



North Carolina Department of Public Safety

Adult Correction and Juvenile Justice

Roy Cooper, Governor
Erik A. Hooks, Secretary

Reuben Young, Interim Chief Deputy Secretary

MEMORANDUM

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

FROM: Erik A. Hooks, Secretary *EAH*
Reuben Young, Interim Chief Deputy Secretary *RY*

RE: Report on Probation and Parole Caseloads

DATE: March 1, 2018

Pursuant to § 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 riskneeds assessment.*
- (6) Data on cases supervised solely for the collection of court-ordered payments.*

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

**DIVISION OF ADULT CORRECTION AND
JUVENILE JUSTICE
COMMUNITY CORRECTIONS**

**REPORT ON
PROBATION AND PAROLE CASELOADS**

March 1, 2018

**Roy Cooper
Governor**

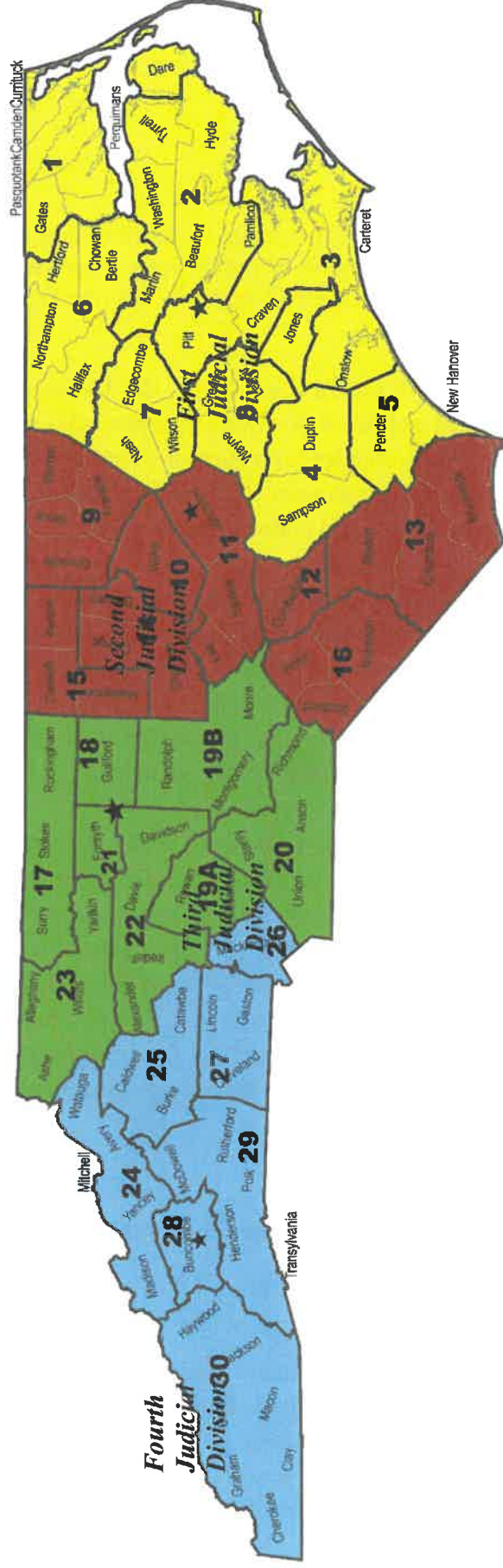
**Reuben F. Young
Interim Chief Deputy
Secretary**

**Erik A. Hooks
Secretary**

Tracy Lee, Director
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N.C. DEPARTMENT OF PUBLIC SAFETY

DIVISION OF COMMUNITY CORRECTIONS



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Asst JD Adm.	Karey Treadway		Asst JD Adm.	Jackie Murphy		Asst JD Adm.	Maggie Brewer		Asst JD Adm.	Susan Walker	
CCA Div. 4	Brady Soop		CCA Div. 3	Tempy Tilley		CCA Div. 2	Vanessa Bell		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	Angela Williams		JDM Dist 10	Spencer Noble		JDM Dist 2	Jami Stohlman	
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JDM Dist 30	Dallas McMillan		JDM Dist 22	Ronda Powell		JDM Dist 15	Aries Cox		JDM Dist 7	Paige Wade	
			JDM Dist 23	Nancy Gilchrist		JDM Dist 16	Vacant		JDM Dist 8	Cynthia Sutton	

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 94,984 offenders on probation, parole or post-release supervision and oversees 8,646 unsupervised offenders in CSWP for a total offender population of 103,630. 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 (JRA) 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.

1) Data on current caseload averages and district averages for probation/parole officer positions.

Current Caseload Averages (as of January 2018):

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	57	416	21,449
Division 2	55	496	24,462
Division 3	60	499	27,361
Division 4	55	424	21,645
Statewide	58	1,855	98,302

Note: Does not include 3,385 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 12.37% 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	62	416	21,449
Division 2	62	496	24,462
Division 3	73	499	27,361
Division 4	58	424	21,645
Statewide	63	1,855	98,302

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

2) Data on current span of control for chief probation officers.

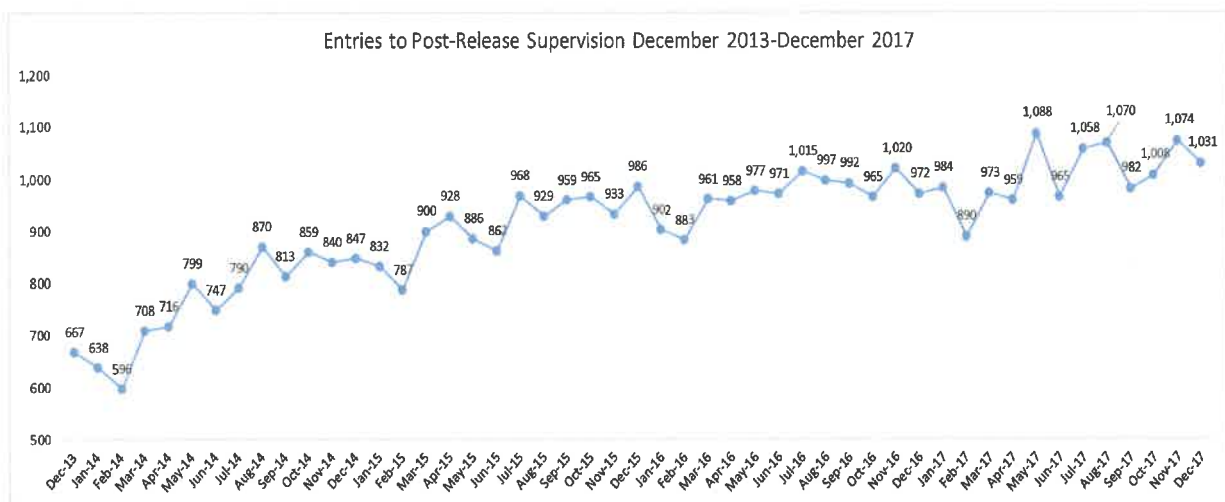
Chief Probation Parole Officer Caseloads

The chief probation parole officer (CPPO) is the first-line supervisor who manages the field units within the counties. As new probation officer positions were received, additional positions required to supervise these new officers were not received. 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. Community Corrections continues to review vacant positions to determine if they can be reallocated to CPPO positions where the ratio exceeds 7:1. Currently there is a need for 5 additional CPPO positions statewide to bring the average to below 7:1. *Appendix B represents the CPPO to officer ratio in each county.*

3) An analysis of the optimal caseloads for these officer classifications.

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. The following chart shows the entries to post release supervision by month from December 2013 – December 2017. The increase is due to changes brought by Justice Reinvestment for offenders released from prison to the community.



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.”¹

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.”²

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.

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

1 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

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.

4) The number and role of paraprofessionals in supervising low-risk caseloads.

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 230 JSC positions statewide.

Six data entry specialists are responsible for data entry and 25 lead judicial services specialists supervise judicial services coordinators in selected areas. The data entry specialist positions are located in Wake, Durham, Guilford, Forsyth, and New Hanover 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.

5) The process of assigning offenders to an appropriate supervision level based on a riskneeds 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 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 – 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.

6) Data on cases supervised solely for the collection of court-ordered payments.

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 2018 shows that a total of 142 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.

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;
- Specializing in high risk caseloads to closely supervise those likely for rearrest.
- 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;

APPENDIX A – CASELOADS BY DISTRICT

(as of January 31, 2018)

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	60	58	33	1,802	17	61	62	39	2,199
2	48	57	29	1,509	18	59	83	99	5,205
3	65	59	61	3,676	19A	53	77	81	3,952
4	58	64	29	1,561	19B	64	75	52	3,105
5	48	63	75	3,298	20	60	74	49	2,746
6	55	61	30	1,559	21	62	79	67	3,796
7	69	66	105	5,260	22	60	61	81	4,554
8	53	64	54	2,784	23	62	74	31	1,804
Div 1 Totals	57	62	416	21,449	Div 3 Totals	60	73	499	27,361

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
9	54	61	33	1,734	24	56	55	22	1,221
10	49	61	119	5,502	25	55	58	60	3,087
11	59	64	55	3,076	26	54	64	120	5,997
12	60	65	58	3,237	27	50	59	95	4,713
13	55	63	48	2,368	28	57	64	44	2,226
14	50	59	86	3,600	29	53	55	50	2,616
15	59	56	40	2,250	30	57	55	33	1,785
16	51	66	57	2,695	Div 4 Totals	55	58	424	21,645
Div 2 Totals	55	62	496	24,462	Statewide	58	63	1,855	98,302

Note: Does not include 3,385 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

Unit (County)	PPO : CPPO Ratio	Unit (County)	PPO : CPPO Ratio
5010A (DARE)	6 : 1	5050D (PENDER)	6 : 1
5010B (PASQUOTANK)	7 : 1	5050E (NEW HANOVER)	6 : 1
5010C (CHOWAN)	6 : 1	5050F (NEW HANOVER)	6 : 1
5010D (CURRITUCK)	7 : 1	5050G (NEW HANOVER)	7 : 1
5010E (PASQUOTANK)	6 : 1	5050H (NEW HANOVER)	6 : 1
5020A (BEAUFORT)	8 : 1	5050I (NEW HANOVER)	7 : 1
5020B (MARTIN)	6 : 1	5050J (PENDER)	7 : 1
5020C (BEAUFORT)	8 : 1	5050K (NEW HANOVER)	7 : 1
5020D (WASHINGTON)	7 : 1	5050L (NEW HANOVER)	3 : 1
5030A (CRAVEN)	6 : 1	5060A (HALIFAX)	7 : 1
5030B (CRAVEN)	5 : 1	5060C (NORTHAMPTON)	5 : 1
5030C (CARTERET)	6 : 1	5060D (BERTIE)	5 : 1
5030D (CARTERET)	7 : 1	5060E (HERTFORD)	5 : 1
5030E (ONSLow)	6 : 1	5060F (HALIFAX)	7 : 1
5030F (ONSLow)	6 : 1	5070A (EDGEComBE)	6 : 1
5030G (ONSLow)	6 : 1	5070B (WILSON)	7 : 1
5030H (ONSLow)	6 : 1	5070C (NASH)	6 : 1
5030I (CRAVEN)	7 : 1	5070D (EDGEComBE)	6 : 1
5030J (PITT)	7 : 1	5070E (WILSON)	7 : 1
5030K (PITT)	3 : 1	5070F (NASH)	7 : 1
5030L (PITT)	7 : 1	5070L (WILSON)	6 : 1
5030M (PITT)	6 : 1	5070M (EDGEComBE)	9 : 1
5030N (PITT)	6 : 1	5070O (NASH)	3 : 1
5030O (PITT)	7 : 1	5080A (LENOIR)	8 : 1
5030P (PITT)	6 : 1	5080B (LENOIR)	4 : 1
5030Q (PITT)	6 : 1	5080C (GREENE)	5 : 1
5030R (CRAVEN)	6 : 1	5080D (WAYNE)	6 : 1
5040A (SAMPSON)	7 : 1	5080E (WAYNE)	3 : 1
5040B (DUPLIN)	6 : 1	5080F (WAYNE)	6 : 1
5040C (DUPLIN)	8 : 1	5080G (WAYNE)	7 : 1
5040D (SAMPSON)	8 : 1	5080H (LENOIR)	7 : 1
5050A (NEW HANOVER)	6 : 1	5080I (WAYNE)	6 : 1
5050B (NEW HANOVER)	6 : 1	5080J (LENOIR)	1 : 1
5050C (NEW HANOVER)	8 : 1	DIVISION AVERAGE	6 : 1

Note: Units with smaller ratios are court processing units; those with 1:1 ratios are newly formed units in which the officers in the district have not yet been distributed.

DIVISION 2 OFFICER TO CPPO RATIO

Unit (County)	PPO : CPPO Ratio	Unit (County)	PPO : CPPO Ratio
5090A (FRANKLIN)	9 : 1	5130A (BRUNSWICK)	6 : 1
5090B (WARREN)	8 : 1	5130B (BLADEN)	7 : 1
5090C (VANCE)	8 : 1	5130C (COLUMBUS)	7 : 1
5090D (GRANVILLE)	8 : 1	5130D (COLUMBUS)	7 : 1
5100A (WAKE)	1 : 1	5130E (BRUNSWICK)	7 : 1
5100B (WAKE)	3 : 1	5130F (BRUNSWICK)	7 : 1
5100C (WAKE)	9 : 1	5130G (BRUNSWICK)	7 : 1
5100D (WAKE)	8 : 1	5140A (DURHAM)	7 : 1
5100E (WAKE)	8 : 1	5140B (DURHAM)	7 : 1
5100F (WAKE)	7 : 1	5140C (DURHAM)	7 : 1
5100G (WAKE)	9 : 1	5140D (DURHAM)	6 : 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
5100L (WAKE)	8 : 1	5140H (DURHAM)	7 : 1
5100M (WAKE)	9 : 1	5140I (DURHAM)	7 : 1
5100N (WAKE)	8 : 1	5140J (CHATHAM)	8 : 1
5100O (WAKE)	8 : 1	5140K (ORANGE)	6 : 1
5100Q (WAKE)	7 : 1	5140L (ORANGE)	7 : 1
5100R (WAKE)	7 : 1	5140M (DURHAM)	7 : 1
5110A (HARNETT)	6 : 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)	6 : 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)	6 : 1
5110I (HARNETT)	4 : 1	5160C (SCOTLAND)	6 : 1
5120A (CUMBERLAND)	7 : 1	5160D (ROBESON)	6 : 1
5120B (CUMBERLAND)	7 : 1	5160E (ROBESON)	6 : 1
5120C (CUMBERLAND)	2 : 1	5160F (ROBESON)	6 : 1
5120D (CUMBERLAND)	7 : 1	5160G (ROBESON)	7 : 1
5120E (CUMBERLAND)	7 : 1	5160H (ROBESON)	6 : 1
5120F (CUMBERLAND)	7 : 1	5160I (HOKE)	7 : 1
5120G (CUMBERLAND)	7 : 1		
5120H (CUMBERLAND)	7 : 1		
5120I (CUMBERLAND)	7 : 1		
		DIVISION AVERAGE	7 : 1

DIVISION 3 OFFICER TO CPPO RATIO

Unit (County)	PPO : CPPO Ratio	Unit (County)	PPO : CPPO Ratio
5170A (ROCKINGHAM)	5 : 1	5200A (RICHMOND)	6 : 1
5170B (ROCKINGHAM)	6 : 1	5200B (ANSON)	7 : 1
5170C (SURRY)	5 : 1	5200C (RICHMOND)	6 : 1
5170D (STOKES)	7 : 1	5200E (STANLY)	7 : 1
5170E (SURRY)	7 : 1	5200F (UNION)	7 : 1
5170F (ROCKINGHAM)	7 : 1	5200G (UNION)	7 : 1
5180A (GUILFORD)	7 : 1	5200H (UNION)	7 : 1
5180B (GUILFORD)	7 : 1	5210A (FORSYTH)	5 : 1
5180C (GUILFORD)	7 : 1	5210B (FORSYTH)	7 : 1
5180D (GUILFORD)	7 : 1	5210C (FORSYTH)	7 : 1
5180E (GUILFORD)	5 : 1	5210D (FORSYTH)	8 : 1
5180F (GUILFORD)	7 : 1	5210E (FORSYTH)	6 : 1
5180G (GUILFORD)	7 : 1	5210F (FORSYTH)	6 : 1
5180H (GUILFORD)	7 : 1	5210G (FORSYTH)	7 : 1
5180I (GUILFORD)	8 : 1	5210H (FORSYTH)	7 : 1
5180J (GUILFORD)	8 : 1	5210I (FORSYTH)	7 : 1
5180K (GUILFORD)	8 : 1	5210J (FORSYTH)	6 : 1
5180L (GUILFORD)	6 : 1	5220A (ALEXANDER)	8 : 1
5180M (GUILFORD)	8 : 1	5220B (IREDELL)	6 : 1
5180N (GUILFORD)	7 : 1	5220C (IREDELL)	7 : 1
5191A (CABARRUS)	8 : 1	5220D (DAVIDSON)	6 : 1
5191B (CABARRUS)	7 : 1	5220E (DAVIDSON)	7 : 1
5191C (CABARRUS)	7 : 1	5220F (DAVIDSON)	8 : 1
5191D (ROWAN)	8 : 1	5220G (IREDELL)	7 : 1
5191E (ROWAN)	8 : 1	5220H (DAVIE)	7 : 1
5191F (ROWAN)	1 : 1	5220I (DAVIDSON)	8 : 1
5191G (ROWAN)	6 : 1	5220J (IREDELL)	7 : 1
5191H (CABARRUS)	7 : 1	5220K (IREDELL)	8 : 1
5191I (ROWAN)	7 : 1	5230A (WILKES)	10 : 1
5191J (CABARRUS)	6 : 1	5230B (WILKES)	8 : 1
5191K (ROWAN)	8 : 1	5230C (ASHE)	6 : 1
5191L (ROWAN)	8 : 1	5230D (YADKIN)	6 : 1
5192A (RANDOLPH)	8 : 1		
5192B (RANDOLPH)	6 : 1		
5192C (MONTGOMERY)	6 : 1		
5192D (RANDOLPH)	6 : 1		
5192E (MOORE)	8 : 1		
5192F (MOORE)	9 : 1		
5192G (RANDOLPH)	6 : 1		
		DIVISION AVERAGE	7 : 1

DIVISION 4 OFFICER TO CPPO RATIO

Unit (County)	PPO : CPPO Ratio
5240A (MADISON)	8 : 1
5240B (WATAUGA)	7 : 1
5240C (MITCHELL)	7 : 1
5250A (CALDWELL)	7 : 1
5250B (CALDWELL)	6 : 1
5250C (BURKE)	7 : 1
5250D (CATAWBA)	4 : 1
5250E (CATAWBA)	6 : 1
5250F (CATAWBA)	6 : 1
5250G (BURKE)	7 : 1
5250H (CATAWBA)	6 : 1
5250I (BURKE)	6 : 1
5250J (CATAWBA)	7 : 1
5260A (MECKLENBURG)	6 : 1
5260B (MECKLENBURG)	5 : 1
5260C (MECKLENBURG)	6 : 1
5260D (MECKLENBURG)	7 : 1
5260E (MECKLENBURG)	7 : 1
5260F (MECKLENBURG)	7 : 1
5260G (MECKLENBURG)	6 : 1
5260H (MECKLENBURG)	5 : 1
5260I (MECKLENBURG)	6 : 1
5260J (MECKLENBURG)	7 : 1
5260K (MECKLENBURG)	6 : 1
5260L (MECKLENBURG)	7 : 1
5260M (MECKLENBURG)	6 : 1
5260N (MECKLENBURG)	6 : 1
5260O (MECKLENBURG)	6 : 1
5260P (MECKLENBURG)	6 : 1
5260Q (MECKLENBURG)	6 : 1
5260R (MECKLENBURG)	4 : 1
5260S (MECKLENBURG)	6 : 1
5260T (MECKLENBURG)	6 : 1
5270A (GASTON)	7 : 1
5270B (GASTON)	7 : 1
5270C (GASTON)	7 : 1

Unit (County)	PPO : CPPO Ratio
5270D (GASTON)	5 : 1
5270E (GASTON)	7 : 1
5270F (CLEVELAND)	7 : 1
5270G (LINCOLN)	6 : 1
5270H (CLEVELAND)	7 : 1
5270I (CLEVELAND)	6 : 1
5270J (GASTON)	6 : 1
5270K (LINCOLN)	6 : 1
5270L (CLEVELAND)	5 : 1
5270M (LINCOLN)	6 : 1
5270N (GASTON)	6 : 1
5270O (CLEVELAND)	5 : 1
5280A (BUNCOMBE)	7 : 1
5280B (BUNCOMBE)	6 : 1
5280C (BUNCOMBE)	6 : 1
5280D (BUNCOMBE)	7 : 1
5280E (BUNCOMBE)	4 : 1
5280F (BUNCOMBE)	6 : 1
5280G (BUNCOMBE)	6 : 1
5290A (RUTHERFORD)	6 : 1
5290B (MCDOWELL)	6 : 1
5290C (HENDERSON)	6 : 1
5290D (TRANSYLVANIA)	6 : 1
5290E (POLK)	6 : 1
5290F (RUTHERFORD)	7 : 1
5290G (MCDOWELL)	7 : 1
5290H (RUTHERFORD)	6 : 1
5300A (HAYWOOD)	5 : 1
5300B (SWAIN)	6 : 1
5300C (CHEROKEE)	5 : 1
5300D (MACON)	8 : 1
5300E (JACKSON)	7 : 1

DIVISION AVERAGE	6 : 1
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