



**North Carolina Department of Public Safety**  
**Adult Correction and Juvenile Justice**

Roy Cooper, Governor  
Erik A. Hooks, Secretary

W. David Guice, Chief Deputy Secretary

**MEMORANDUM**

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

FROM: Erik A. Hooks, Secretary *EAA*  
W. David Guice, Chief Deputy Secretary *W. David Guice*

RE: Report on Probation and Parole/Electronic Monitoring/Global Positioning Systems

DATE: March 1, 2017

**Pursuant to § 143B-707.1.(a) Report on Probation and Parole Caseloads.**

*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.*

**Pursuant to § 143B-707.1.(b) Report on Electronic Monitoring and Global Positioning for Sex Offenders**

*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. (2013-360, s. 16C.10.)*



**STATE OF NORTH CAROLINA  
DEPARTMENT OF PUBLIC SAFETY  
DIVISION OF ADULT CORRECTION AND  
JUVENILE JUSTICE  
COMMUNITY CORRECTIONS  
LEGISLATIVE REPORT ON  
PROBATION AND PAROLE CASELOADS**

**March 1, 2017**

**Roy Cooper  
Governor**

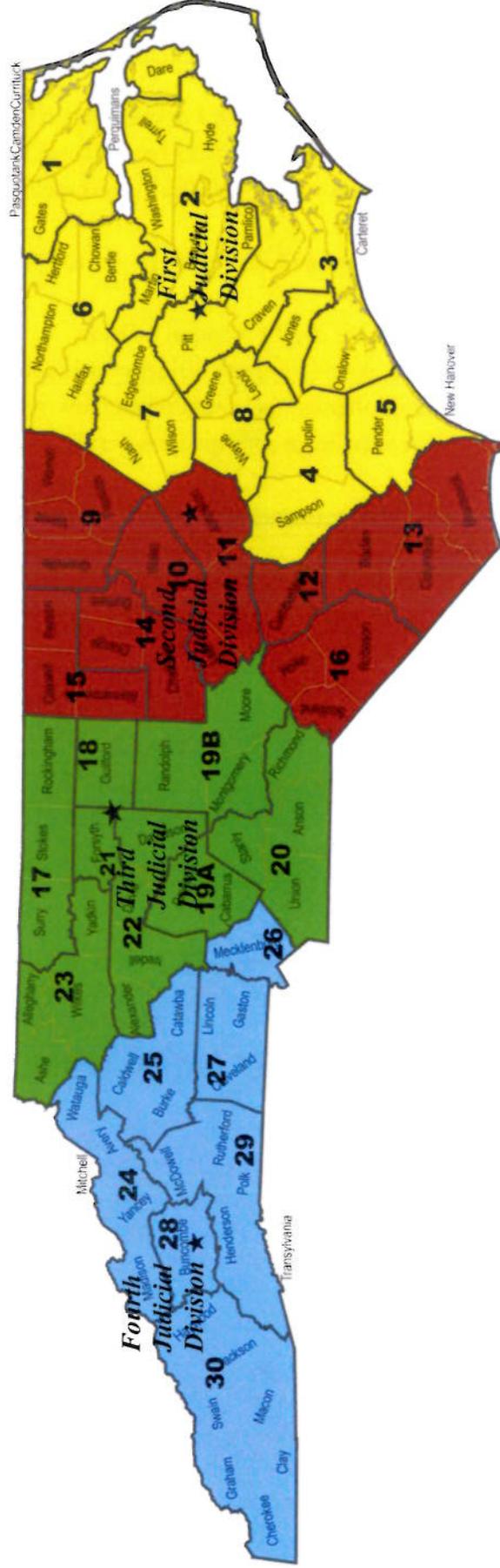
**W. David Guice  
Chief Deputy Secretary**

**Erik A. Hooks  
Secretary**

# N.C. DEPARTMENT OF CORRECTION

Vacant, Director  
 Vacant, Deputy Director  
 Cynthia M. Williams, Assistant Director  
 Jay Lynn, Special Population Administrator  
 Aaron Gallaher, Administrative Services Manager

## DIVISION OF COMMUNITY CORRECTIONS



Fourth Judicial Division		Third Judicial Division		Second Judicial Division		First Judicial Division	
JD Adm.	Boyce Fortner	JD Adm.	Brian Gates	JD Adm.	Lewis Adams	JD Adm.	Kim Williams
Asst JD Adm.	Karey Treadway	Asst JD Adm.	Tracy Lee	Asst JD Adm.	Maggie Brewer	Asst JD Adm.	Susan Walker
CCA Div. 4	Brady Soop	CCA Div. 3	Tempy Tilley	CCA Div. 2	Vacant	CCA Div. 1	Monica Allsbrook
JDM Dist 24	Greg Jarrett	JDM Dist 17	David King	JDM Dist 9	Rodney Robertson	JDM Dist 1	Lori Greene
JDM Dist 25	Kevin Miller	JDM Dist 18	Vacant	JDM Dist 10	Rita Dimoulas	JDM Dist 2	Jami Stohlman
JDM Dist 26	Darius Deese	JDM Dist 19A	Catherine Combs	JDM Dist 11	Donald Jones	JDM Dist 3	Randall Parker
JDM Dist 27	Jackie Murphy	JDM Dist 19B	Vacant	JDM Dist 12	Vacant	JDM Dist 4	Travis Joyner
JDM Dist 28	Lori Anderson	JDM Dist 20	Tara Richardson	JDM Dist 13	Mike Frazier	JDM Dist 5	Thurman Turner
JDM Dist 29	Cheryl Modlin	JDM Dist 21	Sherri Cook	JDM Dist 14	Celeste Kelly	JDM Dist 6	Bill Mitchell
JDM Dist 30	Dallas McMillan	JDM Dist 22	Ronda Powell	JDM Dist 15	Vacant	JDM Dist 7	Paige Wade
		JDM Dist 23	Nancy Gilchrist	JDM Dist 16	Debbie Brown	JDM Dist 8	Cynthia Sutton

**Pursuant to § 143B-707.1. Report on probation and parole caseloads.**

(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.

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**Introduction**

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

Community Corrections currently employs 2188 certified positions. The Division supervises approximately 99,478 offenders on probation, parole or post-release supervision and oversees 9,253 unsupervised offenders in CSWP for a total offender population of 109,229. Judicial service coordinators manage CSWP cases and process probation 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 Corrections field operations and has ultimately affected the size of caseloads. 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 Corrections has adjusted the supervision duties placed with probation officers to attempt to meet this caseload goal.

**Current Caseload Averages (as of January 2017)**

Community Corrections uses five levels of supervision to manage offenders; the levels are numbered one to five. 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 may be 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.)

Probation Officers Caseload by Division			
District	Caseload Avg. (if all positions filled)	Current Staff	Offenders
Division 1	55	424	21,557
Division 2	57	499	25,399
Division 3	61	501	27,808
Division 4	55	431	21,561
Statewide	57	1,855	96,325

**Note: Does not include 3,153 active offenders on central office administrative caseloads.**

The following table applies the Real World Factor (RWF) and shows the effect of vacancies and extended absences on caseloads. Department statistics show averages of 10.9% of officer positions are unable to carry caseloads daily due to varying reasons. These reasons include vacancies due to staffing turnover, on the job injuries, illness/medical leave, military leave, and new hire status; all of which impact the statutory goal causing a “Real World” caseload average that meets approximately 63 offenders per officer.

Probation Officers Caseload by Division*			
District	Real World Factor (RWF) Avg.	Current Staff	Offenders
Division 1	63	424	21,557
Division 2	64	499	25,399
Division 3	72	501	27,808
Division 4	60	431	21,561
Statewide	63	1,855	96,325

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

### **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. Additional officer positions were awarded by the 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 Corrections continues to alter workload distribution to meet the revised caseload goal. All offenders are leveled based on their individual risk and needs assessment.

Community Corrections has identified those offenders who are at a high or moderate risk of rearrest. The agency has also adjusted 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 four types of caseloads of offenders whose levels equal one of the below:

1. High risk (L1-L2)
2. High to moderate risk (L2-L3)
3. Low risk (L4-L5)
4. 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 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 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 Corrections probation 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 goal assigned to each template is shown in the chart below.

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

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)

Caseload Goal Templates			
High Risk (L1-L2)	High-Moderate Risk (L2-L3)	Low Risk (L4-L5)	All Risk (L1-L5)
40	60	120	60

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

### **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 certified officers to one CPPO. The average probation officer to chief ratio statewide is currently 7:1. However, there are some districts that exceed the 7:1 ratio. Currently there is an immediate need for 13 additional CPPO positions statewide. As new probation officer positions are received, new CPPOs will also be required to supervise these positions. Due to the CPPO needs in many districts, Community Corrections continues to review vacant non-certified positions to determine if they can be reallocated to CPPO positions where the ratio exceeds 7:1. Reallocations are rare because the vacant support positions are needed in their current classifications. *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 was a title reassignment from existing community service coordinators. These positions are responsible for court intake processing of both supervised and unsupervised cases, community service placement of both supervised and unsupervised offenders, monitoring of all community service hours as well as reporting unsupervised cases back to the court for disposition. 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 228 JSC positions statewide that carry an average caseload of 95 offenders each.

Seven data entry specialists are responsible for data entry and 13 lead judicial services specialists supervise judicial services coordinators in selected areas. These positions are located in Wake, Guilford, Forsyth, Rowan, Mecklenburg, Gaston, Buncombe, and Pitt counties. The lead judicial

services specialist position was developed to relieve the 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.

### **The Process of Assigning Supervision Levels via Risk/Needs Assessment**

DACJJ 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 Department 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 has completed policy revisions, training, and has developed automated tools to assist with case management and planning. Community Corrections 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 Corrections 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. The Department's non-compliance 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.

### **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 2017 shows that a total of 144 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.

**Pursuant to § 143B-707.1. Report on probation and parole caseloads.**

(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.  
(2013-360, s. 16C.10.)

**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. Of the 217 sex offenders enrolled in the electronic monitoring program during fiscal year 2015-2016, all were monitored via active GPS.

89 were assigned to the conditional program (41.0%)

128 were assigned to the mandatory program (59.0%)

The table below represents the number of new offenders enrolled on GPS for FY 2015-2016.

#### Enrollments by Month

Month FY 15/16	Conditional	Mandatory	Total- Active GPS
July	9	17	26
August	13	22	35
September	16	18	34
October	7	20	27
November	9	15	24
December	7	8	15
January	8	4	12
February	3	9	12
March	5	5	10
April	4	5	9
May	3	3	6
June	5	2	7
<b>Totals</b>	<b>89</b>	<b>128</b>	<b>217</b>

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

Due to the relatively small numbers of offenders under GPS supervision, Community Corrections 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 Corrections' authority, but who were legislatively mandated to be tracked for the remainder of their lives. These officers handle cases statewide, and as of June 30, 2016 were responsible for monitoring 390 sex offenders.

#### **Population on 06/30/2016**

On June 30, 2016 there were 734 offenders enrolled in the electronic monitoring program. Most offenders (494) were assigned to the mandatory program, 240 were assigned to the conditional program. **All offenders enrolled at the end of the fiscal year were monitored via active GPS.**

#### **Violations**

During fiscal year 2015-2016, new enrollees in the electronic monitoring program were cited for 248 violations. However, only 75 of the 217 offenders enrolled in the program during the fiscal year were cited for violations (34.5%). There were two (2) violations for absconding. Below is a table of the type and number of violations committed by program enrollees during the fiscal year.

### Violations by Offenders Enrolled during FY 15-16

Violation	Number	Percent	Offenders with Violation
Failure to Pay PSF	29	11.7%	22
Curfew Violations	21	8.5%	13
Felony - Conviction/Pc	18	7.3%	15
Positive Drug	17	6.9%	9
Fail To Comply SBM	14	5.6%	12
Failure To Pay CI	12	4.8%	9
FTC - Sex Offender Treatment	11	4.4%	5
Failure To Report	10	4.0%	9
Possess Alcohol	10	4.0%	7
Del Auth Curfew Violations	10	4.0%	2
Left County W/O Permission	7	2.8%	6
FTC - Reside As Approved	6	2.4%	5
Misd - Conviction/Pc	5	2.0%	5
FTR- Reasonable Manner	5	2.0%	4
FTC - EHA/EM	5	2.0%	2
FTC - No Netwknng Site W/Minors	3	1.2%	2
Assault/Harm/Threaten	3	1.2%	2
Sex Offender Violation	3	1.2%	2
Absconded Supervision	2	0.8%	2
Absconding W/Warrant	2	0.8%	2
Contact W/Drug Users	2	0.8%	2
Sub Abuse Treatment Fail	2	0.8%	2
Travel Out Of State W/O Permis	2	0.8%	2
FTC - Register As Sex Offender	2	0.8%	2
FTC - Sex Abuse Treatment Pgm	2	0.8%	2
Fail To Notify - Res Change	2	0.8%	1
FTC SRG Program	2	0.8%	1
FTC - Med/Psyc Treatment	1	0.4%	1
DWI Conviction	1	0.4%	1
Fail To Complete Comm. Serv.	1	0.4%	1
FTC - Dart	1	0.4%	1
Fail To Notify - Empl Change	1	0.4%	1
Refuse To Submit - Drug Test	1	0.4%	1
Fail To Allow Po Visits	1	0.4%	1
Fail To Answer Inquires	1	0.4%	1
FTC Res Minor/Ofnse Sex Abuse	1	0.4%	1
FTC - No Child Pornography	1	0.4%	1
FTC Not Socialize W/Persons<18	1	0.4%	1
Other	30	12.1%	24

**GS 143B-707.1(b)(4): Absconders - Exits from GPS during fiscal year 2015-2016**

During the fiscal year, two (2) offenders enrolled in the electronic monitoring program were removed from satellite based monitoring due to absconding. There were 16 total offender exits from GPS during the fiscal year.

**Exits from SBM during FY 15-16**

<b>Exit Type</b>	<b>Offender Exits from GPS</b>	<b>Percent Exits</b>
Moved out of State	7	43.7%
Completed	4	25.0%
Absconded	2	12.5%
Died	2	12.5%
Court Ordered	1	6.3%
<b>Totals</b>	<b>16</b>	<b>100%</b>

**GS 143B-707.1(b)(5): Offender Enrollment Projections**

The Division of Adult Correction and Juvenile Justice’s Section of Rehabilitative Programs and Services provided assistance with the enrollment projections. The tables below show year-end population projections for the GPS program for FY 2016-17 and FY 2017-18:

**Table 4: PROJECTED POPULATION FOR GPS SUPERVISION**

<b>Type of Offender</b>	<b>FY 2016-2017</b>	<b>FY 2017-2018</b>
Mandatory GPS	687	757
Conditional GPS	346	367
<b>Totals</b>	<b>1,033</b>	<b>1,123</b>

The projections are based on the laws in effect as of June 30, 2016 and do not take into account any future legislation affecting GPS supervision.

**Report Conclusion**

Community Corrections 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 type and size, as it reviews and improves supervision strategies. These strategies follow national trends for best practices in community supervision and include:

- Dedicating mental health specialty officers to closely monitor and assist offenders with serious and persistent mental illnesses;
- Conducting presentence investigations as an aide to the court prior to sentencing;

- Partnering with Prisons by placing probation officers in transitional release facilities to focus on reentry while promoting continuum of services for offenders returning to the community;
- Participating with stakeholders to work with offenders through veterans' court to coordinate services and provide community supports throughout supervision.

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**APPENDIX A – CASELOADS BY DISTRICT**  
*(as of January 31, 2017)*

District	Caseload Avg. (if all positions filled)		Real World Factor (RWF) Avg		Current Staff		Offenders	
	positions filled	Avg	Factor (RWF)	Avg	Staff	Offenders	Staff	Offenders
1	58	60	60	60	34	1,849	39	2,148
2	55	56	56	84	29	1,546	100	5,334
3	59	58	58	78	59	3,458	82	4,164
4	64	65	65	79	30	1,544	53	2,930
5	50	62	62	71	75	3,379	50	2,805
6	45	66	66	80	33	1,441	67	3,867
7	56	68	68	62	108	5,552	81	4,650
8	56	66	66	65	56	2,788	29	1,910
<b>Div 1 Totals</b>	<b>55</b>	<b>63</b>	<b>63</b>	<b>72</b>	<b>424</b>	<b>21,557</b>	<b>501</b>	<b>27,808</b>

District	Caseload Avg. (if all positions filled)		Real World Factor (RWF) Avg		Current Staff		Offenders	
	positions filled	Avg	Factor (RWF)	Avg	Staff	Offenders	Staff	Offenders
9	53	61	61	57	33	1,682	22	1,205
10	53	62	62	59	120	5,924	61	2,985
11	64	65	65	66	54	3,256	126	6,172
12	61	66	66	59	58	3,276	96	4,758
13	54	71	71	61	48	2,344	43	2,133
14	55	59	59	58	86	3,783	50	2,626
15	63	60	60	59	42	2,207	33	1,682
16	57	66	66	60	58	2,927	431	21,561
<b>Div 2 Totals</b>	<b>57</b>	<b>64</b>	<b>64</b>	<b>63</b>	<b>499</b>	<b>25,399</b>	<b>1,855</b>	<b>96,325</b>

Note: Does not include 3,153 active offenders on central office administrative caseloads.

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

**DIVISION 1 OFFICER TO CPPO RATIO**

<u>Unit (County)</u>	<u>PPO : CPPO Ratio</u>	<u>Unit (County)</u>	<u>PPO : CPPO Ratio</u>
5010A (DARE)	7 : 1	5060A (HALIFAX)	7 : 1
5010B (PASQUOTANK)	7 : 1	5060C (NORTHAMPTON)	4 : 1
5010C (CHOWAN)	6 : 1	5060D (BERTIE)	5 : 1
5010D (CURRITUCK)	6 : 1	5060E (HERTFORD)	5 : 1
5010E (PASQUOTANK)	7 : 1	5060F (HALIFAX)	9 : 1
5020A (BEAUFORT)	8 : 1	5070A (EDGECOMBE)	9 : 1
5020B (MARTIN)	5 : 1	5070B (WILSON)	7 : 1
5020C (BEAUFORT)	8 : 1	5070C (NASH)	8 : 1
5020D (WASHINGTON)	8 : 1	5070D (EDGECOMBE)	7 : 1
5030A (CRAVEN)	8 : 1	5070E (WILSON)	7 : 1
5030B (CRAVEN)	8 : 1	5070F (NASH)	7 : 1
5030C (CARTERET)	6 : 1	5070L (WILSON)	7 : 1
5030D (CARTERET)	7 : 1	5070M (EDGECOMBE)	7 : 1
5030E (ONSLOW)	6 : 1	5080A (LENOIR)	8 : 1
5030F (ONSLOW)	6 : 1	5080B (LENOIR)	5 : 1
5030G (ONSLOW)	6 : 1	5080C (GREENE)	9 : 1
5030H (ONSLOW)	6 : 1	5080D (WAYNE)	8 : 1
5030I (CRAVEN)	8 : 1	5080E (WAYNE)	3 : 1
5030J (PITT)	8 : 1	5080F (WAYNE)	8 : 1
5030K (PITT)	3 : 1	5080G (WAYNE)	8 : 1
5030L (PITT)	8 : 1	5080H (LENOIR)	8 : 1
5030M (PITT)	8 : 1		
5030N (PITT)	7 : 1	<b>DIV AVG.</b>	<b>7 : 1</b>
5030O (PITT)	7 : 1		
5030P (PITT)	8 : 1		
5040A (SAMPSON)	7 : 1		
5040B (DUPLIN)	7 : 1		
5040C (DUPLIN)	8 : 1		
5040D (SAMPSON)	7 : 1		
5050A (NEW HANOVER)	2 : 1		
5050B (NEW HANOVER)	7 : 1		
5050C (NEW HANOVER)	8 : 1		
5050D (PENDER)	7 : 1		
5050E (NEW HANOVER)	6 : 1		
5050F (NEW HANOVER)	8 : 1		
5050G (NEW HANOVER)	7 : 1		
5050H (NEW HANOVER)	8 : 1		
5050I (NEW HANOVER)	8 : 1		
5050J (PENDER)	7 : 1		
5050K (NEW HANOVER)	8 : 1		

**DIVISION 2 OFFICER TO CPPO RATIO**

<u>Unit (County)</u>	<u>PPO : CPPO Ratio</u>	<u>Unit (County)</u>	<u>PPO : CPPO Ratio</u>
5090A (FRANKLIN)	9 : 1	5130A (BRUNSWICK)	5 : 1
5090B (WARREN)	8 : 1	5130B (BLADEN)	7 : 1
5090C (VANCE)	7 : 1	5130C (COLUMBUS)	7 : 1
5090D (GRANVILLE)	9 : 1	5130D (COLUMBUS)	7 : 1
5100A (WAKE)	8 : 1	5130E (BRUNSWICK)	6 : 1
5100B (WAKE)	3 : 1	5130F (BRUNSWICK)	7 : 1
5100C (WAKE)	9 : 1	5130G (BRUNSWICK)	7 : 1
5100D (WAKE)	9 : 1	5140A (DURHAM)	7 : 1
5100E (WAKE)	9 : 1	5140B (DURHAM)	7 : 1
5100F (WAKE)	9 : 1	5140C (DURHAM)	7 : 1
5100G (WAKE)	0 : 1	5140D (DURHAM)	7 : 1
5100H (WAKE)	8 : 1	5140E (DURHAM)	7 : 1
5100I (WAKE)	7 : 1	5140F (DURHAM)	7 : 1
5100J (WAKE)	8 : 1	5140G (DURHAM)	3 : 1
5100K (WAKE)	8 : 1	5140H (DURHAM)	7 : 1
5100L (WAKE)	8 : 1	5140I (DURHAM)	7 : 1
5100M (WAKE)	9 : 1	5140J (CHATHAM)	7 : 1
5100N (WAKE)	9 : 1	5140K (ORANGE)	6 : 1
5100O (WAKE)	8 : 1	5140L (ORANGE)	7 : 1
5100P (WAKE)	8 : 1	5140M (DURHAM)	8 : 1
5110A (HARNETT)	9 : 1	5150A (ALAMANCE)	8 : 1
5110B (JOHNSTON)	5 : 1	5150B (ALAMANCE)	7 : 1
5110C (LEE)	6 : 1	5150C (ALAMANCE)	6 : 1
5110D (JOHNSTON)	7 : 1	5150D (PERSON)	6 : 1
5110E (HARNETT)	8 : 1	5150E (CASWELL)	6 : 1
5110F (JOHNSTON)	7 : 1	5150F (ALAMANCE)	8 : 1
5110G (LEE)	6 : 1	5160A (SCOTLAND)	6 : 1
5110H (JOHNSTON)	7 : 1	5160B (HOKE)	7 : 1
5120A (CUMBERLAND)	8 : 1	5160C (SCOTLAND)	6 : 1
5120B (CUMBERLAND)	8 : 1	5160D (ROBESON)	6 : 1
5120C (CUMBERLAND)	2 : 1	5160E (ROBESON)	6 : 1
5120D (CUMBERLAND)	8 : 1	5160F (ROBESON)	6 : 1
5120E (CUMBERLAND)	8 : 1	5160G (ROBESON)	7 : 1
5120F (CUMBERLAND)	8 : 1	5160H (ROBESON)	6 : 1
5120G (CUMBERLAND)	8 : 1	5160I (HOKE)	7 : 1
5120H (CUMBERLAND)	8 : 1		
		<b>DIV AVG.</b>	<b>7 : 1</b>

DIVISION 3 OFFICER TO CPPO RATIO

<u>Unit (County)</u>	<u>PPO : CPPO Ratio</u>	<u>Unit (County)</u>	<u>PPO : CPPO Ratio</u>
5170A (ROCKINGHAM)	6 : 1	5200A (RICHMOND)	6 : 1
5170B (ROCKINGHAM)	5 : 1	5200B (ANSON)	7 : 1
5170C (SURRY)	7 : 1	5200C (RICHMOND)	7 : 1
5170D (STOKES)	8 : 1	5200E (STANLY)	8 : 1
5170E (SURRY)	6 : 1	5200F (UNION)	8 : 1
5170F (ROCKINGHAM)	7 : 1	5200G (UNION)	7 : 1
5180A (GUILFORD)	7 : 1	5200H (UNION)	7 : 1
5180B (GUILFORD)	7 : 1	5210A (FORSYTH)	6 : 1
5180C (GUILFORD)	7 : 1	5210B (FORSYTH)	7 : 1
5180D (GUILFORD)	7 : 1	5210C (FORSYTH)	7 : 1
5180E (GUILFORD)	6 : 1	5210D (FORSYTH)	6 : 1
5180F (GUILFORD)	8 : 1	5210E (FORSYTH)	7 : 1
5180G (GUILFORD)	7 : 1	5210F (FORSYTH)	7 : 1
5180H (GUILFORD)	7 : 1	5210G (FORSYTH)	7 : 1
5180I (GUILFORD)	8 : 1	5210H (FORSYTH)	7 : 1
5180J (GUILFORD)	7 : 1	5210I (FORSYTH)	7 : 1
5180K (GUILFORD)	7 : 1	5210J (FORSYTH)	6 : 1
5180L (GUILFORD)	7 : 1	5220A (ALEXANDER)	8 : 1
5180M (GUILFORD)	8 : 1	5220B (IREDELL)	7 : 1
5180N (GUILFORD)	7 : 1	5220C (IREDELL)	7 : 1
5191A (CABARRUS)	8 : 1	5220D (DAVIDSON)	7 : 1
5191B (CABARRUS)	7 : 1	5220E (DAVIDSON)	7 : 1
5191C (CABARRUS)	7 : 1	5220F (DAVIDSON)	8 : 1
5191D (ROWAN)	7 : 1	5220G (IREDELL)	7 : 1
5191E (ROWAN)	7 : 1	5220H (DAVIE)	7 : 1
5191F (ROWAN)	7 : 1	5220I (DAVIDSON)	8 : 1
5191G (ROWAN)	6 : 1	5220J (IREDELL)	7 : 1
5191H (CABARRUS)	7 : 1	5220K (IREDELL)	8 : 1
5191I (ROWAN)	6 : 1	5230A (WILKES)	9 : 1
5191J (CABARRUS)	6 : 1	5230B (WILKES)	8 : 1
5191K (ROWAN)	7 : 1	5230C (ASHE)	5 : 1
5191L (ROWAN)	7 : 1	5230D (YADKIN)	7 : 1
5192A (RANDOLPH)	7 : 1	5240A (MADISON)	8 : 1
5192B (RANDOLPH)	7 : 1	5240B (WATAUGA)	7 : 1
5192C (MONTGOMERY)	7 : 1	5240C (MITCHELL)	7 : 1
5192D (RANDOLPH)	8 : 1		
5192E (MOORE)	8 : 1	<b>DIV AVG.</b>	<b>7 : 1</b>
5192F (MOORE)	8 : 1		
5192G (RANDOLPH)	7 : 1		

**DIVISION 4 OFFICER TO CPPO RATIO**

5250A (CALDWELL)	7 : 1	5270A (GASTON)	8 : 1
5250B (CALDWELL)	6 : 1	5270B (GASTON)	8 : 1
5250C (BURKE)	7 : 1	5270C (GASTON)	9 : 1
5250D (CATAWBA)	7 : 1	5270D (GASTON)	5 : 1
5250E (CATAWBA)	8 : 1	5270E (GASTON)	9 : 1
5250F (CATAWBA)	7 : 1	5270F (CLEVELAND)	8 : 1
5250G (BURKE)	6 : 1	5270G (LINCOLN)	7 : 1
5250H (CATAWBA)	7 : 1	5270H (CLEVELAND)	8 : 1
5250I (BURKE)	6 : 1	5270I (CLEVELAND)	8 : 1
5260A (MECKLENBURG)	8 : 1	5270J (GASTON)	6 : 1
5260B (MECKLENBURG)	5 : 1	5270K (LINCOLN)	7 : 1
5260C (MECKLENBURG)	8 : 1	5270L (CLEVELAND)	8 : 1
5260D (MECKLENBURG)	8 : 1	5270M (LINCOLN)	6 : 1
5260E (MECKLENBURG)	9 : 1	5280A (BUNCOMBE)	7 : 1
5260F (MECKLENBURG)	8 : 1	5280B (BUNCOMBE)	7 : 1
5260G (MECKLENBURG)	8 : 1	5280C (BUNCOMBE)	6 : 1
5260H (MECKLENBURG)	5 : 1	5280D (BUNCOMBE)	6 : 1
5260I (MECKLENBURG)	8 : 1	5280E (BUNCOMBE)	5 : 1
5260J (MECKLENBURG)	8 : 1	5280F (BUNCOMBE)	7 : 1
5260K (MECKLENBURG)	8 : 1	5280G (BUNCOMBE)	6 : 1
5260L (MECKLENBURG)	8 : 1	5290A (RUTHERFORD)	6 : 1
5260M (MECKLENBURG)	7 : 1	5290B (MCDOWELL)	7 : 1
5260N (MECKLENBURG)	7 : 1	5290C (HENDERSON)	7 : 1
5260O (MECKLENBURG)	7 : 1	5290D (TRANSYLVANIA)	8 : 1
5260P (MECKLENBURG)	7 : 1	5290E (POLK)	7 : 1
5260Q (MECKLENBURG)	7 : 1	5290F (RUTHERFORD)	7 : 1
		5290G (MCDOWELL)	7 : 1
		5300A (HAYWOOD)	6 : 1
		5300B (SWAIN)	7 : 1
		5300C (CHEROKEE)	6 : 1
		5300D (MACON)	6 : 1
		5300E (JACKSON)	8 : 1
		<b>DIV AVG.</b>	<b>7 : 1</b>

