

**STATE OF NORTH CAROLINA
DEPARTMENT OF CORRECTION**

Division of Community Corrections
**LEGISLATIVE REPORT ON
PROBATION AND PAROLE CASELOADS**

March 2008

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Governor**

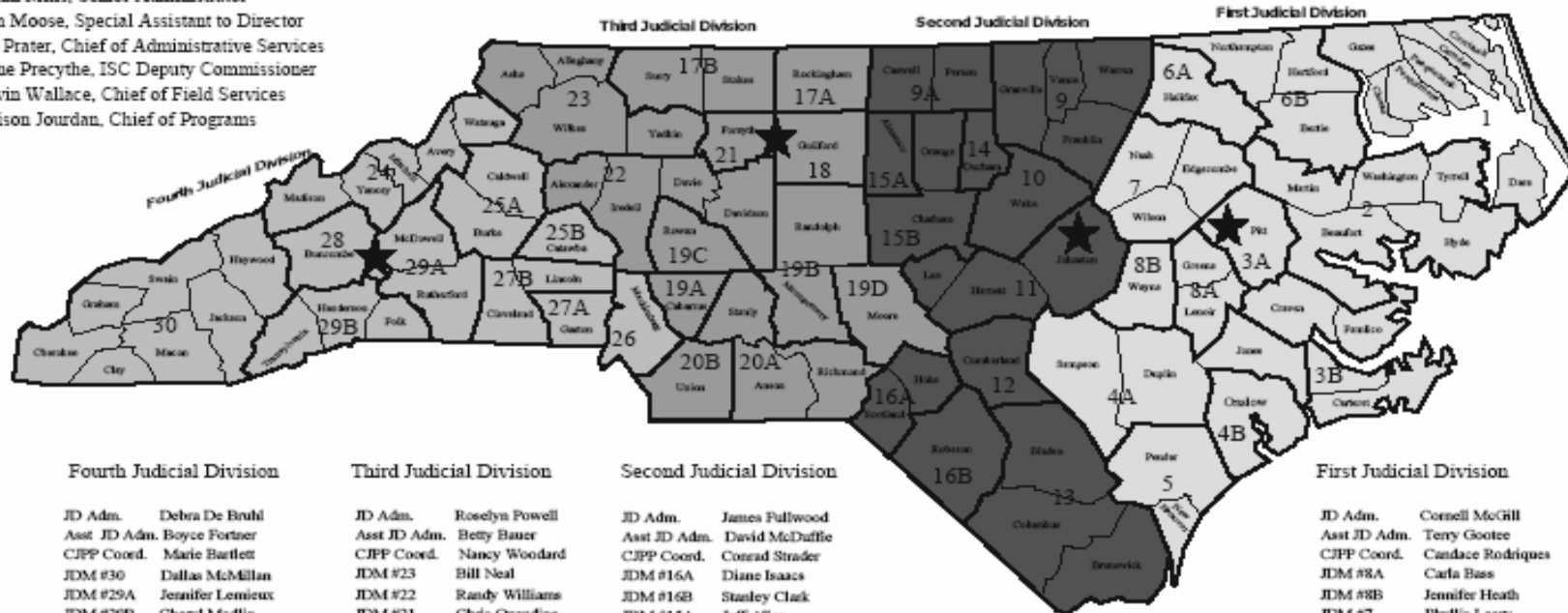
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Table of Contents

1) Current Caseload Averages	Page 3
2) Analysis of Optimal Caseloads.....	Page 4
3) Assess of the Role of Surveillance Officer.....	Page 6
4) Paraprofessionals.....	Page 7
5) Update of 2004 NIC Recommendations	Page 7
6) Selection of a Risk Assessment	Page 9
7) Position Management Update	Page 10

Appendix A: Caseload Projections

Appendix B: Case Management Practices

REPORT ON PROBATION AND PAROLE CASELOADS

SECTION 17.16. (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 for Probation Parole Officer I, Probation Parole Officer II, and Probation Parole Officer III positions;
- (2) An analysis of the optimal caseloads for these officer classifications;
- (3) An assessment of the role of surveillance officers;
- (4) The number and role of paraprofessionals in supervising low-risk caseloads;
- (5) An update on the Department's implementation of the recommendations contained in the National Institute of Corrections study conducted on the Division of Community Corrections in 2004;
- (6) The selection of a risk assessment and the resulting distribution of offenders among risk levels; and
- (7) Any position reallocations in the previous 12 months, and the reasons for and fiscal impact of those reallocations.

General Statement

The Division of Community Corrections (DCC) is responsible for the supervision of all adult offenders on probation, parole or post-release parole supervision in North Carolina. Offenders who transfer from other states are supervised by DCC guidelines and the Interstate Compact for Adult Offender Supervision. DCC also has oversight of the Community Service Work Program (CSWP).

The Division of Community Corrections currently employs 2,572 authorized, full-time positions, of which 2,012 are certified officers. DCC supervises approximately 118,000 offenders on probation, parole or post-release supervision and oversees 10,000 unsupervised offenders in CSWP for a total offender population of 128,000. In addition to the community service coordinator positions that handle CSWP cases, DCC utilizes two classes of officers—community and intermediate --in providing case management to offenders under its supervision. The punishment levels and officer assignments are:

"I"- Intermediate Punishment Level (60-1 caseload goal): [G.S.15A-1340.11] [G.S. 15A-1343.2(c)]

- Under Structured Sentencing, an intermediate punishment requires the offender to be placed on supervised probation and includes at least one of the following sanctions: special probation, residential community corrections (RCC), electronic house arrest (EHA), intensive supervision, day reporting center (DRC) or drug treatment court (DTC).
- Division of Community Corrections "I" Officers:
 - 25-1 – Intensive Case Officers (ICO) supervise offenders on the intensive sanction and in some areas have blended caseloads
 - 60-1 – Intermediate Punishment Officers (PPOII) supervise offenders on intermediate sanctions and in some areas have blended caseloads, supervise special populations such as sex offenders and domestic violence offenders
- Supervise cases adjudicated as intermediate punishment, community punishment violators, and active cases released under post-release supervision (Felons: Class B1-E). The vast majority of their work is in the community.
- 30,117 offenders were in this punishment type as of December 18, 2007

"C" – Community Punishment Level (90-1 caseload goal): [G.S.15A-1340.11] [G.S. 15A-1343.2(c)]

Under Structured Sentencing, a community punishment is any type of sentence that does not include an active punishment or an intermediate punishment. A community punishment level may include fines, restitution, community service and/or substance abuse treatment.

- Division of Community Corrections "C" Officers:
- 110-1 – Community Punishment Officers (PPOI); *NOTE: DCC increased statutory caseload goal from 90 to 110*
- Supervise the cases adjudicated as community punishment level. This class of officer requires limited field contacts with offenders and represents more traditional probation supervision strategies, primarily in an office setting. This class is also responsible for a wealth of administrative work associated with serving the courts, such as presentence investigations and processing new cases.
- 58,609 offenders were in this punishment type as of December 18, 2007.

Non-Structured Sentencing Cases:

- DWI, parole, transfers from other states pursuant to the Interstate Compact, and deferred prosecution cases are not included in the "I" and "C" populations, but are supervised by the two classes of officers according to risk and/or orders of the court or Post-Release Supervision and Parole Commission.
- 29,583 offenders were being supervised as of December 18, 2007.

1) Data on Current Caseloads

Current Caseload Averages

The table below represents the traditional method of recording caseload averages assigned to officer classes according to Structured Sentencing and policy. They do not reflect special operations caseloads as established through the Urban Plan or blending plans in rural settings. Snapshot averages are depicted for each of the four judicial divisions and statewide as of December 8, 2007.

Location	Current Staff by			Caseload Average by			Staffing Needs to Meet		
On	Work Assignment			Officer Class			Offender Caseload Goals		
12/8/2007									
(snapshot)									
	PPOI	PPOII	ICO	PPOI	PPOII	ICO	PPOI	PPOII	ICO
STATEWIDE	488	727	271	109.3	56.2	21.5	484.8	681.3	233.4
DIVISION 1	101	169	78	124.1	52.1	18.1	114	146.7	56.6
DIVISION 2	146	190	78	105.8	56.8	19	140.4	179.7	59.4
DIVISION 3	127	206	67	109.7	54.8	22.1	126.6	188.1	59.2
DIVISION 4	114	162	48	100.1	61.7	30.3	103.7	166.7	58.2
CASELOAD GOALS				110	60	25			

(Exclusions: Two PPOIs in Satellite Based Monitoring Office, three POIs acting as residential officers, four POIs in the Interstate Compact Office, and three PPOIs and two ICOs assigned to the US Marshals Task Force). *NOTE: DCC increased the caseload goals for POIs to 110, although statutory caseload goal is 90.*

Projections by Officer Classification

The Office of Research and Planning began projecting Community Correction's populations 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 NC Sentencing and Policy Advisory Commission provides Structured Sentencing probation entry projections for the next five years, while the Office of Research and Planning 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.

The projections indicate that resources for Intensive Supervision needs will be more than adequate through FY 2011-2012. Intermediate supervision resources, without special operations cases, remain significantly below the required level to meet the supervision caseload goal of 60. Intermediate supervision resources for special operations cases also are below the required level to meet the supervision caseload goal of 30. Community supervision resources are above the number of officers needed to maintain a caseload goal of 110.

2) Analysis of Optimal Caseloads

It remains a difficult task to report on the optimum caseload. There is no one optimum caseload number for the community, intermediate, and intensive officer. Therefore, the aforementioned caseload averages reflect an ideal situation if resources across the state matched offender punishment types. The dynamics within each county play an integral part in the supervision of offenders. Since all counties do not have the same dynamics, DCC strives to develop improved data collection and more accurate formulas projecting true caseload numbers for working officers while considering the dynamics of vacancies, military and extended leave, travel time, specialized caseloads, training needs, turnover rates, and other factors. In order to achieve balanced caseloads, it is no longer feasible to supervise offenders only according to punishment type. DCC therefore has implemented blended caseloads throughout the state. The following chart represents the types of case management practices currently used to supervise the offender population.

Types of Case Management Practices	# of Counties
Traditional with Judicial Services and Special Operations	3
Intensive & Intermediate Blending w/Judicial Services Function & Specialization	2
Intensive & Intermediate Blending Only	64
Intensive, Intermediate, & Community Blending	16
Intensive & Intermediate Blending (assisting with Community case coverage)	15

Definitions of case management practices:

Traditional with Judicial Services and Special Operations

These are non-blended areas with traditional community and intermediate supervision. Officers (POIs) within the Judicial Services unit(s) follow predefined judicial guidelines to supervise a caseload of offenders while working court rotation. Units with specialized officers who carry only domestic violence, sex offender, EHA, drug treatment court, and day reporting center cases also exist in these areas.

Intensive & Intermediate Blending w/Judicial Services Function & Specialization

These are areas where POIIs and POIIIs carry blended caseloads of intensive and intermediate

offenders and POIs carry community offenders. Designated POIs carry judicial services cases and work court rotation. The judicial services function and field supervision occur simultaneously within these units. Instead of entire units designated for specialization, specific POIIs carry caseloads of specialized offenders, often combining specializations, i.e., domestic violence, sex offender and EHA.

Intensive & Intermediate Blending Only

These are areas where POIIs and POIIIs carry blended caseloads of intensive and intermediate offenders and POIs carry community offenders on their caseloads.

Intensive, Intermediate, & Community Blending

These are areas where POIIs and POIIIs carry blended caseloads of intensive, intermediate, and community offenders.

Intensive & Intermediate Blending (assisting with Community case coverage)

These are areas where POIIs and PO3s carry blended caseloads of intensive and intermediate offenders. They also assist POIs with community cases that are above the caseload goal of 110.

Appendix B shows case management practices by county.

Specialized offender populations such as sex offenders and domestic violence offenders represent an evolving concept in DCC supervision practices. DCC recognizes that there are specialized offender populations located in every county across the state. However, officer resources are not available for specialization in every county, nor are they needed. It therefore is important to note that all specialized offender populations are supervised according to the same standards, but not all specialized populations are supervised by a specialized officer.

- Some counties have specialized officers with caseloads of 30-40 specialized offenders only.
- Some counties have officers that specialize in particular offender populations and supervise general offenders without reduced caseloads.
- In some counties, the specialized populations are so small that they are grouped in with a general offender caseload and one officer supervises everything in the county.

The Division has implemented sound courses of action to achieve optimal caseloads, including the following:

- Establish different officer position strategies between urban and rural parts of the state.
- Conduct position management review to assess offender numbers and adjust staff resources to meet these needs.
- Examine the need to restructure special operations to determine ideal caseload size and measure effectiveness of supervision methods used with special populations.
- Monitor the impact of taking caseload-carrying officers from supervision duties to provide adjunct training and created training coordinator positions for each judicial division.
- Continue to monitor the impact that position vacancies have on caseloads of working officers. The vacancy rate for FY 2006-07 reflects PPOI - 12.83%, PPOII - 6.31% and PPOIII - 4.06%.
- Continue to study the impact of staffing caseload-carrying officers for specialized courts such as drug courts and domestic violence courts across the state.

Based on these courses of action, the Division has established the following caseload goals for

officers:

Established Caseload Goals	
Field POI	110 (Policy)
Field POII	60 (Statute)
Special Ops (POII or POIII)	40 (Sex Offender 30)
Blending POII & POIII	50 (Policy)
Intensive	25 (Policy)

Again, these caseload goals reflect an ideal situation if resources across the state matched offender punishment types. The Department will continue to manage resources across caseloads in light of the dynamics of vacancies, military and extended leave, travel time, specialized caseloads, training needs, turnover rates and other factors.

3) Assessment of the Role of Surveillance Officer

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

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 most important, national research concerning best practices within supervision has indicated better models for supervision and case management practices. Those best practices no longer support the two-person intensive concept. Instead, 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. As a result, the Division has taken appropriate steps to move away from the traditional two-person intensive concept and to appropriately redefine the role of the surveillance officer.

The surveillance officer now reports to the Chief Probation-Parole Officer in his district and provides assistance to all officers within the unit—as opposed to being paired with a single intensive case officer. The SO provides assistance in the management and supervision of a variety of offenders within a unit and geographical area, expanding beyond intensive cases to include day reporting centers, electronic house arrest, drug treatment courts and global positioning satellite tracking. With increasing numbers of higher risk offenders under supervision, there is a greater need to focus on control in order to address offender needs. Surveillance officer duties now include the following assignments:

- Provide field supervision support to the unit to administer drug screens, conduct warrantless searches, conduct curfew checks, provide additional person contacts and verify residence plans.
- Conduct the release of offenders from the Division of Prisons and implement supervision.

- Assist in the enforcement of intermediate sanction conditions such as attendance at Day Reporting Centers, reinforcement of Drug Treatment Court contacts, and installing and conducting maintenance of EHA and GPS equipment.
- Assist in monitoring sex offenders on GPS lifetime tracking.
- Serve on immediate response teams to investigate and take appropriate action in response to violations for EHA and or GPS during weekends, holidays and after normal business hours.
- Serve orders for arrests on offenders under the Division's jurisdiction.
- Complete extradition of offenders from jurisdictions outside of the work site location.
- Complete Interstate Compact retaking of NC offenders in violation in other states.
- Maintain a caseload of absconders to investigate, apprehend and arrest offenders who flee and avoid supervision.
- Participate in special operations as assigned, such as community policing interventions, fugitive apprehension task forces, community threat group interventions and DWI enforcement activities.

Due to the growth of the Division and changes necessary to continue to improve services, the surveillance officer position has emerged as the primary law enforcement liaison for the Division, enabling a dedicated focus on control elements and allowing other officer positions to focus on offender need and case management areas. The Division continues to redefine the role as appropriate.

4) Paraprofessionals

In larger counties, the volume of court and offender interaction on a daily basis is a constant challenge. To address this, DCC continues to develop paraprofessional roles for the purpose of providing assistance in judicial service units in three urban areas. Currently, there are six data entry specialists responsible for data entry and seven lead community service coordinators (CSC). The lead CSC position was developed to relieve the current number of community service employees reporting directly to the chief probation/parole officer. There are 136 community service coordinators statewide.

The Division continues to cross-train community service coordinators to perform data entry, case assignments and administrative functions required to set up a probation case. Community service coordinators are expected to perform judicial services in addition to overseeing their caseloads. This allows the probation/parole officer more time to spend with the offender directly from court.

5) Update of 2004 NIC Recommendations

The 2003 session of the General Assembly required the Division to obtain an outside evaluation of caseload issues. The National Institute of Corrections provided a technical review team and conducted an analysis during 2004. The 2005 General Assembly reviewed the analysis and has required updates on the progress of implementing the recommendations from the analysis. The updates for this period on items that were not completed in the 2007 report are as follows:

Monitor and evaluate revocation rates to ensure alternatives to incarceration are being appropriately utilized: Ongoing. Now that DCC has hired trainers, the Division is concentrating on refresher

trainings, such as violation policy, offender case management and Cognitive Behavioral Intervention.

Emphasize and promote the Offender Management Model (OMM): Ongoing. DCC policy addresses the collaborative efforts with treatment providers and resource agencies in case planning and decision making and focuses on an interactive offender-officer process using motivational and interviewing techniques; a prime example is the recently signed MOU between DCC and domestic violence stakeholders. DCC also has established new performance standards that reinforce staff evaluation criteria.

Implement the blending concept: Completed. Continued support of the blending concept is evident in the redeployment of intensive officers to intermediate officers. All counties with the exception of three are performing some type of modified blending.

Increase number of specialized officers: Completed. Position management efforts continue through the reallocation and redeployment of officer positions to special operations officers. DCC identified 12 officer positions to be designated as Sex Offender Management Officers in high need areas and have a total of 162 officers designated as approved specialized officers.

Develop and or adopt a dynamic assessment: Completed. The Division has implemented a dynamic risk and needs assessment that is being used by officers statewide.

Enhance officer safety package: Ongoing. All gun-carrying positions have been upgraded from the revolver to the semi-automatic. The Division completed the exchange of all handguns in January 2007. DCC is in the process of testing more effective, lightweight body armor; has upgraded flashlights; and has purchased security safes for state-issued weapons. DCC has also purchased jackets and equipment-carrying duffel bags for all officers.

Develop more structured case planning methodology: Ongoing. An automated case planning process has been developed that incorporates court-ordered conditions of probation and offender risk and criminogenic needs identified through the assessment process. This process will be piloted over the next two months utilizing a small number of staff and offenders. Upon completion of the pilot, statewide training and implementation will occur. The case plan will be the road map for supervision for both the offender and the officer.

Future Strategies to be addressed as recommended in the 2004 NIC Report

The Division's full time trainers are in the planning stages of the following:

- Developing a chief probation/parole officer training academy to improve the leadership skills and abilities of first-line supervisors. *Update:* Two classes have been conducted and training is ongoing.
- Conducting specialized training for the risk/needs assessment and case planning process. *Update:* Training is scheduled to be conducted in April in conjunction with correctional counseling training with Research and Planning.
- Expansion and improvement of officer training specific to domestic violence, sex offenders, drug treatment courts, electronic house arrest and cognitive behavioral interventions. *Update:* A lesson plan is being developed to implement computer-based and classroom training for all officers in the area of domestic violence. Sex offender/GPS equipment training and electronic house arrest remote access training is ongoing.
- Increasing the number of officers trained in Cognitive Behavioral Intervention and use

CBI to target youthful offenders and gang members. *Update:* Purchased a gang-based CBI program and conducted a pilot using this curriculum one-on-one with some gang members during officer/offender contacts. DCC plans to make this a statewide initiative this year.

- Training in conjunction with the Research and Planning Division of DOC on the fundamentals of correctional counseling for DCC staff. *Update:* Completed training with POIs statewide. Will continue to train additional staff.
- Establishment of statewide fugitive/extradition teams with the use of surveillance officers will continue to improve the absconder capture rate seen thus far in the limited use of this concept. In addition, changes in the rules of the Interstate Compact now provide specific guidelines for the return of offenders to a sending state due to violation issues. Use of fugitive teams to return offenders for violation hearings could maintain compliance with these guidelines and avoid federal intervention. *Update:* Concept put on hold due to other resource needs of caseload-carrying positions.
- Upon implementation of a risk/needs instrument, the Division will assess and better define a role with the courts and the completion of presentence investigations as recommended in the NIC report. *Update:* Continue to evaluate the appropriate role of the Division to aid the Courts in the completion of a comprehensive presentence investigation in order to assign the offender to the appropriate type and level of supervision.

6) Selection of a Risk Assessment

The new risk/needs assessment process was implemented December 5, 2007 as a part of every new case with probation to include the following instruments; Offender Traits Inventory, Offender Self-Report, Officer Interview & Impressions along with the Judgment or conditions of parole/post release in a Web-based format. The Offender Traits Inventory is used to identify risk and has previously been normed for NC probationers. The other two instruments--the Offender Self Report and Officer Interview--measure dynamic needs. The Offender Self-Report includes a survey to measure motivation for change. A summary report is available to the officers to review the risk and needs by category or life area based on the answers from all the assessment instruments. This information is used to begin the case planning process. All new officers will begin to receive Evidence-Based Practices in basic training along with a revised correctional case management overview of social learning theory, cognitive behavioral techniques, the risk/need assessment process, case planning and transition services. The next step will be to offer continued motivational interviewing training to all supervising officers and field staff to allow for specific skill development.

Currently the case planning process is being automated in Web-based format and will be used in conjunction with the risk/needs instruments. The enhancement to the offender case plan will be an integral part of the assessment process. The case plan will include the supervision plan, the treatment plan and the behavioral expectations to meet the goals for successful completion of probation. A pilot program is set to start this year, which will provide information concerning the best means to fully implementation statewide use. Due to the implementation date, data concerning the distribution of offenders among risk levels was not available for this report.

7) Position Management Report

The following chart reflects position reallocations for the previous 12 months by the Division in its continuing efforts to utilize existing resources to address case management and staffing needs:

Position Management Activities (March 2007 through February 2008)

Classification	Personnel Cost	Operating Cost	Total Cost
25 Intensive Case Officers redeployed to Intermediate (POII)	\$0	\$0	\$0

Classification	Personnel Cost	Operating Cost	Total Cost
16 PPOIs to Intermediate (PPOII)	\$21,045	\$61,888	\$82,933
1 Surveillance Officer to Judicial Unit Supv.	\$12,279	-\$1,077	\$11,202
1 Surveillance Officer to Assistant JDM	\$16,209	-\$320	\$15,889
5 Surveillance Officer's to CPPOs	\$61,395	-\$5,385	\$56,010
2 Surveillance Officer's to JDM	\$32,418	-\$640	\$31,778
1 Surveillance Officer to OAIV	-\$5,581	-\$7,074	-\$12,655
1 OAIII to OAIV	\$1,863	\$450	\$2,313
3 Surveillance Officer's to IPTs	-\$3,589	-\$21,222	-\$24,811

DCC reallocated those positions in order to achieve optimum offender caseloads and staffing patterns. The issue of balancing offender case management strategies and officer/staff workloads is at the heart of the Division's mission of providing public safety and addressing offender needs. In order to maximize existing resources, the Division continues to examine operations county by county and district by district because there is no one cookie cutter way of doing business for all 100 counties or 45 judicial districts. The Division's proactive position management requires management at all levels to assess the following before posting a vacancy:

- Current caseload averages within judicial district
- Number of cases within each supervision level
- Geography, logistics of judicial district
- Volume of court, parole commission activities
- Analysis of length-of-stay practices
- Existing staff/workload analysis, including vacancies due to military leave, short/long term disability, and other factors

Summary

Through this analysis, DCC has become keenly aware that statewide caseload averages are only a starting point for assessing appropriate strategies to address resource needs. This report reflects great progress by the Division in developing management information to guide decisions in the area of position management and the complexities of resource needs in local jurisdictions. The use of existing resources redeployed to meet the needs of the agency continues to be a primary strategy. Continuing this strategy should enable the Division to meet most demands, but the increase in and complexity of the intermediate offender population is a concern and may require new resources in the future as existing resources are exhausted.

APPENDIX A: CASELOAD PROJECTIONS

Community Supervision Projections POI

Fiscal Year	Projected End of Year Supervision Population on June 30	Required Officer Resources	Current Officer Resources	Additional Resources Needed
FY 07-08	51,282	466	488	-22
FY 08-09	51,851	471	488	-17
FY 09-10	52,422	477	488	-11
FY 10-11	52,994	482	488	-6
FY 11-12	53,567	487	488	-1

Applied vacancy rate of 12.8% lowers current officer resource to 426 on any given day throughout the year

Intermediate Supervision Projections (Non-Special Operations) POII

Fiscal Year	Projected End of Year Supervision Population on June 30	Required Officer Resources	Current Officer Resources	Additional Resources Needed
FY 07-08	37440	624	522	102
FY 08-09	37895	632	522	110
FY 09-10	38359	639	522	117
FY 10-11	38831	647	522	125
FY 11-12	39312	655	522	133

Intensive Supervision Projections ICO

Fiscal Year	Projected End of Year Supervision Population on June 30	Required Officer Resources	Current Officer Resources	Additional Resources Needed
FY 07-08	5,630	225	271	-46
FY 08-09	5,714	229	271	-42
FY 09-10	5,798	232	271	-39
FY 10-11	5,884	235	271	-36
FY 11-12	5,971	239	271	-32

Applied vacancy rate of 12.8% lowers current officer resource to 259 on any given day throughout the year

Intermediate Special Operations Supervision Projections POII

Fiscal Year	Projected End of Year Supervision Population on June 30	Required Officer Resources	Current Officer Resources	Additional Resources Needed
FY 07-08	7356	245	205	40
FY 08-09	7445	248	205	43
FY 09-10	7537	251	205	46
FY 10-11	7629	254	205	49
FY 11-12	7724	257	205	52

Appendix B: Case Management Practices

Practices by County									
Traditional w/JS & Special Ops Unit(s)									
Wayne*	8B	Cumberland*	12X	Durham*	14X				
INT & IMD Blending w/JS Function & Specialization									
Pitt*	3A	Onslow*	4B						
INT & IMD Blending only									
Washington	2X	Bladen	13X	Cabarrus	19A	Ashe	23X	Cleveland	27B
Duplin	4A	Brunswick	13X	Randolph	19B	Wilkes	23X	Lincoln	27B
New Hanover*	5X	Columbus	13X	Montgomery	19B	Yadkin	23X	Buncombe*	28X
Person	9A	Alamance	15A	Rowan	19C	Watauga	24X	Rutherford	29A
Caswell	9A	Chatham	15B	Moore	19D	Avery	24X	Henderson	29B
Franklin	9X	Orange	15B	Richmond	20A	Mitchell	24X	Polk	29B
Vance	9X	Hoke	16A	Anson	20A	Madison	24X	Transylvania	29B
Granville	9X	Scotland	16A	Stanly	20A	Yancey	24X	Haywood	30X
Warren	9X	Robeson	16B	Union	20B	Burke	25A	Jackson	30X
Wake*	10X	Rockingham	17A	Alexander	22X	Caldwell	25A	Swain	30X
Harnett	11X	Surry	17B	Davidson	22X	Catawba	25B	Macon	30X
Johnston	11X	Stokes	17B	Iredell	22X	Mecklenburg*	26X	Cherokee	30X
Lee	11X	Guilford*	18X	Davie	22X	Gaston*	27A		
INT, IMD & COM Blending									
Currituck	1X	Hyde	2X	Pamlico	3B	Bertie	6B	Alleghany	23X
Camden	1X	Tyrell	2X	Jones	4A	Hertford	6B	McDowell	29A
Gates	1X	Martin	2X	Pender	5X	Forsyth*	21X	Clay	30X
								Graham	30X
INT & IMD Blending (assisting w/COM overages)									
Dare	1X	Beaufort	2X	Halifax	6A	Nash	7X		
Pasquotank	1X	Craven	3B	Northampton	6B	Lenoir	8A		
Chowan	1X	Carteret	3B	Wilson	7X	Greene	8A		
Perquimans	1X	Sampson	4A	Edgecombe	7X				

*Counties w/Judicial Services Units or functions

The following chart shows a snapshot of caseload averages some areas that utilize these practices. It reveals their staff/offender ratios, vacancy information, and shows how vacancies affect caseload averages.

The vacancy rate for fiscal year 2006-07 reflects POI - 12.83%, POII - 6.31% and POIII - 4.06%.

County	Practice	Officers	Offenders	Caseload Average	# of Vacancies	Caseload Average factoring in vacancies
Durham	<i>Traditional/w JS and Special Operations</i>	15 POI	1737	115	3	144
		5 Judicial Services POI	142	28	1	36
		10 POII	773	77	3	110
		18 Special Ops POII	951	53	0	53
		6 POIII	281	47	1	56
		2 Special Ops POIII	66	33	0	33
Pitt	<i>INT & IMD Blending w/Judicial Services Function and Specialization</i>	9 POI	842	93	3	135
		4 Judicial Services POI	257	64	0	64
		14 POII + 5 POIII	1106	58	0	58
		2 Spc Ops POII + 1 Spc Ops POIII	108	36	0	36
Wake	<i>INT & IMD Blending Only</i>	36 POI	3487	96	5	112
		23 PO2II+ 14 POIII	2431	65	5	76
		25 Special Ops PPOII	894	36	0	36
Alleghany	<i>INT, IMD & COM Blending</i>	2 POII	158	79	0	79
		No POI				
		No POIII				
Lenoir	<i>INT & IMD Blending (assisting w/COM overage)</i>	6 POI	763	127	1	153
		8 POII + 6 POIII	876	63	1	67