



# North Carolina Department of Public Safety

*Prevent. Protect. Prepare.*

Pat McCrory, Governor

Frank L. Perry, Secretary

## MEMORANDUM

TO: Chairs of House Appropriations Subcommittee on Justice and Public Safety  
Chairs of Senate Appropriations Subcommittees on Justice and Public Safety  
Joint Legislative Oversight Committee on Justice and Public Safety

FROM: Frank L. Perry, Secretary

RE: Report on Probation and Parole Caseloads

DATE: March 1, 2014

Pursuant to G.S. 143B-707.1, the Department of Public Safety is required to report on probation and parole caseloads. Attached are the details of that report. If there are any questions regarding this, please contact the Community Supervision Director Anne Precythe, 919-716-3139.

### *General Statute 143B-707.1*

*(a) The Department of Public Safety shall report by March 1 of each year 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 assessment.*
- 6. Data on cases supervised solely for the collection of court-ordered payments.*

*(b) The Department of Public Safety shall report by March 1 of each year 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 the following:*

- 1. The number of sex offenders enrolled on active and passive GPS monitoring.*
- 2. The caseloads of probation officers assigned to GPS-monitored sex offenders.*
- 3. The number of violations.*
- 4. The number of absconders.*
- 5. The projected number of offenders to be enrolled by the end of the fiscal year.*

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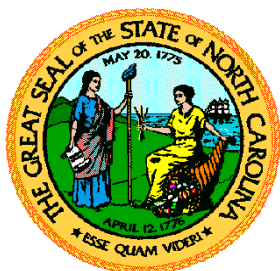
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**STATE OF NORTH CAROLINA  
DEPARTMENT OF PUBLIC SAFETY**

**DIVISION OF ADULT CORRECTION AND  
JUVENILE JUSTICE  
COMMUNITY SUPERVISION  
LEGISLATIVE REPORT ON  
PROBATION AND PAROLE CASELOADS**

**March 1, 2014**

**Pat McCrory  
Governor**

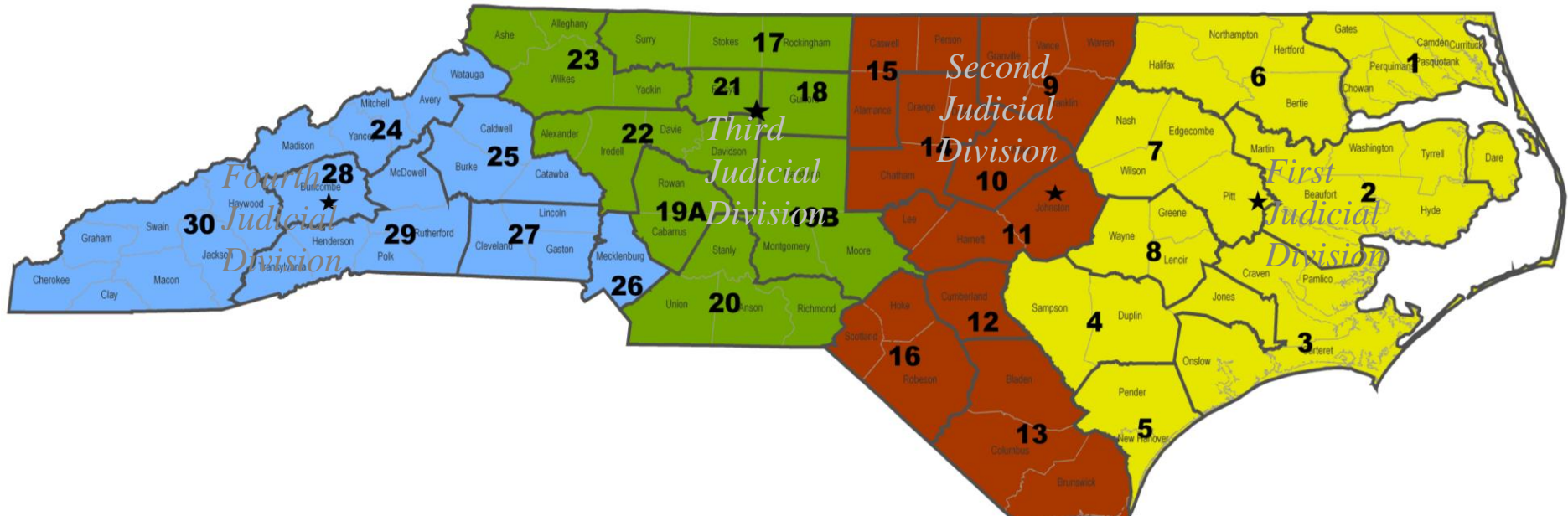
**W. David Guice  
Commissioner**

**Frank L. Perry  
Secretary**

# N.C. DEPARTMENT OF CORRECTION

Anne L. Precythe, Director  
 Tony Taylor, Deputy Director  
 Cynthia M. Williams, Special Asst., Policy

## DIVISION OF COMMUNITY SUPERVISION



### Fourth Judicial Division

JD Adm.	Boyce Fortner
Asst JD Adm.	Vacant
JDM Dist 24	Karey Treadway
JDM Dist 25	Kevin Miller
JDM Dist 26	Tracy Lee
JDM Dist 27	Jackie Murphy
JDM Dist 28	Lori Anderson
JDM Dist 29	Cheryl Modlin
JDM Dist 30	Dallas McMillan

### Third Judicial Division

JD Adm.	Brian Gates
Asst JD Adm.	Chris Oxendine
JDM Dist 17	Vacant
JDM Dist 18	Max Gerald
JDM Dist 19A	Catherine Combs
JDM Dist 19B	Scott Brewer
JDM Dist 20	David Calloway
JDM Dist 21	Vacant
JDM Dist 22	Sherri Cook
JDM Dist 23	Nancy Gilchrist

### Second Judicial Division

JD Adm.	Lewis Adams
Asst JD Adm.	Vacant
JDM Dist 9	Royster Washington
JDM Dist 10	Maggie Brewer
JDM Dist 11	Joyce James
JDM Dist 12	Jackie Beal
JDM Dist 13	Mike Frazier
JDM Dist 14	Celeste Kelly
JDM Dist 15	Jeffrey Allen
JDM Dist 16	Debbie Brown

### First Judicial Division

JD Adm.	Kim Williams
Asst JD Adm.	Thurman Turner
JDM Dist 1	Ray Griggs
JDM Dist 2	Jami Stholman
JDM Dist 3	Susan Walker
JDM Dist 4	Vacant
JDM Dist 5	Brien Campbell
JDM Dist 6	Bill Mitchell
JDM Dist 7	Paige Wade
JDM Dist 8	Cynthia Sutton

Updated 2/14

## **SESSION LAW 2013-360**

### **REPORT ON PROBATION AND PAROLE CASELOADS**

#### **SECTION 16C.10.**

- (a) The Department of Public Safety shall report by March 1 of each year 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.
- (b) The Department of Public Safety shall report by March 1 of each year 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 the following:
- (1) The number of sex offenders enrolled on active and passive GPS monitoring.
  - (2) The caseloads of probation officers assigned to GPS-monitored sex offenders.
  - (3) The number of violations.
  - (4) The number of absconders.
  - (5) The projected number of offenders to be enrolled by the end of the fiscal year.

## **Introduction**

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

Community Supervision currently employs 2,060 certified positions. The Division supervises approximately 104,133 offenders on probation, parole or post-release supervision and oversees 10,416 unsupervised offenders in CSWP for a total offender population of 114,549. Judicial service coordinators manage CSWP cases and process cases out of court, while DCC probation and parole officers provide case management to offenders under its supervision.

In June of 2011 the Justice Reinvestment Act was signed into law (SL 2011-192). This change significantly impacted Community Supervision field operations and will ultimately affect the size of caseloads in the future. Among other things, JRA lessens 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; nine month supervision period for class F-I felons and increases supervision period for B1-E felons from nine months to 12 months.

The agency has implemented the use of evidence based practices (EBP) for supervision of offenders. Part of the evidence based practice strategy is the use of a risk and needs assessment to compute supervision levels for offenders based on their individual criminogenic needs and risks of rearrest. The assessment process places offenders in one of five levels which determine appropriate supervision methodologies to facilitate completion of supervision and establishes minimum responses to noncompliance. The justice reinvestment law codified the use of our validated risk and needs assessment tool while establishing a caseload size of 60 high to moderate risk offenders per officer. Community Supervision is adjusting the supervision duties placed with probation officers to attempt to meet this caseload goal.

## **Current Caseload Averages (as of January 2014)**

There are five supervision levels used by Community Supervision. The levels are 1-5. The 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 L4 and L5 populations possess the lowest levels of risks and needs, are in the least restrictive supervision levels and are eligible for Offender Accountability Reporting (OAR) via a computer or mail-in report.

The table below represents division caseload averages based upon mixed supervision levels. Averages also represent all probation/parole officer positions as if there were no vacancies or extended employee absences (i.e., military leave, extended medical leave, etc)

(Caseload Goal 60:1)

PROBATION OFFICER CASELOADS BY DIVISION			
Location on 1/30/2014	Caseload Avg.	Current Probation Officer	Offenders
DIVISION ONE	57	416	23,798
DIVISION TWO	57	489	27,647
DIVISION THREE	64	466	29,591
DIVISION FOUR	57	406	23,097
STATEWIDE TOTAL	59	1777	104,133

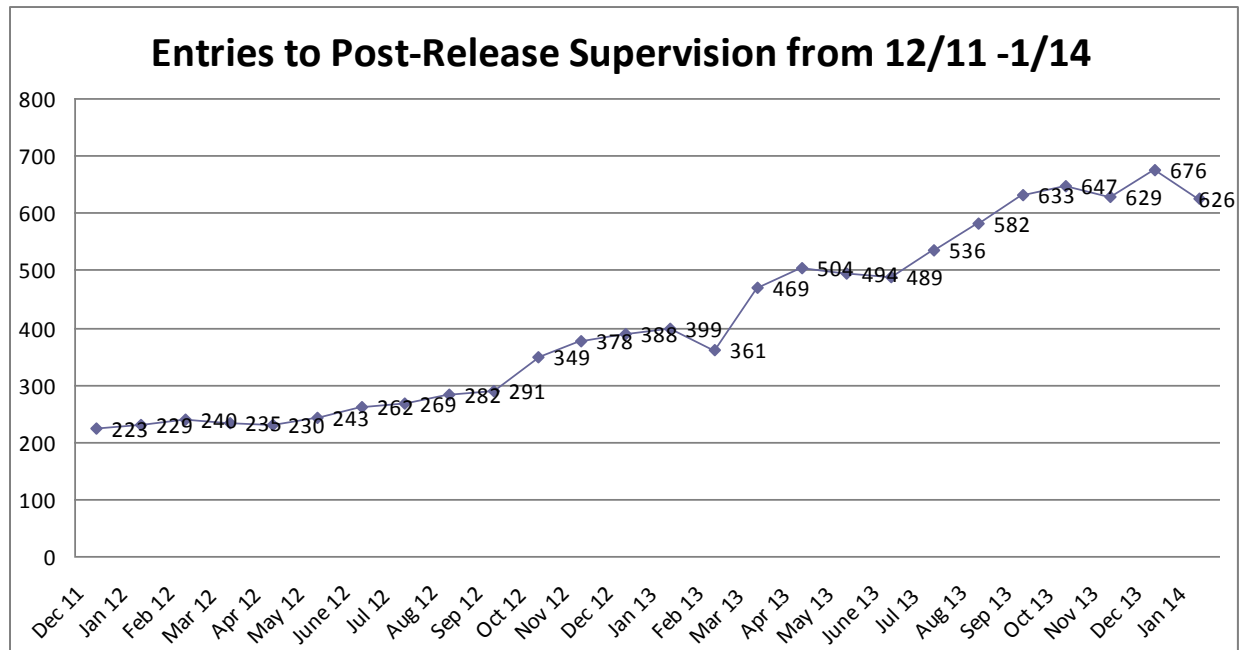
The following table applies the Real World Factor (RWF) and shows the affect of vacancies and extended absences on caseloads. Department statistics show a statewide daily average of 4.1% of officer positions are vacant due to staffing turnover and another 3.3% are unable to supervise a caseload due to on the job injuries, illness/medical leave, military leave, new hire status, etc. which impacts the statutory goal causing a “Real World” caseload average that exceeds approximately 63 offenders per officer.

(Caseload Goal 60:1)

PROBATION OFFICER CASELOADS BY DIVISION			
Location on 1/30/2014	Real World Factor Caseload Avg.	Current Available Staff	Offenders
DIVISION ONE	63	379	23,798
DIVISION TWO	63	442	27,647
DIVISION THREE	68	435	29,591
DIVISION FOUR	61	376	23,097
STATEWIDE TOTAL	63	1645	104,133

*Caseload averages by judicial district are shown in Appendix A.*

As a result of the Justice Reinvestment law changes the post release population continues to grow. The chart below shows the monthly post release entries over the last two years. This continual growth rate will have a future impact on caseloads.



### Analysis of Optimal Caseloads

Session Law 2011-192 - Justice Reinvestment Act became effective in December of 2011. The caseload goal was updated to read: “caseloads for probation officers supervising persons who are determined to be high or moderate risk of rearrest as determined by the Division's validated risk assessment should not exceed an average of 60 offenders per officer.” The Justice Reinvestment legislation also requires mandatory supervision of felons who in the past were not supervised. It is estimated that approximately 15,000 felony offenders will require supervision; this is in addition to the 104,000 misdemeanors and felons currently under supervision. Additional officer positions were awarded by legislature for fiscal years '13-14 and '14-15 to help meet the resources needed to supervise offenders and to prevent the caseloads from exceeding the National Institute of Corrections recommended and Justice Reinvestment legislation requirement of no more than 60 offenders per officer. Community Supervision continues to alter workload distribution to meet the revised caseload goal. All offenders are leveled based on their individual risk and needs assessment.

Community Supervision has completed the task of identifying those offenders who are high or moderate risk of rearrest. We are in the process of monitoring and adjusting supervision practices to

reach the caseload goal described above in the JRA statute and to mirror the recommended workload of NIC. Language from the American Probation and Parole website describes a method of deciding on an average caseload size:

“Not every offender needs the same type or amount of supervision. To be effective and efficient, there must be varying amounts of supervision provided to offenders. The more serious or higher priority cases are assigned a greater level of supervision, meaning that the officer will be expected to have more frequent contact with that offender. Lower priority cases demand less time of the caseload officer.”<sup>1</sup>

By adopting this model of supervision, our goal is to allow officers to carry one of three types of caseloads to include high risk (L1-L2), high to moderate risk (L2-L3) and low risk (L4-L5) offenders. 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; while grouping all risk levels together may result in over or under supervising the offenders by applying blanket supervision methods regardless of identified needs. The following accounts for optimal caseload size according to the American Probation Parole Association:

“The workload model is based on differentiation among cases. Under the workload approach time factors into the weight that a case receives in assigning it to an officer and for accounting for its contribution to the officer’s total responsibilities. For example, a case with a high priority would require 4 hours per month equaling 30 as a total caseload. Medium priority would require 2 hours per month equaling 60 as a total caseload. Low priority would require 1 hour per month equaling a total caseload of 120. This is based upon an officer having 120 hours per month to supervise offenders. The balance of the hours counting for leave, collateral duties, etc.”<sup>2</sup>

Community Supervision probation officers are transitioning to a similar model of supervision and are being assigned their caseload templates. This transition is scheduled to be completed in April of 2014.

### **Chief Probation Parole Officer Caseloads**

The chief probation parole officer (CPPO) is the first-line supervisor who manages the field units within the counties. In 2004, the National Institute of Corrections issued a technical assistance report that recommended a ratio of seven officers to one CPPO. The average probation officer to chief ratio statewide is currently 7:1 *Appendix B represents the CPPO to officer ratio in each county.*

### **Paraprofessionals**

In 2009, upon completion of the 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 judicial services coordinator position is a title reassignment from existing community service

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1, 2 [http://www.appa-net.org/eweb/DynamicPage.aspx?WebCode=VB\\_FAQ#14](http://www.appa-net.org/eweb/DynamicPage.aspx?WebCode=VB_FAQ#14)



coordinators. These positions are responsible for court intake processing, community service placement and the monitoring of unsupervised community service cases. The position reduces 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 aid in court processing. There are currently 232 JSC positions statewide.

Seven data entry specialists are responsible for data entry and seven lead judicial services specialists supervise judicial services coordinators in selected areas. These positions are located in Wake, Forsyth and Mecklenburg counties. The lead judicial services specialist position was developed to relieve the current number of community service employees reporting directly to the chief probation/parole officer thereby reducing the staff to chief ratio. Because these are not certified positions, they are not used to help monitor the lower risk supervised offender population.

### **Selection of a Risk Assessment**

The 2004 NIC Report recommended the use of a risk/needs assessment in the supervision of offenders. The Division of Adult Correction and Juvenile Justice (formerly DOC) sent a team to visit other states to review various instruments used in other states. A task force then reviewed available assessment tools and recommended that DACJJ develop its own risk/needs assessment process.

DACJJ has since worked to develop 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 completed policy revisions and training, and has also developed automated tools to assist with case management and planning. Community Supervision has begun to implement evidence based practices which are research proven methods of successful offender supervision. The Risk/Needs Assessment addresses the first principle of evidence based practices – 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 offenders. Information identified through the risk and needs assessment guides officers in making referrals for cognitive intervention, mental health and substance abuse treatment.

### **Supervision of Collection Cases**

A small number of supervised probation cases have no special condition of probation other than monetary conditions. A snapshot of the offender population in January 2014 shows that a total of 400 offenders have only court-ordered monetary condition in addition to the regular conditions of probation. These offenders are usually eligible for the Offender Accountability Reporting (OAR) program which allows low risk offenders to utilize technology to report remotely by computer or

mail-in report to their officer and does not require face to face contact unless necessary. *Appendix C shows the number of offenders by district.*

## **SECTION 16C.10(b)**

### **ELECTRONIC MONITORING/USE OF GLOBAL POSITIONING SYSTEMS FOR SEX OFFENDERS**

Session Law 2006-247 (H1896) required the Division of Adult Correction and Juvenile Justice (formerly DOC) to establish a sex offender monitoring program using a continuous satellite-based monitoring system to monitor sex offenders in the community. Offenders subject to monitoring include those under probation, parole, or post-release supervision and certain offenders who have completed their periods of supervision or incarceration but are subject to lifetime tracking pursuant to statute.

#### **Number of Sex Offenders Enrolled**

[N.C.G.S.14-208.40](#) establishes three categories of offenders subject to GPS monitoring: (1) any offender classified as a sexually violent predator, is a recidivist or was convicted of an aggravated offense (Mandatory GPS); (2) any offender who has committed an offense involving the physical, mental, or sexual abuse of a minor and requires the highest possible level of supervision and monitoring based on a DOC risk assessment (Conditional GPS); and (3) any offender who is convicted of [G.S. 14-27.2A](#) or [G.S. 14-27.4A](#). All three categories require that the offender be convicted of a reportable conviction and be required to register as a sex offender.

During FY 2012-2013, there were 199 new offenders enrolled in the electronic monitoring program. Of the 199 offenders, 86 were assigned to the conditional program while 113 were assigned to the mandatory program. All offenders were monitored via active GPS. The table below represents the number of new offenders enrolled on GPS for FY 2012-2013. The majority of offenders enrolled in the electronic monitoring program were supervised offenders (118 offenders). The remaining offenders were un-supervised (81 offenders). Included in the group of offenders in the conditional category 18 were Interstate Compact Offenders who were supervised by our department on behalf of another state.

#### **NEW OFFENDERS ENROLLED BY MONTH ON GPS FOR FY 2012-2013**

Month	Mandatory	Conditional	Total
Jul-12	4	8	12
August	6	17	23
September	6	10	16
October	7	15	22
November	11	11	22
December	13	13	26
Jan-13	7	8	15
February	5	2	7

March	5	4	9
April	7	12	19
May	8	6	14
June	7	7	14
<b>Totals</b>	<b>86</b>	<b>113</b>	<b>199</b>

On June 30, 2013 there were 736 existing offenders enrolled in the electronic monitoring program. All offenders enrolled at the end of the fiscal year were monitored via active GPS.

- 442 were assigned to the mandatory program (*satellite based monitoring is required for the person's natural life*),
- 294 were assigned to the conditional program (*satellite based monitoring is required for a period of time ordered by the court*).
- Of those in the conditional status, 57 were Interstate Compact Offenders who were supervised by our department on behalf of another state.
- Of the 736 offenders in the program, 396 were unsupervised
- Of the 736 offenders in the program, 340 were supervised

### **Caseloads of Probation Officers Assigned to GPS Monitored Sex Offenders**

Due to the relatively small numbers of offenders under GPS supervision, Community Supervision utilized existing resources to aid in the supervision of GPS sex offender cases. These officers specialize in the supervision of sex offenders, including those who do not have the GPS requirements. Factors such as geography, the number of different offender types, their admission rates to supervision, and the number of officer resources impact decisions concerning local case management practices.

Two officers work in the GPS administrative office and handle the GPS lifetime-tracking offender population. This population consists of certain sex offenders who are no longer active under Community Supervision's authority, but who were legislatively mandated to be tracked for the remainder of their lives. These officers handle cases statewide, and at the close of the fiscal year were responsible for monitoring 396 offenders. Of these 396 offenders, 81 were new enrollees for the fiscal year, while 315 were placed on GPS prior to the beginning of the FY 2012-2013.

### **Violations**

During FY 2012-2013, new enrollees in the electronic monitoring program were cited for 258 violations. However, only 34 of the 199 offenders enrolled in the program during the fiscal year were

cited for violations (17.1%). There were 41 violations for absconding. *Appendix D shows the type and number of violations committed by program enrollees during the fiscal year.*

### **Absconders and Exits from GPS during fiscal year 2012-2013**

During the fiscal year, one offender enrolled in the electronic monitoring program absconded supervision and was removed from satellite based monitoring. There were 49 offender exits from GPS during the fiscal year. Of these exits, 28 resulted from completion of the monitoring requirement. There were 9 offenders who moved out-of-state, were returned to their home state or were deported. The courts removed 4 offenders from monitoring. During FY 12-13 there were 6 offenders who exited due to death.

### **Summary**

Community Supervision continues to assess its practices, policies and procedures as it moves toward full implementation of evidence based practices with all offenders. The agency will continue to assess caseload types and size, as it continues to review and improve community supervision strategies.

**APPENDIX A – CASELOADS BY DISTRICT**  
*(as of January 31, 2014)*

**CASELOADS BY DISTRICT**

District	Caseload Avg. (if all positions filled)	Real World Factor (RWF) Avg	Current Staff	Offenders	District	Caseload Avg. (if all positions filled)	Real World Factor (RWF) Avg	Current Staff	Offenders
1	55	58	34	1,865	17	57	59	40	2,270
2	57	66	30	1,707	18	62	69	93	5,802
3	58	60	61	3,518	19A	66	73	69	4,576
4	56	64	29	1,620	19B	65	69	51	3,294
5	53	59	73	3,902	20	64	68	47	2,997
6	53	59	34	1,788	21	62	66	63	3,931
7	61	69	98	6,016	22	67	71	73	4,911
8	59	64	57	3,382	23	60	62	30	1,810
<b>DIV 1 TOTALS</b>	<b>57</b>	<b>63</b>	<b>416</b>	<b>23,798</b>	<b>DIV 3 TOTALS</b>	<b>64</b>	<b>68</b>	<b>466</b>	<b>29,591</b>
District	Caseload Avg. (if all positions filled)		Current Staff	Offenders	District	Caseload Avg. (if all positions filled)	Real World Factor (RWF) Avg	Current Staff	Offenders
9	50	52	36	1,799	24	52	56	22	1,135
10	56	65	113	6,330	25	56	61	57	3,187
11	61	69	52	3,175	26	59	62	117	6,956
12	55	63	58	3,196	27	59	65	90	5,329
13	61	65	44	2,678	28	52	61	42	2,197
14	52	58	86	4,500	29	58	64	45	2,632
15	60	65	42	2,524	30	50	52	33	1,661
16	59	63	58	3,445	<b>DIV 4 TOTALS</b>	<b>57</b>	<b>61</b>	<b>406</b>	<b>23,097</b>
<b>DIV 2 TOTALS</b>	<b>57</b>	<b>63</b>	<b>489</b>	<b>27,647</b>	<b>STATEWIDE</b>	<b>59</b>	<b>63</b>	<b>1777</b>	<b>104,133</b>

**APPENDIX B – OFFICER TO CPPO RATIO - Tables show officer to chief PPO ratio by unit**

Division One Officer to CPPO Ratio						
County	Unit	Ratio		County	Unit	Ratio
Dare	5010A	7:1		Halifax	5060A	7:1
Pasquotank, Camden	5010B	6:1		Northampton	5060C	6:1
Chowan, Gates	5010C	6:1		Bertie	5060D	7:1
Currituck, Dare	5010D	8:1		Hertford	5060E	8:1
Pasquotank, Perquimans	5010E	6:1		Halifax	5060F	6:1
Beaufort	5020A	8:1		Edgecombe	5070A	8:1
Martin	5020B	8:1		Wilson	5070B	8:1
Beaufort	5020C	9:1		Nash	5070C	7:1
Wash/Hyde/Tyr	5020D	5:1		Edgecombe, Nash	5070D	7:1
Craven	5030A	7:1		Wilson	5070E	8:1
Craven	5030B	8:1		Nash, Edgecombe	5070F	7:1
Carteret	5030C	7:1		Pitt	5070G	8:1
Carteret	5030D	6:1		Pitt	5070H	8:1
Onslow	5030E	6:1		Pitt	5070I	8:1
Onslow	5030F	7:1		Pitt	5070J	7:1
Onslow	5030G	6:1		Pitt	5070K	8:1
Onslow	5030H	7:1		Wilson	5070L	7:1
Craven /Pam	5030I	7:1		Nash, Edge	5070M	7:1
Sampson	5040A	7:1		Lenoir	5080A	7:1
Duplin, Jones	5040B	8:1		Lenoir	5080B	7:1
Duplin	5040C	8:1		Greene	5080C	7:1
Sampson	5040D	7:1		Wayne	5080D	7:1
New Hanover	5050A	8:1		Wayne	5080E	7:1
New Hanover	5050B	7:1		Wayne	5080F	8:1
New Hanover	5050C	7:1		Wayne	5080G	7:1
Pender	5050D	7:1		Lenoir	5080H	7:1
New Hanover	5050E	7:1		<b>DIV AVG.</b>		<b>8:1</b>
New Hanover	5050F	7:1				
New Hanover	5050G	7:1				
New Hanover	5050H	8:1				
New Hanover	5050I	8:1				
Pender	5050J	7:1				

Division Two Officer to CPPO Ratio						
County	Unit	Ratio		County	Unit	Ratio
Franklin	5090A	6:1		Brunswick	5130A	6:1
Warren, Vance	5090B	6:1		Bladen	5130B	7:1
Vance	5090C	8:1		Columbus, Bladen	5130C	10:1
Granville	5090D	8:1		Columbus, Bladen	5130D	6:1
Franklin, Vance	5090E	7:1		Brunswick	5130E	6:1
Wake	5100A	7:1		Brunswick	5130F	8:1
Wake	5100B	4:1 JSC Unit		Durham	5140A	8:1
Wake	5100C	9:1		Durham	5140B	8:1
Wake	5100D	9:1		Durham	5140C	7:1
Wake	5100E	8:1		Durham	5140D	7:1
Wake	5100F	7:1		Durham	5140E	7:1
Wake	5100G	7:1		Durham	5140F	7:1
Wake	5100H	7:1		Durham	5140G	JSC Unit
Wake	5100I	7:1		Durham	5140H	7:1
Wake	5100J	7:1		Durham	5140I	7:1
Wake	5100K	7:1		Chatham	5140J	7:1
Wake	5100L	8:1		Orange	5140K	6:1
Wake	5100M	9:1		Orange	5140L	6:1
Wake	5100N	7:1		Durham	5140M	7:1
Wake	5100O	9:1		Alamance	5150A	11:1
Harnett	5110A	8:1		Alamance	5150B	11:1
Johnston	5110B	7:1 JSC Unit		Alamance	5150C	6:1
Lee	5110C	7:1		Person	5150D	6:1
Johnston	5110D	8:1		Person, Caswell	5150E	5:1
Harnett, Johnston	5110E	8:1		Alamance	5150G	2:1
Johnston	5110F	8:1		Scotland	5160A	11:1
Lee, Harnett	5110G	7:1		Hoke	5160B	14:1
Cumberland	5120A	7:1		Scotland, Hoke, Robeson	5160C	2:1 JSC Unit
Cumberland	5120B	7:1		Robeson	5160D	9:1
Cumberland	5120C	2:1 JSC Unit		Robeson	5160E	8:1
Cumberland	5120D	8:1		Robeson	5160F	9:1
Cumberland	5120E	8:1		Robeson	5160G	7:1
Cumberland	5120F	8:1				
Cumberland	5120G	8:1				
Cumberland	5120H	7:1		<b>DIV AVG.</b>		<b>7:1</b>

Division Three Officer to CPPO Ratio						
County	Unit	Ratio		County	Unit	Ratio
Rockingham	5170A	6:1		Richmond	5200A	6:1
Rockingham	5170B	6:1		Anson	5200B	7:1
Surry	5170C	7:1		Richmond	5200C	6:1
Stokes	5170D	8:1		Stanly	5200E	8:1
Surry	5170E	7:1		Union	5200F	7:1
Rockingham	5170F	6:1		Union	5200G	7:1
Guilford	5180A	7:1		Union	5200H	6:1
Guilford	5180B	7:1		Forsyth	5210A	7:1
Guilford	5180C	7:1		Forsyth	5210B	6:1
Guilford	5180D	8:1		Forsyth	5210C	7:1
Guilford	5180E	7:1		Forsyth	5210D	7:1
Guilford	5180F	7:1		Forsyth	5210E	8:1
Guilford	5180G	7:1		Forsyth	5210F	7:1
Guilford	5180H	7:1		Forsyth	5210G	7:1
Guilford	5180I	7:1		Forsyth	5210H	7:1
Guilford	5180J	8:1		Forsyth	5210I	7:1
Guilford	5180K	7:1		Alexander	5220A	7:1
Guilford	5180L	7:1		Iredell	5220B	8:1
Guilford	5180M	7:1		Iredell	5220C	7:1
Cabarrus	5191A	8:1		Davidson	5220D	7:1
Cabarrus	5191B	7:1		Davidson	5220E	8:1
Cabarrus	5191C	8:1		Davidson	5220F	8:1
Rowan	5191D	8:1		Iredell	5220G	8:1
Rowan	5191E	8:1		Davie	5220H	6:1
Rowan	5191F	8:1		Davidson	5220I	7:1
Rowan	5191G	8:1		Iredell	5220J	7:1
Cabarrus	5191H	7:1		Wilkes	5230A	8:1
Rowan	5191I	8:1		Wilkes	5230B	8:1
Randolph	5192A	7:1		Ashe, Alleghany	5230C	7:1
Randolph	5192B	7:1		Yadkin	5230D	7:1
Montgomery	5192C	6:1		<b>DIV AVG.</b>		<b>7:1</b>
Randolph	5192D	7:1				
Moore	5192E	9:1				
Moore	5192F	8:1				
Randolph	5192G	7:1				



Division Four Officer to CPPO Ratio						
County	Unit	Ratio		County	Unit	Ratio
Madison, Yancey	5240A	7:1		Gaston	5270A	7:1
Watauga	5240B	7:1		Gaston	5270B	8:1
Avery, Mitchell	5240C	8:1		Gaston	5270C	8:1
Caldwell	5250A	7:1		Gaston	5270D	5:1
Caldwell	5250B	6:1		Gaston	5270E	8:1
Burke	5250C	6:1		Cleveland	5270F	7:1
Catawba	5250D	7:1		Lincoln	5270G	8:1
Catawba	5250E	7:1		Cleveland	5270H	7:1
Catawba	5250F	9:1		Cleveland	5270I	8:1
Burke	5250G	7:1		Gaston	5270J	7:1
Burke, Catawba	5250H	8:1		Lincoln	5270K	11:1
Mecklenburg	5260A	8:1		Cleveland	5270L	7:1
Mecklenburg	5260B	5:1		Buncombe	5280A	6:1
Mecklenburg	5260C	8:1		Buncombe	5280B	7:1
Mecklenburg	5260D	8:1		Buncombe	5280C	7:1
Mecklenburg	5260E	8:1		Buncombe	5280D	6:1
Mecklenburg	5260F	8:1		Buncombe	5280E	4:1
Mecklenburg	5260G	8:1		Buncombe	5280F	7:1
Mecklenburg	5260H	5:1		Buncombe	5280G	6:1
Mecklenburg	5260I	8:1		Rutherford	5290A	7:1
Mecklenburg	5260J	8:1		McDowell	5290B	6:1
Mecklenburg	5260K	8:1		Henderson	5290C	6:1
Mecklenburg	5260L	7:1		Transylvania, Henderson	5290D	6:1
Mecklenburg	5260M	7:1		Polk, Henderson	5290E	6:1
Mecklenburg	5260N	7:1		Rutherford	5290F	7:1
Mecklenburg	5260O	7:1		Rutherford, McDowell	5290G	7:1
Mecklenburg	5260P	7:1		Haywood	5300A	6:1
				Swain, Jackson, Macon	5300B	7:1
				Cherokee, Graham	5300C	7:1
				Macon, Clay, Cherokee	5300D	7:1
				Haywood, Jackson	5300E	6:1
				<b>DIV AVG.</b>		<b>7:1</b>

*Ratios show the number of certified staff to CPPO. Some units identified as judicial services units process probation cases out of court and are staffed with only judicial services coordinators (JSCs). Other units with smaller ratios have a mix of PPOs and JSCs; PPOs are the only staff shown in the ratio.*

## APPENDIX C– SUPERVISED COLLECTION CASES

*Snapshot as of January 2014*

Monetary Conditions Only		
District	Number	Percent
ISC	10	2.50%
5010	6	1.50%
5020	10	2.50%
5030	12	3.00%
5040	13	3.30%
5050	15	3.80%
5060	4	1.00%
5070	20	5.00%
5080	13	3.30%
5090	22	5.50%
5100	18	4.50%
5110	3	0.80%
5120	10	2.50%
5130	5	1.30%
5140	14	3.50%
5150	4	1.00%
5160	9	2.30%
5170	6	1.50%
5180	24	6.00%
5191	14	3.50%
5192	15	3.80%
5200	12	3.00%
5210	23	5.80%
5220	21	5.30%
5230	3	0.80%
5240	6	1.50%
5250	32	8.00%
5260	20	5.00%
5270	18	4.50%
5280	9	2.30%
5290	6	1.50%
5300	3	0.80%
<b>Total</b>	<b>400</b>	<b>100.00%</b>

**Appendix D - TYPE AND NUMBER OF VIOLATIONS (GPS Monitored Sex Offenders)**

<b>Type of Violation</b>	<b>Number</b>	<b>Percent</b>
Absconding W/ Warrant	41	15.90%
Positive Drug	39	15.10%
Failure to Notify – Res Change	25	9.70%
Misdemeanor Conviction/PC	24	9.30%
Failure to Pay CI	23	8.90%
Other	18	7.00%
Failure to Pay SF	16	6.20%
Felony – Conviction/PC	12	4.70%
FTC – Sex Offender Treatment	10	3.90%
Absconded Supervision	8	3.10%
Failure to Report	7	2.70%
Failure to Comply SBM	7	2.70%
Curfew Violations	5	1.90%
FTC – EHA/EM	5	1.90%
Sex Offender Violation	5	1.90%
Failure to Obtain Assessment	4	1.60%
Fail To Obtain/Retain Employment	2	0.80%
Admits Illegal Drug Use	1	0.70%
Left County W/O Permission	1	0.40%
Possess Controlled Substance/Illegal Drug	1	0.40%
Contact With Drug Users	1	0.40%
FTC Sub Abuse Treatment	1	0.40%
FTC Sex Abuse Treatment	1	0.40%
FTC Res Minor/Offense Sex Abuse	1	0.40%
<b>Totals</b>	<b>258</b>	<b>100.00%</b>