CLERK OF THE BOARD OF SUPERVISORS EXHIBIT/DOCUMENT LOG

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

STAFF DOCUMENTS (Numerical)

No.	Presented by:	Description:
1	Staff	10-page PowerPoint
2		
3		
4		
5		
	PUBLIC DO	OCUMENTS (Alphabetical)
No.	Presented by:	Description:
A	N/A	
В		
С		
D		
E		
F		



PROBATION WORKLOAD STUDY FINAL REPORT

Probation Department

ANDREW STRONG
DEPUTY CHIEF ADMINISTRATIVE OFFICER
PUBLIC SAFETY GROUP

September 30, 2025 ITEM #18

TAMIKA NELSON CHIEF PROBATION OFFICER PROBATION DEPARTMENT

BRANDON ABRIEL
DEPUTY CHIEF PROBATION OFFICER
PROBATION DEPARTMENT

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	-	Pre-sentence reports regarded statewide
-	Ensuring organizational charts accurately reflect assignments	•	Staffing imbalances between Youth
-	Continuing to evaluate scheduling and staffing models		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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