

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

**DIVISION OF ADULT CORRECTIONS
COMMUNITY CORRECTIONS
LEGISLATIVE REPORT ON
PROBATION AND PAROLE CASELOADS**

March 1, 2013

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Governor**

**W. David Guice
Commissioner**

**Kiernan J. Shanahan
Secretary**

N.C. DEPARTMENT OF CORRECTION

Vacant, Director

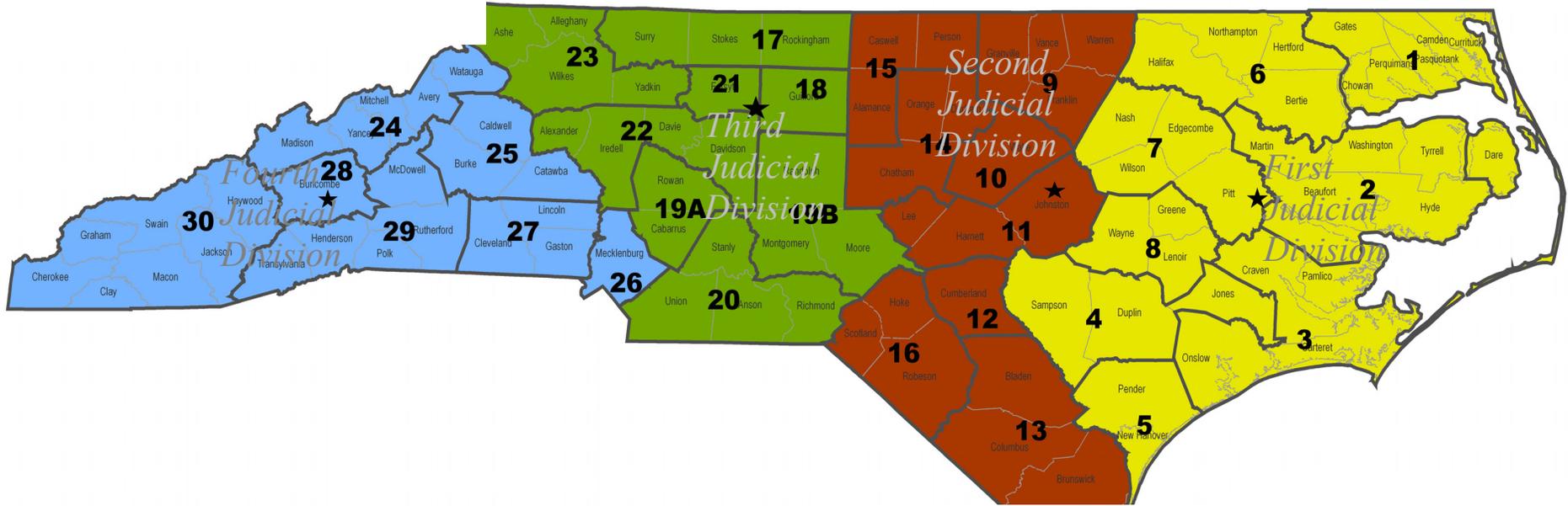
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DIVISION OF COMMUNITY CORRECTIONS



Fourth Judicial Division

JD Adm.	Debra Debruhl
Asst JD Adm.	Boyce Fortner
CJPP Coord.	Nancy Pritchard
JDM Dist 24	Karey Treadway
JDM Dist 25	Kevin Miller
JDM Dist 26	Tracy Lee
JDM Dist 27	Sandy Holland
JDM Dist 28	Lori Anderson
JDM Dist 29	Cheryl Modlin
JDM Dist 30	Dallas McMillan

Third Judicial Division

JD Adm.	Betty Bauer
Asst JD Adm.	Rose Cox
CJPP Coord.	Ashley Jane
JDM Dist 17	Brian Gates
JDM Dist 18	Max Gerald
JDM Dist 19A	Catherine Combs
JDM Dist 19B	Scott Brewer
JDM Dist 20	David Calloway
JDM Dist 21	Chris Oxendine
JDM Dist 22	David Hartley
JDM Dist 23	Nancy Gilchrist

Second Judicial Division

JD Adm.	Kim Williams
Asst JD Adm.	Lewis Adams
CJPP Coord.	Conrad Strader
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	Tony Taylor
JDM Dist 15	Jeffrey Allen
JDM Dist 16	Sharon Phillips

First Judicial Division

JD Adm.	Vacant
Asst JD Adm.	Carla Bass
CJPP Coord.	Candice Evans
JDM Dist 1	Ray Griggs
JDM Dist 2	Jami Stholman
JDM Dist 3	Thurman Turner
JDM Dist 4	Paige Wade
JDM Dist 5	Brien Campbell
JDM Dist 6	Bill Mitchell
JDM Dist 7	Phyllis Leary
JDM Dist 8	Cynthia Sutton

Session Law 2011-145
REPORT ON PROBATION AND PAROLE CASELOADS

SECTION 18.13.(a) The Department of Correction 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 Corrections, Crime Control, and Juvenile Justice Oversight Committee 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) An assessment of the role of surveillance officers;
- (5) The number and role of paraprofessionals in supervising low-risk caseloads;
- (6) An update on the Department's implementation of the recommendations contained in the National Institute of Correction study conducted on the Division of Community Corrections in 2004 and 2008;
- (7) The process of assigning offenders to an appropriate supervision level based on a risk assessment and an examination of other existing resources for assessment and case planning, including the Sentencing Services Program in the Office of Indigent Defense Services and the range of screening and assessment services provided by the Division of Mental Health, Developmental Disability, and Substance Abuse Services in the Department of Health and Human Services; and
- (8) Data on cases supervised solely for the collection of court-ordered payments.

Introduction

The Division of Adult Corrections, Community Corrections Section 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 2,549 authorized full-time positions, including 1,973 certified positions. The Division supervises approximately 104,803 offenders on probation, parole or post-release supervision and oversees 11,926 unsupervised offenders in CSWP for a total offender population of 116,729. 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 Corrections 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 Corrections has adjusted the supervision and monitoring duties placed with probation officers and surveillance officers to attempt to meet this caseload goal.

Current Caseload Averages (as of January 2013)

There are five supervision levels used by Community Corrections. 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 1/30/2013	Caseload Avg.	Current Probation Officer	Offenders (non absconder)
DIVISION ONE	65	345	22,499
DIVISION TWO	63	412	26,073
DIVISION THREE	67	404	27,247
DIVISION FOUR	66	343	22,609
STATEWIDE TOTAL	66	1504	99,604

The following table applies the Real World Factor (RFW) and shows the affect of vacancies and extended absences on caseloads. Department statistics show a daily average of 2.5% of officer positions are vacant due to staffing turnover and another 6.5% are unable to supervise a caseload due to on the job injuries, illness/medical leave, military leave, etc. which impacts the statutory goal causing a “Real World” caseload average that exceeds approximately 70 offenders per officer.

(Caseload Goal 60:1)

PROBATION OFFICER CASELOADS BY DIVISION			
Location on 1/30/2013	Real World Factor Caseload Avg.	Current Available Staff	Offenders (non absconder)
DIVISION ONE	74	303	22,499
DIVISION TWO	69	376	26,073
DIVISION THREE	73	375	27,247
DIVISION FOUR	73	311	22,609
STATEWIDE TOTAL	73	1365	99,604

Caseload averages by judicial district are shown in Appendix A.

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.*

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 will be needed to supervise all 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 task of identifying those offenders who are high or moderate risk of rearrest is complete; however, due to resource issues, supervision and monitoring practices must be adjusted to reach the caseload goal described in the revised statute.

Projections by Officer Classification (Office of Research & Planning, DPS)

The Office of Research and Planning began projecting populations for Community Corrections in 1994 when the Structured Sentencing Act was implemented. The purpose of the projections is to predict the effect of sentencing practices on future probation/post-release/parole caseloads, as well as the resources necessary to supervise these offenders. The population projections combine projected Structured Sentencing entries to probation with projected entries to probation for Driving While Impaired (DWI), post-release supervision, parole supervision, and other non-Structured Sentencing entries to supervision (i.e. deferred prosecution, Interstate Compact cases, etc.). The North Carolina Sentencing and Policy Advisory Commission provides Structured Sentencing probation entry projections for the next five years, while the Office of Research and Planning staff forecasts entries for the next five years to probation for DWI, post-release supervision, parole and other non-Structured Sentencing sentences based on historical trends.

In fiscal year 2011-12 Community Corrections worked toward a blended caseload goal of 60 offenders per officer as directed by the general statute prior to its most recent update. The change in statute suggests a caseload goal of 60 for high-to-moderate risk offenders for probation officers. To accomplish this goal, Community Corrections shifted the monitoring of lower level offenders to surveillance officers (SO).

The projections show that the shift in supervision and monitoring will require additional resources for both the probation officers and surveillance officers' classifications. In an effort to maximize resources, Community Corrections has begun to train Surveillance Officers to perform the job duties associated with a fully qualified Probation/Parole Officer. Initially, this will more effectively cover the caseload goal of 60 high-to-moderate risk offenders as well as adequately cover the lower leveled offenders. It is the goal of the Department to reallocate the Surveillance Officer position to the Probation/Parole Officer classification. With this concept, the Division will have one class of officer; all of which will be able to handle all types/levels of offenders.

The following information shows the caseload averages of the combined officer classes as described above. The chart reflects caseload averages *if all positions were filled* and if there were no extended employee absences (i.e., military leave, extended medical leave). The offender population includes all levels of supervision and absconders. (Data as of January 3013)

(Caseload Goal 60:1)

COMBINED OFFICER CASELOADS BY DIVISION			
Location on 1/30/2013	Caseload Avg.	Combined Officers	Offenders
DIVISION ONE	60	397	23,810
DIVISION TWO	59	472	27,619
DIVISION THREE	65	454	29,445
DIVISION FOUR	62	386	23,810
STATEWIDE TOTAL	61	1709	104,684

Even after the transition to one class of officer is complete, the “real world factor” continues to be an issue affecting caseloads. The following chart shows the caseload averages for one class of officer with the vacancy/extended leave percentage applied.

(Caseload Goal 60:1)

COMBINED OFFICER CASELOADS BY DIVISION			
Location on 1/30/2013	Real World Factor Caseload Avg.	Current Combined Officer Available Staff*	Offenders
DIVISION ONE	68	350	23,810
DIVISION TWO	64	430	27,619
DIVISION THREE	70	419	29,445
DIVISION FOUR	68	351	23,810
STATEWIDE TOTAL	68	1550	104,684
<i>* Real World Factor Applied - Vacancies and staff on extended medical and military leave</i>			

The projections as prepared by Research and Planning for years 2013-14 forward show both officer classes combined into one and the additional resource needs based on an increased offender population. The additional new probation officer resources needed are a priority for any reinvestment funding through the Justice Reinvestment Act. These resources are needed in order to properly supervise the additional offender population projected to be in the community based on Justice Reinvestment Act changes, such as all B1-E felons receiving additional supervision time; all F-I felons now receiving a supervision period; limitations on the revocation authority of the Courts and Post Release Parole Commission; and the return to supervision of all offenders who receive a 90-day (or less) period of confinement in response to violation. Current projections indicate a growth in the supervised offender population from the current 104,803 to over 116,000 by 2016.

Supervision Projections
 Probation/Parole Officer Caseload Projections
 (Caseload Goal: 60)

Probation/Parole Officer Caseload Projections				
Fiscal Year	Projected End Of Year Supervision Population On June 30	Required Officer Resources	Current Officer Resources*	Additional Resources Needed
FY 12-13	101,910	1,520	1,504	16
FY 13-14	104,912	1,749	1,709	40
FY 14-15	110,645	1,844	1,709	135
FY 15-16	114,575	1,910	1,709	201
FY 16-17	116,476	1,941	1,709	232

**1st year with Surveillance Officers excluded; subsequent years with Surveillance and Probation Officer work assignments combined*

Assessment of the Role of Surveillance Officer

Traditionally, the role of a surveillance officer (SO) focused on working as a teammate with an assigned intensive case officer (ICO) to provide intensive supervision. The most important duties in this concept were to conduct curfew checks on the offenders on the intensive officer’s caseload multiple times during a week, conduct drug screens, ensure the payment of court indebtedness, conduct searches, and assist in arrests of the offenders.

During the past several years, however, numerous changes within the criminal justice profession have occurred. Technology now can be used to enhance the control aspects of supervision, and national research concerning best practices has indicated better models for supervision and case management. Best practices now focus on the quality—not quantity—of contacts between officer and offender and support a combination of evidence-based programming and treatment as a component of supervision. Additionally Justice Reinvestment repealed the intensive sanction, thereby eliminating the traditional need for the intensive surveillance officer. As a result, the Division has taken appropriate steps to redefine the role of this great resource.

The surveillance officer now reports to a chief probation/parole officer and provides assistance to all officers within the unit. The SO monitors lower leveled offenders who participate in our Offender Accountability Reporting program and tracks fugitive offenders who make their whereabouts unknown (absconders). The agency has begun to reshape the role of the surveillance officer by providing the necessary additional case management and evidence based practices training to do the same work as fully qualified probation officers. Within the next calendar year, the agency will eliminate the Surveillance Officer classification by reallocating the position and employee to that of Probation/Parole Officer. The duties of the position will become identical to those of a full caseload-carrying officer.

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 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 however, officers in some areas are still required to aid in court processing. There are currently 231 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.

Update of 2004 and 2008 NIC Recommendations

The National Institute of Corrections provided technical assistance to Community Corrections in 2004 and 2008 and made findings and recommendations intended to improve community supervision. *An update on the 2004 NIC Recommendations is included in Appendix C, while an update of the 2008 NIC Recommendations is included in Appendix D.*

Selection of a Risk Assessment

The 2004 NIC Report recommended the use of a risk/needs assessment in the supervision of offenders. 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 DOC develop its own risk/needs assessment process.

DOC 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 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. Information identified through the risk and needs assessment guides officers in making referrals for cognitive intervention, mental health and substance abuse treatment.

The Sentencing Services Program of the Office of Indigent Services is not operated statewide, but provides assessments where available. The assessments are provided to the court and the defense attorney for the purpose of sentencing. The Division works with other partners such as the Division of Mental Health, Developmental Disabilities and Substance Abuse Services (MH/DD/SAS) of the North Carolina Department of Health and Human Services Treatment Accountability for Safer Communities (TASC) to address behavioral health needs of offenders. Field staff refers offenders to local TASC staff for screening, disorder-specific assessment and treatment recommendations based on available services. Joint case staffings are conducted to track an offender's progress in and compliance with recommended treatment services. Additionally, the Division of MH/DD/SAS coordinates DWI services for those offenders attempting to regain driving privileges.

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 2013 shows that a total of 555 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 E shows the number of offenders by district.*

Summary

Community Corrections continues to assess its practices, policies and procedures as it moves toward full implementation of evidence based practices. The implementation of policy and supervision practice changes brought through the Justice Reinvestment Act will continue over the next year. Community Corrections will continue to assess caseload types and size, including the move toward the revised caseload goal, as it continues to review and improve community supervision strategies.

APPENDIX A – CASELOADS BY DISTRICT

CASELOAD BY DISTRICT			
District	Caseload Avg.	Current Staff	Offenders
1	61	27	1,648
2	64	26	1,664
3	62	54	3,330
4	70	23	1,603
5	63	61	3,864
6	53	31	1,644
7	71	76	5,406
8	71	47	3,340
DIV 1 TOTALS	65	345	22,499
District	Caseload Avg.	Current Staff	Offenders
9	54	30	1,607
10	59	102	5,987
11	67	44	2,969
12	60	53	3,161
13	71	35	2,501
14	57	74	4,190
15	70	32	2,235
16	75	42	3,168
DIV 2 TOTALS	63	412	25,818
District	Caseload Avg.	Current Staff	Offenders
17	57	37	2,112
18	64	79	5,087
19A	72	58	4,157
19B	70	44	3,079
20	70	41	2,873
21	64	54	3,447
22	71	64	4,575
23	64	27	1,737
DIV 3 TOTALS	67	404	27,067
District	Caseload Avg.	Current Staff	Offenders
24	62	18	1,109
25	69	46	3,168
26	65	104	6,733
27	71	70	4,958
28	55	39	2,149
29	66	38	2,525
30	62	28	1,729
DIV 4 TOTALS	65	343	22,371

APPENDIX B – OFFICER TO CPPO RATIO

Tables show officer to chief PPO ratio by unit (as of January 2013)

Division One Officer to CPPO Ratio						
County	Unit	Ratio		County	Unit	Ratio
Dare	5010A	7:1		Halifax	5060A	5:1
Pasquotank, Camden	5010B	6:1		Halifax	5060B	4:1
Chowan, Gates	5010C	6:1		Northampton	5060C	6:1
Currituck, Dare	5010D	8:1		Bertie	5060D	7:1
Pasquotank, Perquimans	5010E	7:1		Hertford	5060E	9:1
Beaufort	5020A	6:1		Halifax	5060F	6:1
Martin	5020B	6:1		Edgecombe	5070A	8:1
Beaufort	5020C	8:1		Wilson	5070B	7:1
Washington, Hyde, Tyrrell	5020D	6:1		Nash	5070C	7:1
Craven	5030A	7:1		Edgecombe, Nash	5070D	7:1
Craven	5030B	7:1		Wilson	5070E	7:1
Craven	5030C	7:1		Wilson	5070L	7:1
Carteret, Pamlico	5030D	7:1		Nash, Edgecombe	5070F	9:1
Craven	5030E	7:1		Pitt	5070G	7:1
Onslow	5030E	7:1		Pitt	5070H	7:1
Onslow	5030F	7:1		Pitt	5070I	8:1
Onslow	5030G	7:1		Pitt	5070J	7:1
Sampson	5040A	7:1		Pitt	5070K	7:1
Duplin, Jones	5040B	7:1		Wilson	5070L	7:1
Duplin	5040C	7:1		Lenoir	5080A	8:1
Sampson	5040D	5:1		Lenoir, Greene	5080B	9:1
New Hanover	5050A	7:1		Greene, Lenoir	5080C	9:1
New Hanover	5050B	7:1		Wayne	5080D	6:1
New Hanover	5050C	5:1		Wayne	5080E	8:1
Pender	5050D	6:1		Wayne	5080F	6:1
New Hanover	5050E	5:1		Wayne	5080G	7:1
New Hanover	5050F	7:1		DIV AVG.		7:1
New Hanover	5050G	7:1				
New Hanover	5050H	7:1				
New Hanover	5050I	8:1				

County	Unit	Ratio		County	Unit	Ratio
Franklin	5090A	5:1		Brunswick	5130A	7:1
Warren, Vance	5090B	7:1		Bladen	5130B	7:1
Vance	5090C	8:1		Columbus, Bladen	5130C	9:1
Granville	5090D	8:1		Columbus, Bladen	5130D	6:1
Franklin, Vance	5090E	7:1		Brunswick	5130E	4:1
Wake	5100A	7:1		Brunswick	5130F	7:1
Wake	5100B	3:1 JSC Unit		Durham	5140A	7:1
Wake	5100C	9:1		Durham	5140B	7:1
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	8:1		Durham	5140H	7:1
Wake	5100J	7:1		Durham	5140I	7:1
Wake	5100K	7:1		Chatham	5140J	6:1
Wake	5100L	8:1		Orange	5140K	6:1
Wake	5100M	10:1		Orange	5140L	6:1
Wake	5100N	8:1		Durham	5140M	7:1
Wake	5100O	7:1		Alamance	5150A	9:1
Harnett	5110A	7:1		Alamance	5150B	7:1
Johnston	5110B	4:1		Alamance	5150C	7:1
Lee	5110C	7:1		Person	5150D	6:1
Johnston	5110D	8:1		Person, Caswell	5150E	5:1
Harnett, Johnston	5110E	8:1		Scotland	5160A	8:1
Johnston	5110F	7:1		Hoke	5160B	9:1
Lee, Harnett	5110G	8:1		Scotland, Hoke, Robeson	5160C	2:1
Cumberland	5120A	9:1		Robeson	5160D	6:1
Cumberland	5120B	9:1		Robeson	5160E	8:1
Cumberland	5120C	5:1		Robeson	5160F	8:1
Cumberland	5120D	8:1		Robeson	5160G	7:1
Cumberland	5120E	8:1		DIV AVG.		7:1
Cumberland	5120F	9:1				
Cumberland	5120G	6:1				

County	Unit	Ratio		County	Unit	Ratio
Rockingham	5170A	7:1		Richmond	5200A	6:1
Rockingham	5170B	5:1		Anson	5200B	7:1
Surry	5170C	7:1		Richmond	5200C	6:1
Stokes	5170D	9:1		Stanly	5200E	7:1
Surry	5170E	7:1		Union	5200F	9:1
Rockingham	5170F	6:1		Union	5200G	10:1
Guilford	5180A	7:1		Forsyth	5210A	7:1
Guilford	5180B	7:1		Forsyth	5210B	JSC Unit
Guilford	5180C	7:1		Forsyth	5210C	7:1
Guilford	5180D	7:1		Forsyth	5210D	7:1
Guilford	5180E	6:1		Forsyth	5210E	JSC Unit
Guilford	5180F	7:1		Forsyth	5210F	7:1
Guilford	5180G	7:1		Forsyth	5210G	7:1
Guilford	5180H	7:1		Forsyth	5210H	7:1
Guilford	5180I	7:1		Forsyth	5210I	7:1
Guilford	5180J	7:1		Alexander	5220A	6:1
Guilford	5180K	7:1		Iredell	5220B	7:1
Guilford	5180L	7:1		Iredell	5220C	10:1
Cabarrus	5191A	8:1		Davidson	5220D	8:1
Cabarrus	5191B	9:1		Davidson	5220E	8:1
Cabarrus	5191C	8:1		Davidson	5220F	8:1
Rowan	5191D	8:1		Iredell	5220G	7:1
Rowan	5191E	8:1		Davie, Davidson	5220H	5:1
Rowan	5191F	8:1		Davidson	5220I	8:1
Rowan	5191G	8:1		Wilkes	5230A	7:1
Rowan	5191H	8:1		Wilkes	5230B	8:1
Randolph	5192A	8:1		Ashe, Alleghany	5230C	7:1
Randolph	5192B	9:1		Yadkin	5230D	7:1
Montgomery	5192C	7:1		DIV AVG.		7:1
Randolph	5192D	10:1				
Moore	5192E	7:1				
Moore	5192F	9:1				

County	Unit	Ratio		County	Unit	Ratio
Madison, Yancey	5240A	7:1		Gaston	5270A	7:1
Watauga	5240B	7:1		Gaston	5270B	7:1
Avery, Mitchell	5240C	8:1		Gaston	5270C	8:1
Caldwell	5250A	7:1		Gaston	5270D	5:1
Caldwell	5250B	7:1		Gaston	5270E	8:1
Burke	5250C	8:1		Cleveland	5270F	9:1
Catawba	5250D	7:1		Lincoln	5270G	6:1
Catawba	5250E	6:1		Cleveland	5270H	9:1
Catawba	5250F	8:1		Cleveland, Lincoln	5270I	6:1
Burke	5250G	8:1		Cleveland	5270J	5:1
Mecklenburg	5260A	8:1		Lincoln	5270K	5:1
Mecklenburg	5260B	5:1		Buncombe	5280A	7:1
Mecklenburg	5260C	6:1		Buncombe	5280B	8:1
Mecklenburg	5260D	8:1		Buncombe	5280C	7:1
Mecklenburg	5260E	8:1		Buncombe	5280D	9:1
Mecklenburg	5260F	7:1		Buncombe	5280E	5:1
Mecklenburg	5260G	8:1		Buncombe	5280F	8:1
Mecklenburg	5260H	3:1		Rutherford	5290A	6:1
Mecklenburg	5260I	6:1		McDowell	5290B	8:1
Mecklenburg	5260J	8:1		Henderson	5290C	7:1
Mecklenburg	5260K	7:1		Transylvania, Henderson	5290D	8:1
Mecklenburg	5260L	7:1		Polk, Henderson, Rutherford	5290E	7:1
Mecklenburg	5260M	6:1		Rutherford, McDowell	5290F	8:1
Mecklenburg	5260N	6:1		Haywood	5300A	10:1
Mecklenburg	5260O	7:1		Swain, Jackson	5300B	9:1
Mecklenburg	5260P	7:1		Cherokee, Graham	5300C	8:1
				Macon, Clay	5300D	8:1
				DIV AVG.		7:1

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 – 2004 NIC UPDATE

- 1.1 That the offender contact requirements be modified. The existing contact requirements are too rigid, inflexible and unnecessary.

Complete. Effective November 1, 2005 DCC revised policy to cover the shift in offender case management and supervision practices. Part of the revised policies addressed modifying offender contacts. Policy revised again September 1, 2010; contacts support evidence based practices, to include remote reporting for the lowest risk offenders

- 1.2 That the division embrace a more structured case planning methodology where contacts are measured by quality rather than only quantity and fails to consider offender criminogenic needs

Complete. DCC has developed a case planning process that incorporates court-ordered conditions of probation and offender risk and criminogenic needs identified through the assessment process. Statewide training and implementation was completed in September 2010.

- 1.3 That the division should continue to monitor and evaluate revocation rates to ensure that alternatives to incarceration are being appropriately utilized.

Complete. The November 2005 revised policies included expectations to use sanction alternatives based on demonstrated need and not on a hierarchy system that emphasizes numbers. The focus moved to matching needs with alternatives, such as ensuring that offenders with positive drug screens enter sanctions that include appropriate treatment. Update: Justice Reinvestment Act (SL 2011-192) gives limited revocation authority to the Courts and to the Post Release Parole Commission. This will reduce the number of technical revocations to prison.

- 1.4 That the Offender Management Model (OMM) supported by DCC administration, be rigorously emphasized and strongly promoted.

Complete. A section within policy emphasizes OMM and its critical components.

- 2.1 That Probation/Parole Officer I's receive the same officer safety package other probation/parole officer levels receive. These staff provide public safety in the same neighborhoods for the same offenders encountering the same risk as other officers, in the performance of their duties.

Complete. The Division's move to one class of officer eliminated the PO1 classification.

- 2.2 That the compensation for division staff be evaluated and appropriately reclassified to reflect their job descriptions, abilities, and the fact that certified Probation/Parole

Officers meet all statutory requirements for state law enforcement benefit programming.
Complete. The Division identified funding for PG 69 level for probation officers and recommends legislative inclusion in the law enforcement officer retirement benefit structure.

2.3 That the Certified Probation/Parole Officers be included in the state law enforcement retirement system in order to receive the benefits of the Supplement Retirement Income Plan and the Insurance Benefits Plan. They meet the statutory eligibility.

Ongoing. The Division is exploring this possibility; the change requires legislative approval and continues to be included in the agency's expansion budget requests.

2.4 That Probation/Parole officers be allowed to have state vehicles immediately available, to include having them at their home, in order to assure that the officers may be responsive to public safety issues.

Complete. A community parking strategy has been developed to place cars in the proximity of officers' homes. Administrative Memo 01.08.10–09 October 2009.

2.5 That the division hires full-time trainers. The size of the division, mandatory training requirements, and the need for additional training in areas such as cognitive behavior make this recommendation critical. In 2003, over 10,000 hours of training was provided by 130 current employees (adjunct instructors). The time spent conducting training was in addition to their current job responsibilities.

Complete. The Division has created 13 full-time trainer positions strategically located to reduce the number of training hours provided by adjunct trainers (full-time probation/parole officers). This will allow these adjuncts to focus more on their caseloads.

2.6 That adjunct instructors receive compensation for the time required to conduct training. The compensation should be in the form of additional pay for the additional training duties and a commensurate reduction in the number of offender supervision cases assigned to the trainer.

Complete. Full time training positions were created to reduce the need for adjunct instructors. A smaller number of adjunct instructors are still utilized, but no additional funds are available to provide compensation.

2.7 That specialized training programs be developed for identified classifications and tasks. These include but are not limited to the following: Judicial District Managers, Chief Probation/Parole Officers, cross training of staff, risk reduction, and case planning. Further current officer safety and related training programs need to be expanded and provided more frequently.

Complete. Peak Performance Training has been developed by the DOC Office of Staff

Development and Training for front line supervisors. Specialized training has been developed for the risk/needs assessment and case planning process. Officer training specific to domestic violence, sex offenders, drug treatment courts, electronic house arrest and cognitive behavioral interventions will continue to be expanded and improved. Update: Completed training provided by The Carey Group that focused solely on risk reduction methods employed by a front line supervisor working with employees as they case manage and case plan with offenders.

- 2.8** That the division amends hiring protocols to increase the qualified applicant pool.
Complete. The Division has moved to continuous posting for probation officer positions in order to increase the qualified applicant pool.
- 2.9** That the division establishes a diverse employee issues committee to examine the reasons for and ways to improve employee morale and retention.
Ongoing. Officers and managers have continually been invited to participate in operations focus groups for the implementation of EBP, for recruitment and retention practices, and for behavior based hiring and interviewing. The Division has continued to use this approach with the implementation of Justice Reinvestment. Update: A position has been dedicated to address issues surrounding employee recruitment and retention.
- 3.1** That the division continues to implement their blending caseload concept. Additional statutory authority should be requested by the division, if necessary.
Complete. All counties utilize blended caseload supervision. One class of officer transition was completed in spring of 2010.
- 3.2** That the division increases the caseloads of community punishment officers. In order to achieve this objective, it will be necessary that the division adopt a risk/needs assessment instrument and a modification of the existing agency contact standards as well as a change in philosophy by existing staff concerning the necessity of contacting low risk offenders.
Complete. In November 2005, the Division raised community officer caseloads from 90 to 110. In 2009, the PO1 classification was eliminated and total blended caseloads were in effect in the spring of 2010.
- 3.3** That the division considers using paraprofessional/non-certified officers to assist with duties currently performed by certified officers relative to offenders, such as criminal record checks, monitoring of financial obligation, data entry, court processing, etc.
Complete. 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 is a reassignment

from existing Community Service Coordinators. These positions are responsible for court processing duties as well as community service placement and the monitoring of unsupervised community service cases. The position also relieves the number of officers needed to assist in court processing; however, there are not enough JSCs statewide to effectively cover all courtrooms.

- 3.4 That the sex offender control program officers, day reporting specialized officers, drug court officers, domestic violence officers be increased to meet the departments needs and goals relative to the divisions specialized programs. The team believes that the noted specialized programs are excellent. The necessary positions for expanded specialized programs will be made available from internal transfers as community officer caseloads are increased. The availability of vacant positions will be impacted by any future growth of the offender population managed by the division, however.

Complete. There were not enough officers to cover the reduced caseloads associated with the specialization concept. The Division's move to one class of officer will allow for a blended caseload concept which includes special cases.

- 3.5 That the duties of surveillance officers be evaluated. An excessive amount of time is expended making unnecessary field contacts on assessment validated low risk offenders. The surveillance officers should be reallocated to day reporting centers or to multiple intermediate classifications for work activities of recognized high risk offenders

Ongoing. The Division is seeking reallocation of the existing Surveillance Officer positions to one class of officer – Probation/Parole officer.

- 4.1 That the division develops and/or adopts a dynamic risk/needs assessment tool to assist them in making caseload management decisions.

Complete. The Division has developed a dynamic risk and needs assessment that is being used by officers statewide. The information obtained from this assessment calculates supervision levels for offenders and has been relied upon heavily for implementation of Justice Reinvestment.

- 4.2 That the division have the authority to assign appropriate cases to staff. This will require changes in policy and statute so the division can place low risk cases that originated as an Intermediate case to a Probation/Parole Officer I caseload. Further, that high risk cases currently being managed by Community Officers are moved to Intermediate Officers. We recommend Intensive Officers and Intermediate Officers blend their caseloads when deemed appropriate by the division.

Complete. Supervision has moved to completely blended caseloads.

- 4.3. That the North Carolina general statute regarding delegated authority be expanded to make

available to any offender the intermediate supervision of Day Reporting Center, Electronic House Arrest and Intensive sanctions as deemed appropriate by a validated risk assessment. Further that the division consider limiting a chief's supervision workload to no more than 12 officers.

Complete. Delegated authority changes were made via the Justice Reinvestment Act (SL 2011-192) and were implemented in fiscal year 2011 – '12. Statewide CPPO ratio has reduced to 7:1.

- 4.4 That the division conducts pre-sentence investigations on all offenders convicted of a felony that falls in the Intermediate/Active sentencing grid. Information provided in pre-sentence investigation reports is invaluable to the court, prosecutors, defense counsel and division staff. Further, that division provides a specific sentencing recommendation in each pre-sentence report. This information will assist the division in their efforts to concentrate on quality contacts rather than the quantity of contacts. This will also facilitate the division's migration from a pure containment model to an out-come based supervision model.

Complete. Legislation mandated that DCC and Administrative Office of the Courts conduct a feasibility study to determine the usefulness of presentence investigations. The report was presented in May of 2010.

- 4.5 That offenders be discharged from probation supervision when they have satisfied their criminogenic needs and are at a risk level that does not warrant supervision. The division will be able to identify these cases utilizing a validated risk and needs assessment.

Complete. The Division has fully implemented supervision by the new levels achieved through the use of the risk and needs assessment. Lower leveled offenders will be allowed to report by computer or mail-in report called Offender Accountability Reporting (OAR). Additionally, S.L. 2009-275 provides for the transfer of certain low risk misdemeanants placed on supervision to be moved to unsupervised probation. The offenders transferred cannot be under any special conditions, must be low risk, and must be able to continue to pay any monies owed as a part of unsupervised.

- 4.6 That the division utilizes the flexibility that will be provided when utilizing a risk and needs assessment to address other staffing needs. Community officer caseloads are low, based on national standards. The risk and needs assessment, combined with appropriate changes in supervision contact requirements, will permit increases in the size of community officer caseloads. This will enable intermediate and intensive officers to concentrate on more high-risk offenders and deliver quality specialized programming (cognitive behavior, sex offender control program, domestic violence, drug education).

Complete. The department has moved to a complete blending process and one class of officer. Implemented supervision levels based on risk and needs scores in the fall of 2010.

- 4.7 That the division, contingent on making the above changes, has the necessary policy and statutory authority to blend the high risk cases. These systematic changes should not require additional staff, unless division caseloads continue to rise.
Complete. The blending concept is complete. Supervision levels determined by risk and needs were implemented in the fall of 2010.
- 4.8 That the low risk cases being supervised solely for the collection of fines and costs be transferred to non-reporting caseloads, unsupervised probation, or supervision by paraprofessional staff.
Complete. S.L. 2009-275 provides for the transfer of certain low risk misdemeanants placed on supervision to be moved to unsupervised probation. The offenders transferred cannot be under any special conditions, must be low risk, and must be able to continue to pay any monies owed as a part of unsupervised.
- 4.9 That the division considers recommending to the legislature a supervision fee system that permits a set fee. This would facilitate the collection of fees and provide officers to focus on supervision and treatment needs of the offender. Collection rates would not be adversely affected.
Ongoing. Legislative action required to enact.
- 4.10 That Driving While Impaired (DWI) level 4 and level 5 offenders be prohibited from being placed on supervised probation.
Ongoing. Legislative action required to enact.
- 4.11 That probation/parole officers workload reporting accurately reflects the actual work performed. Specifically, those officers who are supervising vacant caseloads should receive recognition and credit for the actual work they are performing.
Complete. Offenders on vacant caseloads are now reassigned to other officers who are available to supervise.
- 4.12 That the division examines Global Position Satellite (GPS) technology. Pilot projects of both active and passive GPS systems have been completed nationally. To assist in this effort a copy of the February, 2004 Washington State GPS legislative report.
Complete. GPS technology has been adopted for supervision of offenders sentenced to electronic house arrest and electronic monitoring.
- 4.13 That the division improves the Offender Population Unified System (OPUS) to increase productivity and effectiveness for staff.
Ongoing. Web tools developed to give officers an at a glance view of caseloads and red

flags to include new pending charges. OPUS is being moved to a Web-based format by modules; the first phase (intake) was implemented statewide in spring of 2010. The second phase of intake to include judgment/sentence entry was implemented in spring 2011.

- 4.14.** That the division evaluates the officer safety package and other related equipment, to ensure officers have appropriate tools to carry out the performance of their duties.

Ongoing. DCC has completed the process of exchanging former body armor with more effective, lightweight body armor. Firearms and other related equipment has been updated previously. 600 Viper radios received through Recovery Act funds.

APPENDIX D – 2008 NIC UPDATES

A. Operational

1. Concentrate on the fundamentals of solid assessment, case planning, intervention strategies, and supervision to accomplish the following:

Complete. Case management planning and introduction to evidence based practices delivered spring-summer 2009. Implementation of revised supervision levels and supervision by risk-need assessment (EBP) completed in fall of 2010. Continue to work with NIC on additional training for all department staff including upper level management. The Carey Group conducted EBP training for supervisors in the last quarter of 2010 and conducted a train-the-trainer class in spring of 2011. All field staff completed basic EBP training by the fall of 2011.

- a. Identify and correct problem cases noted from special audits; and
- b. Purge caseloads of cases that can be closed or terminated.

Completed in Wake and Durham

2. Hire dedicated paraprofessionals to perform the intake duties and responsibilities.
Complete. - Judicial services coordinator classification approved by the State Personnel Commission, staffing formula completed to access position needs per county and district. In October 2009, all community service coordinator positions changed to judicial services. In November and December 2009, reallocation of POI positions to one classification of PO resulted in 79 moving to judicial services coordinator positions. Additional funding for 13 time-limited judicial services positions received, hiring process started October 2009. Officers continue to assist in areas where there are not adequate numbers of JSC to perform the intake operation.
3. Relieve the PPO positions from the escorting, intake, and other court-related administrative duties specific to the intake function.
Complete. Practices adjusted in Wake and Durham Counties. Ongoing statewide with the move to one class of PO and establishing a judicial services class of employees.
4. Provide to the Courts a directional information sheet that the Court Clerks can provide to the offenders upon the offenders being granted probation. The directional information sheet will provide the directions and phone number to the DCC intake office.
Complete. Local practice/protocols are in place in each district

5. Obtain from the Court Clerks Office a daily listing of the defendants granted probation on the previous day. This listing would be used by intake staff to reconcile the DCC probation intake and ensure that offenders sentenced to probation are assigned to supervision. Investigate if the Court can provide a computer tape to be compared against the DCC's intake data base.

Complete. DOC-MIS and AOC developed and implemented the AOC Search automated tool to provide daily disposition of cases from AOC with DCC Opus intake information

6. Develop a policy or operational instruction that establishes that out of county intake assignments are the responsibility of the receiving PPO to resolve and not the responsibility of the PO assigned to the intake office. A reasonable timeframe should be also identified for resolution.

Complete. Directive #2, 10-17-08

7. Establish and promulgate written guidance to the staff regarding the distribution of vacant caseloads. Determine the specific time period that the vacant caseload is to be redistributed to the staff (i.e., distribute cases if caseload is vacant for 30 days or more).

Complete. Directive #3, 10-17-08 and Interim Supervision Plans

8. Establish and promulgate a mitigation policy as a relief valve for staff who are assigned cases above the DCC threshold for active cases. The policy should take into consideration extending the time period to accomplish certain case-related tasks and a reduction in contact requirements.

Complete. Directive #3, 10-17-08 and Interim Supervision Plans

9. Develop a 12-15 month plan to revamp, update, merge and migrate OPUS to a more user-friendly and efficient information system. The design should encompass integration with both internal and external stakeholder systems and have operational and management report functionality and capability for all levels of organization.

Ongoing. MIS has completed several automated tools to assist with case management and manager oversight. This includes immediate notification to officers when offenders on their caseloads commit are charged with new crimes. CJLEADS is now being used by all certified field staff.

10. Develop a "quick screener" tool to be administered by line officers to identify high risk offenders assigned to the community punishment level of supervision. Low risk offenders similarly should be identified when assigned to the intermediate level of punishment.

Ongoing. Revised supervision levels and implementation of supervision based on the risk/needs assessment are now in practice. DOC Research and Planning office is

reviewing the current risk assessment tool Offender Traits Inventory (OTI) for any modifications. The changes to the OTI will come with assistance from the UNC School of Social Work and through Justice Reinvestment recommendations.

11. Establish and promulgate written guidance to staff mandating the movement of inappropriately assigned cases between the community and intermediate levels.
Complete. The current statute assigns levels based on the sentences received (intermediate or community - Structured Sentencing Act 1994); the assessment process for identifying supervision levels based on offender risk and need instead of punishment type was implemented in the fall of 2010.

12. Establish and promulgate written guidance to staff instructing what types of work-related activities are appropriate for non-certified PPOs. It is recommended that non-certified PPO not provide direct offender services nor provide direct court testimony at violation hearings.
Complete. Directive #4, 10-17-08
Update. In 2010, the Division began the use of on-boarding strategies to identify, recruit and retain employees suited for the type of work performed by the agency. Created and published a new hire checklist to guide the first year of employment.

13. Seek legislation that would allow DCC staff to place a no bail hold on public safety risk felon offenders who are rearrested on a new felony charge or arrested on a violation of probation warrant.
Complete. Legislation enacted through S.L. 2009– 412 Delay Bond/Probationer Arrested for Felony. Revises the statutes concerning pretrial release, and also amends G.S. 15A-1345 concerning arrest and hearing on a probation violation. The changes require a judicial official to make a finding concerning the offenders’ danger to the public prior to release on bond or pretrial conditions. If the judicial official has insufficient information to make the finding, the offender may be held in custody for up to seven days for a finding to be made.

14. Have DCC investigate the feasibility of introducing the PSI report on a trial basis to the Court. If the full PSI is not a viable option, then have the DCC develop a shorter version of the PSI that includes the official and defendant’s version of the charge; the defendant’s criminal, social, substance abuse, and mental history; the offender’s physical health; and the PPOs recommendation to the Court.
Complete. PSI study submitted to legislature in May of 2010.

15. Develop a revised intake manual for the Wake County Intake Office that has screen shots that illustrate the intake process, identify the documents needed to begin the intake process, shows what constitutes a correct intake assignment, how to verify a home address, etc.

Complete. DCC policy and OPUS Manual provide intake details and examples. Wake County has revised its local intake procedures and processes.

16. Have Central Administration staff revise the Wake County intake manual for the purposes of state-wide uniformity in state-wide operations, where applicable.

Complete. DCC policy and OPUS Manual provide intake details for consistent statewide use; local SOP / protocol developed to complement use.

17. Establish a Criminal Justice Coordinating Council to ensure that a forum exists for stakeholders to meet regularly to discuss and plan criminal issues.

Ongoing. Legislative action required to enact.

18. DOC seek legislation so that DCC staff can access juvenile history information on offenders assigned to supervision to have a complete picture of the offender's current and prior criminal history when determining the appropriate supervision level.

Complete. Legislation enacted (S.L. 2009–372, Probation Reform). Amends several general statutes pertaining to juvenile offenders and allows adult Probation Officers access to portions of certain probationer's juvenile record without a court order. Allows the Division of Community Corrections access to the juvenile record of those offenders placed on probation for offenses committed on or after December 1, 2009 and when the probationer is less than 25 years old. DCC may look at the records of these offenders if there is an adjudication of delinquency for acts that would be a felony if committed by an adult. Implemented supervision based on the use of the risk-need assessment for in fall of 2010.

B. Management/Personnel

1. Institute an "open and continuous" job announcement posting and hiring process to develop a qualified, ready pool of applicants to fill vacant PPO positions.

Complete. State Personnel Commission approved, process and new guidelines implemented May-June 2009

2. Recommend that the core competencies hiring criteria be revised to identify those core competencies (for example: action planning, motivating for change, dealing with resistant offenders, leveraging resources for mentally ill offenders, etc.) required for the job that are consistent with evidence-based practices.

Complete. New guidelines completed and implemented May-June 2009. Developed core competencies for probation officer and chief probation/parole officer positions; will train and implement in winter 2011

3. Discontinue the practice of assigning new PPOs to the field without having first completed the new trainee academy.
Complete. Directive #4, 10-17-08
4. Hire new PPO trainees in conjunction with commencing the dates for the new employee academy.
Complete. OSDT has worked with the Division to add additional training dates to reduce the time waiting, and have reduced the number of new hires necessary to conduct a class session. The new process has drastically reduced waiting time from employment to training to less than 30 days. New hiring practices also established for continuous posting and trainee recruitment.
5. Reduce the time period it takes for new officers to be certified.
Complete. New officers are attending basic training approximately 30 days or less from the hire date.
6. Obtain commitment from the DOC Training Division to schedule multiple new employee training academies to reduce the vacant PPO position in DCC.
Complete. OSDT has added multiple sessions and revised other criteria to eliminate the backlog.
7. Develop a formalized mentoring program to assist newly appointed PPOs.
Complete. Implementation of the Probation Field Specialist (pg 70) as authorized by the State Personnel Commission has been completed. Four positions were approved and hired in the following locations: New Hanover, Wake, Guilford and Mecklenburg.
8. Ensure updated, current DCC policies, operational procedures, and curricula are fast tracked through the Training Commission in order to ensure that the newly appointed PPOs receive the latest policies and procedures in the new employee training academy.
Complete. OSDT has updated all lesson plans with DCC to ensure that the curriculum is current with DCC policy, operational procedures and evidence based practices; all 38 lesson plans in the basic curriculum have been revised; the basic curriculum is under pilot status with the Criminal Justice Education & Training Standards Commission to give OSDT the authority to make necessary changes in the curriculum and is advising the Commission of changes as required. The Commission meets four times per year and there is no fast track through the Commission. Beginning July 2011 a five week Basic Training that is a combination of the former Basic and Intensive Training will be in place.

9. Retrain all area divisional personnel specialist in merit system rules and regulations for recruitment and selection processes, with the goal of expanding the pool of eligible applicants.
Complete. The Division worked closely with DOC Personnel to implement the new hiring guidelines and continuous posting.

10. Reduce the span of control and the areas of responsibility for DCC Central Administration. Currently, the span of control for DCC Central Administration is too large. A senior position to manage the administrative functions of the DCC would reduce the work burden on the Senior Administrator and the Director. This additional position would permit the Senior Administrator to focus on operational issues.
Complete. The organizational structure has been revised with a Deputy Director to oversee the judicial divisions and field operations and an Assistant Director to oversee special operational areas and programs.

11. Reduce the span of control for the Area Administrator. Currently, the span of control for the Area Administrator is too large. Another position is recommended to have administrative responsibilities that would reduce the workload of the Area Administrator and the Assistant Area Administrator.
Complete. The organizational structure was revised due to legislative action by consolidating judicial districts from 45 to 31 and reducing some management positions. The Judicial Division Administrator's role continues to have the same workload as no additional positions were received from the legislature for management.

12. The Reviewers recommend that a training/coaching session for management staff be provided to assist with uniformity of application in the corrective action process.
Complete. DOC-Personnel completed scheduled refresher training with appropriate staff. DCC's Deputy Director also reviews field operations investigation and disciplinary actions to ensure uniformity.

13. The DCC should review its corrective action policies and processes, as well as consider the feasibility of delegating certain disciplinary actions at the Area Administrator level.
Complete. Directive #5, 10-17-08

14. Reduce the CPPO span of control to 6 or 7 PPOs to 1 CPPO.
Complete. Current average span of control is 7:1.

15. Reduce the Wake County CPPO span of control from 22 staff to 1 CPPO to function as an intake supervisor. This recommendation would require another supervisor be appointed to supervise the PPOs assigned to the Wake County intake office.
Complete. This was inaccurate information as there is not a 22 to 1 ratio for the intake staffing. There were 19 employees in the unit and a CPPO. The CPPO was responsible for the supervision of four probation officers, two lead judicial services coordinators, a data entry specialist and a processing assistant. The two lead judicial services coordinators supervised the other employees who were judicial services coordinators. The same structure currently exists.
16. Provide clerical assistance to each supervision team to support team operations and free PPOs from clerical functions, such as filing, copying, etc.
Ongoing. No new positions were funded by the legislature.
17. Conduct a state level staffing analysis to lend support for a lower span of control with the goals to improve operational effectiveness and efficiency.
Complete. UNC School of Social Work has advised the Division of results and recommendations based on their workload study. Ongoing work is being done to implement/adopt some of these recommendations. Additionally, the school is working with the Division on the validation of the needs portion of the risk and needs assessment used by DCC.

APPENDIX E- SUPERVISED COLLECTION CASES

Snapshot as of January 2013

Monetary Conditions Only		
District	Number	Percent
ISC	8	1.44
5010	7	1.26
5020	7	1.26
5030	18	3.24
5040	20	3.6
5050	16	2.88
5060	6	1.08
5070	38	6.85
5080	20	3.6
5090	27	4.86
5100	21	3.78
5110	8	1.44
5120	13	2.34
5130	12	2.16
5140	11	1.98
5150	7	1.26
5160	15	2.7
5170	12	2.16
5180	31	5.59
5191	19	3.42
5192	19	3.42
5200	14	2.52
5210	37	6.67
5220	37	6.67
5230	8	1.44
5240	3	0.54
5250	32	5.77
5260	33	5.95
5270	26	4.68
5280	12	2.16
5290	13	2.34
5300	5	0.9
TOTAL	555	99.96