

**COUNTY OF SAN DIEGO
BOARD OF SUPERVISORS
TUESDAY, SEPTEMBER 30, 2025**

MINUTE ORDER NO. 18

**SUBJECT: RECEIVE THE PROBATION WORKLOAD STUDY FINAL REPORT
(DISTRICTS: ALL)**

OVERVIEW

In recent years, the San Diego County Probation Department (Probation) has experienced a combination of operational and workforce challenges, including difficulty recruiting and retaining qualified staff, evolving workload demands, and increased reliance on overtime to maintain service levels. These factors, along with the high-stress nature of probation work, have raised concerns about the long-term sustainability of staffing models and the potential impact on staff wellness and service delivery.

On February 27, 2024 (16), the Board of Supervisors (Board) directed the San Diego County Probation Department (Probation) to conduct an impartial departmental review of staff workloads by an independent consultant with no previous working relationship with Probation, and to collaborate with key managers, line personnel, and labor leaders as a part of this process. Upon completion of the study, the Board requested that Probation return with the final Workload Study Report and share any key findings. On August 23, 2024, Probation provided the Board with a 180-day report back on the progress of this initiative. This update outlined the study's initial activities and stakeholder engagement efforts. Additionally, on February 13, 2025, Probation provided another update to the Board highlighting ongoing data analysis, preliminary observations, and next steps toward the final report, as well as Department efforts regarding wellness.

Since the initiation of this study, Probation has made significant strides in recruitment, launching innovative campaigns and expanding incentives to attract qualified candidates. Following the launch of a multimedia hiring campaign, along with the consolidation of two classifications into a single, higher classification, and close collaboration with labor partners, Probation reduced its vacancy rate from a high of approximately 19% in October 2023 to less than 7% as of July 2025. This progress reflects sustained investment in workforce stability and organizational capacity.

To build on this momentum, focus has been expanded to include strategies that support retention and promote overall staff well-being. In parallel with this evaluation, Probation has already taken steps to address key operational pressures identified in the study, such as reviewing institutional staffing models and maintaining efforts to exceed Title 15 minimum standards. As of the end of Fiscal Year 2024-25, overall overtime hours declined by 21% compared to the prior fiscal year, reflecting gains in staffing and institutional coverage. Probation also maintains strong case management and workload reporting practices that support ongoing workload evaluation.

Recognizing that a healthy, resilient workforce is essential to high-quality service delivery and safer communities, the final report reflects the continued investment by the Board toward public safety and commitment to staff well-being. Today's action requests the Board of Supervisors to receive the Workload Study Consultation Services Final Report prepared by Veterans United Solutions, LLC (VUS).

RECOMMENDATION(S)
CHIEF ADMINISTRATIVE OFFICER

Receive the Workload Study Consultation Services Final Report, prepared by Veterans United Solutions, LLC.

EQUITY IMPACT STATEMENT

The Probation Workload Study advances equity by supporting a data-driven approach to public safety that prioritizes individualized, rehabilitative responses over punitive measures. By identifying gaps and opportunities in current service delivery, this study helps ensure that resources might be allocated more effectively and equitably across diverse Probation populations.

SUSTAINABILITY IMPACT STATEMENT

The action today contributes to the County of San Diego's sustainability goals of protecting the health and wellbeing of staff, improving operational efficiency, and ensuring equitable service delivery. Through investing in organizational capacity, it improves the work environment and livelihood of those who serve, which in turn, impacts the quality of service received by the public.

FISCAL IMPACT

There is no fiscal impact associated with this recommendation. There will be no change in net General Fund cost and no additional staff years.

BUSINESS IMPACT STATEMENT

N/A

ACTION:

ON MOTION of Supervisor Lawson-Remer, seconded by Supervisor Montgomery Steppe, the Board of Supervisors took the following actions:

1. Received the Workload Study Consultation Services Final Report, prepared by Veterans United Solutions, LLC.
2. Directed the Chief Administrative Officer to analyze, in collaboration with the Probation Officers Association, solutions to the overtime challenge, including both scheduling uncertainty and levels of overtime, utilizing 8-hour shifts vs 12-hour shifts, consulting best practices, particularly for those who work in institutions 24/7, as well as any impacts, positive or negative on overtime, including fiscal impacts, and issue a report to the Board within 90 days with an analysis that considers improving employee wellbeing while maintaining critical relationships between staff and the clients we serve.

AYES: Aguirre, Anderson, Lawson-Remer, Montgomery Steppe

NOT PRESENT: Desmond

State of California)
County of San Diego) §

I hereby certify that the foregoing is a full, true and correct copy of the Original entered in the Minutes of the Board of Supervisors.

ANDREW POTTER
Clerk of the Board of Supervisors



Signed
by Andrew Potter