

**CLERK OF THE BOARD OF SUPERVISORS
EXHIBIT/DOCUMENT LOG**

MEETING DATE & AGENDA NO. 09/30/2025 #18

STAFF DOCUMENTS (Numerical)

No.	Presented by:	Description:
1	Staff	10-page PowerPoint

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PUBLIC DOCUMENTS (Alphabetical)

No.	Presented by:	Description:
A	N/A	

B

C

D

E

F



PROBATION WORKLOAD STUDY FINAL REPORT

Probation Department

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PUBLIC SAFETY GROUP

September 30, 2025
ITEM #18

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Purpose of the Study

- Probation operational and workforce challenges
- Study objectives:



Organizational alignment: Align strategy, resources, and practices



Sustainable evaluation: Establish monitoring tools to support data-driven decision making

Evaluation Approach

- Mixed-methods evaluation: qualitative + quantitative
- Stakeholder engagement: staff, leadership, labor partners
- Site observations at key facilities
- Review of reports, caseload data, org. charts, and staffing models
- Benchmarking against peer probation agencies



Key Findings and Recommendations



Refine scheduling practices and establish overtime constraints



Met Title 15 minimum staffing levels



Collaborate with courts to streamline investigative reports



Continue focus on recruitment, retention, and wellness strategies



Promote alignment of resources with service demands



Improve caseload data collection and reporting



Department Strengths

**Professional,
dedicated, and skilled
workforce**

**Strong alignment
between mission and
daily practices**

**Proactive approach to
court needs**

**Leadership efforts to
mitigate overtime
pressures**

**Dedication to
restorative justice and
rehabilitative
programming**



Input from POA and SPOA

POA	SPOA
▪ Refining workload tracking systems ▪ Ensuring organizational charts accurately reflect assignments ▪ Continuing to evaluate scheduling and staffing models	▪ Pre-sentence reports regarded statewide ▪ Staffing imbalances between Youth Transition Campus and East Mesa Juvenile Facility



Department Progress

- Reduced vacancy rates through recruitment campaigns and classification consolidation
- Assessing institutional staffing models to reduce overtime
- Internal annual workload/resource review enhanced by VUS study
- Ongoing collaboration with courts on report streamlining
- Reinforced commitment to retention and workforce wellness strategies



Opportunities and Next Steps



Strengthen Evaluation and Planning: Define performance baselines and integrate workload data into long-term forecasting and budget planning



Optimize Organizational Structure and Staffing: Address operational barriers, align staffing with service needs, and monitor progress, and adjust resource strategies



Enhance Collaboration and Ownership: Foster shared responsibility across teams, support cross-divisional coordination, and continue engagement with labor partners on shared priorities

Recommendation

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



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