



Josh Stein
Governor

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Secretary

MEMORANDUM

TO: Chairs, Senate Appropriations Committee on Justice and Public Safety
Chairs, House Appropriations Committee on Justice and Public Safety
Chairs, Joint Legislative Oversight Committee on Justice and Public Safety

FROM: Leslie Cooley Dismukes, Secretary 

RE: Report on Probation and Parole Caseloads

DATE: September 15, 2025

Pursuant to N.C.G.S. 143B-1481(a), the Department of Adult Correction shall report to the Chairs of the House of Representatives and Senate Appropriations Subcommittees on Justice and Public Safety and the Joint Legislative Oversight Committee on Justice and Public Safety on caseload averages for probation and parole officers.

The report shall include:

- (1) Data on current caseload averages and district averages for probation/parole officer positions.
- (2) Data on current span of control for chief probation officers.
- (3) An analysis of the optimal caseloads for these officer classifications.
- (4) The number and role of paraprofessionals in supervising low-risk caseloads.
- (5) The process of assigning offenders to an appropriate supervision level based on a risk needs assessment.
- (6) Data on cases supervised solely for the collection of court-ordered payments.

Report attached.

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FROM THE OFFICE OF:
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Introduction

The Division of Community Supervision is responsible for the supervision of all adult offenders on probation, parole, or post-release supervision in North Carolina. The Division also has oversight of the Community Service Work Program (CSWP).

Community Supervision currently employs 2,156 certified positions that are involved with the supervision of offenders. These positions include field caseload-carrying probation and parole officers (PPO), chief probation and parole officers (CPPO), field services specialists (FSS), DART-Center PPOs, satellite-based monitoring PPOs, and confinement in response to violation (CRV) PPOs.

These certified positions supervise approximately 77,000 offenders on probation, parole, post-release supervision. Judicial service coordinators (JSC) oversee approximately 4,900 unsupervised offenders in the CSWP, bringing the total population community offenders to approximately 82,000. Judicial service coordinators manage CSWP cases and process probation cases out of court, while PPOs provide case management to offenders under their supervision.

The Justice Reinvestment Act of 2011 (JRA) significantly impacted field operations and affected caseloads. Among other things, JRA lessened the distinction between community and intermediate punishment to allow for a greater use of responses for high-risk behavior and expands post-release supervision to all felons. Class F-I felons receive a nine-month supervision period, while Class B1-E felons receive a supervision period of 12 months.

The agency continues the use of evidence-based practices (EBP) for the supervision of offenders. A key component of the EBP strategy is the use of a risk and needs assessment to compute supervision levels for offenders based on individual criminogenic needs and risks of rearrest. The assessment process places offenders in one of five levels that determine appropriate supervision methodologies to facilitate completion of supervision and establishes minimum responses to noncompliance. The Justice Reinvestment Act of 2011 codified the use of a validated risk and needs assessment tool and established an optimal caseload size of 60 high-risk to moderate-risk offenders per officer. The Division of Community Supervision has adjusted the supervision duties assigned to probation officers to meet this caseload goal.

(1) Current Caseload Averages (as of March 1, 2025)

The Division of Community Supervision uses five levels of supervision to manage offenders. Level one (L1) offenders have the highest risks and criminogenic needs and have the most restrictive supervision contact requirements along with the most severe responses to noncompliance. Offenders in the Level 4 (L4) and Level 5 (L5) populations demonstrate the lowest levels of risks

and needs and are in the least restrictive supervision levels. The L4 and L5 offenders may be eligible for the Offender Accountability Reporting (OAR) program, which allows low risk offenders to utilize technology to report remotely by computer or mail and does not require face-to-face contact unless necessary.

The table below displays division caseload averages based upon mixed supervision levels. The averages are based on full staffing levels for all PPO positions, not considering vacancies or extended employee absences.

Probation Officers Caseload by Division*			
District	Caseload Average (if all positions filled)	Current Staff	Offenders
Division 1	37	413	14,238
Division 2	41	476	17,077
Division 3	45	489	19,615
Division 4	46	408	16,709
Statewide	43	1,786	67,639

**Judicial District caseload averages are shown in Appendix A*

The following table applies the Real-World Factor (RWF) and shows the effect of vacancies and extended absences on caseloads. Approximately 9% of officer positions are unable to carry caseloads daily for various reasons, such as staff turnover, injuries, illness/medical leave, military leave, or new hire status. The RWF is an internal method that Community Supervision utilizes to account for the actual caseload averages considering the factors listed above. These factors result in optimal RWF caseloads of approximately 64 offenders per officer.

Probation Officers Caseload by Division*			
District	Real World Factor (RWF) Avg.	Current Staff	Offenders
Division 1	43	413	14,238
Division 2	55	476	17,077
Division 3	57	489	19,615
Division 4	59	408	16,709
Statewide	53	1,786	67,639

**Judicial District caseload averages are shown in Appendix A*

(2) Span of Control for Chief Probation Officers

The chief probation/parole officer (CPPO) is the first-line supervisor who manages the field units

within the counties. While new probation officer positions have been established to meet supervision needs over the past few years, no new CPPO positions have been established. The average probation officer to chief ratio statewide is currently six to one. The Division of Community Supervision continues to review vacant positions to determine if they can be reallocated to CPPO positions where the ratio exceeds six to one.

(3) Analysis of Optimal Caseloads

The Division of Community Supervision uses evidence-based practices to provide effective supervision with the prescribed caseload goals. Specifically, Community Supervision has identified those offenders who are at a high or moderate risk of rearrest and follows the guidance of the American Probation and Parole Association as set forth below.

“One of the principles of effective correctional treatment is accurate case assessment at intake and at regular intervals during supervision. It is essential that valid and reliable instruments be used to assess risk and needs and guide decisions about case assignment. Accurate classification of cases will allow the allocation of resources and the scaling of caseloads in the most effective fashion. The evidence suggests that staff resources and services should be targeted at intensive and moderate to high-risk cases, for this is where the greatest effect will be had. Minimal contacts and services should be provided to low-risk cases.” ¹

Community Supervision adopts this model of supervision and assigns officers one of four types of caseload categories as set forth below.

- High-risk (L1-L2)
- High to moderate risk (L2-L3)
- Low-risk (L4-L5)
- All-risk (L1-L5)

All risk (L1-L5) caseload types are small in number and are reserved for rural areas where resources and offender population do not allow for the other types of more specific caseloads. Research shows that supervision of offenders with similar risk and needs factors will allow officers an opportunity to accurately address the criminogenic needs of offenders on their caseloads. The following accounts for optimal caseload size according to the American Probation and Parole Association (APPA) assessed situational confidence at program entry and exit. The APPA offers the additional guidance below.

¹ https://www.appa-net.org/eweb/docs/APPA/stances/ip_CSPP.pdf

At first glance, the reaction to the caseload standards will be that many more staff will be needed to put them into practice. In reality, reallocation of staff and cases in a comprehensive way will allow staff to be shifted to the supervision of higher risk cases and away from lower risk. Supervision resources should be concentrated where they can do the most good (moderate and high risk) and be shifted away from areas where they are not needed as much, if at all (low risk). Community corrections agencies need to stop wasting time on what does not work or what may even do "harm" and focus their resources on what does work and does do "good" in terms of public safety. ²

Community Supervision probation/parole officers have transitioned to a similar model of supervision and have been assigned their caseload templates based on available resources and offender population in each county. The caseload goals assigned to each template is shown in the chart below.

Caseload Goals by Category – If all positions were filled			
High Risk (L1-L2)	High-Moderate Risk (L2-L3)	Low Risk (L4-L5)	All Risk (L1-L5)
35	56	108	56

Using literature from the National Institute of Corrections (NIC) and researching trends within our existing offender population, the Division of Community Supervision made a public safety decision to establish the high-risk caseload number at 40 due to the nature of the offenders in the population. This allows officers more time to work closely with each person on their caseloads and to adequately address the needs of the offenders. These caseloads are comprised of offenders with identified serious and persistent mental illnesses, sex offenders, security risk group (SRG) offenders and those with the highest risks of rearrest.

(4) Paraprofessionals

In 2009, upon completion of an Office of State Personnel study, the State Personnel Commission recommended one class of probation officer as well as a judicial services coordinator (JSC) class. The JSC position represents what was formerly a community service coordinator. These positions are responsible for intake processing in court of both supervised and unsupervised cases, community service placement of both supervised and unsupervised offenders, monitoring of all

² https://www.appa-net.org/eweb/docs/APPA/stances/ip_CSPP.pdf

community service hours, and reporting unsupervised cases back to the court for disposition. These positions reduce the number of officers needed to assist in court processing. Because there are not enough JSCs statewide to effectively cover all courtrooms, probation officers in some areas are still required to perform court processing. There are currently 187 JSC positions statewide.

Twenty-nine (29) lead judicial services specialists (JSS) supervise judicial services coordinators in selected areas. The lead JSS position was developed to relieve the number of community service employees reporting directly to CPPO, thereby reducing the staff to chief ratio. Because these are non-certified positions, they are not used to help monitor the lower risk supervised offender population.

Part of the roles of these paraprofessionals is placement and monitoring of supervised and unsupervised offenders ordered to complete the Community Service Work Program. This program assigns offenders to perform service to the local community in an effort to promote the offender's rehabilitation and to provide services that help restore or improve the community. During CY 2024, individuals ordered to complete the Community Service Work Program completed 514,043 hours at a value of approximately \$3,741,453.

(5) Assigning Supervision Levels via Risk/Needs Assessment

The Department of Adult Correction developed the Risk/Needs Assessment (RNA), which adopts an existing instrument, Offender Traits Inventory, as the risk tool, and uses an in-house tool as the needs instrument. These instruments are used to manage the offender population, starting with the assignment of a supervision level based on the offender's risk and needs. The Division of Community Supervision consulted with the Council of State Government for professional critique and feedback when developing the instrument. Additionally, the UNC School of Social Work assisted with peer review and validation of the assessment. Each question was validated, and any necessary adjustments occurred during this period.

The Division of Community Supervision completes policy revisions, training, and develops automated tools to assist with case management and planning. Community Supervision has implemented evidence-based practices which are research proven methods of successful offender supervision. The Risk/Needs Assessment addresses the first principle of evidence-based practices, which is to assess actuarial risk.

In the fall of 2010, Community Supervision began supervision by level of risk and need and continues to supervise offenders according to these levels. As a matter of policy, select offenders are supervised at a higher level regardless of the assessment outcome. This includes sex

offenders, domestic violence offenders, certain DWI offenders, and documented gang (SRG) offenders. The noncompliance response grid uses information from the assessment to suggest minimum responses to violations based on the offender's assessed supervision level. Information identified through the risk and needs assessment also guides officers in making referrals for cognitive intervention, mental health, and substance abuse treatment.

(6) Supervision of Collection Cases

A small number of supervised probation cases have no special condition of probation other than monetary conditions. During fiscal year 2023-24 a total of 1,634 offenders had only a court-ordered monetary condition in addition to the regular conditions of probation. These offenders are usually eligible for the Offender Accountability Reporting (OAR) program.

Report Summary

The Division of Community Supervision continues to assess its practices, policies, and procedures according to evidence-based practices concerning offender supervision. The agency will continue to assess caseload type and size, as it reviews and improves supervision strategies. The following strategies have been implemented following national trends for best practices in community supervision:

- Dedicating mental health specialty officers to closely monitor and assist offenders with serious and persistent mental illnesses
- Specializing in high-risk caseloads to closely supervise those likely for rearrest
- Partnering with the Division of Institutions by placing probation officers in transitional release facilities to focus on reentry while promoting continuum of services for offenders returning to the community.

The Division of Community Supervision will continue to monitor population changes and to assign available resources in a way that maximizes the probability of successful supervision while ensuring the highest level of public safety.

APPENDIX A – CASELOADS BY DISTRICT (as of March 1, 2025)

DISTRICT	CASELOAD AVERAGE (IF ALL POSITIONS FILLED)	REAL WORLD FACTOR (RWF) AVERAGE	CURRENT STAFF	OFFENDER TOTAL
1	43	56	34	1,202
2	33	36	26	632
3	40	44	115	4,012
4	32	41	29	969
5	32	37	72	2,204
6	40	40	28	1,089
7	36	40	56	1,822
8	37	41	53	1,931
Div. 1 Total	37	43	413	13,861
9	48	70	38	1,733
10	40	49	114	4,148
11	43	54	55	2,180
12	37	50	55	1,848
13	46	60	43	1,765
14	34	48	79	2,152
15	48	73	39	1,645
16	34	41	49	1,418
Div. 2 Total	42	56	472	16,889
17	47	53	45	2,003
18	40	49	92	3,192
191	41	57	68	2,388
192	51	68	49	2,149
20	43	60	39	1,607
21	46	56	67	2,703
22	48	57	83	3,697
23	45	51	34	1,313
Div. 3 Total	46	57	477	19,052
24	49	49	21	858
25	40	50	63	2,426
26	51	76	93	4,482
27	42	61	91	3,469
28	42	59	47	1,720
29	50	55	54	2,235
30	45	66	39	1,519
Div. 4 Total	46	58	408	16,709
Total	42	53	1,770	66,511

Note: These numbers do not include offenders on Special Operations and Intelligence Unit and central office administrative caseloads.