime-free lives. From collaborating with judges on the front end of sentencing, to leading the effort to eliminate fines and fees for juveniles and adults, the ACPD continues to position itself as a nationwide leader in Community Corrections.

- Vision Statement: The Alameda County Probation Department is committed to making our communities the safest in the nation.
- Mission Statement: To support and restore communities by providing compassionate supervision and accountability to justice-involved youth and adults. To provide preventive and rehabilitative services through evidence-based practices and collaborative partnerships.

Clark County Department of Juvenile Justice Services (DJJS)

The DJJS is a unique and complex public service agency that performs more than the traditional Juvenile Court functions of Probation and Detention. DJJS provides intervention services, guidance and control for youth referred to the department for acts of delinquency. To accomplish its mission, DJJS consists of the following divisions:
1. Administration
2. Health Care Services

3. Detention
4. Probation
5. The Spring Mountain Youth Camp

DJJS's officers work hand in hand with community groups and social service agencies to provide offenders and victims with support and services. They maintain partnerships with local law enforcement and other justice agencies so they can benefit from each other's area of expertise and communicate the latest information.

- Vision Statement: A Safe Community achieved by promoting partnerships with the youth, families, and the community

Contra Costa County Probation Department (CCCPD)

The Contra Costa County Probation Department is committed to enhancing public safety by supervising adults and juveniles under court-ordered probation and facilitating their rehabilitation. The department provides evidence-based programs and services aimed at reducing recidivism and supporting positive behavior change.

CCCPD operates four main offices across the County, including the John A. Davis Juvenile Hall. The department also provides adult and juvenile field services throughout the county in their main offices, high schools and police departments. These field services are among their various programs that create opportunities for those served to experience a positive outcome that strengthens the individual and makes the community safe. CCCPD seeks to hold individuals accountable while promoting restorative justice and successful reintegration into the community.

- Vision Statement: A talented Probation team working collaboratively to create opportunities for those we serve to experience a positive outcome that strengthens the individual and makes the community safe.
- Mission Statement: An unwavering commitment to justice, even in the face of adversity, an ethical application of the law, and a proven approach to rehabilitation.

Los Angeles County Probation Department (LACPD)

The Los Angeles County Probation Department is currently the largest probation services agency in the United States. Two-thirds of the department's staff are sworn officers. LACPD has worked to build a foundation of trust with community groups, stakeholders, and agencies to carry out the mission of the department to operate sustainable and ongoing public safety initiatives for juvenile and adult probation services. LACPD consists of four bureaus:
1. Adult Field Services Bureau
2. Pretrial Services Bureau
3. Adult Investigations Services Bureau
4. Post-Release Community Supervision (AB 109) Bureau

The LACPD offers numerous programs and services to assist their adult and juvenile populations when rebuilding their lives. For example, a new program they have integrated into their community is INVEST. Innovation Employment Solutions (INVEST) is a multi-agency partnership that addresses the need for employment services during the transition from incarceration to establishing a career to enable clients to become productive citizens and lead self-sufficient lives.

- Vision Statement: Rebuild Lives and Provide for Healthier and Safer Communities.
- Mission Statement: Enhance Public Safety, Ensure Victims' Rights and Effect Positive Probationer Behavioral Change.

Orange County Probation Department (OCPD)

The Orange County Probation Department is dedicated to continuous improvement, searching out and applying effective and research supported practices to assist justice involved Juveniles, their families, and adults to successfully navigate and successfully complete probation. OCPD assists the criminal court system through investigations, probation reports and community supervision of adult and juvenile clients on court-ordered probation or in diversion programs. The department also operates the Orange County Juvenile Hall, and two camps for youth. In addition, there are two Youth Reporting Centers serving North and Central Orange County. The OCPD consists of four Bureaus:

1. Chief Probation Officer Bureau
2. Adult Operations
3. Juvenile Operations
4. Administrative Services

The Chief Probation Officer Bureau consists of the Chief Probation Officer (CPO) and the Assistant Chief Probation Officer (ACPO). The CPO works with the ACPO to assign projects and develop goals within the department's other three bureaus. The ACPO directs and consults with the three Chief Deputy Probation Officers of the Adult Operations, Juvenile Operations, and Administrative Services bureaus, as well as directs Probation's Public Information Officer, Probation's Digital Communications Specialist, and Probation's Information Technology Services. Within each of the three bureaus there are numerous divisions:

1. Adult Operations
   a. Adult Court Services
   b. Adult Field Supervision
   c. Special Supervision
   d. AB 109/Post release Community Supervision
2. Juvenile Operations
   a. Juvenile Supervision
   b. Juvenile Court Services
   c. Juvenile Hall
   d. Youth Guidance Center
   e. Youth Leadership Academy
3. Administrative Services
   a. Administrative and Fiscal
   b. Professional Standards
   c. Strategic Development

- Vision Statement: A Safer Orange County through Positive Change.
- Mission Statement: As a Public Safety Agency, the Orange County Probation Department serves the community using effective, research supported rehabilitation practices and collaborative partnerships.

Riverside County Probation Department (RCPD)

The Riverside County Probation Department works collaboratively with law enforcement, public and private social services agencies, mental health, schools and other

county departments. The personnel at RCPD participate in a wide variety of assignments that range from conducting investigations on adult and juvenile criminal offenders, providing intensive supervision and early intervention and treatment services in the community, high profile task force assignments (Drug, Gang, Sex Offender), and providing juvenile institutional detention and treatment programs throughout the county. The RCPD consists of four main departments that each provide multiple services and operate multiple facilities throughout Riverside, Southwest and the Coachella Valley regions:

1. Administrative and Business Services
    a. Human Resources Services
    b. Fiscal Services
2. Institutional Services
    a. Alan M. Crogan Youth and Treatment and Education Center
    b. Southwest Juvenile Hall
    c. Indio Juvenile Hall
3. Field Services
    a. Adult
    b. Juvenile
4. Special Services
    a. Business Intelligence and Operations Services
    b. Legal Affairs Unit
    c. Management Support Team
    d. Projects Unit
    e. Staff Development Unit
    f. Task Forces

The RCPD is a progressive criminal justice agency that believes in continuous improvement. Volunteers, also known as Volunteers in Probation (VIP's), play a vital role in assisting the probation staff to carry out their duties and are used in both the adult and juvenile field divisions and institutions.

- Vision Statement: Fostering a diverse and innovative team committed to safe communities, facilitating connections and promoting resiliency.
- Mission Statement: Serving Courts - Protecting Our Community - Changing Lives

Sacramento County Probation Department (SCPD)

The Sacramento County Probation Department is charged with the supervision of adult and juvenile offenders granted probation by the Courts. The majority of misdemeanor and felony offenders in Sacramento County are placed on probation as part of their sentence. Those placed on formal probation are under the jurisdiction of the Sacramento County Probation Department. The SCPD is responsible for the background investigation of offenders and the preparation of social history reports for the Sacramento County Superior Courts. The probation department also operates and maintains the County's juvenile hall, the Youth Detention Facility, and several other facilities and programs. This also includes Adult Day Reporting Centers and various collaborative courts. The department teams with various law enforcement agencies, schools, community-based organizations and the citizens of Sacramento County form productive partnerships with an underlying goal of public safety. The multiple divisions and units that make up the SCPD are as follows:

1. Juvenile Court Services
2. Juvenile Field Services

3. Adult Court Services
4. Adult Field Services
5. Adult Community Corrections
6. Collaborative Courts
7. Professional Standards and Training
8. Fiscal Services
9. Youth Detention Facility

- Vision and Mission Statement: provides clients with the assessment, treatment, supervision and support necessary to prevent re-offending, resulting in a safer community. Our highly skilled, multi-disciplinary workforce uses innovative strategies to support positive change.

Ventura County Probation Agency (VCPA)

The dedicated employees of the Ventura County Probation Agency work to transform and empower the lives of youth and adults under their care and supervision. In doing so, VCPA collaborates with justice system stakeholders (e.g., judges, prosecutors, defense counsel, law enforcement, and service providers) and allied organizations, community-based partners, and community members to support victims and to provide evidence-based programming and other services to those under supervision. The VCPA offers programs and services such as counseling, substance abuse treatment, education, and job training to reduce recidivism and support successful reintegration into the community. The VCPA is comprised of four bureaus, each overseeing its own specialized units and services:
1. Adult Services
   a. Adult Field Services
   b. Adult Safety Realignment
   c. Adult Detention Alternative Programs
   d. Adult Court Services
2. Juvenile Services
   a. Juvenile Field Services
   b. Juvenile Court Services
   c. Juvenile Facilities
3. Administrative Services
   a. Professional Standards Unit
   b. Clerical Support
   c. Custodian of Records
   d. Agency Courier Services
   e. Human Resources
   f. Labor Relations
   g. Staff Training
4. Business Services
   a. Fiscal
   b. Information Technology
   c. Strategic Management

- Vision Statement: Transforming and empowering lives to build a strong community.
- Mission Statement: To promote effective interventions, individual accountability, and community well-being.

Arizona: Phoenix

Maricopa County Adult Probation

The Department's primary goal remains focused on crime reduction, achieved through the implementation of research-based practices and risk reduction strategies. Ongoing refinement and assessment of these practices take place to decrease recidivism rates and encourage positive behavioral changes in individuals under supervision. These crime reduction results encompass various staff efforts and initiatives aimed at enhancing community safety and improving outcomes for individuals on supervision. Maricopa's two main divisions are as follows:

1. Pretrial Services Division
2. Presentence Investigations (PSI) Division

- Vision Statement: An agency of diverse professionals delivering proven resources for change, supporting those impacted by crime, and engaging in the development and support of all staff.
- Mission Statement: Our mission is to enhance community safety through service, accountability, and influencing change.

Maricopa Juvenile Probation Department

The Juvenile Probation Department in Maricopa County plays a crucial role in guiding young offenders toward rehabilitation while ensuring public safety. They provide supervision, support, and intervention programs for minors who have committed offenses, aiming to reduce recidivism and promote positive development. Their division is split into three main bureaus:

1. Administrative Services
2. Community Supervision
3. Detention Services

The juvenile department collaborates with families, schools, and community organizations to address the root causes of delinquent behavior, offering resources like counseling, educational programs, and community service opportunities. By balancing accountability with rehabilitative programs and resources, the department seeks to help juveniles become responsible members of society while fostering a safer community.

- Vision Statement: Ensuring justice involved youth are provided with an opportunity to learn from their past decisions and are supported in their journey toward well-being and the avoidance of further court involvement.

Oregon: Portland

Multnomah County Department of Community Justice (DCJ)

The Department of Community Justice provides supervision and treatment to youth, adults, families, and communities. DCJ's efforts are guided by evidence-based strategies that maximize their resources and results, and by their core belief that people can change. DCJ seeks to address the underlying issues that lead to criminal behavior, and to help people heal by providing services that are designed to give those involved in the justice system the opportunity to change. The DCJ is organized into four key divisions:

1. Adult Services
2. Juvenile Services
3. Family Resolution Services

4. Victim and Survivor Services

DCJ is recognized as a national leader in both adult and juvenile community justice by routinely consulting and making use of evidence-based practices in their program and policy development. Research & Planning (RAP) is a part of the Department of Community Justice in Multnomah County, Oregon. RAP provides innovative data solutions for criminal justice operations, initiatives, and reform.

- Vision Statement: Community Safety through Positive Change.
- Mission Statement: Enhance community safety and reduce criminal activity by holding youth and adults accountable in a fair and just manner, assisting them to develop skills necessary for success, and effectively using public resources.

Nevada: Las Vegas

Nevada Department of Public Safety Division of Parole and Probation

Adult and juvenile departments are split into individual departments. Clark County does not have a singular parole department for adults, instead they are among the multiple counties that the Division oversees. The primary mission of the Nevada Department of Public Safety Division of Parole and Probation is to protect the community and to reduce crime. The Division is unique in that it accomplishes its mission through two distinct strategies:

1. Traditional law enforcement, such as sanctioning offender noncompliance and misconduct, search and surveillance, and arrest
2. Community correctional services, such as drug testing and counseling, mental health services, employment and educational placement, and encouraging and supporting the offender's positive efforts to become productive, law-abiding citizens.

The Division supervises defendants who have been placed on probation by a District Court for a conviction(s) of a felony or gross misdemeanor. This includes inmates released from prison on parole by the Parole Board or inmates mandated by statute for release, inmates approved by the Department of Corrections for transitional community programs and offenders transferred to Nevada under the Adult Interstate Compact Agreement. The Division's offender population ranges from those who pose little or no risk to the community to those who pose a significant risk to the safety of the community. At any given time, the Division supervises approximately 19,000 offenders state-wide.

- Vision Statement: Inspire. Empower. Protect Our Employees, Communities and Victims.
- Mission Statement: Safeguarding Nevada, Offering Solutions & Reshaping Lives. It's what we do.

Relief Factor Model Calculation Example

Example

For this example, we are going use the SRF model to calculate and determine the total number of employees required for a post. Employee data over a 12-month period is required to provide a moderately accurate calculation. Employee data over a 36-month period will provide the best possible estimate. Data should include vacation

time, sick leave, and other unexpected absences, such as time spent training, jury duty, or time off due to a workers' compensation injury.

Initially, identify the total number of workdays per year for the post excluding paid holidays. For example, if the post was required to work 5 days per week, 8 hours per day, and received 10 paid holidays, the total number of workdays would be calculated as follows: 5 (days) x 52 (weeks) = 260 - 10 (holidays) = 250 available workdays. We must then calculate the total number of work hours, which 250 workdays x 8 (hours per day) = 2000 work hours per year.

Next, add the total number of expected and unexpected absences and deduct that number from the total number of available total workdays. For example, if the employee utilized 15 vacation days, 3 sick days, and spent 2 days serving as a juror, the calculation would be as follows: 250 - (15 + 3 + 2) = 230 days worked.

After that, divide the total number of available workdays by the number of days worked in the previous year to determine the SRF. For example, 250/230 =1.087. If more than 12 months of data is available, we must then by taking the average number of days worked across the quantitative period.

The final step is to determine the total number of full-time employees needed based on a SRF of 1.087. We must multiply the total number of work hours per week by the relief factor 40 (8 hours per day and 5 days per week) x 1.087 = 43.48. This final figure tells us that the post requires an additional employee to provide 3.48 hours per week to ensure the post has full-time coverage.

Acronyms

Acronym	Definition
AB	Assembly Bill
AFS	Adult Field Services
ARCSS	Adult Reentry and Community Supervision Services
ACPD	Alameda County Probation Department
ACPO	Assistant Chief Probation Officer
BI	Business Intelligence
CAT	Community Assessment Team
CPO	Chief Probation Officer
DJJS	Clark County Department of Juvenile Justice Services
CCCPD	Contra Costa County Probation Department
CRS	Critical Response and Support
DPO	Deputy Probation Officer
EMJDF	East Mesa Juvenile Detention Facility
FLSA	Fair Labor Standards Act

FY	Fiscal Year
HOPE	Healing Opportunities for Personal Empowerment
ER	Evaluation Report
INVEST	Innovation Employment Solutions
JFAST	Juvenile Forensic Assistance for Stabilization and Treatment
JFS	Juvenile Field Services
JSORRA-II	Juvenile Sexual Offense Recidivism Risk Assessment Tool-II
LACPD	Los Angeles County Probation Department
MS	Mandatory Supervision
DCJ	Multnomah County Department of Community Justice
CMHS-M	National Institute of Justice Mental Health Screen for Men
CMHS-W	National Institute of Justice Mental Health Screen for Women
NAWH	Net Annual Work Hours
ODARA	Ontario Domestic Assault Risk Assessment
OCPD	Orange County Probation Department
OT	Overtime
PCMS	Probation Case Management System
PO	Probation Officer
POA	Probation Officers Association
PRCS	Post-release Community Supervision
PSI	Presentence Investigations
RAP	Research and Planning
RCPD	Riverside County Probation Department
SCPD	Sacramento County Probation Department
SDCPD	San Diego County Probation Department
SDCPOA	San Diego County Probation Officers Association
SPO	Supervising Probation Officer
SPOA	Supervising Probation Officers Association
SPP	Suicide Prevention Program
SRF	Shift Relief Factor
TBD	To be determined
VCPA	Ventura County Probation Agency
VIP	Volunteers in Probation

VUS	Veterans United Solutions, LLC
WATCh	Women and Their Children
YDA	Youth Development Academy
YDCSS	Youth Development and Community Support Services
YS	Yardstick
YTC	Youth Transition Campus

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